



Strategic Plan

Fall 2024 Update

Isa M. Abbassi
Officer in Charge



PPD
Paterson Police Department

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Message from the Officer in Charge

One year ago, we unveiled our Strategic Plan to redefine public safety and move the Paterson Police Department forward. The Next Generation of public safety in the City of Paterson is within reach. To date, every goal and initiative outlined in our PPD NextGen Strategic Plan is either in progress or completed. Specifically, 40 initiatives have already been completed while only 15 remain in progress.

Our plan, firmly grounded in the Strategic Vision which was unveiled in May of 2023 when I was sworn in as Officer in Charge of the Paterson Police Department, incorporates feedback and input from residents, business owners, elected officials, and community leaders. We also solicited feedback from those closest to the work, our Paterson police officers.

This update highlights the progress we've made together in a relatively short time. Progress that includes improved community partnerships, technology, policy and procedure.

Our progress would not be possible without an acknowledgment of the leadership and support provided by Attorney General Matthew J. Platkin and Governor Phil Murphy. The ability to transform PPD into a regional public safety model can only be made possible through the commitment, resourcing, and support we continue to receive.

Public safety is a shared responsibility and we can only move forward by working in partnership with our community, law enforcement colleagues and government partners to achieve our common goal of a safer, fairer Paterson for all.

Sincerely,

Isa M. Abbassi
Officer in Charge

Leadership



Isa Abbassi
Officer in Charge



Captain Patrick Murray
Deputy Officer in Charge



James Haggerty
Chief of Staff



Captain George Vazquez
Citywide Operations Commander



Director Mark Iocco
Risk Management



Deputy Chief Michael Saginario
Field Services



Deputy Chief Stanley Rodriguez
Investigative Services



Captain Stephen Iacuzzo
Patrol Division Commander



Captain Louis DeLuca
Patrol Division



Captain Steven Rooney
Special Operations



Captain Scott Eason
Investigative Services



Captain Joseph Sportelli
Criminal Investigation Division



Captain Edwin Rodriguez
Narcotics Division



Captain Saleh Judeh
Professional Standards



Captain Jason Bernasconi
Operations Division



Lieutenant Todd Pearl
Administrative Services



Lieutenant Sharon Easton
Community Partnerships



Lieutenant Daniel Condon
Emergency Response Team



Lieutenant Eric Colondres
Traffic Unit



Lieutenant Rafael Hernandez
Administrative Officer



Mission Statement

Mission: The mission of the PPD is to protect life, maintain order, impartially enforce the law, and reduce fear while partnering with the community to improve the quality of life for all.

Vision: The PPD is committed to delivering excellence in public safety by achieving and maintaining the highest standards of fairness, integrity, and inclusiveness while employing innovative and effective strategies in response to the needs of the community we serve.

Values: The values of the PPD will be the roadmap by which its members model behavior both on duty and off. Always cognizant of our ethical responsibility to the community we protect, our focus will remain on:

- Respecting the Constitution and the law;
- Maintaining the highest standards of integrity at all times;
- Achieving public safety with courtesy and compassion;
- Serving the community; and
- Achieving excellence through innovation.



GOAL 1: Rebuilding Public Trust and Restoring Order in Our Community

Perhaps the greatest challenge we have faced is earning the trust of those we serve. This is a long journey that is being undertaken together with the community to ensure that the PPD is providing the information and accountability the City of Paterson demands and deserves. Meaningful reinvention, however, requires that the voices of the community are included in every step of the process. Key members of the community are serving as liaisons between the highest levels of the PPD and the residents to make sure everyone has a voice and seat at the table. This important work began with setting the standard by establishing a clear mission, vision, and values for the PPD accompanied by a nationally recognized Code of Ethics to guide its members and inform the public. The Code of Ethics can be found on page 23 of this document. Precision policing and restoring quality of life are at the forefront of the PPD's crime strategy. These efforts include increased transparency to ensure that the Department's goals remain aligned with those it serves while using creative deployment strategies, civilianization, and thoughtful reorganization to increase the number of officers visible on the streets of Paterson and in our community where they are needed most.



GOAL 1 Highlight

Using cutting edge technology to improve officer professionalism and promote accountability

PPD's investment in a body-worn camera footage analysis program designed by Truleo, has allowed PPD to transcribe and review 100% of all footage captured on body cams using artificial intelligence to recognize, maintain, and when necessary, improve professionalism.

Since implementing the software, the PPD has seen significant increases in the use of highly professional language, camera activations, and community members expressing gratitude.

The four officers below have shown great professionalism while interacting with the public as determined by Truleo. Officer Ricardo Bruce, Detective Brian Culmone, Officer Artim Hani, and Officer Jenson Burgos.



GOAL 2: Evolution of Community Policing

Bringing community stakeholders into the management of their police department is necessary to rebuild community trust and ensure the PPD addresses concerns. Key to the PPD NEXTGEN strategy is the ability to solicit community feedback in real time to ensure our services are properly tailored to our customers. To accomplish this goal, PPD is working with residents, government, business, and agency partners to develop a holistic and community-led approach to problem solving while bringing an unrelenting focus on interagency partnerships to hone in on those who drive violence in our community and ensuring a shared responsibility for public safety is upheld by all.

We are redefining what community policing means in Paterson. Community policing must be rooted in the knowledge and understanding of the community. By ensuring authentic engagement and communication with residents, officers can develop first-hand knowledge of what the community needs from its police department and its officers. This allows the PPD, in partnership with the community, to:

- Focus deployment to deter crime and disorder;
- Address quality of life concerns;
- Arrest those few individuals in our community who victimize the innocent and drive violence;
- Provide referrals to services for those in need;
- Work with Community-Based Violence Intervention (CBVI) groups to ensure that the shared responsibility for public safety is effectively coordinated;
- Engage youth and participate in community events; and
- Build strong community relationships, increase trust, and make lasting friendships.

GOAL 2 Highlight

Building relationships through meaningful engagement

Throughout the year, the Community Affairs Division directly engages with members of the community, especially the youngest residents of Paterson. This summer, two new programs have given them a safe and meaningful place to spend time outdoors without fear.

The Safe Parks/Safe Spaces Initiative placed Paterson Police officers in designated city parks on Fridays, Saturdays, and Sunday evenings to directly engage with the youth. These officers worked with community coaches and mentors to provide a safe and fun space for children and young people to enjoy weekends in the summer.

PPD Community Fun Days were hosted throughout the summer in each of the city's six wards. During each day, streets were shut down to allow for food, games, and entertainment to be set up in the neighborhoods for children and families to enjoy together.



GOAL 3: Innovation, Technology, and Strategic Evaluation

The evolution of policing in the City of Paterson requires innovation in people, processes, and culture. This includes a laser focus on emerging technologies and best practices. The technological investments made possible through the financial support of the State, have enhanced PPD's delivery of services to the community and improved officer safety and performance. To ensure the PPD achieves a culture of excellence through innovation, we have commenced a top-to-bottom review of the PPD. Expected outcomes of this review include:

- Soliciting participation and feedback from all members of the PPD about how to improve policing in Paterson;
- Ensuring the agency's focus on de-escalation and active bystandership solutions to reduce the risk of unintended outcomes pursuant to Attorney General Directive 2021-14 and increasing the number of crisis intervention trained officers, which currently stands at 81;
- Launching mental health and co-response strategies for responding to persons in crisis as an ARRIVE Together expansion site, an effort that will be driven by community input and will involve non-law enforcement responses;
- Evaluating technologies that keep officers on the street longer and with less administrative downtime;
- Recommending innovations and technologies that maximize both officer and public safety as well as reduce the likelihood of unintended outcomes during encounters with the public;
- Evaluating and improving crime and data reporting;
- Developing effective mechanisms for gauging both public and employee sentiments; and
- Developing a robust culture of employee recognition for those who consistently exceed expectations.

GOAL 3 Highlight

State of the art technology and public safety

2024 saw the opening of the Real Time Operations Center (RTOC) which allowed the Paterson Police Department to use a vast array of emerging technologies for effective and efficient policing. The PPD has made an investment in public safety with new cameras throughout the city. Additionally, PPD's acquisition of a Fusus platform has enabled the department to gain access to surveillance equipment from businesses and homeowners in Paterson. This will give the PPD a better look at scenes before officers are dispatched and give investigators a larger number of video sources when canvassing for suspects after a crime has been committed. The technology and software acquired by the PPD, through state dollars, enables public safety and community resources to function more efficiently and collaboratively with improved operational intelligence, creating a common operating picture that emphasizes officer, citizen and community safety. Citizens and businesses can sign up at connectpaterson.org.



GOAL 4: Recruitment, Training, and Employee Well-Being

We are recruiting for the future and training for success. The future leadership of the PPD has yet to be hired. It is through this lens that we must view the recruitment of new officers and civilian employees. For too long, underrepresented communities have been deprived of the opportunity to consider law enforcement as a viable career choice. The PPD is closely examining recruiting and hiring practices to ensure equity, fairness, and access, for all those who wish to join our ranks.

Once hired, an eye must always be kept to the horizon so that innovation and improvement upon policy, practice, and resources continue while providing comprehensive and continuous training.

Employee well-being is key to any organization's success. In this demanding profession, we must do all we can to support our officers to allow them and their families to spend time together, to connect with the support they need when life or work becomes challenging, and to make sure our employees are well-rested and ready to take on whatever their next shift may bring. There must be a commitment to care for one another so that all are physically and mentally prepared to respond when the public needs our assistance.

To accomplish these goals, the PPD is committed to:

- Identifying pathways to recruit those who have been historically underserved or under-recruited in the past;
- Examining and reimagining the field training program and officer education;
- Making the Next Generation of the PPD a reflection of the population it serves;
- Ensuring members of the PPD are paid a fair living wage and a salary commensurate with their regional counterparts;
- Exploring innovative training and equipment options for our membership;
- Maintaining an unwavering commitment to continuous evaluation of our use of force guidelines;
- Developing professional development and mentorship programs for all employees from entry level through executive positions; and
- Increasing exposure to training and best practices from throughout the law enforcement community.

GOAL 4 Highlight

Protecting those who protect and serve

In 2024 the PPD put a large emphasis on creating a family atmosphere in the department and emphasizing the importance of overall wellness and work-life balance. Events like Take Your Child to Work Day and Family Fun Day allow members of the department to meet each other's families and build stronger relationships. In addition, the PPD is committed to the professional development of its members throughout their careers. In the summer of 2024 the PPD held its first ever leadership conference for all supervisory-level sworn members of the department. They learned from law enforcement experts on policing practices and public safety strategies to better equip them with the knowledge they need to make informed decisions and become better leaders for the department. Additionally, members of all levels of the department visit different parts of the country to train and bring a wealth of knowledge back to the PPD.



Fall of 2024 Update to the Strategic Plan Goals and Initiatives

- GOAL 1** Regaining Public Trust and Restoring Order.
- GOAL 2** Evolution of Community Policing.
- GOAL 3** Innovation, Technology, and Evaluation.
- GOAL 4** Recruitment, Training, and Employee Well-Being.

The initiatives in this document are designed to move the PPD closer to achieving the goals of our plan. Below, you will find 55 initiatives that often touch upon more than one of our strategic goals. This interdependency is intentional. For any plan to be successful individual initiatives cannot exist in silos. These initiatives rely upon one another and often support one another so the overall strategy can build upon its implementation successes. Our strategic plan goals are listed next to each initiative, with the primary goal listed first.

The implementation period of this plan is two years from August 1, 2023. Completion timelines for individual initiatives have been divided into three categories:

- SHORT Term:** Initiative expected to be completed or implemented within 6 months.
- MEDIUM Term:** Initiative expected to be completed or implemented within 12 months.
- LONG Term:** Initiative expected to be completed or implemented within 24 months.

- Complete:** Initiative has been completed or fully implemented.
- In Progress:** Initiative has been activated and is moving forward toward completion.
- Not Started:** Initiative has not yet been started and is in queue for activation.

INITIATIVE	STRATEGIC PLAN GOAL(S)	COMPLETION TIMELINE	STATUS
Establish a Police Advisory Council to advise OIC on police operations and community engagement	1 2	SHORT	<input checked="" type="checkbox"/>
Host citywide police and community listening sessions	1 2	SHORT	<input checked="" type="checkbox"/>
Publish public-facing crime data	1 2	SHORT	<input checked="" type="checkbox"/>
Introduce customer service in policing program	1 2	SHORT	<input checked="" type="checkbox"/>
Develop a summer crime and quality of life strategy to reduce crime and increase visibility of resources	1 2	SHORT	<input checked="" type="checkbox"/>
Create geography-based intelligence briefings for members of PPD to enhance focused deployment and delivery of services	1 2	SHORT	<input checked="" type="checkbox"/>
Implement CompStat crime strategy meeting	1 2 3	SHORT	<input checked="" type="checkbox"/>
Establish a PPD Clergy Council to spiritually support the PPD while improving the relationship of law enforcement with the faith-based community	1 2 4	SHORT	<input checked="" type="checkbox"/>
Improve PPD digital footprint (web, social, public access data)	1 2 4	SHORT	<input checked="" type="checkbox"/>
Provide Constitutional Policing Training to all sworn members	1 2 4	SHORT	<input checked="" type="checkbox"/>
Reimagine the PPD Field Training Program	1 2 4	SHORT	<input checked="" type="checkbox"/>
Explore the use of service animals as a resource for employee wellness and community engagement	1 2 4	SHORT	<input checked="" type="checkbox"/>
Revise policy guidance - ARRESTS: require a supervisor to be called to scene of all patrol arrests	1 3	SHORT	<input checked="" type="checkbox"/>
Revise policy guidance - Persons In Crisis: require a supervisor to be dispatched to all assignments of a person in crisis	1 3	SHORT	<input checked="" type="checkbox"/>
Revise policy guidance - Public Contact: require officers to carry a sufficient number of "Contact Cards" on patrol and provide to any person requesting one. Contact cards will contain Officer's identifying information as well as information on how to file a civilian complaint and how to commend an officer	1 3	SHORT	<input checked="" type="checkbox"/>
Revise policy guidance - Less Lethal Options: require officers to be equipped with less lethal devices (i.e. OC spray) to prevent unintended or avoidable uses of deadly force	1 4	SHORT	<input checked="" type="checkbox"/>
Train key PPD members on Conducted Energy Device (aka Taser) use so that additional less lethal devices are available to the department	1 3	SHORT	<input checked="" type="checkbox"/>
Develop an enhanced Early Intervention Program (EIP) to identify at-risk employees and build upon state mandated Early Warning Systems already in place	1 4	SHORT	<input checked="" type="checkbox"/>

INITIATIVE	STRATEGIC PLAN GOAL(S)	COMPLETION TIMELINE	STATUS
Introduce Neighborhood Revitalization Concept (e.g. "Broadway Initiative")	2	SHORT	✓
Redefine community policing as the precision delivery of services based upon community feedback, data analysis, and consistent deployment of resources	2 4	SHORT	✓
Conduct complete evaluation of PPD technological capabilities and requirements	3	SHORT	✓
Develop and deploy an employee sentiment survey	3 4	SHORT	✓
Evaluate and improve civilian complaint processes	1	MEDIUM	⋯
Establish a PPD Community Council of elected community members to strengthen police-community relationships and collaboration	1 2	MEDIUM	⋯
Host police-community public safety roundtable discussions	1 2	MEDIUM	✓
Create a Community Partnerships Bureau within the department to increase public engagement opportunities as well as explore non-enforcement options available to police officers	1 2	MEDIUM	✓
Designate Ward-based Community Coordination Officers (CCOs) to liaison with the local community and host quarterly community meetings	1 2	MEDIUM	⋯
Identify Business Recovery Zones and work with business leaders to improve quality of life conditions	1 2	MEDIUM	✓



INITIATIVE	STRATEGIC PLAN GOAL(S)	COMPLETION TIMELINE	STATUS
Introduce a public-facing shared accountability model in partnership with city and state resources, including local advocates and Community Based Violence Intervention groups. (Pat Stat)	1 2	MEDIUM	✓
Deploy a citywide public sentiment survey	1 2 3	MEDIUM	⋯
Issue cell phones to every member of PPD to improve efficiency, information sharing, internal communications, and community outreach	1 2 3	MEDIUM	✓
Collaborate with state and city stakeholders to support implementation of an ARRIVE Together program to respond to those experiencing mental or behavioral health emergencies	1 2 4	MEDIUM	✓
Conduct complete review of all PPD policies and revise as necessary	1 3	MEDIUM	✓
Create a Quality Assurance Unit within the Office of Professional Standards	1 3	MEDIUM	⋯
Develop a comprehensive self-inspection (auditing) program	1 3	MEDIUM	✓
Increase access to less lethal technologies and devices	1 3	MEDIUM	✓
Enhance and expand public safety technologies to reduce crime in the City of Paterson (License Plate Reader, Gunshot Detection and Camera Systems)	1 3	MEDIUM	✓
Implement machine learning and artificial intelligence technology to automate body worn camera review and analysis	1 3 4	MEDIUM	✓
Purchase and implement virtual reality training simulations to increase proficiency and tactical awareness of officers, while offering members of the public opportunities to "step into the officers' shoes" during public technology demonstrations	1 3 4	MEDIUM	⋯
Establish a Supervisory Accountability Program	1 4	MEDIUM	⋯
Implement FORCE STAT - use of force review program	1 4	MEDIUM	⋯
Increase specialized tactical and de-escalation training for members of PPDs Emergency Response Team (ERT)	1 4	MEDIUM	✓
Increase frequency of team building activities for members of PPD	1 4	MEDIUM	✓
Create a Health and Wellness Section within the PPD to ensure that all members of the department receive the support they need	1 4	MEDIUM	✓
Establish a state-of-the-art Real Time Operations Center (RTOC) to act as a central hub for operational intelligence and decision making	3	MEDIUM	✓
Move civilian complaint processing and interviews out of Police Headquarters	1 2	LONG	⋯

INITIATIVE	STRATEGIC PLAN GOAL(S)	COMPLETION TIMELINE	STATUS
Identify and activate community spaces in underserved portions of the city with a focus on youth engagement and education.	1 2 3	LONG	⋯
Improve condition and appearance of the Police Headquarters Facility	1 2 4	LONG	⋯
Increase number of Crisis Intervention trained officers	1 2 4	LONG	⋯
Hire civilian analysts and support staff to reduce number of sworn personnel performing administrative assignments	1 3	LONG	✓
Procure and utilize additional mobile branded equipment such as variable message boards and light towers to enhance and assist with achieving operational goals	1 3	LONG	⋯
Expand Conducted Energy Device (aka Taser) training to all members and increase the availability of this less lethal device on patrol to reduce risk of unintended outcomes	1 3	LONG	⋯
Improve quality and capabilities of PPD's vehicle fleet	1 3 4	LONG	✓
Create a Recruitment Section within PPD and certify designated members of the department as Recruiters	1 4	LONG	⋯
Increase professional development opportunities and access to outside training and guest speakers for all members of PPD	4	LONG	✓



Conclusion

Our strategic plan outlines a path forward to achieve a shared vision for how the Paterson Police Department fits into the public safety ecosystem of Paterson, New Jersey. The initiatives outlined in our plan are designed to make the PPD a more effective organization that can provide the transparency, responsiveness, and quality of service the people of Paterson deserve while supporting our employee's well-being and continuously working to increase trust in the community. Over the lifecycle of this plan, we will be issuing routine progress reports to keep our community informed. The Paterson Police Department is committed to earning the trust of those we serve, working with stakeholders to achieve our goals, and providing the very best public safety services to the greatest city in New Jersey.





Code of Ethics

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality, and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself to my chosen profession ... law enforcement.





Strategic Plan

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