

Dear Residents, Business Community and Visitors,

I am writing this report to give you an update on Evesham Township Police Department's efforts to adhere to law enforcement best practices not only on local, county and state levels but also in conformance with topic areas outlined in the 2015 President's 21<sup>st</sup> Century Task Force. The Task Force was created to strengthen community policing and trust between law enforcement officers and the communities they serve due to the tragic events that unraveled around the country which have underscored the need for and importance of lasting collaborative relationships. The Task Force recommendations, each with action items, are organized around six main topic areas or "pillars:" Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness.

Also in this report, I have first outlined our agency's Mission Statement, Core Values, Code of Ethics that have guided our efforts to be leaders in the law enforcement profession. This report also contains our commitment to collaboration with members of our community and to the highest level of discipline and accountability through thorough policies and procedures and best hiring practices.

I trust that you learn through reading this report that our agency was already meeting or exceeding the best practices that were suggested in the 21<sup>st</sup> Century Task Force. Our high level of professionalism and accountability has been the result of visionary leadership, dedicated personnel, commitment to training and education and an unwavering commitment to building relationships in the community. I have always firmly believed, and acted on belief, that trust between our police department and the residents of Evesham who we are sworn to serve and protect is critical in a healthy and caring democracy. This trust is key to the stability of our community, the integrity of our criminal justice system, and for the safe and effective delivery of policing services to all of the residents who visit, shop and call Evesham home.

Respectfully,

Chief Christopher Chew

## Evesham Police Department Mission Statement, Code of Ethics & Core Values

Over the years our agency has experienced significant changes in the manner in which we deliver police services to the community we serve. As a result of these significant changes, we believed it was extremely important to update our Mission Statement in an effort to accurately reflect the excellent police department that we are today. In early 2015, I selected a group of officers to review and modify our existing Mission Statement which had been in effect since 1996. In this year long process, our committee solicited input from every member of our police department along with surveying the members of our community. This input resulted in the following **Mission Statement**:

***“Protect, serve and enhance the quality of life of all citizens by providing a progressive and diverse police department through a dedicated, ethical and virtuous work force”.***

In furtherance of the stated mission, the police department shall endeavor to:

- Preserve the public peace; prevent crime and disorderly conduct; detect and arrest offenders against the penal laws and ordinances effective within the township; suppress riots, mobs and insurrections; dispense unlawful or dangerous assemblages; and preserve order at all elections and public meetings and assemblages.
- Administer and enforce laws and ordinances in force within the township in all cases where such administration and enforcement is not vested in the exclusive jurisdiction of such municipal officers as the Township Zoning Officer, Building Inspector, Plumbing Inspector, or Health Officer and cooperate fully with such officers.
- Remove all nuisances in public streets, ways, parks, playgrounds, parking lots and other public places and inspect and observe all places of public amusement or assemblage and all places operating under any state or township license or permit.
- Provide for proper police attendance and protection at fires.

- Apprehend, arrest or summon all persons lawfully charged with the violation of any law or ordinance for the suppression or punishment of crimes, disorderly conduct or offenses.
- Provide for the attendance of its members in court when necessary for the prosecution and trial of persons charged with crimes, disorderly conduct or offenses under any law or ordinance.
- Serve and execute all processes issuing out of the Municipal Court and have all the powers and authority of constables of this state, except as to the service of civil processes out of courts other than the Municipal Court.
- Render aid to all distressed, injured, and sick persons, and perform such duties in regard to the body of any deceased as may be necessary or proper under the existing circumstances.
- Cooperate fully with the law enforcement agencies and prosecuting authorities of federal, state and county governments.
- Maintain such police training programs as may be necessary and proper for the efficient and effective organization and operation of the police department.

It is extremely important for a police department to have a very defined Mission Statement, Vision Statement and Core Values. A Mission Statement is “to remind us why we are here”, a Vision Statement is “where we are going” and Core Values are designed to give clear guidance on “how we are supposed to act”.

## Code of Ethics

The department philosophy shall be that as set forth in the Law Enforcement Code of Ethics, as adopted and promulgated by the International Association of Chiefs of Police and as quoted herein:

***“As a Law Enforcement Officer, my fundamental duty is to serve mankind: to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.***

***I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of duty.***

***I will never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately, without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.***

***I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession... law enforcement.”***

## Values

Our Department is guided in its operation by laws, ordinances, written directives, Rules and Regulations, and a Code of Ethics. In addition to legal and administrative requirements, our police department is significantly influenced by our values.

To assist in the accomplishment of our stated mission, the department is committed to the following core values which shall be considered a means of guiding our work and decision making process.

- **Integrity**: To be trusted by the public and seen as honest, sincere and virtuous.
- **Public Service**: To enhance the quality of life for all Evesham Township residents by providing timely, professional and compassionate police service.
- **Excellence**: Committed to the highest standards in law enforcement. members shall be responsive to the needs of the community and work in concert to resolve issues of mutual concern.
- **Teamwork**: Ensure a healthy work environment that encourages open communication, team building and mutual respect.
- **Fidelity**: Faithfully upholding the traditions of the Evesham Township Police Department by maintaining pride in oneself, organization and our department mission.
- **Valor**: Dedicated to meeting all challenges with the courage and determination needed to accomplish our mission.
- **Professionalism**: Maintaining an educated workforce committed to integrity, accountability and self-regulation.
- **Compassion**: Treat people with kindness, respect and courtesy while working for the common good of our community.
- **Honor**: Exemplify the ultimate in ethical and moral behavior.
- **Transparent**: To be accessible, open and welcoming to the public.

## Police Department Value Statements

1. **WE RESPECT LIFE...** We hold the preservation of life as our sacred duty. Our value of human life sets our priorities.
2. **WE REVERE THE TRUTH...** We will pursue truth, honesty and justice with vigor. We will accept nothing less in our organization.
3. **WE DEMONSTRATE INTEGRITY...** We value organizational and personal integrity which is essential to the success of our department. Anything less is unacceptable.
4. **WE PRIZE LOYALTY...** We value personal commitment and loyalty as essential to the best interest of public safety and professional law enforcement. Loyalty is the foundation upon which trust is built within our department and the community we serve.
5. **WE ARE COMMITTED TO EXCELLENCE...** We will encourage and support our members in their efforts to achieve the highest professional and ethical standards and quality of service to the public.
6. **WE CONDUCT OURSELVES WITH DIGNITY...** We recognize that our personal conduct, both on and off duty, is inseparable from the professional reputation of both the officer and the department.
7. **WE HONOR OUR POLICE POWERS...** We understand that our police powers are derived from the people we serve. We do not tolerate the abuse of our police authority.
8. **WE ENFORCE THE LAW...** We recognize that our basic responsibility is to enforce the law of the land for the general good, while respecting the rights and dignity of each individual, regardless of race, creed, color and sex. Our role is to resolve problems through the law, not to judge and punish. We will use only that amount of force necessary.

9. **WE SEEK COMMUNITY PARTNERSHIP...** We view the people of our community as partners who deserve our concern, care and attention. We are committed to reducing the fear of crime in our community, and we endeavor to do this by creating partnerships in our neighborhoods.
10. **WE STRIVE TO IMPROVE...** We can never be satisfied with the status quo. We must aim for continuous improvement in serving the public in an ever-changing society.
11. **WE VALUE COURAGE...** We realize that both physical and moral courage are essential if we are to live the values we believe in.

# *President's 21<sup>st</sup> Century Task Force Pillars*

## **Pillar One: Building Trust and Legitimacy**

Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve. Decades of research and practice support the premise that people are more likely to obey the law when they believe that those who are enforcing it have authority that is perceived as legitimate by those subject to the authority. The public confers legitimacy only on those whom they believe are acting in procedurally just ways. In addition, law enforcement cannot build community trust if it is seen as an occupying force coming in from outside to impose control on the community. Pillar one seeks to provide focused recommendations on building this relationship.

The Task Force Report strongly suggested that the law enforcement culture should embrace a guardian—rather than a warrior—mindset to build trust and legitimacy both within agencies and with the public. Toward that end, all law enforcement agencies should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with rank and file officers and with the citizens they serve. The report also suggested that law enforcement agencies should establish a culture of transparency and accountability to build public trust and legitimacy. This is critical to ensuring decision making is understood and in accord with stated policy.

Police departments should also proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies. We were tasked with tracking and analyzing the level of trust our community has with our agency as we continue to measure changes in crime. This can be accomplished through consistent annual community surveys.



Finally, the report suggests that police departments should strive to create a workforce that encompasses a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities

## ***ETPD Action on Pillar One***

In Evesham Township, our police department has adopted “Transparency” as one of our Core Values. It is one of our continuous goals of establishing a culture of transparency and accountability in order to build public trust and legitimacy. This type of culture allows our agency to ensure decision-making is understood at levels within our organization and in accordance with agency policies and procedures.

### **Publication of ETPD Data**

To accomplish this high level of transparency and accountability, the ETPD makes every attempt to publish the most current information on our website on about motor vehicle stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics. This information is contained in our Annual Report along with our DDACTS statistical reports. ETPD’s commitment to our social media pages and website, along with our partnerships with our citizens through our community policing endeavors and police chaplain events provide avenues to immediately discuss serious incidents when they occur, including those potentially involving alleged police misconduct along with other significant issues affecting the community.

### **Policy Committee**

ETPD also demands internal legitimacy, trust and building a strong culture within the organization by applying the principles of the Task Force. In 2019, Chief Chew directed that the agency create a Policy Committee made of various levels of the police department in order to receive input on agency policies and procedures. The Policy Committee provides valuable input from all levels within our agency and fosters a teamwork approach to outlining standardized policies and procedures in the deployment and development of our staff along with a strong reinforcement of the “guardian mindset” in serving our community.

## **Open Public Records Act (OPRA)**

In keeping with the requirements of New Jersey sunshine laws, each year the ETPD releases tens of thousands of pages of police records, ranging from case reports to Use of Force reports, in response to hundreds of Open Public Records Act Requests. The agency has also releases hundreds of hours of body worn camera and fleet camera videos under OPRA. Requests for agency records come from a wide range of requestors - citizens, academia, public advocacy groups, lawyers – for example, and responses are always prompt and legally complete.

## **Community Policing**

As it relates to external legitimacy and trust, ETPD has invested significantly in our various community policing programs. In 2013, Chief Chew created the first full-time police officer dedicated to community policing prior to transitioning to six full time community policing officers in 2018. ETPD Community Oriented Policing Initiative involves working in partnership with the community to identify the underlying causes of a problems and develop viable plans for treatment of the cause and not the symptoms. These partnerships are intended to foster an open exchange of information and ideas that encourage active and meaningful participation by community members and groups in the formulation of creative ideas designed to address neighborhood concerns. Critical to this process is the understanding that problems that negatively impact the quality of life in a particular community must be promptly identified, addressed and remediated in order to encourage community members to actively participate in process. A positive collateral effect of involving community members in the development of operational strategies is an enhanced level of support for overall department objectives. I highlighted some of our programs and strategies under Pillar 4-Community Policing and Crime Reduction, outlined later in this report.

## **Citizen Feedback**

In addition to our daily community police endeavors, every two years, the ETPD seeks citizen input about their experiences and impressions of the ETPD in its Citizen's Survey. The survey questions citizens' impressions of the skills, demeanor and knowledge of agency employees as well as allowing comment on their experiences with our department. The survey is published and regularly advertised in agency social media to ensure a high response rate and citizens are

able to respond anonymously to ensure response honesty. The responses are compiled and reviewed with agency Command Staff and survey results are then published on the agency's social media. Citizens see that their feedback is being sought and valued, and that their opinions are shared openly with the rest of the community.

### **Recruitment and Selection**

Finally, ETPD places a high-level of commitment to Recruitment and Selection which are on-going processes and we continually strive to make the ETPD an attractive place for all minorities and genders to work. Recruitment and selection of agency staff are handled in accordance with national law enforcement best practices as set for by the Commission for Law Enforcement Accreditation (CALEA). Each year, the agency completes a Recruitment Plan for the following year to attract the most qualified candidates to apply to our department and make every effort to employ a workforce that is a representative of the overall available workforce in the state of New Jersey.

The agency advertises our sworn and civilian positions in traditional avenues. To reach under-represented genders and race demographics, the ETPD notifies minority-focused organizations, local civic groups and associations, New Jersey Municipal Police Academies, and various law enforcement support groups, executive organizations, and on-line resource sites. In 2019 and prior hiring years, we sought hiring assistance from the National Organization of Black Law Enforcement (NAACP), the National Organization of Black Law Enforcement Executives (NOBLE), the Hispanic American Law Enforcement Association, and New Jersey Women in Law Enforcement. Applicants are screened in a background investigation and interview process that is subject to state and national law enforcement oversight by the New Jersey State Chiefs of Police and CALEA. Finally, recruitment and hiring statistics, including our minority and gender recruitment and hiring activities, are then reported annually to these two oversight bodies, as well as described in the ETPD annual reports published on our website.

## Pillar Two: Policy and Oversight

The issues addressed in the first pillar of this report, building trust and legitimacy between law enforcement agencies and the communities we serve, underlie all questions of law enforcement policy and community oversight. If we are to carry out our responsibilities according to established policies, these policies must be reflective of community values and not lead to practices that result in disparate impacts on various segments of the community. Our policies also need to be clearly articulated to the community and implemented transparently so our agency will have credibility with our residents and the community can have faith that their guardians are always acting in their best interests.

Paramount among the policies of law enforcement organizations are those controlling use of force. Not only should there be policies for deadly and non-deadly uses of force but a clearly stated “sanctity of life” philosophy must also be in the forefront of every officer’s mind. This way of thinking should be accompanied by rigorous practical ongoing training in an atmosphere of nonjudgmental and safe sharing of views with fellow officers about how they behaved in use of force situations.

Data collection, supervision, and accountability are also part of a comprehensive systemic approach to keeping everyone safe and protecting the rights of all involved during police encounters.

### ***ETPD Action on Pillar Two***

#### **Voluntary External Policy Review**

ETPD has been in the forefront in developing and adhering to comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. Our policies are clear, concise, and openly available for public inspection. The ETPD voluntarily submits its policies and practices for remote and on-site reviews to ensure our policies and practices reflect law enforcement best practices. ETPD has been nationally accredited since 2011 and is considered the top 1% of municipal law enforcement agencies in the

country. Accreditation is a voluntary process where departments are mandated to adhere to best practices on a state and nation level.

As of June 2020, ETPD is only 1 of 9 municipal police departments in NJ to be nationally accredited. Nationally – there are only 457 of 12,300+ municipal police departments in the country to receive this national certification.

ETPD was also the first department in the State of NJ to receive both national accreditation and state accreditation. We are only one of three agencies in the State of NJ to be both state and nationally accredited.

### **Inspection Program**

In 2015, Chief Chew expanded our Internal Affairs division in order to expand our agency's ability to inspect our officers work to ensure accountability. Our IA unit inspects body worn camera footage, MVR footage, reports, trackstar reports (vehicle speed and operations), uniforms, equipment etc. on a weekly basis. The inspections allow us to randomly review all of our staff to ensure all of our officers at operating at the highest levels while be in conformance with agency policy, rules and regulations, local, state and federal laws and regulations. The inspection process is an essential mechanism for making evaluations of the quality of the department operation, the attainment of goals, the need for additional resources and for measuring the degree of control maintained throughout the agency. The inspection of uniformed personnel assures that members of the department are properly attired and outfitted, and present a positive, dedicated and a highly accountable workforce.

### **Use of Force Reviews**

Chief Chew implemented a program that made ETPD as one of the only agencies in the area who require four independent levels of review during a use of force incident. The first level requires an immediate response from the supervisor to investigate and interview all witnesses in real time. The second level is reviewed by the Operations Commander who reviews the officers report, supervisor report and all videos and reports. The third level is the Internal Affairs Bureau, who also reviews all of the reports/videos along with Operations Captain review. Finally, the Chief of Police reviews all of the prior four levels of reviews and provides signature on the final conclusion.

## **Early Intervention Program**

In 2011, Chief Chew developed ETPD's Early Intervention Program (EIP). The goal of the EIP program is to provide early intervention to employees who meet established criteria. The Evesham Township Police Department has a responsibility to its employees and the community to identify and assist employees who show symptoms of job stress or personal problems. Such symptoms may be exhibited in on-the-job performance behaviors that results in complaints from citizens or may be indicated in the frequency of use-of-force incidents. The Evesham Township Police Department has existing programs available to assist employees, including- Cop-2-Cop Assistance Program, and other counseling, which are available to employees on a voluntary and policy-mandated basis. In order to enhance these services, the Department has implemented the Early Intervention Program (EIP).

ETPD also collects, maintains, and analyzes demographic data on all detentions (stops, frisks, searches, summons, and arrests). Our agency conducts thorough collections for all of our officer's statistical data to include race, gender, age and residency for all contacts made in the field to include motor vehicle and pedestrian contacts.

In the 21<sup>st</sup> Century Task Force Report, it states that Law enforcement agencies should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue. ETPD also mandates that the identification of the racial and ethnic composition of persons stopped, cited and arrested by the Evesham Township Police Department. On a semi-annual basis, Evesham Township calculates and reviews all of the above historical data. The arrest and stop data will reveal the racial and ethnic breakdown of those stopped, cited and arrested for specific offenses in Evesham Township. In order to facilitate comparative analysis of these data, per capita stop, citation and arrest rates for particular racial and ethnic groups is calculated. Evesham Township U.S. Census population data will be used to calculate these rates. These rates will reveal how many Asians, Pacific Islanders, Blacks, Latinos, American Indians and Alaska Natives, and Whites were stopped, cited or arrested for various offenses per 1,000 Evesham

Township residents of each racial/ethnic group. Because some of the people arrested or stopped may reside outside of Evesham, these rates will not be exact, but will provide a useful estimate of the degree to which the practice in question is differentially affecting Evesham Township residents. During the semi-annual review, all members of the police department are advised of their individual biased based review statistics to ensure that there are no identified issues or tendencies that need to be immediately remediated through training, counseling or discipline. The results of the meeting are included in each officer's performance evaluation jackets along with a final report submitted to the Chief of Police.

### **Data Driven Approach to Crime and Traffic Safety (DDACTS)**

In 2013, Chief Chew instituted the Data Driven Approaches to Crime and Traffic Safety Operational model (DDACTS). DDACTS integrates location-based crime and traffic crash data to determine the most effective methods for deploying law enforcement and other resources. Drawing on the deterrent value of highly visible traffic enforcement and the knowledge that crimes often involve motor vehicles, the goal of DDACTS is to reduce crime, crashes, and traffic violations across Evesham Township. DDACTS provides a strong direction to our staff in the area of traffic enforcement since DDACTS deployments are based solely off of location, day of the week, time and more importantly causative factors. This evidenced based deployment of staff increases our agency's effectiveness as a law enforcement agency and builds mutual trust and respect with Evesham Township's diverse groups and community.

ETPD is proud of our successful deployment of our personnel in our established DDACTS Zone. Our DDACTS operational model has been proven to be an effective and efficient manner of addressing the most consistent social harms affecting our community. ETPD sets aggressive goals to lower crashes, shoplifting's, burglaries and increase DWI arrests. As a result of the hard work and dedication of the men and women of ETPD, the following results were achieved inside the DDACTS Zone:

2019 Annual Statistical Review:

2% **decrease** in Motor Vehicle Accidents

**No increase** in DWIs

19% **decrease** in shopliftings

39% **decrease** in burglaries



## Pillar Three: Technology and Social Media

The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated. Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy. But technology changes quickly in terms of new hardware, software, and other options. Law enforcement agencies and leaders need to be able to identify, assess, and evaluate new technology for adoption and do so in ways that improve their effectiveness, efficiency, and evolution without infringing on individual rights

Another technology relatively new to law enforcement is social media. Social media is a communication tool the police can use to engage the community on issues of importance to both and to gauge community sentiment regarding agency policies and practices. Social media can also help police identify the potential nature and location of gang and other criminal or disorderly activity such as spontaneous crowd gatherings.

### ***ETPD Action on Pillar Three***

ETPD strongly believes in the use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated. Implementing new technologies provide us with an opportunity to fully engage and educate our community in a dialogue about their expectations for transparency, accountability, and privacy.

### **Body Worn Camera Program**

In 2014, under Chief Chew's direction ETPD was the first police department in the State of NJ to fully outfit all of their officers with a body worn camera. We are the model agency in the state and country for developing a body worn camera program. We were also one of the first agencies in the State to get MVR in each of our patrol vehicles. The systems are integrated with the BWC and all information is captured on a cloud based server called evidence.com.

### **Controlled Electronic Device Program (CED)**

In 2017, under Chief Chew's direction ETPD outfitted every patrol officer with a Taser Controlled Electronic Device (CED). In accordance with the New Jersey Attorney General Supplemental Policy on Conducted Energy Devices, the agency has acquired conducted energy devices (CEDs) to provide members with additional use of force options for gaining compliance of resistant or aggressive individuals in arrest and other enforcement situations. In certain situations, a conducted energy device may help diffuse a volatile situation and make it unnecessary for an officer during a confrontation to resort to the use of deadly force. The device may also reduce the risk of death or injury to members, innocent bystanders and victims, and also the persons who are subject to arrest.

### **Technology Based Community Engagement**

Another important aspect of Pillar Three is the mandate that law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access. ETPD policies and practices increase transparency and accessibility, provide access to information (crime statistics, current calls for service), allow for public posting of policy and procedures.

In the area of social media and community outreach, our agency continues to be at the forefront the use of new and social media, which has resulted in a stronger between the police department and the community. ETPD accomplishes this mission of effectively communicating with the members of our community by a state of the art Website and by Social media outreaches through Facebook, Instagram, Twitter, and Nextdoor. Our police department's Facebook Page has over 34,000 followers and our continually receives requests from other law

enforcement agencies on the how to implement the same successes in their respective agencies.

In 2016, under Chief Chew's direction ETPD made the decision to create the first online/kiosk program in the state of NJ. The kiosk/program was created in order to make it easier for citizens to obtain the services they need; the Evesham Township Police Department is continuing to promote its custom touch-screen kiosk installed inside the police lobby. The kiosk is available to citizens 24 hours a day, seven days a week. Another important aspect of adding the kiosk to our community was to free up time for those who work in the clerical department, enabling them to help others with service requests or other needs. Kiosk services include: Requesting a police record (OPRA), Request a vacation check of their home, providing a tip on a crime, completing an online police report, paying a traffic citation, obtaining various common police forms, Browsing department social media and pictures

## Pillar Four: Community Policing and Crime Reduction

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Police interventions must be implemented with strong policies and training in place, rooted in an understanding of procedural justice. Indeed, without that, police interventions can easily devolve into racial profiling, excessive use of force, and other practices that disregard civil rights, causing negative reactions from people living in already challenged communities.

Yet mutual trust and cooperation, two key elements of community policing, are vital to protecting residents of these communities from the crime and identified social harms. Community policing combines a focus on intervention and prevention through problem solving with building collaborative partnerships between law enforcement agencies and schools, social services, and other stakeholders. In this way, community policing not only improves public safety but also enhances social connectivity and economic strength, which increases community resilience to crime.

Problem solving, another key element of community policing, is critical to prevention. And problems must be solved in partnership with the community in order to effectively address chronic crime and disorder problems.

In summary, law enforcement's obligation is not only to reduce crime but also to do so fairly while protecting the rights of citizens. Any prevention strategy that unintentionally violates civil rights, compromises police legitimacy, or undermines trust is counterproductive from both ethical and cost-benefit perspectives. Ignoring these considerations can have both financial costs (e.g., lawsuits) and social costs (e.g., loss of public support).

It must also be stressed that the absence of crime is not the final goal of law enforcement. Rather, it is the promotion and protection of public safety while respecting the dignity and rights of all. And public safety and well-being cannot be attained without the community's belief that their well-being is at the heart of all law enforcement activities. It is critical to help community members see police as allies rather than as an occupying force and to work in concert with other community stakeholders to create more economically and socially stable neighborhoods.

### ***ETPD Action on Pillar Four***

Some of ETPD community policing programs include:

- Social media outreaches through Facebook, Instagram, Twitter, Nextdoor.
- Shop with a Cop
- No Shave November
- Pink badges
- Yoga with Police
- Pizza with police
- Coffee with a cop
- Helmet tickets 7-11 free Slurpee
- Ice Cream Trucks in neighborhoods
- Trunk or Treat
- Child Seat Check points
- Vacation checks

- Active Shooter Training Courses
- Autism ID Program
- Crafts with Police
- Residential and Business Security Surveys
- Neighborhood Chalk -free pizza to children
- Medicine drop box
- Neighborhood surveillance Program
- Baseball card program
- Craigslist Safety Zone
- HERO Campaign/Savings Lives
- Virtual Ride Along Program
- Firearms Safety Course
- Baking with Police
- Women's self-defense classes
- Outdoor boot camp

**Police Academies:**

- Citizens Police Academy (8 weeks) (two times per year)
- Youth Police Academy (2 weeks per summer)
- Lead Leadership Camp (1 week per year)
- Volunteers in Police Service (2020 Goal)

## **Police Chaplains**

In 2014, under Chief Chew's direction ETPD created our first Police Chaplain Program. ETPD recognizes the influence and impact that faith based leaders have in people's lives within the community. The agency will work together in a partnership with qualified religious leaders of all denominations, who are available to respond during a crisis or in time of need in providing a more personalized quality of service to the community. The religious leaders will perform tasks of a more spiritual nature while the officer addresses those tasks that are of law enforcement nature.

Police Chaplains shall be requested to perform the following duties and any other duties that may be assigned by the Chief of Police:

- Assist the agency in making notifications to families concerning serious injuries or death
- Visit sick or injured police department personnel at home or in the hospital
- Attend and participate in funerals of active and retired members of the agency
- Counsel police personnel regarding personal problems and stationhouse adjustments
- Coordinate and conduct memorial services
- Participate in in-service training programs;
- Attend departmental functions such as graduations, promotions, and award ceremonies
- Assist in programs and counseling targeted at youthful offenders
- Assist in enhancing public relations and community outreach
- Meet with the Chief of Police and other police personnel on a regular basis for the purpose of ongoing evaluations, development of programs, and discussion of departmental morale.

### **Police Explorer Program**

In 2015, under Chief Chew's direction the ETPD Explorer Program was developed to educate and involve youth in law enforcement operations, to interest them in possible law enforcement careers and to build mutual understanding. The Evesham Township Police Department Explorer Program is affiliated with the Explorer Division of the Boy Scouts of America. Explorer Post #22 is a cadet program designed for students who are interested in any aspect of law enforcement. This program is designed to develop self-esteem, discipline, good citizenship, and leadership, while creating a better understanding between the Evesham Township Police Department and the youth of our community. As a result of this very successful program, our agency hired two former female explorers to full time police officers- Kellie Demofonte & Carley Szwajkokowski

### **SLEO I Program**

In 2019, under Chief Chew's direction the ETPD established our first ever Special Law Enforcement Officer I Officer Program. The position of SLEO I was established to supplement the department's complement of full-time officers. The goal of the SLEO I program is to maintain our commitment from the Police Explorer Program to the experience of SLEO I Officer to hopefully transition into a full-time police officer with the ETPD.

### **LEAD Program**

In 2014, under Chief Chew's direction ETPD established the LEAD Program. ETPD developed the LEAD curriculum to be delivered by a uniformed full-time law enforcement officer. The department has embraced the concept of officers interacting with and instructing students in the school environment. It is believed that the experience can assist school aged children with the development of skills needed to identify and resist social pressures to experiment with drugs and alcohol, and to reduce the incidence of violence among teens.



## **School Resource Office (SRO)**

In 2018, under Chief Chew's direction ETPD created our School Resource Officer (SRO) position which was developed to provide a uniformed police presence in the school to stabilize the educational environment and provide the students, staff and administrators with a liaison to this department. It was our anticipated goal that the presence of this officer in the school would engender a cooperative effort between the school and law enforcement communities designed to identify groups and individuals whose purpose may be to disrupt educational and/ or extra-curricular activities, threaten or intimidate individuals or groups, or cause personal injury or property damage. Additionally, this officer will be available to provide advice and guidance to students and staff, and where necessary, recommend and refer students and their families to the appropriate agency for counseling and/ or treatment of various societal problems. One of the additional benefits of the SRO program was that children from kindergarten through high school would be exposed to the positive effects of police officers in Evesham Township and would view the police as respected and caring members of the community.

## **Straight to...Treatment Program**

In 2018, under Chief Chew's direction ETPD was the first in South New Jersey to participate in the Straight to...Treatment Program. The goal of the program is the policy of the Evesham Township Police Department and the Burlington County Prosecutor's Office *Straight... to Treatment* Program to help reduce the impact of heroin and opiate abuse in our community while encouraging those who suffer from addiction to seek help and experience recovery. The Evesham Township Police Department and the Burlington County Prosecutor's Office has made a commitment to treat all those suffering from addiction with compassion, care, and concern and provide resources to assist in their recovery. Since 2018, our Straight to...Treatment Program has screened over 140 individuals and have either immediately placed in the detoxification centers or have directed to long-term outpatient care.

### **Not Even Once Program**

In 2019, under Chief Chew's direction ETPD created the #NotEvenOnce Program at Cherokee High School. This program is in response to the growing opiate epidemic in New Jersey. In 2017 there were 144 documented fatal overdoses in Burlington County, 9 of which were in Evesham Township with our youngest fatality being only 15 years of age. This program is instructed by police officers and is a collaborative effort between law enforcement and educators with the goal of informing students about the dangers of opiates before they leave for college or enter the work force. This program coincides with the New Jersey Student Learning Standards for health classes and is taught to students during their senior year of high school. This program is unique in that it informs students of how this epidemic directly affects their own community. Students hear from former Cherokee High School graduates who succumbed to opiate abuse and subsequent addiction who are presently in recovery and have a strong foundation to help deter others from following the same path. In addition to hearing from past graduate's students hear from a Marlton family, Stephen and Debra Huffnagle, who lost their son to opiate addiction in 2015. Maxwell "Max" Huffnagle was a 2010 graduate of Cherokee High School. With this training we hope to decrease the statistics within our community.

### **NAACP Ride Along Program**

In 2015, under Chief Chew's direction ETPD partnered with the Southern Burlington County Chapter of the NAACP to host a training night on issues affecting the community. During this evening, members of the chapter conducted ride-alongs with our patrol officers to gain a better understanding of the community's needs and information on police operations.

### **Awards Dinner**

In 2014, under Chief Chew's direction ETPD created our first annual awards dinner to acknowledge the efforts of the employees of the department and members of the community.

### **Police Foundation Program**

In 2014, under Chief Chew's direction ETPD assisted in creating the police foundation to assist in raising funds to help support the police department in purchasing items outside of the operating budget. Some of these items include: purchase of K-9, community policing supplies, pay for Shop with a Cop, and purchase Police Chaplain uniforms.

### **United Voices of Evesham**

In 2020, under Chief Chew's direction ETPD has partnered with the **United Voices of Evesham** as an avenue to establish a formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues. The United Voices of Evesham is a grassroots campaign led by two members of the African American Community who want to partner with the police department to openly discuss any issues in Evesham Township along with providing valuable input on services provided by the ETPD.

## Pillar 5- Training and Education

As our nation becomes more pluralistic and the scope of law enforcement's responsibilities expands, the need for more and better training has become critical. Today's line officers and leaders must meet a wide variety of challenges including international terrorism, evolving technologies, rising immigration, changing laws, new cultural mores, and a growing mental health crisis.

The skills and knowledge required to effectively deal with these issues requires a higher level of education as well as extensive and ongoing training in specific disciplines. The task force discussed these needs in depth, making recommendations for basic recruit and in-service training, as well as leadership development in a wide variety of areas: Community policing and problem-solving principles, Interpersonal and communication skills , Bias awareness , Scenario-based, situational decision making, Crisis intervention, Procedural justice and impartial policing, Trauma and victim services , Mental health issues , Analytical research and technology, Languages and cultural responsiveness

In addition to discussion of training programs and educational expectations, witnesses at the listening session made clear that new approaches to recruitment, hiring, evaluation, and promotion are also essential to developing a more highly educated workforce with the character traits and social skills that enable effective policing and positive community relationships.

To build a police force capable of dealing with the complexity of the 21st century, it is imperative that agencies place value on both educational achievements and socialization skills when making hiring decisions.

### ***ETPD Action on Pillar Five***

ETPD established our Professional Standards Bureau to address mandatory and elective in-service training to better advance employee career development through professional growth and improvement of personal skills and knowledge, and to identify the type, frequency and volume of training provided to department employees.

## **Career Counseling**

One of the most important responsibilities of a police department is the continuing education and career counseling and development provided to its employees through the application of formal and informal training programs. All employees of this department attend training sessions as scheduled by department supervisors and are encouraged to request training in areas of specialized responsibility and interest. The department endeavors to train employees in an effort to enhance the efficiency, effectiveness and professionalism of the organization.

## **Succession Planning**

In 2013, under Chief Chew's direction ETPD implemented a department-wide succession plan for all levels of leadership with the agency. The goal of our succession plan was to internally review the agency for leadership talent, identify possible successors, and then provide those individuals with the training, mentoring, and support they need to prepare themselves for critical roles within the organization when vacancies occur. Although succession planning is often associated primarily with the chief executive's position, it is also essential to identify and prepare leadership at all levels of the organization. Having a succession plan at every leadership level ensures that no matter what the personnel change, there will be experienced and trained personnel to step into leadership positions. For this reason, leadership development for our staff is critical for future organizational success.

## **Training**

All employees must receive a documented block of instruction in handling subjects suffering from mental health issues at the time they join the agency. In addition, documented refresher training shall be conducted annually.

The Agency conducts trainings that meet or exceed national best practice requirements:

- New Hire Agency Rules and Regulation Training
- New Hire and Biennial Ethics Training
- New Hire and Annual Biased Policing Training
- New Hire and Annual Harassment Training
- New Hire and Semi-annual Use of Force Training – Firearms
- New Hire and Annual Less Lethal Weapon Training
- New Hire and Biennial Weaponless Training
- New Hire and Semi-annual Crowd Control Training
- New Hire and Annual Cellblock Management Training
- All Officers received De-escalation Training
- All Officers received Cultural Diversity Training
- All Officers received Excited Delirium Training
- New Hire and Annual Hazardous Materials Training
- New Hire and Annual Hazard Plan and Incident Command System Training.  
In August 2019, our agency conducted its first full scale active shooter drill using the Hazard Plan and ICS training.
- Volunteers (Interns, Chaplains, Explorers) receive training
- Annual Crossing Guard Training

In addition, there are dozens of specialized training assignments, supervisor trainings, leadership trainings. The men and women of the Evesham Township Police Department attended a wide variety of in service training courses in 2019 including, but not limited to:

Canine Academy	Canine Scent
Command and Leadership	Deaf and Hard of Hearing Seminar
Prescription Drug Investigations	Below 100: Train the Trainer
Verbal & Non-verbal De-escalation	ALICE Active Shooter
School Security Assessment	Street Survival
Firearms Instructor	Firearms Qualifications
Rifle Instructor	Opiate Seminar
Rifle Certification	Terrorism Threat Assessment
LEAD	Critical Incidents
Investigative & Police Psychology	DWI & Marijuana Legalization

Professionalism	Financial Crimes against Seniors
Drug Recognition Expert	Police Executive Institute
Emotional Survival	Advanced Motor Vehicle Crash Invest
Certified Public Manager	Social Media and Intelligence
Wellness	Domestic Violence
Interview and Interrogation	Sexual Violence
Fugitive Investigations	Combating Addiction
CPR	SRO Certification
Overdose Investigations	Car Seat Technician
Forensic Analysis	Communicate -Tact & Professionalism
Women in LE Leadership	Bike Officer
OPRA	Supervision
Critical Incident	Child Abduction Response Team
Field Training Officer	High Tech Investigations
Resurgence of Sovereign Citizens	Comprehensive Interview
Bombing Prevention	Front Line Leadership
Work Zone Safety Awareness	Humane Law Enforcement Officer
Drug Recognition – Opiates	Tourniquet
Radar Instructor and Operator	Firearms Qualifications
Blood Borne Pathogens	Legal Updates
Vehicle Pursuits	Ethics Training
Mental Illness	HGN-DWI Training
Cell Block Management	CED (Taser) Training
Legal Updates	Roll Call Training
Mental Illness	

In 2019 alone, ETPD employees received over **11,000 hours of training**, averaging to **141 training hours per officer**.

## Pillar 6- Officer Safety and Wellness:

### ***ETPD Action on Pillar Six***

In this pillar, the Task Force focused on many of the issues that impact and are impacted by officer wellness and safety, focusing on strategies in several areas: physical, mental, and emotional health; vehicular accidents; officer suicide; shootings and assaults; and the partnerships with social services, unions, and other organizations that can support solutions.

#### **Officer Wellness**

In 2015 ETPD, under Chief Chew's direction created one of the first Officer Safety and Wellness Programs in the country to assist our staff in daily with daily stressors of being a police officer. The 360 Wellness Committee oversees our program. The ETPD was first agency in the area to mandate one-on-one personal visits with a police trained psychologist. We also implemented a mandatory physical fitness test and created a wellness program comprised of various members of our police department. The 360 Wellness Committee program incorporates ongoing training and commitment to physical fitness, psychological and mental well-being, resiliency, nutrition, spiritual, sleep, diet discussions.

The demands of the law enforcement profession can be emotionally difficult and demanding. These demands expose the men and women of law enforcement to the risk of experiencing stress and related emotional difficulties. An employee assistance program has been created to assist employees who are suffering from problems or issues that tend to jeopardize the employee's psychological and/or physical well-being. In extreme situations, these issues may present a danger to the welfare and safety of the individual officer, their family, the general public or co-workers.



### **Employee Assistance Program Visits**

In 2019, under Chief Chew's direction ETPD provided our members with three free Employee Assistance Program visits to our police trained psychologist to assist with any personal or professional issues before they manifest into significant personal/professional. The agency also provided forums for family members to attend to understand some of the responsibilities and roles of a police officer in Evesham Township.

This directive is designed to help employees who have developed problems by providing services for consultation, treatment and rehabilitation in order to prevent their condition from progressing to a degree that it will prevent the individual from functioning effectively in the workplace.

### **Below 100 Officer Safety Program**

In 2018, under Chief Chew's direction ETPD created its first ever Below 100 Officer Safety training curriculum. The Mission of the Below 100 Program is to reduce line-of-duty deaths to fewer than 100 per year. (Not seen since 1943.) The Vision of the Program is to eliminate preventable line-of-duty police deaths and serious injuries through compelling common-sense training designed to focus on areas under an officer's control. The Program's Values Statement is to Honor the fallen by training the living. ETPD's Approach is to target areas under an officer's control that are known to result in death or injury. ETPD's Focus is on Driving, safety equipment, situational awareness and decision making. These areas have been identified by law enforcement experts as being disproportionately responsible for preventable line-of-duty deaths and serious injuries.

The below 100 Officer Safety Program is based off of Five Tenants:

1. Always wear your seatbelt.
2. Always wear your ballistic vest.
3. Always watch your speed when driving a patrol vehicle.
4. WIN- What's important now!
5. Remember- complacency kills.

## **Chief Christopher Chew Awards and Acknowledgments 2013 to present**

- Chief Chew was awarded a Bachelor of Arts Degree in Criminal Justice from Rowan University in June of 1996. In May of 2009, he was also awarded a Master's Degree in Administrative Sciences, along with certificates in Law & Public Safety Administration and Global Leadership from Farleigh Dickinson University. He later attended the FBI Law Enforcement Executive Development Seminar at Princeton University, is a graduate of Penn State University's Police Officer Law Enforcement Executive Training and is also a graduate of the 250th Session of the FBI National Academy at Quantico, Virginia. Chief Chew is a state certified Accreditation Assessor for the New Jersey State Chiefs Association and maintains active membership in the FBI National Academy Associates.

### 2013 to Present:

- Congressman recognition for community policing initiatives (2015).
- Agency received the "Patriotic Employer" award from the NJ National Guard.
- Chief Chew received the 2016 Public Service Award by the Burlington County NAACP.
- Chief Chew received the 2016 200 Club Prestigious Award.
- Chief Chew was the primary author of the model policies for the New State Chiefs of Police Association Accreditation Program.
- Chief Chew is a subjected matter expert for the National Highway Traffic Safety Association on teaching agencies in developing DDACTS models across the country.
- Chief is a subject matter expert for the Police Executive Research Forum (PERF) in developing Wellness Programs for police departments across the country.
- Chief Chew is an instructor at the Burlington and Gloucester County Police Academies focusing on topics related to management and leadership principles & How to implement 21<sup>st</sup> Century Task Force Principles into your Agency

- Chief Chew provided a section of instruction on Officer Safety and Wellness at the national IACP convention in 2017.
- Chief Chew provided instruction at the 2016 League of Municipalities Convention on how to properly develop a Body Worn Camera Program in 2016.
- Chief Chew provided instruction in New York City to leaders of police departments across the country in 2016 on how to develop a Body Worn Camera Program.

## **Command Staff Biographies**

- **Captain Walter Miller**

Captain Walt Miller holds a Bachelor of Arts Degree in Law/Justice from Rowan University and a Master of Administrative Science Degree from Farleigh Dickinson University. He is a graduate of the FBI National Academy, Session #267. He is also a graduate of the FBI's Law Enforcement Executive Development Mid-Atlantic Training held at Princeton University, a graduate of Penn State University's Police Officer Law Enforcement Executive Training and a graduate of the New Jersey Certified Managers Program. He also serves as an Adjunct Professor at the Rowan College of Burlington County.

- **Captain Thomas Reinholt**

Captain Reinholt has been a police officer since 1997, serving with the Runnemede Police Department until 2000 when he joined the Evesham Police Department. He is a Graduate of the New Jersey State Chiefs of Police Command and Leadership Program, the FBI Mid-Atlantic Law Enforcement Executive Development Seminar at Princeton University and is graduate of the New Jersey Certified Managers Program. Also a New Jersey State Chiefs of Police Accredited Command Executive and Accreditation Program Assessor. Captain Reinholt has a Bachelor's Degree in Criminal Justice from LaSalle University and a Master's Degree in Education from Seton Hall University.

- **Lieutenant Joseph Friel**

Lieutenant Joseph Friel serves as the Internal Affairs Bureau Commander. Lieutenant Friel has been with the Evesham Police Department since 1998. Prior to that he served 1 year with the Pitman Borough Police Department. He attended the Gloucester County College and is currently working on his Bachelors. Prior to his appointment to the Internal Affairs Bureau, Lieutenant Friel served as supervisor of the Investigative Bureau for 3 years and Patrol Bureau for 3 years. He also served 6 years as a K-9 handler, with his K9 partner Justice. He is a Graduate of the New Jersey State Chiefs of Police Command and Leadership Program.

- **Lieutenant Justin Graff**

Lieutenant Graff has been with the Evesham Police Department since 2004. Prior to joining the Evesham Police Department, Lieutenant Graff was a Police Officer with the Linwood Police Department for 1.5 years. Lieutenant Graff has a Bachelor's of Science in Human Services from Thomas Edison University and is a graduate of the New Jersey State Chiefs of Police Command and Leadership Program. Prior to serving as an Investigative Bureau Commander, Lieutenant Graff served as a Patrol Bureau Commander, a Detective, and Patrol Bureau Sergeant.

- **Lieutenant Ronald Ritter**

Lieutenant Ritter became a police officer in 1996 when he was hired by the Medford Twp. Police Department. In July of 1997 he joined the Evesham Police Department and has risen through the ranks currently holds the position of Support Services Bureau Commander. Lt Ritter is a 2014 graduate of the New Jersey Chiefs of Police Command and Leadership Program and earned a Bachelor of Arts degree in Law/Justice from Rowan College of NJ in 1995.

- **Lieutenant Jason Siitonen**

Lieutenant Siitonen began his law enforcement career in 1997, serving with the following agencies: Sea Isle City Police, Gibbsboro Police, Camden County Prosecutor's Office, and the Phoenix (AZ) Police Department. Lieutenant Siitonen joined the Evesham Police Department in 2003, and has served in the following capacities: Patrol Officer, Detective, Intelligence Analyst, Patrol Sergeant, Proactive Patrol Unit Supervisor, and Patrol Bureau Commander. Lieutenant Siitonen attended LaSalle University and Rowan University and possesses a Bachelor's Degree in Law/Justice. Lieutenant Siitonen is a graduate of the New Jersey State Association of Chiefs of Police Command and Leadership Academy and has achieved over 2,000 hours of continued training in the profession.

- **Lieutenant Brian Rosenberg**

Lieutenant Rosenberg started his career in law enforcement in 1998 as a Class II Special Officer for Franklin Township. He has worked at Evesham Township since 2000 and served in various capacities. During his 20 years with the police department he has served as the Investigative Bureau Commander, a patrol officer, detective, patrol supervisor and was assigned to the Burlington County Narcotics Task Force. He is a graduate the FBI Mid-Atlantic Law Enforcement Executive Development Seminar at Princeton University and holds Bachelor of Science degree from Rowan University in Business Administration.

- **Lieutenant Carl Scutt**

Lieutenant Scutt began his law enforcement career in 2001 with the Evesham Police Department. Lieutenant Scutt attended Delaware Valley College and Rowan University and holds a Bachelor's Degree in Law/Justice with a minor in Biological Science. During his tenure with the Evesham Police Department, Lieutenant Scutt has been assigned to the Evesham Police Department's Investigative Bureau, Burlington County Prosecutor's Office – Narcotics Task Force, and United States Department of Justice Drug Enforcement Administration. Lieutenant Scutt is currently assigned to the patrol division as a bureau commander, overseeing patrol functions and community policing. Prior to doing so, Lieutenant Scutt served as a sergeant within the internal affairs bureau, as well as the patrol division.