

# CAMDEN COUNTY POLICE DEPARTMENT PROPOSED DRAFT PLAN

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On or about August 25, 2011, the City of Camden, the County of Camden and the Governor's office entered a Memorandum of Understanding in furtherance of the Camden County Police Department. According to that MOU, the City and County expressed a willingness to form a new county wide police department, which will be available to all municipalities on a voluntary basis. The City of Camden is the first municipality to express an interest in joining the County Police Department for the purpose of improving the quality of public safety and reducing the cost of providing law enforcement to the citizens.

To effectuate the creation of this Department, the County engaged the services of John Timoney, the premier nationally recognized expert on Public Safety issues. Former Police Commissioner of the Philadelphia Police Department, Commissioner Timoney worked with the County and City public safety officials and experts to help write and create a plan for the City of Camden's policing needs as part of the county wide force. Commissioner Timoney analyzed how the structure and organization of the countywide force should work, and this document is the draft organizational and functional plan.

The plan that follows takes the current model of reactive policing in Camden City to a new dimension by incorporating pro-active policing. This new dynamic will still provide the necessary emergency services while engaging in proactive police measures with the goal of improving the quality of life for the community. This new approach is critical to the public safety for the residents and success for the City of Camden.

This plan is a partnership with the City, the County of Camden and the residents of the City of Camden. This partnership is the foundation of success for the future of this initiative.

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## **I. ORGANIZATIONAL STRUCTURE**

- A. The Police Commissioner shall be the head of the Police Department and shall be the final authority in all matters of policy, procedure, and discipline governed by the Rules and Regulations.
- B. The Police Department is organized by the separation of three areas, Office of the Police Commissioner, The Chief Inspector of Operations, and the Chief Inspector of Support Services.
- C. The Police Commissioner commands the Office of the Police Commissioner.
- D. The Chief Inspector of Operations commands all operational units within the Department and is commanded by a Chief Inspector. The Chief Inspector reports directly to the Deputy Police Commissioner.
- E. The Chief Inspector of Support Services commands all operational support units in the Department and is commanded by a Chief Inspector. The Chief Inspector reports directly to the Deputy Police Commissioner.
- F. The Department includes Bureaus, Divisions, Sections and Units
- G. A Division is commanded by an Inspector and a Section is commanded by a Captain or non-sworn supervisor.

## **II. COMMAND AND CONTROL**

- A. The Police Commissioner shall exercise administrative and operational command over all sworn and civilian personnel within the Department.
- B. Rank Structure of the Police Department (in descending order) shall be as follows:  
NOTE: Titles subject to change based upon Civil Service guidelines
  - 1. Police Commissioner
  - 2. Deputy Police Commissioner
  - 3. Chief Inspector
  - 4. Inspector
  - 5. Captain
  - 6. Sergeant
  - 7. Police Officer

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## III. TABLE OF ORGANIZATION (See Organizational Charts)

- A. There will be two main Bureaus: Operations and Support, which all other Department units report to. ALL operational units report to the Chief Inspector of Operations which means that all patrol and investigative units report to the Chief Inspector of Operations. By employing this structure, there will be ONE individual, the Chief Inspector of Operations, who will make all decisions regarding operations.

This organizational structure allows the Chief Inspector of Operations to move or deploy officers from any operational unit when demand and circumstances require. This model provides the Chief Inspector of Operations with the flexibility necessary to redeploy or reassign operational units when the situation demands. This model establishes a “unity of command” for all operational units.

- B. The Chief Inspector of Support Services Bureau commands all support units. The primary function of the Support Services Bureau is to manage police operations on a daily basis and develop a long term strategy to accommodate peaks and seasonal demands of operations. In addition, the Bureau must be ready to adapt support for immediate special events or operations requiring additional police resources and equipment.
- C. The Chief Inspector of Operations and the Chief Inspector of Support Services report directly to the Deputy Police Commissioner.

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## IV. ESSENTIAL FUNCTIONS

- A. **Police Commissioner:** The Police Commissioner is the head of the department and is responsible for day-to-day operations and delivery of police services. Administers and enforces the rules and regulates of the department and any special emergency directive for the disposition and discipline of the Department and its officers and members. Exercises and discharges the functions, powers and duties of the department.
- B. **Administrative Unit:** Directly reports to the Police Commissioner and is responsible for the administrative support functions of the department, including: Preparation and Management of the department's operating budget. Management of the department's Personnel Record System. Managing the receipt and tracking of incoming and outgoing department correspondents. Preparing time sheets and managing the department's payroll and human resource system.
- C. **Professional Standards Bureau:** Commanded by a Chief Inspector and reports directly to the Police Commissioner. Responsible for both Internal Affairs and Quality Assurance functions within the department.
1. **Internal Affairs Section:** Responsible for the investigation of all internal complaints.
  2. **Quality Assurance Section:** Responsible for managing the department's in-service training curriculum as well as completing various audits of department processes.
- D. **Deputy Police Commissioner:** Second in command of the department and assists the Police Commissioner in the management of day-to-day operations of the department. The Deputy Police Commissioner chairs the After Action Review (COMPSTAT) of the department's weekly crime reduction strategy.
- E. **Support Services Bureau:** The primary responsibility is to support all police operations. The Support Services Bureau is commanded by a Chief Inspector and has two separate Divisions: Support Services Division and Strategic Operations Management Division.
- F. **Support Services Division**
1. **Support Operations Section**
    - a) **Court Security Unit:** Supervised by a sworn member. Police aides provide security for the Municipal Court. Police Aides assigned to this function will also be trained and certified as Special Law Enforcement Officers Class I. Additional sworn staff may be assigned as needed based on real-time security needs.
    - b) **Prisoner Processing Unit:** Supervised by a sworn member. Police aides process arrestees and complete all required documents related to the charging and custodial disposition of persons subject to arrest.

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- c) **Records and Permit Unit:** Directly reports to the Support Operations Division Captain. The Records and Permits Unit maintains the department's Record Management System, processes all Open Public Record Act (OPRA) requests, processes all event and firearm permit requests, and manages the disposition of vehicles impounded by the department.
  - d) **Evidence Unit:** Directly reports to the Support Operations Division Captain. The Evidence Unit processes and maintains custody of all property and evidence seized by the department. Crime scene processing is also provided by the Evidence Unit.
  - e) **Facilities and Equipment Unit:** Directly reports to the Support Operations Division Captain. The Facilities and Equipment Unit maintains inventory of essential supplies and equipment, management responsibility of the department's fleet and maintenance of department buildings.
  - f) **Technology Systems Unit:** Directly reports to the Support Operations Division Captain. The Technology Systems Unit is responsible for all aspects of technology based system security, maintenance, and functionality.
- G. Strategic Operation Management Division:** Processes real-time information to ensure that assets are deployed in an efficient and effective manner consistent with crime conditions, trends and patterns.
- 1. **RT-TOIC & Communication Section:** The Real-Time Tactical Operations and Information Center (RT-TIOC) maintains a real-time awareness of conditions within the operating environment via the department's integrated technology platform and monitors the tactical deployment of all assets in the field to ensure compliance with the department's weekly crime reduction plan. RT-TOIC also deploys virtual patrollers utilizing the departments CCTV camera system to patrol target neighborhoods. Police dispatch and 911 functions are also managed under the division.
  - 2. **Strategic Analysis Unit:** The Strategic Analysis Unit is primarily responsible for the analysis of crime data, performance data and criminal intelligence to predict and advise law enforcement assets in planning and execution of the department's crime fighting efforts. The Strategic Decision Unit also completes analysis reports for After Action Reviews, COMPSTAT and completes Uniform Crime Reporting tasks.
- H. Operations Bureau:** The Operations Bureau is commanded by a Chief Inspector and is divided into three separate Divisions: Emergency Response Division, Investigative Division, and the Community Policing Division.
- 1. **Emergency Response Division:** The Emergency Response Division is responsible for general patrol functions and response to citizen calls for service, including 911 calls. The Emergency Response operation is organized into two divisions: Day Patrol Division and Night Patrol Division.

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- **Day Patrol Section:** The Day Patrol Division is organized by two platoons working 0700-1900 hours, seven days a week (12-hour shift). The minimum deployment is twenty (20) units per shift.
  - **Night Patrol Section:** The Night Patrol Division is organized by two platoons working 1900-0700 hours, seven days a week (12-hour shift). The minimum deployment is twenty (20) units per shift.
2. **Community Policing Division:** The Community Policing Division is comprised of four Police Districts that have geographical responsibility for sections/neighborhoods of the city. The primary goal of the Community Policing Division is to engage with the neighborhood and community in order to address quality of life issues. Each District is commanded by a Captain who is the central coordinator and responsible authority for the district. The Captain will have the sophistication and experience to deal with the many problems facing their assigned geographical territory. The Captain will have sergeants and officers dedicated to dealing with crime and quality of life issues. This approach will lead to the development of strong and integral community partnerships.
- Officers assigned to these districts will become familiar with the problem/issues facing their assigned geographical area. They will be expected to work effectively with neighborhood and community leaders and groups. The officers will work in teams, such as “Conditions Units” or “Anti-Crime Units”, to deal with serious crime and quality of life problems such as open-air drug dealing.
  - Other officers will work solo on beats along the commercial corridors or on bikes patrolling the neighborhoods. Each district will have one Neighborhood Resource Officer (NRO) who will work on addressing long-term, systemic problems affecting their district. The NRO will report directly to the District Commander to ensure continuity and strategic operations. The NRO must be a mature, seasoned officer with proven problem-solving and interpersonal skills. The NRO must also assist in organizing community groups and residents through Neighborhood or Block Watcher programs and other collaborative efforts between community members and the police. The NRO will also be a resource for other officers and detectives.
- I. **Investigative Division:** This division investigates reported crimes and investigates operations targeting ongoing crime trends and patterns. The Investigative Division is the lead entity in a collaborative deployment of county, state and federal law enforcement assets in Camden City.
1. **Strategic Multi Agency Shooting & Homicide (SMASH) Unit:** SMASH is a collaborative deployment of county and state law enforcement investigators, focused on shootings and homicides occurring within the county.

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2. **High Intensity Drug Trafficking Agency (HIDTA):** HIDTA is a task force focused on addressing long-term narcotic distribution activity.
3. **Fugitive Apprehension Unit:** The Fugitive Apprehension Unit works in collaboration with the US Marshal Service. This unit tracks and apprehends wanted persons and fugitives associated with crimes committed within the county.
4. **Criminal Investigation Unit:** The Criminal Investigation Unit investigates robberies, assaults and other serious personal crimes as well as property crimes.
5. **Sex Crimes Unit:** The Sex Crimes Unit investigates all reports of sexually related crimes and maintains a registry of convicted sex offenders. This unit is responsible for completing compliance checks in strict accordance with statutory requirements and Attorney General Guidelines.
6. **Missing Persons Unit:** This unit investigates all reports of missing persons and ensures that persons reported missing are entered/removed from national and state information data-bases.
7. **Domestic Violence Unit:** The Domestic Violence Unit completes follow-up investigations of all reports of domestic violence. Works closely with county prosecutor to ensure cases are prepared for prosecution. Additionally, coordinates prevention efforts to reduce the number of Domestic Violence incidents.
8. **Environmental Crime Unit:** The Environmental Crime Unit investigates incidents of arson, hazardous materials, illegal dumping and other environmental crimes within the county.

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**V. STAFFING PROJECTIONS**

- A. Creation of Camden County Police Department will increase overall staffing as well as daily deployment of uniformed resources significantly.

Staffing	Current CPD	Projected CCPD	Difference	Change%
Sworn	259	473	+214	83%
Non-Sworn	44	96	+52	118%
<b>Total</b>	<b>303</b>	<b>569</b>	<b>+266</b>	<b>88%</b>

**Figure 1: Overall staffing comparison- Source: CPD Table of Organization (August 2011).**

**Figure 2: Daily deployment based on 24 hour period- Source: CPD Staffing Report (7-25-11 to**

Unit Type	Average Personnel Working Daily Current Deployment	Average Personnel Working Daily Projected Deployment	Difference	Change %
Patrol	33	42	+9	27%
Community Safety	3	98	+95	3167%
Virtual Patrols	10	13	+3	30%
<b>Total</b>	<b>46</b>	<b>147</b>	<b>+101</b>	<b>220%</b>

**8-21-11) 20% Absentee rate projected.**

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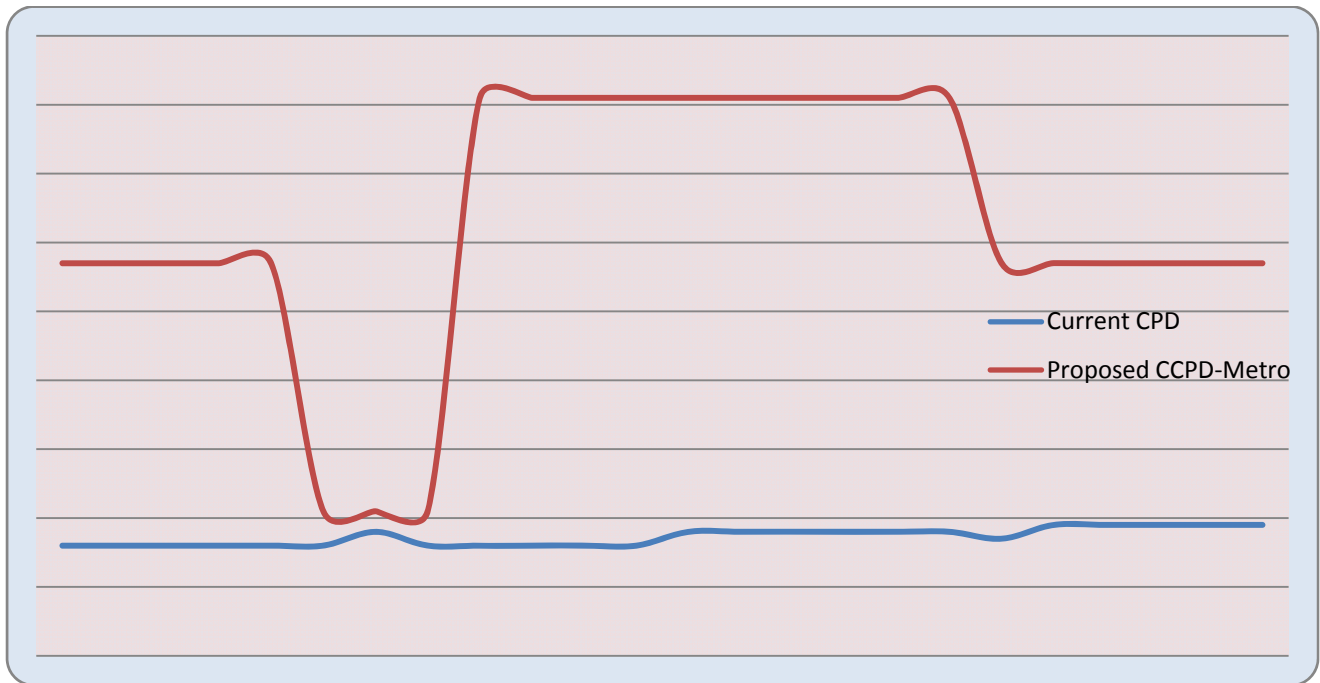
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<b>Position</b>	<b>Number of Officers*</b>
Police Commissioner	1
Deputy Police Commissioner	1
Chief Inspector	3
Inspector	5
Police Captain	12
Police Sergeant	47
Police Officer	320
Total Full Time Sworn	394
SLEO II	60
SLEO I	20
Police Aide	39
Analyst	5
Crime Scene Technician	5
Sr. Systems Administrator	1
Clerical Support	14
Public Safety Tele-Communicator	32

**Figure 3: Recommended Staffing by Position Type.**

**\* NOTE: The above levels are target or goal levels that will not be achieved immediately but will be phased in as the department is fully developed.**

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**Figure 4: Uniform personnel deployed in neighborhoods by hour. 20% Absentee rate projected.**

## VI. PROJECTED COSTS:

The organization of this Department is based on current public safety needs for the City of Camden. The number of officers identified is intended as a goal and model, however the actual staffing numbers will be finalized when the financial information has been fully analyzed.

Cost will be determined based upon current city expenditures on Policing operations (including all costs in addition to salary: i.e.: capital expenditures, policing equipment, vehicles and their operation and maintenance costs, etc.). To date, these costs have not been identified however, the City and County are working collaboratively to quantify them.