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David J. Harkins

CHIEF OF POLICE

FBI NA #247

February 21, 2023

Destination Zero Program
Memorial Fund Administrative Offices
901 E. Street NW, Suite 100
Washington, DC 20004-2025

Re: Destination Zero-Comprehensive Safety Award Nomination

To Whom This May Concern:

Throughout my 28-year career in law enforcement, I have been a strong proponent for the safety and wellbeing of our officers. I have attended Street Survival courses throughout my career. I was a lead instructor at the Camden County College Police Academy for 7 years, where I taught patrol and survival tactics to police recruits. Since then, throughout the supervisory and command positions that I have held, I have tried to instill in our employees the importance of performing our job duties with safety and wellness as our primary goal.

When I was appointed as the Chief of Police in 2019, one of my primary objectives was to improve and emphasize overall wellness for our officers and employees. This included addressing physical, mental and spiritual wellness. We have revamped our Wellness Committee, purchased additional protective and safety equipment, and have implemented other initiatives to increase the resiliency and wellness of our officers, dispatchers and employees.

I am proud to submit my agency's nomination for the Destination Zero-Comprehensive Safety Award. The information that follows helps to support the claim that we are a worthy recipient for this recognition. Thank you for this opportunity.

Respectfully submitted,

David J. Harkins
Chief of Police
Gloucester Township Police Department

DESTINATION ZERO AWARD SUBMISSION FORM

AGENCY INFORMATION

Name of agency: **Gloucester Township Police Department**

Award Category (If submitting for more than one category, a separate submission form must accompany each submission.)

- ☐ General Officer Safety
☐ Officer Traffic Safety
☐ Officer Wellness

- ☒ Comprehensive Safety
☐ Comprehensive Wellness

Agency contact name: **Captain Jason Gittens**

Contact Email: **jgittens@gtpolice.com**


Contact phone number: **856-373-2239**

Please include the following items in your submission:

- Department Release Form
- Executive summary that provides a brief overview of the agency approach including innovative practices, programs, and established partnerships
- Narrative that details the elements and initiatives of the program. Examples of items to include:
 - Description of the agency characteristics
 - Description of the program and its implementation (including marketing material)
 - Before-and-after comparison of change(s) due to the program
 - Qualities that make this program unique compared to other initiatives
 - Challenges that were overcome to implement the program
 - Impact of the program on staff within the agency
 - Quantitative evidence of success
 - Steps other agencies can take to replicate the program
- Appropriate supporting documentation or attachments

AGENCY LEADERSHIP ENDORSEMENT

Signature of the agency representative on this form acknowledges that all information contained herein and in attached documents and/or submission is true and correct.


Signature of Agency Head

2/21/2023

Date

2023 NATIONAL OFFICER SAFETY AND WELLNESS AWARD SUBMISSION



The Destination Zero program maintains a database of all submitted programs and corresponding materials in an effort to benefit law enforcement by providing a robust resource center of proven officer safety programs and wellness programs. The National Law Enforcement Memorial Fund and Museum require acknowledgment by the submitting agency that any materials submitted including, but not limited to relevant promotional materials, training guides, curricula, photos, policies and procedures that relate to the submitted officer safety and wellness program will be shared into the public domain website or other means of transmission.

AGENCY RELEASE

Signature of the agency representative acknowledges and agrees to the release of all submitted materials into the public domain via website or other means of transmission.

Name of agency: **Gloucester Township Police Department**

David J Harkins Chief of Police

(Printed Name and Title)

(Signed Endorsement of Chief/Agency Head)

2/21/2023

(Date)



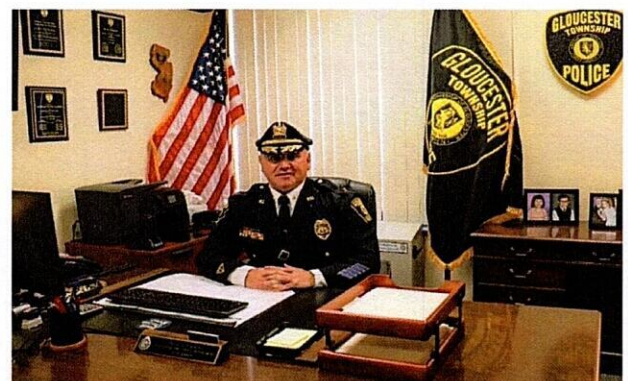
Comprehensive and Strategic Implementation

Gloucester Township Police Department

The Township of Gloucester is a 24 square mile suburban community located in Camden County, New Jersey. The Township is located eight miles east of Philadelphia, Pennsylvania and fifty miles from Atlantic City, New Jersey State Highway 168 and the Atlantic City Expressway are main thoroughfares that are within the Township that allow direct access to Philadelphia and Atlantic City. The access the roadways provide are what has contributed to the growth we have experienced over the years with the Township ranked as the 19th most populous municipality in the state as of the 2010 census. We handle approximately 60,000 calls for service each year.

Gloucester Township was founded in 1685 and consists of eight communities; Glendora, Chews Landing, Hilltop, Blenheim, Blackwood, Lambs Terrace, Erial and parts of Sicklerville. The last census from 2010 determined the population of the Township to be 64,634 but with increased housing developments since then, our population is estimated to be around 70,000 now.

The Gloucester Township Police Department was established by ordinance in 1927 with three officers; a Chief, Captain and one officer. Today, the Gloucester Township Police Department is a full-service agency with 186 total employees with 134 sworn full time police officers. The department is supplemented by 8 class II (armed) special law enforcement officers and 20 class I (unarmed) special law enforcement offices. Additionally, we have 12 full time and 5 part time Telecommunicators staffing our communications center, 16 civilian professional staff for administrative functions, 6 school crossing guards, 2 agents and 9 volunteer Police Chaplains. The department also has a police community volunteer program with 18 volunteers that assist with critical incidents and special events by with any non-officer tasks that may be needed.



Chief David J. Harkins took command of the agency in 2019 and under his leadership, we have strived to improve officer safety and wellness initiatives for all agency employees.

General Officer Safety

Body Armor and Protective Gear

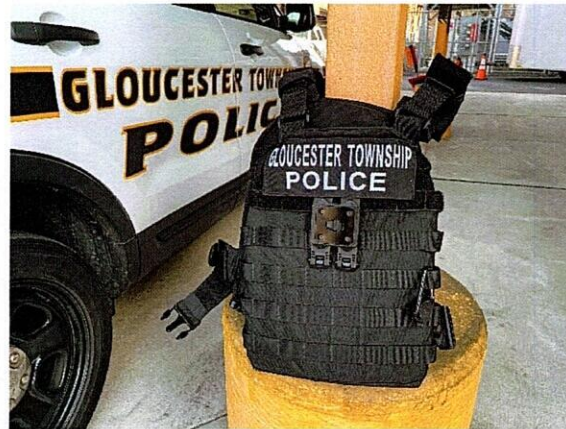
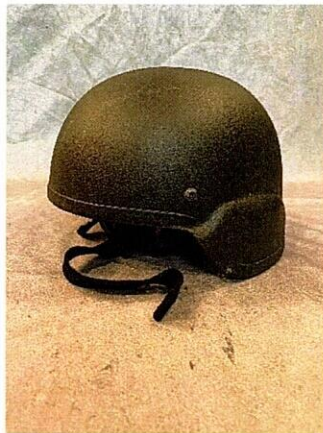
The Gloucester Township Police Department issues custom-fit body armor to all our sworn and class II officers. The department issues level IIIA vest which includes a Paraclete IIIA speedplate which is worn in the front plate pocket. These vests are purchased through the Federal Bulletproof Vest Partnership grant and the New Jersey Body Armor Replacement Fund grant. All body armor is replaced every five years or sooner if it is damaged.

All officers are required to wear their issued body armor when in uniform and engaged in field activities and firearms training. Non-uniformed officers are required to have their armor with them and wear when they have to respond to an incident. Uniform officers have the option to wear concealed body armor or an approved uniform outer vest carrier. Non-uniformed officers are issued outer vest carriers.



Additionally, the 17 officers assigned to the Special Response Team (SRT) are issued level III tactical body armor with front and rear rifle threat protection.

Beginning in 2017, the department purchased a level IV rifle rated plate carrier and a ballistic helmet with clear riot face guard for each officer. The plate carriers and helmets are required to be worn in any high-risk situation such as a possibly armed barricaded subjects, hostage incidents, sniper incidents, terrorist incidents, possibly armed suicidal subjects, bomb or explosive device incidents, civil disturbances, Tier 2 or Tier 3 school or facility lockdowns, and search warrant or arrest warrant executions where potentially armed and / or dangerous persons or situations may be present.



Gloucester Township Police currently have 2 patrol canines and 2 bloodhounds assigned to our K9 team. Each canine is equipped with a level IIIA canine ballistic vest that is worn when the canine is tracking a known or potentially armed subject. Each vest was purchased with funds donated by private citizens or companies.



The department has assigned 2 Ballistic Shields to patrol as well as 2 to the supervisor response vehicles. Additionally, the Special Response Team has 2 shields for use. These shields are deployed in high-risk situations. Patrol Officers receive periodic shield training through our training cadre.



For any situation where there is a possibility for deployment of CS gas, officers are issued a gas mask and carrier. Officers are fit tested annually for their mask fit and receive periodic training on using the mask during firearms training.



Weaponry

We have completed the process of transferring from Sig Sauer P229 40cal handguns to Sig Sauer P365 9mm handgun with red-dot sights. The P229 models were original purchased in 2005. The upgrade will ensure that officers are equipped with the newest shooting platform with the same threat stopping power. The additional of the red dot sights will improve officer accuracy in a stressful situation where accuracy of rounds fired is paramount. The transition to the P365 did encompass a 2-day familiarization and training course and a state mandated handgun qualification course. All officers qualified and were issued the new handgun as of April 2022.



The department has authorized weapon-mounted lights for handguns and rifles. Weapon-mounted lights can be used by officers when they are exposed to low light situations. Weapon-mounted lights are not intended to replace an officer's hand-held flashlight and use of the weapon-mounted light system in that manner is strictly prohibited. Use of the weapon-mounted light is limited to high-risk situations where an officer is justified in

drawing and displaying his/her firearm.

Each patrol vehicle is also assigned a Remington model 11-87 or model 870 shotgun. Each shotgun is equipped with a sidesaddle shell holder and tactical sling. The shotgun is kept in a secure shotgun rack in the driver compartment of the patrol vehicle so officers can easily access it when needed by depressing a hidden switch.



48 patrol officers and 8 school resource officers are qualified to carry a Colt M-4 or a Smith & Wesson M&P 15 patrol rifle. Officers who were selected attended a weeklong patrol rifle qualification course. Upon graduation they were assigned a patrol rifle that is kept in a secure patrol rifle rack located in their assigned patrol vehicle and can be accessed during an incident utilizing a hidden switch. Officers qualify quarterly per state guidelines. Rifle qualified officers also receive periodic training on active shooter situations.



Annual Firearms Qualification

New Jersey Attorney General Guidelines mandate that all sworn officers qualify with their issued duty firearms (handgun, shotgun, and patrol rifle) bi-annually. We take the responsibility of firearms proficiency and safety seriously and require additional range training. Each year, our sworn personnel are required to successfully complete tactical range training with their duty handgun and shotgun as well as complete low light range training with the weapons. Additionally, Officers are required to bi-annually qualify with all off-duty/extra-duty weapons that they are authorized to carry. Those Officers, who desire to do so, are also encouraged to attend several open range dates throughout the year to increase their firearms proficiency with all weapons that they are issued and/or carry.



Backup Weapons Authorized

To increase safety, officers are authorized to carry a back-up weapon and must qualify with it bi-annually in an approved handgun qualification course. To ensure proper authorization and tracking, Officers who elect to carry a backup weapon must submit a written request to the Supervising Firearms Instructor through the normal chain of command. The backup handgun must be carried in a holster approved by the Supervising Firearms Instructor. Back up handguns are required to be either a revolver or semi-automatic model capable of utilizing a minimum ammunition size .380-caliber 90-grain ammunition, and a maximum size of .45 Caliber 230-grain ammunition. Back up handguns shall not exceed a 6-inch barrel length with a weight of 45 ounces' empty.

Vehicle Selection

For the 90's until 2012, our vehicle fleet consisted of mostly Ford Crown Vic Police Interceptor models for patrol assignments. With the end of production for the Crown Vic, we researched switching to the new Ford Interceptor Utility PPV, the Ford Sedan Police Interceptor, Chevrolet Caprice PPV or the Dodge Charger pursuit vehicle. After discussions that included our Township vehicle maintenance supervisor, we decided on the Ford Interceptor Utility PPV. This decision was made on several factors that included all-wheel drive for inclement weather but more importantly, the safety benefits the vehicle offered. The Utility PPV had a high crash rating for rear end collisions up to 75mph. We wanted our officers to have the best and safest vehicle we could get as they would be spending 12 plus hours a day in them.

The importance of selecting the Utility PPV was shown in March 2019 when one of our officers was assisting the NJ State Police with a DWI crash on Route 42. While the officers were parked on the shoulder with his emergency lights on, a drunk driver in a Jeep Wrangler travelling at approximately 65 mph ran into the rear of his vehicle. Due to the construction of the Utility PPV, our officer survived with injuries that unfortunately caused him to medically retire, but in other vehicles could have proved fatal.



AEDs

In 2000, our initial 5 Automated External Defibrillators (AEDs) were purchased and assigned to the Patrol Bureau. Since then we purchased 2 additional units so that 7 are on the street at all times. We also purchased and placed AED's in headquarters, the training facility and Gloucester Township Police Family Resource Center. All officers, class II and class I SLEOs are certified in AED use and CPR.



Narcan

In order to enhance Officer, K-9 and public safety, in 2014 we issued Intranasal Narcan (naloxone) to all department vehicles. Narcan was also placed in various locations in headquarters, the training facility and the Family Resource Center for utilization on arrestees or visitors who experience an opioid overdose. A policy was created in order to ensure proper training, usage, storage, record keeping, and replacement of the Narcan. Any officer issued Narcan is required to successfully complete the Narcan training program. Since 2014, officers have deployed Narcan 246 times with 210 Narcan saves documented.



Medical Kits in Cars

Each marked and unmarked vehicle is equipped with a medical kit for initial on scene medical care as the officer awaits EMS arrival. The kit contains oxygen, a bag valve mask for CPR, Narcan and gauze/Band-Aids.



Tourniquets

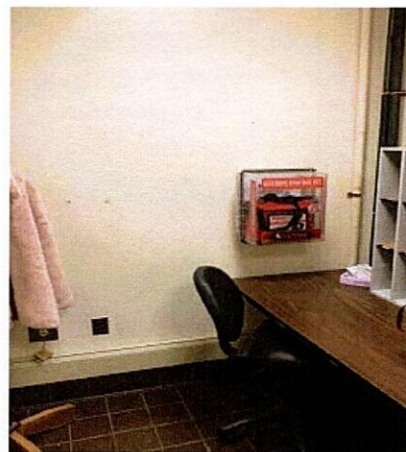
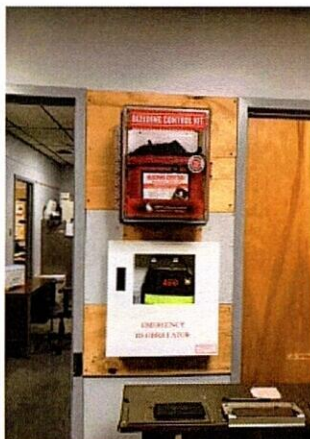
As tourniquets have proven critical in life saving incidents involving blood loss in extremity wounds, each officer is issued an OSS trauma plate tourniquet pack. The tourniquet is placed in the officer's body armor front trauma plate pocket. Every officer is required to keep the tourniquet packet in this location so that in the event it's needed for a downed officer, the packet can be easily accessed and deployed. Additionally, each patrol vehicle is equipped with

a medical kit that contains a combat tourniquet. Officers periodically train in tourniquet use during use of force training scenarios.



Bleeding Control Kits

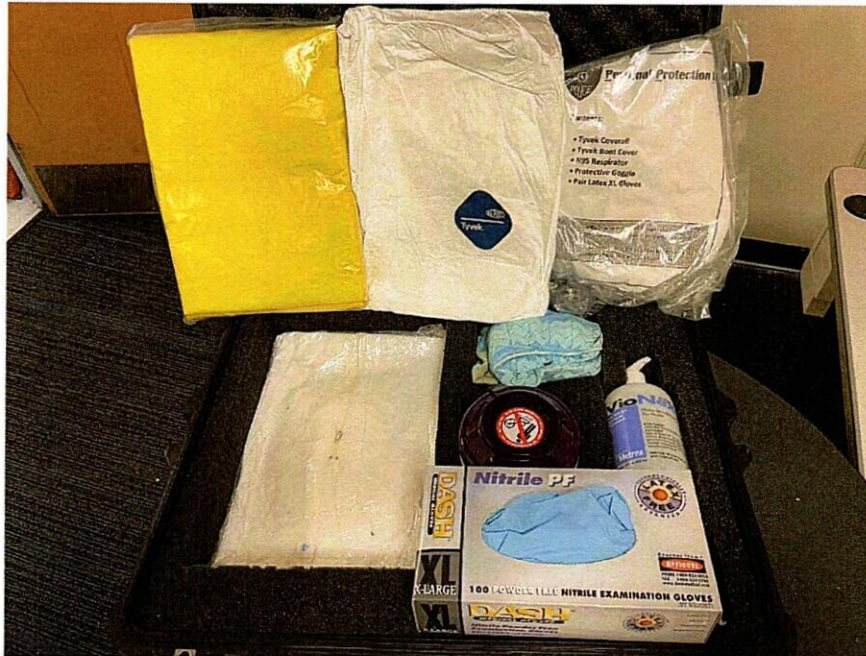
The department purchased 2 bleeding control kits for use during a casualty event. The kits are located where they can be easily accessed if needed in our police watch desk area and in municipal switchboard area. The kits are red so they stand out. Each kit contains 1 CAT Tourniquet, 1 6" responder ETD Trauma dressing, 1 Quick clot bleeding control dressing, 1 Responder Compressed Gauze, 1 HyFin vent compact twin pack (Chest Seal), 2 pair of rubber gloves, 1 pair of Trauma shears, 1 Permanent Marker, 1 Just in Time instruction card (Bleeding Control) and 1 NAR Quik Litter survival blanket. Officers received roll call training on the kit and its use. Bleeding control training is conducted as part of bi-annual use of force/ firearms training.



Personal Protective Equipment Usage and Training

In order to safeguard personnel from blood-borne pathogens, body fluid, and other hazardous substance exposure, blood-borne pathogens and hazardous communication training is required of department all employees (including professional staff) on an annual basis.

In addition, Personal Protective Equipment (PPE) are provided to all personnel who operate marked/unmarked police cars. This includes protective eyewear, facemasks, Tyvek contamination suits, boot covers and disinfectant. PPE is also available to personnel working inside our headquarters building and police training building.



Less lethal Devices

Along with the recent purchase of CEDs, in 2005, the department began using a pepper ball launching system (PLS) to deliver PAVA powder in circumstances where less lethal force was deemed necessary. The PLS provides officers with a safe, effective and simple-to-use alternative to existing compliance systems. Pepper Ball projectiles combine a safe level of kinetic impact with a PAVA powder. These projectiles are accurately delivered at distances up to 60 feet using a compressed air system. As the projectile strike and break apart, the resulting powder envelops the eyes and enters the breathing passages. They can be used in a variety of applications, including control of an uncooperative or violent person, standoff and barricade situations, civil disorder control,



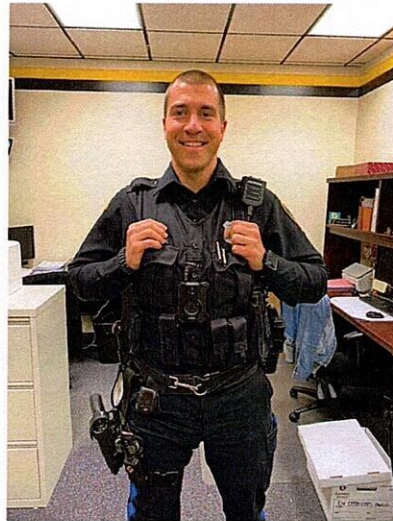
prison/cell extraction, suicide-by-cop, drug labs/warrant service, domestic violence, and vessel interdiction.

Only officers trained and qualified to use the PLS are authorized to deploy when needed. Officers receive periodic training on its use and it is incorporated into training scenarios on use of force. We currently have 5 PLS units in service with 2 on the street at all times.

Conducted Energy Devices

In 2012, the department purchased AXON Taser X-2 Controlled Energy Devices (TASERS) after they were approved for use by the New Jersey Attorney General. In 2021 we upgraded to the Taser7. All uniformed patrol officers and detectives are trained and issued a CED. The Taser 7 also links with the officers AXON Body 3 BWC and automatically activates the recording function if the officer conducts a spark display or discharges the CED.

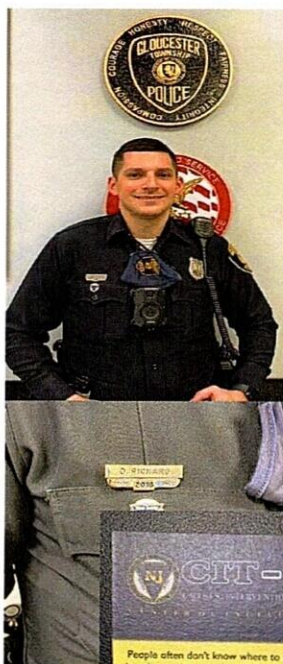
The determination was made to carry the CED on the officer's weak side on their duty belt, opposite their weapon side. This was done as officers will revert to muscle memory during stressful incident and there could be confusion in drawing their weapon versus their CED if both carried strong side. Officers train annually on the CED use and it is incorporated into our training scenarios and use of force simulator.



Crisis Intervention Training

In 2005, Camden County began Crisis Intervention Team (CIT) training for officers. The 40 hour training is based on the Memphis City CIT program. The County CIT program is a collaboration of professionals committed to improving the law enforcement system and the mental health system's response to persons experiencing a psychiatric crisis who come into contact with law enforcement first responders.





Officers who complete the training are authorized to wear a CIT pin on their uniform to denote they are a certified CIT officer and to aid consumers in easily identifying them. We also created a policy on handling mentally ill persons. Per the policy, CIT officers are dispatched to all mental health/crisis calls if they are available. Additionally, a pocket card with CIT information as created. All officers are required to carry the card which gives the consumer information on the CIT process and addresses of local hospitals and crisis centers.

We initially trained 10 officers in 2005 but have expanded the number of officers over the years. The pandemic has halted the training for the past 2 years but we were advised that courses will begin again in 2023.

CIT-NJ
CRISIS INTERVENTION TEAM

People often don't know where to turn when dealing with a loved one who has a mental illness. The Gloucester Township Police proudly supports the New Jersey Crisis Intervention Team (CIT) model and training to be responsive to individuals with mental illness and their families.

When in Crisis

1. When calling for police assistance, request for a CIT officer.
2. When the CIT officer arrives, advise them if the person is armed, has access to weapons, or children are present.
3. Provide the CIT officer with a current list of medications and doctors' names when he/she arrives.
4. Meet the CIT officer outside if possible and fully explain the crisis and what you would like to happen.
5. Make the CIT officer aware of anything you know that upsets the person in crisis.
6. Be prepared to go to the hospital — but remember all CIT calls do not necessarily mean a trip to the hospital.
7. Let your family member know the police are there to help.

*Remember, when weapons are involved, police concentrate on the possible threat of violence first and it is neutralized.

*Understand, the CIT officer will probably ask you to wait in an area away from the person in a crisis. Let the officer do his job and only offer assistance if asked.

OFFICER NAME: _____

LOCAL HOSPITALS

- ☐ Jefferson Cherry Hill Hospital
2201 Chapel Ave, Cherry Hill 856-488-6500
- ☐ Virtua Voorhees Hospital
100 Bowman Dr, Voorhees 856-247-3000
- ☐ Jefferson Washington Twp Hospital
430 Huffville Cross Keys Rd, Turnersville 856-582-2500
- ☐ Jefferson Stratford Hospital
18 E. Laurel Rd, Stratford 856-346-6000
- ☐ Inspira Health
509 N. Broad St, Woodbury 856-845-0100
- ☐ Cooper University Hospital
1 Cooper Plaza, Camden 856-342-2000
- ☐ Lourdes Hospital
1600 Haddon Ave, Camden 856-757-3500

Early Intervention Support Services
Are you feeling overwhelmed or stressed?

Available 24 hours a day, 7 days a week, Oaks Integrated Care provides emergency evaluation and intervention services through their Crisis Stabilization Services. These services are often the first step in the journey, as staff evaluates psychiatric symptoms and refers additional services.

If you or someone you know is experiencing a crisis, please call their confidential point of entry: 856-428-4357 (HELP). Important: If at any time you are at imminent risk of harm, please call 911 immediately.

Location
2091 Springdale Road
Cherry Hill, NJ 08003

Contact
Camden County: 856-254-3600
Cumberland County: 856-537-2310
For after-hours emergencies call 856-428-HELP or 911.

Hours
Walk-in appointments only Monday - Friday: 9:00 a.m. - 8:00 p.m.
Saturday: 9:00 a.m. - 5:00 p.m.

Body Worn Cameras (BWC) and Car cameras

In 2017, the department purchased AXON Body 2 Body Worn Camera system. At the time, the purchase was completed using Township funds. At the time, the New Jersey Attorney General issued a directive on the use of body worn cameras by agencies. They were no requirement to have or use BWC's but that has now changed as of 2021 when a new directive was issued. The AXON body worn cameras were selected as they met the requirements that the Attorney General set forth for the devices. The cameras can be manually activated by the officer or automatically when the vehicles emergency lights are activated. Cameras are required to be activated for all calls for service and for any citizen contacts.

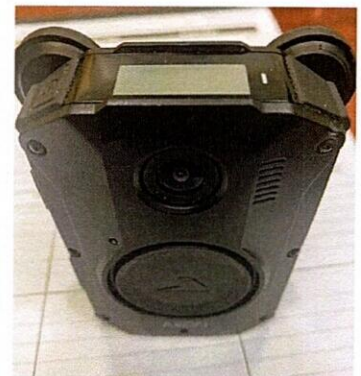


The department made the determination to purchase BWC's as they are a valuable asset intended to assist officers in solving crimes and successfully prosecuting offenders by augmenting an officer's testimony with a video/audio record of the incident. BWC recordings preserve accurate visual depictions of physical evidence and also document how physical evidence was found, thereby helping to establish the facts that must be presented in Fourth Amendment suppression hearings. BWCs also record the physical appearance of suspects and

crime victims, preserving evidence of any apparent injuries. The audio portion of BWC recordings document witness and suspect statements. This preserves not only the substantive content of those statements, but may also show whether officers have legal requirements.

Additionally, this equipment enabled department administrators to conduct periodic reviews of officer- citizen contacts for quality control purposes and aid in the investigation of citizen complaints. BWC's promote police accountability and transparency. A BWC recording of a police-involved shooting or other use of force incident can often provide objective evidence of what occurred. The practical utility of BWCs discourages officers and civilians from engaging in inappropriate conduct. These devices also discourage both law enforcement and civilian witnesses from providing false information about the circumstances of the encounter; a BWC recording not only can vindicate an officer who is falsely accused of misconduct, but also discourage a person from making false allegations against the officer in the first place.

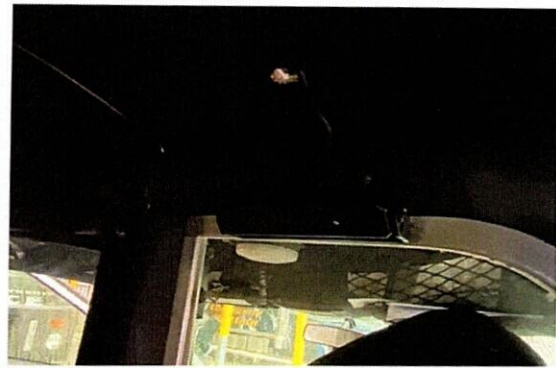
Cameras were purchased for each officer, 134 total. At the initial implementation, a work group was created that consisted of representatives of administration, patrol, detectives and our police union. This was done to address and alleviate any concerns that officers would have with program as BWC's were new to the department. Because of the work groups input, we were able to implement the program with full officer buy in and minimal issues during the first year. We have since upgraded to the AXON Body 3 body worn cameras.



Supervisors are required, per policy to conduct a random review of 3 videos per officer, per month. Upon review, supervisors are required, if necessary, make any recommendations for training, discipline, or positive performance recognition resulting from the observations. The appropriate Division Commander shall review such findings to determine if any individual or group is in need of further training. Additionally, all use of force and pursuits are required to be reviewed for compliance or training issues.

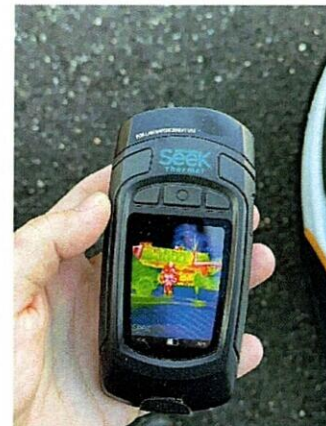
The department has also added the AXON Respond livestream program that can be viewed in our police dispatch center or in a supervisor's vehicle. This program allows a supervisor to access live video from an officer's BWC. This function is limited to only being used in a critical incident when there may be a need to view live video of the incident occurring. Supervisors can use it to assess the need for additional assets that can assist the officer in need.

In 2010, the department purchased L3 in car cameras for all marked patrol vehicles. In 2019, we upgraded to AXON fleet cameras for all marked and unmarked patrol vehicles. The AXON FLEET system works in conjunction with the BWC program for recording. Videos are activated manually, with the vehicles emergency lights or by removing the officer's weapon from its holster.



Thermal Cameras

To assist our canine officers on suspect tracks at nighttime or in dark buildings, each canine officer was assigned a handheld SEEK thermal camera. The cameras detect heat in complete darkness which will help an officer locate someone attempting to hide or evade the canine.



COVID

When the covid pandemic began in March of 2020, the department immediately enacted a temporary special order and procedures to ensure that employees remained safe and to minimize potential staffing issues that could occur from contacting the virus. Through prior planning, the department had a supply of N95 masks on hand. Additional supplies of N95 masks, gloves, hand sanitizer were immediately purchased. We also purchased 2 portable UV-C lantern system for sanitizing work areas, an AeroClave RDS3110 sanitizer for the prisoner area and larger spaces and 4 bioblast portable sprayers for sanitizing vehicles. A facial thermometer was also purchased and installed at the main officer/prisoner entrance so that people entering with fevers could immediately be identified.

The Township closed the building to the public and instituted a work from home procedure for non-essential employees. Police professional staff that were identified as being able to work from home were issued spare MDT's and cell phones to use. Through social media and voice mail messaging, residents were encouraged to use the records management unit email to request copies of reports. Staff that were unable to work from home were required to follow covid protocols that included maintaining distance from one another, daily temperature checks and mandatory mask wearing.

The public was also encouraged to use our online reporting system for non-violent crimes. This could be done through the department website or through our reporting kiosk that was installed in 2019. Online reports were reviewed by the assigned desk officer who then followed up as needed.

Access to our police communication center was restricted to minimize personal contact. Plastic barriers were installed between each dispatch console and all personnel were required to wear N95 mask and perform daily temperature checks. Information to officers in headquarters was relayed by phone or a paperwork drop box that was set up outside the access door. The center was also sanitized by UV-C lantern system 2 times a day.

Once the vaccine was approved, we coordinated with Rowan University for officers to receive their COVID vaccines during a set time frame. This allowed all officers and police employees that wanted to get the vaccine to do so with minimal wait time.

For Officers, the order detailed that officers:

- Were issued department N-95 facemask and were required to have on them at all times while working and wear whenever required in dealing with the public.
- All vehicles and police areas were immediately sanitized after non-police personnel where in the area.
- The prisoner transport van was required to be used for transports to minimize officer contact.
- NJ Health Department Covid flags were generated for each person who the State health department advised had tested positive for COVID. This was done so that officers/EMS personnel were aware when dispatched to a household where a resident had tested positive for COVID. This flag requirement was later rescinded by the state.
- Use of a BWC for recording statements was authorized in lieu of the interview recording room to minimize non-police personnel from accessing restricted areas.
- The department set up multiple ZOOM accounts so that command staff/ OEM could hold virtual meetings.
- All roll call/briefing were held outside under our canopy with officers spaced at least 6 feet apart per CDC guidelines.
- Officers who tested positive received paid sick time while out.



The COVID Crisis Procedures special order was in effect until May 2021 when pandemic restrictions were eased.



Civil Disturbance Team

To enhance officer safety during civil unrest, we proactively created a Civil Disturbance Team comprised of 2 Sergeants and 10 Gloucester Township Police Officers. The team also supports Camden County Agencies through a mutual aid agreement. This team is specially trained for civil unrest and riot control response and containment. To support the team, a civil disturbance support trailer was created and placed in service. The trailers are stocked with specialized equipment to provide officers with equipment needed to safely resolve a civil disturbance incident.

Team members wear a department issued uniform are equipped with, level III threat protection soft body armor, helmets with face shields, riot batons, and additional upper torso protection, hand, elbow, shin, and knee protection. They are also equipped with 36" and 48" acrylic riot shields. Properly training and equipping these officers for this type of duty will help ensure proper response to these situations and enhance deputy and officer safety.



For situations where the team response may not be appropriate or if awaiting the arrival of the team and support trailer, the department created a mass disturbance kit that is deployed with one of the patrol Sergeants during a shift. The kit contains a bullhorn, OC spray and temporary restraint devices. We also have a prisoner transport van that can be used for situations were

several arrest could potentially or have occurred. This allows 2 offices to transport multiple arrestees safely at one time instead of utilizing needed manpower for the incident.



In the past 3 years, there has only been one planned protest in Gloucester Township and a few in the county. The team was placed on standby for the incidents, but was fortunately not needed. As there is always the possibility of an incident of civil unrest occurring as reaction to a lethal law enforcement response, assigned team members as well as officers receive training on procedures and equipment use to help ensure public and officer safety.

Lenco BearCat Armored Rescue Vehicle (ARV)



In 2013 we took delivery of a \$300K Lenco BearCat G2 tactical armored rescue vehicle. The BearCat protects first responders and allows them to safely approach potentially deadly situations under the cover of an armored rescue vehicle. The armor allows us to rescue wounded citizens and first responders, and to evacuate citizens from life-threatening situations, such as barricaded suspect and active shooter scenarios.

To ensure the proper operation of the vehicle, three members of the Special Response Team participated in a 3-day training session in which internationally recognized training experts provided them hands-on training in the utilization of the BearCat. This training allowed officers to become more confident in the capabilities of the vehicle. These officers then conducted a three-day training session with the remainder of the tactical team at our training facility. Additionally, designated Officers received hands on driver training so that the vehicle could be deployed in an emergent situation where an immediate deployment was needed.

The BearCat is equipped with a thermal camera for viewing outside areas during nighttime hours. The ARV also has a ram bar system. The system is a breaching tool that is deployed on the front of the vehicle and controlled from inside. The ram bar is used to open locked doors/windows or knock down barricades/debris to allow our robot or SRT personnel to enter the building.

The BearCat deploys anytime there is a potential for armed-subject encounters, such as active shooter situations, barricaded armed subjects, tactical situations, high-risk search warrant executions, and at the request of neighboring agencies per our mutual aid agreement. This potentially life-saving piece of equipment is one of three in the Camden County area

Since its delivery, we have utilized the BearCat in training scenarios with surrounding law enforcement agencies and fire departments so that they are aware of its tactical capabilities. Since we began collecting the data in 2016, the Bearcat has been used on over 94 search/arrest warrant assignments and 13 critical incidents where the SRT responded.

On January 8th 2018, Officers responded for a reported male shooting a rifle in the Brittany Woods development in the Sicklerville section of Gloucester Township. The male barricaded himself in the home when officers arrived. The SRT and CNT members responded with the ARV. The ARV was positioned out front while attempting to make contact with the male who was holding 2 people hostage. While attempting negotiations, the male began firing his rifle at the ARV, striking it several times in the windshield and front-end area. No officers were injured as the ARV was able to withstand the rifle rounds and protect the officers inside. A second Camden County bearcat responded and was utilized to safely remove adjacent residents during the incident. The male eventually committed suicide but no officers or civilians were injured.



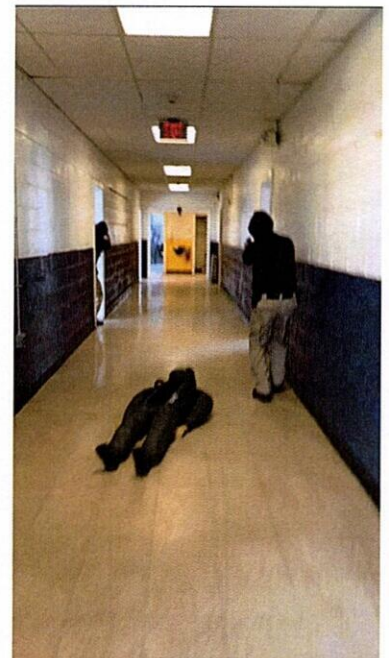


Active Shooter Training



Unfortunately, mass shooting situations have become more commonplace across the nation with over 689 incidents being reported in 2021. To better prepare our officers to properly respond to an incident, in addition to properly equipping them for such an incident, we have also trained our officers on how to respond to a mass shooting/active shooter incident through regular role play scenarios. These training scenarios have occurred at our local high schools, private technical school, Camden County College, Gloucester Premium Outlets mall and several closed commercial buildings that the property owners allowed us to use for training purposes.

The scenarios at times have incorporated our dispatchers, additional EMS and Fire Department personnel and volunteer actors from the college. Realism for the scenarios was enhanced with the use of special simunitions weapons/rounds that are specifically assigned for training. Each training evolution is critiqued by the training cadre and issues/tactics are corrected at the time. The realistic training better



prepares officers for what they may encounter should they be called upon to respond to a mass shooting incident.

De-escalation-Use of Force Training

Even prior to events over the past two years that have led to increased police use of force scrutiny by the community, officers have received training on proper use of force applications and de-escalation techniques. These techniques are crucial to the safety of our officers and our success as a law enforcement agency. Officers use on a monthly basis our MILO Range system purchased in 2015. This fully interactive system allows officers to experience hundreds of scenarios that enable them to train in most difficult real-world situations, including ambushes, active shooters while maintaining full situational awareness during extreme stress. Officer presence, communication skills training, tactical de-escalation training, CED, and deadly force, are all available for simulation using simulator weapons that replicate our department issued equipment.



In 2021, Gloucester Township Police earned the Active Bystandership for Law Enforcement (ABLE) certification from Georgetown Law. The ABLE project is a national hub for training, technical assistance and research with an aim of creating a police culture in which officers

intervene as necessary to prevent misconduct, avoid police mistakes and promote officer health and wellness. (<https://www.law.georgetown.edu/cics/able>).

To become ABLE certified, we had to submit letters of recommendation from community leaders, assign instructors to be ABLE trained and certified and then assign every sworn officer to the in-person ABLE training class. As of December 2021, the department completed all



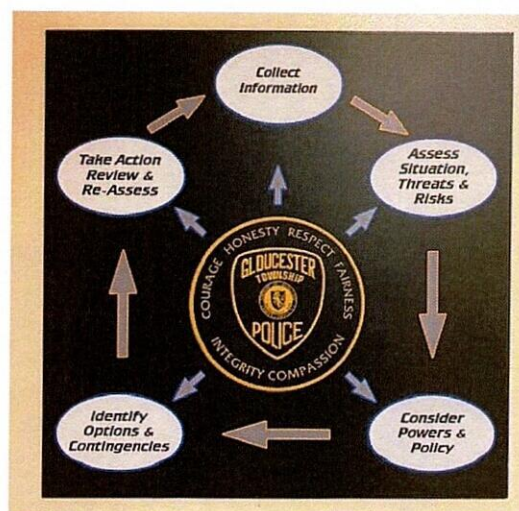
ABLE

Active Bystanderism
for Law Enforcement

requirements and became ABLE certified. We are also in the process of creating ABLE inspired signage to place at various locations around headquarters as reminders of the ABLE standards.

In 2021, all officers also completed state mandated Integrating Communications, Assessment and Tactics (ICAT) training. ICAT use-of-force training is designed to fill a critical gap in training police officers in how to respond to volatile situations in which subjects are behaving erratically and often dangerously but do not possess a firearm. ICAT is anchored by a Critical Decision-Making Model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions. (<https://www.policeforum.org/about-icat>).

ICAT focuses on four areas: patrol officer response; non-firearms incidents; Integration of crisis recognition/intervention, communications and tactics; and officer safety and wellness. As a reminder of ICAT and using the critical decision model (CDM) in assessing a situation, we have placed CDM signage in various locations at headquarters and the training facilities to remind officers.



Supervisor Response Vehicle

In 2019, we created a workgroup to explore ways to better prepare officers at the scene of a critical incident. The group was tasked to review vehicles and equipment that could be beneficial to an officer at the scene so that they would have immediate access to the equipment needed to resolve an incident or assist in life saving actions.

Acting on the recommendations, we purchased using Township funds, two Ford F250 pickup trucks for a Sergeant to operate with one truck assigned per shift so that a vehicle was always on the street and available. Each vehicle was outfitted identically with a storage cap and slide outs installed for easier access to equipment.

The equipment placed in each vehicles includes level III tactical shield, entry tool kit, HURST Law Enforcement strongArm battery operated hydraulic entry tool, 14 foot collapsible ladder, extra rifle plate carriers, extra ballistic helmets, extra cases of handgun and rifle ammunition, a water rescue device, portable lighting systems, a less lethal pepperball launching system, case of road flares, extra flashlights, dog snare pole, extra traffic safety vest, pink incident management incident/detour signs, a portable shelter, crime scene barrier set, a pole camera, a night vision camera, crime scene tape, shovel, pike pole, oil dry container and a reeves stretcher.

Additionally, each vehicle can serve as a command post with rear area radio and MDT installed so that the supervisor can manage an incident on scene until additional support vehicles arrive. A green flashing light was also installed atop each vehicle to assist in identifying it as the command post when activated.

Since 2019 when the vehicles were placed in service, they have been of great assistance on several critical incidents where there was no delay in deploying the equipment needed to resolve the incident as safely and quickly as possible.





Unmanned Aircraft System (UAV-Drone) Program

In 2019, the Gloucester Township Police Department purchased a DGI UAV. The program is overseen by a Sergeant and 7 Officers. All are FAA remote pilot certified. The UAV is used for many missions including critical/tactical incidents to identify potential threats that officers at ground level may not be aware of. The UAV is also used for identifying potential threats from natural or man-made disasters such as chemical spills, flooding, fires, building collapse or downed electrical areas where officers are able to maintain a safe distance in order to assess the incident and determine what assets may be needed to mitigate the issue. Additionally, the UAV is used to document motor vehicle crash and crime scenes to minimize the times that officers may be on a roadway gathering the scene evidence.



Tactical Robots

To increase officer safety during tactical incidents or other dangerous environments, the department purchased two Robotex tactical robots, an Avatar 1 in 2011 and an Avatar 2 in 2015. The robots are deployed during tactical incidents to allow team members to quickly and safely inspect interiors of buildings, suspicious packages. The robots may also be used by our incident management team to assess potential hazmat incidents. The robots have the ability to transit up and down stairways which is a necessary function when conducting a building search.

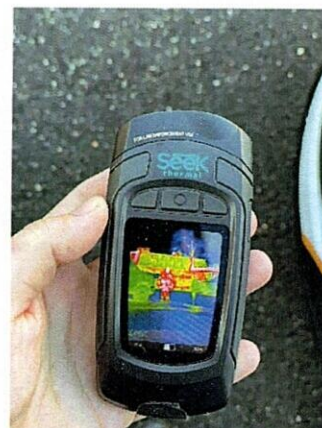
We also participate in the federal government 1033 Law Enforcement Support Office (LESO) program for obtaining surplus government/military equipment at no cost. In 2020 we obtained an IRobot Packbot 510 multi-mission robot. The Packbot is a larger robot that is used for areas where the smaller Robotex models cannot access. The Packbot is equipped with a camera manipulator arm that holds a wide-angle/zoom camera with FLIR function. The robot has a

second manipulator arm with a camera and gripper attached. The gripper is able to open doors and pick up/move objects.



Thermal Cameras

To assist our canine officers on suspect tracks at nighttime or in dark buildings, each canine officer was assigned a handheld SEEK thermal camera. The cameras detect heat in complete darkness which will help an officer locate someone attempting to hide or evade the canine.



Training/Education

The department has a Professional Development Bureau (PDB) that is responsible for training. The bureau is commanded by a Sergeant with two detectives assigned full time and several other officers assigned on a temporary basis as needed. The PDB coordinates all department training through the county police academy or through the department and conducts the biannual use of force and the quarterly PDT trainings.

Along with in service training that officers receive through our county police academy, we conduct our own quarterly Professional Development Training (PDT). The training is conducted in 6-8 hour blocks and all officers are required to attend. The training each year is varied with topics selected by command staff and the training cadre.

In addition to PDT training, all officers are required to attend use of force training biannually. The use of force training includes firearms, use of force, pursuit, related policy review, de-escalation techniques and other topics as determined.

Roll call training on current law enforcement incidents is conducted periodically with roll call bulletins issued to all officers through our policy management system. Supervisors also conduct their own roll call training on any topics that they deemed may be beneficial to their officers.

To aid in the leadership development, all supervisors from the Chief to the newest Sergeant have attended or are scheduled to attend the New Jersey State Association of Chiefs of Police (NJSACOP) Command and Leadership academy. Supervisors attend the academy 1 day a week for 16 weeks. The academy focuses on leadership as a science; behavioral and motivational theories; stress management and adjustment; individual communication and counseling; inter-group conflict management and decision making in groups.

Lieutenants and above attend the FBI-LEEDA supervisor, command and executive leadership weeklong courses. The leadership trilogy focuses on topics and development in personality diagnostics, leadership case studies, mentoring, developing your people, performance management, risk management, credibility, trends in law enforcement, employee wellness, transformational leadership, social and emotional intelligence, dealing with problem employees and leading change within the organization.

FBI National Academy for Command Staff

Command staff have been selected and attended the FBI National Academy in Quantico, Virginia. The academy is a 10-week course for leaders of state, local, county, tribal, military, federal, and international law enforcement agencies. Attendance is by invitation only, through



a nomination process. Attendees are selected from every U.S. state and territory and from international partner nations. The National Academy program provides coursework in intelligence theory, terrorism and terrorist mindsets, management science, law, behavioral science, law enforcement communication, and forensic science.

After graduation, NA graduates and command staff attend annual New Jersey National Academy Association chapter 2 day re-trainer sessions as part of continuing education.

The Chief and Deputy Chief have attended the academy. The three Captains are in the selection process, which was unfortunately delayed due to the pandemic.

Accreditation

In 2020, Chief Harkins made the decision to begin the New Jersey State Association of Chiefs of Police (NJSACOP) law enforcement accreditation certification. The purpose for seeking accreditation was to improve overall agency performance by updating and implementing policies, procedures and standards that reflect professional best practices.

In August of 2021, the department began the accreditation process with The Rodgers Group contracted to assist. The accreditation process is predicted to take approximately 18 months. To ensure that the process timeline is maintained, a Sergeant was assigned as the full time accreditation manager and works directly with The Rodgers Group accreditation liaison.



Officer Traffic Safety

Below 100



In 2018, the training cadre became certified in instructing the below 100 program and began teaching all sworn officers and class 1 and 2 officers. From 2012 to 2018, we had 4 serious crashes involving officers responding to a call. Fortunately, even though the vehicles were totaled or required extensive repairs, the officers only received minor injuries in those crashes.

The goal of the Below 100 program is to reduce line-of-duty deaths through common-sense training designed to focus on areas under an officers control. Officers received initial training in 2018 and each new class 1 and 2 SLEO also receives below 100 training during their department instruction phase. All officers receive Below 100 refresher training each year.

Officers are continually reminded to wear their seatbelts, wear their body armor, watch their speeds, understand the WIN (What's Important Now?) principle, and remember that complacency kills. Below 100 training continues to occur during roll call and Below



100 posters are displayed throughout the staff areas of the department. Since 2018, we have

had 2 serious crashes where the vehicle was totaled but the officers walked away with no injuries or minor injuries because they were wearing their seatbelt.



Mandatory Wearing of Seatbelts

Department policy mandates that all employees and passengers wear seatbelts when operating a Township vehicle. New State statute also requires that all drivers and passengers wear seatbelts when a vehicle is operated on roadways. To increase officer safety when preparing a prisoner for transport from a scene, the department installed Setina easy access seat belt systems in all patrol units. The system allows officers to seat belt in prisoners for transport without having to lean across the person to properly secure them. For instances where an unruly prisoner is unable to be seat belted in the rear of a patrol unit, the officer must obtain supervisor approval to not seatbelt the prisoner prior to beginning a transport.

Traffic Incident Management (TIM) Training/ Work Zone Safety

According to data compiled by the National Law Enforcement Officers Memorial Fund, 2021 saw a nationwide 100% increase in officers struck by vehicles when out of their patrol car.

To minimize the chance of our officers being struck by a vehicle, the department explored ways to increase training and safety for when officers are working on a roadway. All supervisors and traffic officers were trained in Traffic Incident Management (TIMs) for first responders during traffic crash investigations. The training consisted of scene safety for first responders, a safe and quick clearance of the scene and communication for all involved.

Supervisors are responsible for once arriving on scene, to evaluate the traffic control and assets needed to investigate and clear the roadway as quickly as possible to reduce the safety risk to

officers and motorist. Supervisors and traffic officers also check each work zone every day to ensure that the contractor has set up the zone per the approved traffic control plan. If any issues are found, work is halted until the issue is rectified.

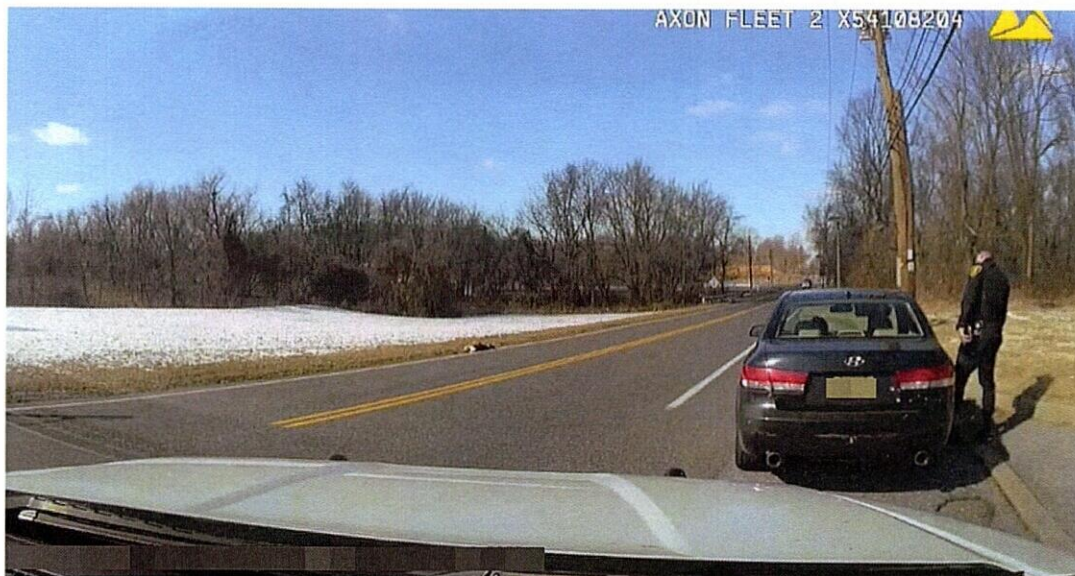
Additionally, we collaborated with our joint insurance fund (JIF) carrier to create a work-zone safety training video. A Sergeant who was assigned to the traffic safety unit and is also a state certified trainer, created the 4 hour work-zone safety training video for the JIF . The video is then assigned to all officers and SLEO's are required to the refresher class each year. The course is assigned in the spring before the majority of our road construction overtime assignments begin to increase.

To date, none of our officers have been struck by a vehicle while on a crash scene or construction area work zone.

Traffic Stops

Traffic stops are one of the most common but can be one of the most dangerous tasks our officers perform each day. To increase safety, officers have been trained during their FTO phase and through department training to utilize passenger side approaches when feasible. This approach keeps the officer away from the travel lane where the chance of being struck by a passing vehicle is increased. A passenger side approach also creates a better opportunity for the officer to see inside the passenger compartment and identify potential threats.

Potential safety issues are reviewed as part of the supervisor review of body cameras and car camera videos. If an officer is observed conducting a driver side approach, the supervisor reviews the stop with the officer to determine why it was done and what safety practices could be improved upon.



Vehicle Pursuit Policy and Review

The New Jersey Attorney General set forth guidelines on pursuits of vehicles. The department policy reflects the guidelines issued. All pursuits are approved and monitored by a supervisor per policy. Each pursuit is required to have a command level review completed afterwards. This review includes watching of in car camera and body worn camera video, listening to dispatch audio recordings and report review. The review is conducted to ensure that the pursuit was conducted in accordance with policy procedure and for any officer safety issues that may need to be addressed. Any issues found are corrected through training or progressive discipline if warranted.

Pursuit classroom training is conducted biannually at our training facility as a component of use of force and below 100 training. Officers additionally receive roll call training on reviews current pursuit incidents that occur nationwide.

Traffic Safety Vests

All officers and SLEO's are issued a department Hi-viz reflective traffic safety vest. These vest increase the visibility of the officer in low light situations. Per policy, officers are required to wear their traffic safety vest at all traffic control assignments, crash scene investigations, fire scenes or any incident or event where the on scene commander determines that officer safety would be increased by wearing the vest.



Officer Crash Analysis

The Traffic Services Bureau Commander conducts a review of all officer involved motor vehicle crashes to determine the cause. Potential training to minimize future crashes is then reviewed with the training cadre and EVOC instructors. The training is then implemented through quarterly professional development or roll call training.

Officer Speed Monitoring

Officer speed is monitored through GPS units installed in marked and unmarked patrol vehicles. An automatic speed alert email is sent to the Professional Standards Unit (PSU) Commander and the Administration Commander when a vehicle exceeds 90 mph. Upon receiving the alert email, the Admin and PSU commanders conduct an initial review of the alert and then assign

the officers supervisor to review the incident and reason for the excessive speed. If the speed was determined to be unwarranted or excessive for the type of incident, the officer's immediate supervisor through training corrects it.

Emergency Vehicle Operations Course (EVOC) Training

The only New Jersey mandate for EVOC training is when an officer is initially trained in the police academy. We currently have 2 certified EVOC instructors that assist with academy training. Our early warning system for monitoring poor employee performance where additional training may be needed has an at fault motor vehicle crash as one of the indicators. Should an officer undergo an early warning system review for an at fault crash, an EVOC instructor is assigned to review driver training with the officer.

Officer Wellness

Employee and Family Wellness policy

To aid in creating and maintaining a culture of resiliency, the department enacted an employee and family wellness policy to provide rules and guidance for use of the several wellness programs in place. The policy provides guidance on the department's employee assistance program, resiliency protection officer program, multi-agency peer support program and critical incident stress management program.

Additionally, the policy provides guidance on daily stress recognition, the employee and family wellness guide, wellness committee, new officer mentorship and reporting unsafe conditions.

Multi-Agency Police Peer Support Program (MAPPS)

In 2020, the department was invited by Voorhees Police Department to partner with them and Cherry Hill Police Department to form the Multi-Agency Police Peer Support program (MAPPS).

MAPPS is a voluntary and confidential program to support and assist employees in any one of the member agencies in dealing with stress, emotional difficulties, or other personal and/or job-related circumstances. These circumstances could have an impact on the employee, and in some cases, could present a danger to the welfare and safety of the employee, his or her family, the public, and/or fellow employees. It is recognized that a strong foundational partnership and clinical oversight by a licensed mental health provider is a requirement for an effective and validated peer support program. This oversight is provided by the MAPPS Program Psychologist. Peer support is an additional option for employees who may not be comfortable

in speaking with a licensed mental health provider, or the employee may feel the adversity can be dealt with purely through peer support.

MAPPS officers are support people who are peers, not licensed mental health providers (they are not therapists, professional counselors, employee assistance program, psychologists, psychiatrists, etc.). When problems are acute or require professional assistance, team members will provide information on professional referral resources to the employee. It is the duty of the MAPPS member to recognize when a peer support contact needs assistance beyond the training, comfortability, or duties of the peer support person and to make a referral to advanced services.

We currently have 10 officers who were selected after interviews by the program coordinator and psychologist. They received 40 hours of initial training and follow-up quarterly training on peer support. Officers may speak to a MAPPS officer from any of the 3 participating agencies. The program coordinator also assigns MAPPS officers to any critical incident stress debrief that may be held after an incident.

Resilience Protection Officer

In 2019 the state mandated that each department designate and train at least 1 officer as the Resilience Protection Officer (RPO). The department originally designated 3 officers as RPO but has since expanded to 10. The RPO is specially trained in helping officers handle the daily stress of police work. Assigned RPO's are responsible for providing resilience training for all officers in their agency, and for also serving as a confidential resource for any officer who wishes to discuss professional or personal challenges. A master list of trained RPO's is available to all officers and they may contact any RPO in the county or state if they choose to.

Critical Incidents Stress Management Program (CISM)

The Critical Incident Stress Management Program is utilized to provide personnel with information on reactions to the trauma associated with critical incidents assist in the deterrence of negative responses and safeguards the continued mental well-being of all involved personnel.

During any period where it is reasonable to believe that involved personnel may experience physical, cognitive, emotional, and/or behavioral reactions to a critical incident, a CISM debriefing is scheduled. Any supervisor can initiate a CISM after an incident.

When it is determined necessary, all involved personnel are encouraged to attend a one-on-one and/or a group debriefing provided by the department's psychologist (QMHP), Police Chaplain, or other professional as appropriate within 2 to 7 days after the incident. Officers may also be required to attend as directed by the Chief of Police or their designee.

The Critical Incident Stress Debriefing is required whenever an employee is involved in a use of force incident involving the discharge of a firearm or use of force that involves significant injury

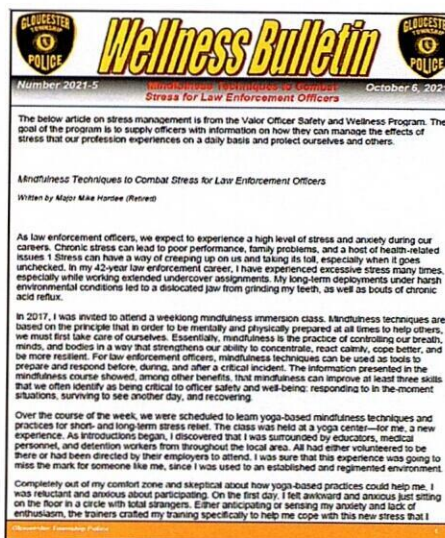
to any person. It is also used on an individual case basis with consideration given to the shock and human tragedy involved in the investigation. In certain situations, the employee's immediate family members may also attend a CISM debrief in order to aide and deal with the emotional suffering of the employee.

Employee Wellness Committee

To ensure that the department is always reviewing current wellness ideas and trends, an employee wellness committee was formed in 2019. The committee consist of a Deputy Chief, 2 Captains, 1 Lieutenant, 1 Sergeant, 2 patrol officers, 1 union representative, 1 SLEO and 1 telecommunicator. The committee meets periodically to discuss employee wellness ideas or trends. Recommendations for changes, equipment purchase or program creation are forwarded to the Chief of Police for review and potential implementation

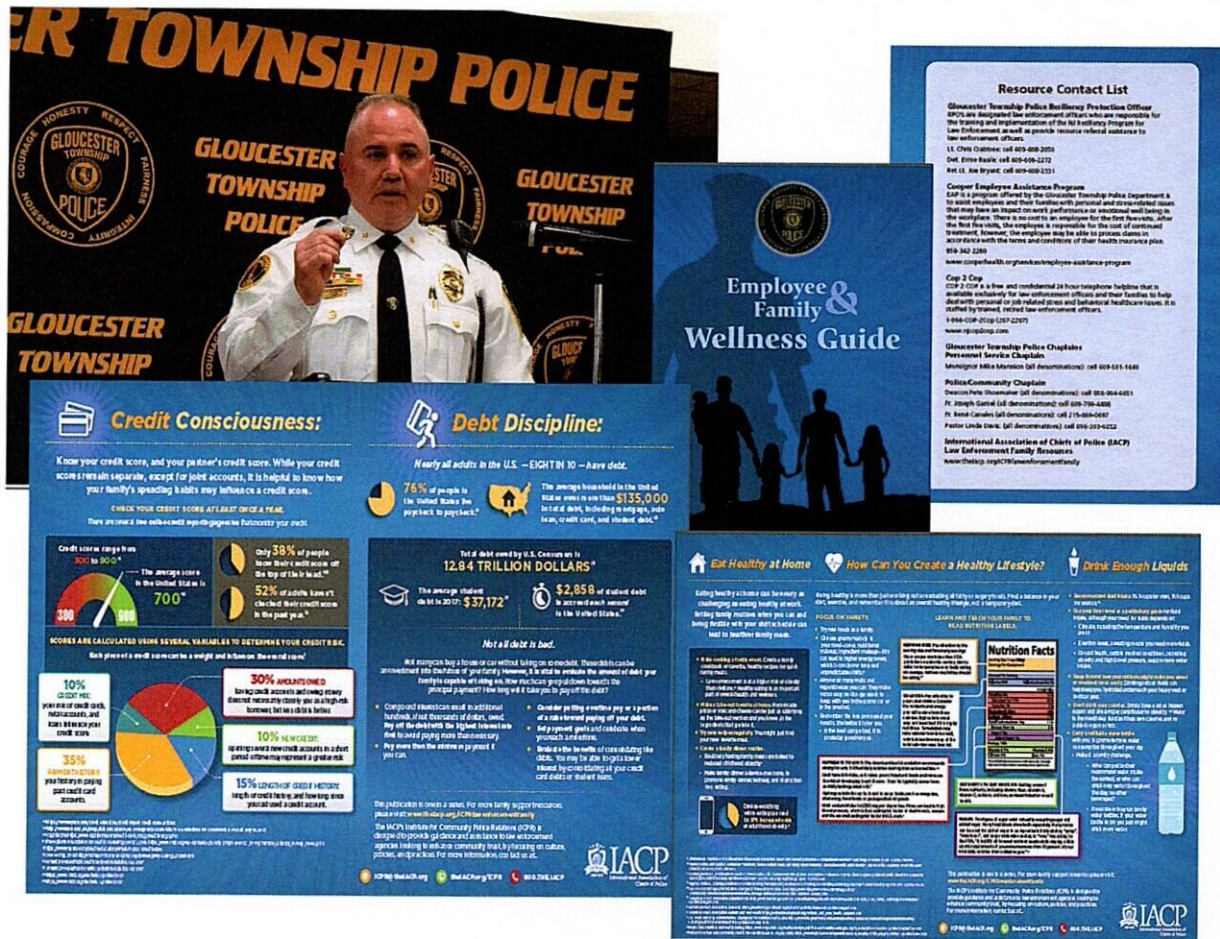
Wellness Bulletins

One of the ideas from the wellness committee was the creation of a monthly wellness bulletin that is issued the 1st Wednesday of each month via our policy management system. The bulletins began in 2021. Topics are selected from wellness committee members and from officer input on what they would like information on. These topics include eating and nutrition, recommended health screenings, sleep practices, mindfulness techniques, healthy habits and more.



Employee and Family Wellness Guide

To assist employees and their families in using the many wellness programs the department has, a guide was created that encompasses all of the information in one place. Also in addition to department information, there is also information that was supplied by IACP on nutrition, preventing injuries, improving sleep and financial wellness. The guide is given to every new employee and is updated as changes occur or new information is added.



Employee Assistance Program (EAP)

The department is contracted with Cooper Health for an Employee Assistance Program. EAP is provided to assist with counseling for circumstances that affect or could affect an employee's or their family's health, personal life or job performance. Use of EAP for employees and their families is free for the first 5 visits. Use of EAP is also confidential. If the employee is ordered to attend EAP by the department, the department only receives notice that the employee is attending. Nothing discussed is forwarded to the department unless the behavior divulged by an employee would constitute a clear and present danger to the safety of the employer or any employee.

Confidentially Speaking
Wellness, productivity, and you!

Cooper
University Health Care

Cooper Employee Assistance Program 856.342.2280 | CooperHealth.org/EAP

Mandatory Mental Health Evaluations

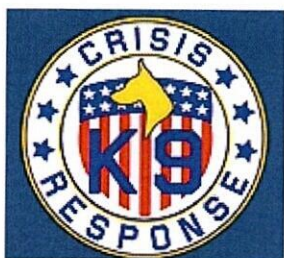
In 2021, the department applied for and was awarded a grant for a new officer wellness program for mandatory mental health meetings with a designated psychologist. Every officer from the Chief to the newest officer will be required to attend a 45 minute one on one meeting annually. Officers will be scheduled to attend during their designated work hours and may change into street clothes to attend if they so choose. What is discussed is confidential and the department is only notified if the behavior divulged by an employee would constitute a clear and present danger to the safety of the employer or any employee.

Crisis Response Canine Emotional Support Visits

We have partnered with Crisis Response Canines for department K9 visits. The group's mission is to provide strength, comfort, and emotional support to individuals, families, communities, and first responders experiencing intense traumatic emotions in the aftermath of critical incidents. The co-founder, Ret Major John Hunt, NJSP, and the department have an excellent working relationship. One or more of the sixteen Crisis Response Canine teams regularly visit with officers as part of their training and also to provide a short comfort break to interact with a canine during stressful days that many have.

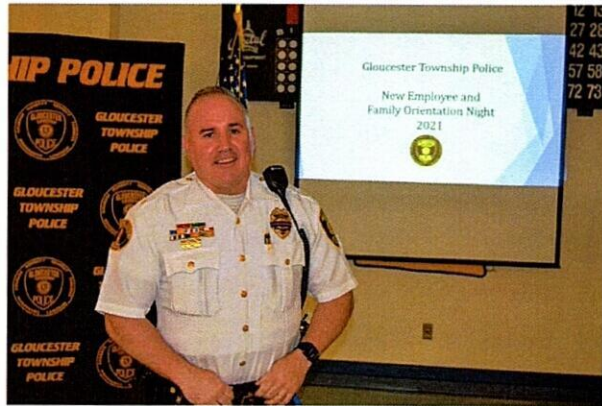


A Crisis Response Canine team member also is assigned to any critical incident debrief that occurs. We have found that is comforting to officers that interact with one or more of the canines during the debrief.



New Employee and Family Orientation Night

To familiarize new employees and their families with the operation of the department and the wellness services we offer, we hold an annual



orientation night. All new department employees and their families are invited to attend. During the orientation, the Chief of Police and the Mayor welcome them and give background on the department. Our training cadre then gives an overview on our employee assistance program, multi-agency police peer support program and

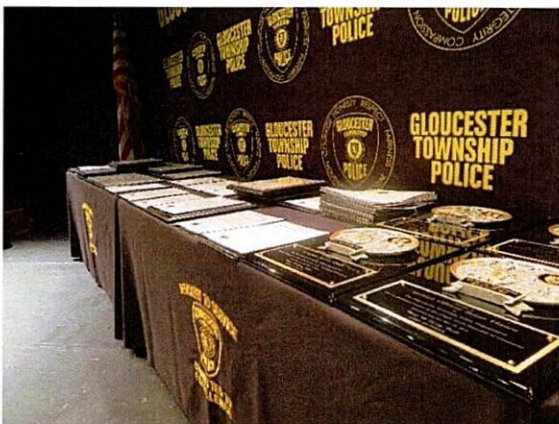


resiliency officers. Additionally, our department chaplain speaks on what services he can provide. The training cadre then gives then an overview of firearms safety and storage as becoming an officer may be the first time that a firearm has been stored in a new employee's home. Lastly, employees and families receive a tour of the police station and a display of vehicles and equipment that new officers will have at their disposal.



Department Awards

The department believes that positive recognition is important to employee morale. It helps acknowledge **proper behavior and promotes employee-wellness**.



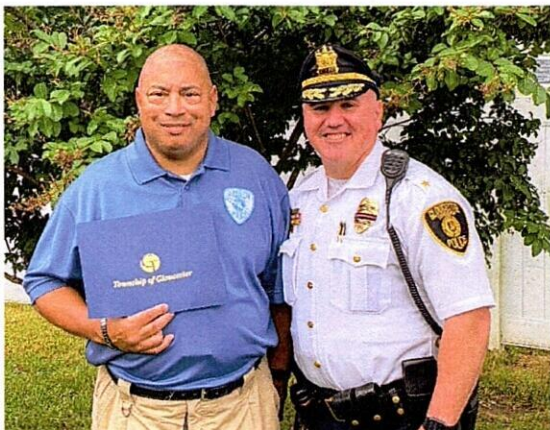
Award nominations are reviewed and voted on by the awards committee which consist of a Deputy Chief as a chairperson, a Division Commander (Captain), six officers and a telecommunicator. The committee forwards the results of the vote to the Chief of Police who accepts the recommendations. Award nominations are accepted for Commendation for Distinguished Valor, Commendation for Valor, Commendation for Bravery, Commendation for Heroism, Commendation for Lifesaving, Commendation for Merit, Commendatory Police Service Citation, Distinguished Unit Citation and Citizen Commendations.

Recipients, including citizens, receive their award at the department's annual awards ceremony. The ceremony is traditionally held annually in May to coincide with Police Week and is open to the public to attend. For 2023, the awards ceremony will again be held in May.



Additionally, a Chiefs Citation is awarded to any officer whom the Chief of Police feels deserving of recognition for an outstanding service provided to the Gloucester Township Police Department. This award is not referred to the Awards Committee and is awarded at the discretion of the Chief of Police. The citation is presented in certificate form detailing the reason for the award and is presented to the Officer at his/her briefing.

Police Community Volunteers who demonstrates the core values of the department and dedication to their volunteer service are honored each October by the Mayor, Council and Chief of Police at the Townships annual Citizens Appreciation Ceremony held at the Townships Citizen Appreciation Park.



Supervisor of the Year, Officer of the Year, Special Law Enforcement Officer of the Year and Telecommunicator of the Year Award Programs

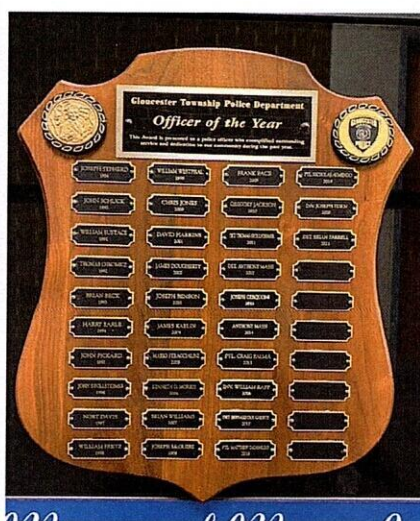
The department believes that positive recognition is important to employee morale. It helps acknowledge proper behavior and promotes employee-wellness. In 1984, the department created the Officer of the Year program to acknowledge those Officers that throughout the year demonstrated the core values of the department and went above and beyond in performing their duties.



In 2011 the program was expanded to include Supervisor of the Year, Special Law Enforcement Officer of the Year and Telecommunicator of the Year.

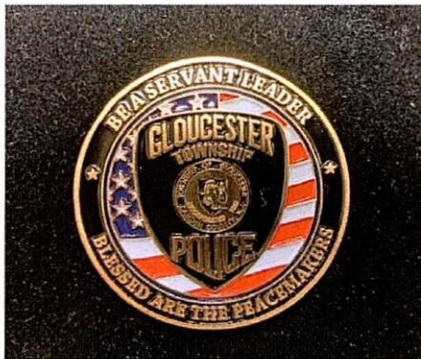
The Supervisor of the Year, Officer of the Year, Special Law Enforcement Officer of the Year and Telecommunicator of the Year recipients receive their award at the department's annual awards ceremony. The ceremony is traditionally held

annually in May to coincide with Police Week and is open to the public to attend. For 2023, the awards ceremony will again be held in May.



Chiefs Challenge Coin

In 2019, Chief Harkins created a Chiefs challenge coin program that recognizes employees who go above and beyond in serving the Township, where their actions do not necessarily rise to the level of a commendation award, but still deserves special recognition. The Chiefs challenge coins is specifically presented by the Chief at an officers/employee's briefing and is meant to recognize those employees who respond admirably in certain situations that may occur only once in a great while, or involve employees who do great things for the department on a continual basis.



Critical Incident Information Packet

In 2019, wellness committee members attended a Concerns of Police Survivors officer wellness conference and learned of the Line of Duty Death form that many agencies were using. The committee recommended creating and using a similar form. The Chief reviewed and approved the form which was then added to the employee wellness policy.

The form name was changed to the Critical Incident Personal Info Form and its completion and use is optional. The form is designed to be a comprehensive information packet that would be beneficial to an officer's family in the event of an officer's critical injury where they cannot speak or untimely death. Completed forms are placed in sealed envelope, then secured in a locked cabinet in the Chiefs office, and only authorized to be opened upon an officer's critical injury or death.

**Gloucester Township Police Department
Critical Incident Personal Info Form**

The information you provide below is confidential and will be used only in the event of your serious injury or death in the line of duty. Please fill out the form as accurately as possible; in the event you are injured or killed during the execution of your duty, the information provided will be of extreme comfort to your family and the law enforcement agency in following your wishes.

This form will be reviewed/reviced by member for any status changes. Please PRINT or TYPE all responses.

1. First Name: _____ Last: _____
Address: _____ Middle: _____ State: _____ Zip: _____
City: _____ ID Number: _____
Home Phone: _____ Work Phone: _____
2. Division Assigned: _____
3. Spouse's First Name: _____ Home Phone: _____ State: _____ Zip: _____
Date of Birth: _____ Date of Birth: _____
Address (if different from above): _____
City: _____
4. Children's Names: _____
5. Addresses/Phone Numbers of children not living at home: _____

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**CONFIDENTIAL INFORMATION
OPTIONAL VOLUNTARY INFORMATION**

Please list any accounts (including certificates of deposit, safe deposit boxes, etc.) you have in banks or other financial institutions:

Bank: _____ Account #: _____
Bank: _____ Account #: _____
Bank: _____ Account #: _____
Bank: _____ Account #: _____

Signature of Member: _____ Date: _____
This form will be placed in a sealed envelope and marked "TO BE OPENED ONLY IN THE EVENT OF SERIOUS INJURY OR LINE-OF-DUTY DEATH". The sealed envelope is to be placed in the Chief's office in a secure cabinet. The member should review these guidelines: ea...

Physical Fitness

At this time, our department does not have its own gym facility or allow officers to exercise during work hours. Most of our officers live in Gloucester Township and live near many available gym facilities, which it is estimated that 85% of our officers do participate in some type of workout routinely. We have also collaborated with our FOP lodge to offer various exercise options to officers after work hours. The lodge coordinates with area fitness establishments for open house type events that officers can attend to learn about their exercise program. Officers can then sign up for memberships if they choose. Our most recent event was held at orange theory which has a high intensity work out program.



Closing

Since becoming Chief of Police in 2019 and in the 9 years prior as Deputy Chief, Chief Harkins has made it a priority to ensure that the department is always striving to have the safest working environment through policy and procedures, equipment, training and employee wellness programs. His support of the wellness committee and meaningful review of potential safety and wellness initiatives helps create officer buy-in. Two of our most recent wellness initiatives, the Multi-Agency Police Peer Support (MAPPS) program and the mandatory mental health evaluation program have had tremendous support from our employees.

As a prior SWAT team commander, Chief Harkins knows the dangers of officer complacency and poor safety and tactics. He has empowered the command staff and first line supervisors with identifying safety issues and correcting them. If correcting an issue involved obtaining new or upgraded equipment, he has always worked with our Township Administrator and Finance Officer to identify funding sources so that we can proceed with purchasing. One of most recent purchases that came from an identified issue are the supervisor response vehicles.

As the COVID 19 pandemic began to take hold here in New Jersey, it was Chief Harkins mission as the agency leader to keep our officers as safe as possible from the then unknown health risks. His foresight and networking with other Chiefs enabled the department to obtain equipment and supplies and put in place procedures to minimize officer and employees' chances of becoming infected. It was through this work that our department had only 10 employees out of 186 tests positive from the pandemic outbreak in March 2020 through May 2020. For all of 2020, only 29 employees tested positive.

Many of our programs can easily be replicated in similar or smaller agencies and we readily assist an agency when the request information on our programs.

It is for all of these reasons that I believe that our agency is worthy of the National Law Enforcement Memorial and Museum, Destination Zero Comprehensive Safety Award.

Professionally,



Jason Gittens
Captain of Police