

**Statement of Colonel Rick Fuentes, Superintendent,
New Jersey State Police, before the Governor's Advisory
Committee on Police Standards
October 10, 2006**

Thank you, Chairman Johnson, and distinguished members of this Committee, for affording me the opportunity to share my thoughts and perspectives on the experiences of the New Jersey State Police as it has evolved to embrace and ultimately exceed the reforms which were set forth in the federal consent decree. I am both pleased and proud to report that this an account that includes many positives that benefit each and every New Jersey citizen on a daily basis.

I would like to introduce to the Committee three individuals who accompany me at this table and bring expert opinion to bear upon several aspects of the federal consent decree. Captain Tom Flarity, Executive Officer of the Division Human Resources Section and formerly the Commandant of our Training Academy, Captain Tim Goss, Bureau Chief of the Recruiting/EEO Bureau and also serves as our Equal Employment Opportunity and Affirmative Action Officer and Lt. Mike Schaller, Unit Head of the MAPPS Unit. They will be available to supplement my testimony and offer the appropriate depth of inquiry that the Committee may require.

In December 1999, the State of New Jersey and the United States Department of Justice entered into the existing consent decree. The events leading up to the decree are well known to the public, the Commission, and the membership of the State Police. Implementation of the decree was immediately undertaken, involving many complex and unique challenges arising from the design, implementation and evaluation of unprecedented upgrades in technology, training, and accountability at all levels of the organization.

It is an interesting footnote that the decree of 1999, and the positive impact it would have on the modernization of the State Police, occurred in a setting that did not contemplate the catastrophic events in neighboring New York City, Pennsylvania and Virginia on September 11, 2001. Since that time, the State Police mission has necessarily expanded from a traditional state law enforcement agency to an agency that is responsible for investigating terrorist activity as significant partners on the FBI's Joint Terrorism Task Force, as well as for mitigating incidents of mass destruction and injury.

The State of New Jersey presents a multitude of public safety challenges arising from its geography, population density and array of critical infrastructure, which includes major transportation arteries, bridges, tunnels, nuclear and chemical plants, casinos, stadiums and schools. It is within that environment that the State Police must operate with unwavering diligence and efficiency, dealing with a broad spectrum of unique challenges, including hurricanes, floods, blackouts, government shutdowns, terrorism and unprecedented gang violence.

In a time when every individual is touched by the threat of terrorism, gangs and indiscriminate shootings, the State Police has utilized the decree as a positive stimuli to evolve and modernize into an effective law enforcement agency that is delivering critical services at unprecedented levels, grounded in best practices, and fully compliant with constitutional mandates and the tenets of the consent decree.

Compliance with the terms of the consent decree has been achieved during a time that has seen the ability of the State Police to adapt and respond to a variety of law enforcement needs.

Facing the reality of fluctuating terrorism threat levels, in the Winter of 2004 the State Police undertook the largest reorganization in its 83-year history, moving more than 1000 troopers and support staff and creating the Homeland Security Branch. Housing the Emergency Management and Special Operations Sections, the Homeland Security Branch allows for the immediate, seamless deployment of hundreds of troopers when needed. This is accomplished in a manner which does not negatively impact existing core functions, such as general police and highway patrol services.

In the Spring of 2004, the State Police was a key participant in the federal "TOPOFF 3" exercise, providing coordination for federal, county and local agencies responding to a simulated terrorism incident in New Jersey causing widespread biochemical exposure and fatalities. In the midst of this exercise, the State Police was responding to the first of three major floods in the Delaware River basin that caused extensive damage, including to the state capital.

In early 2005, the State Police entered a new era of preparedness with the creation of the Regional Operations and

Intelligence Center, better known as “the Rock”. Grounded in “intelligence-led policing” and leveraging advanced technology, this Center significantly enhances situational awareness of activity in the State, optimizing the tactical and strategic deployment of available public safety resources to respond and mitigate an emergency.

The State Police was the lead law enforcement agency involved in providing detailed planning for fire protection, traffic, security and emergency aid efforts at the 2005 PGA Championship, with the national tournament director stating that the 300-page plan designed by the State Police was utilized as a guiding document for the 2006 event held in Illinois.

The State Police is proud to have coordinated Operation LEAD, a complex deployment of local, county and state-level assets, which provided invaluable assistance to the City of New Orleans in restoring order to the city in the wake of the widespread devastation caused by Hurricane Katrina.

The State Police is collaborating with fellow law enforcement and social service agencies in combating a rise in gang-related violence and shootings. State Police detectives and uniformed troopers are at this very moment working the streets of Camden, Irvington, Newark, and Trenton.

The State Police is now working hand in hand with a large number of urban centers to implement a statewide anti-violence initiative. Utilizing “intelligence-led policing” strategies, and supported by State Police criminalistics technology, “Operation Cease-Fire” seeks to prevent future violent crimes, primarily shootings, by focusing on the apprehension and conviction of violent, serial offenders, thus seeking to disrupt the cycle of violence by decreasing the likelihood of the next shooting.

Against this dynamic landscape, we continued to work aggressively alongside the members of the Independent Monitoring Team (IMT), appointed by the United States District Court for the District of New Jersey to monitor the progress and implementation of the federal consent decree through the filing of semi-annual reports.

To comply with the mandates of the consent decree, the State Police is required to be in substantial compliance with the 124 tasks of the decree for four consecutive reporting periods, or 24 months. The

State Police achieved substantial compliance in the 10th IMT reporting period, covering October 2003 through March 2004, achieving a greater than 95% compliance rate for the Field Operation Section. This greater than 95% compliance rate continued for three consecutive reporting periods before rising to 100% for two additional reporting periods, or 30 consecutive months of substantial compliance. This type of compliance in an area identified by the IMT as involving "...some of the most complex human interactions..."

In the Fourteenth Independent Monitor's Report submitted to the Court in June 2006, the monitors again found the State Police in complete compliance with each of the tasks of the decree. Specifically, the Report indicated that there were no consent decree related errors during the reporting period that were not first caught and corrected by supervisory personnel.

The IMT's fourteenth report further noted that the changes implemented over the last six years have been accepted by the members of the New Jersey State Police, and have been institutionalized in practice and policy. They also noted that the New Jersey State Police have embraced the consent decree as an effective change mechanism, and have met the requirements of the decree in both letter and spirit.

The prospect of achieving 100% compliance rate with the decree in our line of work was thought by some to be impossible, but it has been attained. It is police work being carried out at the highest level of competency and professionalism, captured in both sight and sound through in-car cameras.

No individual is perfect; nor is any law enforcement agency. The compliance rates awarded to the State Police demonstrate an organizational commitment and ability to identify, rectify, and learn from issues which arise at either the individual or broader level, and execute these processes in a timely and transparent manner which promotes public confidence.

The fourteenth report clearly demonstrates, through the impartial view of the IMT, the sustainability of our reform efforts and provides solid evidence of permanent change. It should be noted that increasing compliance with the decree has not been accomplished through diminished engagement in necessary, proactive law enforcement activities, a negative dynamic referred to as "de-policing."

To the contrary, our self-generated public contacts have increased alongside of our compliance rates.

Through the emphasis on increased contacts and sound policing practices, New Jersey State Troopers have significantly increased the number of motor vehicles stopped, DWI arrests, and issuances of summonses and warnings. During the twelfth monitoring period, there was a 55% increase in the number of stops resulting in motorists being asked to exit their vehicle, being arrested or subject to a search when compared to the ninth monitoring period. Each and every one of these enumerated post-stop actions have undergone exhaustive, multi-level review through internal supervisory oversight and additional scrutiny from the IMT.

Let me describe that review and the process that is rooted in the sergeant's front-line supervisory review of the patrol stop practices of the members of his or her squad.

Every motor vehicle stop, accident investigation, pedestrian contact, virtually every patrol-related activity, generates dozens of pieces of information that are gathered by our operational dispatch operators and are stored in our Computer Assisted Dispatch, or CAD. Electronic reports produced by our troopers at the end of each shift for post-stop activities such as exits from vehicles, frisks, searches and arrests are entered into our Records Management System, or RMS.

Information from CAD and RMS is integrated into the Management Awareness and Personnel Performance System, or MAPPS. MAPPS is the system for maintaining, retrieving and analyzing information regarding the performance of members of the State Police to identify, reward, and promote professionalism, civil rights integrity, best practices, as well as to identify, intervene, and remediate potentially problematic behavior.

MAPPS is comprised of ten separate modules that include information on motor vehicle stop data, training, assignment history and information on commendations, compliments, discipline and interventions.

MAPPS enables squad supervisors, station commanders, regional MAPPS coordinators, troop commanders, the MAPPS Unit, Office of the Superintendent, Office of State Police Affairs and the IMT to electronically navigate the MAPPS modules and review relevant

performance indicators and make well-informed decisions regarding the performance and training needs of State Police personnel.

For purposes of the consent decree, the most important source of information in MAPPS is found in the Motor Vehicle Stop Data Module. In this module, data appears in tables that categorize number of stops, reason for stops, outcome of stops and post-stop interactions. Data is also displayed in scatter plots that categorize number of stops by race of driver and number of stops by gender of driver. The viewing privileges of a squad sergeant allows them to sift through MAPPS data to compare individual trooper activity to similar activities of other troopers on the same squad. Station commanders can make similar comparison between all the squads at a station.

Appended to this written statement is a MAPPS-generated scatter plot diagram. On this diagram, you will see three horizontal lines. The black line in the center is called the "mean line" and represents the average percentage of the peer group for a given activity; for instance, stops of drivers by a particular race, ethnicity or gender. The red lines above and below the black line distinguish the Upper Control Limit and Lower Control Limit derived by using a set number of standard deviations, a mathematically computed number that measures variance from the mean or average.

On a scatter plot diagram, a trooper's motor vehicle stop data that falls outside of two standard deviations from the mean requires additional inquiry and actions from a squad supervisor; specifically, the submission of a report detailing the sergeant's findings.

If you look at the attached scatter plot diagram, there is a the number of stops of white motorists that lie outside the Lower Control Limit. According to the scatter plot, this trooper is determined to be stopping white motorists in lesser proportion than the rest of the members of his or her squad. Although generating additional investigation from the supervisor, it is important to understand that this statistical disparity does not, in and of itself, indicate that a trooper is engaged in a practice of discrimination.

Every three months, as part of a supervisor's Quarterly Evaluation of a trooper's performance, and in addition to the supervisor reviewing each member's stop data to identify potential strengths and weaknesses in patrol practices, MAPPS will send an alert and task to the supervisor of a member whose motor vehicle stop

percentage was plotted outside the upper or lower control limits, and who had twenty or more stops for that particular demographic category on a scatter plot diagram.

As a result of the MAPPS alert, the supervisor will be tasked to review the member's performance in the identified scatter plot diagram and to complete a MAPPS Motor Vehicle Stop Module Review Form, also called an SP-632.

The supervisor will ensure the member is adhering to the division's policy on patrol procedures and searches and seizures which prohibits stops or post-stop actions based upon race, ethnicity, gender, national origin or stereotyping. The results of the completed MAPPS Motor Vehicle Stop Module Review Form will be reviewed with the member during the quarterly appraisal meeting, which will also consist of a review of all Mobile Video Recording (MVR) contacts that the supervisor conducted during the quarterly period. Typically, every month supervisors in field operations conduct upwards of 2000 MVR reviews.

If a trooper's activity results in a 632 report being submitted for three of four quarterly appraisal periods, an intense review of the trooper's activity is generated at the squad and station level, the MAPPS Unit and OSPA. The intense review of stop activity may also be subject to review by our Risk Analysis Core Group (RACG), about whom I will now focus my remarks.

Aside from the State Police's responsibilities to monitor, reward or remediate patrol stop behavior, we also maintain a very pro-active stance towards risk management. Operating beyond the mandates of the consent decree, the State Police has established the Risk Analysis Core Group to meet at least quarterly and to conduct global trend analysis on patrol stops, misconduct complaints and disciplinary hearings, use of force, deployment of canine and consent to search data, domestic violence, outside litigation and all pertinent data in MAPPS, CAD, RMS, human resources and internal affairs.

The Core Group, composed of high ranking State Police members, analysts and members of OSPA, also conducts an exhaustive review of a full year's motor vehicle stop and search data for a particular Troop. These reviews have been completed for Troops A, B, and C on a rolling calendar basis beginning in January 2004. The IMT commented that the State Police is the only law enforcement

agency in the country that completes this type of intensive analysis as a matter of routine. It should be noted that trend analysis is not a mandated task of the consent decree, but is now driven by State Police Standing Operating Procedure.

For example, let us look at the Core Group's analysis of vehicle searches, the issue of much debate and criticism before the consent decree, and more specifically at consent searches, where a motorist gives permission to a law enforcement officer to search a vehicle.

On a continuum of discretion, consent search requests employ the highest discretion and search incidental to arrest represent low discretion, that is, where a trooper must search the area of "reach" of a motorist that has already been arrested.

To gain perspective on progress and reform, in 1997 and 1998 there were 463 and 530 consent searches, respectively, on the New Jersey Turnpike. There was little or no supervisory oversight of those discretionary decisions to search a vehicle, simply the submission of a carbon copy of a consent to search form signed by the motorist.

In 2006, from January 1 to September 30, across the entire patrol force, to include all 28 stations and more than 1800 uniformed troopers, there were a total of 211 patrol-related consent searches. That's 55 to 60 percent less the number of consent searches that were conducted on the Turnpike alone in 1997 and 1998.

Let's drill down on these numbers using Core Group analysis and look at the Turnpike in 2006, where there are the largest number of consent searches and disaggregate the data behind those numbers.

This year to date on the New Jersey Turnpike there have been 93 consent searches, a number down approximately 500 percent from 1997 and 1998. Approximately half or 47 of these 93 search requests involved a consent to search on a vehicle where the motorist was already under arrest because of an outstanding criminal or motor vehicle warrant, a lookout or BOLO, DWI, a plain view violation of a gun or narcotics, or a directed stop at the request of a third party agency or investigative unit. An additional 11 searches involved a credentialing issue, where driving and/or vehicle documents were not provided, documents were found to be fraudulent or fictitious, or where the driver's license or registration were found to be suspended.

In each and every search, before permission was requested from the motorist, the 49 troopers who individually conducted these 93 searches were required to contact their supervisor by radio and articulate their reasonable suspicion to believe that the search would produce evidence of criminal activity. Only after supervisory approval was granted, did the process of request continue.

Two reports are generated by this single search: A State Police Consent to Search form and a Motor Vehicle Stop Report. An entry is also required on the handwritten log maintained by every trooper to chronicle their daily patrol activity. The MVR is then promptly viewed by the trooper's immediate supervisor, and subsequently viewed independently by the station commander, Office of State Police Affairs, MAPPS Unit and the federal monitors.

Although it was determined by the supervisors and OSPA that each one of these 93 consent searches were viewed as constitutional and met the standard of proper legal authority, squad supervisors noted ten searches that required incident-specific counseling with the trooper who conducted the search. Some of the reasons were improper radio protocols, personal safety and tactics, and minor procedural and training issues that prompted the supervisor to issue verbal or written counseling. Each of these interventions were noted in the MAPPS database and were, therefore, accessible for consideration and inclusion in the supervisor's quarterly and annual evaluations of the trooper's performance.

I believe that this process is the virtual embodiment of professionalism and reform in the State Police: the recognition that individual troopers make mistakes and that supervisors catch those mistakes and quickly correct them.

In addition to the Turnpike, so far in 2006 there have been 21 consent searches in Troop A/South Jersey, 70 in Troop B/North Jersey, 15 in Troop C/Central Jersey, 7 in Troop E/Garden State Parkway and 5 in other specialized patrol units. That's 211 consent searches Division wide, distributed within a population of well over a half million motor vehicle contacts that include motor vehicle stops, motorist aids and motor vehicle accidents. No matter how you view these numbers, it is plain that at the highest levels of discretion, searches conducted by our troopers are low quantity and increasing quality, properly balanced to preserve constitutional rights while being

attentive to a strong, statewide, post 9-11 public message to conduct aggressive traffic and criminal enforcement.

What the IMT has confirmed is this; we have not gained compliance with the federal consent decree by non-action; we have gained compliance by the utilization of strong policy requirements, training based on comprehensive needs assessments, and an organizational commitment to accountability at all levels of the organization from trooper through Superintendent.

Despite the demands of aggressive traffic and criminal enforcement, the State Police has not drifted from our commitment to excellence and full compliance with the decree and the law. Steps were taken to assure our momentum; complacency or slippage was never an option. The urgency of tackling added responsibilities has not, nor will it, diminish our commitment to our ideals.

In light of the widespread challenges faced by the State Police in the past several years, the steady increase in accountability, and ultimate sustained compliance with the terms of the decree is a testament to our steadfast belief in our reforms and the daily practice of remaining true to them.

While the organization is proud of our recent achievements, it is important to explain the consent decree was never viewed as a hurdle to overcome. Rather, the consent decree was viewed as a vehicle for us to embrace organizational change; a baseline allowing us to go beyond its parameters; and an opportunity to adopt patterns and practices of sustained excellence.

The decree and the changes accompanying it have always been looked at as building blocks for a solid foundation of continued best practices. This 360-degree approach includes effective training programs, sound policies guiding trooper conduct, supervisory and management accountability, thorough and timely investigation of citizen complaints, and a cycle of continual organizational analysis providing constant feedback. These concepts have been institutionalized both in policy and practice to support our key objective: day in, day out confidence and trust of the citizens of New Jersey and all those traveling through our state.

The public's perception of a police agency is based not only on personal interactions and contacts, but on the knowledge that can only

come from organizational transparency. To that regard, we have made great attempts to provide as much information as possible to the public we serve.

We will continue to release aggregate reports of data related to motor vehicle stops, use of force, searches, arrests and citizen complaints. We welcome the public's review of these records, and the dialogue it may stimulate.

We will continue to elicit feedback from the community, since we understand that successful policing requires constant attention to how we are perceived, and understanding why. Our current patrol and anti-crime initiatives in the largest cities of New Jersey are a testament that proper training, strong supervision and sound policy development, coupled with continual and open communication with the public, are paramount to our being able to complete our mission and maintain public trust.

The confidence we have in maintaining transparency and accountability is borne from the knowledge that risk management is being practiced at all levels of the organization, and the fact that there are multiple layers of review in all facets of our work. These principles are also embedded in the Management Accountability Conferences, held every month by every Section and Troop Commander in the State Police. Individual patrol and investigations commanders are held accountable for the progress of traffic statistics, enforcement and anticrime initiatives, highway safety, accident reduction and criminal investigations.

The data that are released for public scrutiny are being analyzed by supervisors in the field, commanders at the local level, as well as the executive staff.

Comprehensive and broad-based trend analysis by the Core Group and the information gathered at the Management Accountability Conferences is designed to ensure that we do not fall back or remain stagnant, but continue to forge ahead by way of continued selfassessment and identification of issues or concerns at the earliest stages.

The Risk Analysis Core Group, Management Accountability Conferences, and other internal review boards provide internal mechanisms for oversight and audit and have proven to be effective

tools. The enhanced internal communication achieved through implementing a formal risk management process has provided the ability to identify needs in a timely manner, including the implementation of a new policy, training on a particular topic, or the formulation of a new strategic initiative.

We certainly hope that this progressive approach to organizational change has forged a path that finds us standing as a model of police reform and a beacon to law enforcement agencies hoping to promote best practices. We have hosted a number of seminars and working conferences for state, county and local law enforcement agencies interested in learning more about our current policies, information databases, training programs, and early warning systems.

Recently, the International Association of Chiefs of Police requested a demonstration of MAPPS at a regional conference held for police executives seeking to avoid biased policing.

Beyond MAPPS and the implementation of a risk management process, the Office of Professional Standards (OPS), housing the Intake and Adjudication Bureau and Internal Affairs Investigation Bureau, utilizes case-tracking software with early warning triggers that provide another layer of oversight, as well as information necessary to better manage and investigate citizen complaint investigations.

The method by which we accept citizen complaints was expanded immensely in the last few years, to include a twenty-four hour toll-free telephone hotline, a requirement that anonymous complaints are thoroughly investigated and a policy that our members are responsible for carrying three copies of a form outlining the complaint process with them at all times while on duty.

While the Intake and Adjudication Bureau is responsible for the intake, classification and processing of all complaints or allegations against State Police members, the Internal Affairs Bureau conducts meaningful reviews on members who have three or more reportable incidents in a two-year period and investigate all allegations of criminality, violations of the administrative rules or violations of civil rights. They also maintain a repository for members involved in domestic violence and conduct trend analysis and disciplinary records checks for members being considered for promotion or specialist selection.

Although the Office of Professional Standards was removed from the consent decree in 2004 because of exemplary performance, they continue to maintain those performance levels through aggressive internal audits and coordinate periodic inspections with the Office of State Police Affairs.

In 2003, there were 386 reportable incidents related to motor vehicle contacts recorded by OPS, 156 for misconduct and 230 performance and administrative incidents. Many of the performance and administrative incident reports were generated internally by supervisors. In 2006, with more than 400 new troopers added to the ranks, our misconduct complaints are trending down at a rate that will show a 13% drop in misconduct complaints. At the same time, performance and administrative incidents are increasing, with a significant amount of these complaints being generated by the supervisors themselves.

The reason for increased complaints from supervisors is apparent when one considers all of the changes that have occurred; the cameras in our patrol cars, field supervisors, upgraded training and information systems for supervisors allowing them to better supervise and mentor line personnel, the transparency generated by providing data regarding motor vehicle stops, searches, arrests, and complaints, are all evidence that the State Police has undergone a radical, unprecedented transformation rooted in a strict process of internal review that is unique to American law enforcement.

Operating at full compliance with the consent decree, the Training Academy has a redesigned training program that focuses on problem solving, with topics such as cultural awareness, ethics and leadership woven throughout the curriculum. Courses have been developed and implemented for all supervisory levels, beginning with patrol sergeants and including all ranks up through lieutenant colonel. Members receiving promotions and those filling the role of a higher rank on an interim basis are provided rank-specific instruction for that level upon assuming their new command.

In order to maintain a consistent understanding of organizational beliefs and values, these advanced courses include curriculum to reinforce those ideals being taught to our newest troopers. In all, approximately 50% of current uniformed members have been hired since we entered into the consent decree in 1999, and, therefore,

were trained from the start in the new policies, directives and objectives.

Additionally, almost all of our supervisors and managers have been promoted into their current assignments since those reforms have been implemented, so they too subscribe to the current ideology in carrying out their duties.

The changes have not come quickly or inexpensively. The determination to adopt an approach that ensured substantive, lasting and permanent organizational change, and to resist an attempt to gain compliance without true growth, has been rewarded. The members of the New Jersey State Police are proud of our many accomplishments in the variety of services we provide, but none surpass the pride in the thought of restoring the public's faith in our work. We learned from the past and we applied those lessons to the present. We look forward to sustaining excellence in the future by embracing present and emerging best practices as a true learning organization.

We have arrived at that critical juncture where a decision must be made as to how the State Police sustains this hard earned excellence, productivity and accountability as it moves into the future.

A core mission of this Advisory Committee is to examine all relevant facts, and recommend a sound strategy which maintains the positive gains achieved through the stimulus of the existing decree. The development of a post-consent decree strategy must be thoughtfully constructed to ensure we maintain a positive momentum while properly balancing effective enforcement strategies and philosophies with individual rights. I would ask this Committee to consider a broad and multi-faceted approach to ensuring the reforms continue, therefore creating a legacy that the Committee can look back upon for years to come with pride and satisfaction.

To this end, I would ask the committee to consider three recommendations for a post-consent decree strategy for the State Police:

1. **Codification, by passage of permanent legislation, of the reforms borne of the Federal Consent Decree as they relate to the essential systems and personnel which facilitate the collection, analysis and publication of data related to trooper performance and conduct.**

Such legislation would carry greater weight and legacy than any State Police Standing Operating Procedure, Attorney General's Directive and Governor's Executive Order.

Codification would also mandate the continued funding of critical reform-related technology systems, such as Computer Assisted Dispatch (CAD), Records Management System (RMS), Management Accountability and Personal Performance System (MAPPS), Digital Mobile Video Recorders (DIVRs), as well as the standing protocols for training and internal affairs.

Codification will guarantee, through both statute and funding, that the critical reforms presently in place sustain beyond the individual tenure of any State Police Superintendent, Attorney General or Governor. I can tell you, very frankly, that if we cannot build and sustain the technology that is the essence of our progress under the federal consent decree, the reform process will begin to slip.

2. I firmly believe that a transition from **Monitorship to Auditorship** will send a very positive message to the organization and sustain the very highest standards of accountability and oversight held throughout the federal consent decree.

I believe that continued auditing and review by independent entities separate and apart from the state law enforcement hierarchy will provide evidence that current reforms have continued as the standard practice.

Furthermore, the review and dialogue by these independent entities will provide the State Police feedback from a fresh, yet knowledgeable, perspective that will ensure continued growth.

To carry out auditorship, I propose the establishment of a comprehensive, long-term relationship with an institution of higher learning, public policy group or individual of impeccable academic credentials grounded in police professionalism and reform.

An institute of higher learning, be it the state university system or another academic institution, would provide the State Police with a force multiplier that would augment our expertise and provide certain skills, knowledge and competencies that we currently do not have access to on a full-time basis.

For instance, scholars, researchers and their assistants will be able to measure our progress, assist us in analyzing our trends and assessing our results, and completing publicly released reports for review.

This practice is used by other state police agencies, facilitating an effective blend of perspectives which promotes better understanding and trust between law enforcement and the community. To avoid any appearance of ethical conflict, I would recommend that negotiation and contract for an Independent Auditor be handled through the New Jersey Office of the Attorney General.

The last recommendation is:

3. **The creation of an Office of Auditing**, to be positioned inside the State Police Office of Professional Standards or Office of the Superintendent. This function is in keeping with the widespread corporate practice of internal auditing.

Staffing for the Office of Auditing can be drawn from existing State Police resources assigned to the Office of State Police Affairs, who have accumulated valuable skill sets in assisting in the oversight of the federal consent decree and the implementation of a broad base of reforms that are rooted in best practices.

Beyond these three recommendations, the State Police has already embarked upon a post-consent decree initiative anchored in national recognition of best practices implemented under the consent decree.

In April of 1999, the New Jersey Legislative Black & Latino Caucus held regional public hearings concerning the issue of racial profiling. Subsequently, in August of 1999, the Caucus issued a report that included recommendations for the future of the New Jersey State Police. Several of the recommendations were incorporated as tasks of the consent decree. Another recommendation of the caucus included the State Police enrolling in a national accreditation program, and independent oversight and review of issues of race and gender discrimination.

In 2005, the State Police began the process of seeking accreditation from the nationally-recognized Commission for the

Accreditation of Law Enforcement Agencies. CALEA will audit and review processes and procedures involving 459 law enforcement standards in 38 chapters by subject areas. The CALEA standards represent a new and broader challenge for the State Police, as they touch upon sub-organizations, standards and processes not otherwise affected by the federal consent decree.

This is the untold success story of the consent decree and its impact upon the establishment of professionalism and reform in the New Jersey State Police. The current climate of excellence has effectively synergized process into outputs, enabling our troopers to be both efficient and sound in their duties. Confident in their training, mission, and support, these troopers are performing their critical mission of first responder and, through the aforementioned public contacts, serving as the first line of defense by identifying and disrupting the illegal activities of those who seek to do us harm, whether through planting a bomb, shooting an innocent victim, driving while intoxicated, or abducting a child.

In light of these findings, I would be remiss in not taking a moment to express my admiration and respect for the men and women of the New Jersey State Police who have served as the key contributors and stakeholders in achieving compliance with the federal consent decree. Policies can be written, procedures implemented, and technology leveraged, but special recognition is warranted for our road troopers and their supervisors in the field, who have collectively embraced the reforms to generate a climate of sustained excellence.

Thank you, Mr. Chairman.

MAPPS

Management Awareness and Personnel Performance System

Sgt. First Class - lpp4337 - 4337

MAPPS UNIT

MAPPS Production

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MV Stop Table **Demographic** **Station / Squad** **Diagram Type** **Date Range**
 Scatter Plot n/a Number of Stops by Race of Driver 01-OCT-04 - 31-DEC-04

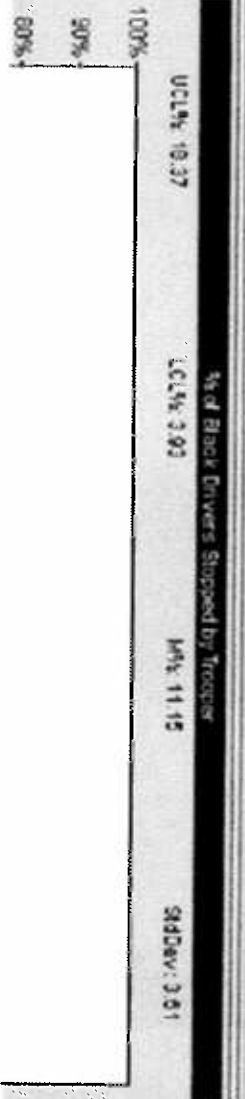
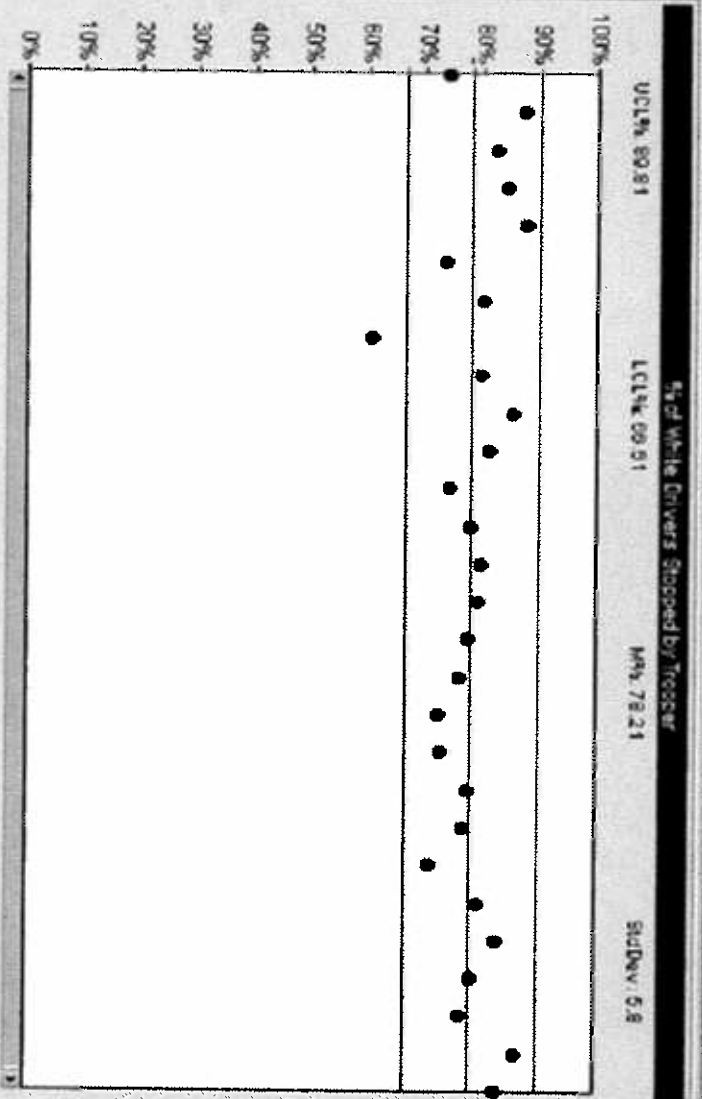
Scatter Plot Type: Number of Stops by Race of Driver

Unit or Squad: ~~XXXXXXXXXX~~

Time Period: 01-OCT-04 - 31-DEC-04

Number of Standard Deviations Set At: 2

Low Volume Threshold: 20



Troopers under the low volume threshold for this timeperiod

Trooper	White Stops	% of all Stops
17	17	100
10	10	89
3	3	76
1	1	100
1	1	100

Troopers under the low volume threshold for this timeperiod

Trooper	Black Stops	% of all Stops
1	1	25
6	6	0