

**BARNEGAT TOWNSHIP  
POLICE DEPARTMENT**



**A REGNATI CONSENSU**

**FIVE-YEAR STRATEGIC PLAN  
2018-2022**

**KEITH A. GERMAIN  
CHIEF OF POLICE**

# Table of Contents

Introduction.....	3
Strategic Planning Methodology.....	4
Barnegat Police Today.....	5
Mission and Vision.....	11
The Barnegat Police of Tomorrow .....	12
Strategic Goals.....	14
Goal #1.....	16
Goal #2.....	16
Goal #3.....	17
Goal #4.....	17
Goal #5.....	18
Goal #6.....	18

## Introduction

The Barnegat Township Police Department is a forward-thinking, premier municipal law enforcement agency. The agency's foundation is built upon a guardian mindset. The guardian mindset guides officers in the use of their considerable power to ensure that it is used solely for the defense, service, and protection of the people.

The agency's motto: *a regnati consensu* translates to, "from the consent of the governed". This phrase is borrowed from the Declaration of Independence which stated, "Governments are instituted among Men, deriving their just powers from the consent of the governed." This motto is again a reminder that our power is ultimately derived from the people, and is intended to empower us to defend, serve, and protect the people.

The role of police officers in society has continuously evolved since the first full-time police department was started in Boston in 1838. As society and its problems and challenges have gotten more complex, people have increasingly turned to the police for guidance and answers. The Barnegat Police Department continues to meet these challenges by adapting to the ever-changing needs and demands of our service population with the ultimate goals of solving problems and helping people.

As part of our commitment to best practices, the agency has endeavored to promulgate and follow a strategic plan in order to ensure the collaborative and coordinated pursuit of fulfilling our organizational mission and vision.

Our strategic plan seeks to build on the successes of the past, while charting a course for the future that best serves the needs of the residents of Barnegat. It is comprised of larger initiatives (goals) and short term actions (objectives) undertaken to achieve those goals. Our strategic plan contains six (6) goals and twenty-three (23) objectives.

The plan contains an overview of the state of the agency today, and where we're headed in the future.

## Strategic Planning Methodology

The development of this strategic plan is built upon an annual planning cycle. The planning cycle is comprised of four parts:

1. SWOT analysis (Strengths, Weakness, Opportunities, and Threats) will be completed as a precursor to an annual planning meeting. The SWOT analysis serves as a comprehensive assessment of internal and external factors that influence the agency and its ability to provide quality police service to the community.
2. An annual agency planning meeting will be held with senior staff and stakeholders to review the results of the SWOT analysis and determine the future path of the organization. The strategic plan will necessarily be adjusted as changes to internal and external factors are identified.
3. The plan will be published and implemented in concert with the annual budget.
4. The agency will evaluate the plan and progress thereof as part of the monthly staff meeting requirement. Adjustments to the plan as well as agency goals and objectives will be made accordingly.

## **Barnegat Police Today**

The Barnegat Police Department is a full-service police agency that provides a wide range of law enforcement services to the community. Among these many services is uniformed patrol operations, community policing, traffic safety, criminal investigations, and cooperative partnerships with community groups and organizations.

The Barnegat Police Department is comprised of three components:

**Administration**—The Barnegat Police Department is comprised of a Chief of Police, Executive Officer, and division commanders. The administration provides the overall leadership and direction of the agency. The planning and research function, resource allocation, operations, and accountability and discipline are all overseen and carried out by the administration.

**Patrol**—The patrol division is the backbone of the agency and provides immediate and emergency response to all calls for service 24 hours a day, 7 days a week. The patrol division provides traffic enforcement and crash investigation, traffic control, and crime prevention.

**Investigative Division**—The investigative division conducts follow-up investigations and other investigative support services. The investigative division also contains the agency's narcotics unit which is responsible for drug interdiction and suppression.

### **Accreditation**

The Barnegat Police Department is a CALEA (Commission on Accreditation for Law Enforcement Agencies) internationally accredited police department. Barnegat Police Department was first accredited under CALEA's alliance program with the New Jersey State Association of Chiefs of Police in 2008. The agency then pursued full CALEA Advanced Law Enforcement Accreditation. In November of 2011, Barnegat Police Department was awarded CALEA accreditation, becoming the first CALEA accredited police department in Ocean County.

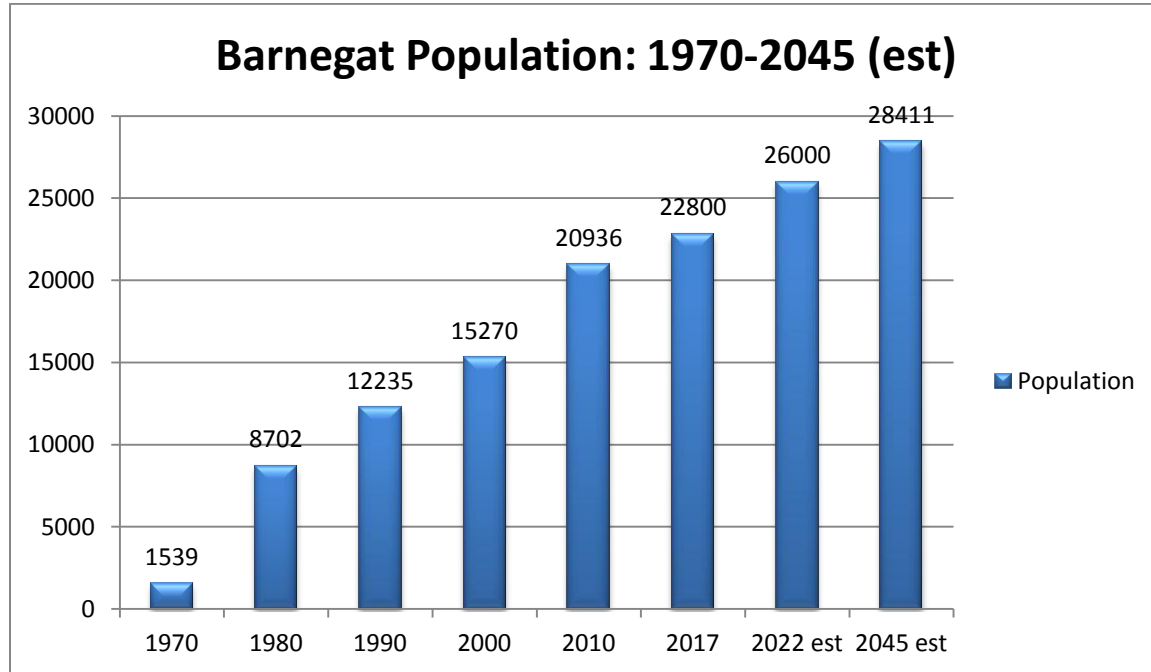
The Barnegat Police Department went through two subsequent triennial reviews and was awarded accredited status again in November of 2014 and November of 2017. Today, Barnegat Police Department remains the only CALEA accredited agency in Ocean County and one of only eight CALEA accredited municipal police departments in the State of New Jersey.

### **Population Trends**

Barnegat has seen explosive population growth since the 1970s and is well more than double its 1990 population of 12,235. Based on the population forecast issued in November of 2017 by the North Jersey Transportation Planning Authority, Barnegat's population is expected to peak at 28,411 residents.

Based on current development approvals and construction projections, Barnegat’s population is expected to be approximately 26,000 residents by the end of this strategic planning period (2022).

**Table 1**



### **Workload**

Normally, a multi-year comparison of call load and other statistics would be appropriate. Unfortunately, the transition to a new CAD system in 2016 has made the datasets incongruent. The available data is capable of being mined, but only with a significant personnel hour commitment that would not represent a worthy use of limited agency resources.

As such, most data discussed will only include 2017 statistics, however, subsequent annual revisions of this plan will include multi-year comparison and trending.

In 2017, the Barnegat Police Department answered 18,156 calls for service. The average calls per month (1,513) has generally been increasing in conjunction with the population. These calls for service resulted in 989 reports being taken. In the course of those calls, officers made 563 arrests.

Traffic issues also take up a significant amount of officer resources with 549 motor vehicle crashes during 2017. Officers made 4,699 motor vehicle stops and issued 2,978 traffic summonses.

## Staffing and Crime

The Barnegat Police Department is currently staffed by 45 full-time sworn police officers and 1 civilian employee. Despite an increase in population since 2008 of more than 6%, the Barnegat police department has seen a sworn officer reduction of 10% from its peak of 50 sworn officers in 2015.

Looking at available Uniform Crime Reporting data dating back to 1990, it is possible to get a detailed, long-term assessment of township population, staffing and crime rate. What is surprising to many who were not employed by the agency (nor residents of Barnegat) in the 1990s is that Barnegat had a significantly higher overall crime rate during that time period than it does today.

What is less surprising is that the data suggests that crime rates can be correlated to the number of officers per thousand residents. In the early 1990s, for instance, the overall crime rate for Barnegat peaked at 26.6 offenses per thousand residents. At the same time, violent crime peaked at 3.2 incidents per thousand and non-violent crime peaked at 24.2 per thousand. Those numbers are the highest crime levels in Barnegat for the last 28 years.

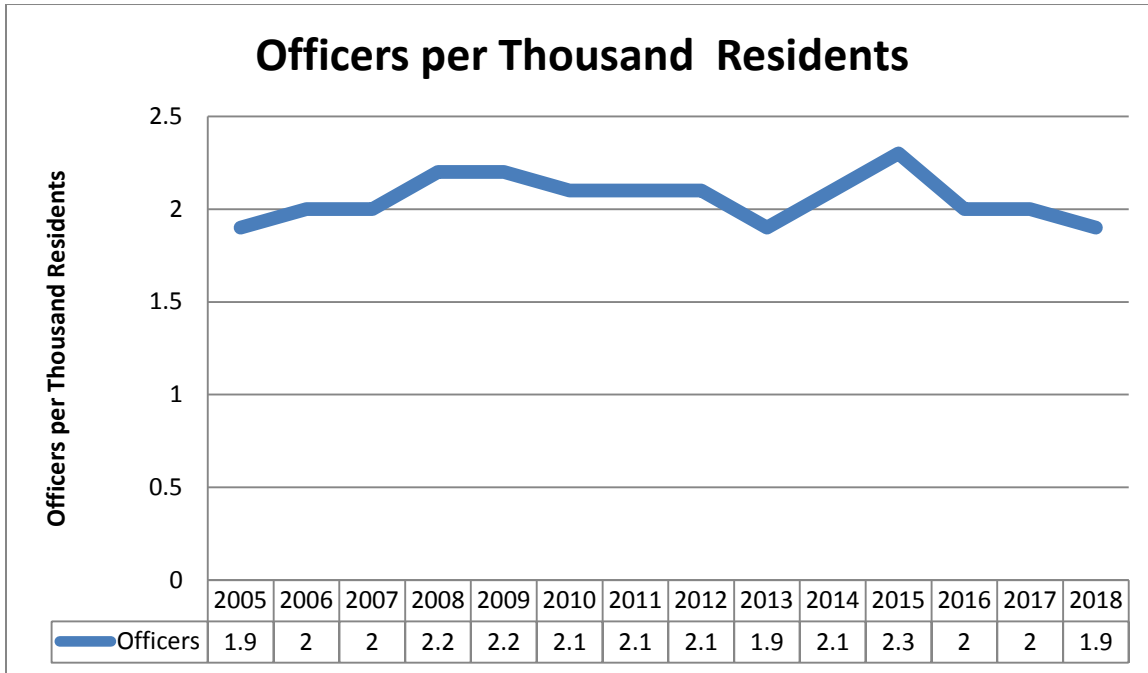
Those peak crime numbers—the highest in a nearly thirty year period—occurred during the lowest officer per thousand ratios in the last thirty years (1.6 to 1.7 officers per thousand residents). That ratio is 30% lower than our peak ratio of 2.3 officers per thousand in 2015.

At the same time, the officer per thousand ratio rose and stayed at or above 2 officers per thousand from 2006 until 2018. During that time, the agency saw crime rates trend consistently lower. In 2016, the agency had the lowest overall crime, violent crime, and non-violent crime rates on record (see table 2 below).

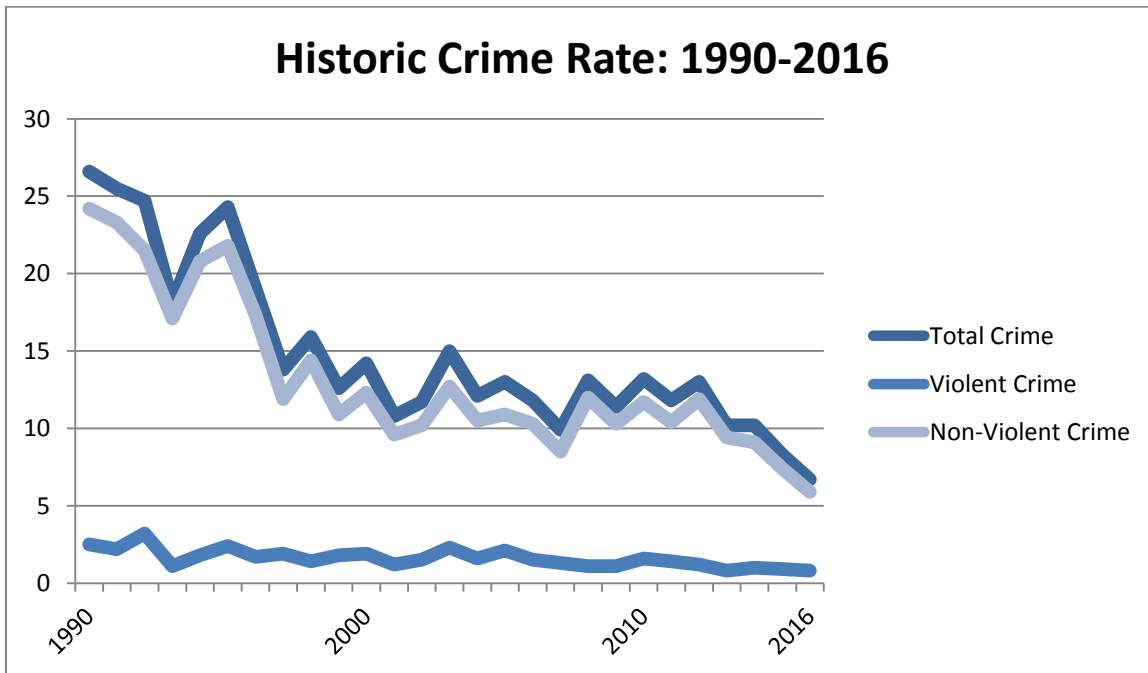
**Table 2**                      **Crime Rate Comparison: 2016 vs. 1992**

Year	Overall Crime	Violent Crime	Non-Violent Crime
1992	24.7	3.2	21.5
2016	6.7 (-73%)	0.8 (-75%)	5.9 (-73%)

**Table 3**



**Table 4**





## Capital Improvement and Equipment

There are several predictable equipment and capital funding items that will likely need to be addressed during the strategic planning period. In addition, there are capital and equipment items that will be explored and evaluated for their feasibility and value to the Township and agency mission.

- Encrypted Radio System—with the transition to encryption-capable portable and mobile radios scheduled to be completed during the strategic planning period, the agency plans to move to an encrypted radio system. Encryption will allow officers and communications personnel to communicate without transmissions being overheard by suspects or other involved parties. The current ease with which the general public can overhear police transmissions presents privacy concerns to victims and witnesses, negatively impacts officer safety, and can impede successful resolution of police matters.
- Evidence Management Platform— An electronic barcode evidence management system has become the standard in the best police agencies and is critical to maintaining evidence integrity and control. Such systems increase efficiency and accuracy of the evidence management function.
- Mobile Video Server— As call load increases, so does the amount of video that officers capture. Records retention laws require video to be stored for upwards of 10 years in some cases. The current mobile video server has exceeded all available warranty periods and will become both a cost and management liability if not replaced during the strategic planning period.
- IT Firewall—The information technology firewall that protects all of the agency’s data and computer systems has reached the end of its lifespan and consistently causes slowdowns and stoppages in the agency computer system. These interruptions negatively impact officer productivity and efficiency. The IT firewall will need to be replaced during the strategic planning period.
- Potomac Court Cameras—While the security camera system added to the Lexington Blvd area has been effective in reducing offenses in the covered area, offenses have now been focused in the off-camera area of Potomac Court. Adding cameras to the Potomac Court area will fill in the remaining coverage gaps allowing for complete camera coverage of the Barnegat Woods development.
- Marine Unit—As the popularity of the Barnegat bay front increases, so too do the calls for service in that area and the need for waterborne resources and response options. While the New Jersey State Police and Ocean County Sheriff’s Department have waterborne resources available through mutual aid, their response times range wildly based on availability and call volume.

- CIS Data Conversion—The CAD system change necessitated by our move to county dispatch services has bifurcated our records and data into two separate databases that are not compatible. We are currently expending \$7,200 annually to maintain the old database. A one-time conversion will be explored to determine if conversion is more cost-effective than maintaining the old database.
- Digital Conversion of Files—The agency continues to face challenges related to the compiling of more and more records and required paperwork. This puts a strain on both our physical plant and personnel resources. Storing the files takes precious space that we don't have in the current police headquarters, and don't wish to squander in the new headquarters. In addition, the many OPRA and other records requests that we receive take longer to fulfill when the employee has to hand-search and photocopy the documents. Converting the files to digital format allows for easy searching and fulfillment of OPRA requests while significantly reducing the physical storage space required for agency files and records.

## Mission / Vision / Values

### **Mission:**

The mission of the Barnegat Township Police Department is to provide for the well-being of the community through effective police provision of order maintenance, law enforcement, emergency services, and crime prevention; to guarantee the constitutional rights of all people, to provide rapid response to those in danger or otherwise in need of aid, and to maintain an open dialogue with citizens in order to identify problems within Barnegat Township and resolve those problems through an interactive partnership with the community we serve.

### **Values:**

**Integrity-** Integrity is a core agency value and is demanded of every member, at all times. We recognize that integrity is the foundation of community trust.

**Empathy—**Empathy is among the most fundamental values that we embrace. Empathy promotes cooperation and understanding. The ability to see a situation from another’s perspective is critical to conflict resolution, de-escalation, and collaborative solutions.

**Accountability-** We are accountable to each other, and to the people we serve.

**Fairness-** Treating all people with fairness is basic to human dignity.

**Respect-** Respect for the community is essential for establishing and maintaining the spirit of cooperation needed to be an outstanding police department

### **Vision:**

Our vision is to create the environment where residents are free to live their lives safe from fear of crime, and confident in the fact that we will be there to help them solve their problem when they need us.

## **The Barnegat Police of Tomorrow**

The Barnegat Police Department of tomorrow, while maintaining the core values of today's agency, will necessarily evolve and improve as we seek to better adapt to an ever-changing environment. Among the challenges and changes anticipated over the next five years are:

### **Police Headquarters**

In late 2017, the Township Committee approved bonding for construction of a new town hall and police department. This presents a great opportunity, yet comes with an equally significant amount of challenge and responsibility as we are tasked with designing a 21<sup>st</sup> Century police headquarters that can house our agency over the next five decades.

### **Demographic changes**

Barnegat Township continues to grow with the construction of many new homes west of the Garden State Parkway. Based on the information contained in the township master plan as well as the currently approved developments, we anticipate an additional 3,000 residents over the next five years.

### **Staffing Changes**

Along with the increase in population will come the need to increase staffing of the police department to maintain adequate delivery of police services. A priority for the agency will be reviewing and revising our hiring process so as to ensure that we hire the best quality personnel available while maintaining a diverse complement of officers who are representative of the available workforce.

### **Community interaction**

With ever tightening budgets reducing the number of local reporters and media coverage, it is increasingly important that the agency be creative in finding ways to communicate with our service population. The continuing flexibility and evolution of social media platforms presents a cost-effective and efficient way to exchange information accurately. In addition, developing and liaising with community groups and members will become increasingly important as we seek to maximize the cooperation and information flow between the agency and service population. Programs such as neighborhood watch, citizen's police academy, junior police academy, police explorer programs, and meetings with officers will be evaluated and considered.

## **Crime Reduction**

Barnegat has seen a steady drop in crime from the peak crime rates of the 1990s. There are several emerging trends, however, that foreshadow a challenge in maintaining those rates in 2018 and beyond.

The opioid crisis continues to impact Barnegat with increasing frequency. Predictably, opioid-related crimes such as theft and burglary are likely to present a challenge in coming years. The increase in gang activity in our area of Ocean County combined with the increasing demand for drugs makes it highly likely that we will see an increase in gang members attempting to operate in the Township.

In 2017, the Narcotics Unit—despite having only two officers assigned for the majority of 2017--was responsible for over 13% of all arrests made by the agency. Crime reduction strategies going forward will need to include increasing both our partnerships with the community as well as resources dedicated to the components of the agency that are having the greatest success combating the specific threats to quality of life and community safety.

## **Plan of succession**

As the agency matures, we face the retirement of numerous supervisory and command officers over the next five years. It is critical to take steps now to plan for an efficient and effective succession to ensure the preservation of institutional knowledge as well as avoiding poorly planned and executed transitions that can be disruptive to the agency.

## Strategic Goals- Overview

### **Police Headquarters**

The opportunity to design a new police headquarters, while exciting for the agency and its members, is a monumental responsibility. Decisions made over the next year with regards to building design and layout will impact every officer of the agency, both present and future, for many decades to come. It is critical to get the design and layout of the new building right. To that end, we will include and leverage the talents of all stakeholders in the process.

### **Community Policing**

Our success as an agency depends on our relationship with the community. With this in mind, it is incumbent upon the agency to build and foster that relationship as much as resources allow. Barnegat is a unique community with varied demographics—our community policing approach must be tailored to reach and appeal to all of these demographics.

### **Crime Reduction**

The Crime Reduction Unit will be the evolution of the Barnegat Police Narcotics Unit. It is envisioned as an elite team of highly-skilled police officers with a history of exceptional performance. The unit will be responsible for high-value investigations involving gangs, drugs, and weapons. The unit can also be directed at crime outbreaks in specific areas or involving certain modus operandi.

GIS mapping and crime databases will be maximized to allow for true intelligence-led policing.

### **Staffing**

Staffing levels will increasingly become a challenge with which we need to deal as the population increases and the agency is further impacted by officer retirements. Efficient use of our existing resources is critical. As such, new mapping and crime data systems will be used to evaluate and allocate resource distribution to ensure maximization.

With acknowledgment of the importance of selecting the right candidates, the selection process for new hires will be evaluated and adjusted as necessary to best meet the agency's current and future needs.

### **Succession Plan**

The agency command staff and first line supervision core represent an outsized agency cost and have obvious importance and impact on overall agency direction and success. The promotion process, therefore, needs to ensure that only the best and brightest matriculate to positions of

leadership and command. It is equally important that the agency continue to invest training and energy into the current and future leadership team.

### **Ethics and Excellence**

As the culture of the agency continues to evolve, it is important to continue to build on the expectation of excellence in all facets of officer performance. Our officers work in a profession that is highly sought after, has excellent pay and benefits, and provides long-term job security. The job needs to be seen as the immense privilege that it is—and treated accordingly.

As such, emphasis will be given to holding officers accountable for unacceptable behavior and performance, while recognizing excellent performance and contributions to the mission. Several programs within the agency including the awards program, evaluation process, and social media policies will be evaluated and leveraged to that end.

We will continue to use the independent and rigorous CALEA accreditation process to ensure that we are performing to the highest standards in our profession.

## Goal #1

**Goal 1:** Build a new police headquarters that meets the current and future needs of the agency

Objective 1.1: Design a modern, functional police building

Objective 1.2 Design a space that serves both the officers and community and enhances our ability to serve the public

Objective 1.3: Meet CALEA, Department of Corrections, and building code standards

### **Key Performance Measures:**

CALEA Assessment

Department of Corrections

Project budget

## Goal #2

**Goal 2: Expand Community Policing**

Objective 2.1: Expand neighborhood watch programs and support

Objective 2.2: Expand interaction with youth through Junior Police Academy and Police Explorer

Objective 2.3: Expand Citizen's Police Academy

Objective 2.4: Reinstate Coffee with a Cop type programs

Objective 2.5: Expand social media presence



## Goal #3

### Goal 3: Crime Reduction

Objective 3.1: Launch Crime Reduction Unit (CRU)

Objective 3.2: Complete new GIS mapping initiative to increase crime mapping accuracy

Objective 3.3: Leverage Spillman platform to map and monitor crime on a monthly basis

Objective 3.4: Improve the synergy and cooperation between organizational components

### Key Performance Measures:

Uniform Crime Report statistics

Drug arrest data

Arrest statistics

Clearance rates

## Goal #4

### Goal 4: Increase Staffing to maintain adequate levels

Objective 4.1 Conduct an annual workload assessment

Objective 4.2 Conduct a geographic call load study to determine appropriate patrol districts

Objective 4.3 Assess and modify selection process where needed

## **Goal #5**

### **Goal 5: Succession plan**

Goal 5.1: Assess and improve promotional procedures

Goal 5.2: Increase leadership training opportunities

## **Goal #6**

### **Goal 6: Ethics and Excellence**

Objective 6.1: Promote excellence as the only acceptable standard of performance

Objective 6.2: Assess and improve the agency awards program

Objective 6.3: Assess and improve evaluation process

Objective 6.4: Institute a 360 evaluation to provide feedback to supervisors

Objective 6.5: Maintain CALEA accreditation status

Objective 6.6: Promote excellence by recognizing outstanding police service through social media, committee meeting awards presentations, and agency awards program