



# 2023 Strategic Plan

Isa M. Abbassi  
*Officer in Charge*



**PPD**  
Paterson Police Department



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# Message from the Officer in Charge

Achieving the Next Generation of public safety in the City of Paterson will be about honoring commitments. One of these commitments is to have a strategy for the Paterson Police Department (PPD) that incorporates the feedback of the community we serve.

To inform this strategy, we've met with hundreds of residents, business owners, elected officials, and community leaders. We also solicited feedback from those closest to the work, our Paterson police officers. What we've created is a plan grounded in our Strategic Vision, which was released on May 9, 2023. This plan considers the goals of our vision along with the feedback and recommendations of our stakeholders to develop specific initiatives that we will undertake to reimagine the PPD.

Many of these initiatives are only attainable thanks to the leadership and unwavering support of Attorney General Matthew J. Platkin. And we are grateful for the resources provided to assist in our mission from Governor Murphy and the Legislature through the Fiscal Year 2024 budget. 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.

Going forward, you can expect to see semi-annual reports to keep you informed about the progress of our plan. In addition, we will continue to engage our community through open dialogue about constitutional policing and public safety in the City of Paterson to ensure that we are meeting the expectations of our residents.

Public safety is a shared responsibility, and we are excited to share our strategy to move this police department forward, while improving the quality, transparency, accountability, and spirit of partnership with which we provide our services.

I invite all of you to join us as we move the Paterson Police Department forward into the Next Generation.

Sincerely,



Isa M. Abbassi  
Officer in Charge

# Leadership



**Isa Abbassi**  
*Officer in Charge*



**Captain Patrick Murray**  
*Assistant Officer in Charge*



**James Haggerty**  
*Chief of Staff*



**Deputy Chief Lourdes Phelan**  
*Field Services*



**Deputy Chief Stanley Rodriguez**  
*Investigative Services*



**Captain Michael Campanello**  
*Administrative Services*



**Lieutenant Sharon Easton**  
*Community Partnerships*



**Captain Michael Saginrio**  
*Field Services*



**Captain Louis DeLuca**  
*Internal Affairs*



**Captain George Vazquez**  
*Emergency Response Team*



**Captain Edwin Rodriguez**  
*Narcotics Division*



**Captain Joseph Sportelli**  
*Criminal Investigation Division*



**Captain Scott Eason**  
*Patrol Division*



**Captain Stephen Iacuzzo**  
*Patrol Division*



**Captain David Rios**  
*Patrol Division*



**Captain Steven Rooney**  
*Patrol Division*

## 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 ahead of us is earning the trust of those we serve. This will be a long journey that will be 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. 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.

We are also establishing a comprehensive youth strategy and will refocus community resource collaborations to ensure that outreach, partnerships, and policies are effectively engaging young people in productive and meaningful ways.

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



## PPDNEXTGEN **TRUST BUT VERIFY.**

PPD will be the first agency in the tri-state to implement machine learning and artificial intelligence to review officer interactions.

### Leveraging cutting edge technology to promote accountability and professionalism.

The Paterson Police Department has partnered with Truleo, a leading automated body camera review and analysis technology company for law enforcement. This state-of-the-art technology will allow PPD to review 100% of body worn camera footage to identify risky behaviors and increase professionalism. Truleo uses artificial intelligence to process body worn camera videos to help automate supervision, facilitate coaching, and promote police professionalism.

The technology automatically detects critical events such as uses of force, pursuits, frisks, and non-compliance incidents, and screens for both professional and unprofessional officer language so supervisors can then review officers' conduct. The Paterson Police Department is the first police agency in the tri-state area, and the largest police department in the Northeast to use this state-of-the-art technology to assist in ensuring standardization and accountability in review of police body worn camera video.

### Truleo automatically scores officer language and detects events.

#### Events

Use of Force	"Stop resisting!"
Pursuit	"On foot following suspect."
Non-Compliance	"No I will not"
Frisk	"Do you have anything sharp on you?"

#### Unprofessionalism Labels

Profanity	"This is s***..."
Directed Profanity	"F*** you!"
Insults	"Hey dummy..."
Threats	"I will beat your a***"

#### Professionalism Labels

Explanation	"This is why..."
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## 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 the community's 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, the status quo is being reimagined. The community can expect that the PPD will work 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 also 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

### Neighborhood revitalization through community policing.

*Our neighborhood revitalization concept began with the Broadway Initiative by strongly focusing on this “gateway to the city.” The Broadway corridor, specifically the area between Straight Street and Rosa Parks Boulevard, has seen a sustained police presence, which led to a decrease in crime and an improvement in the quality of life for the people and businesses along this critical artery. PPD is partnering with state and city agencies to provide substance abuse referrals, homeless outreach, and infrastructure improvements to clean the streets and sidewalks, repaint lines, and remove graffiti from buildings. Neighborhood revitalization will be expanding to city center this fall, where PPD will address illegal vending, quality of life concerns, and traffic congestion in downtown Paterson.*



## 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. 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.

Opening in early 2024, the Real Time Operations Center (RTOC) will allow the Paterson Police Department to use an expanding array of technologies for efficient and effective policing. The technologies will allow officers to respond to crime events more efficiently, more deliberately, with improved operational intelligence, and with a proactive emphasis on officer and community safety. It will allow the department to see where to best position officers in areas of the city to minimize response times and maximize officers' time on patrol. Leveraging state-of-the-art technologies, the RTOC will utilize hundreds of live security feeds from around Paterson to assist in "virtual patrol" as well as video intelligence and evidence collection in the vicinity of reported crimes. The RTOC will maximize the effectiveness of PPD's ability to centralize operational data and intelligence to keep officers informed, monitor regional threats, and keep critical infrastructure safe and secure.



## 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 will 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.

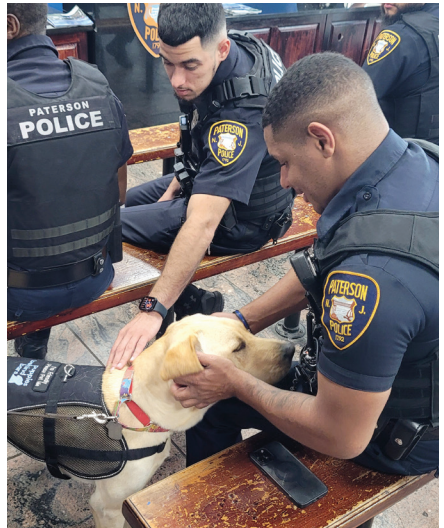
To accomplish these goals, the PPD is committed to:

- 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

### Supporting those who serve our community.

The Paterson Police Department partnered with Puppies Behind Bars to provide facility dogs to help officers cope with the stresses and trauma they may experience while on the job. The newest recruits to our Health and Wellness Program, K-9s Dave and Yoda were raised in the Fishkill Correctional Facility and trained by specially qualified inmates. Having a holistic wellness program is key to the success of a modern police organization and having these valuable resources to allow an officer to pet them at the end of a hectic day or be put in a good mood before starting an 11-hour shift may start a conversation or bridge the gap for officers who might be hesitant to reach out for help. We want our officers to know that no matter what they are going through, they do not have to go through it alone. Additionally, these pups are making friends at community events, as well as being made available to comfort victims of trauma.





**MONDAY**  
**MAY 15, 2023**

**6PM TO 8PM**

**John F. Kennedy High School** (Second Ward)  
61-127 Preakness Ave.  
Paterson, NJ



## Police & Community Listening Session

- This is one of six in-person local meetings scheduled for each ward in the City of Paterson
- A citywide virtual meeting will be conducted for those who cannot attend in-person
- Residents will have an opportunity to ask questions and submit written feedback
- Thoughts, comments and suggestions





# 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	⋯
Host citywide police and community listening sessions	1 2	SHORT	✓
Publish public-facing crime data	1 2	SHORT	✓
Introduce customer service in policing program	1 2	SHORT	⋯
Develop a summer crime and quality of life strategy to reduce crime and increase visibility of resources	1 2	SHORT	✓
Create geography-based intelligence briefings for members of PPD to enhance focused deployment and delivery of services	1 2	SHORT	✓
Implement CompStat crime strategy meeting	1 2 3	SHORT	⋯
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	⋯
Improve PPD digital footprint (web, social, public access data)	1 2 4	SHORT	⋯
Provide Constitutional Policing Training to all sworn members	1 2 4	SHORT	⋯
Reimagine the PPD Field Training Program	1 2 4	SHORT	✓
Explore the use of service animals as a resource for employee wellness and community engagement	1 2 4	SHORT	✓
Revise policy guidance - ARRESTS: require a supervisor to be called to scene of all patrol arrests	1 3	SHORT	✓
Revise policy guidance - Persons In Crisis: Require a supervisor to be dispatched to all assignments of a person in crisis	1 3	SHORT	✓
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	⋯
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	✓
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	✓
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	⋯
Introduce Neighborhood Revitalization Concept (e.g. "Broadway Initiative")	2	SHORT	✓

INITIATIVE	STRATEGIC PLAN GOAL(S)	COMPLETION TIMELINE	STATUS
Redefine community policing as the precision delivery of services based upon community feedback, data analysis, and consistent deployment of resources	2 4	SHORT	<input checked="" type="checkbox"/>
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	○
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	⋯



INITIATIVE	STRATEGIC PLAN GOAL(S)	COMPLETION TIMELINE	STATUS
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	...



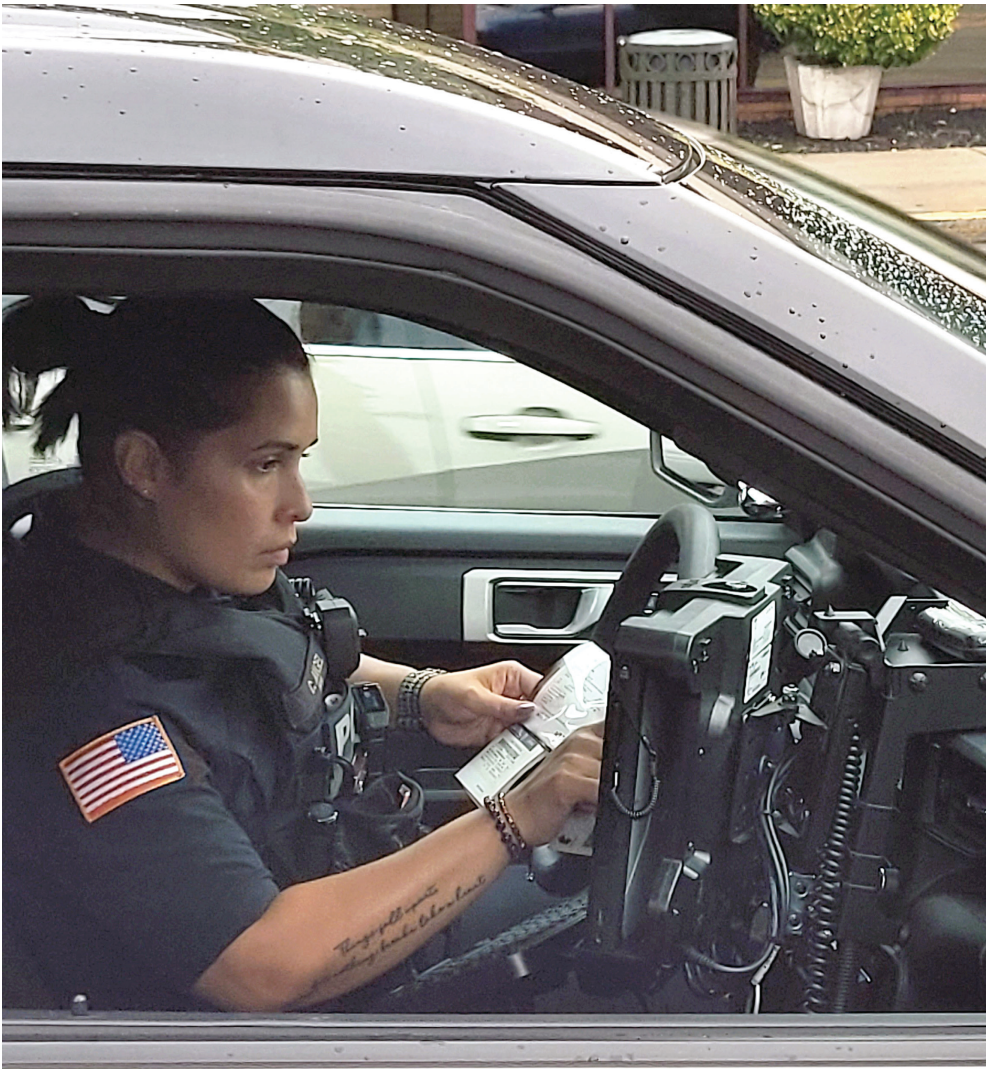




## Conclusion

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.









# 2023 Strategic Plan



**PPD**  
Paterson Police Department  
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