

TOWNSHIP OF LONG HILL

POLICE DEPARTMENT

ASSESSMENT

ADMINISTRATIVE - OPERATIONAL - STAFFING - FACILITY

Prepared by

Robert J. Falzarano

Harding Township Administrator

December 1, 2023

TABLE OF CONTENTS

Background.....	6
Municipal Resources, Inc.....	6
Assessment and Consulting Authorization.....	6
Assessment Goals & Objectives.....	7
Overview (2015 – 2022)	9
MRI Study.....	9
Police Budgets.....	9
Capital Budgets.....	9
Overtime.....	11
Compensatory Time Liability.....	11
Annual Vehicle Repair Expenses.....	12
Annual Written Directive System Review.....	12
Policy & Procedures Revisions.....	12
Job Descriptions, Duties & Assignments Updates.....	13
Mandatory Training.....	14
Rules & Regulations.....	14
Annual Reports Review.....	14
Budget Preparation & Monitoring.....	14
Organization Staffing & Assignments.....	15
Staff Meeting Agenda Preparation & Distribution.....	15
Staff Meeting Minutes Preparation & Distribution.....	16
State Accreditation.....	17
National Accreditation.....	17
Records Storage & Destruction.....	17
Monthly & Yearly Report Preparation.....	17

Annual Goals, Objectives & Achievements.....	18
Monthly Workload Analysis.....	18
Yearly Workload Analysis.....	18
Annual Written Officer Performance Evaluations.....	19
Employee Evaluation Conferences.....	19
Performance Improvement Plans.....	19
Career Development & Succession Planning.....	20
Community Policing Satisfaction Surveys.....	20
Community Policing Programs.....	20
Body Armor Replacement.....	21
Patrol Vehicle Inspection Reports.....	21
Business Property Checks.....	22
Comparative Crime Analysis.....	23
Long Hill Uniform Crime (2020 – 2022).....	24
Long Hill Recovered Stolen Property (2015 – 2022).....	24
Uniform Crime Reporting (per 100,000 population)	25
Burglary Clearance Rates.....	25
Residential.....	25
Commercial.....	25
Open/Closed Case Analysis.....	26
Patrol Workload Analysis (example chart)	26
Preventative Patrol Analysis (example chart)	27
Investigative Workload Analysis (example chart)	27
Budget (2015 – 2022).....	28
Capital Spending (chart).....	28
Operating Budgets (chart).....	29

Traffic.....	29
Enforcement.....	31
Motor Vehicle Crashes.....	31
24 Hour Roadway Traffic Counts.....	32
Written Directive System.....	32
Special Orders & Special Memorandums.....	32
Policy & Procedures.....	33
Rules & Regulations.....	33
Strategic Planning.....	34
Performance Measurement & Metrics.....	34
Demographics.....	35
Expenses.....	35
Staffing.....	35
Long Hill Organization Charts.....	36
2015.....	36
2021.....	36
2023.....	37
1999.....	37
Facility.....	38
History.....	38
Flooding.....	38
Renovations.....	39
Maintenance.....	39
Closing Comments.....	39
Headquarters Building Flood Line (photograph).....	40
Emergency Generator Flood Line (photograph).....	40

Records Storage Shed Flood Line (photograph).....	41
Records Storage Shed Interior (photograph).....	41
Records Storage Police Headquarters (photograph).....	41
Discarded Outdated Equipment Storage Shed Interior (photograph).....	42
Antennae Poles (photograph).....	42
Police Headquarters Building & Grounds Exterior (photographs).....	43
Vehicles.....	44
Assignment - Condition - Expenses.....	44
Maintenance Tracking.....	45
Replacement & Purchases Table.....	45
Auxiliary Vehicles.....	45
Firearms Training Range.....	46
Options Definitions.....	46
Remain Independent.....	46
Joint Meeting.....	46
Shared Service.....	46
Independent Recommendations & Options Process.....	46
Remain Independent (recommendations).....	47
Joint Meeting (process).....	53
Shared Service (process).....	54
Summary.....	55
References.....	60
Appendix #1 - Shared Service & Consolidation Act.....	60
Appendix #2 - Joint Insurance Fund Exercise Fitness Room Best Practices.....	60

Background

During general discussion about various municipal operations, the Long Hill Township mayor and the Harding Township mayor discussed police administration and operations. The Long Hill mayor explained the MRI Study, complexity for implementation, and the need for an experienced professional to review the study prepared by Municipal Resources, Inc., and develop an implementation plan. During discussions, both mayors identified the retired Long Hill Chief of Police and current Harding Township Administrator Robert Falzarano as a uniquely qualified candidate. Meetings were held with Robert Falzarano, and he agreed to provide the assistance, provided Long Hill and Harding approved a shared services agreement to authorize assessment and consulting services. On July 10, 2023, the Harding Township Committee approved Resolution TC 23-148 approving a shared services agreement to authorize Robert Falzarano to provide police assessment and consulting services for the Long Hill Police Department. On July 12, 2023, the Long Hill Township Committee approved Resolution 23-213 which approved the shared services agreement.

Municipal Resources, Inc.

The Long Hill Township Committee retained the services of MRI *“to develop a high-level overview of the Long Hill Police Department for purposes of assessing risk management and potential organizational enhancements that could be offered for consideration and implementation.”* ⁽¹⁾

In early August 2022, Municipal Resources, Inc., conducted an onsite review of the Long Hill Township Police Department. MRI also reviewed relevant documents. MRI representatives attended in person meetings with the Long Hill Township Administrator, Long Hill Township Committee members, Police Chief, and police personnel. The MRI team inspected the police facility and attended the August 2022 National Night Out where several residents and members of other emergency services were asked about the police department.

MRI submitted the final study report to the Township in October 2022.

Assessment & Consulting Authorization

Pursuant to the Uniform Shared Services and Consolidation Act ([appendix 1](#)): N.J.S.A. 40A:65-4(1), “Any local unit may enter into an agreement with any other local unit or units to provide or receive any service that each local unit participating in the agreement is empowered to provide or receive within its own jurisdiction, including services incidental to the primary purposes of any of the participating local units including services from licensed or certified professionals required by statute to be appointed.” Thus, so long as Harding Township could provide the service in its own jurisdiction and Long Hill could receive the service in its own jurisdiction, then the SSA would be able to be entered into between the municipalities. Harding and Long Hill are both able to analyze and review their respective police departments. In addition, pursuant to N.J.S.A. 40A:65-6, the contract must specify who the primary employer is, which, after discussion between Long Hill and Harding, will remain Harding Township.

On July 10, 2023, Harding Township approved a Shared Services Agreement with Long Hill Township for Harding Township Administrator Robert Falzarano to conduct a preliminary review

and assessment of the current state of the Long Hill Township Police Department. During the assessment phase, Mr. Falzarano will provide consulting services as required. The result would be options for the development of a long-range plan for Long Hill police services.

Assessment Goals & Objectives

The administrative and operations assessment is an examination of the Long Hill Police Department to determine the administrative functions and operational services delivered over several years. Included, an evaluation of the police facility is provided.

The assessment review goals include the following:

1. Identify administrative and operational functions performed during specific time periods.
2. Inspect the current police facility.
3. Develop administrative, operational and facility recommendations.
4. Provide examples for the preparation of monthly and yearly police reports.
5. Examine the police budget. Specifically, overtime, appropriations, expenditures, and capital budgets.
6. Determine the compensatory time liability.
7. Review the vehicle maintenance expenses and fleet replacement planning.
8. Inspect records storage and records management practices.
9. Examine strategic planning initiatives and accomplishments.
10. Determine Written Directive System updates, tracking, training, and job descriptions.
11. Interview command staff members.
12. Meet with the PBA to explain the assessment study goals.
13. Evaluate Rules & Regulations.
14. Inspect monthly and yearly reports for organization, strategic planning, and content.
15. Determine if written employee evaluations have been prepared.
16. Determine if performance improvement plans have been prepared when necessary.
17. Examine the workload analysis function for staffing and assignment recommendations and decision making.
18. Review staff meeting agendas and minutes.

19. Provide National and State Accreditation recommendations.
20. Review community policing initiatives and submit recommendations.
21. Assess the career development program and succession planning.
22. Review capital budgets (2015 – 2022) for priority purchasing based on a consistent long-range plan.
23. Obtain metrics and prepare comparative analysis for the following:
 - Populations
 - Median income
 - Households
 - Persons per household
 - Capital spending
 - Staffing
 - Vehicle maintenance program & expenses
 - Overtime
 - Salary budget
 - Operations budget
 - Uniform Crime Index
 - Service calls
 - Training expenses
24. Inspect traffic functions: traffic counts, crashes & motor vehicle enforcement and prepare comparative analysis.
25. Determine Rules & Regulations updating, issuance and receipt confirmation.
26. Identify strategic planning development, implementation, and monitoring.
27. Inspect the firearms training range and submit recommendations.
28. Develop recommendations and provide options.

Long Hill Police Overview (2015 – 2022)

1. *Review MRI Study:* Municipal Resources Inc., examined, submitted conclusions and an executive summary for a broad range of law enforcement functions and the facility.

(MRI Report)

2. *Police Budgets (2015 – 2022):*

- 2015 budget request submitted – not available / approved – \$3,292,740
- 2015 budget expended – \$3,189,007
- 2016 budget request submitted – not available / approved – \$3,257,175
- 2016 budget expended – \$3,153,377
- 2017 budget request submitted – \$3,341,700 / approved – \$3,300,700
- 2017 budget expended – \$3,171,521
- 2018 budget request submitted – \$3,376,000 / approved – \$3,324,000
- 2018 budget expended – \$3,146,758
- 2019 budget request submitted – \$784,700 (contractual only) / approved – \$3,329,700
- 2019 budget – expended \$3,114,155
- 2020 budget request submitted – 3,398,727 / approved – \$3,492,284
- 2020 budget expended – \$3,196,601
- 2021 budget request submitted – \$727,150 (contractual only) / approved – \$3,512,050
- 2021 budget expended – \$3,372,058
- 2022 budget request submitted – 1,018,350 (contractual only) / approved – \$3,623,660
- 2022 budget expended – \$3,576,552

3. *Capital Budgets (2015 – 2022):*

- 2015 budget request submitted – Not Available
- 2015 budget approved – \$46,000
- 2016 budget request submitted – Not Available
- 2016 budget approved – \$32,700
- 2017 budget request submitted – Not Available
- 2017 budget approved – \$39,500
- 2018 budget request submitted – \$156,050

- 2018 budget approved – \$51,050
 - ✓ Sally Port reduced from \$40,000 to -0-
 - ✓ Police range improvements reduced from \$30,000 to \$10,000
 - ✓ Generator reduced from \$45,000 to -0-
- 2019 budget request submitted – \$309,661
- 2019 budget approved – \$156,529
 - ✓ Breathalyzer reduced from \$20,00 to -0-
 - ✓ Mobile Data Terminals reduced from \$10,000 to -0-
 - ✓ Police range improvements reduced from \$15,000 to -0-
 - ✓ Solar power school signs reduced from \$14,000 to -0-
 - ✓ Ballistic vests reduced from \$18,000 to -0-
 - ✓ Evidence management system reduced from \$11,132 to -0-
 - ✓ Command vehicle reduced from \$65,000 to -0-
- 2020 budget request submitted – \$127,500
- 2020 budget approved – \$11,500
 - ✓ Police range improvements reduced from \$25,000 to \$-0-
 - ✓ Generator reduced from \$40,000 to -0-
 - ✓ Solar power school signs reduced from \$18,000 to -0-
 - ✓ E-ticketing reduced from \$20,000 to -0-
- 2021 budget request submitted – \$263,000
- 2021 budget approved – \$248,000.
 - ✓ Facility cameras reduced from \$40,000 to \$25,000
- 2022 budget request submitted – \$335,000
- 2022 budget approved – \$244,000
 - ✓ Facility improvements were reduced from \$150,000 to \$100,000
 - ✓ Traffic calming devices reduced from \$75,000 to \$60,000
 - ✓ Ballistic patrol shields reduced from \$40,000 to \$14,000

Note: Facility emergency generator replacement capital funding was submitted for budget year 2018 (\$45,000) and budget year 2020 (\$40,000). Both requests were not funded. Overall, police capital funding is adequate and supported.

4. Overtime (2015 – 2022):

- 2015 budget request submitted – Not Available
- 2015 budget approved – \$112,000 / expended – \$129,999
- 2016 budget request submitted – Not Available
- 2016 budget approved – \$112,000 / expended – \$81,791
- 2017 budget request submitted – Not Available
- 2017 budget approved – \$78,000 / expended – \$77,991
- 2018 budget request submitted – Not Available
- 2018 budget approved – \$80,000 / expended – \$65,459
- 2019 budget request submitted – \$80,000
- 2019 budget approved – \$75,000 / expended – \$51,093
- 2020 budget request submitted – \$80,000
- 2020 budget approved – \$75,000 / expended – \$83,824
- 2021 budget request submitted – \$120,000
- 2021 budget approved – \$75,000 / expended – \$101,481
- 2022 budget request submitted – \$115,000
- 2022 budget approved – \$85,000 / expended – \$77,676

5. Compensatory Time Liability 2015 – 2022:

- 2015 – (see note below)
- 2016 - (see note below)
- 2017 - (see note below)
- 2018 - (see note below)
- 2019 - (see note below)
- 2020 - (see note below)
- 2021 - (see note below)
- 2022 – (see note below)

Note: The Long Hill Labor Counsel advised that compensatory time accumulation was not in accordance with the Police Labor Contracts. The issue was corrected in December 2022. The maximum compensatory hours that an officer may carry into the next year is 120 hours. The current agreement prevents excessive compensatory time accumulation and increasing accumulated compensatory time value.

6. Annual Vehicle Repair Expenses – (2015 – 2022):

- 2015 – \$34,528
- 2016 – \$37,146
- 2017 – \$38,171
- 2018 – \$28,309
- 2019 – \$35,986
- 2020 – \$33,066
- 2021 – \$41,245
- 2022 – \$43,016

7. Annual Written Directive System Review (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

8. Policy & Procedures Revisions (2015 – 2022):

- 2015 – revised 2 policies and procedures
- 2016 – revised 1 policy and procedures
- 2017 – revised 0 policies and procedures
- 2018 – revised 1 policy and procedures
- 2019 – revised 31 policies and procedures
- 2020 – revised 5 policies and procedures
- 2021 – revised 4 policies and procedures
- 2022 – revised 5 policies and procedures

Note: The 2019 policy revisions (31) indicate preparation for the 2019 NJ State Accreditation. Policy management practices require improvement to ensure the written

directive system is current and in compliance with standards, Attorney General Directives, County Prosecutor Directives and NJ Statutes.

9. Job Descriptions, Duties & Assignments Updates (2015 – 2022)

- 2015 – Not signed by the issuing authority
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

Note: The 2015 Duties & Responsibilities were not signed by the issuing authority. The 2015 copies received are for the following:

- ✓ Duties & Responsibilities Assigned – Revision date listed February 2, 2009
- ✓ Crossing Guards – Revision date listed – July 30, 2008
- ✓ Chief of Police – Revision date listed – February 16, 2006
- ✓ Detective – Revision date listed – January 1, 2005
- ✓ Detective Sergeant – Revision date listed – December 8, 2013
- ✓ Lieutenant – Revision date listed – September 17, 2007
- ✓ Patrol Officer – Revision date listed – January 1, 2005
- ✓ Patrol Sergeant – Revision date listed – January 1, 2005
- ✓ Matron – Revision date listed – January 1, 2005
- ✓ Secretary – Revision date listed – June 25, 2006
- ✓ Services Officer – Revision date listed January 1, 2005
- ✓ Special Police Officer – Revision date listed – January 1, 2005

Note: The 2015 Duties & Responsibilities listed above appear to have been reissued without the issuing authority signature or the date that the documents were revised. The Duties & Responsibilities for the Lieutenant list the patrol function. The Organization Chart states that one Lieutenant is responsible for the Patrol Division and One Lieutenant is responsible for the Support Services Division. The Duties and Responsibilities for the Support Services Lieutenant were not issued until January 1, 2022. However, the list of “Supplemental Duties and Responsibilities” dated January 1, 2022, is not a policy revision

and does not comply with the Written Directive System procedures. January 1, 2022, issuing authority is not listed and the document is not signed.

10. Mandatory Training (2015 – 2022):

- 2015 – Yes
- 2016 – Yes
- 2017 – Yes
- 2018 – Yes
- 2019 – Yes
- 2020 – Yes
- 2021 – Yes
- 2022 – Yes

Note: Lieutenant Marzewski has prepared an excellent training record tracking system and has projected all mandatory training through 2027.

11. Rules & Regulations:

- Updated and current

12. Annual Reports Available for Review (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

13. Budget Preparation and monitoring (2015 – 2022):

- The available data indicates the budgets are prepared and monitored in an appropriate manner

- Overspending is not indicated

14. Organizational Structure & Staffing (25 fulltime sworn – 2 fulltime civilian):

- Chief – vacant
 - ✓ 1 - Secretary
- Patrol
 - ✓ 1 - Lieutenant
 - ✓ 6 - Sergeants
 - ✓ 14 -Officers
 - ✓ 4 squads
- Support Services
 - ✓ 1 - Lieutenant
 - ✓ 2 - Detectives
 - ✓ 1 – Secretary

Note: One officer is on military leave for one year. There is currently a vacancy for Chief of Police. One officer is on light duty. In November 2023 two officers will be out on maternity leave. The actual staff at the time of this report is twenty officers. Three superior officers are eligible to retire in 2023. One senior officer is eligible to retire in 2024 and one senior officer is eligible to retire in 2025. The remaining staff has one officer with fifteen years of service and there are thirteen officers with service time less than seven years.

15. Staff Meeting Agenda Prepared in Advance & Distributed (2015 – 2022):

- 2015 – Unknown
- 2016 – Unknown
- 2017 – Unknown
- 2018 – (see note below)
- 2019 – (see note below)
- 2020 – (see note below)
- 2021 – (see note below)
- 2022 – (see note below)

Note: Meetings held with the Chief and Lieutenants; Sergeants were not included in staff meetings. 5/24/2023 (marked agenda but appears to be minutes not signed).

16. Staff Meeting Minutes Prepared:

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – (see note below)
- 2019 – (see note below)
- 2020 – (see note below)
- 2021 – (see note below)
- 2022 – (see note below)

Note: Five documents submitted – 9/11/2018 (minutes not signed or clearly labeled), 1/23/2019 (minutes not signed or clearly labeled). 1/30/2020 (minutes not signed or clearly labeled). Document submitted no date sticky labeled 2021 pasted on document (minutes not signed or clearly labeled). 5/24/2023 (marked agenda but appears to be minutes not signed)

17. Staff Meeting Minutes Distributed Command Staff:

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

Note: Meetings held with the Chief and Lieutenants; Sergeants were not included in staff meetings.

18. Accreditation:

- State – The department received NJ State Accreditation in 2019, which lapsed in 2022. Currently the police department is not NJ State certified.
- National – Currently, the police department is not CALEA certified. The OIC indicated that in 2015, the department transitioned to the NJ State Accreditation program.
- The 2020 police budget line-item accreditation request was \$15,000.00. The approved 2020 accreditation budget-line item was \$15,000.00.

19. Records Storage, Retention & Destruction (2015 – 2022):

- 2015 – Yes
- 2016 – Yes
- 2017 – No
- 2018 – Yes
- 2019 – Yes
- 2020 – Yes (records were destroyed in a flood and inventoried)
- 2021 – No
- 2022 – No

Note: Currently, records archive storage is in the police building and a shed that is situated on the rear parking lot. The shed is not climate controlled. The OIC advised that records have been destroyed by flood and mold. The OIC did inventory all the records that were destroyed from the flooding event. Records destruction request submitted in March 2023.

20. Monthly & Annual Reports (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No

- 2022 – No

21. Annual Goals, Objectives & Achievements (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

22. Monthly Workload Analysis (2015 - 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

23. Yearly Workload Analysis (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

24. Annual Written Officer Performance Evaluations (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – Sergeants & Officers prepared: **The OIC advised evaluations for the Lieutenants not prepared**
- 2020 – Sergeants & Officers prepared: **The OIC advised evaluations for the Lieutenants not prepared**
- 2021 – Sergeants & Officers prepared: **The OIC advised evaluations for the Lieutenants not prepared**
- 2022 – Sergeants & Officers prepared: **The OIC advised evaluations for the Lieutenants not prepared**

25. Evaluation Conferences Conducted (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – Sergeants & Officers conducted: **Lieutenants not conducted**
- 2020 – Sergeants & Officers conducted: **Lieutenants not conducted**
- 2021 – Sergeants & Officers conducted: **Lieutenants not conducted**
- 2022 – Sergeants & Officers conducted: **Lieutenants not conducted**

26. Performance Improvement Plans Developed (2015 – 2022):

- 2015 – Yes
- 2016 – Yes
- 2017 – Yes
- 2018 – Yes
- 2019 – Yes
- 2020 – Yes

- 2021 – Yes
- 2022 – Yes

27. Career Development & Succession Planning:

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

Note: The OIC could not produce a written record to support the career development function that was performed. The OIC advised that the career development and succession planning functions are scheduled for implementation in December 2023.

28. Community Policing Citizen Satisfaction Surveys Distributed (2015 – 2022):

- 2015 – No
- 2016 – No
- 2017 – No
- 2018 – No
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

29. Community Policing Programs (2015 – 2022):

- Operation good morning.
- Coffee with a COP.
- Home security survey
- Car seat installation.

- LEAD

30. Body Armor Replacement Budgeted in Accordance with Manufactures Specifications:

- 2015 Expended – Not Available
- 2016 Expended – Not Available
- 2017 Expended – \$3,159
- 2018 Expended – \$4,174
- 2019 Expended – \$17,209
- 2020 Expended – \$855
- 2021 Expended – \$2,485
- 2022 Expended – \$6,295

Note: The OIC advised that body armor has been replaced in accordance with the manufacturer's specifications. The OIC did advise that four body armor vests expired in August 2023 and that the grant funds are almost depleted. In October 2023, a grant application was submitted for replacement body armor.

31. Patrol Vehicle Inspection Reports:

- 2015 – (see note below)
- 2016 – (see note below)
- 2017 – (see note below)
- 2018 – (see note below)
- 2019 – (see note below)
- 2020 – (see note below)
- 2021 – (see note below)
- 2022 – (see note below)

Note: The OIC advised that vehicles are inspected at the start of the shift. There is a vehicle check box on the activity sheet. The vehicle operation and call response policy (volume 3 chapter 1) require the patrol vehicles to be inspected for condition and equipment at the start of the shift. Several special orders were issued:

- December 16, 2016
- April 1, 2019
- April 9, 2019

There is no indication that the special orders referenced were cancelled and the changes added to an amended policy. Annual review of special orders is necessary to determine if a special order should be continued, cancelled, or added to policy.

The modified daily inspection reports provided are not dated. The OIC did place a sticky note on each version with the following dates:

- Modified July 14, 2015
- Modified April 9, 2019
- Modified August 21, 2021

The daily inspection reports do not have an appendix number affixed. The policy submitted did not include the activity reports as an appendix.

The OIC advised the vehicle inspection is recorded on the officer's body camera. The current policy for police vehicle inspections does not require the vehicle to be inspected after the work shift. Vehicle inspections after the work shift is imperative. The vehicle inspection policy should be removed from the vehicle operation and call response policy. There should be a separate policy for inspecting, including department equipment (inspections, care, maintenance, and replacement) which is not limited to vehicles.

32. Business Property Checks (2015 – 2022):

- 2015 – Yes
- 2016 – Yes
- 2017 – Yes
- 2018 – No (discontinued June 24, 2018)
- 2019 – No
- 2020 – No
- 2021 – No
- 2022 – No

Comparative Crime Analysis

One example of traditional or historic policing performance measurement has been crime comparative analysis. Although important, modern policing performance measurements must expand statistical analysis to include broader performance metrics which will be explained in the measurement metrics section of this report.

Comparing 2015 to 2022 reported offenses increased 25% (48 - 60). Comparing 2015 to 2022, reported stolen property values increased 379% (\$41,208 - \$197,338). Comparing 2015 to 2022 firearm permit applications increased 504% (27 - 163). The United States Supreme Court overturned the New Jersey firearm carry law which increased firearm carry permit applications. The 2015 investigative staffing level compared to the 2022 investigative staffing level remained at two detectives.

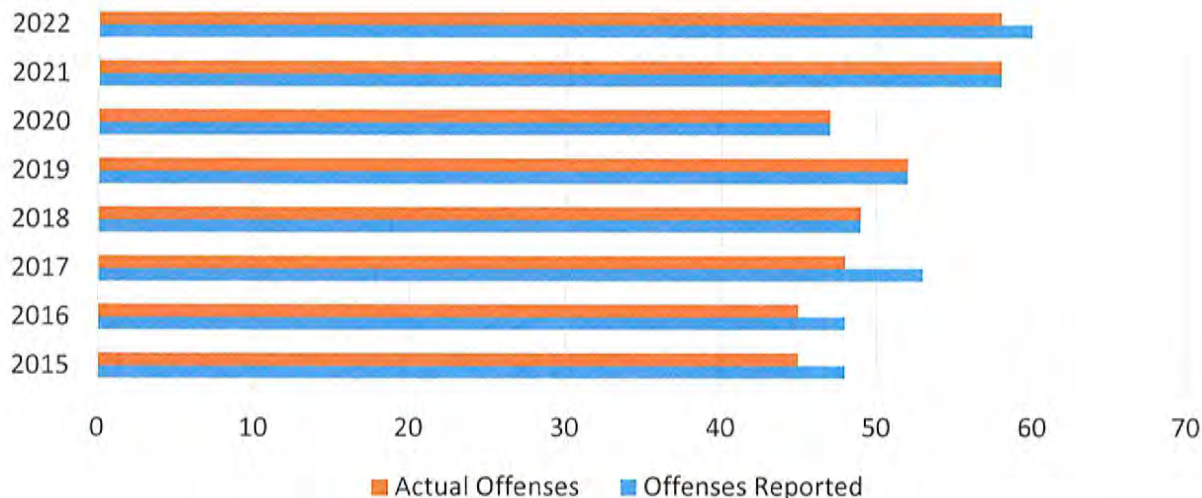
Crime and traffic analysis data is integral for developing annual goals and objectives that will address police service demands and staffing. Also, short range and long-range planning must include a thorough review of Long Hill crime, traffic, and demographic data, including contiguous municipalities demographics. Law enforcement strategic planning does not only include numerical comparative data. In addition to crime, traffic and service calls, comprehensive law enforcement strategic planning must include the following:

- Prior minimum five-year Long Hill population increases/decreases, including contiguous municipalities
- Projected future minimum five-year population trends based on planned development, including contiguous municipalities
- Prior minimum five-year Long Hill traffic patterns and projections based on planned development within Long Hill, including contiguous municipalities
- Prior minimum five-year residential development by type and commercial development by type within Long Hill, including contiguous municipalities
- Projected minimum five-year residential development by type and commercial development by type within Long Hill, including contiguous municipalities

Note: Contiguous municipality development, single family, multi-family units and commercial development will increase the demand for police services within Long Hill Township.

Uniform Crime Report (UCR)

Long Hill Police
Uniform Crime Report
2015 - 2022



Note: (2020 – 2022) - Reported Offenses Increased 25%

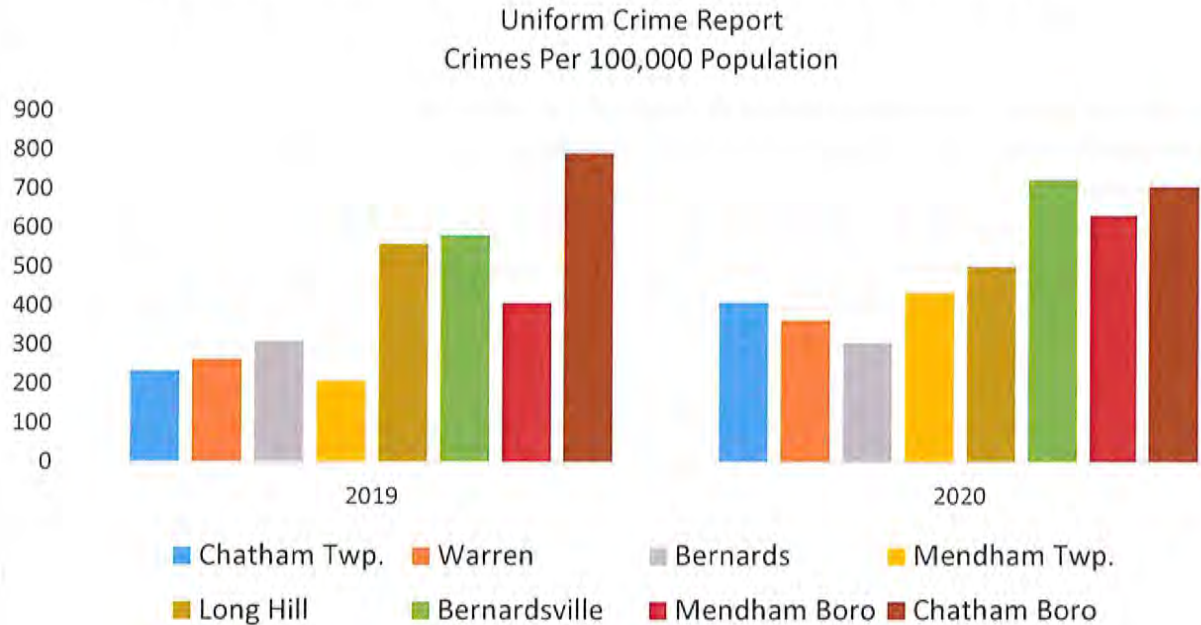
Reported/Stolen Property (2015 – 2022)

Long Hill Police
Reported/Recovered Stolen Property
2015 - 2022



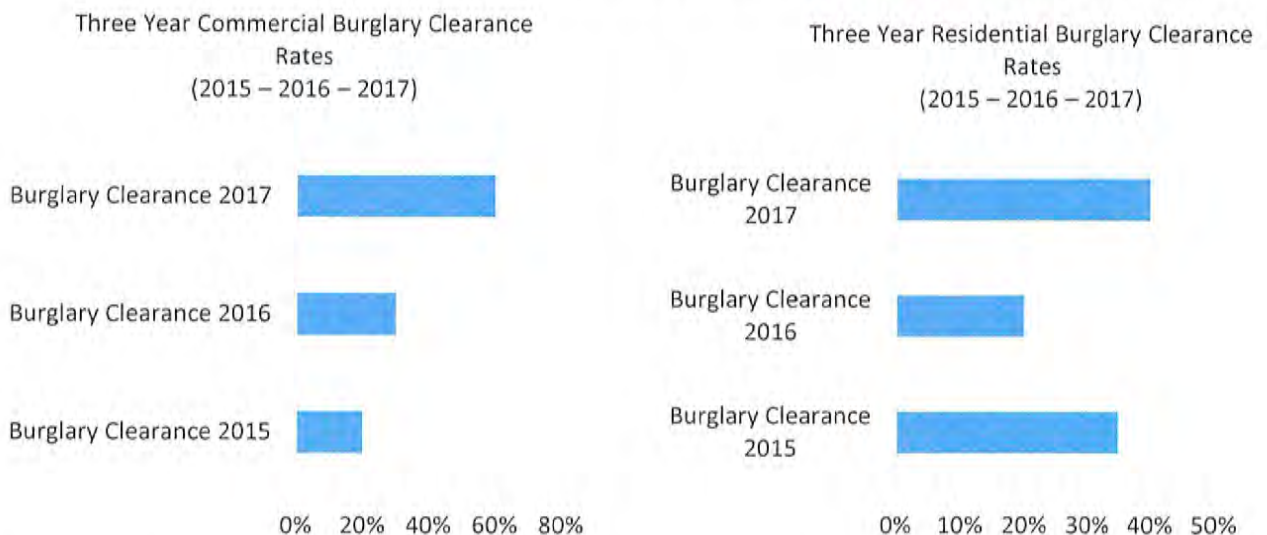
Note: (2020) - Percent Recovered 72% / (2022) - Percent Recovered 21%

Uniform Crime Report (Crimes Per 100,000 Populations)



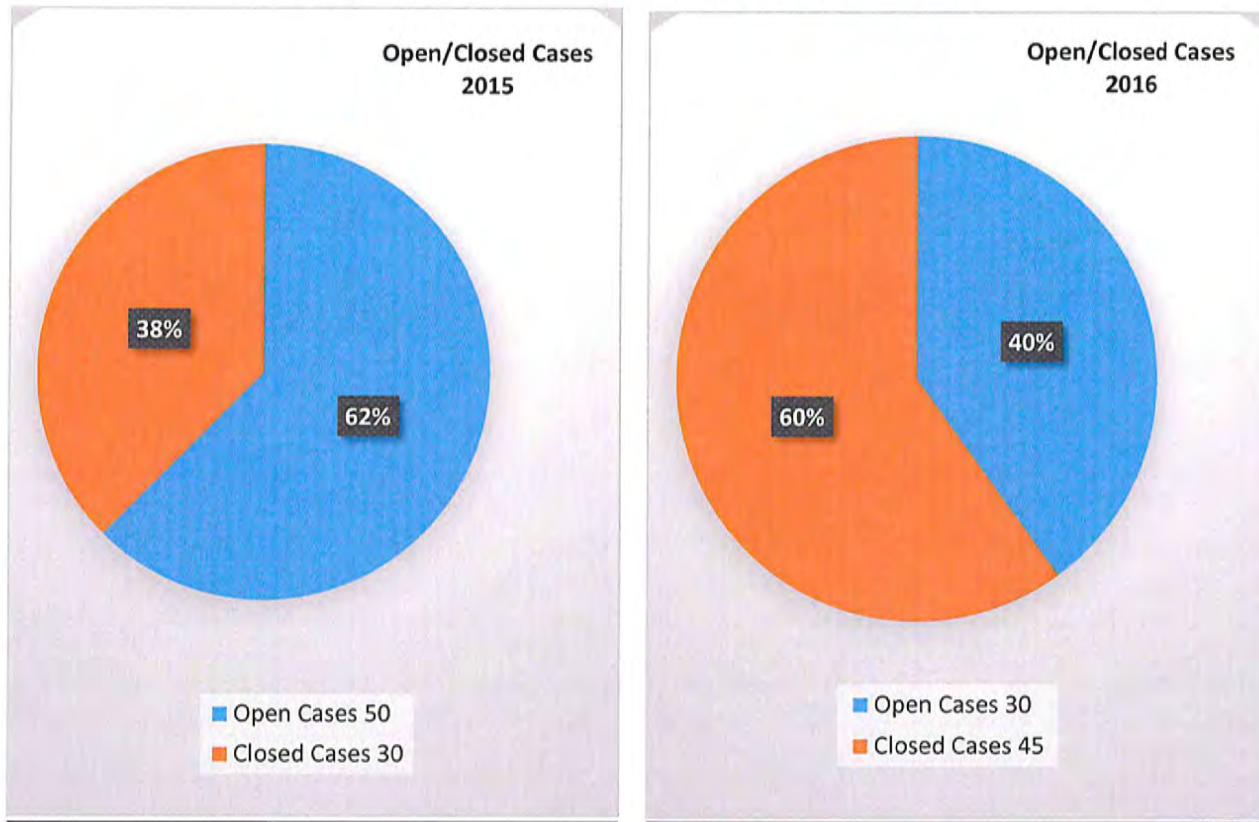
Note: The 2019 Long Hill crime index decreased from 559.0 to 500.8 in 2020. Uniform crime reports for 2021 & 2022 are currently not available. Chatham Borough, Bernardsville, and Long Hill have similar total populations. Comparatively Long Hill is within the relatively safe communities listed. Long Hill’s crime index indicates a relatively safe community.

Burglary Comparative Analysis (example chart)

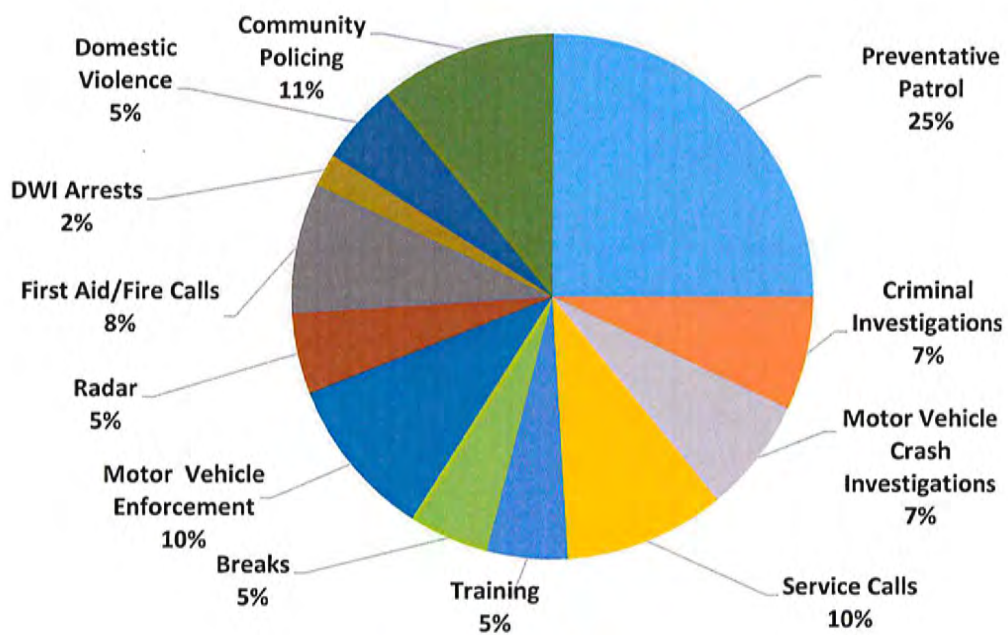


The above charts are **examples** that would be included as part of the crime analysis function, reference for developing annual goals & objectives, resource allocation, assignments, and staffing.

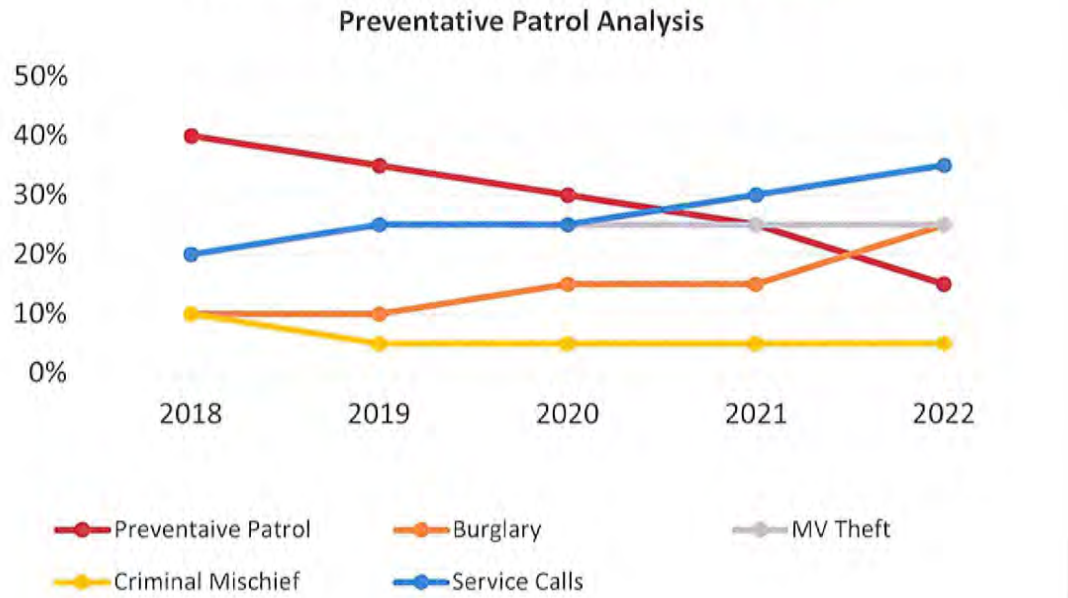
Comparative Case Analysis (example chart)



Patrol Workload Analysis (example chart)

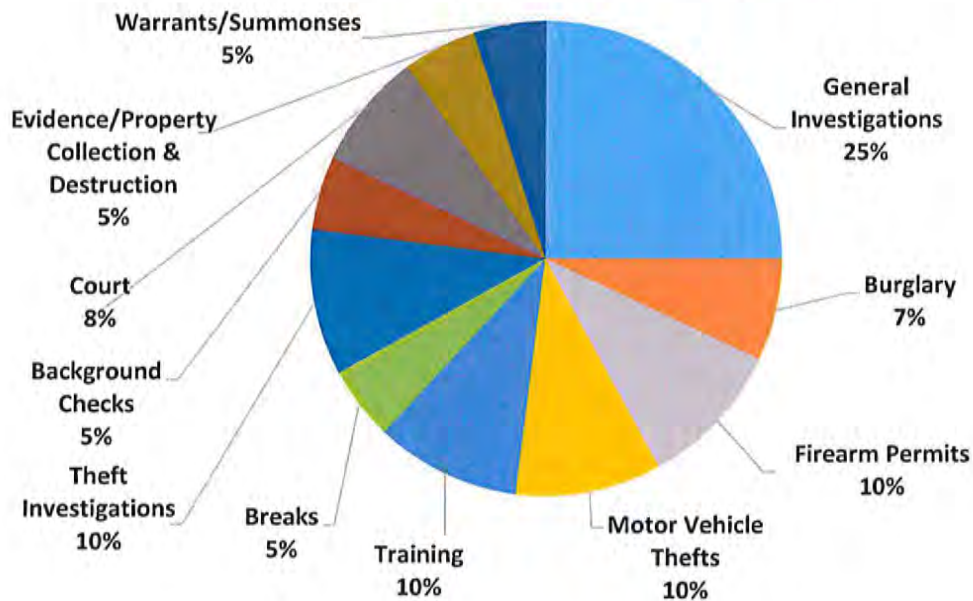


Preventive Patrol Analysis (example chart)



Note: Preventative patrol effectiveness is difficult to quantify. The above chart illustrates that service calls increased as preventive patrol decreased. One conclusion would be criminal offenses increased because the preventative patrol time decreased due to increased service calls. Decreased preventative patrol time due to increased service calls may increase criminal offenses because there is a decreased police presence. Conclusions must be based on thorough analysis.

Investigative Workload Analysis (example chart)



Budget 2015 - 2022

Description	2015	2016	2017	2018	2019	2020	2021	2022
Salary & Wages	2,906,500	2,867,500	2,858,500	2,878,300	2,750,500	2,933,780	2,980,600	3,019,810
Other Expenses	63,090	63,325	63,350	64,850	84,350	87,350	89,650	97,550
MIS	4,000	5,000	5,000	5,000	12,000	30,000	30,000	40,000
Building & Grounds	not available	not available	8,000	8,000	12,000	65,000	35,000	40,000
Car Purchases	42,000	42,000	84,000	84,000	94,000	100,000	100,000	147,000
County Radio	222,800	225,000	227,000	229,000	232,000	226,354	227,000	227,000
MDT Verizon	8,500	8,500	9,000	9,000	9,000	9,000	9,000	9,000
Fleet Maintenance	45,850	45,850	45,850	45,850	45,850	40,800	40,800	43,300
Total Budget	3,292,740	3,257,175	3,300,700	3,324,000	3,239,700	3,492,284	3,512,050	3,623,660
Overtime Budgeted	112,000	112,000	78,000	80,000	75,000	75,000	75,000	85,000
Overtime Expended	129,999	81,791	77,991	65,459	51,093	83,824	101,481	77,676

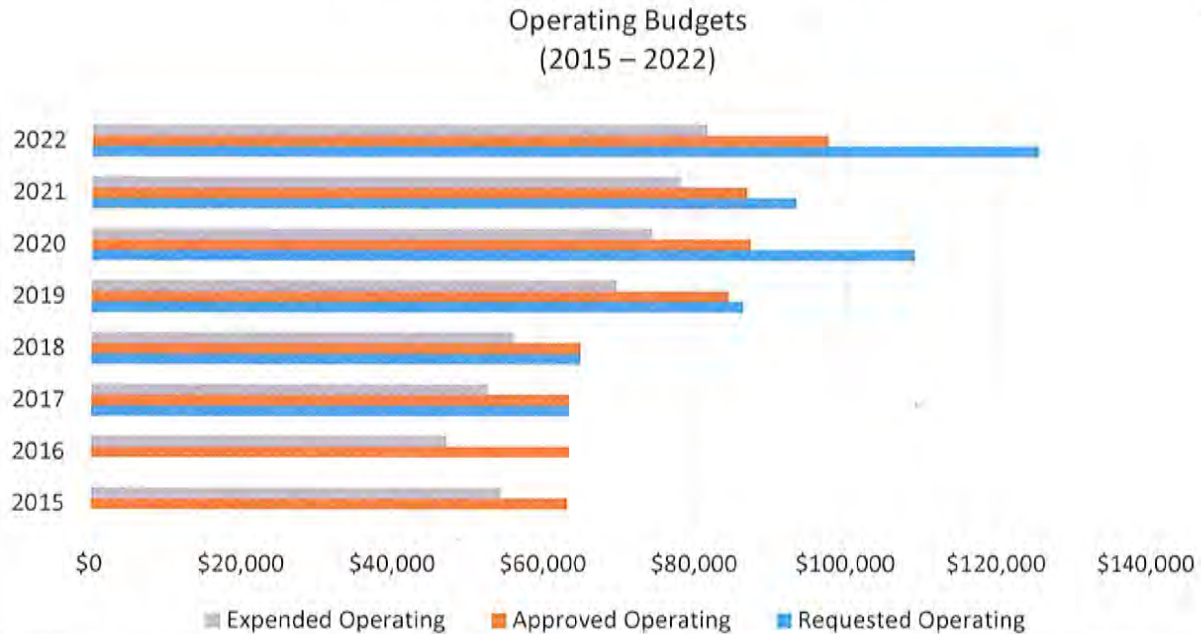
Capital Spending (2015 – 2022)

Long Hill Police Capital Spending



Note: Requested capital funding is not available for years 2015 – 2016 – 2017.

Operating Budgets (2015 – 2022)



Note: Operating does not include MIS, building & grounds, vehicle purchases, county radio, MDT – Verizon and fleet maintenance. Requested operating budgets for 2015 & 2016 is not available.

Traffic

At the local level, the purpose for collecting traffic data is for strategic planning to assist with developing long range and short-range goals and critical decision-making:

- Planning Board project requirements
- Traffic control device installation
- Signage
- Roadway improvements

The National Highway Safety Administration provides guidance and assistance to the various State Departments of Transportation. At the local level, the 4 E's ensure traffic safety is planned, implemented and managed to achieve positive outcomes. “ Transportation safety is a diverse and complex field. States are implementing and updating SHSP's in collaboration with their safety stakeholders to ensure “emphasis areas” or safety priorities focus on areas with the greatest potential to reduce fatalities and serious injuries. Generally, the 4 E's of safety define the broad stakeholder partners who care about safety and are responsible for making the roads safe for all users. Their role is to provide the 4 E perspective to the SHSP process. Stakeholders from the 4 E's are typically from the following:*

- *Engineering: highway design, traffic, maintenance, operations, and planning professionals;*
- *Enforcement: State and local law enforcement agencies;*
- *Education: prevention specialists, communication professionals, educators, and citizen advocacy groups; and*
- *Emergency response: first responders, paramedics, fire, and rescue.*

Benefits of Collaboration

There are a number of benefits for establishing a broad-based SHSP coalition, including the following:

- ***Shared responsibility***—*The SHSP is designed to be the State's "umbrella" safety plan. While the State's Department of Transportation (DOT) has the primary responsibility to develop the SHSP, it is not intended to be just a DOT plan. Success is possible because stakeholders from the different disciplines combine their skills and work together toward a common mission. Teamwork means one organization does not carry all of the financial or technical burdens alone. It fosters camaraderie and trust, so individuals know where to turn with questions, problems, shared strategies, and new ideas.*
- ***Leverage resources***—*Involvement in the SHSP brings the potential to leverage resources such as implementing low-cost safety improvements combined with high-visibility enforcement, which may improve safety more than either strategy alone. The possibilities for sharing resources through SHSP collaborations are endless. Collaboration brings about combinations of countermeasures that more effectively improve safety than any single countermeasure approach.*
- ***Multidisciplinary approach***—*Each of the 4 E's brings a unique perspective to the SHSP. Engineers approach a safety problem from the roadway and vehicle perspectives, law enforcement focuses on road user behavior, education concentrates on prevention, and emergency response personnel handle post collision care. Each approach is required for the SHSP to succeed in its effort to move disciplines from their individual areas of expertise into a coordinated, comprehensive approach to safety. (2) The traffic count data in the following chart were supplied by the Morris County Division of Engineering & Transportation.*

Traffic Enforcement

Year	Hazardous Summonses	Non-Hazardous Summonses	Parking	Permit Parking	Total Enforcement	Change Prior Year
2015	482	1,945	116	6	2,549	-
2016	482	845	477	23	1,827	- 28%
2017	399	1,062	397	26	1,884	+ 3%
2018	354	1,075	287	19	1,735	- 8%
2019	205	588	265	28	1,086	- 37%
2020	120	198	64	7	389	- 36%
2021	0	415	76	1	492	+ 26%
2022	0	580	102	1	683	+ 39%

Note: Motor vehicle enforcement decreased 73% from 2015 – 2022. There were no hazardous summonses issued in the years 2021 & 2022.

Motor Vehicle Crashes

Year	Death	Injury	Non-Injury	Other	Total Crashes	Change Prior Year
2015	1	16	145	2	164	-
2016	1	27	176	6	210	+ 28%
2017	1	20	204	10	235	+ 12%
2018	0	19	219	4	242	+ 3%
2019	0	21	205	3	229	- 6%
2020	0	10	118	0	137	- 40%
2021	0	14	164	0	178	+ 30%
2022	2	26	153	1	182	+ 2 %

Note: Motor vehicle crashes decreased during the COVID year 2020. The following year with the return of traffic, 2021, motor crashes increased 30%.

24 Hour Roadway Traffic Counts

Road	Count/Year	Count/Year	Change
<i>Valley Road (West of Plainfield Road)</i>	<i>15,378 2013</i>	<i>17,656 2018</i>	<i>+14.8%</i>
<i>Valley Road (River & Division)</i>	<i>10,855 2015</i>	<i>8,909 2021</i>	<i>-17.9%</i>
<i>Valley Road (East of Laura Drive)</i>	<i>9,815 2015</i>	<i>8,440 2021</i>	<i>-14.0%</i>
<i>Long Hill Road (Central & Meyersville)</i>	<i>5,949 2014</i>	<i>5,130 2019</i>	<i>-13.8%</i>
<i>Long Hill Road (Carlton & Central)</i>	<i>4,933 2015</i>	<i>5,671 2017</i>	<i>+15.0%</i>
<i>Meyersville Road (East of New Vernon)</i>	<i>9,836 2016</i>	<i>No counts after 2016</i>	<i>No counts after 2016</i>
<i>Meyersville Road (Long Hill & New Vernon)</i>	<i>5,255 2016</i>	<i>No counts after 2016</i>	<i>No counts after 2016</i>
<i>New Vernon Road</i>	<i>4,029 2013</i>	<i>5,100 2016</i>	<i>+26.6%</i>
<i>Mountain Avenue</i>	<i>4,780 2013</i>	<i>5,688 2017</i>	<i>+19.0%</i>
<i>Plainfield Road</i>	<i>7,057 2015</i>	<i>9,597 2021</i>	<i>+36%</i>
<i>Division Avenue</i>	<i>3,872 2015</i>	<i>2,410 2021</i>	<i>-37.8%</i>

Note: The Long Hill Police Department has not maintained traffic counts for municipal roads. The Long Hill Police Department should build a roadway traffic count library for both county and municipal roads. Annual traffic roadway counts will accurately reflect traffic patterns that are current. Because the data submitted is not current, recommendations are not provided. Current traffic data is essential to assist the decision-making process when development applications are submitted. Decisions regarding signage, roadway improvements, traffic calming and traffic control devices require accurate current data.

Written Directive System

Fifteen policies and procedures were inspected to determine annual review frequency, updating, distribution, training, and compliance.

- Special Orders & Memorandum** – Annual review proof was not submitted. The process to ensure the written directive system is current is the annual review of policies, procedures, special orders, and special memorandums. At some point, the process was discontinued. Special orders were issued by email and special memorandums which are both incorrect and not in compliance with the written directive system policy.

2. Policies & Procedures:

- Use of Force – The policy is up-to-date and in compliance with the December 2020 and April 2022 revised Attorney General Guidelines
- Pursuit and Forcible Stopping Guidelines (dated May 19, 2022) – Attorney General Directive 2022-04 dated April 29, 2022, added six new crimes to the list of offenses for which a vehicular pursuit may be authorized. Long Hill's policy has been updated to include all but two of the six additional crimes: theft of a motor vehicle and receiving stolen property – motor vehicle only
- Arrest and Transportation – the policy is missing updates contained within Morris County Prosecutor Directive dated November 3, 2022 (Volume 2 - Chapter 9 – Fugitive Procedures and Signing Complaints)
- Search Procedures – The policy is updated and in compliance
- Evidence and Property Control – The policy is updated and in compliance
- Internal Affairs – The policy does not include updates contained Attorney General Law Enforcement Directive 2022-14 dated November 15, 2022

Note: The first policy page must include tracking change dates, page and section for all policy & procedures. The changes should be bold type which will provide the exact change(s). Add Chief & Appropriate Authority signature line and date. The entire written directive system requires review and updating. The non-mandatory policies require review to determine relevancy. If the policy or sections of a policy are not relevant, those policies or sections should be removed or updated. The random mandatory policy sampling indicates that revisions are required. The Rules and Regulations have been updated as required.

3. Rules & Regulations:

- Revised February 15, 2019
- Revised May 22, 2023
- Revised February 8, 2023

Note: Add Chief & Appropriate Authority signature line and date. The Rules and Regulations have been updated as required.

Strategic Planning

Traffic analysis, crime analysis, service call analysis, community satisfaction surveys, County Prosecutor Directives, State Attorney General Directives, training requirements, equipment requirements, development within the municipality, and development within contiguous municipalities are the inputs necessary for strategic planning. Decisions based solely on history for future planning will undoubtedly have unintended outcomes.

Effective and efficient organizational management will not be achieved without the strategic planning components (current, short range & long range). The strategic planning process develops goals & objectives which establishes priorities to ensure that the Police Chief, Police Department members, Appropriate Authority, Township Committee, and other stakeholders are focused to achieve goals that are not only developed by the Police Chief, but instead goals that have been developed with input from all the stakeholders. The difficulty is anticipating trends and how changing conditions will affect those trends. Also, as mentioned, strategic planning must not be solely based on experience, however; experience is one factor that must be considered.

Strategic planning is a dynamic process. Strategic planning is a core responsibility that the Chief Police must understand, embrace, and coordinate. Emphasis is placed on goals & objectives: development, monitoring and reporting is the responsibility of the Chief of Police.

Strategic planning within the Long Hill Township Police Department must be implemented to prepare the organization for future challenges.

Performance Measurement & Metrics

The MRI Report page 24 paragraph 4 reads as follows: *“The patrol function of traditional police organizations provides the primary policing service to the public; a call is received, and a patrol officer responds. When not responding to a call for service, patrol officers are expected to undertake preventative patrol and proactive enforcement activities. The Long Hill Police Department is now based on this traditional model.*

An alternative to the traditional model of policing is the proactive community policing model. In this model, a proactive public safety agenda is developed for the community based on input from all facets of the community of which the police are but one. The police and the community then share the responsibility to affect the agenda.” (3)

The blend of traditional and modern policing methods demonstrates to the stakeholders, the Township Committee, and the members of the Long Hill Police Department that there is a unified direction to develop and achieve specified goals. The modern community policing model is a partnership with the police department, civic organizations, religious organizations, schools, business owners, volunteer organizations and the Township Committee. The development of annual goals and objectives must include input from all the organizations within the community.

As explained in the crime analysis section of this report, performance measurement must not only be based on the number of crimes solved or the reduction of crime. Uniform Crime Reporting, for many years, was viewed as the method to evaluate performance. The statistical analysis should not be overlooked or removed. Criminal and traffic analysis coupled with community-based policing are part of the modern policing performance evaluation. *“Community policing, with its emphasis on problem solving and community restoration, significantly expands*

the police domain and demands that organizational performance be reconceptualized. It is no longer sufficient to measure organizational crime-control prowess (which we never did very well.) Now we must address crime control plus the expectations created under the rubric of community policing. The Policing Research Institute improved our capacity for “measuring what matters’ in the context of this new policing paradigm.” (4)

(Demographics/Expenses/Staffing)

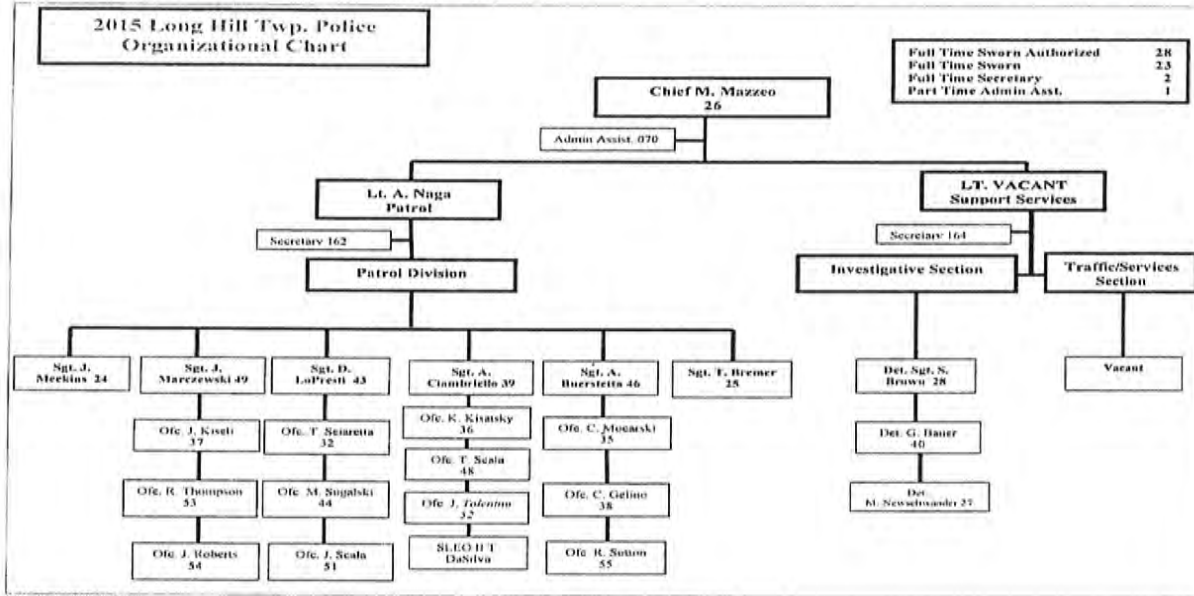
Municipality	Long Hill	Town A	Town B	Town C
Cost Per Resident	341.00	363.00	159.00	268.00
Households	2,903	2,702	9,907	2,037
Cost Per Household	958.00	1,008.00	451.00	791.00
Persons Per Household	2.97	2.91	2.73	2.93
Square Miles	12.06	12.91	24.33	18.01
Population	8,629	7,893	27,830	6,016
Median Income	143,667	200,375	160,286	219,135
Sworn Officers	24	20	39	15
Dispatch Expenses	240,382	341,961	-0-	141,000
2022 Service Calls	20,801	17,862	25,120	15,484
Marked Vehicles	9	10	20	7
Unmarked Vehicles	4	7	11	3
Training Expenses	13,214	10,000	25,333	9,000
Vehicle Repair Expenses	40,270	24,000	Not Provided	30,000
2022 Salary Budget	2,939,596	2,866,500	4,436,749	1,611,000
2022 Salary Budget Expended	2,781,040	2,723,000	4,469,780	1,611,000
2022 Overtime Budgeted	85,000	130,000	104,080	65,000
2022 Overtime Expended	77,676	120,000	119,787	75,000

Note: The Long Hill Police Budget is managed well. Over budgeting and excessive overtime is controlled. Except for Town B, the number of Long Hill service calls are significantly higher than similar Town A calls for service. Factors that could contribute to the difference are commercial development within the contiguous municipalities, housing density, commercial development, and service businesses. Residents travel from contiguous municipalities that have limited-service businesses to Long Hill for those services which increase, traffic, motor vehicle crashes and other related requests for police services.

Long Hill Police Organizational Charts

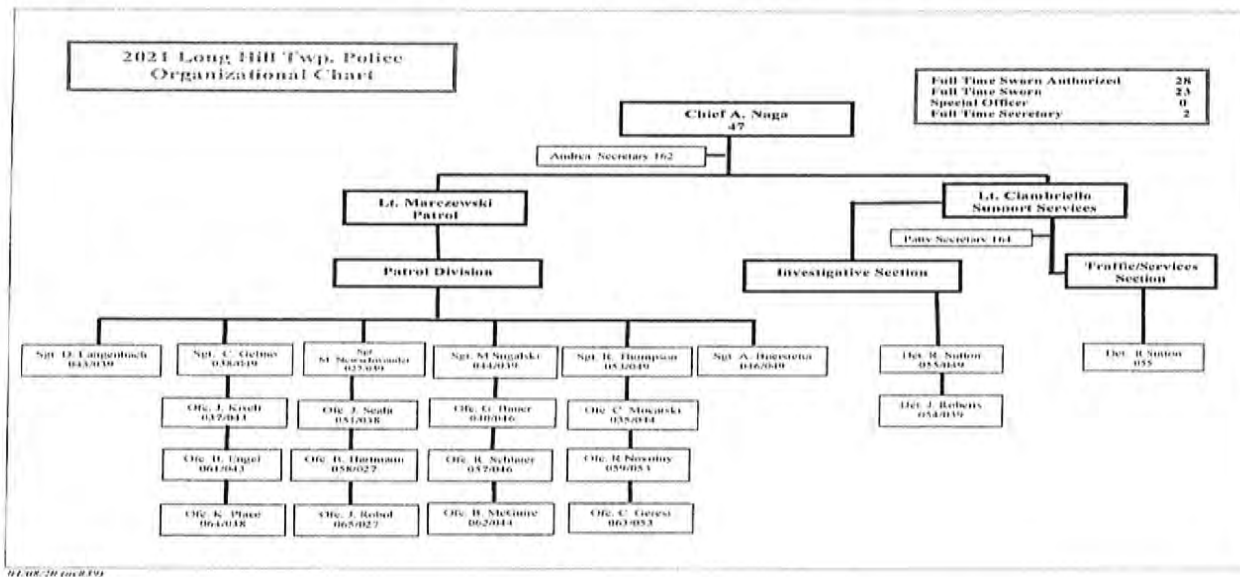
2015

Delineated Lines of Authority NOT CORRECT (personnel only – functions not listed)



2021

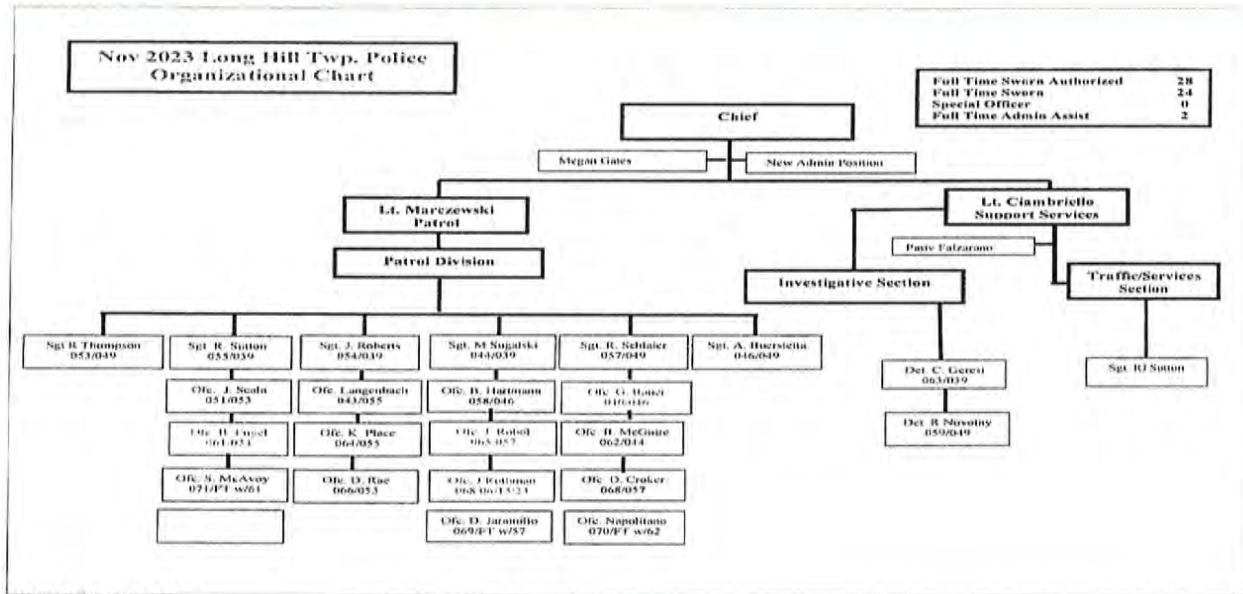
Delineated Lines of Authority NOT CORRECT (personnel only – functions not listed)



Long Hill Police Organizational Charts

November 2023

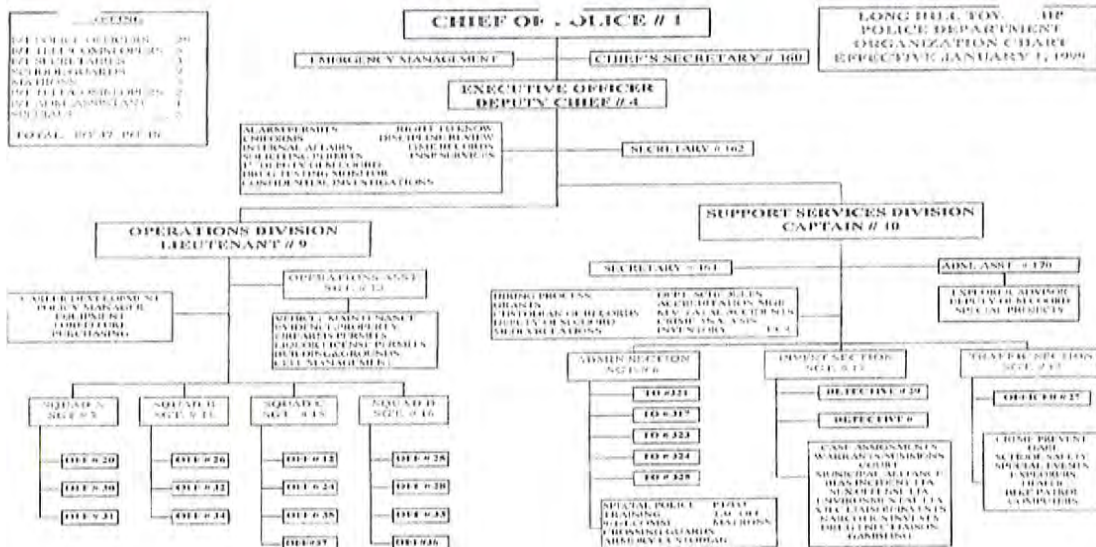
Delineated Lines of Authority NOT CORRECT (personnel only & functions notlisted)



Projected for November 2023

1999

Delineation Lines of Authority CORRECT (personnel & functions)



Facility

History

The Passaic Township Police Department was established in 1924. Police headquarters from 1924 to the early 1950's was the private home of the Chief of Police. The early 1930's to the early 1950's dispatch method was accomplished while the Chief of Police was patrolling on Long Hill Road, the Chief's wife would turn on an electric light that was in the attic of the Chief's private residence indicating there was a call. At that time the view from Long Hill Road was not obstructed by the mature trees that exist today.

In the early 1950's the Passaic Township Police Department was in the clothes closet in the old municipal building on Long Hill Road, Millington and served as the office for the Chief of Police. In the late 1950's police headquarters was relocated to Meyersville. The office that was rented was located at the corner of Meyersville Road and New Vernon Road. In the early 1960's police headquarters was relocated to the Elm Street School basement. In 1966 the Township rented several offices on Morris Street and the police headquarters was relocated from Elm Street School to the Morris Street building. Also, in 1966, the police dispatch was moved from Morris County Dispatch to the Morris Street location and fulltime dispatchers were appointed. Police communications, police dispatch, fire dispatch and first aid dispatch were serviced by the new Passaic Township Dispatch Center. In late 1976 early 1977, the building located at 264 Mercer Street which currently serves as the Long Hill Police Headquarters was purchased from the United States Government. The current facility had served as a training center for the United States Navy. The interior renovations were performed by the police department members. The Morris Street Communications Desk was relocated and reconstructed by the members of the police department. In or about June 1977, police operations were transferred from the Morris Street location to the 264 Mercer Street location.

Flooding

From 1977 to early 1990, the building did not experience flooding issues. From the mid-1990's through 2023, the flooding frequency has increased. In the early 1990's the generator located in the rear of the building on the east property line was purchased and installed. The generator is placed on a platform that is approximately six feet eight inches above the parking lot. The reason the generator was installed at a height of six feet eight inches above the parking lot is because the area where the current police headquarters building is located is within the one-hundred-year flood zone. Before the emergency generator was installed the Township Engineer was asked to provide the generator platform height that would be above the one-hundred-year flood water level. The Township Engineer marked the radio antenna pole which is located next to the existing generator platform at a height of five feet. Now, why is this important? Obviously to protect the generator from damage during a flooding situation, but more importantly, flood water at a height of five feet will spill into the first-floor windows of the police building. The first-floor windows of the police facility average in height from the ground to the windowsill from three feet seven inches (rear) to four feet (front). The temporary flood barrier height measures twenty-nine inches.

The pictures in the MRI report demonstrate what has occurred during minor flooding conditions. A major flooding condition will disrupt police operations for months and again

cost the Township more than half a million dollars. The temporary solution to waterproof the building during flooding conditions has not been tested during an actual flood. Preventing flood waters from entering the building is not a permanent solution. Relocating police operations during a flood event is not strategic planning.

Renovations

The second-floor addition was completed in 1992. In 1997, the second floor was increased when three offices were constructed on the east side of the existing building. After the recent flood, the first floor was renovated and updated. Sump pumps have been installed to reduce the accumulation of water in the building during a flooding event. However, until there is a recurrence of prior flooding experiences, the protective flooding measures installed have not been tested to demonstrate the first-floor interior will not require extensive renovations again. The addition of a “sally port” when moving arrestees from the patrol vehicle to the interior of police headquarters for processing must be part of the design for a new police facility.

Maintenance

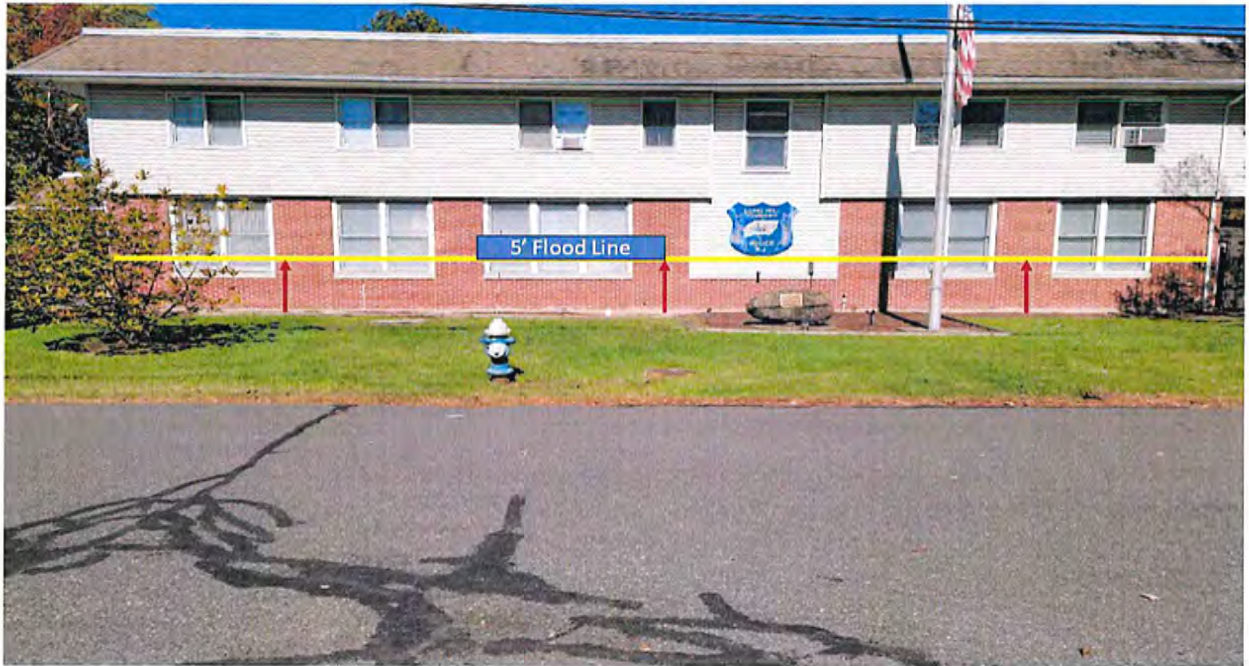
The interior of the facility has been maintained well. After the most recent flood, the first floor was completely upgraded. The exterior of the building and grounds require maintenance. The wood borders around the stone beds at the westside and front of the building are rotted. The vinyl siding on the second-floor exterior has evidence of mold. The exterior windowsills require paint scraping and new paint applied. The garbage containers are in open view from Mercer Street and should be screened. The police patch sign on the front center of the building is faded and the paint is peeling. There are several offices with window air conditioners. The building did have a central air conditioning system.

The generator metal platform, supporting columns and stairs are rusted and require scraping and painting. Also, before a replacement generator is installed, the platform and stairs should be inspected by a structural engineer. The OIC was notified to have the generator platform and stairs inspected by a structural engineer.

Closing Facility Comments

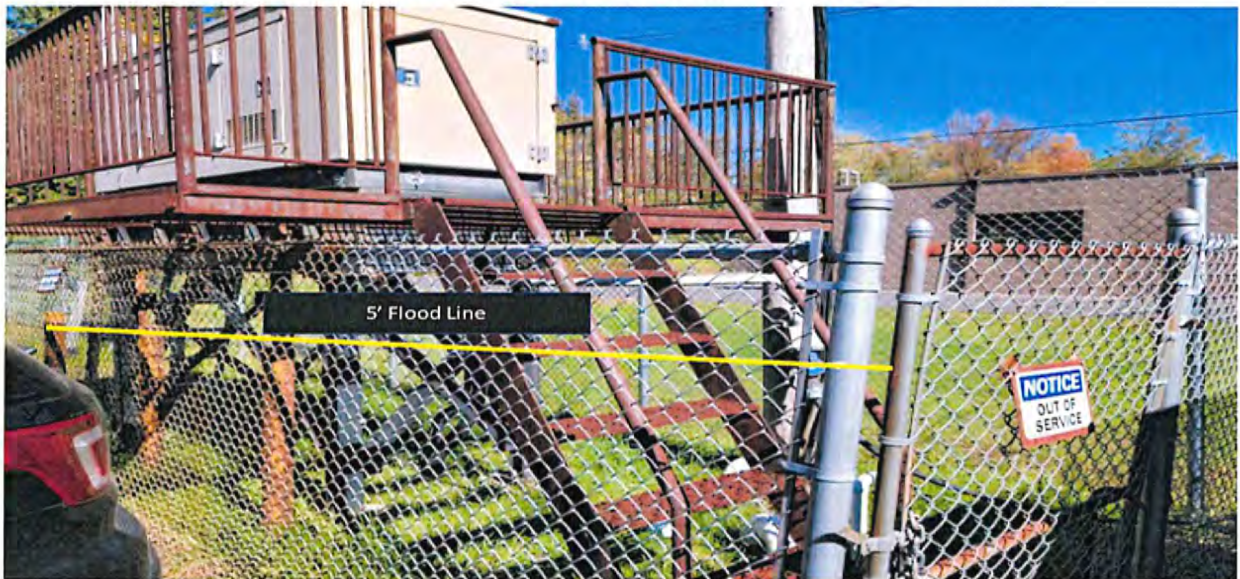
Over the past one hundred years police headquarters has relocated from the Police Chief's private residence (3 chiefs / 3 residential locations) to five alternate locations. Long-range planning is an integral strategic planning component. The police operation is a public safety service (365 days a year – seven days a week – 24 hours a day) that includes responses to police, fire & first aid emergencies. Starting in early 1990 and continuing to the date of this report, flooding frequency at the current police headquarters location has increased. Relocation of the police operations during a major storm is not recommended nor is it good government. The repeated costs to repair the current facility after a flooding event will continue and will increase over time. The police facility must be a planning priority.

Front view of police headquarters



Note: The 5' flood line as determined by the Township engineer in the early 1990's. The potential flood water height is 5' above the existing ground level and 1' above the building windowsills.

Nonfunctioning emergency generator and rusted platform



Note: The emergency generator platform height was specified by the Township engineer. The platform is 6' 8" above the parking lot grade which is approximately 1' 8" above the potential flood line. The platform and stairs are rusted and before installation of a replacement generator an inspection by a structural engineer is required.

Records storage shed flood line and outdated equipment storage



Note: Police records stored in this shed are at risk of destruction when there is significant flooding. The shed is not climate controlled, and records will eventually be destroyed.

Records storage shed interior



Records storage shed interior



Headquarters building records storage



Headquarters building records storage



Headquarters records office



Headquarters records storage



Discarded outdated equipment storage shed



Discarded outdated equipment storage shed



Antenna Pole #1



Antenna Pole #2



First floor rotted windowsills



Driveway entrance from Mercer Street



Front rotted landscape border



Driveway entrance landscape border



Rear back building with exterior mold



Vehicles

Assignment - Condition - Expenses

The marked and unmarked vehicles appear well maintained. The 2022 vehicle repair expenses total \$43,016. The 2022 average annual repair expense per vehicle is approximately \$2,389.00. The annual repair expense per vehicle is an indication that vehicle replacement is very responsible. There are nine vehicles (50% of the fleet) with mileage less than 70,000 miles. The recorded mileage supports the Township Committee's commitment to providing the police department with replacement vehicles to adequately support police operations. The eighteen police vehicles are assigned as follows:

- Patrol.....8
- Patrol Sergeant..2 (unmarked)
- Traffic.....5
- **Total Wreck1 (unmarked not replaced)**
- OIC.....1 (unmarked)
- Lieutenant.....1 (unmarked)
- Detective.....1 (unmarked)
- Total.....19 (including the total wreck vehicle)

Vehicle Number/Mileage/Repair Expenses

Vehicle Number	Year	Make	Model	Marked	Unmarked	Mileage	Repair Cost
1	2019	Ford	Explorer	X		74869	5118.35
2	2022	Ford	Explorer	X		9941	362.02
3	2022	Ford	Explorer	X		4270	150.34
4	2020	Chevy	Tahoe		X	62578	10083.04
5	2020	Chevy	Tahoe		X	56073	7352.23
6	2019	Ford	Explorer	X		78402	8387.02
7	2021	Dodge	Charger	X		28795	1945.47
8	2021	Ford	Explorer	X		21537	1488.2
9	2021	Ford	Explorer	X		19404	577.75
1T	2013	Ford	Interceptor	X		101829	4016.8
2T	2017	Ford	Explorer	X		110551	7628.19
3T	2017	Ford	Explorer	X		75531	5634.59
6T	2013	Ford	Interceptor	X		129292	8631.19
9T	2016	Ford	Explorer	X		121055	11714.64
15	2018	Ford	Explorer		X	83395	2569.5
16	2011	Chevy	Impala		X	78121	3433.52
17	2020	Chevy	Tahoe		X	62869	1986.77
19	2020	Dodge	Durango		X	26200	1051.57

Note: The above spreadsheet is not the current vehicle tracking spreadsheet that is prepared internally. The above spreadsheet was prepared to capture information that is not listed on the current department spreadsheet. There is one additional vehicle which would increase the number of vehicles assigned to the police department that was not replaced. The vehicle was involved in a crash and a total wreck. The reason the vehicle was not replaced is because insurance paid only \$13,000.00 and the funds are not available to cover the cost for a replacement vehicle.

Maintenance – Budgeted / Expended

Year	2015	2016	2017	2018	2019	2020	2021	2022
Budgeted	45,850	48,850	45,850	45,850	45,850	40,800	40,800	43,300
Expended	34,528	37,146	38,171	28,309	35,986	33,066	41,245	43,016

Replacement

The current internal spreadsheet for tracking police vehicle information is excellent. The current spreadsheet does include repair expenses, mileage for each vehicle and delineate marked or unmarked. Decisions to replace vehicles should be fact based. Vehicle repair expenses are critical when compared to vehicle mileage. Referenced in the above chart: One vehicle with 62,578 mileage and repair expenses that total \$10,083.00 compared to another vehicle with 74,869 mileage and repair expenses that total \$5,118.00 is an excellent fact-based evaluation method to determine vehicle replacement order.

Purchases

Year	2015	2016	2017	2018	2019	2020	2021	2022
Request			84,000	84,000	84,000	100,000	120,000	150,000
Approved	42,000	42,000	84,000	84,000	94,000	100,000	100,000	147,000
Expended	39,518	75,904	82,418	107,946	117,453	92,913	113,510	113,938

Note: 2015 & 2016 requested are not available.

Auxiliary Vehicles

Three auxiliary vehicles are assigned to the police department: an old ambulance which is designated to transport barricades, cones, and signs, and two Humvee type vehicles that the OIC advised are not functioning and require repairs. The use of an old ambulance to transport traffic equipment is not reliable or practical. The use of a properly marked pick-up truck would be the appropriate vehicle for transporting traffic equipment. The use of Humvees during flooding conditions is limited for rescue operations. The Humvees do not appear to have high water protection and may be limited.

Ambulance used for traffic equipment



Humvees used during flooding events



Firearms Range Facility

The firearms range training facility was constructed in 1960. Maintenance and upkeep are apparent. The backstop requires repairs. The pavement is in good condition. The firearms training range is an asset which reduces overtime costs and provides for training programs that would not be possible at an indoor firearms training facility. Over the years the budget has supported maintenance requirements. Sound buffering research should be planned.

Firearms Range



Range Backstop Requires Repairs



Options Definitions

1. “Remain Independent” means not connected with another police department. Continue operations with the same organization oversight authority which currently is exclusively the Long Hill Township Committee. (Appropriate Authority)
2. “Joint Meeting” means the joint operation of any public services, public improvements, works, facilities, or other undertaking by contracting local units pursuant to a joint contract under section 14 of P.L. 207, c63 (C40A:65-14). (Uniform Shared Services and Consolidation Act)
3. “Shared Service” or “shared” means any service provided on a regional, joint, interlocal, shared, or similar basis between local units, the provisions of which are memorialized by agreement between the participating local units, but, for the purposes of this act, does not include any specific service or activity regulated by some other law, rule or regulation. (Uniform Shared Services and Consolidation Act)

Independent Recommendations & Options Process

When deciding the options for the delivery of law enforcement services there are functions that must be included with every option that are outlined in this report.

The option selected will determine the recommendations that Long Hill Township may decide to implement. The recommendations submitted are organized as authorized by the Uniform

Shared Services and Consolidation Act. (appendix 1) Selecting any of the options, before approval, requires extensive professional research, analysis, planning and review.

Remain Independent

1. Appoint an experienced professional law enforcement executive with the credentials, factual demonstrated record for leadership, organization, policy development and succession planning experience to review the MRI recommendations and this report. The candidate selected must provide examples of successful mentoring accomplishments as detailed in the summary of this report. The candidate selected must demonstrate extensive experience developing annual goals, objectives, and reporting achievements. Samples of work products will demonstrate knowledge and experience.
2. After the recommendations have been implemented, the mentoring process must be completed for the appointment of a Chief of Police.
3. Amend the Municipal Code Chapter 2-14.2 Appropriate Authority designation from the Township Committee to the Township Administrator. The designation change will provide for a clear line of authority between the Police Chief and the elected members of the Township Committee.
4. Remove the Township Committee liaison position. The Township Committee liaison designation violates proper organizational principles. To whom does the Chief of Police report: the Appropriate Authority or the Township Committee liaison? The line of authority must be clear, or conflicts will develop.
5. Implement annual personnel evaluations to include command level officers and include the career development program as a component of the personnel evaluation process for all personnel.
6. Implement monthly staff meetings (chief, lieutenants & sergeants). An agenda and meeting minutes required.
7. Body armor grant funding and monitoring in accordance with the manufacturer's replacement scheduling must be accomplished before body armor expiration dates. The department does maintain a master list; however as of August 18, 2023, there are four body armor vests that expired. The department implemented the body armor policy & procedures (volume 2 chapter 19) which includes care, maintenance, and replacement. Again, develop policy and procedures that include all department equipment.
8. Appoint a subcommittee to identify possible locations to relocate the police facility. The current location is within the flood zone. Flooding has been an issue for over twenty years. To ensure the assigned task is completed in a timely manner, milestones must be established and provided to the subcommittee.
9. The Appropriate Authority must require monthly and yearly reports to include at a minimum:
 - Clearance rate comparisons (monthly & yearly)

- Stolen property (stolen amount and recovered amount monthly & yearly comparison amounts & percentages)
 - Overtime amount paid, accumulated compensatory time & special police amount paid (monthly & yearly comparisons). The numbers and bar graph comparison recommended.
 - Motor vehicle traffic analysis: motor stops, summonses, warnings & percentage warnings issued to summonses issued (monthly & yearly comparison)
 - Motor vehicle violations (monthly & yearly)
 - Workload analysis pie charts (examples on pages 26 & 27 of this report) for patrol, investigative & support services (monthly & yearly comparisons)
 - Training courses and hours (monthly & yearly)
 - Community policy initiatives (monthly)
 - Expended budget percentage for the current year (salary, overtime & operating)
 - Annual goals, objectives, and achievements.
10. State & National Accreditation is necessary and recommended. The Rodgers Group is recommended to review the entire written directive system for updating, compliance and provide training for superior officers to learn the process for updating, reviewing, and implementing written directives. The training must include defining the components of the written directive system, tracking and authority.
11. Prepare annual goals, objectives, and achievements. Goal establishment and achievement reporting will ensure that the police department is focused, and the Appropriate Authority is informed. Preparation of short range and long goals & objectives are the foundation for strategic planning.
12. The current community policing initiatives include Operation Good Morning, Coffee with a COP, Home Security Surveys, LEAD and Car Seat Installation. The modern policing model is necessary for annual goal development and an excellent method to evaluate police performance. In addition to the current programs, the following community policing initiatives are recommended:
- Law Enforcement Against Drugs (LEAD) – Continue drug awareness education and decision making that is presented to school children in grade 5
 - Daily School Visits - Patrol officers visit the school, walk through the building and interact with the students and faculty
 - Social Media - Instagram, Twitter and Facebook promote positive police/citizen interactions and communication

- Annual bicycle safety seminar
- Resume evening business checks (implemented March 23, 2023, 23-SO-003)
- Continue residential property checks
- Restore the Police Explorer Program
- Implement written policy for morning and afternoon patrol following school buses, checking bus stops and that crossing guards are at assigned locations.
- Expand the Crime Prevention Neighborhood Watch Program. Include meetings with the following to explain that they are the “eyes and ears” that will assist the police department:
 - ✓ Road Department personnel
 - ✓ Mail delivery personnel
 - ✓ Residents
 - ✓ Senior Citizens
 - ✓ VFW
 - ✓ ELK’S Club
 - ✓ Periodic police officer assignment walking the Main Street business district to speak with business owners about their concerns.

13. Revise the patrol work schedule. Officers assigned to a sergeant must work with that sergeant. Unity of Command: *One individual is in command of a situation and one individual only reports to one supervisor.*

14. The MRI Report does not list the total number of officers employed. The MRI Report recommends “*six additional officers to the current budget authorized strength.*” Long Hill Township Ordinance 2-14.1 authorized strength is twenty-eight officers. The 2023 budgeted authorized strength is twenty-five officers. If the Township Committee approves the MRI recommendation, the Township Committee must amend Township Ordinance 2-14.1 to an authorized strength of thirty-one officers. The MRI recommendation is to add six officers to the current budgeted number of officers (25), which is three officers more than the approved authorized strength of twenty-eight officers. The following is recommended:

- Increase the current staffing level from (25) officers to the authorized strength (28) officers
- Implement the workload analysis program recommended in this report
- Collect the workload analysis data for one year

- Analyze the workload data collected and decide if further staffing is necessary
(3) additional officers as outlined in the MRI Report

15. Organize the department staffing to include three command level officers:

- Captain (1) (add)
 - Lieutenant (2)
 - Sergeants (8) (reduced from 9 to 8) (6 patrol – 1 traffic – 1 detective)
 - Officers (17)
- Total.....(28)

16. Implement scheduling that alternates lieutenants on day and evening shifts.

17. Prepare annual command staff (lieutenant & captain) written evaluations.

18. Revise the organizational chart to correctly delineate lines of authority.

19. Continue vehicle inspection reports before patrol shifts and add the requirement for vehicle inspections after the patrol shift. (currently, patrol vehicles are inspected at the start of the shift)

20. Develop and implement one policy & procedures for department equipment, including vehicles to include purchasing, care, maintenance, inspection, and replacement.

21. Review Safe Streets to School grant funding for sidewalks, pathways, bicycle paths. traffic calming and other means to ensure the ease and safety of children walking to school.

22. Annually prepare crime analysis reports to determine staffing levels for patrol and investigative operations.

23. Emails are not policy & procedures or special orders. Follow proper written directive practices & policy as outlined in Long Hill Policy & Procedures dated August 5, 2015:

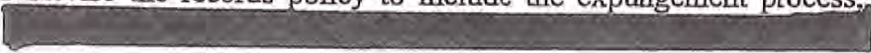
- Rules & Regulations
- Policy & Procedures
- Special Orders (not memorandum) (see memo dated June 24, 2018, discontinue business checks)
- Special Memorandum (advisory or informational)
- Inter Office Memorandum (to/from)

24. Adopt police promotion ordinance.

25. Appoint a civilian executive administrative assistant that has demonstrated law enforcement experience and accomplishments (retired, command level police officer). The administrative functions assigned to sworn commend level officers would be reassigned to the executive administrative assistant.
26. Redesign the patrol vehicles exterior markings. Currently, the patrol vehicles are “stealth” which is very difficult for the public to recognize as a police vehicle. Patrol vehicles should easily be recognized by the public. There is justification for “stealth” vehicles that would depend upon the specific police operation. Routine patrol functions do not require “stealth” police vehicles. Crime deterrence is one basis for patrol vehicles to be prominently marked.
27. Relocate records storage from the parking lot shed to the decommissioned communications center that is in the police building. The floor is raised approximately 18” and will provide improved protection during a flood event. Develop a plan to transition records from paper documents to digitize police department records.
28. The police explorer program was implemented in 1980. The program is an extension of the Boy Scouts for young adults ages 14 – 18. The program is designed to provide young adults with an understanding of law enforcement. The Police Explorer Program is one component for a successful community policing program. There were several police explorers that did become police officers and moved through the ranks:
 - (1) Chief
 - (1) Deputy Chief
 - (2) Sergeants
29. The Chief of Police must schedule staff meetings at two or three-month intervals and include the sergeants and command staff (lieutenants & captains). In advance, prepare the meeting agenda and circulate to the staff for topics. Prepare meeting minutes & circulate to the staff for comments. The final approved meeting minutes must be signed and distributed to the staff.
30. Currently, when on duty, officers are allowed to exercise and use the weight equipment at police headquarters. Policy & procedures, rules & regulations authorizing officers to exercise while on duty have not been developed and implemented. The Township must receive written verification that insurance coverage is provided. Township officials should review the policy & procedures for fitness room best practices as outlined in the MEL Safety Institute Bulletin. (appendix 2)
31. Amend the written emergency response policy that integrates police, fire & first aid to include traffic control at key intersections when staffing permits and additional officers are not required at the emergency scene.
32. Develop and maintain a traffic library to include annual traffic counts for all roadways.
33. Develop and implement written policy & procedures for following school buses, checking crossing guard posts and bus stops. The current practice is to follow school

buses, check crossing guard posts and check bus stops. However, the “practice” is not in writing.

34. As explained, all levels of the organization must comply with an established written directive system. The email reporting radio system issues (email dated December 3, 2021) should have been a special order and eventually at the annual review of special orders and memorandums determined if the special order should be cancelled, re-issued for the new year, or incorporated into written policy & procedures.
35. Implement uniform dress policy that is consistent not optional. Example: if uniform shirts are to be long sleeve, all officers working are to wear long sleeve uniform shirts.
36. Outlined within this report is the strategic planning process. Assign the responsibility to the Chief of Police to coordinate, develop, implement, and monitor a ten-year strategic plan for the Long Hill Police Department.
37. Until the Chief of Police is appointed, it is recommended that the OIC attend Township Committee meetings and answer questions from the public and Township Committee members about public safety.
38. Scheduling all command level officers (Chief, Captain & Lieutenants) to be working extra duty assignments at the same time should be avoided. During the day shift (Monday – Friday) one command level officer should be at headquarters to supervise and assist the staff members. Also, there may be emergency calls that require a command level officer. The rationale that command level officers when working extra duty assignments is a benefit because they are immediately available is not acceptable and quite frankly does not make sense. If the command level officer has the discretion to leave an assignment without replacement, why is the assignment necessary? Also, scheduling to ensure that the entire command level officers are all off at one time or scheduled for training or attending conferences must be avoided. The police department leadership must understand their role as a command level officer.
39. The vehicle tracking spreadsheet is excellent. Include three additional columns for repair expenses, mileage, and marked or unmarked.
40. Identify the type of vehicle that is designed for high water rescue. Research the military surplus vehicle that will meet the specification for high water rescue.
41. Implement procedures for the Department of Public Works to inspect the police building & grounds and schedule required repairs in a timely manner.
42. Before the replacement emergency generator is installed, the platform and stairs must be inspected by a structural engineer. The platform and stairs are rusted and after inspection must be prepared and painted properly.
43. Two utility poles located on the east side of the back parking lot have numerous antennae. If the antennae are not required, remove the antennae and poles.

44. The outdated equipment and other items located in the rear parking lot shed should be inventoried for auction or discarded.
45. Before the new emergency generator is installed a structural engineer inspection of the steel platform and stairs to determine if repairs are required and before installation of the new generator sand blasting and painting is required.
46. Repair the firearms range backstop. Research sound buffering systems.
47. Identify a partner municipality and research specific shared service opportunities for all municipal operations.
48. Develop and implement a policy for police department review of plans submitted to the Planning Board or Borad of Adjustment. Projects should be evaluated by the police department to provide traffic and safety recommendations.
49. Enclose the garbage containers to improve security and overall appearance.
50. Remove the mold on the exterior north side (rear parking lot) of the police building.
51. Revise the records policy to include the expungement process, security, and access.


Joint Meeting

1. Review and compare the shared service option and the joint meeting option.
2. Select the option. (shared service or joint meeting)
3. Identify a municipal partner.
4. Prepare a timeline with process milestones.
5. Schedule public meetings to explain the Joint Meeting option.
6. Appoint a joint committee with representatives from both municipalities to identify and recommend police functions that the partner municipality and Long Hill could implement to determine if a complete transition to the Joint Meeting option would be possible. After four months, the committee will prepare a written report with recommendations to include the potential positive and negative impacts. The report will be submitted report to the governing bodies of both municipalities.
7. Request the New Jersey Department of Community Affairs to initiate a study that would include positive and negative impacts, cost benefit analysis, and estimated implementation time. (resolution to request DCA study required from both municipalities)
8. Schedule public meetings to present the New Jersey Department of Community Affairs study recommendations.

9. Township Committee decision to implement the study recommendations.
10. Develop a plan to implement the study recommendations: (30 – 60 – 90)
11. Implement the recommendations listed in this report.

Shared Service

1. Review and compare the shared service option and the joint meeting option.
2. Select the option. (shared service or joint meeting)
3. Identify a municipal partner.
4. Prepare a timeline with milestones.
5. Schedule public meetings to explain the Shared Service option.
6. Appoint a joint committee with representatives from each municipality to identify and recommend police functions that the partners could implement to determine if a complete transition to the shared service option would be possible. After four months, the committee will prepare a written report with recommendations to include the potential positive and negative impacts. The report will be submitted to the governing bodies of both municipalities.
7. Request the New Jersey Department of Community Affairs to initiate a study that would include positive and negative impacts, cost benefit analysis, functions that would be shared and estimated implementation time. (resolution to request DCA study required from both municipalities)
8. Schedule public meetings to present the New Jersey Department of Community Affairs study recommendations.
9. Township Committee decision to implement the study recommendations.
10. Develop a plan to implement study recommendations: (30 – 60 – 90)
11. Implement the recommendations listed in this report.

Note: If the Joint Meeting or Share Service option is selected the following is recommended to consider when selecting a partner municipality:

1. Similar demographics.
2. Contiguous municipalities.

3. Share the same form of government. Long Hill is the Township Committee form.
4. Remain in the County.
5. Emergency communications systems.
6. Records management systems.
7. The partner municipality's Chief of Police has demonstrated leadership and experience.
8. Historical government and police relationships.
9. Joint Insurance Fund coverage provider.
10. Vehicle repair systems and facilities.
11. Fuel systems.
12. Firearms range.
13. Police facility.

Summary

On August 9, 1924, the Passaic Township Committee approved an Ordinance to authorize the establishment of a police system and provide for the payment of the members. In 1985 the National Law Enforcement Accreditation Commission Assessed the former Passaic Township Police Department. At that time, compliance with 944 standards was required. After the assessment was completed, the Passaic Township Police Department received National Accreditation certification. The Passaic Township Police Department was the first Nationally Accredited Law Enforcement Agency in the State of New Jersey and one of only thirteen in the United States. In 1987 & 1999, this Police Department received national recognition for the "*Best Dressed Law Enforcement Agency In The United States.*"

Professional Law Enforcement Assessment for compliance with National and State standards identifies and provides the police department and Township Committee with the administrative and operational functions performed over a period of years which will assist the police department leadership and the Township Committee with factual data to support decisions related to police services, budgeting, staffing, career development, succession planning and future planning. Accreditation provides the Township Committee, Chief of Police, and the citizens assurance that the police department complies with nationally recognized professional law enforcement standards. National and State Accreditation are together integral mechanisms to ensure that law enforcement best practices are adopted, implemented, and consistently followed. Whomever the Chief of Police reports to, if the individual or body do not possess demonstrated successful law enforcement leadership and management experience, they must rely on a professional law enforcement agency to ensure the police department is following National and State standards that apply to all law enforcement operations and administrative functions.

The response to emergency calls is adequate. On September 13, 2023, I spoke with Director Peoples, Morris County Communications Center, who informed me that call stacking is not a daily issue. Response to fire alarms and assistance with traffic control at key intersections to assist with the movement of fire & rescue vehicles during fire calls should be discussed with the Fire Departments. Policy should be developed for a coordinated emergency response.

Developing short-range and long-range plans for the police organization which includes staffing, service delivery, community policing, funding, facility, governance, and administration is essential for efficient and effective law enforcement performance. Therefore, the Township Committee must rely on recommendations from experienced professionals to develop plans that address the current, short-term, and long-term law enforcement services that the citizens expect and deserve.

Two of the several annual report components necessary for strategic planning are preparing goals & objectives for the new year and reporting the prior year's achievements. Goals must be specific, measurable, achievable, relevant and time bound. Understanding the purpose and importance for the preparation of goals, objectives and achievements is essential for positive outcomes. The budget is a financial plan for spending. Goals & objectives are the police department's organization plan for the new year and necessary for strategic planning. In other words, *plan your work and work your plan*. In addition to statistical analysis, annual goals are essential for comprehensive police performance evaluation.

Monthly and annual workload analysis reporting (patrol & investigative examples on pages 26 & 27 of this report) is essential to determine police department staffing levels. Developing a strategic plan requires accurate data. Workload analysis is one method to assist with deciding staffing needs. Workload analysis identifies where time is allocated. In 1987, the Passaic Township Police Department implemented the workload analysis function. Daily activity sheets were developed to capture officer time when performing specific law enforcement tasks. The functions performed for each division were identified and a computer program was developed. The current staffing levels at that time were based on the workload analysis. Also, long range staffing was based on the workload analysis program. At some point the workload analysis program was discontinued. One can only speculate that at some point staffing decisions were not based on the strategic planning method but rather some other method that the author of this report has not identified and is not familiar with. The functions listed below are the workload analysis examples:

Patrol Example

motor vehicle crashes
theft investigations
service calls
training
fire/first aid calls
arrests
domestic violence

Investigative Example

burglary
thefts
firearm permits
court
training
background checks
evidence/property - collection/destruction

criminal investigations	motor vehicle thefts
breaks	warrants/summonses
radar	breaks
community policing	general investigations
preventative patrol	
driving while intoxicated arrests	

At the time this report was prepared, officers were required to submit activity sheets: however, the analysis component was discontinued (the date the analysis component was discontinued is unknown). Without the analysis component, the current practice for officers to complete daily activity sheets is an exercise to collect raw data with little administrative and/or operations planning value. Accessing the Records Management System is another method to obtain and prepare workload analysis.

Chain of command, unity of command and span of control are essential for efficient and effective police organization and management. As outlined in this report, chain of command and unity command must be applicable to all levels of the police organization, including to whom the Police Chief reports. The municipality shall provide for a line of authority relating to the police function (N.J.S.A. 40A- 118). Currently, the Long Hill Township Committee is designated the Appropriate Authority (Long Hill Code Chapter 2-14.2). However, the line of authority is confusing for several reasons. Chapter 2-14.3e requires the Chief of Police to “*report at least monthly to the Administrator in such form as shall be prescribed by the Township Committee on the operation of the force during the preceding month and make other such reports as may be requested by the Township Committee.*” The procedure is confusing and inserts an additional layer of supervision between the Chief of Police and the Appropriate Authority. The designation “*Township Committee Police Liaison*” adds another layer that is inconsistent with the line of authority between the Chief of Police and the Appropriate Authority. The current line of authority between the Appropriate Authority and Chief of Police is confusing and nebulous which will not effectuate efficient and effective police operations and created communication issues and uncertainty between the Appropriate Authority and the Police Department. The recommendation listed in this report will establish a line of authority that is consistent with the principles for proper organizational structure.

Professional leadership continuity is a shared responsibility. The Appropriate Authority, Police Chief and Command Staff must recognize that professional leadership is essential for effective and efficient police operations, otherwise undesired outcomes will prevail. Leadership mentoring and succession planning are linked and therefore the Appropriate Authority, Chief of Police and Command Staff must possess the skill set to accomplish this most important goal. Mentoring and succession planning at all levels within the police department is imperative. The mentoring and succession planning process is designed to provide leadership continuity to achieve positive outcomes. Historically, the Long Hill Township Police Department’s commitment to the mentoring and succession planning process instilled pride and dedication as evidenced by receiving National Accreditation in 1985 and on two separate occasions recognized as being best dressed in the United States. Chief Howard L. Runyon was selected to serve as President of International Police Chiefs’ Association. Chief Runyon, while serving as the Passaic Township Police Chief was selected to serve as the Director of the Morris County Police and Fire Training Academy. The Passaic Township Committee and the Morris County Board of Chosen

Freeholders approved a shared services agreement to authorize Chief Runyon to also serve as the Director of the Morris County Police and Fire Academy. Passaic Township Sergeant Charles Wall was selected to serve as the Chief of Police for the Washington Township Police Department, Morris County. After serving as the Chief of Police for Washington Township, Chief Wall was appointed to serve as Chief of Police for the Virginia Beach, Virginia, Police Department. Long Hill Township Chief of Police Michael Peoples was selected to serve as the Director for the Morris County Communications Center. Chief Peoples planned, organized, and developed dispatching services for police, first aid and fire that currently full service for twenty-four of the thirty-nine Morris County municipalities. The examples cited demonstrate the Long Hill Police Department history for the career development and mentoring process.

Regulations by the Morris County Prosecutor, New Jersey Attorney General and legislation have increased law enforcement reporting and training requirements and are designed to improve law enforcement performance and accountability. However, smaller law enforcement agencies may not have the staff necessary to meet the ever-increasing compliance standards that have been and will continue to be the trend for all law enforcement agencies in the State of New Jersey.

The delivery of police services provided by the Long Hill Police Department is excellent. The police officers are well trained and my limited time with the department members has been positive. Calls for service are answered in a timely manner. Measuring quality service delivery is recommended and obtained by sending citizen satisfaction surveys. The crime rate is relatively low.

Developing positive police organizational culture is not just the responsibility of the Chief of Police. Building positive police culture involves internal and external commitments. The Chief of Police, command staff (Captain & Lieutenants), supervisors (Sergeants) and the Police Officers are the internal elements. The external elements are the Township Committee, Administrator, and the Appropriate Authority. Placing blame does not promote positive police culture. Remember, when the blame finger is pointed, stop, and look carefully at the direction of the other three fingers that are pointed back towards the person that is placing blame. Short-range and long-range planning are essential for positive outcomes. Involving the members of the police department to submit annual goals & objectives recommendations is one method but there are many to build positive organizational culture.

An integral component for successful positive outcomes is to identify the stakeholders and involve the stakeholders in the planning process. In the late 1990's the Township Committee conducted a "Future Search" which brought all the stakeholders together at Gillette School for a full day. The purpose was to identify the future needs of the police department. All the Long Hill Township departments, service providers and members of the public were involved, which provided an opportunity for the "stakeholders" to understand the short range and long-range planning required for each department and service provider.

Lieutenants Ciambriello and Marczewski are to be commended for their cooperation and assistance during the entire assessment period. Both Lieutenants are dedicated to the residents of Long Hill Township to provide the best delivery of law enforcement services. Long Hill Township PBA Local 322's cooperation during the assessment period is appreciated. Also, special thanks to Chief Gromek, Harding Township Police Department and Executive Administrative Assistant Christian Eldridge for the assistance provided with data collection. The teamwork exhibited between the Long Hill Police Department and the Harding Police Department was exemplary and model for cooperative relationships.

Cooperation and trust must be the goals of a law enforcement agency. Cooperation and trust between the Chief of Police, Appropriate Authority and Township Committee is paramount. At the same time, cooperation and trust must be established between the police department and the community. **If the Chief of Police, Appropriate Authority and Township Committee are not united and working to achieve common goals, the community will also be divided.**

References

1. MRI Report, October 2022. (report page 6)
2. National Highway Safety Administration. (report page 30)
3. MRI Report, October 2022. (report page 34)
4. National Institute of Justice. Measuring What Matters in Community Policing: Fiscal Year 1997. Solicitation. Washington, DC: U.S. Department of Justice, National Institute of Justice, 1997. (report page 35)

Appendices

1. Appendix #1 – Shared Service & Consolidation Act.
2. Appendix #2 – Joint Insurance Fund Fitness Room Best Practices.