



## **Gregory A. Warren, Ed.D.**

[Dr. Warren](#) is a twenty-two year veteran of the Delaware State Police, retiring in 2005, as the Director of Training, for the Division of State Police in Delaware. Captain Warren, during his career, served as a uniform trooper, patrol commander, Director of Community Services, Director of Planning and Troop Commander. Dr. Warren is a certified Master Instructor and is the author of *Police Academy: Training for 21st Century Law Enforcement*. Captain Warren also served as the Administrator for the Delaware Council on Police Training. Captain Warren has received numerous awards during his career, including the Delaware State Police Exceptional Performance Award, Rotarian of the Year, Friend of Highway Safety Award, Commander's Medallion from the United States Air Force and Delaware Technical and Community College's Award for Outstanding Alumni. Captain Warren is also a U.S. Department of Justice certified anti-terrorism training program instructor.

Dr. Warren is currently an associate professor and the program chair, for the Masters in the Administration of Justice and Masters in Homeland Security programs in the College of Social and Behavioral Sciences at Wilmington University. Dr. Warren has been an adjunct faculty

member at several other area colleges and universities for over 30 years. Dr. Warren teaches a wide variety of both criminal justice and business related courses, at both the undergraduate, graduate and doctoral levels. Dr. Warren has served as a director or officer for numerous local, regional, national and international professional and non-profit organizations. Dr. Warren has written numerous articles on problem oriented policing, police academy training and management, Integrated Strategic Management Systems and leadership. Dr. Warren is currently finishing the second edition of Police Academy, and is also working on his latest book Take Us To The Top: The Fifty Steps To Success, which focuses on the criticality of individual performance to organizational success. Dr. Warren's post-doctoral studies include the application of system's theory to organizational effectiveness and the importance of leadership to driving effective strategic planning and management. Dr. Warren also presents Military Staff Rides using the Battle of Gettysburg, dedicated to developing high performance leadership for today's forward leaning organizations.

Dr. Warren is a 1992 graduate of Temple University in Philadelphia, and holds his Doctorate Degree in Vocational Education. He also holds an Associates Degree in Police Science, a Bachelors Degree in Criminal Justice, a Bachelors Degree in Behavioral Science, a Master's Degree in Supervisory Management, and is a graduate of Northwestern University's School of Police Staff and Command. He is currently a member of the International Association of Chief's of Police, Police Administration Committee, and is a member of the Academy of Criminal Justice Sciences, the Society for Human Resources Management and the American Management Association. Dr. Warren also prepares expert case analysis and provides expert testimony related to civil litigation involving both individual and organizational malfeasance. Dr. Warren's clients have included the State of Delaware, State of New Jersey, Las Vegas Metro PD, West Palm Beach PD, Frederick County Sheriff's Office, Delaware Council on Police Training, University of DE, U.S. Department of the Interior, the Pentagon Force Protection Agency, numerous police academies and multiple national law firms.



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## **Project Proposal**

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January 5, 2019

Mr. David Moskowitz and Mr. Scott Koenig  
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105 Rodney Ave.  
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Federal Tax E.I. # - 81- 4863193      2018 Delaware Business License - #20188600437

## **Dewey Beach Police Department Organizational Analysis**

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This proposal has been prepared for the Town of Dewey Beach, Delaware, as it relates to the implementation of a formal organizational analysis of the Dewey Beach Police Department. Upon completion of the organizational analysis and per the conclusions contained within the final report/study, a comprehensive set of recommendations will be made available in writing for use by the Town of Dewey Beach. Most issues, concerns and or problems emanating from law enforcement agencies can typically be classified as administrative, operational or of a support services nature. This project will also include the review of departmental policies and procedures currently in use by agency members. This proposal includes all costs associated with the successful conclusion of this project,

including but not limited to all research, interviews, surveys, report reviews, data analysis, statistical comparisons, efficiency analysis, in-person travel and meeting cost, telephonic and e-mail correspondence costs, final report construction and printing plus the presentation of the final report in power point format. The timeline for this project would consist of a start-up date of 2/1/2019 with a completion date of phase I of this project on 5/1/2019.

Please feel free to direct any questions or correspondence regarding the above described project to Dr. Gregory A. Warren, via the information presented above.

This proposal has been presented in a menu of phases for ease of understanding and use. This also allows both Town Council and the Town Manager to decide and or elect which services best suit the needs of the Police Department at this time.

### **Proposed phases and costs included for each part of this project**

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#### **Phases I - (Completion of a comprehensive organizational analysis of the Dewey Beach Police Department)**

Conceptualize and operationalize the plan for completing the work included in the scope of this organizational analysis (see below for further)

Conducting the required research including (onsite visitations and meetings, in-person and telephonic interviews, written survey usage, report reviews, statistical analysis and additional data base searches.

Analyze the data & information for specific behaviors, anomalies, patterns, and trends.

Generate a comprehensive final written report and accompanying power point presentation with the results of the research.

Based upon the conclusions drawn from the study results and the known limitations prevailing within the Police Department itself, develop a comprehensive list/menu of recommendations designed to address any areas of concern possibly generated by this analysis.

**Cost = \$ 21,600.00 one-time cost**

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**Phase II – (Follow-up assessment of Agency progress)**

Complete an annual or post summer season assessment of the Department's progress towards the identified recommendations presented in Phase I.

Cost = \$3,700.00 annually

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**Phase III – (Providing required training to assist the department in implementing the recommendations possibly presented)**

Regardless of the recommendations provided, (law enforcement ethics, basic risk management, advanced criminal investigations, use of force and de-escalation best practices etc.) would still be provided, as they should be for any police department in operation in the United States today. This training would also include providing training to the Dewey Beach seasonal police officers as well.

Cost = \$ 7,600.00 annually

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**Phase IV – (Providing a retainer for immediate/emergency consultation by ALETC for the Police Department, Town Council or Town Manager, regarding law enforcement operations within the Dewey Beach Police Department)**

This is a 24/7 service and is for immediate response by ALETC, but not to exceed 4 calls per month total and or 48 hrs. of consultation. Any services which exceed this agreement can be negotiated at that time. 48 hrs. x \$100.00 per hour = \$4,800 per year

Cost = \$ 4,800.00 annually

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**Total four phase project cost = \$ 37,700.00**

*The initial organizational analysis (Phase I) of \$ 21,600.00 would be in three equal installments. A fee/pay schedule for the other Phases can be determined at alter date based upon the desires for services per the Town Council and Town manager of Dewey Beach. Payment due after 30 days receipt of the invoice.*

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## Scope of Work:

### **Examples of the scope of the work that would be included in the organizational the analysis described above.**

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Review the current table of organization, chain of command, span of control and corresponding rank structure.

Review past and currently pending litigation.

Review risk exposure to the Police Department and hence the Town of Dewey Beach.

Review critical departmental policies and standard operating procedures.

Review departmental hiring, career development, training and promotional practices and processes.

Review policing methodologies and law enforcement best practices.

Review crime analysis and manpower deployment techniques.

Review citizen and constituent relations.

Review police officer and work performance standards for all agency personnel.

Review budget development and usage, including effectiveness vs. efficiency and various cost benefit analysis of major programs or projects.

Review discipline usage within the agency.

Review leadership philosophy and standard supervisory management practices.

Review current strategic plan and the corresponding operational tactics and the administrative functions in support of the department's goals and objectives.

Review technology, equipment and supplies needs and usage.

Review performance management practices and annual performance appraisal process.

Review current risk management practices by the Department.

***Note: Other items may be included, per direction or identification by Town Council or the Town Manager.***