



Commission on Accreditation for
Law Enforcement Agencies, Inc.
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November 19, 2011

Mr. Michael Barth
Chief of Police
Evesham Township Police Department
984 Tuckerton Road
Marlton, NJ 08053

Dear Chief Barth:

Congratulations!

It is a privilege to advise you that your agency has met the requirements of a highly regarded and broadly recognized body of Law Enforcement Accreditation standards, and was awarded for a first time by the Commission on Accreditation for Law Enforcement Agencies, Inc., on November 19, 2011.

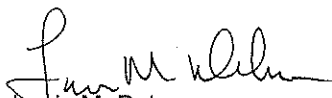
Your agency's Law Enforcement Accreditation represents the satisfactory completion of a continuous process of thorough agency wide self-evaluation, concluded by an exacting outside review by a team of independent assessors.

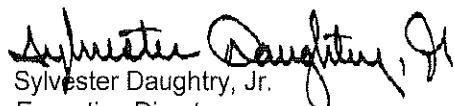
It also represents your agency's ongoing acceptance of the obligation to continue the quest for professional excellence by working toward fulfillment of any remaining applicable other-than-mandatory standards with which you chose not to comply during this Law Enforcement Accreditation activity, and any future standards promulgated by the Commission that may be applicable to your department.

Law Enforcement Accreditation of the Evesham Township Police Department is for three years. Your initial award date of November 19, 2011 will serve as the anniversary date for submission of required annual reports verifying your agency's continuing compliance with the standards under which you were awarded.

On behalf of the Commission on Accreditation for Law Enforcement Agencies, Inc., we commend you and the Evesham Township Police Department for demonstrating commitment to professional standards in policy and practice. Again, congratulations.

Sincerely,


Louis M. Dekmar
Chair


Sylvester Daughtry, Jr.
Executive Director

**The Commission on Accreditation
for Law Enforcement Agencies, Inc.**



**Assessment Report for the
Evesham Township (NJ) Police Department**

2011

**Evesham Township (NJ) Police Department
Assessment Report
April 2011**

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A. Agency name, CEO and AM

Evesham Township (NJ) Police Department
984 Tuckerton Road
Marlton, NJ 08053

Michael Barth, Chief of Police
Christopher Chew, Accreditation Manager

B. Dates of the On-Site Assessment

April 30 – May 3, 2011

C. Assessment Team

1. Team Leader: Phillip L. Crowell, Jr.
Chief of Police
Auburn Police Department
60 Court Street
Auburn, ME 04210
(207) 333-6650

2. Team Member: Peter Kinsey
Captain
Arlington Heights Police Department
200 East Sigwalt Street
Arlington Heights, IL 60005
(847) 368-5338

D. CALEA Program Manager and Type of On-site

Maya Mitchell
First accreditation, B size (79 authorized personnel; 70 sworn and 9 non-sworn)
5th edition Law Enforcement Accreditation
The agency utilizes the CACE - L software program.

E. Community and Agency Profile

1. Community profile

Welsh and England Quakers in search of farmland settled in Evesham Township in the mid-seventeen century. Evesham, New Jersey was named for Evesham, England. The township was originally larger than it is today. It was eventually incorporated in 1692 as one of the thirteen townships in Burlington County. The township is now 30 square miles with a population of 49,000.

Until 1969, the township was governed under a township committee form of government. In 1969, the voters approved by referendum the council-manager form

of government. This form of government, which consists of a mayor, directly elected by the voters, and four council members elected at-large, is still in effect today.

2. Agency profile

The Evesham Township Police Department was established in 1966. Prior to 1966, the residents relied on state police coverage during daytime hours and a volunteer force of local residents led by Chief William Bradley during the nighttime hours. The first full-time staff, headed by Chief Andrew Jensen, consisted of seven officers serving the small farming community located halfway between Philadelphia and Fort Dix.

In the ensuing years, the farms have been replaced by corporate offices, a vibrant commercial district, and a residential population that continues to grow to this day. The department has continued to grow to meet the needs of the community. Today the agency is staffed with seventy sworn officers who serve the largest municipality in Burlington County.

3. Demographics (sworn personnel, service population, available workforce)

The demographic composition of the service area and agency are represented in the following table:

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers	
	#	%	#	%	#	%	#	%
Caucasian	39,609	89	27,395	80	66	94	3	4.2
African-American	1,910	4	3,680	10	0	0	0	0
Hispanic	2,804	6	2,730	8	2	3	0	0
Other	420	1	667	2	2	3	0	0
Total	44,743	100	34,472	100	70	100	3	4.2

The agency's demographics imply that representation of minority classes is lower than the service population and available work force; most notable was the African American representation. The agency does have a recruitment plan and actively participates in job fairs and state and local civic organizations in an attempt to make the agency's composition reflective of the community it serves. The agency has made recruiting minority officers a priority in its recruitment program.

4. Future issues (agency and community)

Going forward, the agency will need to confront the financial realities that are present as a result of a new state-imposed two percent cap on the local property tax rate. Maintaining adequate staffing levels and providing the desired level of service

to the community will be a challenge as the new cap foreclosed a number of cap exceptions, thereby mandating exaggerated levels of fiscal austerity for local governments. Law enforcement agencies throughout the state have been severely impacted with significant layoffs of police employees. Although the agency has thus far managed to avoid layoffs, there has been nearly a ten percent reduction of the sworn staff which was accomplished through attrition. This issue is exacerbated by a recession-driven reduction in property values, which negatively affects the overall tax levy.

Reductions in staffing influenced significant changes to the agency's organizational chart. Included in the changes was the loss of two senior staff positions (Deputy Chief of Police and Captain) and the scattering of numerous administrative and management tasks that were previously associated with those positions. As a result, preparing individuals to accept greater levels of management responsibility for agency operations has become somewhat more complex and clouded. The future remains uncertain with regard to forecasting the potential for additional staffing losses and how that may impact the organizational structure. Unfortunately, doing more with less also requires greater focus on mission critical issues and a decline in discretionary time that can be used for professional development.

If recent trends in state government continue, there is a greater likelihood that many municipalities within the state of New Jersey will be forced to confront the possibility of consolidating and/or regionalizing law enforcement responsibilities. Pending legislation proposes withholding state aid to municipalities that refuse to share services (including law enforcement) when a cost benefit analysis reveals the potential for savings. In the best of financial times, major paradigm shifts such as this require a significant investment in time to facilitate research and planning activities. The complexities inherent in developing a strategic plan that will afford the agency the greatest opportunities for success require resources that currently do not exist within the agency. Accordingly, any such effort would force the agency to redirect existing resources for this task, which would likely have a detrimental impact on other facets of the operation.

5. CEO biography

Chief Michael Barth is a 28 year law enforcement veteran, who began his career in April 1983. He attended the Camden County Police Academy and graduated on June 24, 1983. In August of 1989, he accepted a position with the Evesham Township Police Department. Chief Barth was assigned to the patrol bureau where he was later promoted to sergeant before being assigned to research and planning responsibilities in the administrative section of the department. Chief Barth was promoted to lieutenant in July of 2000 and assigned as the patrol bureau commander. In November of 2000, following a complete reorganization of the police department, he was promoted to deputy chief of police. In December of 2009, he was named acting chief of police and on March 4, 2010 he was sworn in as chief of police.

Chief Barth was awarded a Bachelor of Arts degree in Criminal Justice with a Concentration in Terrorism/Counter-terrorism from the American Military University in Charles Town, West Virginia. He later attended the FBI Law Enforcement Executive Development Seminar at Princeton University and is a graduate of the 236th Session of the FBI National Academy at Quantico, Virginia. Chief Barth also instructs at the Supervision and Leadership Program at the Gloucester County Police Academy, Sewell, NJ.

F. Public Information Activities

Public notice and input are cornerstones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

1. Public Information Session

The public hearing was held at 7:00 pm, Monday, May 2, 2011 in the Township Municipal Courtroom. The meeting announcement was included in the public notice. The public hearing had seven speakers in attendance, and all who spoke favorably of the Evesham Township receiving accreditation. The speakers consisted of a school board member, a high school principal, a local business owner, the president of the police union, and past and present employees. The speakers' spoke of the many positive interactions the agency has with the community and they are pleased with the direction Chief Barth is moving the agency.

2. Telephone Contacts

On Monday, May 2, 2011, a dedicated phone line for public comment was manned by the assessors between 1:00pm and 3:00pm. The team received three phone calls from two neighboring agencies. All of the comments were favorable and recommended that the agency receives accreditation. The Evesham Police Department is a leader in the state and it is highly involved in the New Jersey PAC.

3. Correspondence

The team received no letters during the on-site.

4. Media Interest

A reporter from the *Burlington County Central Record* was at the public hearing and interviewed several speakers for a follow-up story of the assessment. The team leader was interviewed about the process to become an accredited agency.

Prior to the on-site three articles were printed in the local newspapers announcing the assessment and the opportunity to attend the public hearing or call during the phone session.

5. Public Information Material

The agency's comprehensive public information activities ensured a broad distribution of the appropriate information announcing the onsite assessment, public information session, and phone session. The public notice was posted throughout the township in prominent areas and was also provided to various media outlets. All township personnel were directed to encourage participation by interested citizens. Approximately 100 mailings were sent to community leaders and citizens encouraging their participation during the on-site assessment.

6. Community Outreach Contacts

The assessment team spoke with a variety of agency personnel, both sworn and non-sworn, during interviews and through more casual conversations. All personnel spoke favorably of the agency and were quite proud to be members of the Evesham Township Police Department.

While in the community, the assessment team had the opportunity to speak with residents who are impressed with the agency for its connection to the community and responsiveness to the needs of the community. Assessors spoke with various community members and business owners. All of the members of the community spoke favorably of the agency, citing the professionalism of officers.

Assessors attended a Yellow Ribbon Escort for a National Guard soldier who returned home from deployment in Afghanistan. The escort consisted of Warrior Riders, Yellow Ribbon Committee, and the military soldier with his family. Sergeant Rosenberg was in charge of the operation. He and the officers were proud to welcome home the soldier. An escort was brought through the township and the soldier was escorted to his residence. The fire department was in front of his home displaying a large American flag and members of the Evesham Township council spoke to welcome the patriot. This event displayed a community committed to honoring their military personnel and a display of community pride.

Assessors also had the opportunity to speak with Sandy Student, a local businessman and a member of the board of education. Mr. Student shared the numerous events he has observed the Evesham Police Department participate in over the years within the community. One that he is most proud of is the gala the police department hosts for low income families. With referrals from the schools, families are selected to attend a Christmas Gala at a local country club. Business owners donate funds to provide a meal and gifts for the children. He shared this is only one example of the commitment the agency has to the community. He felt the "protect and serve" on the vehicles should be changed to "gracious professionalism".

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration (Chapters 1-17)

The New Jersey Statutes Annotated (NJSA) Title 40A gives police officers the authority to act within the official capacity of their job, including the use of deadly force. All sworn personnel are administered an oath of office when they join the agency. All personnel are required to abide by a canon of ethics and receive ethics training on a biennial basis.

The chief of police is given the authority and responsibility to act in accordance with the Evesham Township Code of Ordinances and the NJSA. The command structure of the agency is clear and outlines the line of succession while the Chief is absent. The department employs an incident command system where the first arriving officer is in charge until relieved by an officer of higher rank. The agency does have a unity of command concept where organizational components are under the direct command of a supervisor specifically assigned to the component, but the officers must obey the lawful order of a supervisor.

The chief of police is the commander of the Evesham Police Department. He is appointed by the township manager. The agency employs a traditional organizational structure. The department is divided into four bureaus: Professional Standards, Support Services, Patrol, and Investigative. The Office of Professional Standards Bureau is commanded by a lieutenant and reports directly to the chief of police. The remaining bureaus are commanded by a lieutenant and report to the executive office which has the rank of a captain. The executive officer reports directly to the chief of police.

The Patrol Bureau is organized into four platoons and includes school resource officers. Their primary function is preservation of life, property, order, investigation of crimes, suppression of criminal activity, and enforcement of state law and municipal law within their area of operation. The Support Services Bureau is responsible for dedicated police operations designed to meet specific law enforcement objectives in Evesham Township. The bureau is made up of several units, records management, property management, municipal court, and information technology. The Investigative Bureau is comprised of several functions which include criminal investigations, intelligence, alcoholic beverage enforcement, and public information. The Office of Professional Standards includes internal affairs, accreditation and planning, inspection services, and training.

The organizational chart is prominently displayed throughout the agency and is available to all employees. Each organizational component is under the direct command of one supervisor and the span of control for each supervisor is acceptable.

Agency directives are issued by the chief of police and require the chief's signature for validation. The Office of Professional Standards is responsible for the dissemination and maintenance of the policy and procedure directives. The Standard Operating Procedure Manual is available to all employees through hard copy manuals strategically placed throughout the building and electronically via PowerDMS. Any new directive or modification is disseminated to all personnel with signature verification to show that the employee received it.

A workload assessment was conducted in December of 2010 which was important to determine the needs of the organization as the result of six sworn officer positions eliminated in 2009 through attrition. The impact of this reduction has been shown by a considerable amount of decrease in police activities. Officers have reported that they are primarily being call driven with no opportunity to conduct proactive enforcement and the numbers reflect this trend. The numbers reflect a 12% reduction in police activities since 2008, and the amount of calls for service had only a 2% reduction during the same time period.

The chief of police has used this assessment to redeploy officers' workload and, in January of 2011 changed the patrol area to a two sector format with revised reporting districts. The department also recently implemented a new patrol schedule to meet the increasing demands.

The agency has multiple specialized assignments. With the staffing challenges, many of these assignments are conducted intermittently in order that the department benefit from the investments of specialized training. Officers are eager to receive additional training in a specialized field and many requested to be selected.

The agency has recently developed a reserve program in which they identify as a Special Law Enforcement Officer Class II (SLEO II). The position of SLEO II was established to supplement the department's full-time officers. The appointment, training, equipment, and utilization of SLEO IIs conforms to the provisions of NJSA Title 40A, as well as all applicable provisions of the Township Code and department written directives. It is the intent of the agency to use the SLEO IIs primarily as court officers. Selection of these officers is expected to occur within the next few months.

The Evesham Township Police Department acknowledges the significant impact domestic violence has on its victims. These victims have special needs and issues which cannot be addressed simply through enforcement of criminal statutes and the issuance of court imposed restraining orders. In an effort to meet the needs of personal tragedy and access to specialized treatment, the agency has collaborated with bordering agencies and community partners to develop a Domestic Violence Response Team. The team consists of trained volunteers who provide assistance to victims of domestic violence and victims of elder abuse at the time of the reported incident.

Bias-Based Profiling

The agency provides training to staff on bias-based profiling issues. Each year the agency conducts an administrative review of its practices to ensure that bias-based profiling is not taking place. Any bias-based profiling complaint that is received by the agency is swiftly investigated.

Biased Based Profiling Complaints	2008	2009	2010
Traffic Contacts	2	1	0
Field Contacts	2	0	0
Asset Forfeitures	0	0	0

The agency had five bias-based profiling complaints in the assessment period. The complaints were thoroughly investigated by the agency and none of the complaints was substantiated.

The agency maintains a significant amount of data from a motor-vehicle stop and the data is made available to the Burlington County Prosecutors Office upon request. In addition, in 2008 the agency developed a database similar to the motor-vehicle stop database for pedestrian stops. Any officer who conducts an investigatory stop is required to complete a demographic data form. The compilation of the data is provided to the supervisors for their review during evaluation periods. After the 2010 review, the executive officer recommended that during the annual training, specific attention be given to the proper completion of the pedestrian stop forms. There was a significant reduction in the amount of stops done in 2010, which indicated a possible neglect by the officers in completing the forms. As a result of the training, the agency has already conducted 66 field contacts for the first quarter of 2011.

Traffic Warnings and Citations 2008-2010

Race/Sex	Warnings			Citations			Totals		
	2008	2009	2010	2008	2009	2010	2008	2009	2010
Caucasian/Male	3,055	2,562	2,569	3,930	3,168	2,748	6,985	5,730	5,317
Caucasian/Female	2,126	1,729	1,814	2,982	2,476	2,009	5,108	4,205	3,823
African-American/Male	388	318	343	468	356	335	856	674	678
African-Amer./Female	279	204	256	378	328	296	657	532	552
Hispanic/Male	113	95	69	235	161	130	348	256	199
Hispanic/Female	40	35	33	76	68	47	116	103	80
Asian/Male	125	88	79	201	151	98	326	239	177
Asian/Female	73	40	32	153	96	78	226	136	110
OTHER	10	15	54	14	16	68	24	31	122
TOTAL	6,209	5,086	5,249	8,437	6,820	5,809	14,646	11,906	11,058

Use of Force

The agency's written directive forbids officers from using unnecessary force and dictates that only reasonable force necessary to accomplish the lawful objective be utilized. Written directives require reports for the discharge of firearms, actions taken that result in alleged injury, application of force through use of lethal and less than lethal weapons, and physical force. Agency policy clearly outlines each level of force to be used in a continuum in response to the subject's actions. Members of the agency receive mandatory semi-annual use of force training prior to range qualifications. Each officer is provided with a copy of the written directive. The agency has identified use of force as a high risk/high frequency event; therefore, supervisors also review scenarios, relevant case law, polices and roundtable discussions are held at least every other month throughout the year during roll call training.

Use of Force	2008	2009	2010
Baton	0	0	1
Firearm	0	0	0
Oleoresin Capsicum	3	3	3
Weaponless	26	36	23
Total Uses of Force	29	39	27
Total Use of Force Arrest	30	31	28
Complaints	1	2	2
Total Agency Custodial Arrests	1,724	1,745	1,714

The use of force incidents during the assessment period did not demonstrate any significant changes. In 2009, the increase was attributed to incidents involving emotionally disturbed persons. As a result of the analysis report, it was recommended officers receive training in handling emotionally disturbed persons. It was recommended to invite representatives from the Burlington County Crisis Screening Center to train on early detection of persons who are emotionally disturbed. It was also recommended that the agency consider having an officer receive additional training in mental health awareness. The individual could then provide consistent training during roll call briefings.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency has written job descriptions for all positions and makes them available to all personnel. A task analysis is completed for each position; it is a systematic, structured process for dissecting a job into its basic parts. The On Target software system administered by the human resource department for Evesham Township facilitates the job task analysis.

The agency is committed to safeguarding the emotional well-being of all employees. In February 2011, the agency established an Employee Assistance Program to assist in the identification and resolution of concerns or problems which may adversely affect an employee's personal or professional well-being or job performance. Any employee who desires to seek assistance has two options: a call can be made to the Cop-2-Cop program, which is for New Jersey law enforcement officers and their family members, or employees may contact Margaret Bittle M.S. Ed, LPC, CADC, who will provide initial screening, referral, and counseling services as needed. Participation in the program is confidential. A supervisor may encourage an employee to seek assistance if unsatisfactory job performance is discovered or participation may be mandated if it is a result of disciplinary action.

The agency utilizes the Performance Management Plus System (PMP) in the evaluation of staff. The system provides a fluid evaluation of staff throughout the evaluation period. Evaluations are conducted semi-annually on the last day of the months of December and June of each calendar year. The PMP will score staff on all evaluations made during the evaluation period. All raters must complete an evaluation review and

counseling session with all staff. Final reports are submitted to the chief of police for review.

Supervisory training is provided in the theory and methods of employee performance evaluation, with particular attention devoted to the system employed by the department. Supervisors are rated by their bureau commanders with regard to the quality of and thoroughness of their participation in the performance evaluation process. All raters are encouraged to make regular entries in the On Target Performance System. These entries act as a journal for each rating period.

The performance evaluation system utilizes three levels of performance: Meets Standard, Requires Improvement, and Above Standard. These are established measures used to compare and judge employee performance. Staff receives immediate notification and counseling if their performance requires improvement, which exceeds the ninety day notification requirement in the standard. If the employee has a Requires Improvement score at the end of the rating period, a performance improvement plan is completed.

The agency has an Administration Investigation Management Program which performs the function of the Early Intervention Program (EIP). The agency determines the areas to be tracked and the program gives a numerical value to allow for compilation of scoring. The point score is the basis for comparison of agency members within their peer group. Once a member has surpassed the indicator threshold, all associated factors are reviewed in order to provide a comprehensive review of the member in question. The agency uses this program as a proactive management tool intended to improve the efficiency of the individual members and the department as a whole.

The recognized bargaining units within the agency include the Fraternal Order of Police Lodge 143A, made up of corporals, sergeants, and lieutenants; Fraternal Order of Police Lodge 143, made of all officers below the rank of corporal; and International Brotherhood of Teamsters Local 676, for all unionized civilian personnel. The township manager is designated as the primary negotiator for the agency.

Grievances

The collective bargaining agreement and the agency's written directive establish a well defined grievance procedure for all personnel. Determination of grievable matters is identified and fair-time limitations are established to ensure timely resolutions. The agency received one grievance in 2009.

Administration prides itself on treating its employees fairly and issues discipline that is commensurate with the infraction. This reflects the good working relationship that the administration has with its employees.

Disciplinary

The agency has an employee code of conduct that instills pride and professionalism amongst its employees. The code describes a clear understanding of the high expectations that the citizens of the township have regarding moral character and job performance. It is understood that employees will be required to exercise good judgment in determining their course of conduct in the general discharge of their duties and responsibilities.

Punitive discipline is progressive and includes training and counseling. When punitive discipline is administered, factual documentation of the infraction or unacceptable performance is required. Punitive includes employee counseling, written reprimand, suspension, demotion, or discharge.

Personnel Actions	2008	2009	2010
Demotion	0	0	0
Suspension	7	3	4
Resign In Lieu of Termination	0	0	0
Termination	0	0	0
Other (written and counseling)	17	14	7
Total	24	17	11

All appeals of disciplinary action are to be submitted to the Burlington County Superior Court within ten days after receiving written notice of the action. The court shall hear the case *de novo* and may either affirm, reverse, or modify such conviction. During the self-assessment period, only one case was submitted for appeal.

Recruitment and Selection

The agency has an active recruitment program that is coordinated by the Office of Professional Standards. One of the recruitment program's current objectives has placed an emphasis on recruiting qualified minority candidates to achieve the goals set within the recruitment plan of approximating the department's sworn ranks to reflect the demographic composition of the community. The agency is committed to increasing the number of minority officers and female officers within the agency; however due to six positions not being filled in 2009, the agency has not had the opportunity to hire new personnel. Currently the total of female sworn officers represents four percent of the agency's personnel. Statewide, females account for 9.5% of the law enforcement community. The recruitment plan includes reaching out to following organizations in order to attract minority and female applicants:

- National Center for Women in Policing
- NOBLE- National Organization for Black Law Enforcement Executives
- Latino Peace Officers Association
- Various local newspapers and electronic media outlets
- NJ Civil Service for officers that were recently laid off
- New Jersey Law Enforcement Agencies

- New Jersey State Accreditation Coalition
- Department's website and Facebook page.

Officers assigned to the recruitment function receive training in the areas of recruitment, personnel supervision and management, equal opportunity employment, agency benefit packages, minimum standards for law enforcement/civilian employment and background investigations.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	32	3	9.4	80
Caucasian/Female	3	0	0.0	
Afr-Amer./Male	0	0	0.0	10
Afr-Amer./Female	0	0	0.0	
Hispanic/Male	1	0	0.0	8
Hispanic/Female	0	0	0.0	
Other	0	0	0.0	2
Total	36	3	8.3	100

The Evesham Police Department has developed a fair and consistent procedure to recruit and select qualified candidates. All candidates are advised of the minimum qualifications in order to be considered for employment prior to submitting an application. Information concerning the application and selection process is shared and the timeline for the entire process is pre-determined.

All selection material are secured and the agency follows the state of New Jersey retention requirements for selected and non-selected candidates. All sworn officers hired are subject to a one-year probationary period from the date of hire.

Training

All newly appointed police officers must successfully complete, or have completed, police academy training at an academy certified by the New Jersey Police Training Commission. No officer is assigned to a position that requires the officer to carry a firearm or make arrests until such time as the officer has successfully completed a basic police training class.

All officers who are appointed as police officers are assigned to the field training program for a minimum of eleven weeks prior to being assigned to any regular patrol duties. The agency has a selection process for officers who have a desire to be a field training officer. Upon the request of the office of professional standards bureau commander, supervisory officers recommend officers to function in the training capacity. Selection is made by the executive officer after reviewing the candidate qualifications and supervisor recommendations.

The composition of the field training program consists of three phases: classroom training, eight weeks with a field training officer, and two weeks with a field training officer shadow. The three phases provide an opportunity for the observation and evaluation of recruits to determine their suitability for permanent appointment.

Promotions

All promotional processes are conducted in accordance with the process established by the governing body in Evesham Township. The town manager is the appointing authority for the Township of Evesham and is responsible for the promotion of police members. The chief of police will administer a promotional process and reports the results to the township manager. Promotion of any officer shall be made from the membership of the police department.

The promotional process consists of a written exam which requires a passing score of seventy percent to proceed to an oral examination. The oral examination is constructed in a manner in which the reviewing committee can assess the candidate on the qualifications for the position outlined in the promotional announcement. A list of topics or areas in which questions are formulated is provided to each candidate. The reviewing committee will administer a score and those receiving a minimum score of seventy percent will be permitted to proceed to the next promotional process. For the position of lieutenant or above, there is an interview with the town manager. The interview with the township manager focuses on leadership and management principles, knowledge of Evesham Township form of government, knowledge of police ordinances, and familiarity with the municipal budget process. The township manager will score each candidate and those receiving a score of seventy percent or greater may proceed to the review of service record. Positions including sergeant or below, they proceed directly to the review of service record.

The review committee combines the scores of each component of the promotional process and determines a final grade. Candidates with a score above seventy percent are ranked in descending order. All information is made available to the township manager to assist in the final selection. Candidates placed on the promotional list will be eligible for one year. A candidate may appeal any part of the promotional process. A report is made by the chief of police and determination is made by the township manager.

All promotions made within the township are subject to a six-month probationary period. During this period, the employee's performance is closely reviewed to determine his/her ability to carry out the assignment. If the township manager determines the appointee is not satisfactory, release from the position may be made.

PROMOTIONS – 2008-2010			
	2008	2009	2010
GENDER / RACE TESTED			
Caucasian/Male	16	0	26
Caucasian/Female	3	0	2
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	3	0	0
Other/Female	0	0	0
GENDER/ RACE ELIGIBLE			
Caucasian/Male	7	0	26
Caucasian/Female	0	0	2
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	4	0	4
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0

The two females who were eligible to take the test did not score high enough on the written and oral portions of the process to receive the promotion. One of the female officers did not pass the written portion of the test and the other female placed 11th and was only five points behind the highest test score. The agency currently has a captain and two sergeant vacancies; however, it is uncertain as to the likelihood of these positions being filled due to the budget challenges facing the township.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The agency provides continuous patrol coverage through the use of two twelve-hour shifts. A supplemental shift works from 2:00 p.m. to 2:00 a.m. to provide additional staffing during peak demand periods. The agency conducts a documented workload analysis at least once every three years to ensure staffing levels are adequate at the times needed. Patrol officers are assigned to work a particular sector for a minimum of 30 days before being rotated to a different sector. However, supervisors are afforded the discretion to make changes which may be necessary to meet operational needs.

The agency has an extremely comprehensive written directive explaining what types of things are to be covered during roll calls. The directive serves as a great reference tool, particularly for new supervisors.

The agency utilizes all terrain vehicles and bicycles to patrol areas not conducive to regular motorized patrol which allows officers to be in closer contact with the public. The department has its own tactical team, referred to as the Special Response Unit (SRU). The SRU has its own armored vehicle which contains all the equipment necessary to fulfill its mission. The agency also has five K-9 teams and tries to schedule them so that one team is always on duty.

The agency has a well-written and comprehensive written directive governing the juvenile operations function. The directive was reviewed by a representative of the New Jersey Juvenile Justice Commission and an Assistant Prosecutor for the Burlington County Prosecutors Office Family Unit and their recommendations were incorporated into the final version. The agency is currently involved in the DARE program, School Resource Officer Program, and RAP room which is an alcohol and drug education program for various age groups. Going forward, they plan to look into a police explorer program.

The chief of police is responsible for designating at least one officer as a juvenile detective and can designate more depending upon the case load involving juvenile offenders. The agency is fortunate to be experiencing very few juvenile-related crimes at the present time, as only one of the agency's five investigators is designated as a "juvenile detective". This investigator is also assigned non-juvenile related investigations.

Officers are encouraged to use the least coercive method among a range of reasonable alternatives when dealing with juvenile offenders. Agency personnel seem to be taking

this policy directive to heart as "curbside warnings" and "stationhouse" adjustments have increased slightly over the past three years while formal referrals to court have decreased.

The agency has two officers assigned full-time to Cherokee High School which has a student population of 2,580. One officer deals with students in grades nine and ten while the other officer deals with students in grades 11 and 12. Both officers routinely make presentations to students, parents, and school staff on a variety of topics such as drug awareness, shoplifting, and driving while under the influence.

All sworn officers are issued ballistic body armor and are required by policy to wear it whenever assigned to or temporarily performing field duties or tactical/high risk operations. All patrol vehicles are also equipped with a ceramic vest which is carried in the trunk and is available for situations where officers may encounter rifle fire.

All vehicles used for patrol are equipped with in-car video cameras. Officers are required to perform a pre-shift and post-shift inspection of their assigned vehicle on camera for documentation purposes.

The agency has taken an aggressive approach toward line inspections, requiring supervisors to conduct a daily inspection of personnel and the facility. Officers are checked for proper uniform and equipment daily, and any deficiencies are noted on a "Performance Notice". Supervisors are then responsible for following-up to make sure the officer or employee has corrected the deficiency in a timely and appropriate manner. Patrol supervisors are also required to conduct a daily inspection of the facility and document their findings on a "Daily Headquarters Inspection Report". As a result, the agency's facility was always found to be clean and in immaculate condition.

The agency has 24-hour investigative capabilities through the adoption of an on-call duty detective type system. Department detectives are assigned as the duty detective on a rotating weekly basis. When detectives are assigned a case, they are required to submit a supplemental report within the first three days documenting their investigative activities to date and their investigative plan for the balance of the investigation. The Investigations Commander reviews all cases still open after 21 days with the assigned detective regarding case progress and/or status. Active investigations are not permitted to extend beyond 30 days without supervisory approval.

The agency has established a process whereby it reviews open homicide cases on an annual basis to determine if new information is available or if the application of new technology would assist in solving the case. As a result, the agency is currently pursuing two cold cases: a homicide from 1992 and a homicide from 1980. A DNA profile has been developed in one case which is believed to belong to the person responsible.

Complaints regarding vice, drugs, and organized crime are reviewed by an Investigations Bureau supervisor to determine if there is sufficient information available

on which to initiate an investigation or if the information will just be retained as intelligence. The agency has designated a single detective to serve as an Intelligence Analyst and he is responsible maintaining files on vice, drugs, and organized crime complaints.

The agency has access to seizure funds which are utilized to conduct investigations in this area. Detectives have access to surveillance equipment such as binoculars and night vision goggles to assist in investigations of these crimes. The agency has very thorough and well thought-out written directives outlining procedures for conducting undercover operations, surveillance, and serving search warrants.

The State of New Jersey has a statewide crime victim assistance and notification system called VINE (Victim Information & Notification Everyday). The program is sponsored by the office of the Attorney General and administered locally by the county prosecutor's office. The Burlington County Prosecutor's Office Victim/Witness Advocacy Unit has one supervisor, six advocates, and one administrative assistant.

Victims/witnesses can contact the advocacy unit individually on their own or wait to be contacted by the unit. On those types of incidents where there is a clear victim (i.e. domestic battery, sexual assault), officers complete a victim worksheet which is forwarded to the prosecutor's office. The VINE unit then calls the victim/witness to determine what types of services are needed.

For many crime victims, the ordeal of victimization continues long after the initial incident. Even when a crime results in an arrest, conviction and subsequent jail or prison sentence, many victims continue to live in fear that the offender will return and harm them. Through VINE, an individual can immediately learn the custody status of an offender housed in any New Jersey correctional facility with one phone call. Victims and witnesses can also register with VINE to receive automatic notification of any change in the status of the offender.

Crime Statistics and Calls for Service

The agency participates in the Uniform Crime Reporting (UCR) system by contributing information monthly to the system in accordance with UCR guidelines. To capture information, the agency utilizes several forms, some with specific uses. The Incident Report is a general use report form used to document incidents and offenses. A Supplemental Report is used in conjunction with the Incident Report and the Stolen Property Report is used to list stolen, recovered, found, lost, or stolen and recovered property.

Crime Statistics	2008	2009	2010
Murder	1	1	0
Forcible Rape	26	22	5
Robbery	10	15	15

Aggravated Assault	149	119	111
Burglary	110	98	150
Larceny-Theft	515	541	518
Motor Vehicle Theft	24	18	11
Arson	3	3	12
Calls for Service	24,690	23,344	20,759

The reason for the decrease in forcible rapes resulted in a reporting error. All sexual offenses were classified in this category within UCR. This reporting error was noticed when a new individual was assigned to prepare the yearly UCR report. Going forward, this discrepancy should not occur since they have since received additional training on this topic. The increase in arsons in 2010 was due to a subject who intentionally set numerous fires throughout the township over several months. He was subsequently charged for all of the arsons.

Calls for service for Evesham Township have decreased over the last three years. The agency attributes this decrease to a ten percent decrease in staff and a substantial decrease in motor vehicle crashes. A traffic circle, which is currently being reconstructed, had been the cause for the high number of daily crashes.

Vehicle Pursuits

Members of the agency can only pursue a vehicle when the officer believes that the violator has committed an offense of the first or second degree, or an offense enumerated below:

- Death by Auto
- Aggravated Assault
- Criminal Restraint
- Aggravated Criminal Sexual Contact
- Arson
- Burglary
- Theft by Extortion
- Escape
- Automobile Theft
- Manufacturing, distribution or dispensing

As per policy, in the event that one of the authorization requirements is satisfied, a pursuit should not be automatically undertaken. An officer must still consider the likelihood of successful apprehension, whether the identity of the violator is known to the point whether later apprehension is possible, degree of risk created by pursuit, and the officers driving skills, familiarity with the roads, and the condition of police vehicle. Any member is advised to terminate the pursuit if any of the above conditions are present. The street supervisor is responsible for allowing a pursuit to continue or decide to terminate.

New Jersey Attorney General's Office has strict guidelines regarding when to utilize roadblocks which must be implemented as a last resort and/or in deadly force situations. The agency has never participated in a road block during a pursuit in the history of the police department. The agency receives semi-annual training on motor vehicle pursuits which includes road blocks.

Vehicle Pursuits	2008	2009	2010
Total Number of Pursuits	4	3	8
Agency Terminated	1	1	4
Policy Compliant	3	2	6
Policy Non-Compliant	1	1	2
Crashes	0	0	0
Injuries to Officer, Suspect, or 3 rd Party	1	0	0
Reason for Pursuit Initiation			
Traffic Violation	4	3	5
Felony Violation	0	0	3
Misdemeanor Violation	0	0	0

None of the pursuits during the three-year period resulted in a collision, injury, or death. Two arrests were made in conjunction with the pursuits during 2008 and in 2009. In 2010, six arrests were made in conjunction with the pursuits.

In analyzing possible reasons for the 50 percent increase in the number of pursuits during the last calendar year, the following observations were made. Of the eight pursuits that occurred in 2010, five were a result of the pursuing officer observing operational motor vehicle violations and three were a result of criminal violations. Of the five pursuits resulting from the observation of motor vehicle violations, two were found to involve a driver experiencing a medical emergency. None of the pursuits during 2008 and 2009 involved any type of criminal violation or medical emergency.

In 2010, two pursuits were not performed in accordance with department's policies and procedures. In both of the incidents, the officer deactivated the siren in the middle of the pursuit in order to hear the radio transmissions with the dispatcher and back up officers. The training officer provided remedial training to the officer. Documentation of the incident was placed in the officers personnel file.

Critical Incidents, Special Operations, and Homeland Security

The executive officer is responsible for planning the agency's response to critical incidents and reports directly to the chief of police. The agency has an "All Hazard" plan which follows standard Incident Command System (ICS) protocols and is adaptable to any type of critical incident. The agency conducts quarterly inspections to ensure operational readiness of equipment which has been designated for use in support of its "All Hazard" plan. Annual training is conducted on the plan for all department personnel.

The department has its own tactical team and has well-defined selection criteria for team members. The Special Response Unit has all the equipment necessary to accomplish its mission, including an armored vehicle obtained from an armored-car company. The agency has a comprehensive and well-written directive for dealing with VIP security issues. After-Action Reports (AAR) are clear, concise, and are completed and submitted in a timely manner.

Internal Affairs and Complaints Against Employees

It is the policy of the agency that all complaints against employees or the department from any source, whether inside or outside the department, be documented and investigated. The Office of Professional Standards (OPS) is responsible for investigation and review of all allegations of misconduct by members of the agency. Members assigned to this office report directly to the chief of police through the Office of Professional Standards Bureau Commander. A comprehensive central file is maintained on all complaints received by the agency whether the complaint was investigated by the OPS or assigned to the employee's supervisor.

During the agency tour, the internal affairs cabinet was discovered unsecured. Interviews were conducted to determine this was not the regular practice of the organization. The cabinet is located in the secretary to the chief's office; however, the agency directive requires the cabinet to be secured at all times.

The agency makes complaint forms readily available to the public via the agency's website and the agency's lobby. Annually, the agency makes the statistical summaries of internal affairs investigations available to the public via the agency's website. The chief is notified of all complaints relating to an internal affair investigation.

Complaints and Internal Affairs Investigations

External	2008	2009	2010
Citizen Complaint	22	18	19
Sustained	4	1	3
Not Sustained	3	2	4
Unfounded	3	5	0
Exonerated	12	10	12
Internal			
Directed complaint	30	31	16
Sustained	20	15	7
Not Sustained	0	0	0
Unfounded	2	2	1
Exonerated	8	14	8

The chart reflects that there has been a decrease in internal complaints. In speaking with the staff, it is determined this is as a result of Chief Barton's promotion and a clear understanding with staff of his expectations. The agency has broadcasted its commitment to the community and has made the officer complaint process readily

accessible to the public. The chief's commitment is also broadcast internally as well and agency staff is well aware of what is expected of them.

Detainee and Court Related Activities, Auxiliary and Technical Services (Chapters 70-84)

Agency personnel are required to carefully search every prisoner prior to placing the prisoner into a department vehicle for transport. All motor vehicles used for patrol are equipped with safety barriers and, by policy; prisoners can only be transported in vehicles so equipped. In addition, officers seatbelt prisoners into the car for transport, unless it is physically impossible to do so.

The agency has a cellblock area which they use to process detainees only. The cellblocks have constant audio and visual surveillance. When a detainee is brought into the area, all weapons, excluding OC spray, are secured in a lock box. At least two officers are in the area at all times. If a detainee is brought in for booking or if a test is administered, the detention bench is used which allows the detainee to be secured. If a detainee is placed in a cell awaiting bail, a detainee log is kept which notes the date and time of entry and exit as well as periodic checks. The log also list any medical attention or issues listed by the detainee. Prior to placement of a detainee into a cell, it is checked for any contraband and the same is done when the detainee exits the cell. When a detainee is to be interviewed, an officer will escort and secure the detainee in the investigative interview room. The log is completed to account for all movement.

The agency is responsible for providing security for the jurisdiction's municipal court. The Support Services Bureau Commander is responsible for the courtroom security function and serves as the Court Liaison. A minimum of two officers are assigned to courtroom security whenever municipal court is in session and the Support Services Bureau Commander or designee is also present to supervise police activities associated with municipal court sessions. The agency has clearly thought-out security procedures outlined in its written directive, which also has provisions for emergency situations.

All officers receive initial training on the operation of the court holding facility during the field training process and, thereafter, retraining at least once every three years. The agency records and receives civil and criminal process documents in a complete and thorough fashion. Warrants received by the agency are entered into the appropriate criminal justice databases. Documentation of criminal service and attempted service by sworn officers is recorded in the agency's records database. The agency's records are securely stored and maintained within limited access areas.

The Records Management System (RMS) allows officers to complete reports via computer. The RMS also comprises the agency's alphabetical Master Name Index as well and is used to track crimes by type and location; service calls and crime calls by type; and stolen, found, recovered, and evidentiary property as well. To protect against co-mingling or an unauthorized disclosure of juvenile information, agency policy requires that juvenile records be maintained in the agency's records storage.

The agency has a written agreement with the Burlington County Central Communications System for the provision of communication services. The agreement clearly delineates the authority and responsibilities of both entities relative to the communications function. The Burlington County Central Communications System dispatches Police, Fire, and EMS for 40 communities within the county. An interview with 911 Coordinator Monica Gavio was conducted and she provided a tour of the facility.

Every officer in the agency has an individually assigned portable radio and has a unique radio call number. Radios are also installed in all motor vehicles used for regular patrol duties.

Shift rosters are faxed to the dispatch center prior to the beginning of a tour of duty and identify all personnel working as well as the ranking officer in charge. Resource lists, such as residential telephone numbers of all agency personnel, tow companies, public works personnel, victim/witness referrals, etc. are all computerized and immediately available to all dispatchers. In accordance with state requirements, all dispatchers are trained in the provision of instructions for administering CPR and basic first aid.

The communications center is well-secured with an electronic limited-access door key system. Visitors are required to sign in at the receptionist's desk and are escorted throughout the facility. Computer servers which house all radio and telephone recordings are secured in a separate room in the basement of the facility and access is limited to designated IT personnel and supervisors. Supervisors have been trained how to re-boot CAD servers, which are housed in the same room. A generator capable of operating the entire facility is secured in a separate building adjacent to the main communications center. Full load tests have been conducted annually as required by the standard. Monthly inspections and tests of the generator were sporadic during the agency's first two years of self-assessment due to limitations imposed on the communications center by the state Environmental Protection Agency. Those issues have since been resolved with the EPA and the center is now on track conducting monthly inspections and tests.

The agency has qualified personnel in-house that are available on a 24-hour basis to process a crime scene or a traffic collision. Several patrol officers have specialized training in serious and fatal crash investigation and can be called out to a crash scene at any time of the day or night. All agency detectives are trained to process crime scenes and an "on-call" duty schedule has been established so that the duty detective may be contacted after regular business hours to respond to a crime scene for processing. In addition, a number of patrol officers distributed among all shifts are trained as Crime Scene Technicians and can process property crime only type crime scenes. The Burlington County Prosecutor's Office may become involved in the crime scene processing of serious crime scenes (i.e., homicides).

Overall, agency personnel appear to be well-trained and equipped to deal with the collection and preservation of evidence at any crime scene. The agency utilizes the Burlington County Forensic Laboratory for the examination of all controlled substances. All other evidence is submitted to the New Jersey State Police forensic laboratory for examination and analysis.

Property and Evidence

Whenever property or evidence comes into the custody of agency personnel, a three-part Property Description Report is completed. The pink copy of the report is placed with the property/evidence in a temporary storage locker and padlocked. The key is then dropped in a locked drop box, accessible only to the three persons in the property management chain. Temporary storage lockers are available for use by patrol personnel in the agency's squad room. A refrigerator with padlock is available in the patrol supervisor's office for temporary storage of perishable evidence.

The primary property custodian was interviewed regarding the property management function. The temporary storage lockers are emptied daily, with the property/evidence being entered into a computerized database. The database software generates bar coded stickers which are placed directly on the property/evidence submitted and on the exterior of the package containing the property/evidence. The property/evidence is then placed in appropriate storage bins in the evidence storerooms. A part-time evidence technician serves as the primary property custodian's back-up and performs these functions in his absence. The property rooms are designated for items which are considered to be sensitive, high in value, or otherwise constituting an increased security risk. The rooms are pass key protected and security cameras are in place capturing the activity in and out of the evidence rooms.

H. Applied Discretion Compliance Discussion

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had four standards in applied discretion.

- 26.1.4** A written directive establishes a disciplinary system to include:
- a. procedures and criteria for using training as a function of discipline;
 - b. procedures and criteria for using counseling as a function of discipline;
 - c. procedures and criteria for taking punitive actions in the interest of discipline. (M)

ISSUE: The written directive addressed civilian employees needing to follow township policies and not the agency directive. The township does not have a policy relating to a disciplinary system.

ACTION: The agency directive was changed to include all personnel.

26.1.7 If employee misconduct results in dismissal, a written directive requires that the following information be provided to the employee:

- a. a written statement citing the reason for dismissal;
- b. the effective date of dismissal;
- c. and a statement of fringe and retirement benefits after dismissal. (M)

ISSUE: The agency's written directive omitted non-union civilian employees from receiving a written statement citing the reason for dismissal, the effective date of dismissal, and a statement of fringe and retirement benefits after dismissal. The directive cited that those employees are at-will and may be terminated by order of the township manager for any reason.

ACTION: The agency modified their written directive to say that all personnel will receive the required information.

41.1.3 – A written directive governs the operation of agency-owned or controlled special-purpose vehicles, and includes the following provisions for each kind of vehicle:

- (b) qualifications and training for personnel assigned to operate the vehicle
- (c) designation of the person or position responsible for the condition and maintenance of the vehicle
- (d) a listing of equipment, if any, to be kept in or on the vehicle (M)

Issue: The agency identified bicycles, ATVs, and a Special Response Unit (SRU) Van as special-purpose vehicles. Written directives did not identify qualifications and training required to operate the SRU Van, identify an individual person or position responsible for the condition and maintenance of bicycles and the SRU Van, and there was no listing of equipment to be kept in the SRU Van.

Agency Action: The agency re-wrote the written directives to address the deficiencies listed and developed equipment checklists for all special-purpose vehicles to ensure the proper equipment was available for use with the vehicle.

52.1.1 A written directive requires all complaints against the agency or its employees be investigated, to include anonymous complaints. (M)

ISSUE: The written directive was specific to sworn personnel only.

ACTION: The agency corrected the directive to include all personnel.

I. Standards Noncompliance Discussion

The agency did not have any standards in noncompliance.

J. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 85.5% of applicable other than mandatory (O) standards.

K. Future Performance / Review Issues

The agency did not have any standards that will require future review.

L. Table: Standards Summary

Mandatory (M) Compliance	341
Non Compliance (M)	0
Waiver	0
Other-Than- Mandatory in Compliance (O)	65
Noncompliance (O)	0
Elect 20 percent (O)	11
Not Applicable	47
Total (Equals number of published standards)	464

M. Summary

The assessment team found the agency files to be in excellent condition with complete proofs of compliance. The assessment team carefully reviewed the standard files and found, in all cases, that the proofs offered and the agency practices were in compliance with and exceeded CALEA standards. The assessment team determined six files were in need of further documentation and determined to be file maintenance. The agency had four files identified as applied discretion.

The agency embraces the philosophy of community policing, focusing its attention on partnerships with the community it serves. Striving for a cooperative process of identifying police/community priorities, the agency seeks more effective methods of achieving its goals. The agency recognizes that police incidents are symptoms of underlying problems and searches to identify problems in many different dimensions. The agency encourages the use of creativity and imagination by officers of all ranks in its quest to address these problems.

The department has established several mechanisms for citizens to provide information and feedback on issues having a negative impact on the quality of life in their neighborhoods. Complaints are received via the traditional radio calls for service, through an e-mail link from the department's web site and Facebook page and through tips from informants and concerned citizens via the confidential tip telephone line. Citizens continue to have the opportunity to complete and submit on-line a citizen satisfaction survey through the Township's AskEvesham system. The survey has been in use for several months. There have been approximately 200 completed surveys


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submitted. Based on an estimated population of approximately 46,000 to 48,000 residents, the numbers do not represent a valid sample. Of the 200 surveys, the following information was developed:

- Approximately 50% of those responding were victims of a crime
- Only 31% were victims in Evesham Township
- 95% of the respondents said they feel safe in their homes
- 94% feel that Evesham is a safe community
- The top three areas of concern identified by residents using the survey were drugs, theft and robbery
- Residents who responded were most concerned with the possibility of being the victim of theft and robbery.

Traffic related complaints and drug activity were the issues most cited in the feedback from the community during the last quarter of 2010. As a result of the information received at that time, the department has implemented a number of programs aimed at reducing the prevalence of both complaints. The department would begin to collect and analyze intelligence concerning criminal activity and look for a way to distribute a workable product to patrol. To facilitate the analysis, the department purchased software from CrimeReports.com.

The agency is targeting its efforts on data driven approaches to ensure efficient delivery of services. With a reduction in personnel, the agency has identified the importance of the analysis being conducted to ensure its deployment of resources and efficiencies of equipment are at the most operable capacity. The chief embraces intelligence led policing and is communicating those practices with the command staff and township leaders.


Phillip L. Crowell, Jr.
Team Leader

June 9, 2011

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