

George L. Kelling, Ph.D.
12 Grant Road
Hanover, NH 03755
603 643 8369; Fax 603 643 6730
glkell@mac.com

2 January 2007

Mr. James E. Johnson, Esq.
Debevoise and Plimpton, LLP
919 Third Avenue
New York, NY 10022

Dear Mr. Johnson:

Mr. William H. Buckman introduced an uncompleted draft of "New Jersey State Police: A Cultural Perspective and Prescription," a report that I co-authored, to the Advisory Committee on Police Standards on 20 November 2006. Consequently, it was reproduced on the Internet. I regret that he has done so: the report was not complete, it was marked confidential, and certainly does not represent my current point of view.

The Office of the Attorney General (OAG) first commissioned the report during the administration of Superintendent Carson Dunbar. It was being written prior to, during, and after the administration of Superintendent Joseph Santiago. Because of the rapidly changing circumstances in the leadership of the New Jersey State Police, and the opportunities that these leadership changes presented, the OAG and I agreed that the report should not be completed. Accordingly, I terminated work on the draft and submitted the incomplete draft that was presented to the Advisory Committee.

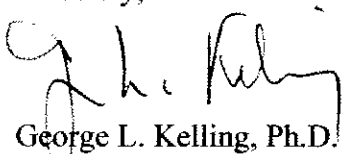
The draft that was presented to the Advisory Committee by Mr. Buckman reflected my point of view *at the time it was being drafted*. I have no apologies for it within that temporal context. My current point of view is quite different, given the leadership that has emerged under Superintendent "Rick" Fuentes and specific strategic initiatives that reflect this leadership – many of which, by the way, are congruent with the recommendations that I was developing. Without going into detail, I mention two: the New Jersey State Police reorientation around terrorism and Operation Ceasefire, the later a joint activity with Rutgers Newark's Police Institute. Both have received national attention. (For example, the Los Angeles Police Department recently sent command officers to Newark to study Operation Ceasefire. They are now adapting it for South Los Angeles, perhaps the single most concentrated violent area in the United States.) I note as well the Camden and Irvington initiatives of the State Police, both of which are examples of a new orientation around assistance and collaboration.

My current point of view is, perhaps, best summarized in an interview that I gave to one of your Committee staff members (I forget her name). While I remain concerned about the evolution of the culture of the State Police my concerns are quite different now than they were during the drafting of the incomplete report. My current concerns take two forms: first, that Superintendent Fuentes' tenure is long enough that his leadership can permeate the entire organization; and, second, that he puts into place a new cadre of department leaders that share his vision, values, and commitment. Indications are that my former concern, the tenure of Superintendent Fuentes, is allayed; his position seems secure. Regarding the quality of leadership under him, I am hopeful, but have little data about the views of second and third level leaders. (My current relationship with the State Police is primarily programmatic, focusing on Ceasefire, terrorism, Camden, and Irvington, and most of my contacts are with line operational staff.)

In sum, while I do not apologize for the content of the report I drafted, it is incomplete and should be understood within its temporal context, not as a reflection of my current views.

If you are in need of any further information, please feel free to contact me.

Sincerely,



George L. Kelling, Ph.D.
Professor, School of Criminal Justice Rutgers Newark University
Faculty Chair, Police Institute
Senior Fellow, Manhattan Institute

Cc: Superintendent Joseph R. Fuentes