

ROCHELLE PARK POLICE DEPARTMENT

STRATEGIC PLAN



CHIEF DEAN M. PINTO

Letter from the Chief - Dean M. Pinto

It is my pleasure to present the Police Department's Strategic Plan to the Township Committee of Rochelle Park and our community at large. Our Strategic Plan encompasses a mission and vision for the department that is invested in working hand-in-hand with the community to solve problems and improve public safety and address the quality of life issues. This Plan also embrace key recommendations of the President's Task Force on 21st Century Policing,



including: building trust and legitimacy, policy and oversight, technology and social media, community policing and crime prevention, training and education, and officer safety and wellness. This Plan will be subject to continuous review and updates undertaken throughout all ranks in the ongoing effort to keep the department moving forward.

The Township has a total of 18.16 miles of roadways, of which 13.34 miles are maintained by the municipality, 3.14 miles by Bergen County, 1.05 miles by the New Jersey Department of Transportation and 0.63 miles by the New Jersey Turnpike Authority. Route 17 and the Garden State Parkway travel through Rochelle Park. The Garden State Parkway crosses the northwest corner of the township, extending from Saddle Brook Township in the south for 0.6 miles to Paramus. Route 17 extends for 1.0 mile along the township's eastern border from Maywood to Paramus.

The Township of Rochelle Park is 1.02 square miles, with close to 6,000 residents nestled in suburban central Bergen County and adjacent to the retail capital of New Jersey and is in the shadow of New York City. Companies with headquarters in Rochelle Park include the specialty retailer United Retail Group, which is a publicly traded company on the New York Stock Exchange, the US Headquarters for United Kingdom based Cashback website TopCashback as well as Rochelle Park is home to a Verizon and AT&T central office/switching station.

It is estimated that Rochelle Park's daytime population (number of people working or doing business in the township) exceeds 12,000. As development continues on Oak Street, Rochelle Avenue, West Passaic Street and Route 17, the resident population is expected to grow and the daytime population will likely also increase. Regular public safety issues including increased traffic and crime can grow as the Township's residential and commercial population increases.

The Township has about 2,500 housing units at an average density of 2,085.2 per square mile. The racial makeup as per the 2010 Census was 82.22% (4,547) White, 2.89% (160) Black or African American, 0.25% (14) Native American, 8.72% (482) Asian, 0.00% (0) Pacific Islander, 3.89% (215) from other races, and 2.03% (112) from two or more races. Hispanic or Latino of any race were

16.35% (904) of the population. About 2.8% of families and 4.7% of the population were below the poverty line, including 1.3% of those under age 18 and 5.0% of those age 65 or over.

The Rochelle Park Police Department (RPPD) currently consists of 22 sworn and 4 non-sworn personnel and operates on a \$87,800 operating expense budget. In 2019 there were over 11,699 calls for service, ranging from property crimes, domestic violence incidents, narcotics possession, as well as aggravated assaults and illegal weapons possession. RPPD runs its day-to-day 24/7 operations through its Patrol Operations and Administrative staff. The Operations Lieutenant oversees the B platoon, Traffic Safety Division, Records, and Communications personnel. Our Administrative Lieutenant oversees the A platoon, Detective Bureau, Community Outreach Programs and responsible for training. Both Lieutenant's work together and with the Captain on staffing, professional standards and policy and procedure development. The Detective Bureau is directly responsible for Criminal Investigations, assisting patrol and performs functions like Megan's law registrations, discovery production and acts as liaison to the courts and prosecutor's office.

Over the last several years, RPPD has become significantly more involved with the community by participating in programs that are based more on prevention, intervention, and diversion. I believe strongly that the police are active members of the community, and by engaging in a positive and proactive way they can help make the town a better place to live, work, and visit.

In recent years, a number of high-profile and controversial events around the country have underscored the need for and importance of meaningful and sustainable collaborative relationships between local police and the communities they serve. Of particular concern to me has to do with the care and wellness of our officers in a time of increased public scrutiny. Our officers are finding themselves under a growing public microscope, with demands for greater levels of accountability in the name of transparency. I believe that as technology improves and is more readily available, officers will eventually work under the assumption that their actions are being recorded on camera (whether by the public or their own department). As officers confront cumulative stress and trauma on a daily basis, their capacity for situational awareness can become suppressed. One of my biggest priorities in the near future is to address this recent evolution of policing in a way that provides our officers with the support and resources they may need to help manage these challenges. The need for modernizing the rules and regulations and the policies and procedures of the RPPD are as important as ever in this time of scrutiny. As a resiliency officer, I have learned firsthand that proper training and providing resources to officers on dealing with the challenges and stress of the work they do will lead to a healthier environment and a higher level of service for our "customers". This Strategic Plan lays is the blueprint for how far the Rochelle Park Police Department has come, and the direction it will continue to strive for in the future.

Sincerely,

Chief of Police Dean M. Pinto

Mission Statement

The Rochelle Park Police Department is a dedicated and diverse group of professionals who are committed to working with the diverse members of the community to make the town of Rochelle Park a safe and desirable place to live, work, and visit. ***Our mission is to partner with the community to solve problems, enforce the law, and improve public safety in a manner that is fair, impartial, transparent, and consistent; recognizing this all begins with our most valuable asset, a highly trained, motivated and enthusiastic employee.***

Vision Statement

The administrative and operational philosophies and work processes of the Rochelle Park Police Department will involve every employee of the agency in an effort to continually improve public confidence by strengthening and expanding our partnership with the community, by maintaining and improving upon established professional standards, by using the most efficient and effective techniques and methods, and by promoting personal and professional growth for our employees.

Vision for the Department

Rochelle Park can rely on a police department that is invested in the community, shares in its commitment to address the quality of life in the township, and is committed to:

- Delivering quality services to the community using modern policies and procedures.
- Having a clear sense of the strategic direction, overall mission, and core values of the department through adherence to the Attorney General's guidelines.
- Playing an active role in shaping the community's sense of safety and well-being.
- Working collaboratively with a wide array of community agencies, service providers, and other interested parties/stakeholders in working towards matters of mutual interest.
- Building trust and enhancing the department's legitimacy in the eyes of the public by fair and impartial delivery of police services and enforcement of the laws.
- Serving as an integral, indispensable facet in solving community problems.
- Growing the community relationship and involvement through positive community policing/service functions.
- Managing performance in a way that holds employees accountable for outcomes.
- Ensuring the well-being of its officers.
- Develop our personnel and provide the best equipped and most highly trained and committed employees to help meet the needs of our community.

#smalltownpride

Values Statement

1. Integrity - We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession. We will uphold the public trust and our commitment to our core values.
2. Courage – A commitment to accept responsibility and accountability for our actions and decisions as well as possessing a quality of spirit that enables us to confront danger, fear or difficulty with resolve and bravery.
3. Respect – A willingness to treat everyone with an unbiased decency and fairness while accepting sworn obligation to never intentionally violate or interfere with the Constitutional and civil rights of the public.

Police Officers' Accountabilities

The following statements show the intended increased levels of accountability within RPPD's rank structure.

All police officers are responsible for addressing a wide range of public safety situations affecting the quality of life within the community. They are accountable for:

- The quality of their problem-solving, never minimalizing a problem, decision-making, and judicial use of discretionary authority.
- The quality and professionalism of their communication and interactions with the community.
- Exercising judgment in a manner that is reassuring and responsive to the community.
- The treatment of victims and those in need of assistance in a manner that reflects the Department's values.
- The type of relationship the Department has with the community.
- The level of communication, cooperation, and coordination with their fellow officers.
- Conducting themselves in a way that leads the community to perceive their actions as legitimate.

In addition to the duties above, **Sergeants** are responsible for the consistency in officers' delivery of services. They are also accountable for:

- The quality of work of their subordinates, and communicating their strengths and weaknesses to them.
- Holding their subordinates accountable for proactivity in assuring a safer community.

- The level of communication between officers and their colleagues, clients, and the community.
- Officers' understanding of and adherence to the Department's mission and values.
- Ensuring their subordinates are informed about situations or circumstances that may impact their assignments.

In addition, **Lieutenants** are responsible for the general oversight and management of the units for which they have administrative and operational control, and are also accountable for:

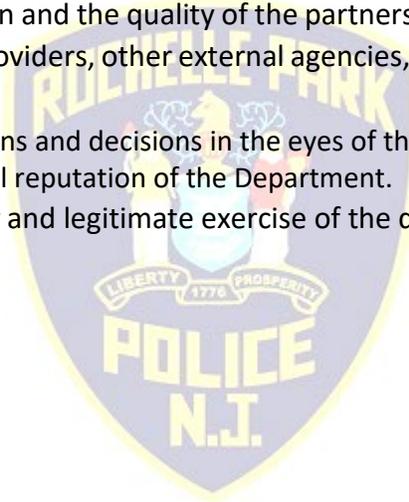
- The effective coordination among the various operational components of the department.
- The provision of officers' needs for guidance, training, professional development, and resources.
- The allocation of resources in order to maintain an adequate level of police services.
- Ensuring clear and open lines of communication between the units that report to them.
- The accuracy and timeliness of information provided to others in the Department.
- The identification of crime patterns and trends, and the development of intervention strategies to be carried out by their subordinates.
- Thinking strategically in the development of problem-solving strategies that meet certain criteria.
- The management of accurate, timely, and important information that is brought up the chain of command.

The Captain is also responsible for ensuring consistency in the delivery of services of the shift commanders, and lieutenants, as well as providing constructive guidance to them (reinforcing that everyone is playing on the same team), establishing and maintaining a desired level of professional services, maintaining a high level of coordination of services with other agencies. The Captain is also accountable for:

- The maintenance of staffing levels (ensuring proper staffing levels are scheduled in order to maintain a safe and adequate delivery of police services).
- Defining and distributing informative and actionable intelligence and analysis.
- Balancing expenditures associated with areas of responsibilities of patrol, equipment and personnel so that they are consistent with the overall mission and needs of the department.
- Ensuring victims and persons in need of assistance are treated in accordance with the values of the Department.
- The level of professionalism among all members of the Department.
- The management of accurate, timely, and important information that is brought to the attention of the Chief of Police.

The Chief is also accountable for:

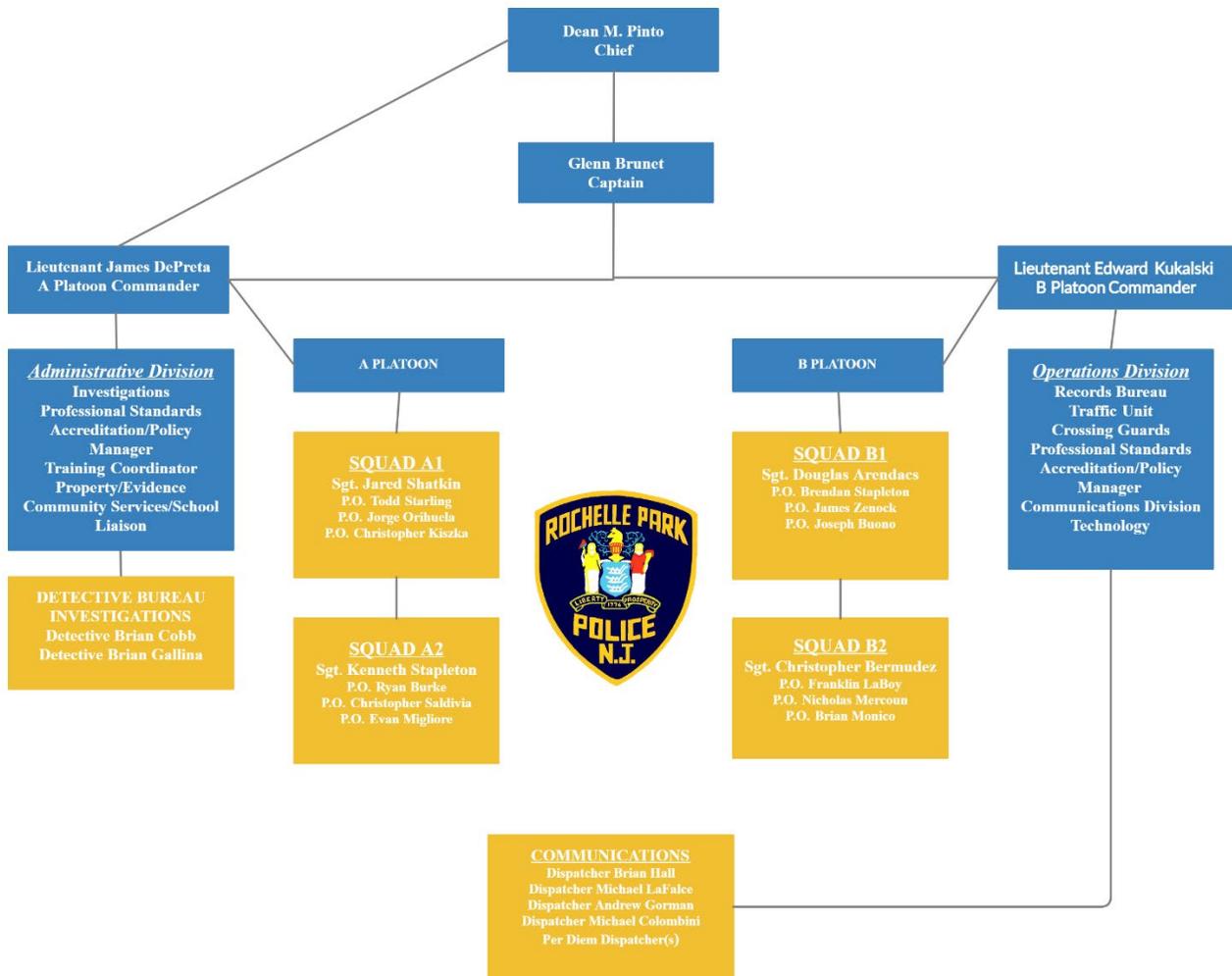
- Outlining the vision for the department.
- Ensuring all members of the department are carrying out their duties in a manner that is consistent with the department's mission.
- Instilling the core values by which the department holds itself.
- Accepting extreme responsibility for the conduct of the members of the department, and taking decisive action that corrects any matters which impinge upon the reputation and effectiveness of the department.
- Creating a working environment that is designed to carry out the department's overall mission.
- The quality and effectiveness of the overall external and internal communication networks required to provide for the overall effectiveness of the police department's operations.
- The level of collaboration and the quality of the partnerships that exist among the town's departments, service providers, other external agencies, as well as the various boards and committees.
- Transparency of operations and decisions in the eyes of the public and overall level of public trust and the professional reputation of the Department.
- Providing for the proper and legitimate exercise of the department's official authorities.



POLICE DEPARTMENT

Department Organizational Structure

This chart will be updated as necessary to reflect any promotions and re-assignments and in response to the need for supplemental unsworn personnel to alleviate police officers from coming in off the road or for overtime to attend to filing tasks. *Revised/Effective January 1, 2021*



The Process

I. Timeline

January 2021: Strategic Planning Process to Be Initiated

January 2021 - May 2021: Development of Five Year Strategic Plan

- Obtain consensus from Command Staff on the strategic planning process to be initiated.
- Strategic Planning “worksheet” developed and distributed with goal of aggregating by four units: Patrol, Investigations, Administration, and Leadership (Accreditation and Professional Standards).
- Hold quarterly meetings to complete worksheet, plan and develop goals and create trifold explaining who we are and what are plan is to be distributed to stakeholders.
- Worksheet consisting of the following questions:

1. What are your key initiatives? (<i>Initiatives are specific projects or programs undertaken to achieve specific objectives in the near-term</i>).
2. What are your unit’s major goals? (<i>A goal is an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe</i>).
3. Who are your stakeholders (internal and external)? (<i>Stakeholder: Any person, group, or organization that can place a claim on an organization’s attention, resources, or output or is affected by that output. The key to success for public organizations is the satisfaction of key stakeholders</i>).
4. What types of services do they (internal v. external stakeholders) expect from you?
5. What are the core values of your unit? (<i>Values set out a desirable code of behavior to which the organization adheres or aspires</i>).
6. What are your unit’s existing internal strengths and weaknesses?
7. What are your unit’s external opportunities and threats?

II. Stakeholder Analysis

The Department issued a survey and conducted a stakeholder analysis as one of the first steps in developing a mission statement, vision, and values. One of the remarkable outcomes that came from the analysis is the vast quantity and breadth of stakeholders to which every member of the Department holds themselves accountable.

The Department identified its internal stakeholders as everyone in the department, both sworn and non-sworn. Every member of the Department is expected to act as a resource to each other, provide expertise in various issues, provide leadership, communicate openly, and deliver services effectively and efficiently. Finally, members of the Department expect professionalism and accountability from each other.

External stakeholders are defined as the many agencies, community groups, and individuals who have a stake in the Department’s mission, and who would be considered “customers” or

“consumers” of our services. These external stakeholders range from individual citizens, residents, victims, to businesses, government agencies, and community groups. Members of the Department, including the command staff, are active members of several community groups, including the Knights of Columbus #2842, American Legion Post #170 and Rochelle Park Fire Department Social Organization. Our stakeholders include other governmental agencies at the federal, state, county and local levels including the courts and prosecutorial system, other law enforcement agencies, and health and human services agencies. Our non-governmental partners that provide services in the community, such as domestic violence shelters, substance abuse and mental health services, employment, retailers and restaurants and the Midland School / Rochelle Park School District, are also considered important stakeholders of the Department. Our many external stakeholders expect us to be responsive, professional, and transparent. They expect us to share information, be thorough in our investigations, and to manage our resources efficiently.

III. SWOT Analyses – August – October 2020 – January 2021 (ongoing)

The Department conducted a Strength, Weaknesses, Opportunities, Threats (SWOT) analysis in the form of a questionnaire that was created and distributed to all personnel including sergeants, police officers and all non-sworn staff. In addition to the stakeholder analysis described above, respondents were asked to answer the following two questions: 1) What are your unit’s existing internal strengths and weaknesses? and 2) What are your unit’s external opportunities and threats? The information was aggregated and was the topic of discussion at the departmental meeting held in October 2020.

In January 2021 members of the Command Staff will participate in an “Effective Meetings Workshop,” where participants will be led through another SWOT analysis of the Department. This process will be ongoing for further evaluation.

The initial survey in August 2020 resulted in findings, which can be grouped into the following categories:

1 – Internal Strengths

- Committed, dedicated and competent work force
- A desire to learn and grow and provide a professional service
- Collaboration and relationships with other city department and community organizations.
- Poor fleet/equipment, need to upgrade firearms/patrol rifles

2 – Internal Weaknesses

- Internal communications between units
- Organizational: Downward communication/micro-management/lack of chain of command
- Individual: Complacency, procedural sloppiness, lack of feedback

3 – External Opportunities

- Community relationships: collaboration with other agencies, and ability to foster trust with other groups, with youth, etc.
- Resources: continue to pursue funding for training, equipment, technology, new officers

4 – External Threats

- Political (macro-level)
- Economic (substance use, mental health, domestic violence)

- Public perception and hostility toward police (recent events)
- Keeping up with technological advances (social media, fraud, credit/debit card, skimming, etc.)

Strategic Goals, Objectives, and Performance Measures

Strategic Goal 1: To prevent crime and the fear of crime

Objective #1: Enhance Crime Fighting Strategy

- 1.1.1 Increase visibility of police throughout the township
- 1.1.2 Enhance crime prevention programs
- 1.1.3 Explore and implement technology that will assist with crime prevention efforts (i.e. RING/Nest/SkyBell, traffic and park cameras, social media)
- 1.1.4 Develop community-based crime prevention strategies
- 1.1.5 Provide crime prevention training for all officers
- 1.1.6 Empower patrol officers to identify and develop solutions to patrol specific issues.
- 1.1.7 Enhance intelligence gathering and sharing capability
- 1.1.8 Implement directed enforcement initiatives
- 1.1.9 Develop a Crime Prevention Officer – develop roles and responsibilities

Objective #2: Reduce Property Loss/Crime Victimization

- 1.2.1 Work with hotels to prevent visitor/tourist related crimes
- 1.2.2 Identify current and emerging crime trends in the business community, and develop proactive strategies to prevent them
- 1.2.3 Establish more robust relationship with retailers and restaurants on recognizing criminal activities
- 1.2.4 Continue to partner with schools to identify and address crime prevention needs

Objective #3: Enhance Traffic Safety

- 1.3.1 Promote overall traffic safety and reduction in collisions
- 1.3.2 Expansion of traffic studies and proactive prevention and enforcement
- 1.3.3 Utilize grant funding to continue outreach programs related to traffic safety; i.e. DWI, Speeding, Careless Driving
- 1.3.4 Review street “road closure” equipment needs and allocation

Strategic Goal 2: Provide Effective Police Services

Objective #1: Enhance Investigative Services

- 2.1.1 Maximize staff capabilities through training and education
- 2.1.2 Strengthen partnership between the Detective Bureau and Patrol

- 2.1.3 Evaluate services provided by Detective Bureau
- 2.1.4 Develop a robust “Quality of Life/Hotel/Parking Lot/Highway/Interdiction” program
- 2.1.5 Enhance video surveillance technology capabilities
- 2.1.6 Evaluate investigative follow up procedures

Objective #2: Evaluate Staffing Needs

- 2.2.1 Conduct workload allocation and deployment study
- 2.2.2 Review staffing needs and ratios (sworn & civilian)
- 2.2.3 Deploy personnel to maximize effectiveness and productivity

Objective #3: Enhance Communications Services

- 2.3.1 Evaluate need for uniformity of assignments and Directed Patrol Response
- 2.3.2 Increase oversight of civilian personnel with sworn supervision
- 2.3.3 Expand capabilities and training of communications officers

Strategic Goal 3: Develop, Strengthen and Sustain Partnerships

Objective #1: Continue/Strengthen Interagency Cooperation

- 3.1.1 Assess and identify relationships with mutual aid/area law enforcement agencies
- 3.1.2 Increase relationships with Regional/County initiatives and Academy
- 3.1.3 Identify county, state and national initiatives to prevent crime
- 3.1.4 Establish shared initiatives with Fire and Emergency Medical Services

Objective #2: Increase Community Outreach and Input

- 3.2.1 Expand upon COVID-19 Restaurant/Business liaison(s)
- 3.2.2 Enhance participation in development review process
- 3.2.3 Develop community outreach best practices by patrol supervisors
- 3.2.4 Increase presence in schools
- 3.2.5 Establish Civilian and Youth Academies
- 3.2.6 Establish Community Focus Group
- 3.2.7 Increase interaction with faith based groups and social clubs

Objective #3: Enhance Customer Service

- 3.3.1 Strengthen internal relationships
- 3.3.2 Explore expansion of civilian clerks, per diem personnel and interns

Objective #4: Increase Proactive Social Media/Media Presence

- 3.4.1 Develop and implement a social media strategy for both internal and external use
- 3.4.2 Continue to develop and improve information sharing with the PIO
- 3.4.3 Develop Media Relations Unit Plan

Strategic Goal 4: Develop Personnel

Objective #1: Establish Professional Development Opportunities

- 4.1.1 Develop mentoring program for leadership and specialties
- 4.1.2 Develop and implement succession planning for all employees
- 4.1.3 Develop a Sergeant's/Tour Commander's F.T.O. program

Objective #2: Enhance Training Program

- 4.2.1 Train all police employees on proactive policing and intelligence led policing strategies
- 4.2.2 Create and implement a sworn structured "Tour Commander" (TC) program
- 4.2.3 Institute incident management training
- 4.2.4 Expansion of rifle and other firearms programs
- 4.2.5 Explore other options for tactical training
- 4.2.6 Educate personnel about mental health/resiliency training and expand resources
- 4.2.7 Expand F.T.O. program
- 4.2.8 Institute detective bureau rotational training for patrol officers
- 4.2.9 Expansion of "in house/in service" training

Objective #3: Develop Recruitment and Retention Plan

- 4.3.1 Revitalize recruitment program for sworn and unsworn personnel
- 4.3.2 Plan for future vacancies
- 4.3.3 Plan for future promotions

Objective #4: Facilitate Employee Participation

- 4.4.1 Ensure input from employees for uniform/equipment upgrades and/or changes
- 4.4.2 Provide opportunities for employee input in decision making processes for strategic goals

Strategic Goal 5: Enhance Infrastructure

Objective #1: Formalize and Prioritize Police Technology Strategy

- 5.1.1 Establish Police Technology Oversight Committee to scale projects
- 5.1.2 Consolidate and update legacy systems and databases
- 5.1.3 Enhance relationship with other technology partners (DART)
- 5.1.4 Identify and implement new technologies to improve policing functions
- 5.1.5 Explore in house 9-1-1 technologies
- 5.1.6 Establish a process for continual identification and prioritization of technology needs

Objective #2: Implement Facilities Master Plan

- 5.2.1 Construct an "in house" training program and educational facility – Lotz Lane/Range
- 5.2.2 Construct work out facility at former EMS building
- 5.2.3 Remediation of shooting range, clean up and re-hanging of ballistic rubber curtains
- 5.2.4 Renovation of squad room to make it more conducive to report writing and meal breaks

Learn More

To learn more about the Rochelle Park Police Department go to
www.rochelleparkpd.org



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