



NEWS CONFERENCE

**POLICE DEPARTMENT
OPERATIONAL CHANGES**

JULY 8, 2010

**CHIEF HARRY EARLE
MAYOR DAVID MAYER**

The Gloucester Township Police Department initiated a change in policing strategy effective March 1, 2010. Chief Earle announced a four point agenda to achieve a new problem solving police strategy that focuses on tactics to produce long term solutions in addressing crime and quality of life issues. The four primary points that will lead the department to this new policing philosophy are (1) GTPD People, (2) Community, (3) Operations, and (4) Crime. *GTPD People* involves the development of programs that assist officers in completing their daily tasks. This includes improvement to the Employee Awards Program, an orientation program for new officers and their families, a police chaplain program, a schedule review to not only improve operational efficiency but that promotes a more healthy lifestyle for officers, and a Division Commander responsible for programs and events geared toward meeting the needs of police employees. *Community* involves the creation of a Community and Personnel Services Division during the month of March 2010 which includes a Community Relation Bureau encompassing the Code Enforcement Unit and Community Relations Unit. *Operations* involves a strong focus being placed on improving the effectiveness of police operations and directing resources to attack crime and disorder. This includes schedule modifications based on call analysis, police deployment based on the evaluation of weekly crime data at the newly created Crime Operations Assessment and enhanced Quality of Life Meetings. *Crime* Involves an overall focus to address crime while involving the community in this crime fighting effort. Additionally, the investigation and remediation of quality of life issues are a key component in the crime resolution process.

The Gloucester Township Police Department in Camden County New Jersey consists of approximately 23 square miles with a population of nearly 70,000 people.

Prior to March 1, 2010 the Gloucester Township Police Department operated with two Divisions – Patrol Division which encompassed all uniformed personnel, and the Support Services Division which encompassed the Criminal Investigation Unit, Police Communications, and Police Records. In March 2010 the Personnel and Support Services Division was created to manage programs, crime fighting tactics, and measures that were directly tied to the community and police employees. Our review found that many programs for the community were not centrally located under a specific commander and did not obtain the full commitment that was necessary in implementing a problem solving policing philosophy. The Community and Personnel Services Division Commander now oversees all school based programs such as DARE and the Society Improvement Program, the Code Enforcement Unit, programs and services for police employees such as the Police Chaplain, and New Officer Family Orientation, and all community relations programs and events.

The problem solving police approach implemented by the Gloucester Township Police Department is based on the Broken Windows theory of problem solving integrated with the “SARA” (Scanning, Response, Analysis, and Assessment) approach in addressing crime and disorder issues. The Gloucester Township Police Department broken windows theory of policing goes well beyond traditional thoughts of “Broken Windows”. The most common thought of Broken Windows policing typically involves the belief that neglected property leads to disorder and crime. The expanded broken windows philosophy adopted by the Gloucester Township Police Department involves four critical elements (1) Information and Contact. This

involves a comprehensive effort in developing not only contacts but an effective means of communication with the community, (2) High Visibility. The practice of police officers operating traditional police cruisers will always be a must; however, the department has developed programs and practices to be more visible with the community and more open for communication, (3) Citizens Begin to Assert Control. In establishing “information and contact” and “high visibility” the police department offers the tools to help citizens become involved in the policing process through their participation in police community programs and (4) Entire Community Responsibility. The overall goal of addressing neighborhood problems, crime, and quality of life issues becomes a partnership between the community and the police.

A number of community programs have been initiated to help reach the goal of establishing a strong partnership between the Gloucester Township Police Department and the Community. These include:

1. The development of a Gloucester Township Police Facebook page and Twitter coupled with improvements to the Gloucester Township website including ways that the public can report problems to the police.
2. Enhanced publication of the Gloucester Township Police Tip line.
3. Directing the Community Relations Unit Officers to work with community members in building and maintaining Neighborhood Watch Groups
4. The development of a police-community email database where residents receive via email crime safety bulletins, media releases, and information about community events. A process has been established where certain crime victims are encouraged to provide their email address so they may be added to the police-community email database.
5. The deployment of a five person bicycle patrol unit. The deployment of the bicycle patrol unit helps facilitate the two first goals of the broken windows theory – information and contact and high visibility.
6. The deployment of low speed electric vehicles (LSV) to community parks by police personnel. This again helps facilitate information and contact with residents.
7. Changing the entrance of attendees to the Gloucester Township Citizens Police Academy from age 21 to 16 in an effort to connect with younger adults.
8. Enhancing the availability of officers to speak at community relations events and neighborhood groups regarding the operations of the police department and explaining the new policing philosophy. This includes the development of a “Recruitment Team” to inform members of the public on how they can become a Gloucester Township police employee.
9. The creation of a full time Professional Standards Unit (Internal Affairs). A Detective thoroughly trained in the Internal Affairs functions has been assigned to handle investigate the conduct of police employees; however, the Gloucester Township Police Professional Standards designation goes well beyond traditional Internal Affairs roles as this officer has been assigned to proactively monitor use of force by officers and review all complaints to ensure a pattern of misconduct does not exist with an officer or if an officer is in need of additional training.
10. The modification of the department’s 3rd Grade Society Improvement Program for schools in Gloucester Township. This program previously focused on vandalism; however, the new lesson taught to third graders this coming school year will be based on

the four elements of broken windows in an effort to have young people take pride in their community as they grow to be adults.

A Police Operations Center was just recently completed. The Police Operations Center will serve as the nerve center for Quality of Life Meetings, Crime Operation Assessments, crime mapping, and intelligence sharing. All of these tasks are vital to indentifying areas that need police attention in an effort to effectively address crime. The Police Operations Center is equipped with numerous computer applications enabling live monitoring of police calls for service, weather broadcasts, news services, and live GPS tracking of police, public works, and school buses.

The position of Police Intelligence Detective has been announced. It has become clear in modern policing that the gathering and exchange of intelligence information is a vital component in the fight against a crime.

The SARA problem solving application has been initiated to help address crime and disorder.

The SARA model consists of:

1. Scanning – Identifying the problem through a variety of resources including police on patrol, information from citizens, analysis of calls for service, and the gathering of police intelligence.
2. Analysis – Determining the scope and extent of the problem, which parties are affected, and causes not easily identified.
3. Response – An appropriate response for new problems is developed at the weekly Quality of Life Meetings and Crime Operations Assessment. The responses include not only law enforcement but other departments and entities such as Public Works, Community Development, Health Department, Code Enforcement, Community Relations, and Fire Inspectors.
4. Assessment – An evaluation of the results of the responses and a re-analysis of the problem to determine if new problems were discovered.

Quality of Life Meetings (QOLM) are held each Wednesday to address nuisance and disorder issues. Attendees at this meeting include the Mayor, Chief of Police, Patrol Division Commander, Community Relations Officers, Director of Public Works, Director of Community Development, Zoning Officer, Code Enforcement Personnel, and On-duty Police Supervisors. Representatives at this meeting work to address complaints such as juvenile issues, code violations, noise complaints, blighted properties, traffic complaints, and disorderly person issues.

The Crime Operations Assessment Meetings are held each week following the QOLM. These meetings are attended by the Chief of Police, Patrol Division Commander, Community and Personnel Services Division Commander, Support Services Division Commander, Community Relations Bureau Sergeant, Police Administrative Supervisor, Detective representing the Criminal Investigation Unit, Special Investigation Unit, and Juvenile Investigation Unit. The agenda of this meeting typically consists of:

1. A review of new warrants issued.
2. Analysis of weekly calls for service and bulletins.
3. A critique of weekly significant incidents.
4. An intelligence and Officer Safety briefing.
5. A review of recently paroled persons.
6. An analysis of operations conducted by police personnel.
7. A review of crime maps detailing recent crime trends.
8. Equipment needs assessment for upcoming operations or events.
9. A juvenile crime analysis and review.
10. A review issues discussed at the Quality of Life Meeting.

As a result of the information reviewed at the Crime Operations Assessment decisions are made on a weekly basis as to where enhanced patrol will take place and where special units or equipment are deployed. The results of the Quality of Life and Crime Operations Assessments have been extremely positive. The increase in proactive police operations is just one of the many benefits of this new problem solving strategy.

The Gloucester Township Police Department in conjunction with Mayor David Mayer has recently embarked on a downtown Blackwood Improvement Project. This improvement project will utilize the Quality of Life Meeting and Crime Operations Assessment processes to help facilitate positive changes in the community and address public nuisance issues in the downtown Blackwood Area.

The implementation of the four principles of this new police strategy will clearly improve the operational efficiency of the Gloucester Township Police Department, greatly involve the community in this new police process, and effectively address problems through a modern police approach.

Chief Harry Earle is extremely proud of all of the men and women of the Gloucester Township Police Department for their dedication to duty and service to the community every day.