

Clayton G. Graham Public Safety Building



Integrity

Respect

Service

Fairness

Atlantic City Police Department

November 18, 2014

Atlantic City Police Department
2715 Atlantic Avenue
Atlantic City, NJ 08401

CITY OF ATLANTIC CITY

DEPARTMENT OF POLICE
Atlantic City, New Jersey 08401

Introduction

Atlantic City is a world-class tourist destination located in Southern New Jersey. The City offers a vast array of attractions including casinos, a world famous beach and boardwalk promenade, the Steel Pier Amusement Park, the Atlantic City Convention Center, the historic Boardwalk Hall, The Pier Shops, The Walk's Outlet shopping stores and a variety of hotels, motels, world class restaurants, bars and nightclubs.

Atlantic City is a densely populated urban city and is the second largest gaming resort in the United States. Atlantic City receives over 30 million visitors annually. It is located at the north end of Absecon Island, which is a barrier island along the coastline of Southern New Jersey. The City encompasses a total of 10,067 acres of land. However, only approximately 2,624 acres are suitable for development. The remaining acreage consists of 3,079 acres water, 3,708 acres of wetlands and 656 acres of roads/right-of-way.

Mission Statement

To promote public safety; to prevent, suppress and investigate crimes; to provide emergency and non-emergency services; to create and maintain strong community partnerships; to adapt a multi-disciplinary approach to solving community problems; and to develop and promote a diverse, professional workforce.

Value Statement

The Atlantic City Police Department will commit its resources in partnership with the community to promote a safe and secure environment, free from crime and the fear of crime, to maintain order and provide for the safe and expeditious flow of traffic while practicing our core values of integrity, respect and service.

Objectives

- Crime Suppression & Prevention
- Neighborhood Stabilization
- Community Involvement
- High Visibility & Proactive Intelligence Led Policing
- Uniform Patrol Saturation

Chief of Police Henry M. White Jr.



Internal Affairs Section

The Atlantic City Police Internal Affairs Section currently falls under the Professional Standards Division. It is comprised of Deputy Chief James Pasquale, Captain Charles Love, Lieutenant Bridget Pierce, Lieutenant Lee Hendricks, Sergeant Howard Johnson, Sergeant Jerry String, Sergeant Greg Atkinson, Sergeant Robert Macready, Sergeant Gena Dorn, Detective Greg Ingrum, Detective Paul Aristizabal and Administrative Assistant Mary McCloskey.

In order to institute best practices and improve the Atlantic City Police Department, Chief Henry M. White Jr. and the Professional Standards Division have had several ongoing meetings with the Rutgers Excellence in Policing Program and Philadelphia Police Commissioner Charles Ramsey. Along with Atlantic County Prosecutor Jim McClain, we have also had several meetings with the Office of Law Enforcement Professional Standards (OLEPS) Staff and the acting Attorney General's Executive Assistant, Lee Vartan. These meetings have been to discuss our progress in implementing these best practices and to gain some valuable feedback. On one occasion, we also had the honor of meeting with acting Attorney General John Hoffman.

The Atlantic City Police Internal Affairs Section is committed to obtaining community trust and support. In September of this year, members of the Professional Standards Division along with Police Chief Henry M. White Jr., met with the Atlantic City Chapter of the NAACP in an effort to open up lines of communication. Internal Affairs also has plans to meet with the Chelsea Neighborhood Association, Bungalow Park Civic Association, First Ward Civic Association, Venice Park Civic Association and the Westside Neighborhood Association.

The goal of the Atlantic City Police Internal Affairs Section is to insure that the integrity of the department is maintained through a system of internal discipline, where fairness and justice are assured by objective, impartial investigation, and review.

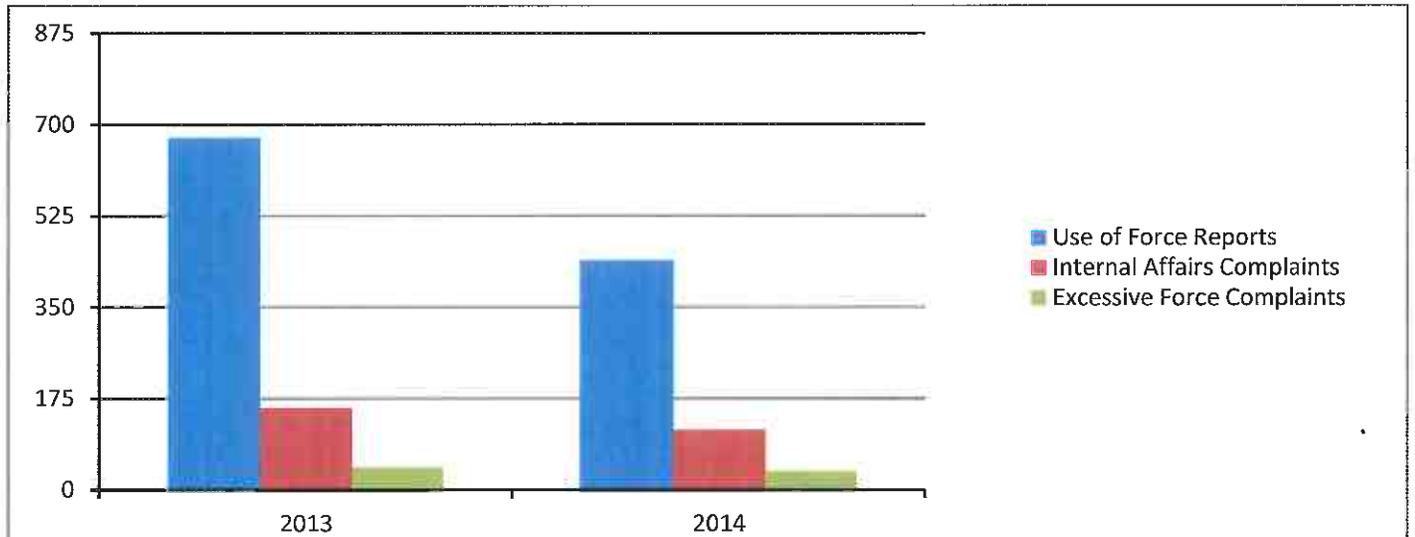
All complaints are thoroughly investigated to their logical conclusion and complainants are kept advised of the progress of the investigation.

Use of Force Policy

Our drastically revised Use of Force Policy was sent to the Atlantic County Prosecutor's Office for review on October 8th, 2014. The policy was approved and returned by First Assistant Prosecutor Diane Ruberton. This policy will be ready for implementation shortly after our current AIM System training is concluded.

- Changing the use of force **Supervisors Preliminary Administrative Review (SPAR)**. Supervisors currently respond to use of force incidents. This revised SPAR form, which will be in our AIM system as well as the Meaningful/Administrative Review, is much more in depth. Included is a list of actions to be taken, including gathering video, witnesses, evidence, verbal statements, etc. There is also a section for the on scene Supervisor to make an initial determination if the force used in the situation was reasonable from their perspective.
- Implementing a **Use of Force Meaningful/Administrative Review (MAR)** for each use of force incident. This MAR review will be assigned by the Division Commander once they receive the on scene Supervisor's Preliminary Administrative Review. The MAR review will be conducted by a different supervisor and be reviewed in conjunction with the Use of Force Report(s), all CPLIMS reports, the on scene Supervisor's Preliminary Administrative Review (SPAR), on Body Camera (if applicable) and any other reports or correspondences. This added layer of reviewing Use of Force incidents will allow a Supervisor to review the entire incident with all pertinent reports rather than just relying on the Use of Force Report alone.
- Added to the policy was a "**Use of Constructive Authority**" form, very similar in format to the Use of Force Report. Anytime an officer points their firearm at another person, they will complete this form. This form will also be captured within the AIM System and counted towards the thresholds of our Early Warning System.
- Added into the current Use of Force Report were two (2) boxes for the Officer to fill out regarding whether the incident occurred during an off-duty detail and the location of that detail. This enables us to track Use of Force incidents related to extra duty detail assignments.

January 1 st – September 30 th , 2013	January 1 st – September 30 th , 2014	Comparison
675 Use of Force Reports	440 Use of Force Reports	35% Decrease
157 Internal Affairs Complaints	115 Internal Affairs Complaints	27% Decrease
43 Excessive Force Complaints	35 Excessive Force Complaints	19% Decrease



Early Warning System / AIM System

The Early Warning System Policy- This policy has been in draft mode for the last several months while the AIM system is being programmed. This policy was created from the ground up and was a monumental task. The policy was recently reviewed by the Atlantic County Prosecutor's Office and minor revisions are being made. The Atlantic City Police Department's Early Warning System is only one part of our agency's efforts to support and improve officer performance.

AIM System schedule:

- On **November 10th, 2014**, Jack Wolfgang from On Target Performance Systems conducted remote training with the Internal Affairs Section to finalize work flow and configuration for Internal Affairs case management.
- On **November 17th, 2014**, Mr. Wolfgang started conducting six (6) days of "train the trainers" on the AIM System at the ACPD.

Internal Affairs has revamped its process when dealing with an alerting employee. The primary objective is to give our employees a chance to voluntarily improve their behavior or work performance.

- Upon obtaining approval from the Chief of Police or the Deputy Chief of the Professional Standards Division to activate a review process, several steps are taken:
 - Upon receiving approval from the Chief or Deputy Chief to activate the process, an alert is sent out to the employee and to all levels of the employee's chain of command.
 - The tasked Supervisor will then conduct a written review. As part of that written review, the Supervisor or Commander shall recommend a particular "action" and shall make notations justifying their recommendations. (See attached policy for full review process).
 - Each supervisory level that receives the written review shall make a note within the AIM System reflecting approvals or disapprovals as well as notations of recommendations to:
 - Modify or create policy
 - Identify and/or apply remedial action beyond what can be performed by the tasked Supervisor
 - Praise or discipline the employee
 - Change or add weapons, equipment and/or tactics

To date the Internal Affairs Unit has performed or tasked the below listed actions:

Case Reviews / Reports Completed	19
Active Monitoring	3
Modified Duty Details / Re-assignment or Transfer	1

Early benefits of the review process have included improved supervision through the active monitoring component. Supervisors who were tasked with this action wrote detailed reports on their officers. They provided feedback and listed examples of performance.

In-person case reviews have been embraced by officers. They have been pro-active and are conducted with the alerting employee's entire chain of command. Discussions during the reviews have promoted a common understanding of individual performance levels, needs, work objectives and standards for the employee.

During the in-person reviews objectives are set for future performance. Feedback is provided from all in attendance and suggested specific courses of action are given to the alerting employee.

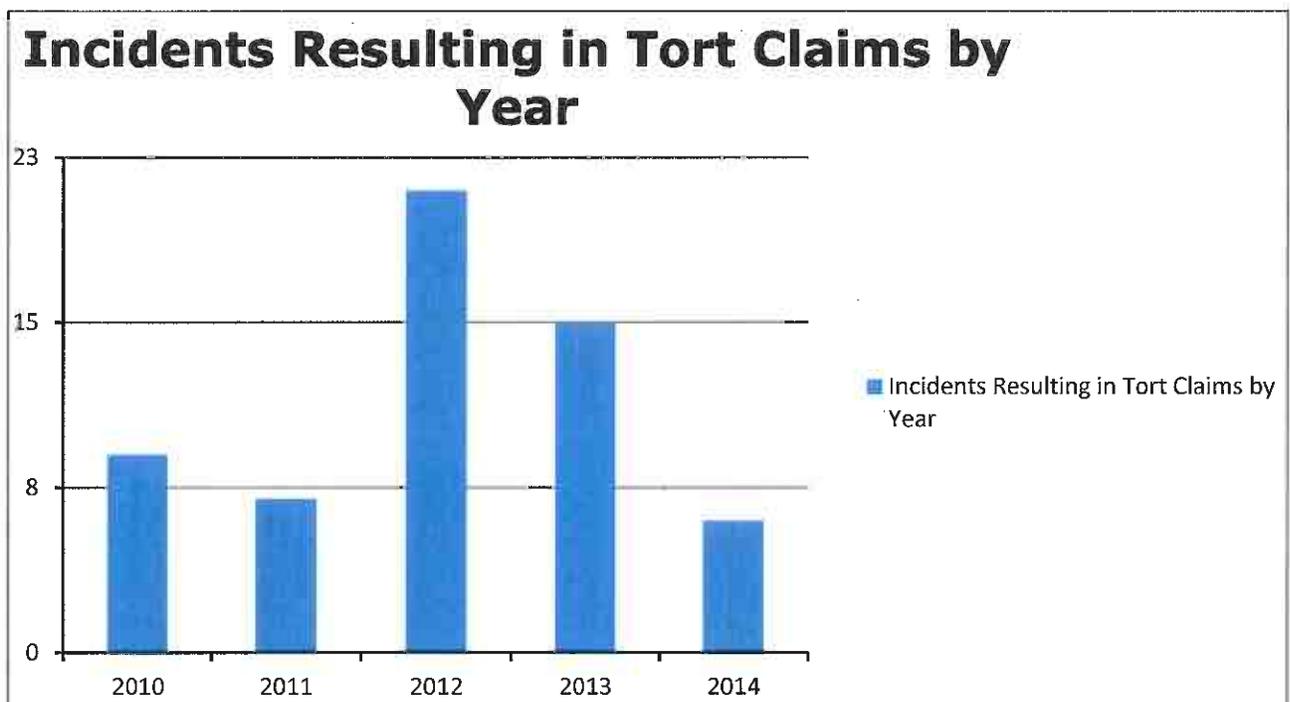
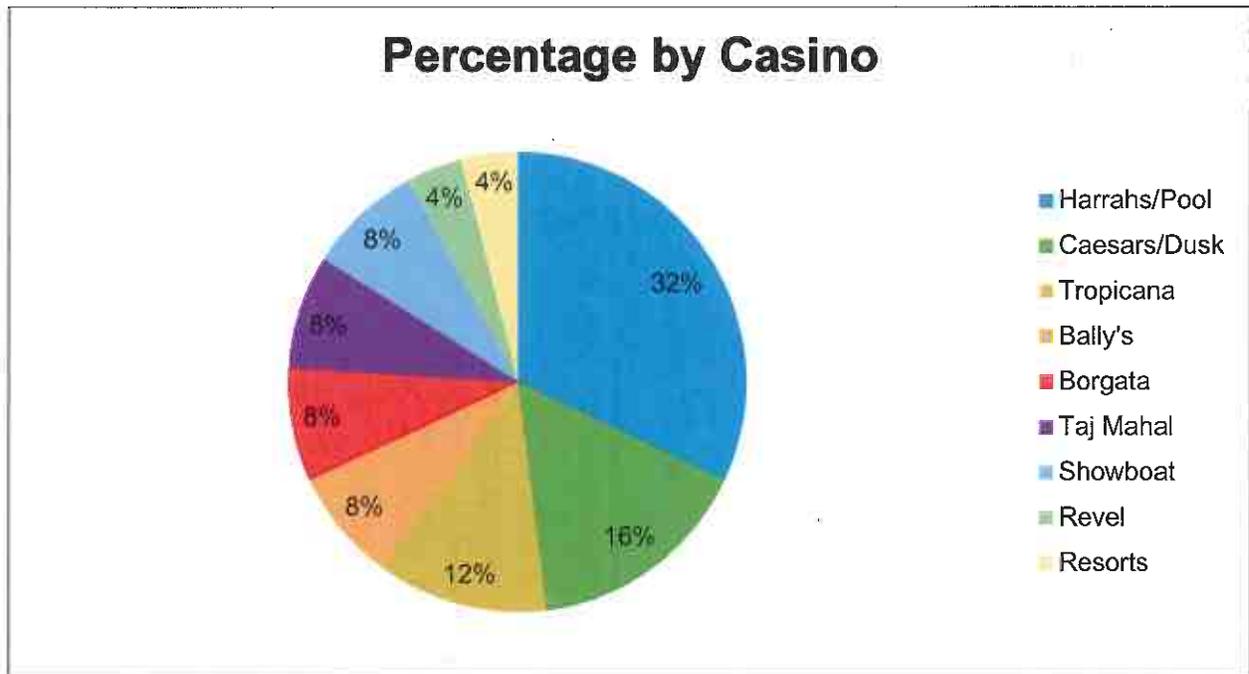
Information and reference materials are supplied to the officer when requested or deemed necessary. These include but are not limited to:

- Information on the Employee Assistance Program
- Case Law
- Atlantic City Police Department Policies

Long term benefits of this improved review process include:

- Improved supervision
- Helping officers overcome problems that affect work performance
- Earlier identification of potential problems
- Strengthened culture of integrity and accountability
- Improved community relations
- Reduced litigation costs
- Adaptation of proven practices that will propel the Atlantic City Police Department into the forefront and will become the "gold standard" for other municipalities to follow

Lawsuits



2012	2013	2014	Comparisons
21	15	6	From 2012 to September 2014
			71.4% Decrease to date (Jan. 2012 - Sept. 2014)

Tort Claim Analysis

- Analysis of recent Tort Claims against Atlantic City reveals the following:
 - Use of Force claims are the most numerous at nearly 50%. All other claims combined (K9 Apprehension, False Arrest, Illegal Entry, OIS) make up other 50%
 - Claims brought by four different legal firms make up approximately 16% of all Tort Claims
 - Incidents that resulted in Tort claims being filed
 - **36% of the incidents resulting in claims happened in 2012**
 - **26% happened in 2013**
 - **10% happened in 2014**
 - Of claims that originate from casino properties:
 - Harrah's Casino and the associated Pool Nightclub account for 32% of claims.
 - Caesar's and the associated Dusk Nightclub account for 16% of claims.
 - Tropicana accounted for 12%
 - Plaintiffs in several of the lawsuits never filed an Internal Affairs complaint. Investigations were opened after receiving notice from the Solicitor's office that a Tort Claim had been filed. In some cases two years **after** the alleged incident was said to have occurred which makes investigating the allegations very difficult.

Conclusions That Can Be Drawn:

- The majority of the incidents which have resulted in Tort Claims were clustered in 2012 and 2013. The problematic areas have been Harrah's, Caesar's and the Tropicana.
- Despite this fact, the City was not notified of many of these claims until 2013 and 2014.
- A small collection of law firms have filed multiple claims against the City.
- The trend shows that incidents resulting in claims to date appear to be trending downwards.

Mitigating Steps Taken:

- The SES (Special Employment Section) policy has been revised to give Officers proper guidance while in a “nightclub” environment.
- Dedicated Sergeants have been employed during weekends for the exclusive purpose of supervising club details at Harrah’s and Tropicana
 - These 2 hot spots account for 46% of all claims against the City
- On body cameras will be worn by Officers working these club details
 - This ensures the City an extra layer of protection from claims stemming from incidents at these nightclubs
- These measures will ensure that the trend in Tort Claims against the City will continue on a downward path

On June 19th, 2014 members of the Professional Standards Division met with the City of Atlantic City’s insurance carrier AIG. AIG holds the City’s excess insurance and they have a vested interest in how the Atlantic City Police Department functions and how that affects claims and ultimately the City’s insurance premiums and retention.

According to Nancy Egrie (City of Atlantic City’s Risk Manager), AIG was very impressed with the programs that the Department is and has implemented. Included in this is the Taser Policy, On Body Camera Policy, training, and most specifically the AIM system.

AIG expressed how impressed they were not only by the programs that were reviewed with them, but how fully committed everyone in the Atlantic City Police Department was to risk management.

Change in Hearing Officer for Disciplinary Hearings

- Retaining a hearing officer from outside the department with law enforcement experience
 - The firm of Dasti, Murphy, McGuckin has been retained for this function. They have a rotation of attorneys with experience as hearing officers and in prosecution of police administrative cases.
 - Mr. William Blaney has been retained to act as Prosecutor on behalf of the City.

Atlantic City Police K9 Statistical Information

The Atlantic City Police Department has one of the finest K-9 training programs in the country. We have trained Law Enforcement agencies all along the Eastern United States and the U.S. Virgin Islands.

➤ **K9 Policy**- Our K9 policy was revised and implemented on **June 17th, 2014**. Changes include:

- To be considered for the K9 Unit an Officer must have 5 years of full time sworn police service as opposed to 3 years in the previous policy.
- In order for an apprehension to occur, there has to be at least a threat of significant bodily injury and/or Supervisory approval.
- K-9 Apprehensions are down 81.2% as compared to 2013:
 - 16 apprehensions in 2013 (no apprehensions in November or December)
 - 3 apprehensions in 2014

2013 K9 Apprehensions	2014 K9 Apprehensions	Comparisons
16	3	81.2% Decrease

➤ **Major Incidents/Events where Police K9's were utilized:**

- **Vet Rock Concert Bader Field (2013)**
- **Jimmy Buffett Concert (2013)**
- **Air Show Parade, practice day and actual show (2013)**
- **National Night Out Atlantic City and Absecon (2013)**
- **Miss America Parade/Pageant (2013)**
- **PHISH concert (2013)**
- **K9 Explosive dogs activated and assisted in Super Bowl Preparation/Security (2014)**
- **Challenge Atlantic City (2014)**
- **Blake Shelton Concert (2014)**
- **Lady Antebellum Concert (2014)**
- **Air Show parade, practice day, and show (2014)**

Atlantic City Police Department Statistics

***Note 2014 statistical information is approximate and numbers listed are from January thru mid-September**

2013		Up to September 2014	
Calls for Service	138,528	Calls for Service	109,947
Recovered Firearms	144	Recovered Firearms	114
Shooting Investigations	113	Shooting Investigations	93
Shooting Arrests	10	Shooting Arrests	30
Murder	3	Murder	3
Homicide Arrests	1	Homicide Arrests	3
Weapons Possession	106	Weapons Possession	65
Explosive Ordinance Investigations	35	Explosive Ordinance Investigations	5
Motor Vehicle Summonses Issued	4,506	Motor Vehicle Summonses Issued	4,033
Ordinances Issued	2,677	Ordinances Issued	1,235
Arrests	4,562	Arrests Year to Date	3,330
Motor Vehicle Crashes	1,461	Motor Vehicle Crashes	1,548
Revenue Generated from the Atlantic City Police Department to City of Atlantic City 2013			
Special Employment Billable Hours	\$1,456,875.29		
Towing Revenue	\$529,502.00		
Parking Enforcement Revenue	\$545,369.07		
TOTAL	\$2,531,746.36		

Atlantic City Police Department Uniform Crime Report Statistical Comparison January to July 2013 compared to January to July 2014

UCR Offense	2013	2014	% Change
Homicide			
Murder	3	3	0%
Manslaughter	0	0	0%
Rape			
Rape	14	14	0%
Attempted Rape	0	0	0%
<i>Total</i>	14	14	0%
Robbery			
Firearm	83	36	56.63% Reduction
Knife or Cutting	16	14	12.5% Reduction
Other Dangerous	7	3	57.15% Reduction
Strong Arm	119	115	3.37% Reduction
<i>Total</i>	225	168	25.34% Reduction
Assault			
Gun	49	26	46.94% Reduction
Knife or Cutting	41	30	26.83% Reduction
Other Dangerous	32	20	37.50 Reduction
Aggravated	76	32	57.90% Reduction
Simple (hands)	612	767	25.32% Increase
<i>Total</i>	900	875	2.78% Reduction
Burglary			
Forcible Entry	153	89	41.84% Reduction
Unlawful Entry	83	45	45.79% Reduction
Attempted	19	5	73.69% Reduction
<i>Total</i>	255	148	41.97% Reduction
Larceny/Theft	1040	1118	7.5% Increase
Motor Vehicle Theft			
Autos	33	33	0%
Trucks	1	0	100% Reduction
Other Vehicles	2	0	200% Reduction
<i>Total</i>	36	33	8.34% Reduction
Arson	2	0	200% Reduction
Grand Total	2475	2360	4.65% Reduction

Note: Atlantic City had 18 Homicides in 2012. This is an 83.34% reduction in 2013 and (year to date) 2014 in comparison to 2012.

Community Relations Unit / Public Information Officer

A Sergeant of Police currently supervises the Community Relations Unit, the Police Athletic League and is the Department's Public Information Officer. The aforementioned units are under the command of the Chief's Executive Officer Captain Robert DeGaetano.

The mission of the Community Relations Unit (CRU) is to:

- Build a community partnership that will heighten the public's level of confidence in their department;
- Further enhance the cooperation between the community and the police resolving neighborhood issues;
- Strengthen the department's minority recruitment and outreach to diverse groups;
- Foster Cultural Diversity Training and Youth Crime Diversion Programs;
- Develop school partnerships to ensure children's safety; and
- Expand the Neighborhood Watch and Citizen Assistance Programs.

The Public Information Officer position was established to improve the Department's response to matters of public interest. It functions to provide more direct access to the Department and police-related information to inform and educate the public. The position of Public Information Officer (PIO) exists to provide a chief spokesperson for the Department on a consistent basis.

The PIO coordinates response to media inquiries, provides information about crime incidents, the Department, its functions, policies and procedures, programs, services, and related events.

Recent accomplishments include:

- **Atlantic City Police partnered with the Atlantic County Toys for Kids Program and the Atlantic City Free Public Library on August 5th, 2014 for National Night Out. Participants included:**
 - The Atlantic City Police Department
 - The Atlantic City Fire Department
 - The Atlantic County Prosecutor's Office
 - The Superior Court of Atlantic County
 - EMS
 - Emergency Management
 - The Atlantic City SWAT and Bomb Squads

➤ **Atlantic City Police Department partnered with “Better Education for Kids Inc.” to host a Backpack Drive at the Police Athletic League.**

- August 26th & 27th 2014- 2,500 backpacks containing copy books, folders, pencils, erasers and glue sticks were provided to Atlantic City children.



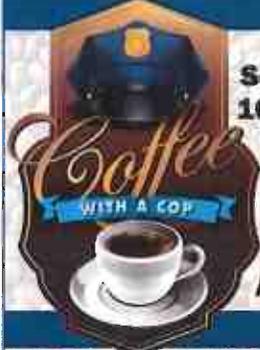
➤ **The Atlantic City Police Department’s Public Safety Citizens Academy**

- This is a program that provides a unique opportunity for insight into the structure and limitations of authority within each entity of the public safety community. Familiarity with the basic principles of these departments is key to better understanding the actions and reactions of public safety personnel within the community.
- The Public Safety Citizens Academy started on October 9th, 2014 and will continue every Thursday evening thru December 18th, 2014.



➤ **Coffee with a Cop- Coffee and Conversation with neighbors, community members and police officers. No agendas, just a chance to ask questions, voice concerns, and get to know the Officers in your area.**

- April 18th, 2014 hosted by West Side Neighborhood Association.
- September 19th, 2014 at the Atlantic Marina Community Building.
- September 26th, 2014 at Masjid Muhammad located at 300 Albany Avenue.
- October 31st, 2014 at St. Michaels located at 10 North Mississippi Avenue.



**Friday
Sept. 26, 2014
10:00-12:00pm**
At
**Masjid
Muhammad
300 N Albany Ave
in
Atlantic City**

**JOIN YOUR NEIGHBORS AND POLICE
OFFICERS FOR COFFEE AND
CONVERSATION!**

No agenda or speeches, just a chance to ask questions, voice concerns, and get to know the officers in your neighborhood!

*For more information, Contact the Community Relations Unit at (609) 947-6338 or
Masjid Muhammad at (609) 947-9229*

**Atlantic City Police
Department**



➤ **The inaugural Atlantic City Junior Police Academy**

- The Atlantic City Police Department in conjunction with the Atlantic City PAL held a two week Junior Police Academy for Atlantic City 5th students.
- The Academy held two Sessions commencing:
 - July 7th- July 18th, 2014 &
 - July 28th- August 8th, 2014.
- The program was designed to motivate young people to become outstanding and productive citizens through observing life's pleasures and difficulties, while learning how they can make a difference in their community.
- The program focused on acquainting youth with their local police and breaking down the barriers between police and young people.



➤ **ACPD Movie Under the Stars**

- During July and August, Atlantic City Police Officers presented weekly outside movies under the stars for the community.

➤ **2nd Annual Atlantic City Police Community Relations Awards Night
Community Relations Awards Dinner**

The Community Relations Unit developed a Community Relations Award to recognize individuals who volunteer their time to community efforts without ever looking for recognition. The four award recipients are provided with City Council Resolutions to publicly recognize their unselfish commitment to our community.



“The Police and You”

The purpose of the Atlantic City Police Department “The Police and You” program is to better acquaint the students/youth of Atlantic City with the functions of Law Enforcement, what to expect from Police Officers, how to handle one’s self if stopped or questioned by Police Officers and their basic rights and responsibilities as members of society.

“The Police and You” program is a crime-prevention effort that will create new initiatives through Law Enforcement, community and youth partnerships. The specific purpose of the program is: **1)** to inspire and foster positive relations between the students/youth, community and the Police by building rapport and increasing trust **2)** to educate the students/youth of Atlantic City, while incorporating fun and educational activities and events, on the four basic rules for interacting with Law Enforcement: Be Respectful, Be Cooperative, Be Honest and Be Calm **3)** to demonstrate to youth the importance of knowledge and education.

➤ **The Atlantic City Police Department partnered with the Atlantic City Housing Authority and Richard J. Stockton State College to create the Homework Completion Program at Stanley Holmes Village.**

- The program began on Monday September 15th, 2014 and will run through Wednesday June 17th, 2015.
- The program offers a period of quiet homework time each day between the hours of 3:00 and 5:00 PM.
- During this time, Stockton College students and/or Atlantic City Police Officers, and/or Atlantic City Housing Authority volunteers will monitor the homework time and assist the children with any questions they may have.



Camera Project with Stockton State College

- The goal of this project is to work on an after-school photography project with 10-11 year old children in the Stanley Holmes Village Community Center. Children will photograph their homes and neighborhood to represent their social and cultural experience. Personnel included in the program are Atlantic City Police Officer, Stockton College students and Atlantic City Housing Authority volunteers.
- The children will be taught the basics of photographic method and chaperoned “in the field” to take photographs of their neighborhood and homes.
- The children will then discuss each other’s photographs and make decisions about representing Stanley Holmes in a public exhibition.
- The first phase will be from December 10th - 17th 2014. The second phase May 6th - 13th, 2015.

➤ **Pizza with the Police**

➤ Police Officers have pizza lunches with 5th and 6th grade students in an effort to build trust between the Police Department and the students:

- April 4th Texas Avenue School
- April 11th Pennsylvania Avenue
- April 25th New York Avenue
- May 9th Martin Luther King
- May 16th Venice Park
- May 23rd Sovereign Avenue School
- May 30th Brighton Avenue School
- June 6th Chelsea Heights
- June 12th Our Lady Star of the Sea



Vacation Home Check and/or Vacant Home Notification Programs

The Atlantic City Police Department will provide a courtesy security home check service for the residents of Atlantic City. This service will be available to residents who will be away from home for at least four (4) days, with a maximum of thirty (30) days. The Atlantic City Police Department's Vacation Home Check and/or Vacant Home Notification Programs are designed to provide peace of mind to residents while they are away from home for extended periods of time. The Police Department will attempt to make periodic checks on residences while they are vacant. Information you provide allows us to contact you or your designated emergency contact in the event that the residence may need attention. These programs are a public service to help safeguard residents' homes and allow for a rapid response of Police and owner notification in the event of a problem.

The 1st Annual Atlantic City Police Department and the Atlantic City PAL Baseball Clinic

Deputy Chief James Pasquale who has coached recreational and travel baseball for many years, brought his South Jersey Sand Sharks Baseball Team coaches and players and conducted a one day baseball clinic to area children. Included in the clinic was instruction in catching, fielding, pitching, hitting, base-running and other areas of baseball. Additionally, new and gently used equipment such as baseballs, bats, shirts, helmets and baseball gloves were distributed to the children and donated by members of the South Jersey Sand Sharks coaches, players and parents.



Police Chaplain Program

A Police Chaplain Program was authorized by City Council in September 2013 and is established under authority of NJSA 40A:14-141 and City Ordinance Number 66. The Atlantic City Police Department recognizes the influence and impact that faith-based leaders have in the community. This program creates a partnership with the various faith-based leaders of the community to respond and assist police officers with providing an overall better quality of service to the citizens of Atlantic City.

It is the policy of the Atlantic City Police Department to work in a partnership with qualified religious leaders, regardless of denomination, who are available to respond during a crisis or time of need and to provide a more personalized quality of service to the community. The intended outcome is to have the Police and clergy work together during certain crises or incidents to orchestrate a more emotional or social nature, while the Police officer handles those tasks that are of a law enforcement nature.



Stanley Holmes Village Substation

With the assistance of the Atlantic City Housing Authority the new substation was opened in the Stanley Holmes housing complex. This will increase Police presence in this high crime area in hopes of fostering a better relationship with the community and reducing crime.

Departmental Accomplishments:

Accreditation

The Atlantic City Police Department received New Jersey State Association of Chiefs of Police Accreditation in May of 2013 and CALEA Recognition in August of 2013 and is fully committed to being NJSACOP re-accredited.

Policy Revision:

We have revised 29 departmental policies so far this year, including our K9 policy which now requires Supervisors' approval prior to deployment. This has resulted in an 81.2% decrease in apprehensions compared to 2013.

Policies being revised/reviewed at this time are;

1. Use of Force (Recently reviewed by ACPO and minor revisions being made)
2. Early Warning System (Recently reviewed by ACPO and minor revisions being made)
3. Organization and Administration
4. Emotionally Disturbed Persons
5. Promotion Process
6. Public Information
7. Special Operations
8. Authorized Weapons and Ammunition
9. Rules and Regulations
10. Post-Shooting Incident Procedures
11. Extra Duty/Detail Employment
12. Internal Affairs

Policies numbered 3-12 have been reviewed or are being reviewed at this time and should be ready for the Chief's signature shortly.

Toy Gun Ban

In September of 2014, in an effort to protect the youth of Atlantic City from a potential tragedy, the Atlantic City Police Department proposed a toy gun ordinance, banning the sale, possession or use of any imitation firearms, except for non-firing antiques and film prop guns, which are not in bright, fluorescent colors or transparent. The ordinance was highly supported and passed unanimously by City Council. Since being passed the City has received numerous phone calls from municipalities nationwide looking to accomplish what the City and Police Department were able to do. Two major cities who have inquired are Washington DC and Philadelphia.

Leadership and Supervision

The Atlantic City Administration has partnered with the Chief of Police to institute “succession planning” in an effort to identify leadership talent in the Police Department and provide those individuals with training, mentoring, and support.

Potential promotions will no longer go right down the Civil Service lists. The “Rule of 3” will be utilized to promote the candidates who share in the Agency’s mission and goals. This will be accomplished in several ways but most notably will be interviews for potential candidates and their supervisors by a panel established by the City Solicitor, Business Administrator, and Chief of Police. Quality supervision is essential to moving the Atlantic City Police Department forward. We recognize the importance of our officers in meeting the challenges of the immediate future. Our organization is emphasizing the development of professional knowledge and leadership skills within our ranks. We embrace a progressive mindset that encourages all to seek innovative techniques and emerging technologies to accomplish our mission. Professional development through education and training is a must. Community participation in formulating police strategies will be encouraged.

Information and Technology Upgrades

Tritech CAD/RMS

Approval to purchase Tri-tech was given by City Council on **Wednesday October 15th, 2014.**

AXON On Body Cameras

The Atlantic City Police Department currently deploys 20 on body cameras. On **Wednesday October 15th, 2014** City Council awarded the Police Department \$100,000 to purchase an additional 110 on body cameras. This will ensure that the entire Patrol Division will be equipped with on body cameras.

In addition on **February 18th, 2014** the Chief has mandated that Special Employment Details where the vendor has civilian security personnel (ie: casino security, security staff, bouncers, etc.), the detail personnel shall assume the role of a supportive function to the respective security personnel. In other words, detail personnel are not to perform the normal duties of security personnel simply because the vendor hired a police officer. Detail and on-duty personnel shall only get involved when there is a breach of the peace or an arrest is to be made and charges signed by security or casino personnel. Officers working certain club details are now required to wear on body cameras.

ShotSpotter

The Atlantic City Police Department partnered with SST, Inc., the world leader and innovator in wide-area acoustic surveillance and gunfire location and alert technology, to subscribe to SST's ShotSpotter FlexSM solution to detect and locate gunfire incidents and gather gunfire intelligence in its effort to improve the safety, security and quality of life for its residents by ridding the city of gun crime and gun violence. ShotSpotter Flex is the only wide-area acoustic surveillance gunshot detection, alert and analysis solution in the world and delivers the critical data and actionable information that public safety and law enforcement agencies need not only to respond efficiently to gunfire incidents faster and more safely, but also to enable them to proactively develop effective problem-oriented, data-driven policing strategies and tactical operations using the real-time intelligence provided by ShotSpotter.

The Atlantic City Police Department has integrated it's Police strategies and tactical operations with the use of the ShotSpotter Flex service to provide the gunfire data and intelligence needed to combat gun violence and related gun crime. The solution provides the Atlantic City Police Department with the intelligence needed to respond faster and safer to gunfire, and to more effectively and efficiently investigate and prosecute illegal gun use.

RAPID

Regional Automated Property Information Database (RAPID)

Home to 30 pawn/cash for gold shops Atlantic City Police Department has regulated its pawn industry for years requiring all pawn transactions conducted in the City to be reported to the Police Department. Traditionally this had been done by antiquated carbon copy forms. In an attempt to modernize this into something more effective and efficient the Atlantic City Police Department partnered with Business Watch International (BWI) in utilizing the RAPID system.

BWI technology facilitates **Intelligence Based Policing**, which on a fundamental level is having the most comprehensive, timely information when it matters. Business Watch International has developed best-in-class electronic transaction reporting and investigation tools that provide real time and historical transaction data, and tools to query and report on that data.

Electronic Pawn Transaction Reporting is one of the newest data sources to be leveraged by police across North America to help solve property crime, drug crime and violent and domestic crime. BWI's RAPID products and services are designed in collaboration with Police Officers from across North America, to reflect their specific investigative needs.

Benefits of RAPID

The utilization of RAPID has been extremely successful not only for the Atlantic City Police Department, but for area Law Enforcement who the Atlantic City Police Department allows remote access into the system including the New Jersey State Police.

Since the Atlantic City Police Department started using RAPID and sharing its data with other Law Enforcement agencies, many of these agencies have followed Our Agency's lead in utilizing this system.

The Atlantic City Police Department is constantly contacted by other Law Enforcement agencies looking to copy our pawn ordinance and utilize this same system.

In fact in an **April 26, 2014**, Press of Atlantic City Article, Ocean County Prosecutor Joseph Coronato reported that Ocean County's 32 Police Departments will join Atlantic City as they begin to use the Regional Automated Property Information Database (RAPID).

InfoCop

InfoCop is a software technology that provides Officers real-time access to local, state and federal crime databases. With InfoCop, an officer can simultaneously tap into seven massive databases in just two to four seconds. It allows officers to create real-time records that are immediately accessible to officers of other subscribing agencies throughout the nation who might encounter a suspect, victim or investigation.

Tip411

Text messaging has become the preferred choice for many people to communicate largely due to the speed, ease and simplicity of the task. Citizen Observer has recognized this and created TIP411 as a way to engage community members by enabling anyone with a cell phone, that has texting capabilities, to send anonymous tips to Police. The text is in real time and allows individuals to provide information to Police while an incident is unfolding. This manner of providing information to Police via text messaging as opposed to using the 911 emergency lines has provided tipsters with the relief of knowing their identity is protected. Those citizens without texting capabilities may utilize the web page to provide information. TIP411 can be found on the Police Department Facebook page www.facebook.com/AtlanticCityPolice and official Police Department web page at www.acpolice.org. TIP411 was implemented to help advance the relationship between the Police Department and the community. As residents become more comfortable with the use of TIP411, we anticipate greater use of this crime fighting tool.

Mobil Data Terminals

Mobil Data Terminals (MDTs) have been installed in twenty (20) marked patrol vehicles. These MDTs allow the Patrol Officer to perform daily tasks more efficiently by having information available at their fingertips. They can access several state and federal databases and perform warrant checks and vehicle registration lookups within their patrol vehicle, resulting in quicker and more efficient responses.

Crime Fighter BEAST Evidence Management System

The Police Department is in the process of purchasing The BEAST. It is an extremely valuable tool for maintaining evidence integrity and control, which is absolutely essential in the law enforcement community today.

The easy to use graphical interface allows you to not only track property, but facilitates evidence transfer to a forensic laboratory for analysis, promotes property control, and allows for extensive reporting capabilities. The Crime Fighter BEAST utilizes state-of-the-art matrix barcodes to speed information transfer with a high level of data integrity and security. Conventional barcodes printed on security labels identify individual items and allow for quick and simple item handling and tracking.

Special Events

The Atlantic City Police Department provided support for numerous special events in 2013 and 2014 by designing traffic flow patterns, providing traffic control, crowd control, and on-site security. In 2013 the Special Events Office approved approximately **340 applications for events in the City** with 2014 being comparable so far.

Events included the return of the Miss America Pageant and Parade. The Miss America Pageant and Parade is a several week event that requires a large number of personnel to ensure the event runs safely and efficiently. The nationally televised program showcased Atlantic City by filming at several landmarks around town.

Additional events the Police Department staffed were:

- The Blake Shelton and Lady Antebellum concerts on the beach which drew almost 200,000 people to our beaches and boardwalk.
- The Challenge Atlantic City Triathlon garnering worldwide attention- 1st Event held in the US.
- The Atlantic City Marathon series- 2nd Oldest in the country
- The Atlantic City Seafood Festival at Bader Field
- The Atlantic City Food and Wine Festival on the Boardwalk
- The Atlantic City Multi-Cultural Heritage Festival and Heritage Parade
- The Beach Bash at Missouri Avenue Beach
- Old School summer concerts at Gardner's Basin
- The Boardwalk Bazaar
- Jazz in the Garden at the Garden Pier and Kennedy Plaza
- The Armed forces parade and Air Show
- Jimmy Buffett Concert on the Beach
- Shirley Mae Breast Cancer Race Series

Conclusion

When Chief Henry M. White Jr. was sworn in as the new Police Chief for the Atlantic City Police Department in December of 2013, the Press of Atlantic City quoted him as saying:

"In addition to being efficient, we need to be effective," White said Monday, shortly after he was sworn in. "We're no longer going to measure our success by how many arrests we make. We're going to need to ask: What is our relationship with the stakeholders, with the people we are paid to protect and serve? Do they trust us well enough?"

The relationships we have fostered have grown immensely since Chief White made that quote. The community interaction and relationship with the City Administration and County Prosecutor is at an all-time high. It is evident that the Atlantic City Police Department is committed to making positive changes and moving in the right direction.

The Atlantic City Police Department is using a type of cybernetics by instituting the recent changes to our policies. Analyzing past performance against future expectations has enabled the Atlantic City Police Department to enact a plan for transformational cultural and operational change. Cutting edge technical advances, balanced with old fashioned common sense police methods and community outreach, will enable the Atlantic City Police Department to better adapt to the needs of the citizens, the millions of visitors and stakeholders of the City of Atlantic City. We are regulating ourselves by gathering and reacting to information about our performance as a whole. It is abundantly clear that due to the department-wide efforts described above, there has been a substantial reduction in our use of force incidents, Internal Affairs complaints and civil suits. The Atlantic City Police Department is fully committed to making our agency a model for other police departments to emulate. We anticipate that our use of force incidents, Internal Affairs complaints and civil suits will continue the downward trend with all of the aforementioned positive initiatives that have been undertaken.

