



NCJRS

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OVERVIEW

ACCOUNT

During the developmental stages of the Newark Impact Program, staff energies were channeled basically towards a planning effort. Subsequently, a great deal of agency energy was transferred into processing applications that were developed by the agency through the various organs of government involved in the Impact process. This is a complex situation in that programs must be processed through the City Council and the Mayor's Office at the local level, and then through the State Planning Law Enforcement Agency and finally, through LEAA. Of course, this process involves the factor of delay in getting the actual implementation of the program started, but it is designed to insure that projects and programs developed at the local level meet all the standards and guidelines of both the state and federal authorities. In addition to that the technical expertise of the State Law Enforcement Planning Agency and the Regional Office are brought to bear on applications arising out of the Impact Agency. The net result of this procedure is to bring together the municipal, state, and federal authorities into a team effort in our attack against stranger-to-stranger crime in the City of Newark.

At this point in time, Newark's High Impact Anti-Crime Program has committed approximately eight and one half million dollars. A primary responsibility of this agency is to see that fiscal integrity is insured through strong control measures at the beginning stages when the projects are just getting started. The fiscal procedure outlined in this brochure is designed to meet that objective. Secondly, the programmatic efficacy of Impact funded projects is assured and made sound at the very earliest stages of development. It is at this stage that people are hired for the projects and if the projects are going to have a chance at success then they must employ the most competent people possible. The Impact Program has taken a very strong stand in making certain that the most capable people available are placed in available positions within the projects.

During the past four months then a great deal of staff energy has been channeled towards this two-fold effort, i.e., fiscal integrity and programmatic efficacy. The ground work has now been laid towards the attainment of these goals and objectives. Staff energy is currently being channeled primarily in moving programs and projects that are already in the agency, but have not yet been approved by the agency. We can expect within the immediate future to commit a great deal more federal dollars towards the effort at reduction of stranger-to-stranger crime in Newark through the Impact program.

The procedures outlined in this brochure have a two-fold purpose, first, to present an overview of what Impact is doing from a programmatical perspective, and secondly, to provide some details as to the control measures that the agency has taken to insure the fiscal integrity of the federal dollars placed in the City of Newark.

EVALUATION / MONITORING

Evaluation Presentation--October 30, 1973

LEAA, SLEPA, CAT, Meeting

1. Performance Management System (PMS) Monthly Data Reporting
  - A. The Existing Process--Status to Date
  - B. The Possibility of Computerizing the PMS Reporting System--Stephen Gerard
2. Special Reporting Forms

Description of specially developed quarterly reporting forms  
examples--Specialized Probation Caseloads,  
Special Case Processing for IMPACT Offenders
3. Special Data Reports--Police Data
  - A. Major Crime Location Report (sample copy)
  - B. Reports to be procured
    - (i) Arrest Location
    - (ii) Public Housing Crime
    - (iii) Updated Major Crime Location Report
4. Assuring Validity and Accuracy in Data Procurement
  - A. IMPACT Monitoring--Carl Spruill
    - (i) The interface of evaluation and monitoring
  - B. Data validity in computer systems--Dr. M.I. Haq
5. IMPACT Case Tracking--the assessment of recidivism
6. Non-Quantified Evaluation--Special Surveys  
ex. "proposed survey of 512 sector"
7. Crime Displacement Analysis  
SLEPA/CAT interface

The IMPACT Evaluation System

The purpose of the IMPACT evaluation system is twofold:

- a) To keep the CAT office on notice as to the progress to date made by the operational projects and to resolve problems, if any, arising in the operation of the project.
- b) To assess the effectiveness of IMPACT projects to reduce IMPACT target crime.

With respect to a), above, IMPACT has developed a monthly data reporting format called the Performance Management System (PMS) which provides to the IMPACT office a monthly assessment of progress achieved to date. The benefit of the system is its simplicity--one sheet is completed per month (copy attached) which contains only pure numbers. Interpretation of the numbers is accomplished via previously developed coding sheets.

The system operates in conjunction with the IMPACT Monitoring section and the IMPACT functional area assistant directors. The evaluation section performs an initial data tabulation and analysis which is checked for validity by the IMPACT monitoring section. For example, if the street lighting project reports 55 lights installed in police sector 511, the monitoring section checks the validity of that report by going out to the streets and checking the lights.

The functional area (i.e., corrections, police and courts, community) assistant directors then assist with an evaluation (from a programmatic and management perspective) of what the data indicates, what steps to take, if any, towards remedying problems in the project--in some instances what programmatic changes would be in the best interests of achieving the performance, i.e., crime reduction, objectives of the project. The functional area assistant director would then proceed to make those programmatic changes after Executive Director review and approval. Crucial to this system is monitoring, since it is that section which has the prime responsibility for assessing the validity of the data. Invalid data and inaccurate data could lead to incorrect conclusions as to programmatic changes.





IMPACT PROJECT: SPECIAL CASE PROCESSING FOR IMPACT OFFENDERS

Date Report Submitted to IMPACT: 6/17/73 WL

Clip When Submitting to IMPACT Program

PERSONAL INFORMATION

- 1. IMPACT Circular Number 687
2. Race B Sex M
3. Date of Birth 2-9-40
4. Social Security Number 153 30 6184
5. Is arrestee a first offender? Yes No X

If yes, is he/she a participant of an IMPACT Project? Yes No

Name of project

6. If arrestee is not a first offender, complete the following:

- a) Number of previous arrests 16
b) Date of first arrest 3/14/59
c) Date of most recent arrest 9/24/73
d) Reason (charge) for most recent arrest B&E
e) Were any previous arrests for an IMPACT target crime? Yes No If yes, which IMPACT crime? B&E
f) Indicate most recent conviction - Date 9/10/70 Convicted for B&E

7. Is offender a Newark resident? Yes X No
If no, City where offender resides

Court Process Information

8. Arrest date 9-24-73 Charge(s): B&E

9. Indicate Date case was reviewed by Prosecutor's Complaint and Indictment Section: 9-24-73

Recommended complaint(s) (describe prosecutor complaint(s) below:

B&E, Larceny + Larceny

Compute number of days elapsed since date of arrest

10. Arraignment Date: 9/23/73 Complaint at Arraignment B&E + L
Compute number of days between arraignment and date of arrest 1

- a) Defendant's status after arraignment (check which apply)
(i) Released on Bail
(ii) Detained
(iii) ROR X; (check below which apply)
Released into NDEP
Released into TASC
Released into other rehabilitation program. (Name of Program:)

defendent request preliminary hearing? Yes  No   
yes, date of hearing 10/5/73

a) Was Probable Cause found? Yes  No

**At Prelim. hearing Complaint was amended to  
2A:170-3. Def. arr. to Guilty**

Compute number of \_\_\_\_\_ days elapsed between date of arrest  
and date of completion of ~~preliminary~~ hearing: 11 days  
**case**

Has arrestee been provided a public defense counsel?  
Yes \_\_\_\_\_ No \_\_\_\_\_

12. Date presented to Grand Jury: \_\_\_\_\_

13. Date indictment returned: (if not same as # 12): \_\_\_\_\_

a) Decision (check which apply)

Indictment \_\_\_\_\_; describe indictment:

No bill \_\_\_\_\_;

Downgrade \_\_\_\_\_; describe downgrade charge in the  
space below):

Compute number of elapsed \_\_\_\_\_ days between date of arrest  
and date indictment returned, \_\_\_\_\_ days

b) Note: If case dismissed at this point submit questionnaire  
to Edward McGlynn, Assistant Court Administrator.  
(Address at end of questionnaire)

c) If case was sent back to municipal court, indicate  
disposition, and sentence in the space provided below:

14. Indicate IMPACT Court to which case was assigned:

Court 1	_____	Judge	_____
Court 2	_____	Judge	_____
Court 3	_____	Judge	_____

15. IMPACT Court Arraignment (Pleading) date: \_\_\_\_\_

Plea: (check which applies)

a) \_\_\_\_\_ Guilty (Describe charges) pleading guilty to,  
below:

Date set for sentencing: \_\_\_\_\_

b) \_\_\_\_\_ Not Guilty (Date set for trial: \_\_\_\_\_)

Compute elapsed number of \_\_\_\_\_ days between date of  
arrest and completion of County Court arraignment: \_\_\_\_\_  
\_\_\_\_\_ days

c) Describe Defendant's Pleadings below:

16. If pre-trial motions are filed, describe the types of motions filed in the space below:

a) By defense counsel?

b) By prosecutor:

c) Compute number of days between date of arrest and completion of preliminary motions: \_\_\_\_\_ days

17. Plea Bargaining--Describe the consequences of plea bargaining in the space below:

18. Is trial a jury or non-jury trial? \_\_\_\_\_ Jury \_\_\_\_\_ Non-Jury

a) Date of Trial Commencement: \_\_\_\_\_

19. Trial termination (verdict) Date \_\_\_\_\_

Verdict (check below):

a) \_\_\_\_\_ Not Guilty (Note: if not guilty, complete questionnaires, and submit to Edward McGlynn, Assistant Court Administrator.)

b) \_\_\_\_\_ Guilty (Charge(s): \_\_\_\_\_  
\_\_\_\_\_

(1) date set for sentencing \_\_\_\_\_  
Compute number of elapsed Court Days between date of arrest and date of verdict: \_\_\_\_\_ days

c) \_\_\_\_\_ Jury Disagreement (Hung Jury)

20. Was pre-sentence investigation conducted? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, did presentence investigation include any special diagnostic analysis (i.e., psychiatric)? Yes \_\_\_\_\_ No \_\_\_\_\_  
Where did diagnostic analysis take place? (Name of Agency \_\_\_\_\_)

Compute number of days the presentence investigation lasted: \_\_\_\_\_ days

21. Sentencing (Disposition) Date: \_\_\_\_\_

Type of Sentence (Check all that apply)

- \_\_\_\_\_ Incarceration (Place of incarceration \_\_\_\_\_; Length of sentence \_\_\_\_\_ Years & Months)
- \_\_\_\_\_ Probation (Length of sentence: \_\_\_\_\_ Years & Months)
- \_\_\_\_\_ Fine (\$) Cost of Fine (\$ \_\_\_\_\_)
- \_\_\_\_\_ Other (describe)

a) Compute elapsed number of days between date of arrest  
and date of sentencing: \_\_\_\_\_ days.

22. Additional Information:

Name of Prosecuting Attorney \_\_\_\_\_

Name of Defense Attorney \_\_\_\_\_

END OF QUESTIONNAIRE, Submit to:

Edward McGlynn, Assistant Court Administrator  
Special Case Processing Office  
8th Floor, Essex County Court House Building  
Newark, New Jersey 07102

## PROJECT MONITORING

The monitoring section, as a vital complement to formal data evaluation, insures contract compliance of all IMPACT Projects. The monitoring effort is a quasi-investigative unit. It detects discrepancies and potential problems which may preclude the project from realizing its goals. Thus, it functions preventatively and correctively. Additionally, it serves to validate or invalidate the formal data proliferated by each project.

Assistant Directors of the functional areas are constantly kept abreast of monitoring activities and findings so that, through teamwork, potential problems are averted. A detailed checking system is developed through the monitoring section for each project. (See next page for example.) This insures that all vital information from a project is obtained in a consistent, uniform manner. Acting as the 'eyes and ears' of IMPACT, the monitoring section is sensitive to the Newark milieu in which the projects function. It has the valuable capacity of being able to perceive and identify the nature of each project's inter-action in the community it serves.

Project:  
Location:

Monitor:  
Time Arrived:  
Time Departed:

Date:

Did project personnel expect your arrival?  Yes  No

Who advised you to visit this project?

Were you requested to monitor any particular aspect of this project?

If yes, what aspects? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

OBSERVATIONS

Personnel

Who did you see and what were they doing?

Program

What was happening at the project while you were there?

Clients

Were project clients being served and how?

Community

What were the significant attitudes of those persons and agencies with whom the project comes in contact?



FISCAL

## IMPACT FISCAL OPERATIONS

It is the responsibility of the Fiscal Staff to insure that funds awarded to projects are spent properly. Toward that end the Assistant Director for Fiscal Operations has developed a series of procedures and policies.

In sum, the IMPACT Agency utilizes a purchase order system. This system assures that the Agency has strong internal control, thereby separating responsibilities of initiating, recording, auditing, authorizing and the actual paying of all expenditures of the Agency. These procedures are performed by not only the Accounting Personnel provided by SLEPA funds in part, but to a larger extent by the Accounts Payable, Grant Accounting, and Treasury Department of the City of Newark.

### The IMPACT Fiscal Procedures for Operating Agencies

An operating agency will be first evaluated to assess the financial nature of the agency with respect to existing internal controls, before any funds are allocated or received by the agency. A formal systems evaluation (Exhibit B) is executed and a report stating the existing financial status of an agency is submitted.

Depending upon the outcome of the systems evaluation, an operating agency will fall within one of the three categories:

#### (a) The Cash System

The primary determining factors of this system are strong internal controls, competent personnel, and the physical accessories and capacities available to control the dollar volume to be inserted into the existing system.

The actual process is comprised of submitting detailed cash statements monthly and drawing down or requesting funds bi-monthly.

Operating agencies of this nature are to be audited as frequently as possible.



(b) Purchase Order System

The determining factors for operating agencies of this category are situations of existing systems with moderate internal controls, personnel relatively familiar with generally accepted accounting principles, and an adequate capacity for handling the dollar volume to be inserted into that system.

This system is explained in detail in the same manner as presented to the operating agency in Exhibits C and C-1. The chief advantage of this system is that the city audits all vouchers and controls the designation of cash.

(c) The Purchase Requisition System

The determining factors for operating agencies of this category are situations where the existing fiscal system is weak, there are little internal controls, few personnel with knowledge of generally accepted accounting principles, and a small capacity for handling the dollar volume to be inserted into the agency. The only difference between this system and the Purchase Order System is that prior to initiating or confirming an order, a request or requisition is forwarded to the IMPACT Agency, reviewed and approved and then returned with a purchase order.

Other than the procedures stated in the initial request, this system is identical to the Purchase Order System presented in Exhibits C and C-1.

Auditing

Auditing to the point of actually handing out paychecks and verifying the actual receipt of goods and payment of vendors will be and is currently conducted at various project sites. The financial aspects are augmented by the monitors of the IMPACT Agency in that Monitors assist in both:

Payoff (e.g. the retention of physical control over a number of payroll checks, distributing them to the personnel, and then tying the results of the physical distribution to the charges against the related payroll)

and in the Checking of Property Control (e.g. a reconciliation of equipment paid for by IMPACT funds and accounting for its presence and controls thereon).

Reporting

All grants of operating agencies which are on a Cash System generate their own reports which are audited as frequently as possible.

For the IMPACT Agency and for any agency falling into the categories of Purchase Order or Purchase Requisition, reports are generated by the IMPACT Accounting Staff, and therefore the steps set forth in Exhibit A are executed for each grant for projects in these categories.

Budgeting

Budgets are financial plans and goals which should realistically reflect the anticipations and needs of an agency. The Fiscal Officer and Senior Accountant of the IMPACT Agency are primarily responsible to see that those needs and anticipations are addressed and that the fiscal objectives of a program are achieved.

## Exhibit A

## I. General Work Descriptions:

1. Assigning to each fund/or program the following:
  - a. Treasurers office Fund #
  - b. IBM Coding
  - c. Payroll Job Site #
2. Setting-up Appropriation/or Budget on the IBM Bar (Budget Activity Report)
  - a. Based on approved Budget Detail by Cost Element
  - b. Briefs made for each individual Cost Element according to the City Chart of Accounts.
3. Setting-up Manual Log Sheets for each Fund/or Program to facilitate control purposes of:
  - a. Control Log Sheet
    1. Total Appropriation
    2. Total placed/or cash received
    3. Total cumulative cost or expenditure
    4. Total appropriation receivable from Grantor (1 minus 2)
    5. Total over-all Cash available balance (2 minus 3)
  - b. Subsidiary Log Sheet
    1. Appropriation available balance by line item or cost element
4. Setting-up General Ledger Books for each individual Fund/or Program which entails:
  - a. Journal Entries to set-up the appropriation receivable from the Grantor.
  - b. Monthly Journal Entries to set-up:
    1. Total Cost Control (for the month)
    2. Total actual Cash Disbursement (for the month)
    3. Total outstanding Accounts Payable (regular P.O.)
    4. Total Accounts Receivable - T/O or A/P - T/O re: various adjustments.
    5. Total earned grant during the month or period.
  - c. Posting of the JE to the General Ledgers Subsidiary Ledgers.
5. Setting-up Cash Receipt Book for all the Impact Projects for control purposes.

II. Processing of incoming Purchase Orders from various Operating Agencies through "High Impact Office"

This entails the following:

- a. Vouchering of P.O. & attached documentation.
- b. Audit of Purchase Orders for internal control as to:
  1. Proper charges to proper accounts.
  2. Allowable charges per approved budget detail.
  3. Cash availability over-all by Fund/or Program.
  4. Available appropriation balance by line item.
  5. Certification from vendor
  6. Authorization for payment of City Officers

III. Monthly Financial Reports:

1. Trial Balance for each individual Fund/or Program
2. Various Schedules:
  - a. Accounts Payable (Regular P.O.)
  - b. Accounts Receivable & Accounts Payable re: Various adjustments.

IV. Monthly cash reconciliation of cash available balance per Log Sheet with the Treasurer's Office (T/O) cash balances by Fund/or Program.

V. Monthly Detailed Cost Statement Reports by individual Fund/or Program which entails and requires:

1. Periods expenditures:
  - a. Total actual cash disbursement per Certified List (CL).
  - b. Total current unpaid obligations during the month.
2. Total cumulative expenditures.
3. Total available cash balance, including the cash request in transit.
- \*4. Forecasted and/or anticipated expenditures for the two (2) following months.
5. Net cash request.

\*Information furnished & supplied by the Operating Agencies.

VI. Others:

1. Payroll analysis.
2. Detailed account analysis as deemed necessary.
3. Cross references for the following information:
  - a. T/O Fund #
  - b. IBM Coding
  - c. Payroll Job Site
  - d. Sub-grant # & block classification
  - e. Fund/or Program contract period
  - f. SLEPA Fund matching contributions:
    1. City Hard Cash
    2. In Kind Contribution
4. Setting-up permanent files on:
  - a. Grant award contract papers
    1. Grant application
    2. Signed Grant Award
    3. Budget Detail, Etc. \*
  - b. Correspondences
  - c. P/R Journal plus analysis
  - d. Monthly DCS Reports
  - e. Cash Reconciliation

\*Budget on some line items are shown in total which need to be broken down.

Example:                    & Fringe Benefits

Exhibit B  
ACCOUNTING SYSTEM INSPECTION  
High Impact

Date:

Agency:

Project Description:

Project Number:

A. Internal Controls

1. Name and title of individuals depositing all checks and cash.

<u>Name</u>	<u>Title</u>
-------------	--------------

2. Name and title of individuals signing Fund Requisitions and disbursing cash.

3. Name of Accountants.

4. Payrolls maintained by:

Time reporting records by:

Reconciliation of bank statement and by:

5. Petty cash disbursed by:

6. Selected transactions were traced through Agency records.  
Yes                      No

B. Receipts and Disbursements

1. Funds will be available to the Agency on a reimbursement basis each month.

Yes No

2. Agency's written policies on Purchase Orders and contracts are attached for City approval.

Yes No

3. Agency will make disbursements by pre-numbered checks supported by Invoices or Requisitions.

Yes No

Checks will be counter-signed by two (2) officials

Yes No

Name

Title

C. Accounting

1. Agency's Accounting System is maintained on an accrual basis.

Yes No

2. Have General Ledger Accounts and Cost Control Subsidiary Ledgers been established to enable Agency to report expenditures by cost category line items as stated in project budget?

Yes No

3. Have payroll records been established in a reasonable manner?

Yes No

4. Have property records been properly established?

Yes No

D. Reporting

1. Agency will furnish - 1 monthly and 1 quarterly reports on the 3rd working day of each calendar month.

Yes No

Statement of Financial Condition -

Cost Control Statement -

E. Retention of Records

1. Agency will retain records for a period of 3 years after the receipt of final payment from City.

Yes No

2. In the event the Agency goes out of existence, it will furnish to the city all its records in relation to the program.

Yes No

F. Eligible and Ineligible Costs

1. The Agency has been furnished a list of "Eligible and Ineligible Costs."

Yes No

G. Fidelity Bonding

Employees responsible for receipt, custody and disbursement of program assets are covered by Fidelity Bond in the amount of:

\_\_\_\_\_  
Insurer \_\_\_\_\_

Policy Number \_\_\_\_\_

H. Audits

1. Is the Agency normally audited by an independent public accountant?

Yes No

Name \_\_\_\_\_

Address \_\_\_\_\_

2. Is the Agency normally audited by Federal Agencies?

Yes No

Audited by: \_\_\_\_\_

Address: \_\_\_\_\_

3. The City will monitor and/or make periodic audits of the Agency.

Yes No



I. Other

1. Agencies written policies governing administrative practices, including policies with respect to employment, salary, and wage rates, working hours and holidays, fringe benefits (Health, Hospitalization and retirement), vacation and sick leave privileges and travel attached for approval by the city.

Yes No

2. Is copy of banking resolution attached?

Yes No



CITY OF NEWARK, NEW JERSEY

MAYOR KENNETH A. GIBSON

**HIGH IMPACT ANTI-CRIME PROGRAM**

38 Halsey Street Newark, New Jersey 07102 • (201) 624-3933



HUBERT WILLIAMS  
Executive Director

M E M O R A N D U M

To : All IMPACT Funded Programs  
From : Hubert Williams, Executive Director  
Subject: Procedures for Processing Purchase Orders  
Date : October 24, 1973

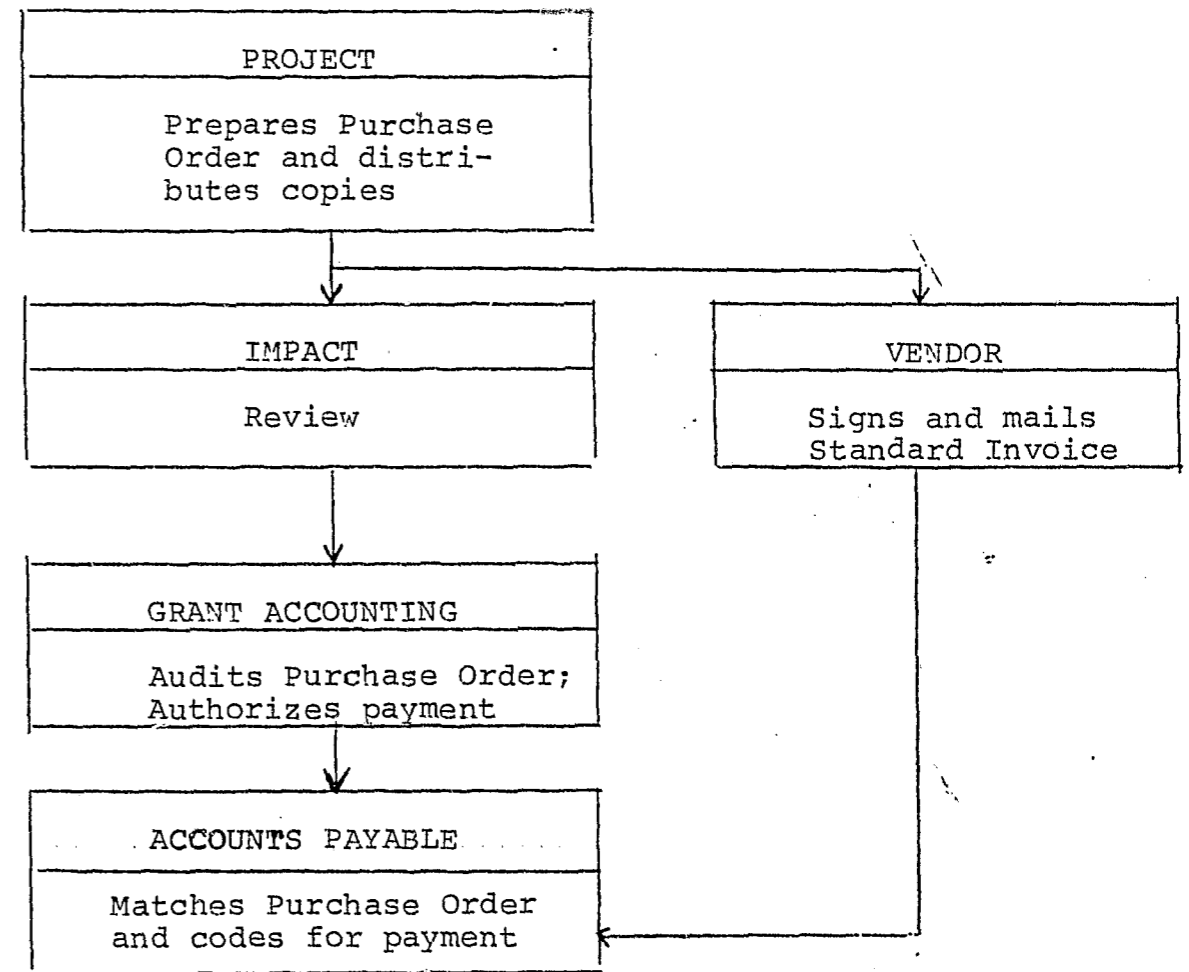
The following procedures are to commence effective 11/1/73.  
All Project Directors are advised to:

1. Obtain purchase orders from the IMPACT Agency with designated purchase order numbers thereon.
2. When billings from the vendor have been received (external source of documentation) and receipt of goods is verified, sign off the receiving copy of voucher. Billings from the vendor and the appropriate copies of purchase orders listed below are to be forwarded to the IMPACT Agency.
3. Review "Step B" of attached sheet. The following copies of purchase orders are to be forwarded to the IMPACT Agency.
  - (a) Copy #2 - Auditors Copy which will be forwarded to Accounts Payable.
  - (b) Copy #3 - The Standard Invoice - the vendor is to sign and return this to the Operating Agency and this copy is to be forwarded to the IMPACT Agency.
  - (c) Copy #5 - The Purchase Office Copy  
This copy will be sent to and retained at the IMPACT Agency.

- (d) Copy #6 - The Receiving Copy - this copy must be signed by the authorized Project Director and the Receiving Clerk so designated by the Project Director.

If you have any questions concerning the procedures, do not hesitate to contact Keith Rawlins, the Fiscal Officer of the IMPACT Agency.

III. Purchase Order Flow -- Confirming Orders



IV. Grant Information System -- Notebooks - Contents by Tabs

1. Summary Data
2. Application
3. Contract
4. City Council Resolution
5. Budget
6. Letter of Credit
7. Grantor's Guidelines
8. General

\*\*\*\*\*

Purchase Order Procedure

A. Set up a voucher register with the following columns

1. Date voucher is entered.
2. Payee to whom voucher is drawn.
3. The amount of the voucher.
4. For each line item there must be a column for what expense line it is and what SLEPA category is being changed.

e.g. 1 - 4

<u>Date</u>	<u>Payee</u>	<u>Amount</u>	<u>Salaries Acct. #101</u>	<u>Other Than Personnel Expenses</u>
9/1/73	T. Smith	\$ 100.00	\$ 100.00	
9/31/73	Coca-Cola	29.95		\$ 29.95
		\$ 129.95	\$ 100.00	\$ 29.95

5. At the end of each reporting period totals should be drawn for all amounts so that monthly reports can be generated from this source.

Note: Vouchers should be listed in numerical sequence and all vouchers should be accounted for before any further vouchers can be received.

B. Vouchering Procedure

1. Type up all pertinent information concerning payment of bill on voucher. Bill must be accompanied by adequate external documentation. If lengthy explanation of expense is needed, put the additional information in memorandum or attached note referenced on voucher.
2. Project Director and Vendors must sign all appropriate copies.
3. Forward the completed package to: High Impact, 38 Halsey Street, Newark, New Jersey.

C. Property Control - No P.O. Necessary

1. For all equipment and office supplies which properly fall in the category of fixed assets, there should be property control data collected and maintained.

POLICE

Project Title: IMPACT Team Policing Project

Sponsor: Newark Police Department

Status: Funded X Proposal

Description of Project:

Objectives: Reduce the incidence of target crimes in the 512 police sector by 5% in 2 years; improve community relations; deter target crime by encouraging citizen involvement; increase arrests; improve cooperation and teamwork among team members.

Definition: Team policing is a method of integrating patrol, community relations and detective forces in a specific geographic area of a municipality. It is hypothesized from the experience with team policing in other police departments that the method fosters professionalism among participating police officers and improves contacts between police and the community.

Activities: The project aims to delegate a forty-two patrol officers into seven squads into the 512 Sector in the South District to take responsibility for all law enforcement functions in that area. An improvement in community relations will provide information to the police on the goings on of the area. It will also familiarize them with the trouble spots and facilitate a crime prevention program based upon the involvement of the local residents.

Status:

Lieutenant Cross and two selected sergeants have been laying the necessary ground work until the project becomes fully operational on or around December 3, 1973. The reason for that starting date rests with the fact that the Team Police personnel will be selected from existing manpower who will be replaced by new recruits in the Department. Since these new recruits complete full training at the end of November, 1973, the existing manpower cannot be replaced until then. Meanwhile, Lt. Cross has selected a headquarters in the 512 sector, purchased automobiles, and order radios. In addition, one clerical/steno and one social work collator has already been hired. In addition, the Lieutenant and his sergeants have attended five community meetings and have appeared on a local radio station to discuss Team Policing.

Project Title: Special Case Processing for IMPACT Offenders

Sponsor: City, County, State

Status: Funded  Proposed

Description of Project:

This project is attempting to reduce the amount of time it presently takes to process offenders charged with Impact crimes from arrest through sentence by 45%. Concurrently, it will attempt to reduce the process time for all offenders by 10% and improve the overall quality of justice within the adjudication process.

These objectives are being met by modifying procedures and supplementing personnel in the existing Newark-Essex courts system. These modifications are taking place throughout the process (municipal court arraignment through county court sentencing) and center around three existing courts that are hearing only IMPACT complaints.

This new process has not only speeded up the existing workload, but is also better preparing the courts for the potential increase in arrests as a result of the IMPACT program in general. All elements of the judicial process are participating and this includes the municipal court, prosecutor, public defender, county courts and the probation department.

Status:

While it is too early to evaluate the performance of the project in terms of the primary performance objective of 90 days or less processing from arrest to disposition, as of October 25 a disposition was made of the first offender to be completely processed by the project. The time between arrest and disposition was less than 60 days. This exceeded the target time limit of 90 days and is obviously a significant improvement over the previously existing process.

Today, all three courts which hear only IMPACT cases are operational; in all the project has processed 90 cases.



Status: (cont)

As an ancillary benefits the project is providing valuable planning and evaluation data on the profile of IMPACT target offenders since all these offenders, be definition, must be processed by the IMPACT court, and a specially developed data form is completed on all offenders.



Status: (cont)

type of expertise that RFP is being printed for distribution; in addition, IMPACT is considering the formation of a reviewing committee to evaluate the bids pursuant to the RFP.

Project Title: Criminalistics Laboratory

Sponsor: Newark Police Department

Status: Funded ~~Proposed~~ Proposed X

Description of Project:

The project proposes to augment the existing Newark Police Department Criminalistic laboratory in order to create a specialist unit that is highly trained and competent in the area of crime scene investigation and the recovery and preservation of physical evidence.

To reduce target crimes by improving the detection and apprehension potential via an increase in the capability for collection and analysis of physical evidence.

To integrate more completely the criminalistics laboratory into the entire system of criminal investigation.

The project will expand the current criminalistics laboratory by, for example, providing certain modern equipment which it currently lacks, such as:

- Spectrophotometers
- Spectrograph
- Microscopes
- Analytical Balances

Additionally, training will be provided in the techniques of selecting and preserving evidence, and technicians will be hired to staff the unit. A mobile unit will also be provided to assist the detective technicians at the scene.

Status:

The groundwork for the proposal has been laid; however, there is one problem which is currently being negotiated and which is acting as a bottleneck to completion of the project: space for the facility. The present laboratory is insufficient to handle the increased resources of the new laboratory and locating a new site has proved problematic. This problem, however, will be resolved in the near future and the project application expedited.

Project Title: IMPACT Robbery & Burglary Detective Project(Anti-Crime Units)

Sponsor: Newark Police Department

Status: Funded ~~SK~~

~~Proposed~~ X

Description of Project:

The Tactical Anti-Crime Teams propose two improvements in the police department's current operations: increases in manpower and the efficient deployment of that manpower; both from a planning (geography and time) and capacity (disguises) perspective. Specifically the project aims to increase the number of arrests for target robberies and B&E. It will be modeled after the eminently successful New York City Anti-Crime section which has been highly effective in reducing robbery and burglary in New York City. The project aims to deploy Newark Police officers in disguise to conduct surveillances for burglary deterrence, detection and apprehension and to act as decoys for apprehension of robbers. 50 experienced and carefully selected police officers who can fit into the environmental milieu will be provided by the project, as well as training, equipment and unmarked police vehicles. Because the department is understaffed and stretched to its limit of manpower capabilities, it will be necessary to recruit an additional (50) police officers over and above the department's authorized strength. In addition, the personnel eventually assigned to this unit will be under the overall command of the existing Tactical Force.

The project will also utilize certain alarm equipment for the purpose of expediting the police response to robber and burglary complaints. Motion picture cameras will be employed in carefully selected, high-crime locations to record the details of a robbery or burglary, identify the offender and facilitate his prosecution.

Status:

The project application has been developed by the IMPACT Assistant Director in charge of police planning, in conjunction with representatives of the TAC Force(the implementing unit) and representatives of the Police Department's planning office. After review by the Police Director and the IMPACT Executive Director and approval by the Mayor and City Council, the project will be formally submitted to SLEPA for funding.

Project Title: North Ward Community Youth Project

Sponsor: North Ward Educational & Cultural Center

Status: Funded  Proposed

**Description of Project:**

The North Ward Community Youth Program (NWCYP) is designed to reduce IMPACT crime and delinquency through the implementation of a series of a program services in the areas of recreation, education and vocational training a la a youth services agency concept program services will be provided to in-school youth and out-of-school youth in the 13 to 25 year age bracket. Two youth recreation clubs will be established in Newark's North Ward to provide recreational, social and cultural activities for about 600 program participants. Assessment, remedial education, vocational training, educational and vocational counseling and related services will be provided to approximately 450 North Ward youth. Delinquents as well as offenders will be offered positive activities as alternatives to involvement in criminal acts. Extensive community and agency involvement in the program will insure maximum dissemination of information relative to services being provided.

**Status:**

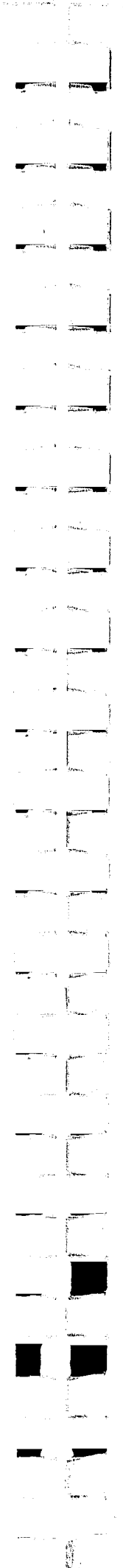
A grant award has not yet been made for this project as yet, but addendums have been submitted responding to the concerns of reviewers at the Regional Office, and SLEPA has approved the application. It is therefore believed that an award is imminent.

i) Meanwhile, certain activities have been conducted in anticipation of the grant award. Facilities have been leased, personnel hired and equipment purchased.

Status:(cont)

Specifically, the project operated, during the summer, 1973, the following project components:

- Summer recreation and work -- 80 participants (55 male)
- Neighborhood Youth Corps -- 43 participants
- College and Career Counseling -- 99 participants
- NAB/JOBS Program -- 98 referrals.



CORRECTIONS



Project Title: Parole Aides

Sponsor: N.J. Division of Correction and Parole

Status:           Funded   x             Proposed           

Description of Project:

The Parole Aides project is implemented by the Newark District Parole Office to employ four paraprofessionals who assume the administrative paperwork and legwork of 13 parole officers, thereby freeing the officers to perform supervisory activities with target offenders. The net effect of the project will be the same as hiring 2.6 extra parole officers who would work solely with target parolees. The officers' freed-up time is devoted only to supervising target parolees.

Accepts recommendations from: Diagnostic Center, MW-2.  
Refers to: Diagnostic Center, MW-2, Vindicate Society,  
          Supportive Work, Drug Abuse Evaluation Unit.

Status: (Progress To Date)

This project had a late-start because of civil service problems in Trenton and similar purchasing problems in Trenton. The Newark District Office did all it was supposed to and did it on time, but Trenton problems delayed the projects start. The Aides are now hired, trained and working but still do not have their copying machines.





Project Title: Essex County Correction Center Rehabilitation Project

Sponsor: Essex County Correctional Center

Status:                   Funded   x                     Proposed           

Description of Project:

This project supplies the Center with a psychologist and a psychiatrist to diagnose and treat offenders whose emotional problems interfere with their rehabilitation. It also establishes seven (7) vocational shops to train inmates in the skills of welding, landscaping, auto transmission repair, auto air conditioning, general maintenance, major appliance by a basic education program. The project will diagnose 150 Newark target offenders and treat 50 of them. It will vocationally train 140 target offenders a year.

Accepts recommendations from: Diagnostic Center.  
Refers to: MW-2, Supportive Work, Diagnostic Center.

Status: (Progress To Date)

Four shops are fully operational; three are about to begin. A psychologist and psychiatrist are diagnosing and treating inmates. Liaison has been established with MW-2 for job placement after release. One problem exists in this project at this point: There is not enough classroom space for the last three shops.

Project Title: Special Target Offender Probation Caseloads and Probation Volunteers

Sponsor: Essex County Probation Department

Status: Funded x Proposed           

Description of Project:

This intensive supervision project, implemented by the Essex County Probation Department establishes special caseloads of target offenders. Youngsters from these caseloads are matched to volunteers. Each caseload consists of 60 probationers with 2 officers assigned to each 60. There are eleven of these caseloads.

Accepts recommendations from: Diagnostic Center, Home Detention Workers, TASC.

Refers to: New Ark School, Vindicate Society, Diagnostic Center, Drug Abuse Evaluation Unit.

Status: (Progress To Date)

The special caseloads component is fully operational, but the volunteers component is a little behind time.

Project Title: Treatment Alternative to Street Crime (TASC)

Sponsor: Newark Department of Health

Status: Funded Proposed

LEAA award to SLEPA made. SLEPA award to Newark forthcoming.

Description of Project:

TASC provides a mechanism for diverting addicted offenders at the pre-trial stage into treatment and employment or education. It can function as a detention alternative to demonstrate to the courts an addict's possibilities if sentenced to probation with treatment, or it can function as a complete diversionary mechanism if the addict is successful in obtaining a case dismissal. The project also contains an addict placement service and transitional employment for addicts who are not job-ready.

Accepts recommendations from: MW-2, Diagnostic Center, Drug Abuse Evaluation Unit.

Refers to: Drug Abuse Evaluation Unit, Special Probation Case-loads, MW-2, and Diagnostic Center.

Status: (Progress To Date)

This project has a completed application with an impressive letter of approval from S.A.O.D.A.P. However, Impact has accumulated other letters of endorsement from effected agencies. These letters are being sent to SLEPA so that the award can be made to Newark.



Project Title: Home Detention Workers/Intake Screening

Sponsor: Essex County Probation Department

Status:           Funded \_\_\_\_\_           Proposed   x  

Description of Project:

All target crime delinquents appearing before the courts will be professionally assessed as to their need for pretrial custody. Those in need of supervision which cannot be supplied in the home will not necessarily be committed to a detention facility any more. Instead, this project provides the detention alternative of a community worker assigned to supervise the child in the community, keep him trouble-free and assure his appearance in court.

Accepts recommendations from: Diagnostic Center.  
Refers to: Special Probation Caseloads, New Ark School,  
          Vindicate Society, Drug Abuse Evaluation Unit,  
          and Diagnostic Center.

Status: (Progress To Date)

This application is completed and the project will be implemented by the Essex County Probation Department. However, we do not wish to submit this application to SLEPA and LEAA until we receive the formal approval of the county juvenile court judges.



**CONTINUED**

**1 OF 2**

Project Title: Supportive Work

Sponsor: Office of Newark Studies

Status:                   Funded \_\_\_\_\_                   Proposed   x  

Description of Project:

Subemployable and non-job ready ex-offenders will be provided with employment geared to graduate them to a stage of employability by providing them with basic work habits and skills. Motivation will be developed through a system of built-in upward mobility and comprehensive counseling.

Accepts recommendations from: Diagnostic Center, MW-2, Parole Aides, Corrections Center.  
Refers to: MW-2, Diagnostic Center.

Status: (Progress To Date)

This application is being finalized by the Office of Newark Studies which will implement the project initially. Resources have been lined up already for contribution to and participation in this project.

Project Title: Drug Abuse Evaluation Unit

Sponsor: N.J. College of Medicine and Dentistry

Status:                      Funded \_\_\_\_\_                      Proposed   x  

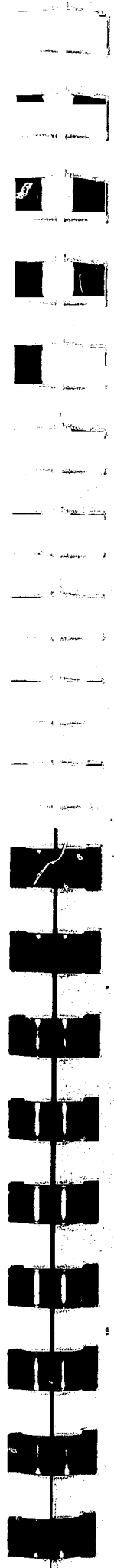
Description of Project:

The purpose of this project is to create a predictive tool for referring each type of drug addict-offender into the treatment best suited for his needs, thereby increasing the probability of treatment success and decreasing the probability of addict recidivism. By analyzing the results of treatment of thousands of Newark addicts for the past few years, it will develop the model (s) most likely to match each offender-addict to the best suited treatment.

Accepts recommendations from: TASC, Diagnostic Center, Special Probation Caseloads, Parole Aides, and Home Dtention Workers.  
Refers to: Diagnostic Center and TASC.

Status: (Progress To Date)

This application is completed, but we wish to add a section explaining its non-duplication of TASC, its necessity in preceding TASC, and its importance as a quasi-research project as opposed to a direct service delivery project.



COMMUNITY

Project Title: Independence High School (Alternative School)

Sponsor: Ironbound Youth Project, Inc.

Status: Funded X Proposed \_\_\_\_\_

Description of Project:

Independence High School, operated by Ironbound Youth Project, Inc., is an alternative high school for public school dropouts in Newark. Fully accredited by the state, Independence High School will take 55 adjudicated (60%) and potentially delinquent youths (40%) who cannot function within the regular school system, and provide for them an alternative experience to traditional education.

It is hypothesized that the project will reduce IMPACT target crime committed by Newark juveniles by providing education relevant to their needs as well as vocational training and counseling. This will (hypothetically) reduce recidivism on the part of adjudicated youths as well as prevent non-adjudicated youths from entering the criminal justice system for the first time.

Status:

The school year has started, and Independence High School has 61 students enrolled, 27 students are adjudicated and 34 are non-adjudicated. They have been buying supplies to stock up the special class areas. Things seem to be moving well.

Project Title: Impact Street Lighting

Sponsor: Department of Traffic & Signals - City of Newark

Status:                      Funded X                      Proposed \_\_\_\_\_

Description of Project:

This project will install high intensity street lamps in the city of Newark, beginning in five high crime districts. The city of Newark Bureau of Traffic and Signals is implementing the project. Public Service Electric and Gas Co. is installing the lights. Tree trimming will be performed by outside contractor as needed.

If evaluation of this project shows that it has been an effective crime deterrent in the pilot areas, then the street lighting will be spread to other areas of the city.

Status:

Over 100 lights have installed to date. Tree trimming has not been done because of lateness of season when project got off the ground. The contract for tree trimming is being composed. IMPACT's monitoring personnel and Assistant Director - Community physically checked lights installed by Public Service.

Project Title: 24 Hour Security Patrol

Sponsor: Newark Housing Authority

Status: Funded X Proposed

Description of Project:

The establishment of a 24 hour security patrol in and around public housing sites in the city of Newark. The security force will be composed of individuals with a demonstrated potential for Newark Police Department candidacy. The patrolmen will have a distinctive uniform which will not resemble the N.P.D. uniform. They will patrol vertically as well as horizontally the housing sites of the Newark Housing Authority. They will bear no arms and will be in constant and direct contact with Newark Police. The patrol will be trained at the Police Academy.

Status:

The director for this project was recently hired. He has hired a person who will act as statistician, secretary, clerk. They have received over 200 applications for the positions of security guard. These applications are being processed.

Project Title: Bergen Street Merchants Crime Reduction Project

Sponsor: Greater Newark Urban Coalition

Status: Funded Proposed X

Description of Project:

This project will harden the targets (small business sites) in the business district of Bergen Street. This will be done by upgrading where feasible, lock and/or gate systems, use of buzzer alert systems, and the installation of camera equipment. There will also be made available to merchants in the area information from police and other professionals on how to avoid or at least cut down on the number of robberies by taking certain precautions.

Status:

Project is presently under review in the IMPACT office.



Project Title: Block Watchers

Sponsor: Community Relations Bureau - Newark Police Department

Status: Funded Proposed X

Description of Project:

Citizens will be recruited to become Block Watchers in their neighborhoods. They will be recruited by community groups and block associations. They will be issued confidential identification. Will report IMPACT Target Crime incidents to police.

Status:

This proposal will be given to IMPACT for review around the first of November, 1973.

Project Title: Property Identification

Sponsor: Community Relations Brueau - Newark Police Department

Status: Funded Proposed X

Description of Project:

Etching tools will be made available to the citizens of Newark so that they can etch their social security numbers or some other identifying number on personal property items that might be stolen from their homes. These numbers will be feed into the police computer for easy identification checks. Police will be paid overtime to canvass neighborhoods and afix the numbers at the request of citizens. There will be a large scale publicity campain in an effort to gain maximum cooperation with the project.

Status:

This proposal is being developed and is expected to be given to IMPACT for review in two or three weeks.

Project Title: Civilian Patrols

Sponsor: Community Relations Bureau - Newark Police Department

Status: Funded \_\_\_\_\_ Proposed X

Description of Project:

Citizens will be recruited to patrol their neighborhoods on foot, and in cars during the high crime hours. They will not be armed and are not expected to make arrests. They will act as the eyes and ears of the police and will be in close contact with them via communications equipment. They will be trained by the police in methods of observation, reporting, and use of communications equipment.

Status:

This proposal is presently being developed. It is expected to be completed and given to IMPACT for review by the second week of November, 1973

Project Title: Impact Youth Services Agency Project

Youth Services Agency

Sponsor: \_\_\_\_\_

Status:                      Funded \_\_\_\_\_                      Proposed   X  

Description of Project:

The Youth Services Agency is designed to provide comprehensive coordinated and concentrated community based services and activities to Newark youth in an effort to control and prevent juvenile delinquency. The services consist of treatment of delinquent and problem youth, diversion from the juvenile justice system, and education on an alternative basis.

Status:

This project is presently under review in the IMPACT office.

Project Title: Youth Consultation Services Project

Sponsor: Youth Consultation Service, Inc.

Status: Funded \_\_\_\_\_ Proposed X

Description of Project:

The basic objective is to aid juveniles with problems, including those in trouble with the courts, the police, those who cannot adjust to their communities or schools. The project takes referrals from the courts, from the schools and other agencies. There is an educational component which helps the young people to adjust and return to the school system. There is also a counseling and mental health facility.

Status:

This proposal is being reviewed in the IMPACT office presently.

The IMPACT Staff

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Steven Gerard	Systems Analyst
Dr. Mohammed Inam ul Haq	Systems Analyst
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Janice Johnson	Secretary-Fiscal

**END**

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