This report reviews the operations and command structure of the Long Branch Police Department which for 40 years had been headed by a Public Safety Director. Recommendations are included that will enhance operations and provide value to the community.

In preparing this report, Government Strategy Group (GSG) sourced numerous local documents and reports, including the Police Department’s own annual reports, as well as data available publicly from such sources as the New Jersey State Police, City-Data, other municipalities, and the New Jersey State Association of Chiefs of Police. Although no one can guarantee the accuracy of all sources, GSG has made every effort to ensure the accuracy of the information presented.

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*Throughout this document, GSG’s recommendations are noted in green and then listed in a summary in the Recommendations section.
I. INTRODUCTION

The Community
Long Branch is one of the more unique communities in the State of New Jersey, if not in the nation. Its neighborhoods, population, and characteristics could hardly be more diverse. It is at once a seaside resort and a traditional community with a hometown feel. It swells dramatically with resort-season visitors, while also serving as home to many families who date their residency back generations. At four miles, Long Branch has one of the longest stretches of beachfront in all of New Jersey.

Long Branch hosts extremely affluent residents in high-property-value neighborhoods, yet also has 17% of its residents living below the poverty line. Indicative of the impact that the number of high-value homes and “luxury” high-rise condominiums have on the community is the fact that the median average home value in Long Branch is $298,937 (the value equal to the total of all the values divided by the total number of homes), while the mean average (the value at the mid-point of all values) is $526,614, meaning half of all homes are valued at more than $526,614. Many of the high-value residences are part of aggressive development of high-rise condominium buildings on the beachfront, both completed and ongoing.

Ethnic groups with rich heritage in the community call Long Branch home, while in recent decades, growing populations with Brazilian and Portuguese ancestry have made Long Branch fifth in the nation for number of residents born in Brazil and 62nd of the top 100 cities in the nation with residents who are native-born Portuguese.

Year-round population hovers at 31,000, while weekend population in summer soars past 100,000.

<table>
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<tr>
<th>Population of Long Branch, NJ as of 2017</th>
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<tbody>
<tr>
<td>White alone</td>
</tr>
<tr>
<td>Hispanic</td>
</tr>
<tr>
<td>Black alone</td>
</tr>
<tr>
<td>Asian alone</td>
</tr>
<tr>
<td>Two or more races</td>
</tr>
<tr>
<td>Other race alone</td>
</tr>
<tr>
<td>American Indian alone</td>
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Two state highways, Routes 36 and 71, pass through Long Branch. It is also home to a major NJ Transit commuter (and vacationer) rail line, with two stations – Long Branch Station (the main station) and a station in the Elberon section of the City.

All of the above characteristics and others present a challenging public safety environment.

Background
On May 8, 2018, sweeping change took place in Long Branch when John Pallone was elected Mayor of the City, along with his team of five running mates for the City Council. They defeated long-time incumbent Mayor Adam Schneider and his team of running mates. Mayor Schneider had held the position for twenty-eight years, since 1990. When Mayor Pallone and the new
Council team took office on July 1, 2018, they began to conduct in-depth reviews of all city departments and operations. They started by logically turning their attention to the largest department of City government, the Police Department, and commissioned this report in order to obtain an independent evaluation of the department and of issues surrounding the department.

Less than four months before the May 8, 2018 election, another profound change had been put in place in the community with repercussions that rippled through governance and altered long-standing practices and tradition in the community and management of its Police services. On January 16, 2018, the soon-to-be outgoing mayor made a permanent appointment of a Police Chief, something that had not been done in the City in nearly forty years. For all that time, the Police Department of the City had been under the management of a “civilian” position – a Director of Public Safety. (See Appendix A for a historical listing of the City’s Directors of Public Safety.)

In a municipality there are key differences between functioning with a Police Chief and functioning with a Police Director or Director of Public Safety. Paramount among these is that the position of Police Chief is a sworn law enforcement officer and is accorded many protections and rights directly by State law that a Director is not. A Police Chief:
- Is entitled, indeed required, to carry a firearm
- Has a measure of independence and insulation from civilian government authority
- Cannot be removed from the position without cause once permanently appointed

Conversely, a Director position is more directly responsible to the governing body of a community. He or she serves whomever appointed him or her. Thus, a Director of Police or Director of Public Safety is seen as a position that has more direct accountability to the mayor or council of a municipality (depending on the municipality’s form of government) and thus by extension more accountability to the citizenry. This is why some municipalities favor having a Director without having a Chief.

In Long Branch, many would argue that the system of having a Director of Public Safety and no Police Chief worked well for nearly forty years, so why was it changed? The first Director of Public Safety, Howard Graff, was appointed in 1979.

On March 12, 2013, the then Captain of the Police Department, Jason Roebuck, took a leave of absence from the uniformed position and was appointed to the Director of Public Safety civilian position. Then on July 26, 2017, he was provisionally appointed to the new Police Chief position. On January 16, 2018 which was less than four months before the May 8, 2018 local election, he was permanently appointed as Police Chief and the Director position became vacant. The arrangements that went into making that happen became an open invitation to charges that the implementation of the appointment was politically tainted.

As detailed in this report, now-Chief Roebuck has implemented a number of reforms in the Police Department, both in his tenures as Director and as Chief. (See Appendix B, Chief Report.) This invites the question that if such accomplishments can be achieved via either position, what
compelling need existed to change the system that had been in place for thirty-eight years? This question can only be answered by the former Mayor.

II. POLICE OPERATIONAL REVIEW AND FINDINGS

Over the course of several months the Government Strategy Group team conducted an examination of the Long Branch Police Department. (See Appendix F for the GSG team members assigned.) This included numerous interviews of the Chief of Department, command staff, rank-and-file representatives, and superior officer representatives, as well as visits to the department facilities, review of documents and equipment, tours of the community and of locations of Police activity. (See Appendix C for list of interviewees.)

All of the personnel interviewed were cooperative and professional. In order to get meaningful feedback and truly understand the culture and current challenges in the department, our professionals wanted to understand the command staff and union representatives’ concerns and opinions as they related to both positive and negative aspects of issues.

The team interviewed Chief of Department Jason Roebuck on multiple occasions and also participated in a guided tour of the sectors and the town with him. It should be noted that prior to being permanently appointed to the Chief’s position, Chief Roebuck served as the Public Safety Director from March 12, 2013, on. Various items discussed in this report occurred during that tenure and not just since the appointment as Chief.

The Chief provided an historical overview of the patrol functions in specific neighborhoods and an overview as well as background on specific initiatives. Chief Roebuck supplied GSG with roll calls, work charts, an update on the accreditation process, a listing of vehicles and equipment, and the annual budget for the last two years. He also sent specific material and requested items as they related to the GSG scope of work.

Organization

Existing Organizational Structure

The Long Branch police department has a chain of command structure with the Chief of Department, Jason Roebuck, serving as the Chief Executive Officer of the department. Command staff is comprised of three operating divisions: Support Services, Detective Bureau, Patrol Division.

Specialized units in the department are overseen by and placed in the command structure under three of the Division commanders as follows: The Street Crimes Unit falls under the Investigations Division Commander, the Urban Enterprise Zone (UEZ) unit or community policing comes under the Patrol Division Commander and traffic falls under the Support Services Commander.
Investigations Division  Captain Frank Rizzuto
The Investigations Division has one Commanding Officer (Captain) and one Detective Lieutenant who supervise three Detective Sergeants each supervising a squad of detectives. In addition, there is one police officer assigned to the Drug Enforcement Agency. There are two non-sworn support staff in the division, a secretary and a custodian of the vault and forfeiture. The Investigations Division performs investigations and gathers facts and evidence to support both the investigative process and prosecutions. Their roles, in part, encompass evidence/property management, background investigations for both the police and fire departments, school programs, alcohol and beverage enforcement, liaisons to county and federal task forces and they instruct and administer the school active shooter program and citizens academy among others.

The bureau maintains units specializing in Major Crimes, Street Crime, Forensics and Juvenile matters. They are also dedicated to the following areas: homeland security, coordinator for sex offender registry, chaplains’ program, bias crime investigations, public information officers, certified negotiators, certified arson investigators, and Society for the Prevention of Cruelty to Animals.

Patrol Division  Captain Jorge Silverio
The Patrol Division is the largest contingent in the department and has one Commanding Officer. The Commanding Officer is supported by five lieutenants. Special Operations comes under patrol and is comprised of a UEZ (Urban Enterprise Zone) unit which has two officers and is commonly referred to as a community policing unit. In addition, seasonal officers and a
bicycle unit (two officers) come under patrol. The bulk of the patrol unit falls into three platoons that are staffed with a traditional supervisory structure. A Sergeant is the first line supervisor and is supervised by a Lieutenant on each tour. The Patrol Division performs active patrol and responds to calls for assistance.

Based on GSG's examination of the use of existing staff, the Patrol Division is managed very competently even though staffing is not up to authorized strength which means there are vacant positions. The Patrol Captain seems supportive of his personnel and proactive in advocating for them. It does appear that staffing is the major issue affecting patrol. When staffing is not up to authorized strength, patrol units have limited opportunities for time-off because of the need to staff up, and morale is affected. Ideally every platoon should have a minimum of fifteen officers.

Several options and areas should be reviewed internally to include how staffing and lack of time-off options for patrol effect morale. Specifically, what is the strategic plan to fully staff to at least to authorized strength and how does the department plan and execute a strategy to deal with attrition.

The economic growth and revitalization in town is continuing and optimal police staffing and use of staff should be a priority.

**Support Services** Captain Peter Antonucci
The Support Services Division has one Commanding Officer (Captain) and one Lieutenant. They oversee Code Enforcement (two Class II officers), traffic safety (four sworn officers and four non-sworn personnel), a non-sworn analyst, ten communications dispatchers (non-sworn), one IT (non-sworn), and one shift coordinator (non-sworn).

Support Services is responsible for the municipal budget for not only the public safety department but also the fire department. In addition, they are responsible for federal grants, IT management, scheduling, communications analysis, communications systems, vehicles, dispatch, code enforcement and traffic safety.

The Captain in Support Services is in full uniform while the Lieutenant works in a non-uniform or partial uniform. This is an issue not understood by various members of the department and could benefit by clarification. The Lieutenant in support services indicates that he interacts with a broad group of constituents on a daily basis and feels not being in full uniform is more effective and conducive to productivity. This is a policy decision that the Chief has to review and in itself may not be material but again, could benefit by clarification.

Currently the traffic division is part of Support Services. If it were part of the Patrol Division instead, it may give patrol more flexibility and options in regard to moving staff until staffing is at full strength. Traffic is an issue in Long Branch during the summer months and has to be managed. Areas contingent to the ocean and the cross streets are at full capacity on weekends.

**Internal Communications**
Command staff, which consists of the Captain of each division, communicates with each other regularly and meet weekly. There appears to be frequent and excellent communication between three of the four Captains. While cross communication by Captains is a regular occurrence, there do not appear to be meetings with the Chief of Department and the command staff. The Chief indicates that he communicates to his Captains based on operational and administrative issues as needed on a daily basis. It is recommended that a Chief of Department have a regular meeting on the calendar weekly with the command staff. A regular weekly meeting will foster communication and support an environment where the rank and file understand that the leadership of the department are all aligned and going in the same direction.

A weekly meeting could also be an opportunity to occasionally bring the mayor and city council members, individually or a couple at a time, into a meeting with command staff, as well as the business administrator, based on current needs of both the department and the City of Long Branch.

As noted by one of the command staff, “the mayor and council are not nuanced in police culture.” Regardless of whether this is the case, it is always beneficial for cultures to understand each other and to have communication that effectively serves the needs of the population they serve.

Based on interviews with command staff and Chief Roeback, communication between Chief Roeback and one of the command Captains, Captain Antonucci, is rare if it happens at all. The Chief communicates directly with Lieutenant Shirley who reports to Captain Antonucci. Captain Antonucci describes himself as “the odd man out” and expresses the belief that he and the Chief are “polar opposites.”

It is not uncommon in police departments for both command staff and rank and file officers to have personality clashes and have different perspectives on how departments should be managed. When this leads to non-communication and posturing, it ultimately divides management and is not supportive of an organization that is functioning at an optimum level.

**Staffing**

**Current Staffing Situation**

Below is a breakdown of patrol positions for the 11x7, 7x3 and 3x11 tours by roll call positions. Note that the numbers shown are for roll call positions only and may not always be filled on any particular day.

<table>
<thead>
<tr>
<th>11pm to 7am Tour</th>
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<tbody>
<tr>
<td>1 Lieutenant Watch Commander</td>
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<tr>
<td>1 Sergeant Roundsman</td>
</tr>
<tr>
<td>6 Police Officers – Patrol</td>
</tr>
<tr>
<td>4 Class II Officers</td>
</tr>
<tr>
<td>2 Dispatchers (non-sworn)</td>
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<tr>
<td>2 Detectives on Call</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>7am to 3pm Tour</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Lieutenant Watch Commander</td>
</tr>
<tr>
<td>1 Sergeant Roundsman</td>
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In the state of New Jersey there are numerous designated classes of police officers, including Class I, Class II and Class III. Per the Attorney General’s guidelines, they each have different levels of training based on classroom hours and respective curriculum associated with each class. Class III officers are retired-status police officers who retain their authorization to carry firearms. Class II officers have received sufficient training to carry firearms but only when on duty and Class I officers have no right to carry firearms, but are trained in other police procedures and methods.

In addition to the above breakdown of full-time police officers in Long Branch, the Department uses:

- 32 Class I officers in the summer months for both beachfront patrol and parking enforcement
- 17 part time Class II officers during the summer months for both beachfront patrols, parking enforcement and supplemental staff
- Three full time additional Class II officers that are used in traffic, court security and code enforcement
- Four Class III officers assigned to the schools during the school year

There are currently 92 total authorized positions in the department and 86 positions that are actually filled. In the near future, actual staffing of sworn positions will go down to 85 officers as one will be leaving from an injury on duty.

**Staffing Impacts and Options**

As a matter of standard practice, authorized strength should ideally be fully staffed to the actual strength determined by the department and needs of the municipality. In the case of Long Branch and the continued economic expansion and tourist season, the need to be fully staffed at an optimal level is essential to meet the needs of the public and not only be responsive to emergency calls but have a proactive police presence in the community.

As it relates to the Patrol Division of the department, the authorized staffing strength of the Department would call for each platoon to have 15 police officers, while currently only one has 15 and the other two platoons have 13 and 12 police officers respectively. Ideally per the authorized strength, six officers a shift should be put out on patrol minimally. Traffic is a “specialized unit” and separate from Patrol. Vehicular traffic and commercial vehicle volume are a priority for the department and traditionally Patrol cannot pull staff from Traffic and usually

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<th>6</th>
<th>Police Officers – Patrol</th>
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<tbody>
<tr>
<td>4</td>
<td>Class II Officers</td>
</tr>
<tr>
<td>2</td>
<td>Dispatchers (non-sworn)</td>
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<td>2</td>
<td>Detectives on Call</td>
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</table>

**3pm to 11pm Tour**

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<tr>
<th>1</th>
<th>Lieutenant Watch commander</th>
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<tr>
<td>1</td>
<td>Sergeant Roundsman</td>
</tr>
<tr>
<td>8</td>
<td>Police Officers – Patrol</td>
</tr>
<tr>
<td>1</td>
<td>Class II Officers</td>
</tr>
<tr>
<td>2</td>
<td>Dispatchers (non-sworn)</td>
</tr>
<tr>
<td>2</td>
<td>Detectives on Call</td>
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does not. Therefore, if Patrol staffing is under its optimal levels to begin with and a patrol unit is out of service for any reason, Patrol is understaffed. Currently in addition to that, two police officers in Patrol are on loan, one to the Drug Enforcement Agency and one to the county task force, which further depletes staffing in Patrol.

Due to the current challenges of fully staffing the Patrol Division, patrol officers who are junior officers are not always able to get time off owed them on prime days (i.e., Friday, Saturday, Sunday). Even if full staffing were to occur, time off is limited in order for departments to have ample patrol on weekends and holidays, due to the nature of staffing roll call posts and fiscal responsibility. Proper staffing and maintaining authorized strength give some flexibility.

Officers are allotted three personal days per year but cannot carry them over and must use them by the end of the year. Thirty-two hours of compensation time a year can be additionally allotted, but can't be banked and must be used prior to the end of the year. Compensation time must be approved and may not be if staffing levels are affected. These types of earned time-off demands often clash with the Department’s needs to adequately staff assignments and serve the public.

Another factor influencing staffing is that Long Branch is a Civil Service jurisdiction. Based on Civil Service lists and hiring requirements/practices, it can take years to get to authorized strength after a department falls below that number.

In the interim there are options to consider based on the priorities of the department. It is always a judgment call to pull patrol units out of the Patrol Division and assign them to task forces if staffing is at a minimum.

There is no clear-cut solution but pulling from patrol when staffing is under authorized numbers should be carefully weighed in conjunction with the needs of the municipality and having the capability to respond to operational issues.

Another option is to have the Patrol Division make a judgment call and be able to pull staff members from specialized units, for example, Traffic, and use them if operational needs require it.

**Work Charts and Schedules**

Schedules in the LBPD have changed over the years and have ranged from rotating tours every week to a current schedule that rotates every six months for patrol officers. Conversely, the majority of specialized units work steady shifts.

Command staff and union representatives both note that many officers would like steady tours of duty. In practice, tours should best be determined by the collective needs of the department, budgetary restraints, and balancing the needs of the community with management’s priorities.

There are both positive and negative aspects of steady tours. In some cases, they can lead to “subcultures” in a department; for example, 11 p.m. to 7 a.m. shifts, aka “the midnight tour”. Many officers who work a steady midnight tour have almost no or limited interaction with executive management. They become accustomed to an environment where they are self-
sufficient and, depending on the degree and quality of supervision, self-regulating and in some cases view themselves as being “not on the radar.”

It is common practice in a majority of police departments to have a mix of both steady assignments and multiple schedules.

**Professional Development and Training**
The Chief has initiated the NJSACOP accreditation process which is progressive and gives the department a degree of professional status that is desirable from a professional standards perspective. Accreditation is a multi-year initiative and requires an ample degree of commitment from any department. Taking the steps to become accredited is proactive and shows a commitment by the Chief and the City to adhere to certain standards.

With respect to the promotional process and career paths for supervisors and detectives, we recommend that the Department set up a basic internal training program for supervisory staff (Lieutenants and Sergeants) upon promotion, one that covers what is expected of them and what best practices are for the position.

**Community Policing**
Community Policing is an interactive communications process designed to build trust and align goals of the Police Department with goals of the community to the best extent possible given available resources. For this unit, this is more its role than just being “enforcers.” The Community Policing unit proactively meets with groups in the city such as business, senior citizen, and community organizations.

Community Policing in Long Branch falls under the umbrella of the Urban Enterprise Zone unit. The unit had four officers assigned at one point thanks to a federal grant, but presently is down to two officers.

Management reports that the community policing unit is well received in the community. They wish it could do more but believe it cannot due to lack of available staff. The elected officials expressly support Community Policing and would even like to see more involvement/presence in the community, such as with walking patrols.

**Departmental Culture**
According to officers and officials interviewed, there is a culture in the Long Branch Police Department of “the haves”, mainly the specialized units, and “the have nots” as mainly the Patrol Division, that goes beyond the distinct scope of the work duties and nature of the units. There is a pretty common theme that there is a double standard between specialized units and patrol.

In the past, specialized units could take off and be absent without close scrutiny. They now have to account for their time but still have much more flexibility in regard to time off than Patrol units. These issues are complex and, in many cases, such as with the LBPD, are affected by operational needs, staffing and quality of life issues for the rank and file and the policy of the past and current departmental leadership.
Police departments typically have a distinct culture with certain qualities and internal mores that either reinforce or propel certain behaviors, both in a positive or negative manner. As in many cultures, it can take years for behavior to develop and is often the result of past and current policy as well as the history of the department and its leadership.

In addition, there are variables such as economic growth, collective bargaining agreements, internal opportunity for advancement and promotion, that can impact departmental culture and management of challenges.

**Resources**

**Major Workflow Process**

Based on our interviews and material gathered and reviewed it appears that major work flow processes are generally conducive to effectively managing the police department. Command staff are supportive and engaged in their respective command roles that support the work flow of the department. Supervisors understand their respective roles as they pertain to the flow of work and responsibilities.

**Use of Technology**

Technology in police departments continues to evolve enabling greater effectiveness. The Long Branch Police Department deploys many of these top performing tools. Following is a summary of technology currently being used by the Long Branch Police Department.

**Body Cameras** The entire Patrol Division is required to wear body cameras while on patrol. Most of the department is currently using them, with the specialized units moving toward also having them when appropriate. (Note that for certain aspects of police work, such as dealing with confidential informants, it is not appropriate procedure to be wearing a body camera.) All supervisors interviewed believed that body cameras, which were initially frowned upon by some, are progressive, helpful in making the department more professional and are a tool that supports effective policing. The Department has a federal grant in place that will enable it to expand body cameras to all personnel.

There are no longer cameras on street crime units. The decision to halt deploying these units with body cameras should be reexamined to make sure that it is justified and in the best interests of police work in the community.

**IAPro** IAPro software is the gold standard in police work for personnel tracking and tracking of all internal affairs investigations, as well as providing an “early warning system” for possible areas of investigation. For additional information: [www.iapro.com](http://www.iapro.com)

**PowerDMS** PowerDMS software is also a gold standard in IT systems for management of police policies and procedures. It also is used for tracking all training records, and is assisting in the Department’s current initiative to achieve accreditation through the New Jersey State Association of Chiefs of Police. For additional information: [www.powerdms.com](http://www.powerdms.com)
**GuardianTracking** This is a software system currently being used in the LBPD to allow access by supervisors to input material that is generally effective in monitoring, tracking and storing information on personnel and equipment. Ideally the system should support a high level of efficiency and tracking based on the package being used. Based on GSP’s examination of the department, it appears that supervisors are not getting adequate training on the system and are figuring it out by themselves. All supervisors who are using the system should be given training on it so the department can optimize its benefits. For additional information: www.guardiantracking.com

**Closed Circuit Cameras** Closed circuit camera coverage is in use at every comfort station located every quarter mile on the boardwalk. There is a total of four cameras on the boardwalk and one camera at Manhasset Creek park. All cameras have videotaping capability and are sent back to dispatch. Video is retained for ninety days.

**Biometrics** All police vehicles have a bio metric application for vehicle entry and police vehicles also have mobile data terminals (MDTS).

**inTime** This scheduling software system is specifically designed for public safety departments. It allows for review of approved leave, identifies overtime, and allows authorized users to view and change shifts. Like all technology, the department should ensure that the system is being utilized to the fullest extent and supports LBPD’s operational and administrative challenges. For more information: www.intime.com

**Computer Aided Dispatch (CAD)** The department had an in-house computer aided dispatch system from 2003 until 2014. In 2014, after looking at multiple options, the LBPD made the decision to join the Monmouth County Sheriff’s department regional CAD and records management system (RMS). The decision was based on numerous factors, including cost savings. LBPD does not have to maintain the three servers that housed the prior CAD and RMS systems. In addition, the information-sharing aspect of the regional solution has benefited the closure rate of cases. Officers in the field are also able to access background information on subjects in a matter of minutes as opposed to hours or days, which enhances officer safety. The LBPD is maintaining their current in-house dispatchers as they are more cost effective than switching to county dispatchers.

**Radio Communications** The Long Branch Police Department uses a trunked PSIC (Public Safety Interoperable Communications) radio system. The latest most technologically advanced, it is a 700 mhz digital two-way radio system that uses a digital control channel to automatically assign frequency channels to groups of users. It is owned and operated by the New Jersey State Police and establishes the ability for linked communications throughout the law enforcement communication in order to address modern law enforcement challenges.

**Physical Facilities**

The Police Department is currently housed in the basement of the municipal building. There is a coed restroom with no urinal and with rust in the bathroom stall separators. The male locker room has no ceiling panels in the drop ceiling and has reportedly been that way for over three years.
**Vehicles**
The police departmental fleet has 85 vehicles that are assigned throughout the department. Approximately 30 of those vehicles are front line. The newest vehicles go to Patrol as they are on the front line and responding to operational and emergency calls.

The department is attempting to order seven new vehicles per year as needed and rotate vehicles and take them out of service based on departmental needs. Detectives’ vehicles are the oldest in the fleet. Support Services is working to replace them with new vehicles.

**Personnel**

**Collective Bargaining Agreements & Grievances**
Currently there are no outstanding grievances that are filed by either the Police Officers Benevolent Association (PBA) or the Superior Officer’s Association (SOA). Both the unions are in the process of negotiating respective contracts.

Both union representatives interviewed presented as reasonable and professional and noted that as a matter of routine they had “good dialogue with the administration.”

As in the case of command staff, the union representatives believed that the current staffing of the department is an issue and that there is a clear divide between specialized units and patrol.

Other common themes between the union representatives and the command staff is that their respective voices are not being heard as it relates to who goes into specialized units and that there is a lack of a clear process for putting officers into special units. This is a fairly common complaint in law enforcement agencies, as it is management’s prerogative on who is assigned to special units. Nevertheless, as with all good management, a good line of communications and reasonable airing of concerns can help to create positive collaboration and teamwork.

Chief Roebuck advised that he relies heavily on his command staff regarding recommendations on who may be suitable for a special unit and in some cases gives them “the pick.” This practice is not uncommon in many police departments and allows the Chief and command staff to have something that motivates officers.

Government Strategy Group’s experts in labor relations and labor contracts reviewed the Long Branch PBA and SOA contracts. While they did not detect any major deviations from typical contracts, there are strategic and technical issues that will be presented to City officials via meetings since they involve confidential contract negotiations.

**Evaluation System Policy**
The policy in place for evaluations of officers is a trait-based and statistical based assessment, that relies on data taken over a six-month period. The policy is comprehensive and states: “There shall be two formal evaluation periods for all employees each calendar year.”
Evaluations are used for officer development and career counseling, which in effect is training in areas in which they may be lacking. They are considered for future appointments, assignments or any other department matter where performance is to be reviewed.

According to the policy, upon the rater completing the evaluation the “rater shall use the evaluation process as an opportunity to conduct career counseling relative to such topics as advancement, specialization, or what training might be appropriate based on the employee’s position.” The policy also states that the Division Commander and the Chief “may review” the evaluation at their respective discretion. There is a clear and detailed appeal process that follows the chain of command and ultimately gives the Chief of the Department the discretion of making a final decision regarding any appeal.

The evaluations are placed in network storage and supervisors use the Guardian Tracking software program to manage all documentation in regard to evaluations. Any and all information used for evaluation purposes is entered into the software and is accessible to personnel in the subordinate chain of command.

During GSG’s interviews in the Department, a concern was raised that evaluations are not “normal or standard.” In addition, it was noted that there is no standard training given to the raters which causes a lack of consistent rater reliability.

Management should consider that in a department the size of Long Branch Police Department, Division Commanders should review all evaluations for any officer under their respective command. This would help management understand both the strengths and weaknesses of their officers.

While chain of command is efficient for reporting purposes and is common practice in police departments, all command staff should support and understand and be attuned to their officers’ respective developmental challenges as well as attributes.

In addition, the department should consider that the Chief of Department ultimately review all evaluations done for all officers. A Chief has broad discretion and ultimately makes the final decision on any appeal process both for police officers as well as command staff. This is a policy decision that should be reviewed by the Chief and Business Administrator in conjunction with human resource professionals from the municipality, specifically in regard to command staff evaluations.

The department should ensure that all evaluations are done every six months as noted in the outlined policy and also ensure that supervisors conducting evaluations understand how they are properly prepared to perform evaluations.

**Sick Leave Policy**

During his tenure as Public Safety Director, now-Chief Roebuck initiated a revised “Fitness for Duty/Injury/Leave” policy on 12/16/16. The effective date of the new policy was 01/01/2017.
The policy denotes what Sick Leave Abuse is under Volume 3 Chapter 322 of the Police Department Policy & Procedures Standard Operating Procedure. Specifically, under section 322.4.13, the sick leave abuse policy is outlined and specifically defines what constitutes “a continued pattern of call outs.” It states in part a continued pattern of “call outs” will be defined as follows, but not limited to:

a. Six (6) or more “call outs” on a weekend shift in a twelve-month period. Weekends shall be defined as beginning 2230 hours Friday and ending 2230 hours Sunday.

b. Six (6) or more “call outs” on a particular day of the week in a twelve-month period.

c. Six (6) or more “call outs” preceding or following a compensation day, personal day, suspension day, vacation day, military leave, or regularly scheduled days off in a twelve-month period.

d. Four (4) or more multiple day “call outs” in a twelve-month period. Multiple day call outs” will be defined as two or more scheduled shifts in succession. i.e. “Off Tuesday, Wednesday, Thursday – out sick Monday and Friday or “Off Saturday, Sunday, Monday – out sick Friday and Tuesday”

1. Either A, B, C, D do not combine. For example, two (2) call-outs on Tuesdays and four call outs following a vacation day does not combine to equal six (6) call-out days.

2. Multiple day call-outs, as in D, will be included in the count for A, B, and C.

3. At six (6) call-out days, a Guardian Tracker entry shall be made and progressive discipline shall ensue.

The policy states that “officers suspected of sick leave abuse due to a continued pattern of call outs will be required upon request to submit a written verification from a physician regardless of the number of incidents or hours missed.”

Feedback from command staff garnered multiple viewpoints on the policy, including that prior to the policy there was a “free for all.” It was also noted that officers could be within their allotment of time owed, but still be in violation of the policy.

No issues with the sick policy were raised by either union representative interviewed by the GSG team. On the other hand, one of the supervisors mentioned that he may be filing a grievance about the sick time policy, believing it to be overly restrictive. As of the writing of this report, internal meetings were being held for ongoing discussion of the policy.

Based on multiple viewpoints, review of the sick policy and feedback, while the policy may not be well received by all members of the force, it is the management’s prerogative to carry out the sick policy and enforce it in order to effectively conduct the operations of the department. It is also an area that can be addressed both by rank and file and by superior officers through the collective bargaining process.

Department managers reported that in the past sick leave abuse was an issue. At times it became systemic and egregious, in some case with officers taking 20 or more days per year without any verification. The new policy is an effort to balance fair practices that allow police management to be fiscally responsible and reasonable while allowing for officers’ needs.
III. POLICE EXTERNAL AFFAIRS AND COMMUNICATIONS

Managing effective external affairs and communications is an important responsibility for a Police Chief in New Jersey. Responsive and effective communications with civilian authorities is a part of the job and essential for a Police Department to enjoy the kind of community confidence and support it needs to fulfill its mission.

During the course of this review, the Mayor, City Administrator and Council Members all expressed concern about a lack of cooperation with them from the Chief. Examples provided:

- Ignoring routine requests for information
- Informing the governing body of noteworthy incidents after they were publicly disclosed
- Information, when provided at all, being contradictory or seriously incomplete

Adding to their concern was an additional concern regarding attitudes and culture in the Police Department as reflected by a number of incidents in recent years, such as:

- A highly publicized sexual assault case involving a “troubled” officer who had already had a prior record of severe disciplinary action
- An incident where a Police vehicle, after responding to a scene, was not secured in park position, rolled onto NJ Transit train tracks and was struck by a commuter train, with City officials indicating that they and the public were not provided adequate information regarding the incident and any follow up to it
- Officers “idling” on the job – a situation characterized by some as “Sleepgate” and by the Mayor at the time as an “embarrassment for the town” – with nearly ten percent of the Department’s sworn personnel ultimately being suspended after the situation was finally revealed

In addition to the above, during the course of conducting interviews in the Police Department for this review, a GSG team member was provided a dossier of alleged improprieties in the Department. GSG is not in a position to pass judgment on these allegations and turned this dossier over to the City’s legal counsel.

This is not a tenable situation and can negatively impact the community.

The Chief has expressed frustration at what he sees as “interference,” but did not provide any of the GSG team members who spent time with him any examples of improper interference.

Within the framework of the City’s form of government, the Mayor is the civilian authority over the Police Department. Along with Council, it is not unreasonable to expect not only cooperation but also appropriate communication with the Chief of Police.
IV. ROLES AND RESPONSIBILITIES

The City of Long Branch is governed by the Mayor–Council Plan of the Optional Municipal Charter Law of the State of New Jersey, commonly known as the Faulkner Act. Under this form of government, the mayor is by law given “full control over the municipal administration and over the administration of municipal services,” while the municipal council is accorded “general legislative powers and such investigative powers as are germane to the exercise of its legislative powers.” (NJSA 69A–37.1.)

NJSA 69A–37.1 further provides that: “In any municipality adopting the mayor-council plan of government, the municipal council shall deal with employees of the department of administration and other administrative departments solely through the mayor or his designee. All contact with the employees, and all actions and communications concerning the administration of the government and the provision of municipal services shall be through the mayor or his designee, except as otherwise provided by law.”

The intent of State law as it pertains to municipalities with Long Branch’s form of governance is that relations with employees shall be by and through the mayor and that municipal council members are limited in dealing with employees. It should also be noted that all sworn personnel of the Police Department are represented by a union. Employees should not be permitted to air grievances or complaints regarding their employment except through their union representatives to proper administrative channels.

In Long Branch, communications by and to the Police Department are not ideal. Lack of information and communication from the Department through proper channels, both real and perceived, fuels a culture where elected officials seek their own interactions with the Department and its employees. Council Members have frequent interactions with members of the Police Department concerning the operation of the Department and various members of the Department feel at ease in communicating directly with Council Members concerning Departmental operations. By common objective standards, such an environment is not conducive to good management, especially in a quasi-military organization like a Police department which must function with a clear chain-of-command in order to protect and serve the public.

Yet, over time in Long Branch, people became comfortable with a more “informal” approach to the Police Department and to relations between the Department and elected officials. This approach was facilitated while operating with a civilian Director, appointed by the elected officials and subject to removal by them. Today, with a Police Chief they feel is seriously unresponsive, if not plain defiant, the elected officials feel a need to communicate directly with Police staff and some staff members likewise feel they must communicate directly with elected officials or otherwise “leak” information to them. In turn, the Chief’s response was to issue an intensely restrictive communications policy to the staff. None of this is good for healthy relations or the long-term success of public safety in the community.

Just as elected officials have statutory roles, one of the key statutory roles of a Police Chief is to regularly report to the “appropriate authority” of a municipality as designated by the elected

Review and Evaluation
Long Branch Police Department

Government Strategy Group
May 2020
officials. NJSA 40A: 14-18(e) states that a Chief is to “report at least monthly to the appropriate authority in such form as shall be prescribed by such authority on the operation of the force during the preceding month, and make such other reports as may be requested by such authority.” The City’s “appropriate authority” should instruct the Chief in writing as to what form of monthly reports are required and the Chief should adhere to same.

The Chief should also keep the Mayor and Council well-informed as to activities in the community relative to public safety and law enforcement, both with regular weekly updates and with timely updates near to real-time for significant incidents or events, especially ones where elected officials are likely to hear from other sources and can help with community information and relations. This should serve to reduce the volume of communications outside of channels to and from elected officials.

V. RECOMMENDATIONS

Change has occurred in Long Branch, in its politics and with its Police Department. The change in elected leadership coupled with the change that was made in the management system for the Police Department has created a challenging relationship between the new Chief of the Department and the newly elected and reelected officials especially given the circumstances in which the events transpired.

Government Strategy Group did not uncover any evidence of any study or basis of factual information that led to the elimination of the Public Safety Director position. The duly elected officials of the community indicate satisfaction with accomplishments in, and management of, the Police Department under the prior system of a Public Safety Director. Many in Long Branch believe the community was well served for nearly 40 years by having a Public Safety Director and that it is logical to return to that management structure. Indeed, the current Chief also points to initiatives accomplished through the Public Safety Director position when he held it and there was not a Chief’s position.

In presenting options and recommendations, Government Strategy Group strongly recommends that City officials consult with legal counsel regarding any possible changes it may consider. Among other things, Long Branch is a Civil Service community and any changes must comport with Civil Service.

Option One
Reestablish the Director of Public Safety position staffed by an experienced professional in public safety management. The Director of Public Safety should have oversight of and responsibility for all emergency services including the Police Department, Fire Department, Ocean Rescue, OEM and the Long Branch First Aid Squad (LBFAS) which is an independent nonprofit organization. Development in Long Branch is vibrant and the City is witnessing significant growth in tourism. Having one of the longest beach fronts in NJ poses its own unique set of challenges.
Presently in the Long Branch Police Department, an entire division is devoted to Support Services, consisting of a number of non-sworn and administrative functions plus traffic safety and code enforcement. This division is managed by two ranking positions, a Captain and a Lieutenant, supported by other sworn personnel. Many of the duties and work responsibilities in this division should be performed by the Director of Public Safety’s office, such as budget preparation for the Police and Fire Departments, code enforcement, information technology, and various other administrative duties. Having many of these duties handled by civilians rather than sworn personnel will lead to cost savings and greater efficiency. Also, sworn personnel can then be assigned to true police duties.

All public safety services, except LBFAS, can be reorganized under the Director of Public Safety. In doing so, the City should remove from the Police Department as many civilian and administrative tasks as possible that are not strictly police work and assign them to the jurisdiction of a professional Director of Public Safety’s office. This would include but not be limited to Police and Fire budget preparation and oversight, code enforcement, information technology and other administrative tasks and analysis.

Regarding other emergency services in the City, Ocean Rescue is structurally located in the Recreation Department yet managed by the Public Works Department. The Fire Department is part paid and part volunteer. During Fire incidents, the volunteer Chief is the incident commander in command of both paid and volunteer personnel. First Aid is handled by LBFAS.

In those cases where these functions are being performed and/or managed by sworn personnel, the City can expect cost savings and efficiencies by “civilianizing” those functions. It should be noted that such savings are not just in the area of salary savings, but in the reduced pension cost obligations of a municipality when comparing the PERS system with the PFRS system.

By appointing a Public Safety Director and vesting that individual with appropriate authority, the City can provide for the oversight of the Department that it feels is lacking and for greatly improved communications. This position can, among other things:

- Require reports from the Chief, at least monthly, on the operation of the Police force
- Require any other reports from the Chief as requested on any incidents involving the Police or on any other Department-related matters
- Establish and enforce policies for the management of the Police Department
- Examine the performance of any Police Officer or member of the Department

Through this position, City officials and the public can expect a more responsive Department with an improved flow of information.

**Option Two**
The City may wish to consider reestablishing the Director of Public Safety position and eliminating the Police Chief position. Under this scenario, the incumbent would revert to a Captain’s position. The difference in salary and pension obligations would be a cost savings to the City.

**Option Three**
Should the City decide to leave the current structure in place, it should do so with new conditions under a one-year trial period, with the following recommendations:

- **Reorganize the command structure.** Remove administrative duties from the Support Services Division.
- **Establish a training/mentoring program.** The Chief of Police should commit to a training/mentoring program to be provided in consultation with the New Jersey State Association of Chiefs of Police and agreeable to the Chief and City officials.
- **Conduct mediation.** In furtherance of dealing with the changes that have occurred, mediation of the differences should be undertaken by retaining an outside mediator to work with the parties. This could be a civilian experienced in the management and operations of a Police Department and/or, again, in consultation with NJSACOP.
- **Improve communications.** A methodology should be set up for Council Members to communicate Police concerns through the Mayor or Business Administrator. The Chief's office should issue brief email updates to the elected officials on a weekly basis and on a real-time basis as soon as possible after significant events.
- **Hold regular meetings.** The Chief, Mayor, and Business Administrator should meet every two weeks to review policing issues in the community.
- **Negotiate a fixed term.** The Chief and the City should renegotiate his employment contract to add a fixed term clause in order to improve relations.

If everyone would commit to the above conditions for a year, it may result in the changes necessary for a successful outcome and détente between all concerned.

**Summary of All Recommendations**

**Overall**

- Reestablish the Director of Public Safety position staffed by an experienced professional in public safety management OR leave the current structure in place under a one-year trial period, and do the following:
  - Reorganize the command structure
  - Establish a training/mentoring program
  - Conduct mediation
  - Improve communications
  - Hold regular meetings
  - Negotiate a fixed term

**Patrol Division**

- Ideally every platoon should have a minimum of fifteen officers.
- Several options and areas should be reviewed internally to include how staffing and lack of time-off options for patrol effect morale. Specifically, what is the strategic plan to fully staff to at least to authorized strength and how does the department plan and execute a strategy to deal with attrition.
- The economic growth and revitalization in town is continuing and optimal police staffing and use of staff should be a priority.

**Support Services**
• The Captain in Support Services is in full uniform while the Lieutenant works in a non-uniform or partial uniform. This is an issue not understood by various members of the department and could benefit by clarification.
• Currently the traffic division is part of Support Services. If it were part of the Patrol Division instead, it may give patrol more flexibility and options in regard to moving staff until staffing is at full strength.
• The economic growth and revitalization in town is continuing and optimal police staffing and use of staff should be a priority.

Internal Communications
• It is recommended that a Chief of Department have a regular meeting on the calendar weekly with the command staff. A regular weekly meeting will foster communication.

Staffing Impacts and Options
• As a matter of standard practice, authorized strength should ideally be fully staffed to the actual strength determined by the department and needs of the municipality. As it relates to the Patrol Division of the department, the authorized staffing strength of the Department would call for each platoon to have 15 police officers, while currently only one has 15 and the other two platoons have 13 and 12 police officers respectively. Ideally per the authorized strength, six officers a shift should be put out on patrol minimally.
• There is no clear-cut solution but pulling from patrol when staffing is under authorized numbers should be carefully weighed in conjunction with the needs of the municipality and having the capability to respond to operational issues. Another option is to have the Patrol Division make a judgment call and be able to pull staff members from specialized units, for example, Traffic, and use them if operational needs require it.

Professional Development and Training
• With respect to the promotional process and career paths for supervisors and detectives, we recommend that the Department set up a basic internal training program for supervisory staff (Lieutenants and Sergeants) upon promotion, one that covers what is expected of them and what best practices are for the position.

Use of Technology
• GuardianTracking All supervisors who are using the system should be given training on it so the department can optimize its benefits.
• inTime The department should ensure that the system is being utilized to the fullest extent and supports LBPD’s operational and administrative challenges.

Evaluation System Policy
• Management should consider that in a department the size of Long Branch Police Department, Division Commanders should review all evaluations for any officer under their respective command. This would help management understand both the strengths and weaknesses of their officers.
• While chain of command is efficient for reporting purposes and is common practice in police departments, all command staff should support and understand and be attuned to their officers’ respective developmental challenges as well as attributes.
• The department should consider that the Chief of Department ultimately review all evaluations done for all officers.
• The department should ensure that all evaluations are done every six months as noted in the outlined policy and also ensure that supervisors conducting evaluations understand how they are properly prepared to perform evaluations.

Roles and Responsibilities
• One of the key statutory roles of a Police Chief is to regularly report to the “appropriate authority” of a municipality as designated by the elected officials. NJSA 40A: 14-18(e) states that a Chief is to “report at least monthly to the appropriate authority in such form as shall be prescribed by such authority on the operation of the force during the preceding month, and make such other reports as may be requested by such authority.” The City’s “appropriate authority” should instruct the Chief in writing as to what form of monthly reports are required and the Chief should adhere to same.
• The Chief should also keep the Mayor and Council well-informed as to activities in the community relative to public safety and law enforcement, both with regular weekly updates and with timely updates near to real-time for significant incidents or events, especially ones where elected officials are likely to hear from other sources and can help with community information and relations.

Additional Recommendations
• Police management should invite the Mayor (and occasionally individual Council Members) to sit in on representative portions of CompStat meetings in order to foster better relations and better understanding of Police work.
• City elected officials should commit to honor the form of government and adhere to the roles set-forth in this report, mainly to restrict contact with Police employees as through the Mayor or the Mayor’s designee and in return there should be a commitment by the Department to improve outgoing information and communications.
• Review duties and work responsibilities in the Police Department that can be performed by civilians rather than sworn personnel.
• To the extent possible and allowable under Civil Service, the Department should, in conjunction with the City’s professional human resources staff, design and implement a system of including performance evaluations in the promotional decision-making process. The purpose of this is to provide an element other than just test scores in the decision-making process, but care must be taken to avoid favoritism or bias in the process.
• The Police Department should design a basic training guide and program to be given officers upon promotion. It does not have to be overly complicated or intense.
• The Department and the city government should work together on strategies to improve the diversity of the Police Department. This can be challenging in a Civil Service environment, but designing and implementing outreach recruitment programs to communities of color, different genders and different ethnicities has the added benefit of fostering good community relations.
• After it accomplishes certification through the New Jersey State Association of Chiefs of Police, the LBPD should pursue CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation. This is considered by many the gold standard for Police departments.

• The City should make some needed basic improvements to the Police Headquarters facility, particularly to the restroom and to the ceiling of the male locker room.
APPENDIX

Appendix A
PUBLIC SAFETY DIRECTOR TIMELINE

<table>
<thead>
<tr>
<th>Name</th>
<th>Appointed</th>
<th>End of Term</th>
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<tbody>
<tr>
<td>Howard Graff</td>
<td>June 1, 1979</td>
<td>July 23, 1982</td>
</tr>
<tr>
<td>Anthony Muscillo</td>
<td>January 23, 1984</td>
<td>June 1, 1990</td>
</tr>
<tr>
<td>Frank Muzzi</td>
<td>July 1, 1990</td>
<td>February 15, 1991</td>
</tr>
<tr>
<td>Patrick Caron</td>
<td>November 26, 1991</td>
<td>June 30, 1994</td>
</tr>
<tr>
<td>Louis Napolitano</td>
<td>July 1, 1994</td>
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<td>William Richards</td>
<td>December 15, 2002</td>
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<tr>
<td>Alphonse Muolo</td>
<td>April 14, 2010</td>
<td>March 12, 2013</td>
</tr>
<tr>
<td>Jason Roebuck</td>
<td>March 12, 2013</td>
<td>July 26, 2017</td>
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Appendix B
CHIEF REPORT

During the course of this evaluation Chief Roebuck expressed that he had initiated a number of changes and improvements, both during his time as Chief and during his prior tenure as Public Safety Director:

- Implemented five-year strategic plan
- Implemented employee evaluation program
- Implemented use of Segways
- Implemented ocean/water rescue team
- Acquired new Police vehicles and also firetrucks
- Implemented Facebook page
- Reinstated Street Crimes unit
- Implemented e-ticketing
- Implemented PowerDMS software
- Increased officer manpower for the UEZ (community policing unit)
- Started bike unit
- Implemented Citizens Academy & Seniors Police Academy
- Implemented auto plate readers
- Implemented Class III Officers in schools
- Controlled overtime spending (The 2019 overtime budget is $423,000. As of 11/15/19 only 43% of the budgeted overtime was used.)
- Implemented new uniforms
- Implemented state-of-the-art PSIC radio system

The Chief also expressed that crime rates are trending down and that the Department has no union grievances against it.
Appendix C
LIST OF INTERVIEWEES
During the course of reviewing Public Safety in Long Branch, the Government Strategy Group team made numerous site visits and tours of the community and interviewed the following individuals, in some cases multiple times.

- Lieutenant Christopher Hazel, SOA President, Patrol Division
- Lieutenant Charles Shirley, Emergency Management Operations Manager, Support Service Bureau Chief of Police Jason Roebuck
- Captain Josh Bard, Internal Affairs/Training
- Captain Jorge Silverio, Patrol Commander
- Captain Peter Antonucci, Support Service Division
  Detective Charlie Simonelli, PBA President, Detective Bureau
- Captain Frank Rizzuto, Commanding Officer Detective Division
- Hon. John Pallone, Mayor
- George Jackson, Business Administrator
- Hon. William Dangler, Council President
- Hon. Mary Jane Celli, Council Vice-President
- Hon. Anita Voogt, Council Member
- Hon. Mario Vieira, Council Member
- Hon. Rose Widdis, Council Member
- Louis N. Rainone, City Attorney
- David G. Brown, Resident/Community Leader

Appendix D
POLICE DEPARTMENT COMPARISONS
The uniqueness of Long Branch makes it challenging to find comparable communities for purposes of comparison analysis. After consulting with City officials, and for purposes of this report, Asbury Park and Neptune Township were chosen for comparison analysis.

Asbury Park shares a number of characteristics. It too is experiencing dramatic development/redevelopment, both directly on the beachfront and further inland. It has economic and demographic diversity, is traversed by State Highway 71 and hosts an NJ Transit rail station. While smaller in year-round population, it shares a rich history with Long Branch as a Jersey Shore community.

Neptune Township has a similar sized population as Long Branch. Like Long Branch and Asbury Park, it has beachfront, albeit of a somewhat different, “quieter” character. It is also served by an NJ Transit station (the Bradley Beach named station) that is located right on its border with Bradley Beach which at one time was part of Neptune Township. No fewer than five state highways pass through Neptune Township – Routes 18, 33, 35, 66, and 71.

All three municipalities are what would be considered “busy” communities, with much commercial activity and vigorous citizen engagement.
The following charts show trend lines for crime in Long Branch, Asbury Park, and Neptune Township for 2015 through 2018, followed by detail of crimes committed in each by year.

**Trends**

After spiking in 2017 by 10.8%, the crime index in Long Branch in 2018 fell to a level below 2015. The Crime Index for Neptune Township was not available at the time of this report so the trend line carries the 2017 Index forward to 2018.
# Crime Numbers by Year and by Crime

<table>
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<tr>
<th></th>
<th>Long Branch</th>
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<tbody>
<tr>
<td>Murders</td>
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<tr>
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<td>222.7</td>
<td>640.6</td>
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* = Total crime rate per 100,000 population
## 2016 MAJOR CRIME RATES

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<td>1</td>
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* = Total crime rate per 100,000 population
### 2017 MAJOR CRIME RATES

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* = Total crime rate per 100,000 population
### 2018 Major Crime Rates

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<th>Long Branch</th>
<th>Asbury Park</th>
<th>Neptune Township</th>
</tr>
</thead>
<tbody>
<tr>
<td>Murders</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Rapes</td>
<td>7</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Robberies</td>
<td>24</td>
<td>54</td>
<td>24</td>
</tr>
<tr>
<td>Assaults</td>
<td>90</td>
<td>107</td>
<td>76</td>
</tr>
<tr>
<td>Burglaries</td>
<td>94</td>
<td>101</td>
<td>92</td>
</tr>
<tr>
<td>Thefts</td>
<td>514</td>
<td>538</td>
<td>748</td>
</tr>
<tr>
<td>Auto Thefts</td>
<td>31</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Arson</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Totals</td>
<td>765</td>
<td>828</td>
<td>959</td>
</tr>
<tr>
<td>Index*</td>
<td>216.0</td>
<td>517.3</td>
<td>N/A</td>
</tr>
</tbody>
</table>

* = Total crime rate per 100,000 population
Appendix E
BUDGET AND FINANCIAL COMPARISONS

In reviewing the Long Branch Police Department budget and costs, the Government Strategy Group team did not find anything that would be considered out of line for a police department the size of Long Branch’s. The dramatic seasonal increases in population for Long Branch must be taken into consideration when reviewing its police costs in comparison to communities that do not experience such increases. Among other things, this factor causes the need to hire additional employees during peak population periods, in particular, Special Police Officers.

The following tables provide comparisons of budgets, as well as police staffing and salaries for Long Branch, Neptune Township, and Asbury Park.

<table>
<thead>
<tr>
<th>2019 Budget Information (within caps)</th>
<th>Long Branch</th>
<th>Neptune</th>
<th>Asbury Park</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>12,259,000</td>
<td>11,067,500</td>
<td>10,176,080</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>769,099</td>
<td>338,500</td>
<td>555,700</td>
</tr>
<tr>
<td>Total</td>
<td>13,028,099</td>
<td>11,406,000</td>
<td>10,731,780</td>
</tr>
<tr>
<td>Budget per 1,000 population</td>
<td>423,513</td>
<td>408,305</td>
<td>680,648</td>
</tr>
<tr>
<td>Budget per sq. mile</td>
<td>2,495,804</td>
<td>1,311,034</td>
<td>7,504,741</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POSITION/RANK</th>
<th>STAFF COUNT</th>
<th>SALARY RANGE 2018</th>
<th>STAFF COUNT</th>
<th>SALARY RANGE 2020</th>
<th>STAFF COUNT</th>
<th>SALARY RANGE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHIEF</td>
<td>1</td>
<td>$196,554.21</td>
<td>1</td>
<td>$194,896.00</td>
<td>1</td>
<td>$170,768.00</td>
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<tr>
<td>DEPUTY CHIEF</td>
<td>0</td>
<td>N/A</td>
<td>1</td>
<td>$168,700.00</td>
<td>1</td>
<td>N/A</td>
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<tr>
<td>CAPTAINS</td>
<td>4</td>
<td>$169,443.28</td>
<td>2</td>
<td>$149,052.00</td>
<td>4</td>
<td>$121,020.00</td>
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<tr>
<td>LIEUTENANTS</td>
<td>9</td>
<td>$151,967.89</td>
<td>6</td>
<td>$137,375.00</td>
<td>6</td>
<td>$115,159.00</td>
</tr>
<tr>
<td>SERGEANTS</td>
<td>11</td>
<td>$136,294.36</td>
<td>12</td>
<td>$126,613.00</td>
<td>15</td>
<td>$109,196.00</td>
</tr>
<tr>
<td>DETECTIVES</td>
<td>13</td>
<td>ADD $1000</td>
<td>5</td>
<td>ADD $2250</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>OFFICERS*</td>
<td>48</td>
<td>$44,366 TO $121,232</td>
<td>46</td>
<td>$40,000 to $117,870</td>
<td>62</td>
<td>$34,628 to $99,650</td>
</tr>
<tr>
<td>CIVILIANS (non-sworn)</td>
<td>14</td>
<td>Various</td>
<td>11</td>
<td>Various</td>
<td>3FT 1PT</td>
<td>Various</td>
</tr>
<tr>
<td>DISPATCH</td>
<td>10</td>
<td>Various</td>
<td>1</td>
<td>$71,203.00</td>
<td></td>
<td>$35,500 to $65,038</td>
</tr>
<tr>
<td>SLEO I</td>
<td>Varies with season</td>
<td>6</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLEO II</td>
<td>Varies with season</td>
<td>16</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total sworn members</td>
<td>86</td>
<td></td>
<td>73</td>
<td></td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Sworn per 1,000 pop.</td>
<td>2.8</td>
<td></td>
<td>2.6</td>
<td></td>
<td>6.1</td>
<td></td>
</tr>
</tbody>
</table>

*Note: Long Branch count of Officers includes the rank of Corporal.
Appendix F
GSG TEAM

The following Government Strategy Group Team Members worked on this assignment.

Joseph Hartnett, Executive Managing Director Highly respected for his integrity and management accomplishments, Joe Hartnett’s reputation for objectivity and fairness has also led to him being retained both by Police Chief associations and by PBAs to perform training and financial evaluations. As a measure of the respect Joe has earned, he was appointed in 2014 by a former Chief Justice of the NJ Supreme Court and a former NJ Director of Criminal Justice/Assistant U.S. Attorney to manage the dissolution of a corrupt public agency in Newark, New Jersey’s largest city. While Township Manager of Montclair, and under its form of government, Joe was fully in charge of the civilian management of its 100+ member Police Department, including all hires and promotions and deciding all disciplinary actions, conducting all contract negotiations, and being the civilian “appropriate authority” to approve rules and regulations of the department. Through his 25+ years in management of local government in NJ, Joe is intimately familiar with the workings of local Police Departments, both in Civil Service and non-Civil Service jurisdictions.

Michael Valenti, Managing Director Mr. Valenti serves as the Executive Director of Business Strategy for the National Police Foundation. He has thirty years of experience in the public safety and security business both in the public and private sectors. Before retiring from active duty in 2008, Mike rose through the ranks of the Police Department of the Port Authority of NY/NJ – a $400 million department – to become Commander of its Detective Bureau, Deputy Chief/Chief of Staff, Chief of Counter Terrorism, and a member of the FBI’s Joint Terrorism Task Force Management Team in NY. During his career in law enforcement management with PANY/NJ, Mike conducted a complete review of the department’s $400 million budget with all its Commanding Officers, to ensure operational efficiency. He also actively negotiated several labor contracts in conjunction with the agency’s legal department. Mike recently co-authored a pilot program for a major urban police department to assist and train their officers to more effectively deal with the public and support their community policing program.

Henry DeGeneste, Senior Managing Director Mr. DeGeneste is a nationally renowned expert on policing and police operations. He is the former Vice President of Global Security for Prudential Financial, where he was the senior executive responsible for enterprise-wide security and crisis management. Previously, he spent 23 years at the Port Authority of New York and New Jersey serving as the Director of Public Safety and Superintendent of Police. He is a published author and has been a guest lecturer at many colleges and universities on topics of crisis and risk management, emergency preparedness, trans-national terrorism, transportation policing, and aviation, rail, and seaport security. He is a member of the board of the National Police Foundation and is the former President of the National Organization of Black Law Enforcement Executives. He holds a B.A. in Business Management from Adelphi University, is a David Rockefeller and Leadership New Jersey Fellow and a graduate of the FBI National Executive Institute. He also served for fifteen years as an Adjunct Professor at the John Jay College of Criminal Justice.
Ken DeRoberts, CEO  Ken is one of New Jersey’s elite financial analysts in the government sector. He brings a successful record of achievement as both a senior-level government manager and investment banker. His efforts led the City of Summit, NJ, to become the first municipality in the country to achieve triple A bond ratings from the top three credit rating agencies. Utilizing strategic planning practices, he is an expert in restructuring government operations that leads to doing more while costing less. Ken is highly respected for his ability to analyze municipal departments and operations in order to make insightful judgements as to proper funding and staffing levels, while taking into account all variables and unique quality differences among and between governmental units.

Joseph Salemme, Managing Director  Mr. Salemme has over 30 years of experience as a versatile public sector executive with a record of accomplishment in a wide range of highly responsible assignments. Salemme’s major achievements have been in the areas of operations management, labor relations and contract negotiations, and organizational leadership. As the former longtime Director of Personnel for the County of Union – a $490 million operation, with $66 million for Police, Sheriff, and Corrections – Joe was intimately involved with all aspects of departmental personnel administration, including handling labor negotiations.

David P. Sabagh, Managing Director  Following a distinguished career through the ranks in municipal law enforcement, he currently serves as Manager of Security for the Montefiore Medical Center, Bronx, NY, a $7.1 billion operation with 17,600 employees. While Chief of the Montclair, NJ, Police Department from 2004-2016, Sabagh implemented numerous forward-thinking initiatives and progressive law enforcement innovations – including a successful candidate selection and retention program, a mobile community service program, and enhanced use of data and technology – with a resulting forty-year low crime rate in a metropolitan-area department of 100 officers. Chief Sabagh holds an M.A. in Human Resources and a B.A. in Criminal Justice from Seton Hall University. In addition, he is a NJ Certified Public Manager, a graduate of the FBI National Academy, and a Level III Certified Homeland Security professional.