



11/28/2021

FAILURE TO COMMUNICATE

THE MERGER OF PATERSON
PUBLIC SAFETY
COMMUNICATIONS

Brian J. McDermott, Chief of Department
CEDAR GROVE COHORT 1: 2021

Acknowledgements

This project and the research behind it would not be possible without the exceptional support of Mayor Andre Sayegh and the Paterson City Council led by President Maritza Davila, who entrusted me to make this a reality. Furthermore, Kathleen Long, B.A. and Director of Public Safety Jerry Speziale continuously kept faith in me even when others would suggest that this would fail. My command staff at the Office of Emergency Management led by Deputy Fire Chief Lamar Colclough with Captain Mark Roth, Director Marilyn Watkins, Chief Steve Kaznica and Chief Operator Letitia Howe, even though all of them were literally brand new in their positions, put their best effort forward to learn their new roles and be thrust into the communications realm after never having worked in the field. New partnerships were made along the way with IT Director Ryan Foote, Chief Innovation Officer Ed Boze, Lt. Anthony Giovotta, Det. Victor Lora and Economic Development Director Michael Powell and I specifically admire the grit of Chief Boze who fought off project predators. I'd like to thank my Fire Dispatchers for their belief and my newly partnered Police Dispatchers for accepting change and becoming one unit. Teamsters Union President Dave Bauman was intricate to ensuring that the needs of the PST's were always met and that the new collective bargaining agreement process went fair for all

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involved. Finally, I'd like to thank my wife Shannon and my daughters Ashley, Anna and Katie who listened to me drone on and on nightly about the happenings of this project or dealt with my absence when attending with Council and related meetings.

Executive Summary

The City of Paterson Central Communications Center is in need of merging due to the fractured dispatching of police, fire and medical resources. Dispatch time is inconsistent and relies on a system of telephone transfers as well as duplicative efforts for information collection from the callers. There is also a walled CAD that must be entered twice when both police and fire resources are required causing extensive delays. There are also staffing issues due to two facilities being manned around the clock and no supervisory positions from within dispatcher ranks.

The problem I intend to fix is completing a merger into one facility, bind the trunk lines into one public safety answering point (PSAP), restructure the table of organization, merge policies, gain accreditation and roll out a new computer aided dispatch (CAD) system. The behaviors that have led to this problem are silo thinking, old Information Technology (IT) systems and a general lack of respect for dispatch personnel. This project will benefit the organization by raising morale of dispatchers, significantly reduce response time, increase information sharing, breaking down silos that exist between entities and instant provide information to responders.

This project fits directly into my agency's strategic goals which is to respond swiftly to emergencies and provide the most

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efficient service possible. As mentioned prior, this merger will immediately reduce response time for all responders and by doing so, be more responsive to the community's needs by arriving on scene more quickly. It is also a strategic goal to create an inclusive organization that cares about all of its employees and not just sworn members.

There are significant barriers to completion. First, garnering buy-in from the Executive and Legislative branches of government to completely restructure the table of organization. Also, IT has been a significant issue because the City is going from pen and paper right into high tech overnight causing anxiety and tech delays. Finally, buy-in from employees that will now be seen via GPS and be held to a higher standard of accountability.

Success will occur when there are supervisors promoted, facilities are merged, and CAD is dispatching resources. In short, when response time is reduced and people feel appreciated and included in the organization, we will have succeeded. I am fully invested in the project and success is on the horizon.

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Section 1

Agency Description

The City of Paterson, New Jersey, is a bustling historic City of 159,732 people (Census, 2020). It is the second most densely populated City in the Country, of Cities 100,000 population or more, and is home to the Great Falls that stand a staggering 77 feet high. The City has a very diverse cultural mix and is home to over 66 different nationalities. The density of Population calls for a fairly large force of first responders including police officers, firefighters, Emergency Medical Technicians (EMT) and Public Safety Tele-communicators (PST).

The City of Paterson Department of Public Safety, headed by Director Jerry Speziale is comprised of over 1,000 employees. The Police Division, Chief Ibrahim Baycora, consists of 419 Police Officers (Budget, 2022). Fire Suppression & Prevention, Emergency Medical Services and the Office of Emergency Management responsibilities fall under the Fire Division under the leadership of Chief Brian J. McDermott, with a staff of 441 employees (Budget, 2022). Between all of the Departments, the City handles almost 200,000 calls for emergency service.

In 2019, all Dispatch services were moved within the Office of Emergency Management under the direction of the Chief of the Fire Division. The budgets assigned to both Dispatch Centers were merged under one merged budget, developed and managed by

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the Fire Chief. Instead of separate Police and Fire Dispatch Centers, the new "Paterson Central Dispatch" was born. Paterson Prior to the Central Dispatch merger, both entities operated on separate CAD systems and were physically separated: Fire Dispatch at 48 Temple St and Police Dispatch at 111 Broadway. Subsequent to this merger, the Department of Public Works Dispatch will also be absorbed in budget only; their services are provided by them at 810 Broadway until the physical merger. Public Safety is the concentration right now. In 2019, Fire Chief Brian McDermott created an Ad Hoc Committee to manage a physical merger. Comprised of Police, Fire, Information Technology, the Chief Innovation Officer and Dispatchers, the Committee develops policy & procedure, recommends staffing changes, manages going live with a new merged Computer Aided Dispatch (CAD) system and installs Mobile Data Terminals. The current Table of Organization of Central Dispatch is 52 employees plus a Fire Captain, Battalion Fire Chief, 3 Computer Technicians and a Deputy Fire Chief assigned to OEM.

In 2020, the Fire Department began the process of acquiring a new building at 163-177 Pennsylvania Ave to house the Central Dispatch and Office of Emergency Management. Grant funding is in place and construction has started. The anticipated opening is Fall of 2021, at which time the entire Dispatch Center, OEM, Logistics and Information Technology will be under one roof.

Mission

The mission of Paterson Central Dispatch is to receive calls for help and send appropriate emergency services to emergency scenes to mitigate the hazards or hazardous actions occurring at the site of the complaint. We must also manage those resources and ensure that there are proper reserve units to handle other emergencies within the City. These services will be handled efficiently, with compassion, and demonstrating the utmost in professionalism. We value every life and will ensure to give the best chance for survival in life and death situations and do so with compassion.

My Role

I am the Chief of the Fire Department and have full oversight of Fire Division & OEM Budget (Approximately \$44 million), Fire Suppression, Emergency Medical Services, Fire Inspection, Fire/Explosion Investigation, Special Operations Command, Citywide Logistics, Citywide Fleet maintenance & replacement, the Mechanic Shop, the Office of Emergency Management and Central Dispatch. I accept Ad Hoc responsibilities frequently such as: Opioid Response Team, Fleet Electrification, Direct Install Program, and Energy Sellback Programs. My personal mission is to protect lives and property to the highest of standards while doing using creativity and in a cost conscious manner.

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I am in charge of the entire Dispatch merger project. It was a huge gap that was easily identifiable, but difficult to garner support until I broke through with Mayor Andre Sayegh who gave me full support. It has been on the high priority list for the City for over a decade, but kept failing. I wrote the ordinance and the grant, restructured the staff, merged budgets, developed the resolutions, approved all purchases, promoted staff, approved construction plans, wrote the request for proposal (RFP) for construction of the new building, and am the chair of the Ad Hoc Committee for the Dispatch merger. I ensure that we adhere to all purchasing laws as defined by the State of New Jersey and the City of Paterson. In short, I am fully invested in this project and I have found that without one consistent fully committed individual, projects like this fall down and fail. This has been the case for past failures. The key is to get it to a point where there has been too much invested for it to fail, because politically it would be devastating to the current elected officials.

Section 2

Definition of Terms

Collective Bargaining Agreement (CBA)- an agreement between the City of Paterson and the Teamsters Union addressing details for employment as a Dispatcher including pay, hours of work and accrued time use.

Computer Aided Dispatch (CAD)- A computer system designed to dispatch and manage and manage emergency or non-emergency resources and maintain data for informed decision making.

City- The City of Paterson

Information Technology (IT)- a Division within the City of Paterson for technology support. 3 IT professionals are dedicated to Public Safety.

Office of Emergency Management (OEM)- The entity in the City of Paterson responsible for emergency preparedness.

Office of Emergency Telecommunication Services (OETS)- the State Authority having oversight of all PSAP locations.

Paterson Fire Department (PFD)- The City of Paterson Fire Division responsible for response to fires and other emergencies.

Paterson Police Department (PPD)- The City of Paterson Police Division responsible for maintaining law and order.

Public Safety Answering Point (PSAP)- the first place that a 911 call goes to for a jurisdiction.

Public Safety Telecommunicator (PST)- Dispatcher

Problem/Issue

The City of Paterson emergency dispatch services are fractured into three different locations causing delays and duplication. The opportunity to merge Police, Fire/EMS and DPW dispatch services into one location is a long awaited reality. The merger will be accomplished through developing a committee of stakeholders, restructuring the table of organization, including Union membership to gain buy-in, performing a cost benefit analysis to prove a reduced economic impact, and gathering executive and legislative support will give the final stamp of approval and go live for the project. Goals are to reduce response time, increase communication between Divisions, reduce cost/staff and create a career path to include newly created supervisory positions for employees.

The first issue is buy-in. All stakeholders need a seat at the table and must have input. The stakeholders are: The Mayor, Business Administrator, NJ Department of Community Affairs, Public Safety Director, Police Chief, City Council, the Economic Development Director and the Dispatch Staff. It is difficult to get people to believe a vision as grand as this in a cash-strapped City. Overcoming this issue will set the project in fast motion and has required serious budget overhaul and

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influence to show its overall value to life and property. The issue of stakeholder buy-in expands further than just life safety and cost. It also includes establishing City Ordinance completely restructuring Divisions and the budgets that they cover. This was and is a painfully exhaustive process that grew some adverse feelings when it meant reduced budgets (Police & DPW) and increased budget (Fire/OEM) due to consolidation. There was actually a feeling that I was up to something sneaky; that feeling subsided when they saw my true intentions come to life.

Another issue to solve is the Table of organization for the Dispatch Center. There were absolutely no supervisors with exception of pass through fire or police staff, usually on modified duty. No Dispatchers held any rank and were essentially in dead end jobs. We cannot gather good work ethic and pride if the employees are not appreciated and have no incentive to provide great service. Adding supervision from internal promotions is key to building morale and longevity to make the merger successful. This must be done through budget consolidation and civilianization of several high level positions.

We must also overcome the technology divide that handcuffs Paterson. Police still do paper reports and no police or fire/EMS units have in vehicle mobile data terminals. The City

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also has very old infrastructure, but we have acquired a new CAD/911 system that will have to be moved twice. We will go live at a new section in 111 Broadway where we will initially merge all Dispatch Staff and then we will move it all again in late 2021 to the new facility and 111 Broadway will be the backup site. The compounding issue is that Fire Dispatch employees are on a very different shift schedule from Police Dispatch employees causing added stress for their home lives when they have to move to the police schedule.

Funding is always an issue. I am using a conglomerate of resources to make this happen at no impact to the City budget. The low or no financial impact is key to gaining approvals from Mayor and Council. Actually, when the merger is complete, there will be well over \$1 million in salary reduction and reduction by several hundred thousand dollars in technology contracts due to server and software duplication.

An emerged issue is COVID-19. This has added a full year to the project due to stopped or slowed shipping. It also has kept contractors on pause and pulled all police and fire resources and committee members out into the field to battle the pandemic. That has slowed due to the introduction of aggressive cleaning methods, protective equipment and video conferencing.

Overall, there are multiple obstacles for this project to overcome. None of these issues will stop the progress, but it

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will take patience, collaboration, inclusion, and influence to overcome them. The project is in motion and many of the most difficult issues have already been cleared, but much more work is needed to get it completed.

Section 3

Review of Literature

My review of literature was really rather light for this project. The fact is that there were already 2 compliant Centers that needed to be merged in order to reduce duplication of service and duplication of cost. My literature review was focused on the Ordinance for the City of Paterson, the Budget for the Police, Fire and Public Works Departments, the Disaster Annex and the Table of Organizations for each. Secondary to that was the New Jersey Office of Telecommunication Services State Code to ensure that we continued compliance as a Primary Public Safety Answering Point (PSAP) and a 911 Center.

The Old Ordinance for the City of Paterson did not clearly delineate the responsibility of Emergency Dispatching. It was amended to place Emergency Communications responsibilities squarely within the Office of Emergency Management (OEM) within the Fire Division. This was voted as an Ordinance in October of 2019 and budgets shifted immediately upon ratification of the Fiscal Year 2020 budget.

Review of the Budget was also important to ensure that enough funding was appropriated for the pre-transition and post-transition to merger. For the first budget, the entities were run as separate Centers with separate servers and equipment

still running. It was not merged until June, 2021 where all processes became one and budget could be reduced.

Throughout the process of moving servers and building the gap Center, we referred to the OETS website (<https://www.nj.gov/911/>) for guidance. We consistently utilized the verbiage as written and the individuals from the State 911 Office, in particular Doug Weindance. The site ensured that we had reference to keep us compliant and prepared us for our "Go Live" date in June, 2021 when the State 911 Coordinator would judge performance and ultimately approve the merger of our 911 services. That was crucial to our project.

Lastly, we utilized Verizon data to demonstrate our call pickup times. Part of our future is to compare operations directly in comparison to our current performance. We also wanted to see if we were within an acceptable pickup time or if we had to immediately intervene to fix it.

Section 4

Research Methodology

The research methodology I used for this Capstone project included both quantitative and qualitative research. I used charts and graphs to illustrate benefits of the merger. I also interviewed staff to gather insight into their social needs. Overall, my research will be diverse and utilize multiple techniques of information gathering.

First, I focused on interviews of stakeholders from the highest level to the task workers. The Mayor and Business Administrator were interviewed to ascertain their level of acceptance or indifference for the merger. This is the launch pad for the project, because without their input, it does not happen. Secondly, I interviewed the current Dispatch staff with a focus on pay, hours, working conditions and aspirations. The process was capped off with a focused questionnaire to gather group beliefs on the same exact topics as noted prior.

Concurrently, I will gather statistics from Verizon for 911-line pickup times to ensure they fall within acceptable standards currently. I will then perform the statistical review again post-merger to gauge the progress and benefit to the community. The charts will contain current response times for all resource types and will also focus on staffing trends.

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Overall, I will correlate the better response times to the new CAD system and the merged personnel.

Section 5

Results of Project

On June 15, 2021, the Paterson Central Dispatch Center was opened. With that there are no more Police or Fire Dispatchers, there are Paterson Central Dispatch members. They are a unified front, well mostly unified. We are still working on the reality that everyone is now together and working with each other face to face and not through call transfers. On this same date, we accomplished what many said was impossible; we went live with merged staff, a new 911 systems, a new CAD system, new mobile data terminals in each vehicle, a new phone system, new police and fire reporting system, and new supervision under a new table of organization. This was a huge risk, but it paid off immediately. The results are what we expected the entire time with very little diversion. We were very clear that this was mostly impactful to the staff. That is why our focus moved.

The focus of the project was dynamic. Initially the focus was political acceptance. Then it was technology preparation. Soon our sights turned to the personnel impact and physical merger inclusive of the CBA constraints. That has been the focus ever since we completed the physical Center itself.

Section 6

Implementation Plan

The short term goal of this project was to get every Dispatcher under one roof, quickly, using the same server to manage emergency calls and under the same supervision structure. Looking medium term, we will move to a more efficient and professional building. The long term vision is to generate revenue through shared service agreements with local municipalities.

The current operation definitely requires improvement. I have broken that improvement plan into four different areas below:

People- there are three different areas of results regarding people: merged Dispatch staff, Police staff relinquishing control, and Fire staff gaining control. The merged dispatch staff worked out well, but they still are acclimating to each other. That biggest issue is that the Fire Department follows the Collective Bargaining Agreement in its entirety. The corrective action is to renegotiate the CBA to favor higher pay. This is coming to fruition at the present time and should be completed within 2021. Police Dispatchers are not at all used to having a set of rules to follow and many have chosen to resign as a result. We enforce coming to work on

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time, not abusing sick time, being nice to others, respecting callers, following authority and leaving on time. This was not the case for them prior and it is culture shock for them. The corrective action is to involve legal staff to help hold abusers accountable and set a new standard for employees that has not been there before. This will be a no tolerance policy.

Furthermore, Police staff were having a difficult time rescinding control of their Dispatchers. This meant that we would see their operations internally and most likely call them into question; which we have. This relationship has been growing stronger daily. Correction is to include police in decision making processes as they relate to police. This has been offered since day one, but only now is it being heard. This requires grit to keep the relations positive without getting offended by their distance. Finally, Fire Department staff accepting control of the Center has been challenging, because they have never led a Communication Center before. They have stepped up to the challenge and have found that they must keep strong footing when challenges arise, in particular staff challenges. This is also true for the 4 new Senior PST's, 10 New Supervising PST's, 1 Chief of Communications and 1 Director of Communications. They have never been in charge at work until June 15, 2021. That is a slow process and will be a 2-year transition and require leadership classes for Supervision. The

corrective measure for the leadership is to slowly back out Fire personnel as their immediate operations boss. The intention is that the Director of Communications reports to the Chief of OEM, who reports to the Fire Chief. This will empower leaders from within their ranks and build trust.

Systems- with a new 911 and CAD System all at once, we are seeing minor glitches that consume lots of time. We have seen several outages of the CAD due to update issues, but all calls were handled. We have a long list of what are called CRM (Customer Request for Maintenance) and we have to keep on top of them. Some issues in relation to reporting were uncovered, but the vendor is working to repair the issues. The biggest problem facing systems was buy-in. The police, in particular, were originally not following the process and discounting the program before even giving it a chance. We are now seeing a new found participation due to the fact that this program is here to stay. Overall, in order to correct the IT issues, IT needs to be more involved. We were able to hire three IT professionals for the IT Division that would report to the IT Director, but their duties are solely dedicated to Public Safety. We are finding that they are detailed to duties other than Public Safety. Ultimately, their dedication to Public Safety will be demanded and will need to be through ordinance.

Response- the public deserves the quickest response possible to emergencies. Response time for Fire and EMS Units has been cut by minutes. There is now no call transfer for fire or medical emergencies. This means instant dispatch. Battalion Chiefs get a text for every reported fire and are responding before the call is even transmitted. We are already seeing a reduction in multiple alarm fires and are seeing smaller fires on arrival. These stats are still being generated, but it is visible. This new merged Center is leading to major changes in Patrol response and expanding to other non-patrol units to respond to more calls. This too is a work in progress. To correct the issues, police will need to continue the improved relationship and they will need to accept a newer styles of policing utilizing the power of the CAD.

Cost- Overall, the budget has been cut by \$2.1 million where we predicted \$1.7 million. Police Officers once asked to dispatch are now assigned to the field. The budget has remained flat now for two budget cycles and is now more transparent. We are negotiating a huge raise for Dispatchers and are hiring Per Diem Dispatchers to offset cost even more. In order to realize more positive cost impact, the next and most beneficial action will be shared service agreements. We are Beta testing Prospect Park Borough Fire Department now and are already moving to two other municipalities.

I can say that the base of this project is completed. However, forward progress must continue. Aside from the aforementioned shared service agreements, the public needs to receive even better service. Next we will begin opening more modules that are packaged with the CAD. Citizen Services will create a QR code that will be placed on street signs, store fronts, magnets and public access television. Using the QR code, a resident can create a non-emergency police report that will be reviewed by a desk officer negating the need for police response and freeing up officers for serious needs. We will also roll out the Active Shooter module that will provide an instant access app to all teachers in the district for silent alarming, GPS location, and instant updates direct to MDT's. We will also move to paperless reports via email and online payments that we cannot do now.

We will continuously measure our effectiveness. Recently, we reached the police Department liaison who sat down to review the statistics power of the CAD. They found that it can be used to advocate for more officers and the CAD is exposing the shortage. Effectiveness of a project such as this will be very clear through statistical analysis. Reduced response time and less stacked calls will be the focus initially. That will always be our top priority and the most scrutinized.

Conclusion

The results of this project have yielded the exactly what I was hoping for. We will continue to work to reduce response time, increase staff retention, reduce response time, and become more efficient with personnel deployment. We are extremely pleased that we did what others said was impossible in this cash strapped City with silo mentality. We demonstrated that being aggressive and sticking to the safety of the public as our goal defeats neigh Sayers in the long run. This began in late 2017, really was accepted in Fall of 2018 and made it through the pandemic where it all could have collapsed and we wouldn't let it go. I now receive text messages straight from CAD, see Dispatchers with a career path, develop a reduced budget, and see real impact in the field. June 15, 2021 was a proud moment for the me and for the City.

Section 7

Lessons Learned

There are many takeaways from completing this project. The first takeaway is that it is not complete and will be a 3-year work in progress. I have certainly found areas where I can do better and I can engage my staff to reach their potential. This will not be easy because there is no additional financial incentive to work harder, but many of the concepts learned in the CPM course will assist in gathering buy-in more easily.

Establishing process is one of the biggest issues facing my organization as a whole. We have established a new set of ground rules within the Dispatch Center that will carry staff into the future. The prior administration had put multiple fractured rules into place that were not easily readable and difficult to enforce. I needed to strip them all down and reissue and retrain on them. I am a big believer that people work better when there are clear expectations set forth for them to meet. Some relish in the challenge to meet expectations and some meet expectations simply for fear of reprisal for not meeting them. Either way, giving clear guidance helps to quell stress by giving the answers to the test. This is especially true for an emergency organization which must be orchestrated to keep everyone on the same page and maintain a high level of safety.

Generally, I focus on areas of personal responsibility when by focusing on responsibility to 1. To family, 2. To community 3. To colleagues. Since Dispatchers handle life and death situations, the clarity that follows when bringing reality to what they are trying to accomplish is important. They must provide for family, protect the community and unify with colleagues.

Delegation, the most difficult task to master. It is an art form. I am not a good delegator due to a lack of trust in performance to my standards. This project forced me to let go and trust, I am intending on letting go more often. I have been focusing on a statement from Dr. Keane, "people will fail, it is your job to ensure they are not a failure". That hit home and I am making a better effort to trust and empower.

Once I complete a task successfully, I look for what's next. I am results oriented and not good at smelling the roses. We just went through a tough time with this merger and some people really did great. I need to celebrate their efforts and I will.

This enlightened me so much to better recognize those around me that can and will perform if given the chance. I "grew up" on this job having a boss that literally came to me for everything and I got used to doing it all. This is a great help and this project is a testament to growth.

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Appendix A

Signed Proposal Form

NEW JERSEY CPM CAPSTONE PROJECT PROPOSAL FORM
 (Text boxes will expand to hold content)

Name:	Brian McDermott
Title and Organization:	Chief of Department, Paterson Fire Department
Email:	bmcdermott@patersonnj.gov
Proposed Title of Project:	Failure to Communicate: Merging Paterson Communications
CPM Location and Cohort #	Cedar Grove #1

Brief description of the problem/opportunity to be addressed and how it will be accomplished:

Problem: The City of Paterson Emergency Dispatch Services is fractured into three different locations causing delays and duplication. The opportunity to merge Police, Fire/EMS and DPW Dispatch into one location has presented. The merger will be accomplished through developing a committee of stakeholders, restructuring the table of organization, including Union membership to gain buy-in, performing a cost benefit analysis to prove the reduced economic impact and gathering data noting current delays with projections of anticipated reductions in response time. Furthermore, seeking grants, unique partnerships and efficient budgeting will seal the project costs. Finally, gathering Executive and Legislative support will give the final stamp of approval and go live for the project. Goals are to reduce response time, increase communication between Divisions, reduce cost/staff and create a career path for employees.

Actions and/or methods by which the project will be conducted. (bullet points may be used here)

- Identify Problems and delegate responsibilities
- Consult Legal Department for impediments
- Gather and analyze data
- Sell to Mayor and Council
- Develop committee inclusive of stakeholders (Union)
- Develop objectives in priority order
- Set a budget
- Utilize resources such as the NJ Office of Telecommunications Services
- Set policies and train staff
- Formulate and disseminate the action plan to stakeholders
- Set a realistic timeline
- Address staffing concerns
- Go Live
- Monitor the progress of the program
- Evaluate the effectiveness; did we meet our objectives?
- Document the entire process for future reference

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Resources, People, Costs (if any) (bullet points may be used here)

- **Resources-** multiple resources will be utilized for this project including, but not limited to: Collective Bargaining Agreements, NJ OETS, PEOSH law, OSHA Law, Neighboring town Call Centers, Internet searches, Current and new vendors,
- **People-** this is the main vessel to get this going: Mayor, BA, Director, Community Development, Corporation Counsel, Council President and body, Police Rep, Fire Rep, DPW Rep, Union Presidents, IT Director, Purchasing Director, Contractor, Architect, County and State 911 reps.
- **Costs:** an opportunistic approach will fund this project: Grant money allocated from new and unspent Community Development Block Grants (CDBG), Bonding, Budget (limited), Paterson Restoration Commission partnership, Federal Housing and Urban Development (HUD), NJ CDC for the building renovation. Salary & Wage line item budget for the Table of Organization change.

Participant's Name Printed:	Brian J. McDermott
Participant's Signature and Date:	3/9/21

Supervisor or Agency Approval:

I have discussed the project proposal with Chief Brian J. McDermott and have determined the project is acceptable to our agency or jurisdiction. I agree to provide appropriate assistance to the participant in the conduct of the project.

Supervisor's Name Printed:	Jerry Speziale
Supervisor's Signature and Date:	3/10/21
Title and Organization:	Director of Public Safety, City of Paterson

NJ CPM Program Approval:

Signature and Date:	
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NEW JERSEY CPM CAPSTONE PROJECT PROPOSAL FORM

(Text boxes will expand to hold content)

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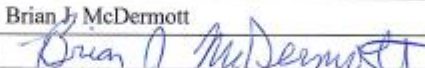
Actions and/or methods by which the project will be conducted. (bullet points may be used here)

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- Consult Legal Department for impediments
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- Sell to Mayor and Council
- Develop committee inclusive of stakeholders (Union)
- Develop objectives in priority order
- Set a budget
- Utilize resources such as the NJ Office of Telecommunications Services
- Set policies and train staff
- Formulate and disseminate the action plan to stakeholders
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- Address staffing concerns
- Go Live
- Monitor the progress of the program
- Evaluate the effectiveness; did we meet our objectives?
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McDermott Capstone: Failure to Communicate
 The Merger of Paterson Public Safety Communications

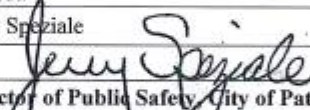
Resources, People, Costs (if any) (bullet points may be used here)

- **Resources-** multiple resources will be utilized for this project including, but not limited to: Collective Bargaining Agreements, NJ OETS, PEOSH law, OSHA Law, Neighboring town Call Centers, Internet searches, Current and new vendors,
- **People-** this is the main vessel to get this going: Mayor, BA, Director, Community Development, Corporation Counsel, Council President and body, Police Rep, Fire Rep, DPW Rep, Union Presidents, IT Director, Purchasing Director, Contractor, Architect, County and State 911 reps.
- **Costs:** an opportunistic approach will fund this project: Grant money allocated from new and unspent Community Development Block Grants (CDBG), Bonding, Budget (limited), Paterson Restoration Commission partnership, Federal Housing and Urban Development (HUD), NJ CDC for the building renovation. Salary & Wage line item budget for the Table of Organization change.

Participant's Name Printed:	Brian J. McDermott
Participant's Signature and Date:	 3/9/21

Supervisor or Agency Approval:

I have discussed the project proposal with Chief Brian J. McDermott and have determined the project is acceptable to our agency or jurisdiction. I agree to provide appropriate assistance to the participant in the conduct of the project.

Supervisor's Name Printed:	Jerry Speziale
Supervisor's Signature and Date:	 3/10/21
Title and Organization:	Director of Public Safety, City of Paterson

NJ CPM Program Approval:

Signature and Date:	
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STATE OF NEW JERSEY CERTIFIED PUBLIC MANAGER PROGRAM
Supervisor Statement of Approval

Please provide a brief statement describing why the employee is a viable candidate for the CPM program. The statement should focus specifically on the applicant's current skills, knowledge, abilities, and professional experience as aligned with the CPM Program's mission and eligibility requirements.

See attached sheets

(Please attach additional sheets if necessary)

Name of Candidate: _____
(Please Print)

I am confident that the above-mentioned candidate is capable of participating in a rigorous professional development program while performing their current job responsibilities in a competent manner.

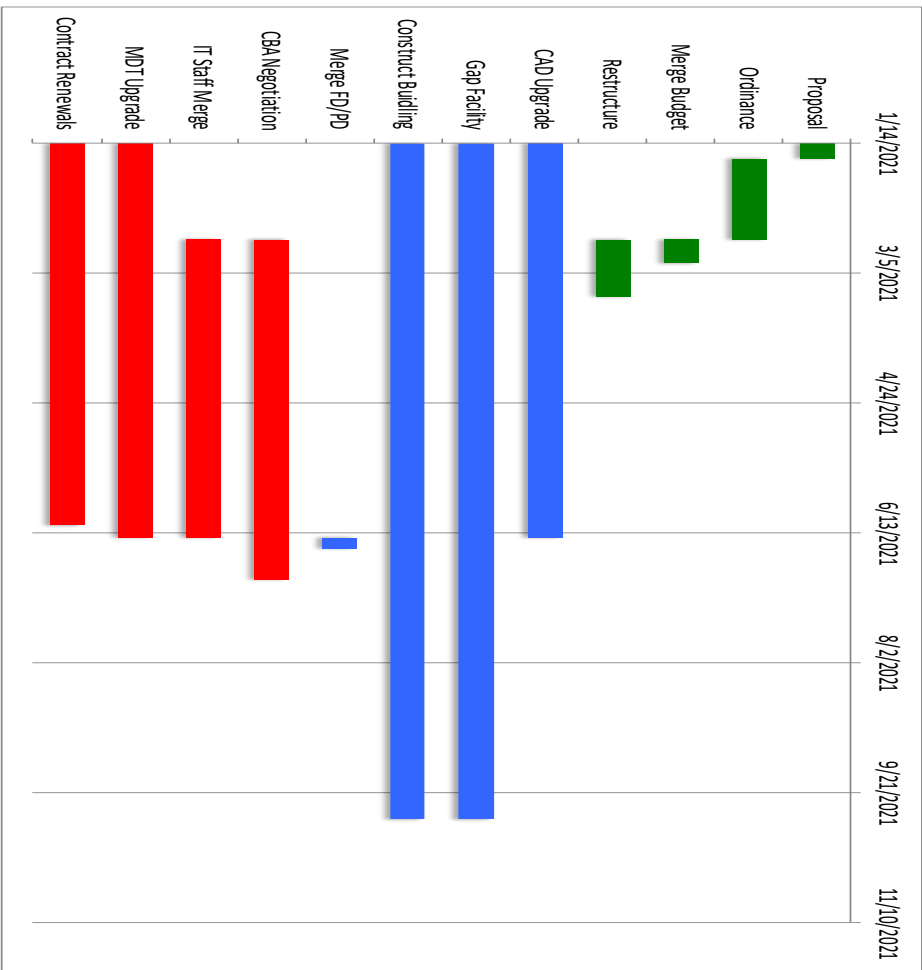
Jerry Speziale Jerry Speziale 9/17/20
Signature Print Name Date

Title: Director

Appendix B

Gantt Chart

Task Name	Start	End	Duration (days)
Proposal	1/14/2021	1/20/2021	6
Ordinance	1/20/2021	2/20/2021	31
Merge Budget	2/20/2021	3/11/2021	9
Restructure	2/20/2021	3/14/2021	22
CAD Upgrade	1/14/2021	6/15/2021	152
Gap Facility	1/14/2021	10/1/2021	260
Construct Building	1/14/2021	10/1/2021	260
Merge FD/PD	6/15/2021	6/19/2021	4
CBA Negotiation	2/20/2021	7/1/2021	131
IT Staff Merge	2/20/2021	6/15/2021	115
MDT Upgrade	1/14/2021	6/15/2021	152
Contract Renewals	1/14/2021	6/10/2021	147

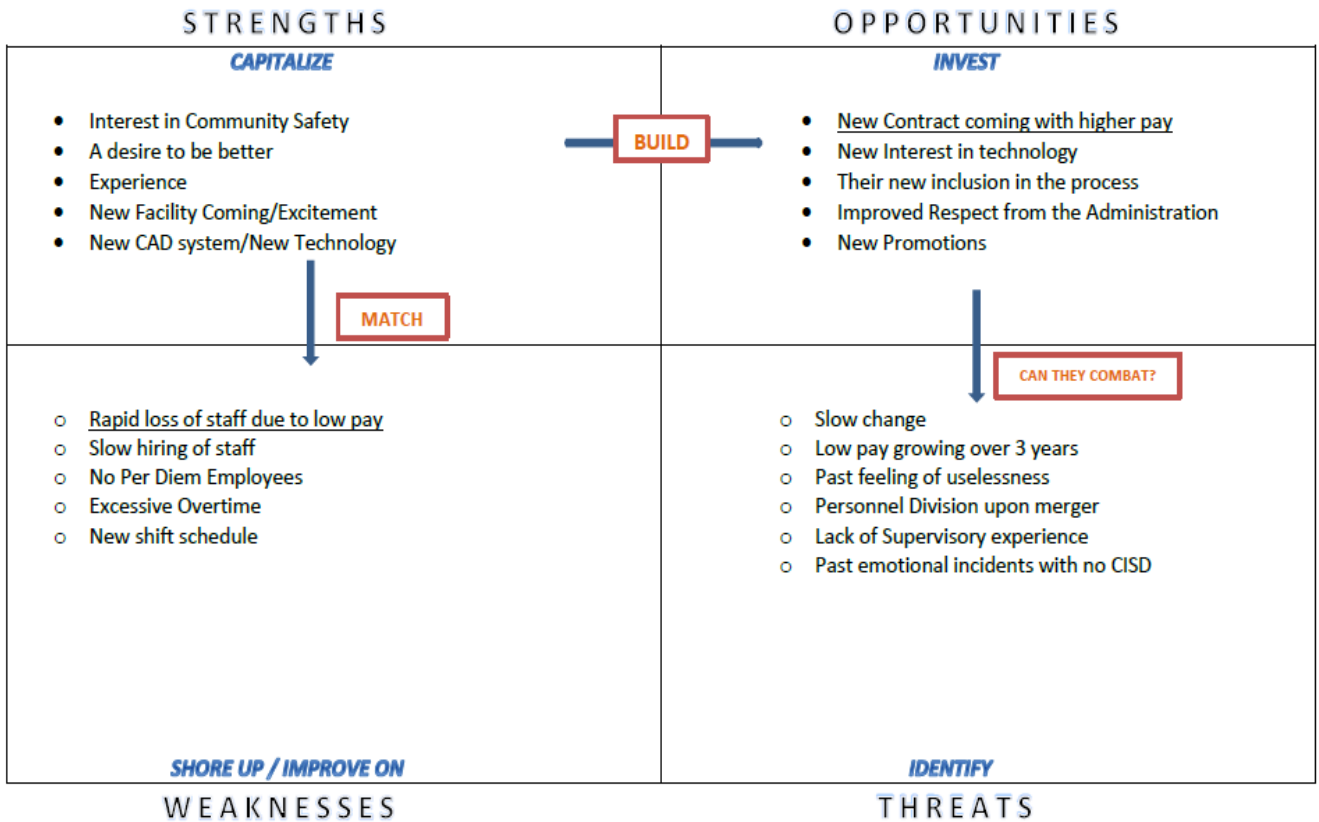


Failure to Communicate: The Merger of Emergency Communications for the City of Paterson

Appendix C

SWOT Analysis

SWOT ANALYSIS
PATERSON CENTRAL DISPATCH



Appendix D

Logic Model

	Brian J. McDermott, Fire Chief	Capstone Project:	Failure to Communicate: The Merger of City of Paterson Communications Services
Problem Statement:	The City of Paterson Emergency Dispatch Services is fractured into three different locations causing delays and duplication.	Goal:	Reduce response time, increase communications between divisions, reduce cost/staff and create a career path for employees.

Inputs	Outputs			Outcomes - Impact		
	Participants	Activities	Direct Products	Short	Medium	Long
What we Invest?	Self	Review OETS mandates	New Policy in place	Reduce Response Time	Operate in New Facility	Reduce Employee Turnover
Federal, State & Local funding	Mayor & BA	Grant Writing	CAD Go-Live at current location	Increase Morale	Merge Supervisory Team	Offer Services to Neighboring small towns to generate revenue
Public Safety Department Staff	Dispatchers	Job Description Review	Promotions & Raises	Increased Level of Resource Management	Utilize new CAD Data to assess performance	
Mayor, BA & Council	OEM Fire Staff	Committee Meetings	Overcome Obstacles	Silo Deconstruction		Gain Accreditation that we have never had
3 rd Party consultants from the DCA	Other Dispatch Centers	Council Meetings	Hire personnel	Deploy Mobile Data Terminals		Grow based on increased service
Community Development Staff	Corporation Counsel	CAD Installation & Training	5 Year Plan			
Policy, budget, grant prep	Purchasing Director	Promotion Justification	Construct Building			
Relationships	Vendors	Salary Restructuring	Go-Live in New Building			
Assumptions: Merging Staff into one location will reduce redundancy and increase efficiency. Sharing a new CAD will reduce response time and increase situational awareness of 1 st responders. Establishing new career paths and salary raises will reduce employee turnover.			External Factors: Failure to gather support from Administration will keep the centers separate. Lack of funding will be a permanent obstacle in reducing response time due to lack of resources supported. Without a raise in pay or needed promotions, the staff will continuously turn over causing reduced safety for 1 st responders.			

Logic Model adapted and modified from UW Extension (2003) Program Development and Evaluation Logic Model.

Appendix E

Paterson City Ordinance

ORDINANCE RESTRUCTURING THE POLICE
DEPARTMENT, FIRE DEPARTMENT AND
OFFICE OF EMERGENCY MANAGEMENT
INTO THE DEPARTMENT OF PUBLIC
SAFETY, AMENDING THE PATERSON CODE

Distance for Display: 44 pt min and emergency police fire 4-24-17 BDS res-pes-PD&PF&A Address

Page 9 of 11

- (1) ~~Have exclusive jurisdiction over the control, fighting and extinguishment of any conflagration which occurs within the city limits.~~
- (2) ~~Provide fire-fighting services and facilities for the protection of life and property within the city and in accordance with such mutual aid agreements as may be in force.~~
- (3) ~~Investigate the cause, circumstances and origin of fires and report to the County Prosecutor every case of suspicion of arson.~~
- (4) ~~Maintain and administer an ambulance service, fire prevention bureau, public fire education and fire safety inspection service for the city.~~
- (5) ~~Maintain and administer an emergency communications service for the City with the Emergency Management Coordinator having responsibility of personnel and program management.~~
- (6) ~~Operate a training program to maintain and improve the efficiency of the members of the Division.~~

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§ 5-79.1. Divisions within the Department of Fire.

The Department of Fire shall consist of the following Divisions:

- A. Fire Division.
- B. Ambulance Service Bureau.
- C. Bureau of Fire Prevention.]

§ 5-80. Fire Division; Chief of Fire as head; general duties.

- A. Within the Department of Fire, there shall be the Fire Division, the head of which shall be the Fire Chief who shall be the head of the fire force and shall be directly responsible to the Fire Director.
- B. Under the direction and supervision of the Fire Director, the Fire Division shall:
 - (1) Have exclusive jurisdiction over the control, fighting and extinguishment of any conflagration which occurs within the City limits.
 - (2) Provide fire-fighting services and facilities for the protection of life and property within the City and in accordance with such mutual aid agreements as may be in force.
 - (3) Investigate the cause, circumstances and origin of fires and report to the County Prosecutor every case of suspicion of arson.
 - (4) Maintain and administer a fire prevention and fire safety inspection service for the City].

Appendix F

Paterson City Budget

OFFICE OF EMERGENCY MANAGEMENT (OEM) CY 2022 BUDGET 10/27/2021
 11:08 AM

SALARY & WAGES							
CY 2021 ADOPTED	CY 2021 ACTUAL	CY 2022 REQUEST	POSITIONS	CY 2021 ADOPTED	CY 2022 REQUEST	DIFF 2022 O/(U) 2021	CY22 % CHANGE
0	1	1	CHIEF COMM OPER	-	95,200	95,200	0.0%
0	1	1	DIRECTOR COMMUNICATION CENTER	-	112,000	112,000	0.0%
0	1	1	FIRE ALARM OPERATOR	-	30,000	30,000	0.0%
1	1	1	KEYBOARDING CLERK 2	35,990	40,992	5,002	13.9%
0	1	1	KEYBOARDING CLERK 3	-	35,590	-	
36	33	36	PUBLIC SAFETY TELCOM. (3 VACANT)	1,215,975	1,072,468	(143,507)	-11.8%
4	4	4	SR. PUBLIC SAFETY TELECOM	195,444	162,976	(32,468)	-16.6%
10	10	10	SUPERVISING PUBLIC SAFETY TELECOM	489,592	501,002	11,410	2.3%
1	0	0	MUN. EMERG. MGMNT. COO (1 VACANT)	20,000	20,000	-	0.0%
1	0	0	DEPUTY DIRECTOR (1 VACANT)	10,000	10,000	-	0.0%
1	0	0	KEYBOARDING CLERK 1 (1 VACANT)	39,092	39,092	-	0.0%
3	0	0	FIRE DEPUTY COORDINATOR (1 VACANT)	6,000	6,000	-	0.0%
3	0	0	POLICE DEPUTY COORDINATOR (1 VACANT)	6,000	6,000	-	0.0%
1	0	0	SUPERINTENDANT (1 VACANT)	114,000	114,000	-	0.0%
1	0	0	ASST. SUPERINTENDANT (1 VACANT)	97,200	97,200	-	0.0%
0	0	0	(3) RADIO DISPATCHERS (3 VACANT)	-	-	-	0.0%
0	0	0	PUBLIC SAFETY TELCOM. PERDIEM (VACANT)	-	-	-	0.0%
11	0	0		2,229,293	2,342,521		

ADDITIONAL SALARY & WAGES							
			Overtime	100,000	100,000		
			CFO - Additional Adjustments	(1,268,521)	(1,268,521)		
				1,060,772	1,174,000	113,228	10.7%

CY 2021 BUDGET HEARING	1,060,772
CY 2022 PROPOSED:	1,174,000
DIFFERENCE (APPROVED - PROPOSED)	113,228
CY 2022 INCREASE/DECREASE:	10.67

McDermott Capstone: Failure to Communicate
 The Merger of Paterson Public Safety Communications

OFFICE OF EMERGENCY MANAGEMENT (OEM)		CY 2022 BUDGET		10/27/2021 11:08 AM	
OPERATING EXPENSES					
LINE ITEMS	CY 2021 ADOPTED	CY 2022 REQUEST	DIFF 2022 O/(U) 2021	CY22 % CHANGE	
2102 OFFICE SUPPLIES	3,000	3,000	-	0.0%	
2103 OFFICE EQUIPMENT LEASE SERVICE	20,000	20,000	-	0.0%	
2104 DATA PROCESSING SERVICE AGREEMENT	75,000	75,000	-	0.0%	
2105 POSTAGE & SPECIAL MAILING	3,000	3,000	-	0.0%	
2106 DATA PROCESSING SUPPLIES	30,000	30,000	-	0.0%	
2113 PETTY CASH	5,000	5,000	-	0.0%	
2114 COMPUTER SERVICE	5,000	5,000	-	0.0%	
2204 WATER	1,000	1,000	-	0.0%	
2208 CELL PHONE	2,000	2,000	-	0.0%	
2298 CITY VEHICLE TOWING	100	100	-	0.0%	
2300 AUTO LEASING	15,000	15,000	-	0.0%	
2303 VEHICLE PARTS	500	500	-	0.0%	
2305 VEHICLE REPAIR & MAINT.	500	500	-	0.0%	
2313 EQUIPMENT REPAIR	2,500	2,500	-	0.0%	
2324 EQUIPMENT PURCHASE	30,000	30,000	-	0.0%	
2410 TRAINING & EDUCATION	15,000	15,000	-	0.0%	
2412 OUTSIDE SERVICES	660,000	660,000	-	0.0%	
2701 MEDICAL SUPPLIES	15,000	15,000	-	0.0%	
2704 RADIO PURCHASE	5,000	5,000	-	0.0%	
2705 RADIO MAINTENANCE	5,000	5,000	-	0.0%	
2706 SMALL EQUIPMENT & TOOL PURCHASE	5,000	5,000	-	0.0%	
2715 RADIO REPAIR & MAINTENANCE	5,625	5,625	-	0.0%	
2730 TELEPHONE	400	400	-	0.0%	
2813 CLOTHING	2,500	2,500	-	0.0%	
2855 EMERGENCY WELFARE ASSISTANCE	15,000	15,000	-	0.0%	
2900 MISCELLANEOUS	-	-	-	0.0%	
	<u>921,125</u>	<u>921,125</u>	-	0.0%	
CY 2021 BUDGET HEARING		921,125			
CY 2022 PROPOSED:		921,125			
DIFFERENCE (APPROVED - PROPOSED)		-			
CY 2022 INCREASE/DECREASE:		-			

Appendix G

Employee questionnaire

1. Are you satisfied with your current working conditions?
 - a. 52 answered and 52 stated NO
2. Do you believe you are properly compensated?
 - a. 52 answered and 38 stated no and 14 stated yes.
3. Of the three, what do you feel needs the most attention?
 - a. CAD 16
 - b. Contract 24
 - c. Facility 18
4. Are you satisfied with the working hours?
 - a. 52 answered and 36 stated yes, 13 said no and 3 indifferent
5. Do you aspire to move into a supervisory role?
 - a. 36 questioned and 24 said yes and 12 said no

Appendix H

Vesta 911 Statistics



Call Count by Wait Time Range

For (Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA)



Creation Date: 11/15/2021 11:42:15 AM

Grouping: Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA

Date Range: 06/15/2021 12:00:00 AM - 11/15/2021 11:59:59 PM

Filter Criteria: Please, refer to the last page.

Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA		None	0 - 15	16 - 40	>=41	Total
911 (CTI)	Call Count	96	48,806	10,502	149	59,553
	Cumulative Percentage		82 %	100 %	100 %	
Total	Call Count	96	48,806	10,502	149	59,553
	Cumulative Percentage		82 %	100 %	100 %	

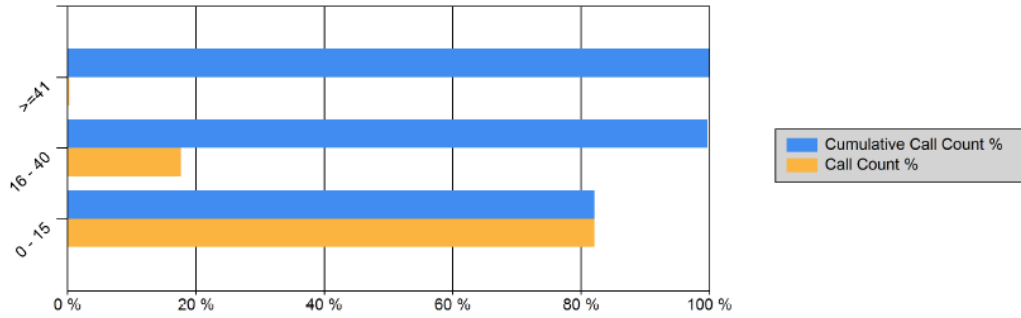
VESTA Analytics **Call Count by Wait Time Range** **MOTOROLA SOLUTIONS**

For (Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA)

Creation Date: 11/15/2021 11:42:15 AM Grouping: Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA

Date Range: 06/15/2021 12:00:00 AM - 11/15/2021 11:59:59 PM Filter Criteria: Please, refer to the last page.

Call Count % by Wait Time Range



VESTA Analytics **Call Count by Wait Time Range** **MOTOROLA SOLUTIONS**

For (Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA)

Creation Date: 11/15/2021 11:42:15 AM Grouping: Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA

Date Range: 06/15/2021 12:00:00 AM - 11/15/2021 11:59:59 PM Filter Criteria: Please, refer to the last page.

Call Count % by Wait Time (Default Lines, FD Admin, FD Ringdown, DALINE1, PD Admin, DPW Admin, 911 (CTI), TRUNK, DDATA, DODATA)

