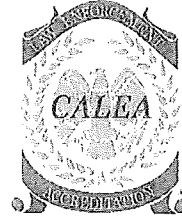




DEPARTMENT OF POLICE EGG HARBOR TOWNSHIP

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Michael Steinman
Chief of Police

CALEA Accredited
Since 2019

Peter Miller, Township Administrator
Egg Harbor Twp. Municipal Building
3515 Bargaintown Road
Egg Harbor Twp. NJ 08234

February 20, 2020

FILE *AS* *BS*

COPY

Mr. Miller,

Historically, the upper levels of the organizational structure of Egg Harbor Township Police Department was comprised of a Chief of Police and three (3) Captains. Each Captain was the Commander of one of the three Bureaus, which are the Operations Bureau, the Criminal Investigations Bureau (CIB), and the Police and Community Services Bureau (PCSB).

In December of 2017, that structure was changed by municipal ordinance (38-2017) to a Chief of Police, a Deputy Chief of Police, and one Captain, where the Deputy Chief of Police was the Bureau Commander for both the Criminal Investigations Bureau and the Police and Community Services Bureau. In addition, a position of Lieutenant was added, making a total of seven lieutenants, to serve as an administrative assistant to the Deputy Chief.

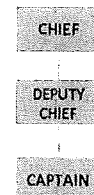
Although I am not fully aware of the rationale supporting this change in the organizational structure of the police department, and I am not questioning the authority of the Township Committee to make that change, I am respectfully requesting that organizational structure of the police department be returned to its previous form of a Chief of Police and three Captains. Of course, the seventh Lieutenant position (PSCB administrative lieutenant) would be dissolved.

I would also request that, if this request is granted, interviews for the position of Captain be held prior to the end of March 2020. Lt. Burgan's first day for the FBI National Academy is March 30, 2020 and I would expect that her availability would be limited after that date. It is my hope that all current lieutenants be invited for an interview.

There are several reasons that I am a strong supporter of returning to our original organizational structure. They are as follows, in no particular order:

1. Span of Control

Under the current structure, the Deputy Chief is the Bureau Commander for both the Criminal Investigations Bureau AND the Police and Community Services Bureau. All matters that require the attention of a Bureau Commander must be addressed by that one person. This exceeds the accepted norms for span of control.



Responsibility - Authority - Accountability

As a result of this span of control issue, practices have evolved where the Administrative Lieutenant becomes the *de facto* Commander of one bureau and the Deputy Chief becomes is the Commander of the other. This creates an issue with the unity of command.

It is important to note that this linear ranking also creates a less-than-ideal situation for future promotions. Once a person is promoted to Captain, he/she would be the presumptive Deputy Chief, and would later be the presumptive Chief. This eliminates competition for promotion. It also problematic for succession planning if one of those in line retire.

2. Unity of Command

Despite the vertical alignment, which is created when considering ranks, the practice is that the Captain and the Deputy Chief report to the Chief directly and independently from one another.



This creates confusion in that both the Deputy Chief and Captain, despite being different ranks, are performing the same function, which is, as stated, a Bureau Commander.

3. Efficiency and Effectiveness

Due to the excessive work load for all the top command staff we are at risk of overlooking vital areas that require our attention. New responsibilities that require the involvement of a Bureau Commander include:

- a. Accreditation - New Jersey Association of Chiefs of Police
- b. Accreditation – CALEA
- c. Emergency Management education and implementation of practices
- d. Policy Review – continuous
- e. Ensuring compliance with the multitude of directives and mandates from the Atlantic County Prosecutor's Office and Attorney General's Office.
- f. Reviewing and incorporating into use JIF and MEL recommendations
- g. Creating and implementing long-term plans (3 to 5 years)

In summary, it is my belief that the current organizational structure results in confusion, an unsustainable work load for the upper command staff, a decrease in efficiency and effectiveness, a diminished level of competition for upper rank promotions, a lower number of viable candidates for upper ranks, and a severe limitation of succession planning.

Please advise me if you require any additional information regarding this topic. I am available for discussion as well.

Respectfully,

Michael Steinman
Chief of Police