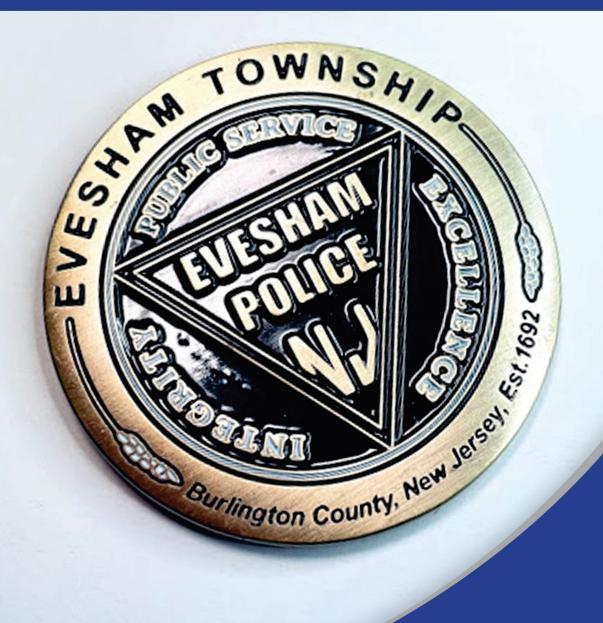
EVESHAM TOWNSHIP POLICE DEPARTMENT



2021-2022 Strategic Plan

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MESSAGE FROM THE CHIEF

As Chief of Police, I am pleased to introduce our Department's 2021 to 2022 Strategic Plan. The Strategic Plan was developed through a collaborative effort involving input from our community, stakeholders and members of our Department. Our new Plan is a single guiding document that identifies our organization's priorities and represents our vision for the future. The Plan establishes our responsibility to our employees to develop their abilities and skills to meet the challenges of being a progressive and accountable 21st century police department. The Plan also places a great emphasis on the importance of partnerships and collaboration, continued modernization and innovation, community policing operations and reinforces our agency's unwavering commitment to ensuring accountability and fiscal responsibility.

The Plan will provide a framework in the development of proactive strategies that will be forward-thinking, data-driven and multi-sectoral based, to address public safety, and the needs of our community and Evesham Township Police employees. This framework is guided by four identified Goals:

- Community Policing & Community Outreach/Relations
- Technology and Equipment Needs
- Officer Safety and Wellness
- Social Harms Affecting the Community



A review and prioritization process will occur annually, and an entirely new plan will be constructed in 2023.

Moving forward, the Strategic Plan will guide the formation of strategies and initiatives to position the Evesham Township Police Department well into the future, and ensuring service and operational excellence. On behalf of the Strategic Planning Committee, we would like to thank our community and policing partners, and members of the public, for their assistance in developing the 2021-2022 Strategic Plan.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance safety and the quality-of-life in the Evesham Township.

> Regards, Chief Christopher Chew

EXECUTIVE SUMMARY

The Evesham Police Department is a nationally accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA). In 2011, the Evesham Police Department received our initial accreditation, received our first re-accreditation status in 2014, and re-

ceived our second re-accreditation status in 2017. The Evesham Police Department also received accreditation in 2016 through the New Jersey State Association of Chiefs of Police and was re-accredited in 2019. In an effort to identify and follow the advance-

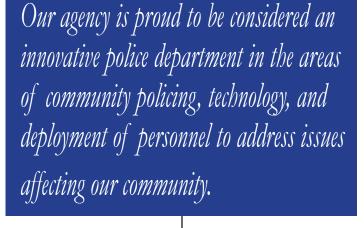
ments of our police department, the Evesham Police Department created this twoyear strategic plan. Our vision for the Evesham Police Department is to persistently provide our community with a consistent, impartial, and professional customer service and to provide our employees with a progressive and diverse work environment.

This strategic plan focuses on the following areas: Community Policing, Officer Safety and Wellness, Staffing and Training Personnel, Technology and Equipment, and Internal

Accountability and Guidelines. The Evesham Police Department is comprised of 81 full-time police officers, 9 SLEO III officers, 3 SLEO II part-time officers, 3 SLEO I part-time officers, and 10 civilian personnel.

The Township of Evesham continues

to grow, not only in population, but in the expansion of commercial and residential real estate building. This strategic plan will play a key role to ensure the Evesham Police Department grows along with the community we serve.







EVESHAM TOWNSHIP POLICE DEPARTMENT MISSION STATEMENT AND VALUES

'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."

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 communi ty 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.

HONOR

Exemplify the ultimate in ethical and moral behavior.

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.

VALOR

Dedicated to meeting all challenges with the courage and determination needed to accomplish our mission.

TRANSPARENT

To be accessible, open and welcoming to the public.



COMMUNITY POLICING

The Evesham Township Police Department accomplished the goal from our previous strategic plan, which was to increase social media outreach. Our social media platforms continue to excel and we will continue to utilize social media during this strate-

gic plan to keep our citizens well informed and to pass along our activities and events. During this strategic plan, we will look to proactively increase our outreach to the community in non-traditional ways.

GOAL MENTOR PROGRAM ACCOUNTABLE Strategies: Patrol Bureau Advertise and seek out juveniles who may have a lack of Commander a parental or role model figure at home and would benefit Assigned to from having an officer assigned to them as a mentor. This Community officer could spend time with the juvenile enjoying their Policing favorite hobby or having a meal. The officer can provide positive guidance to the juvenile to increase the likeliness that they are not having behavioral issues at school or home. Quarterly report to Chief of Police • Seek out interested officers who wish to participate in this program from all Bureaus within the agency. Create a policy to outline how this program will be implemented and overseen.

COMMUNITY OUTREACH / RELATIONS

The Evesham Township Police Department has a long standing commitment to maintaining a strong relationship with our community and business members. As we monitor the trends of society, we realize that we must adhere to current events

that are affecting our community and be proactive in our outreach efforts to let the community know we understand what is important to them and demonstrate that we are striving to meet their needs.

GOAL

1

VOLUNTEERS IN POLICE SERVICE (VIPS) PROGRAM

Strategies:

- Identify community members who wish to volunteer their time with the department to help achieve the goal of being a progressive community policing agency.
- Offer ride alongs to members of this program and allow them to see firsthand how and why situations are handled in certain ways to enhance their understanding of common police procedures.
- Bridge Citizens Police Academy graduates into this program.
- Incorporate members of this program into Community Policing events, including National Night Out, Neighborhood Watch, Junior Police Academy and Police Explorers.
- Create and implement a VIPS policy.

ACCOUNTABLE

Operations
Bureau
Commander
Capt. Reinholt

SUBSTANCE ABUSE ASSISTANCE

Strategies:

- Expand on our efforts of Straight to Treatment and Operation Helping Hand by increasing our social media advertising and having literature prepared and ready for those who attend Community Policing events.
- Work on extended training programs for patrol officers to assist those suffering from addiction issues.
- Task the Narcotics Detective in creating a lesson plan to deliver training and awareness to the community.

ACCOUNTABLE

Investigative
Bureau
Commander
Lt. Graff

Narcotics Detective Det. Magnus

Quarterly report to Chief of Police

GOAL

3

RESIDENT / BUSINESS RELATIONSHIPS

Strategies:

- Concentrate on being a positive presence in our neighborhoods and engage in collaborative problem solving initiatives with our community.
- Instill a mindset within the agency that our first objective is to serve our residents and to be mindful of their needs and quality of life issues.
- Enhance communication with residents, businesses, and visitors
 to increase and diversify pathways for residents and stakeholders
 to submit feedback utilizing multiple channels for two-way communication, including regularly scheduled neighborhood meetings
 and events, engagement events with other community stakeholders and residents, social/traditional media, and website/apps.
- Develop specific plans for more timely release of information and greater transparency related to neighborhood calls for service while still protecting the privacy of those involved.
- Measure and analyze which forms of communication are most effective for our community.

ACCOUNTABLE

Patrol Bureau Commanders

Public Information Officer

TECHNOLOGY AND EQUIPMENT NEEDS

GOAL

1

ENHANCE GRANT WRITING

In the past, the Evesham Police Department has understood that obtaining new technology and equipment is an expensive venture that exceeds our normal annual budget allotment. Through previous grant obtainment, we have been able to make expensive purchases, such as Body Worn Cameras and Fleet Cameras. As we move forward, it is vital to continue to review any and all grant opportunities that present themselves in order for our agency to stay on the cutting edge of technology and provide the most efficient and effective policing to our community.

Strategies:

- Aggressively research grants that are compatible with our future technological and equipment needs.
- Work with the grant writing company that is contracted by the Township to increase the amount of grant applications we complete.
- Hold semi-annual meetings to review grant opportunities to bring to the attention of the grant writing company.

ACCOUNTABLE

Administrative
Division
Commander
Capt. Miller

Support Services Commander Lt. Rosenberg

PURCHASE OF A COMMAND VEHICLE

The need for a command vehicle dedicated to large scale events is an important necessity for our agency. Our previous command trailer has become unusable due to wear and tear, leaving a void in our equipment needs. A command vehicle is a vital necessity during events such as July 4th festivities, Harvest Festival, Marlton Festival, and numerous other sporting events that take place at the Diamond Sports Complex and Cherokee High School that draw thousands of visitors to Evesham Township. A command vehicle is also essential for prolonged high risk incidents as a command post where we can provide a unified command with other agencies.

ACCOUNTABLE

Support Services Commander Lt. Rosenberg

Quarterly report to Chief of Police

Strategies:

- Seek to purchase this apparatus as a capital budget request.
- Research to determine if there are grant money opportunities to assist in the purchase of this item.

GOAL

3

USE OF DRONES

The obtainment of a drone for use by the Evesham Township Police Department has been under consideration and evaluation since the last strategic plan. During the course of recent protests and other high risk events, the realization of how a drone can be an effective tool has come to fruition. A drone is able to give an aerial view of an area and assist in the assessment of how and where to position personnel. A drone can also assist in locating missing or wanted persons who have entered the heavily wooded areas that consume 1/3 of Evesham Township. Recently, AXON has also begun a drone program that utilizes Evidence. com, which is the same video retention system used by our agency and would provide seamless retention of video recorded by the drone.

ACCOUNTABLE

Investigative Bureau Commander Lt. Graff

Quarterly report to Chief of Police

Strategies:

- Seek opportunities to purchase a drone through the annual budget, a capital budget purchase, a donation, or a grant.
- Create a drone policy based on guidance from the New Jersey Attorney General's Office and the Burlington County Prosecutor's Office.

REPLACEMENT OF DATED EQUIPMENT

The Evesham Township Police Department maintains two ATVs, a Kubota utility vehicle, and two speed/sign trailers. Over the past few years, the aforementioned equipment has become less reliable due to wear and tear from heavy use. During the course of this strategic plan, it will become vital to replace this equipment in order to be able to successfully and safely deploy this equipment.

ACCOUNTABLE

Support Services Commander Lt. Rosenberg

Quarterly report to Chief of Police

Strategies:

- Systematically replace one or more equipment items per year until all new items are obtained.
- Determine the source of funding to replace these items, which could include an annual budget request, capital budget request, grant, or the Police Foundation.

GOAL

5

AXON SIGNAL SIDEARM

The Evesham Police Department is always looking for ways to be on the cutting edge of technology, especially when it comes to officer safety and accountability. The Axon Signal Sidearm is a sensor that attaches to the firearm holster of an officer and automatically activates the body worn camera of the officer and nearby officers once the firearm is removed from the holster. This automatic function allows the officer to directly address the threat and not have to remember to activate their body worn camera in a time of high stress.

ACCOUNTABLE

Support Services Commander Lt. Rosenberg

Quarterly report to Chief of Police

Strategies:

- Determine the cost and feasibility of being able to purchase and implement this technology.
- If obtained, outfit all sworn personnel with this technology.

OFFICER SAFETY AND WELLNESS

GOAL

1

NEW JERSEY RESILIENCY PROGRAM FOR LAW ENFORCEMENT

The New Jersey Attorney General took steps to protect the physical and emotional well-being of New Jersey law enforcement officers by issuing a directive known as the New Jersey Resiliency Program for Law Enforcement. This directive is a program that will make law enforcement better equipped to handle the daily stress of police work that could lead to mental and physical ailments, including suicide. According to this directive, the Evesham Police Department must designate Resiliency Program Officers that will be trained in resiliency and in return will be responsible for training the entire Evesham Police Department. This agency wide training must be accomplished prior to the end of 2022.

Strategies:

- Identify and train Resiliency Program Officers.
- Create a schedule and lesson plan to ensure the Resiliency Program Officers can deliver the required training to the entire agency prior to the end of 2022.
- Schedule annual training to reinforce resiliency and resources available to the members of our agency in the event they need assistance for physical or mental ailments.

ACCOUNTABLE

Professional Standards Bureau Commander Lt. Siitonen

Wellness Coordinator Sgt. Gorman

PHYSICAL FITNESS / HEALTH

Strategies:

- In 2019 and 2020, we had a record number of officers attend the Captain Buscio Test. Moving forward, we need to continue spreading the awareness and benefits of the Captain Buscio Test and continue to encourage our sworn personnel to take advantage of this free program.
- Research and work with the Township Manger to determine if exercising on duty is an option.
- Reevaluate the current equipment in the Training Room and determine the costs of replacing the outdated equipment. Focus on equipment that will be light impact and cardio based to reinforce the need and benefits of cardiovascular exercise.

ACCOUNTABLE

Wellness Committee Sqt. Hatler

Quarterly report to Chief of Police

GOAL

3

MENTAL HEALTH

Strategies:

- Continue and look for ways to improve our annual wellness visits with a mental health professional.
- Determine member interest in holding family mental health sessions with a mental health professional to educate our families on the stressors of police work.
- Create a family support network where spouses, significant others, or family members can reach out to the Wellness Committee or Resiliency Program Officer to notify them of issues a member may be facing.
- Research the feasibility and legal requirements of establishing an internal peer support program and the ability to implement this program into our agency.
- Educate our sworn and civilian staff on the effects of stress and provide sleep hygiene tips to better their mental and physical health.
- Educate our sworn and civilian staff on financial hygiene tips in order to better their financial situation or prevent future financial difficulties that could result in personal issues and stress.

ACCOUNTABLE

Wellness Committee Sgt. Gorman

STAFFING AND TRAINING PERSONNEL

GOAL

1

INCREASE STAFFING

As Evesham Township continues to grow in population and commercial properties, our agency has been experiencing difficulties in being able to adequately staff the Patrol Bureau to meet the needs of the community. This increased workload has the ability to weaken staff morale, increase turnover rates, increase staff fatigue, reduce officer safety, and increase response times. All of our staffing studies suggest that our department should have between 101-122 officers to adequately handle our workload. This is well below our current staffing allocation of 81 full-time officers.

ACCOUNTABLE

Chief of Police Chief Chew

Quarterly Report

Strategies:

- Add two additional police officers to the staff each year from 2021-2022.
- Add two additional detectives to the Investigative Bureau to assist with the increasing case load.
- Conduct a continuous review of upcoming retirements in order to plan ahead in the replacement of those positions in a future police academy class.
- Create a succession plan to account for upcoming retirements in leadership positions (Chief of Police, 2 Captains, 2 Lieutenants, 1 Sergeant).

GOAL

2

RECRUITMENT

Strategies:

- Begin sponsoring hires through the police academy as opposed to only hiring certified Police Officers, which limits the diversity and size of the applicant pool.
- Hold in-house recruitment events to educate applicants on the mission and values of the Evesham Police Department.
- Attend recruitment events at High Schools and Colleges in order to attract more applicants.
- Attend recruitment events in diverse locations in order to attract a larger and more diverse pool of applicants.
- Review our internal positions of Class II officers, Class I officers, and Explorers as future potential hires for sworn positions.
- During recruitment efforts, we must also seek reputable candidates for civilian positions within the agency.

GOAL

3

RETENTION

Strategies:

- Distribute an annual survey to the staff to gauge what needs officers have in order to promote retention and employee satisfaction.
- Evaluate recent exit interviews to see if there is a common factor in an officer choosing to leave our agency.
- Determine the feasibility of assigning officers to inter-agency task force assignments to enhance their experience, knowledge, and overall satisfaction.

ACCOUNTABLE

Administrative
Division
Commander
Capt. Miller

Quarterly report to Chief of Police

ACCOUNTABLE

Administrative
Division
Commander
Capt. Miller

IN-HOUSE TRAINING

Strategies:

- In 2019 and 2020, our agency began holding mandatory inhouse training that revolved around topics that would improve the performance of our members based on identified deficiencies and current events. Moving into 2021-2022, our agency should continue to hold this annual training and build upon what we have already created. Training ideas should continue to revolve around current events and suggestions from agency personnel.
- Mandatory training that should be included during these in-house training days should be de-escalation techniques, excited delirium, and ways to handle the mentally ill due to many use of force situations surrounding these issues.
- Require mandatory annual implicit bias training and critical incident training.
- Add an additional Sergeant that can be assigned to the Professional Standards Bureau to assist in the training of high risk and high liability topics in order for our employees to be well trained and versed in these areas to reduce use of force situations, employee injury situations, and civil liability situations.
- Evaluate the purchase of a FATS machine and incorporate weekly FATS training either in-house or offsite.

ACCOUNTABLE

Professional Standards Bureau Commander Lt. Siitonen

GOAL

5

ACTIVE SHOOTER TRAINING

Strategies:

- Biennially hold a full scale active shooter training scenario along with the Evesham Fire Department and Burlington County Central Communications in order to keep agency members abreast on their responsibilities during such an incident.
- Hold ongoing roll call training on this topic during the course of the year.

ACCOUNTABLE

Professional Standards Bureau Commander Lt. Siitonen

Quarterly report to Chief of Police

GOAL

6

NEW ASSIGNMENT TRAINING

Strategies:

- Create a lesson plan and formal process of training personnel for when they switch roles within the agency to ensure they are properly prepared to take on their new role and responsibilities.
- Review and update policy and procedures based on any changes that are made during the implementation of this goal.

ACCOUNTABLE

Professional Standards Bureau Commander Lt. Siitonen

CIVILIAN EMPLOYEE TRAINING

Strategies:

- Enhance communication with civilian employees so they are up to date on what information to provide to the public who call or visit the Police Department, including CPU events, firearms procedures, OPRA procedures, etc...
- Develop a daily roll call held by the Office Manager to update the civilian employees on any new changes. This will require that the Office Manager is communicating effectively with the Command Staff so that information is being disseminated properly and timely.
- Create an operation manual of all civilian employee functions so that consistent and accurate information is being provided to the public. This manual shall be reviewed by Command Staff personnel to confirm it is accurate and within policy and procedures.
- Provide civilian employees CALEA training and ride-along opportunities as part of their ongoing training.
- Provide civilian employees with the same opportunities that sworn staff have access to, such as wellness and safety programs.
- Conduct an annual feedback survey in regards to workplace conditions and employee needs to ensure employee satisfaction.

ACCOUNTABLE

Professional Standards Bureau Commander Lt. Siitonen

Office Manager Sonia Buehler

LEGALIZATION OF MARIJUANA – TRAINING / CONSIDERATIONS

In November of 2020, New Jersey residents voted to amend the state's constitution to permit adult-use cannabis. Although there is no solid date on when the sale of cannabis will be permitted, it is an inevitable conclusion and our agency must begin taking steps to understand and deal with the implications of such an extraordinary change.

Strategies:

- Create a comprehensive DRE selection process.
- Train additional officers as Drug Recognition Experts.
- Create a training program on the detection and recognition of those who are under the influence of marijuana.
- Implement a plan in the event there is a large number of expungements as a result of the legalization of marijuana.
- Prepare for the possibility of a marijuana dispensary or retail shop to open within Evesham Township and research the implications that could be involved in order to prepare our staff and residents.
- Ensure that future K9 training for new dogs does not include marijuana scent. Also, determine how current K9s who are trained on marijuana scent will be handled.
- Enhance education for the youth about marijuana use and effects.

ACCOUNTABLE

Professional Standards Bureau Commander Lt. Siitonen

Office Manager Sonia Buehler

SOCIAL HARMS AFFECTING THE COMMUNITY

GOAL

1

COURT DIVERSION PROGRAM

Our department's concern is the public health and public safety issues that surround all types of substance abuse/addiction. It is no secret that a large number of property crimes and violent crimes occur due to substance abuse/addiction controlling the lives of the people committing the crimes that they would not otherwise commit. Therefore, not only should our efforts be to arrest the individuals committing the crimes, but to assist them by getting them the help they need through substance abuse/addiction professionals in an effort to stop their recidivism.

Strategies:

Create a court diversion program and policy that will allow subjects facing criminal charges related to narcotic offenses get into a treatment program and potentially reduce their charges and/or fines.

GOAL

2

INTER-AGENCY TASK FORCE

Due to there being times when we are faced with crime sprees within our jurisdiction, it is vital for our agency to take the proactive steps necessary to stop the crime spree by utilizing a directed effort to apprehend the offender.

Strategies:

 Create inter-agency task forces when necessary to address crimes such as burglary sprees, shoplifting sprees, or violent crime sprees to focus solely on assisting with these types of investigations by being proactive on the street to combat and apprehend the suspect(s) responsible. **ACCOUNTABLE**

Support Services
Bureau
Commander
Lt. Rosenberg

Quarterly report to Chief of Police

ACCOUNTABLE

Operations
Division
Commander
Capt. Reinholt

INTERNAL ACCOUNTABILITY AND GUIDELINES - GOALS -

- Ensure that a guardian culture and impartial policing philosophy is valued and promoted throughout the organization.
- Hold all employees accountable for knowledge of department values, vision, and mission while incorporating them into their daily contacts with the community.
- Provide training that educates sworn personnel on the importance of a guardian mindset while preparing them to be warriors when necessary.
- Incorporate impartial policing and implicit bias concepts into departmental trainings, including training for dispatchers.
- Finalize revisions to the Manual of Procedures, specifically on the Use of Force provisions, as it pertains to Community Feedback and then train all personnel on the revisions.
- Revisit and update the Rules and Regulations.
- Maximize the use of data to provide timely and accurate intelligence.
- Provide beat level intelligence and crime data to beat officers weekly.
- Analyze calls for service to ensure beat officers are working on identified problems that are complaint driven.
- Use activity data from calls for service to hold personnel accountable for department goals and objectives.
- Strategically and surgically arrest criminal offenders based on investigative data.
- 12 Ensure coordination between investigators, crime analysts, and patrol.
- 1 3 Evaluate impact via tracking of suspected offenders and arrestees.

IMPLEMENTATION AND GOAL ACHIEVEMENT

The desired outcomes of a written strategic plan cannot be achieved without successful implementation of the plan. One of our core values is accountability and we are committed to embedding a robust implementation framework in our operations that will guide how, when, where, what and with whom we will report on our progress under this plan. Some of the key components of our implementation framework include:

- Building a comprehensive and publicly available Police Metric Dashboard.
- Assigning police personnel as Primary and Secondary Objective Leads and holding those officers accountable for reporting on and achieving desired outcomes within those plan objectives.
- Identifying a start and end date for every action step included in the plan to communicate when we believe we will be able to begin work in earnest on an initiative and when we commit to completing that work.
- Training police personnel on the components of this plan, the implementation framework, and performance expectations.
- Providing quarterly performance updates to the Township Manager for at least one year starting in mid-2021 and at least twice a year in future years.
- Continuing to engage with stakeholders on the content of the plan as well as the implementation framework.
- Implementing nearly all of the plan within the existing budget for Fiscal Year 2021 and submitting future budget requests aligned to the plan.
- Sharing all performance reports publicly via our website and through other communication methods.
- Updating the plan as needed.
- Explore integrating performance measures from the plan into leadership and staff evaluations.

In order to obtain these objectives, the assigned personnel who are listed as the accountable party will be responsible for completing a quarterly report to the Chief of Police in order to provide updates on their progress in accomplishing those particular goals. These quarterly reports will allow for the ongoing review of the plan and the ability to determine if additional actions or re-

sources are needed to ensure the successful completion of the goals. The quarterly reports will also be furnished to the Strategic Plan Committee in order to monitor progress of the plan and to assist in future planning past 2022. An annual survey will also be distributed to the staff to determine the success or failures of the strategic plan and changes will be made as needed.



















Evesham Township Police Department

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