



THE FIRST 100 Days NEWARK



100 Day Plan Report

PRESENTED BY:

The Honorable Cory A. Booker
Mayor, Newark, New Jersey
and
The Municipal Council

October, 2006



Cory A. Booker, Mayor

&

The Municipal Council

Mildred Crump, Council President
Council Member At Large

Luis Quintana, Council Member At large
Carlos Gonzalez, Council Member At Large
Donald Payne, Jr., Council Member At Large
Anibal Ramos, Jr., Council Member North Ward
Ronald C. Rice, Jr., Council Member West Ward
Dana Rone, Council Member Central Ward
Augusto Amador, Council Member East Ward
Oscar James, II, Council Member South Ward

Our mission is clear: Newark will set a national standard for urban transformation by marshalling its tremendous resources to achieve security, economic abundance and an environment that is nurturing and empowering for families. On July 1, 2006, our Administration and the Municipal Council set forth an ambitious plan to lay the foundation for Newark's long-term success. In our first 100 days, we have begun the difficult work towards achieving our goals. While 100 days is a short period of time, we have nonetheless demonstrated tangible successes thanks, in large part, to the broad-based support of the community, nonprofit agencies, philanthropic foundations, faith-based leaders, business and corporate partners, grassroots organizations, other governmental agencies, unions and supporters in surrounding communities. We must, of course, also give thanks to the dedicated personnel who work for the city. There is a renewed feeling in Newark – one of



optimism and hope. Our city, with its glorious past, difficult challenges, and unlimited potential, is beginning to flex its pride again. The enthusiasm, love and energy for Newark is palpable. The first 100 days of our Administration have elapsed but Newark's great future is just beginning. Please allow

this report to represent a measure of the city's commitment to our common mission. I am confident that we will all continue to work together in the coming days, months and years to grow, advance and eventually claim our rightful destiny as one of America's greatest examples of urban excellence. Thank you for your continuing support.

A handwritten signature in blue ink, appearing to read 'C.A.B.', written in a cursive style.

Cory A. Booker

Directors & Senior Staff



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Business Administrator



Pablo Fonseca
Chief of Staff



Aney Chandy
Corporation Counsel



W. Deen Shareef
Senior Advisor



Bari Mattes
Senior Advisor

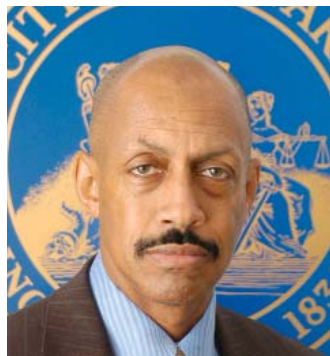


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Deputy Mayor
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*Chief of Staff to
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Directors & Senior Staff



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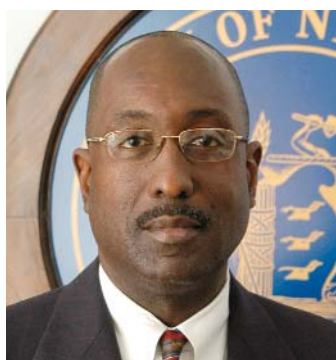
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DeShawn Wright
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Julien X. Neals
*Municipal Court
Chief Justice*

Public Safety

The progress that the Newark Police Department has made in the last two months is a testament to its commitment to reduce crime in our city.

The number one goal of the Booker Administration and the Newark Municipal Council is the public safety of our city. Over the first 100 days, the city has made significant strides towards achieving its long-term goal of establishing a national standard for a transformation in public safety.

Community and Law Enforcement Partnerships

Other law enforcement agencies in and around our municipal boundaries have been enlisted as partners and are collaborating with us to further combat crime and improve our citizens' overall quality of life. Some of the numerous law enforcement agencies with which partnerships have been established are: New Jersey State Police; University of Medicine and Dentistry of New Jersey Police; Rutgers University Police; New Jersey Institute of Technology Police; New Jersey Transit Police Department; Union/Essex County Auto Theft Task Force; Essex County Sheriff's Department; New Jersey National Guard; United States Marshal Service; Federal Bureau of Investigation; Immigration and Customs Enforcement; Drug Enforcement Agency; the Essex County Gang Task Force; and Police Departments in East Orange, Irvington, Maplewood and South Orange.

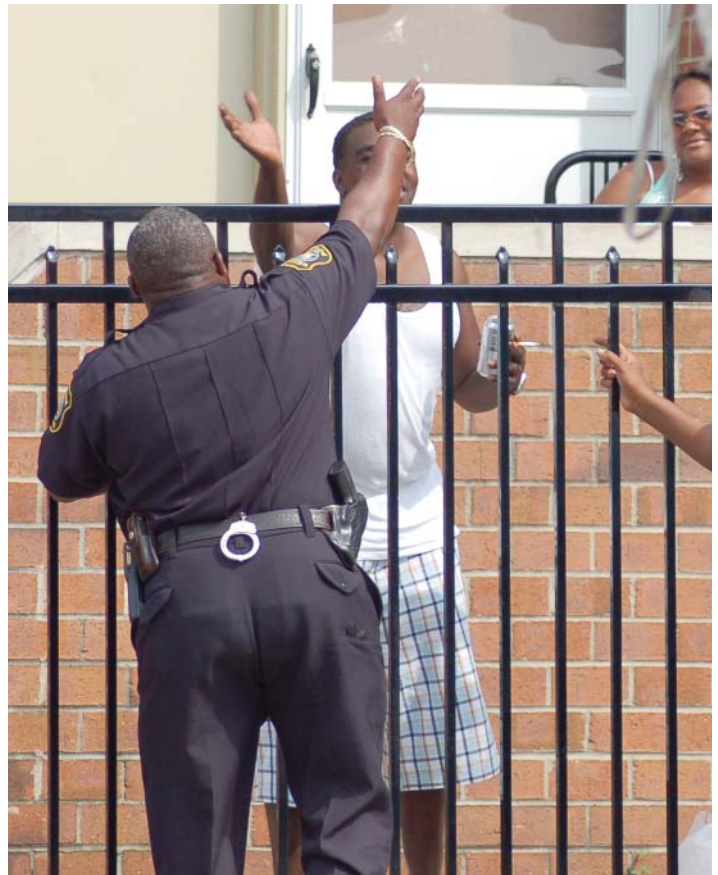
Newark's faith-based leaders played a vital role in the Safe Summer Initiative, encouraging citizens to organize and participate in initiatives throughout the city. The faith-based community brought love, hope, care, professionalism, justice, and empowerment. Faith-based

organizations were central in getting young people and families into positive activities, providing re-directive services for our youth, and enabling people to take back their lives and neighborhoods.



Public Safety Progress Report

- Hired new police director
- Increased number of officers assigned to patrol by 9.5%
- Reduced number of officers assigned to administrative functions by 3.5%
- Graduated 37 recruits from the Police Academy
- Established and/or improved a robust cross-agency task force with local, county, state and federal officials
- Continued search for a director for Homeland Security
- Increased arrests, gun recoveries, investigative clearance rates and morale; decreased absenteeism and most importantly overall crime
- More than doubled the size of the Newark Police Department Gang Unit, taking it from 9 to 19 police officers
- Hired additional prosecutors to help with more comprehensive law enforcement, with a plan to hire more in 2007
- Prepared a new class of firefighter candidates to enter the academy before December 2007
- Ordered 5 new fire trucks to be delivered in 2006
- Created a special operations division in the Fire Department to enhance urban rescue capabilities
- Re-opened 10 fire companies closed by the previous administration
- Created a plan to rehabilitate or build new police precincts across the city
- Began a process of securing land and funds for the construction of new state-of-the-art police precincts in the north and the south wards of the city
- Made helicopter fully operational and is being used in tactical police operations (hired an experienced pilot with over 27 years law enforcement experience)



- Purchased over 100 new computers exclusively for the Newark Police Department, constituting a 30% increase in department computers
- Secured funding for and completed the plan to install anti-crime security cameras throughout the city in coming months
- Completed construction of monitoring station for security camera network
- Achieved three consecutive months of overall crime reduction, with reductions of 6.6% in July, 22% in August and over 20% in September
- Recovered a record number of weapons from Newark streets, with 628 recovered compared to 499 at the same time last year (on track to recover more guns this year than in recorded history)
- Conducted a record number of safety inspections of bars and clubs, with over 250 inspections completed in the first 100 days
- Mayor Booker joined the Coalition of Mayors Against Illegal Guns
- Decreased the number of shooting victims in September by 26%

Safe Summer

The outreach programs reached 25,741 people and our Safe Summer Community Coordinators signed up more than 1,500 Newark youngsters for meaningful activities.



The Safe Summer Initiative sought the overall reduction of crime in Newark with a particular emphasis on violent crime and murders.

The hallmarks of the initiative were the broad based partnerships established throughout the city with the nonprofit partner, Newark Now, led by Modia Butler. Newark Now coordinated a coalition of groups and individuals who sought to drive down crime, increase community activities and expand opportunities for our youth and adults.

Partnering with a variety of community organizations, the Safe Summer Initiative conducted more than 60 weekly events across the city, including weekend long campouts at three of the most troubled Newark Housing Authority complexes. These events were celebrations of community and brought activities for our children, job and health fairs, social services and a host of other opportunities into neighborhoods.

Other activities included community and clergy patrols, meetings with young people, and canvassing operations to inform residents about programs available to them. The outreach programs reached 25,741 people and our Safe Summer Community Coordinators signed up more than 1,500 Newark youngsters for meaningful activities.

The Safe Summer Initiative also saw the creation of 16 safety zones within our city. Communities within these safety zones were provided with a combination of increased police presence and more concentrated community outreach activities to provide residents with jobs, opportunities, and recreational and social services.

City-wide, shootings and murders did not decrease. However, in the safe zones, murders decreased by over fifty percent. Further, city-wide, overall crime decreased by 6.6% in July, 22% in August and 20% in September. A Newark resident had less of a chance of being a victim of crime or violent crime this summer than in any July or August in recorded history.



Safe Summer Progress Report

- Held over 60 weekly events throughout the city
- Achieved an overall crime reduction in the Safe Zones of 32% in July and August compared to the period in 2005
- Served 25,741 people in structured outreach programs
- Registered more than 1,500 young people in structured outreach programs
- Reduced murders by 50% in the Safe Zones
- Increased Police Clergy Alliance membership by 28%
- Increased the number of officers assigned to clergy affairs by 100%
- Increased Police Clergy patrols by 84%
- Implemented a taxi hotline with a greater safety and broad scale security plan to be announced



Safe Schools

An unprecedented collaboration among the community at-large and key lead partners with a mission to eradicate crime within school perimeters.

The Safe Schools Initiative was launched in September 2006 and is an unprecedented collaboration among the community at-large and key lead partners including Newark Public Schools (NPS), the Newark Police Department (NPD), Newark Now, the Newark Housing Authority (NHA), and numerous faith-based institutions and community partners. Its mission is to eradicate crime within school perimeters.

The Booker Administration has increased directed patrols along the streets surrounding certain schools and added new police posts in the most troubled areas during times of student arrival and dismissal. Additionally, the Administration has reinstated School Resource Officers (SROs) to serve as liaisons between NPS and NPD and has begun the distribution of radios to school principals to enable direct communication between the agencies in case of emergency. Further, the Administration has doubled the deployment of officers assigned to truancy and begun strict enforcement of curfew laws for children under the age of 18.

The initiative is city-wide but will concentrate its efforts at 14 schools identified by NPS as those most in need due to the high number of criminal or violent incidents in their immediate areas.

In partnership with NPS, Communities In Schools of New Jersey, The Nicholson Foundation and Mayor's Office of Employment and Training, the Booker Administration and Municipal Council are developing a city-wide campaign to increase professional development opportunities for youth. In an effort to provide internships and jobs for students in an array of fields, these partners have convened a committee charged with recruiting and disseminating employment opportunities from local businesses, nonprofits and community-based organizations. This coordinated effort will ensure that all youth are given greater opportunities to both learn and earn. In addition to internship and job opportunities, participating youth will have access to professional training and mentorship.





Safe Schools Progress Report

- Increased police presence and deployed additional resources at the 14 schools identified by Newark Public Schools as having the most problematic perimeters
- Increased directed patrol and/or presence of School Resource Officers during arrival, dismissal and after-school hours
- Completed installation of crossing signs city-wide
- Installed rumble strips city-wide (meeting ordinance introduced by Mayor as Councilman in 2000)
- Imprinted crosswalks installed at 20 selected schools
- Supplied radios to school principals for direct communication with Newark Police Department
- Increased Housing Authority security presence in common areas during times that students depart for and return from school
- Identified faith-based organization partner for each target school and safe zone created to provide additional patrol force and offer community events geared toward youth

Economic Development

All city-owned land will be put to use either for a public purpose (such as the provision of open space) or will be sold at a fair price. A priority will always be placed upon leveraging our real estate assets to create the greatest possible public good.

During its first 100 days, the Booker Administration began to reform the operations of the Department of Economic and Housing Development. That reform started at the top with the recruitment of strong leadership. During the first 100 days, we announced the appointment of Stefan Pryor, former President of the Lower Manhattan Development Corp., as Deputy Mayor for Commerce and Economic Development. Deputy Mayor Pryor will continue the analysis and restructuring of the Department with a strong eye toward strategic economic development in the City of Newark.



City-Owned Land

In order for Newark to develop successfully, there must be a level playing field for all. In the past, development projects were approved without a larger vision for Newark's future growth. City land was sold at steep discounts at amounts far below market value. Further, Newark had no comprehensive strategy for the development of affordable housing to meet the demands of Newark residents. These issues have already begun to be addressed under this Administration by the commencement of the creation of a city planning department and the development of a comprehensive strategy to create affordable housing. Further, there is presently a moratorium on the sale of city-owned land, all of which is presently being inventoried and evaluated. As the city moves forward, the priority will always be to leverage city-owned land for the greatest possible public use.

Vision for Master Plan

With the aid of the Regional Planning Association, a draft vision has been developed to create an equitable, accessible, green, smart, and prosperous city. This draft vision statement will serve as a precursor to reexamining and updating Newark's antiquated Zoning Ordinance and Master Plan.

Restructuring the Workforce Development Agency

The Booker Administration and the Municipal Council realize the significant impact the City's workforce development agency (which is

currently known as the Mayor's Office of Employment and Training or MOET) potentially has for Newark residents and the City as a whole. The Municipal Council and the Booker Administration have invested \$2,000,000 in the Youth Employment and Training Program operated by MOET, recognizing the positive impact employment would have for Newark youth. Through the Safe Summer Initiative, Newark provided summer work experience to 1500 additional youth, 350 of whom will continue to work after school throughout the school year. MOET also partnered with the Newark Public Schools (NPS) to provide summer work experience through the General Counsel's Legal Experience Initiative and the Street Warriors, Inc. through the Peace In The Streets program.

In order to more effectively meet the employment and training needs of Newark residents and to ensure compliance with funding regulations, the Booker Administration has undertaken a restructuring of MOET. The agency is now positioned to truly take the lead in local workforce development as the Operator of the Newark One Stop System as well as a One Stop Partner agency delivering Workforce Investment Act, WorkFirst New Jersey and Workforce Learning Link employment and training services to Newark residents. As part of the restructuring, units have been created to focus on performance management, community relations, job development, Management Information System (MIS), counseling/case management, fiscal appropriations and contracts, in-school youth, out-of school youth, literacy and office services. The agency has also begun implementing technology to provide better tracking of customer service and financial transactions. Additionally, the Booker Administration has developed a collaborative relationship with Essex County in order to more effectively request and administer programs. The changes made thus far and those that will be made to the workforce development agency help to fulfill the vision of Newark as a city with economic abundance.



Economic Development Progress Report

- Adopted the 2006 budget
- Hired Deputy Mayor of Commerce and Economic Development
- Worked with Regional Plan Association to develop an economic vision to create an equitable, prosperous and sustainable city
- Began the creation of a planning department to develop an equitable process to purchase city-owned land and property and focus on updating Newark's master plan
- Collaborated with the Enterprise Foundation and LISC to define a strategy that will increase capacity, facilitate construction, rehabilitate and preserve more units of affordable housing
- Began restructuring MOET to more effectively meet the employment and training needs of Newark residents



Nurturing Families & Children

A comprehensive Department of Child and Family Well-Being will maximize resources and ensure that a more integrated network of high quality human services will be provided to Newark's children and families.

During its first 100 days, the Booker Administration announced the appointment of Maria Vizcarrondo as the Director of Child and Family Well-Being. She is leading the transformation of the department from the Department of Health and Human Services into a more comprehensive Department of Child and Family Well-Being. The restructuring will maximize resources available to children and families inside city government and will allow the department to partner with other service providers to ensure that a more integrated network of high quality human services are in place and provided to Newark's children and families.

Demonstrating the Administration's and Municipal Council's commitment to Newark's youth, Mayor Booker and Council President Mildred Crump attended the Association for Children of New Jersey's press conference and received the 2006 Newark Kids Count document during the first 100 days. The Mayor's presence marked the first time a Newark mayor attended the Newark Kids Count press conference and formally accepted the document. Mayor Booker announced the report will be a key set of measures by which Newark will gauge its progress.

There were other demonstrable achievements in this area – the Booker Administration finalized and approved a Children's Bill of Rights which provides that Newark's children have the right to (1)



nurturing and responsible parents, caregivers and family members, (2) safe homes, schools and neighborhoods that will preserve an individual's dignity, respect and freedom from discrimination, (3) good nutrition, a decent permanent home, clean air, and healthy drinking water, (4) accessible, quality physical and behavioral healthcare, (5) age and developmentally appropriate care, guidance and education, and (6) meaningful, spiritual, cultural and recreational experiences.

The Co-Chairs of the Council on Family Success were introduced during the first 100 days. They are Henry Amoroso, Esq., President/CEO of Catholic Community Services; Gabriella Morris, Esq., President of the Prudential Foundation; and Alfredo "Dante" Rivera, community leader. The Booker Administration created the Newark Council on Family Success which will foster a collaborative environment allowing for shared resources and information and design a uniform strategy that will be used to improve service delivery to Newark's families and children.



Nurturing Families & Children Progress Report

- Hired the Director of Department of Child and Family Well-Being
- Created the Newark Council on Family Success and introduced its Co-Chairs
- Mayor Cory Booker approved a draft of the Children's Bill of Rights demonstrating the city's commitment to the well-being of its children

Government Reform

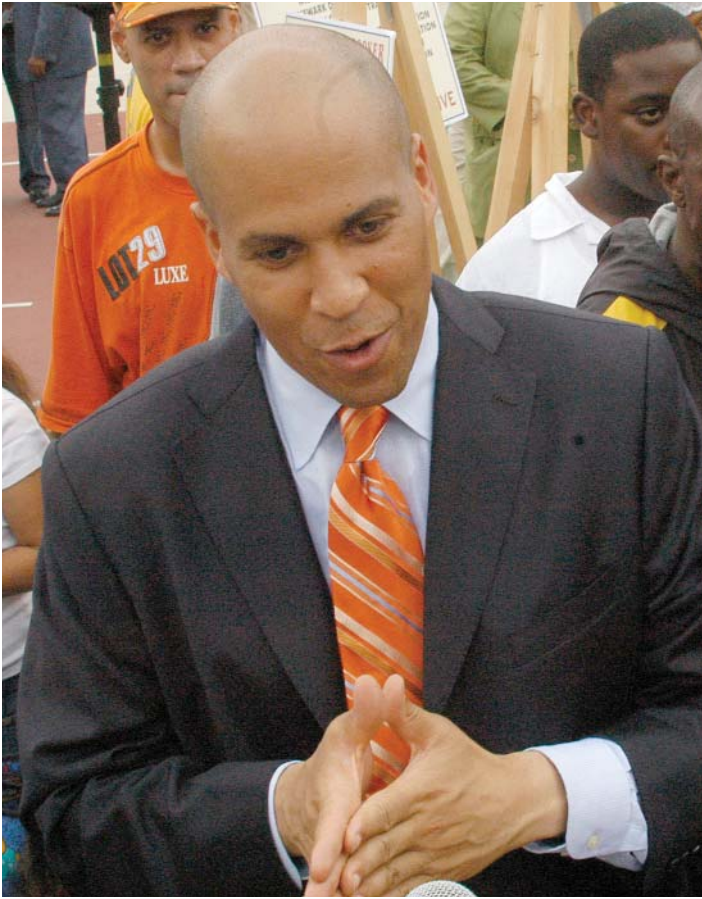
While the restoration of confidence and reformation of government takes time, positive steps have been taken within the first 100 days to achieve government reform.



The Booker Administration believes that in order to effectively govern, constituents must have confidence in their elected officials. By proactively reforming government, the Booker Administration and the Municipal Council seek to restore the confidence that had faltered over the years. While the restoration of confidence and reformation of government takes time, positive steps have been taken within the first 100 days to achieve government reform.

With the assistance of an Ethics Policies Working Group, the Booker Administration has spearheaded a comprehensive ethics reform package that will go before the Municipal Council. These reforms include (1) creating the position of Inspector General, (2) banning political fundraising on public property, (3) requiring a transparent open appointments process, (4) implementing various campaign finance reforms including pay-to-play reforms for redevelopers and contractors seeking to do business with the City and requiring that contribution disclosure statements be made in zoning applications, (5) allowing increased public participation at Municipal Council meetings, and (6) requiring mandatory ethics training for the Mayor, Municipal Council and department heads.

Government Reform Progress Report



- Formed an ethics policy group to spearhead comprehensive ethics reform in municipal government.
- Introduced an ordinance and prepared a companion executive order creating the position of Inspector General who will, among other things, provide mandatory ethics training
- Introduced an ordinance and prepared a companion executive order banning political fundraising on public property
- Introduced an ordinance and prepared a companion executive order requiring a transparent and open appointments process
- Introduced an ordinance and prepared a companion executive order implementing redeveloper pay-to-play reforms
- Introduced an ordinance and prepared a companion executive order implementing contractor pay-to-play reforms
- Introduced an ordinance and prepared a companion executive order requiring contribution disclosure statement in zoning applications
- Passed a resolution allowing increased public participation at municipal council meetings
- Initiated Mayor's pilot program for Open Office Hours to be held twice each month
- Prepared an executive order banning the Mayor and managers from soliciting or accepting political contributions to the Mayor from employees of the city
- Contracted services to perform forensic audits
- Developed a vision for continuous community engagement
- Developed a plan to create a Mayors' Office of Labor
- Commenced search process for a Labor Commissioner



Ex-Offender Re-Entry

A diverse team of professionals and practitioners has been assembled to design a model for an ex-offender re-entry program.

The Booker Administration is committed to creating a national model for ex-offender re-entry and is on its way to doing so. During the first 100 days, the Booker Administration announced the appointment of W. Deen Shareef, Senior Advisor to the Mayor, to lead this effort. The Administration has assembled a diverse team of professionals and practitioners who are designing a model that will detail a comprehensive process for a prisoner re-entry program. This team will address issues such as at-risk behaviors, lawful economic stability and life productivity. The process will identify Pre-Release Services, Streams of Release, Barriers to Re-Entry, Intake, Basic Needs Assessments & Services Planning, Case Management, Job Training, Job/Entrepreneurial Development, Life Coaching, Faith and Community Based Leadership, Data Collection, Evaluation and Quality Control.

In order to assist in the implementation of the program, the Booker Administration and Municipal Council will form an Advisory Council that will consist of leaders in the field of criminology, prison administration, justice, social services, health services, who will work in conjunction with faith and community based organizations. This council will review policies and legislation and troubleshoot issues that arise during implementation.



Ex-Offender Re-Entry Progress Report

- Designated a coordinator to design and implement an ex-offender re-entry program for the City of Newark
- Commenced development of a model that will detail a comprehensive process for ex-offender re-entry
- Began the identification of members of an Advisory Council which will review policies and legislation and troubleshoot issues that arise during the implementation of the ex-offender re-entry program

Adopting the 2006 Budget

Budget hearings were held in each of Newark's five wards to enable the public to participate in the budget process.

The City of Newark was charged by the State of New Jersey with the task of adopting a 2006 budget upon entering office. None of the previously submitted versions of the budget had been approved by the State. Our Administration simultaneously learned the budget process and created the 2006 budget, despite more than half the year having passed. We uncovered the true fiscal state of the City, which was not properly conveyed in early versions of the budget and the state had not consequently approved Newark's budget. Our Administration worked closely with the Municipal Council with the shared goal of adopting the budget within 100 Days. The process began with department budget hearings where each department's budget was scrutinized by the Office of Management & Budget, the Business Administrator's Office, the Mayor's Office, and the Municipal Council. The 2006 budget introduction by the Municipal Council was next, followed by the introduction of amendments. Budget hearings were then held in each of Newark's five wards. By working closely with the Council, the Booker Administration was able to expedite the budget process, and successfully adopt the 2006 budget within the first 100 days.

Budget Progress Report

- Earliest budget adoption in recent years
- Pledged not to raise taxes in 2007
- Made a strategic investment in public safety, including equipment and technology upgrades to the Newark Police Department
- Added revenues to hire more police and firefighters
- Refocused spending to improve the efficiency of the municipal court
- Allocated resources for forensic audit initiatives that will enable the city to realize cost savings and increase revenues and efficiency
- Prudently allocated City resources to improve the Quality of Life for Newark residents.
- Made the budget accessible to the public on-line for the first time
- Adoption process included conducting 8 public forums, numerous community meetings, and door-to-door engagements



Community Engagement

The hallmark of the Booker Administration is to empower all Newarkers to participate in their government.

The Booker Administration believes that the creation of an open and accessible City Hall is critical as it empowers all Newarkers to participate in their government. Throughout the first 100 days, the Administration hosted a series of forums and events within City Hall and around the city that recognized the needs and celebrated the accomplishments of Newark's residents. Included in this has been the Mayor's Open Office Hours and a number of other forums to enable the public to better access city hall and its various leaders. These events will continue to be a hallmark of the Booker Administration.



Super Neighborhood Community Covenant

The Booker Administration has extended its community engagement efforts by initiating the formation of a Super Neighborhood Community Covenant (SNCC). A SNCC neighborhood is a geographically designated area where residents, civic organizations, institutions, and businesses work together to identify, plan and set priorities to address the needs and concerns of their community. The Super Neighborhood Community Covenant campaign will be led by Newark Now and seeks to build super neighborhoods by creating covenants between these groups and the city. Priorities for the areas will be identified and mutual commitments established to cooperate in the attainment of community goals. These community associations will assess their collective needs and assets and work in conjunction with the Booker Administration to craft covenants that will formalize the partnership between the city and the SNCC neighborhoods to create positive change and growth.

Community Engagement Progress Report

- Hosted series of forums and events around the city
- Mayor Booker began holding Open Office Hours
- Initiated Super Neighborhood Community Covenant campaign to create positive change and growth



City of Newark

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Municipal Council

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