

*Final Report of
the Paterson
Transition Team*

prepared for
Mayor André Sayegh

CITY OF
PATERSON
NEW JERSEY

Table of Contents

Executive Summary	3
Transition Committees	16
Public Integrity	17
Administration, Budget & Finance	21
Public Safety and Prevention	27
Environment, Infrastructure & Public Works	35
Arts, Culture, & Tourism	43
Community & Economic Development	51
Health & Human Services	61
Legal (Municipal Court)	67
Recreation, Education & Youth	71
Public Authorities	77
Labor & Workforce Development	83

Executive Summary

Paterson stands at a unique crossroads.

New Jersey's third-largest city has a glorious history, a mighty industrial legacy and natural wonders found nowhere else. Alexander Hamilton planned the City of Paterson according to his vision of industry and prosperity. Years later, Paterson's silk mills earned the city a worldwide reputation as "The Silk City." Thanks to the combined painstaking and diligent efforts of dedicated Patersonians, our city's Great Falls – the second largest in our nation east of the Mississippi River – are now among America's national parks.

At the same, Paterson has had no shortage of challenges. Corruption has plagued city government. Delivery of services has often fallen short of the demands of a major city. And the different components of local government have drifted away from each other instead of joining together in constructive collaboration.

Where do we go from here?

The decisions made during Mayor Andre Sayegh's administration have the potential to impact Paterson for generations to come. In the weeks following Paterson's Municipal Election on May 8, 2018, Mayor Sayegh appointed several respected leaders and advisors to his Transition Team. These leaders came from public, private and nonprofit sectors, from within Paterson and throughout New Jersey. These individuals used their wealth of knowledge as they examined 11 top priority areas for the new administration. These priority areas were identified as: (1) Public Integrity, (2) Administration, Finance & Budget, (3) Public Safety & Prevention, (4) Environment, Infrastructure & Public Works, (5) Arts, Culture & Tourism, (6) Community & Economic Development, (7) Health & Human Services, (8) Legal (9) Recreation, Education & Youth, (10) Public Authorities, and (11) Labor & Workforce Development.

Under the leadership of Transition Committee Chair Vaughn McKoy, committee were assigned to each of the priority areas to assess their current state and to make recommendations for their improvement. Recommendations were to be aligned with Mayor Sayegh's "One Paterson" vision – to create a more efficient and responsive municipal government that would earn the public trust, instill greater economic prosperity and improve the quality of life for all Patersonians.

Committee members worked diligently to develop their recommendations to the new mayor. Public information requests were made and the acquired data reviewed. Interviews were conducted with city employees and leaders of the previous administration. Public input was solicited during the month of June at three public forums held at different locations throughout the city.

The Transition Team's recommendations within this final report will guide the mayor and his administration. The Transition Committees have set benchmarks to mark the new

administration's progress at its first 100 days, first six months, first year and its entire four-year term. What follows is an index of those recommendations.

Recommendations Index

By October 1, 2018

Public Integrity

- Restore public confidence in the integrity of Paterson's municipal government by adopting a zero-tolerance stance against unethical, corrupt or self-enriching behavior in the part of any city official or employee.
- Adopt a Code of Ethics for Paterson public officials and employees, similar to the code used by the Passaic County Government, and establish a Paterson City Ethics Board. These recommendations should be followed as soon as possible.
- Prominently post the Code of Ethics on the Paterson municipal web site and distribute it to all city employees.

Administration, Budget & Finance

- Provide regular summary reports to the City Council informing its members of key issues occurring within the administration.
- Direct the Corporation Counsel to assess the property tax dispute with St. Joseph's Hospital and Medical Center.
- Correct sewer billing and connection fee errors with the help of the two N.J. State Monitors who have been assigned to the city.
- Prepare for upcoming labor negotiation as most labor agreements will expire on June 30, 2019.
- **Raise the host benefit collection fee for the city's five solid waste collection points up from .50 per ton to a more appropriate level to compensate the city.**

Public Safety & Prevention

- Establish a Mayor's Task Force of administration department heads to meet monthly to review public safety and quality of life concerns throughout the city.
- Direct the Corporation Counsel to analyze the city's need for an Inspector General to investigate reports of possible corruption.
- Review Police and Fire Collective Bargaining Agreements (CBA) in anticipation of the current contract expiration on July 31, 2019.
- Provide a timeline for the creation of a joint Communications Center.
- Publically post the Public Safety Departments' mission statements and codes of ethics.
- Require command officers to report on their commands' progress on efforts to control crime, engage the community, and promote officer wellness.
- Explore possibility of adding personnel to the Staff Inspection Unit of the Internal Affairs Division.

Environment, Infrastructure & Public Works

- Explore the possibilities of enabling DPW leaders to acquire state certifications.
- **Prepare a request for proposals for Engineering Professional Services for the appointment of a new Municipal Engineer who would also act as the head of the Sewer Division.**
- Evaluate the Public Works fiscal year 2016 and 2017 budgets.
- Evaluate the cost of maintenance and repair of the combined sewer system.

Executive Summary

- Prepare a preliminary fiscal year 2018 budget.
- **Establish a budget for 30 seasonal part-time maintenance laborers.**
- Create a budget for a Safety Training and Professional Development program.
- Reactivate the Paterson Environmental Commission.
- Hire for all vacant positions within the division.
- Create a plan to increase the amount of revenue the city receives from recyclables.
- Review the current municipal ordinances pertaining to littering, illegal dumping, recycling, and garbage disposal.
- **Resolve ownership of Hinchliffe Stadium with the Paterson Board of Education.**
- Develop a plan to activate use of the stadium while resolving long-term development and maintenance matters.
- Pay all vendors who performed work for the Combined Sewer Outfall project
- **Stop all non-essential employees from taking city owned vehicles home.**
- Coordinate with all public utilities before the start of road resurfacing
- Initiate an “all-hands-on-deck” policy for daily garbage and debris removal from streets and parks.
- Form an arts task force to inventory and map the artists and arts-related resources in all of the city’s six wards, convene all arts stakeholders to begin developing a four-year Paterson arts plan to deepen connections in Paterson’s arts community, discuss initial ideas for an arts transition plan and explore other ideas for the full four-year plan, and advance and implement the items in the six-month, one-year and four-year transition plans.
- Focus on updating the city website to serve as a tool for local events.
- Incorporate cable access to promote all city events and announcements.
- Create an active social media presence for the city.
- Work with other city department and agencies to make Paterson as welcoming to visitors as possible. Paterson’s entryways should be a primary focus.
- Re-establish and reinvigorate a city cultural affairs office.
- Identify the city’s attractions and develop plans to make them accessible and widely known.
- Revive the Paterson Art Walk.
- **Plan food tours in the South Main Street area.**
- **Revive the Savor Paterson program and The Taste of Paterson events.**

Arts, Culture, & Tourism

- Review Creative Paterson notes to look for ideas and intersections with culture, arts, and tourism transition plan.
- Review other transition plans to look for possible arts intersections. (For example, how can artists help with the census, education, economic development, etc.?)
- Meet with all city agencies related to the arts to explore intersections and alignment.

- Promote the Eastside house tours.
- Plan the opening of Overlook Park around Labor Day.
- Plan a Mill Mile Run/Walk through the historic district to promote tourism.

Community & Economic Development

- Partner with the N.J. Economic Development Authority (NJEDA) and relevant partners to ensure the maximized

use of \$130 million in Economic Redevelopment and Growth (ERG) tax credits.

- Further clarify specific ERG projects in order to maximize impact.
- Target specific streets to be repaved with existing bond capacity that are strategic to economic and community development.
- Establish a Community & Economic Development Task Force to continue advising the Sayegh Administration.
- Identify all readily available sites for development and designate developers with priority for The Armory, the Leader Dye site, the Madison Avenue Light Rail site, city-owned properties, and large vacant lots and contiguous properties.
- Review Paterson Restoration Corporation (PRC)'s portfolio and explore expansion.
- Identify and assess all existing incentives to maximize business attraction, expansion, and relocation.
- Identify ways to secure a grant writer to assist in raising funds for community & economic development.
- Continue the work of the Paterson Environment Revitalization Committee (PERC).
- Establish grant-writing group to assist in pursuing traditional dollars as well as bigger foundations such as Ford, Rockefeller, Bloomberg, and Taub foundations.
- Explore expanding Paterson's Small Business Development Center to assist local business expansion.
- Identify partnerships with existing citywide organizations and explore partnerships in fostering a Paterson Entrepreneurship Training Program for fledgling firms.
- Ensure that easily accessible resources and information are available for those looking to start a new business, ideally bilingually (English/Spanish), and including

online information via website and social media, flyers, in-person workshops.

- Create a process and identify resources to qualify small business owners looking for microloans.
- Explore utilizing NJEDA small-business programs that could benefit Paterson firms and entrepreneurs.
- Communicate already available, free resources, for small business owners (Score, SBDC, etc). While these resources may not be available for one-on-one, individualized support in-culture and in-language, they offer recurrent free seminars and workshops that can complement Paterson's more individualized efforts.
- Designate responsible party/parties to create and subsequently execute a "Strategic Marketing Plan" for the city, encompassing all agencies within the Paterson government.
- Improve online presence and engagement using website and Social Media as key strategic communication vehicles.
- Consider hiring a firm or non-profit to handle social media accounts posts in a cost-effective way.
- Assess building department's policies, procedures and timeframes for individual applicants.
- Assess customer-centric culture of local government services and public interaction.
- Convene a "developers roundtable" to understand perception of developmental process in Paterson.
- Analyze 4-5 comparable cities staffing, turn-around time for permits and fees for professional services.
- Hire a qualified Economic and Community Development Director to restructure the Department and implement a new bold agenda for the City.

- Work with a research institution to study the of Paterson’s neighborhoods through five (5) to ten (10) key indicators, including vacancy rates, foreclosure rates, income distributions, housing affordability, etc.
- Create a cross-sector data sharing position within the Administration.
- Pass ordinance requiring all residential and multi-family sales/transfers to obtain a Certificate of Occupancy. This will enable the City to have a more accurate count on the number of units within each structure.

Health & Human Services

- Conduct a thorough audit of the city’s current health care beneficiaries, and continue to do so on a quarterly basis to ensure that current beneficiaries qualify for healthcare benefits.
- Audit property tax rolls to determine which businesses are currently out of compliance with the current Mercantile Ordinance.

Legal (Municipal Court)

- Consider changing court operations so that the time of the 23 weekly sessions can be allocated according to the demands of the caseload.
- Conduct a comprehensive Municipal Court personnel audit.
- Institute a hiring freeze in the court until the personnel audit is completed.
- Clarify the roles of the chief judge, the municipal court director and the court administrator.
- Examine the court’s practice of approving and paying overtime.

Recreation, Education & Youth

- Explore the possibility of creating a Recreation, Parks and Cultural Affairs Department rather than keeping these functions under the umbrella of the Department of Public Works.
- Amplify the call for a high quality education for all Paterson students.
- Work with the Police Department to provide safe routes to school.

Public Authorities

- The mayor should speak to the governor about appointing a number of residents from Paterson to serve on the North Jersey District Water Supply Commission (NJDWSC), which controls water supplied to Paterson.
- Explore with the PVWC executive director the possibility of hiring government relations personnel.
- Continue to urge Congress to increase the Low Income Housing Tax Credit (LIHTC) allocation to the Paterson Housing Authority.
- Explore the possibilities of ensuring all public authorities abide by state and local pay to play regulations.

Labor & Workforce Development

- Convene top public and private employers to understand workforce needs and trends and desired skills.
- Charge Corporation Counsel with developing revisions to Chapter 373: Public Construction Contracts to ensure that it covers all PILOT projects and prevailing wage work. Emphasis should be placed on developing reliable enforcement protocols.

- Consider the establishment of the Paterson Community Apprenticeship Initiative (PCAI) to promote employability of Patersonians.

By January 1, 2019

Public Integrity

- Require all city employees to sign a certification that they have read and understand the Code of Ethics.
- Establish an ethics hot line to receive anonymous tips from citizens or employees about unethical or corrupt behavior.

Administration, Budget & Finance

- Revert back to the standard calendar fiscal year to make budgeting easier and standard to most New Jersey communities and counties.
- Update the city's current payroll system to a commercial payroll system that will account for time and attendance as well as pay and deductions.
- Establish escrow fund and fees for new construction to create new revenue stream.
- Review how off-duty work is assigned to police officers and consider new options available in the marketplace to manage off-duty work assignments.
- Hire two grant professionals to resolve issues concerning outstanding Community Development Block Grants due to the city.

Public Safety & Prevention

- Begin working on the state's recommendation to create a Public Safety Department that would unite police, fire and public works under one director.
- Designate a dedicated Hearing Officer for administration and disciplinary hearings.

- Expand the Police Department's Chaplaincy Program into the Fire Department and OEM.
- Launch a Recruitment Program for Police/Fire/OEM departments seeking both sworn (uniformed) and civilian positions.
- Develop a system to replace talent and expertise lost to retirements by preparing lower ranking personnel
- Develop an Employee Assistance Program that will focus on the physical and mental health of personnel, to include requiring personnel to talk to a professional after a critical incident.
- Consider appointing a public information officer for the administration to provide accurate information to the public.

Environment, Infrastructure & Public Works

- Direct the Public Works Director to review and update the job descriptions of all Division heads.
- Direct the Public Works Director & Municipal Engineer to create a road inspection program.
- Direct the Municipal Engineer to reorganize the Engineering Division organization chart for better coordination with the Sewer Division.
- Direct the Municipal Engineer to re-evaluate the current road resurfacing program.
- Consider hiring five part-time road inspectors.
- Increase the DPW budget line item for asphalt and rock salt.
- Create a five-year capital equipment purchase plan.
- Create a five-year vehicle/equipment maintenance repair plan.
- Work with the Environmental Commission to increase available residential recycling receptacles.
- Explore the possibility of buying or leasing additional equipment.
- Research other municipalities' fines and penalties for ordinance violations and

- recommend adjustments to Paterson's fines and penalties where appropriate.
- Provide municipal prosecutors with all relevant ordinances and penalties.
- Establish a plan of action to enforce violations of the municipal ordinance.

Arts, Culture & Tourism

- Research city arts planning efforts and arts task force operations in other N.J. cities with thriving arts communities (i.e., Jersey City, Newark, Orange, Morristown, etc.) and have dialogues with local organizers.
- Research multiple models used in other cities to create performance spaces and artists' live/work spaces.
- Host a facilitated convening of an arts task force to begin planning for an artists' call to collaboration. Bring together different arts disciplines and other interested stakeholders.
- Connect with Mayor's Youth Council and engage youth in plan.
- Create a social media platform to communicate with artists.
- Create a calendar of arts events and showcases for community access.
- Connect with Paterson Public Schools and Paterson Education Fund to ensure this work connects to the district arts education plan.
- Investigate Paterson beautification ideas.
- Research and name arts ambassadors' designations (i.e. poet laureate, etc.) that might advance the arts in the city.
- Review choice of venues for cultural events.
- Form a "Paterson Day" committee to celebrate Paterson and inform constituents of all the services the city offers.
- Form a committee to plan a LGBTQ Pride Day.
- Review city signage and wayfinding program.
- Plan and promote a Poetry Festival.

- Develop a "Passport for Paterson" to promote tourism through various parts of the city.
- Through the Cultural Affairs office, coordinate walking tours, trolley tours, etc.
- Coordinate social media that links groups to events. Implement social media game plan.

Community & Economic Development

- Review all relevant planning and redevelopment plans for the city to determine ways to streamline implementation.
- Work with the state to implement "Opportunity Zones" to benefit Paterson's targeted census tracts.
- Provide recommendations for streamlining the development and redevelopment process in Paterson.
- Open revitalized "Overlook Park" at the Great Falls National Historical Park.
- Work with the state to determine how best to utilize the Urban Enterprise Zone (UEZ) program.
- Investigate N.J. Department of Environmental Protection (NJDEP) Resiliency grants for flood mitigation and infrastructure.
- Support the Great Falls National Historical Park and advocate for the best visitor and education center.
- Consult with N.J. Department of Community Affairs (NJDEA) on planning opportunities for both economic development, housing and community improvement.
- Endorse Regional Plan Association's T-Rex proposal and explore Paterson-Newark light rail proposal.
- Coordinate and launch a bilingual Small Business Training Program.
- Create an 'Events Committee' that can look into opportunities to host workshops,

business conferences, and business expos.

- Explore the possibility of starting a small business incubator.
- Explore the possibility providing business owners with working stations/meeting rooms at the Paterson Public Library or local educational institutions.
- Explore the possibility of creating Paterson's version of Newark's Ironbound neighborhood to attract visitors, food-centric tourism, and amenities.
- Work with NJEDA to provide small grants to local businesses for site upgrades.
- Work with the Peruvian Merchant Association to promote Peruvian businesses and the Peruvian square.
- Document the building & development process to identify weaknesses and necessary changes.
- Assess the functions of Planning Board and Zoning Board of Adjustment and make recommendations.
- Collect all vacant property data and begin active and aggressive implementation of a Vacant Property Registration Ordinance and process.
- Invest in technology and systems that provide the city with data to make planning and policy decisions.

Health & Human Services

- Explore the possibilities of developing mutually beneficial partnerships between the city and St. Joseph's University Medical Center.
- Reconstitute the Rent Leveling Board and require it to meet on a regular basis.
- Transfer oversight of the Rent Leveling Board to the Division of Housing, but maintain a seat on the board for the HHS director.
- Actively seek out grant opportunities.

Legal (Municipal Court)

- Provide customer service training for court employees.
- As a safeguard, provide training for municipal court judges to prevent any possible Judicial Code of Conduct or ethics violations.

Recreation, Education & Youth

- Revisit the shared services agreement between the city and Paterson Public Schools.
- Establish a fee-based usage policy for non-residents and external organizations that use the parks and fields for recreational events.
- Develop and promote recreation programming that meets the needs of Paterson residents.
- Use Full Service Community Schools as a way to bring services to students and families.

Public Authorities

- Explore the possibilities for all public authorities to find a way to phase in wage raises through 2020.
- Explore the possibility of transitioning on-street parking operations to "pay by plate" on smart phone parking apps by 2020.
- Include specialized customer service training to avoid on-street incidents between citizens and parking enforcement officers.
- Give the Paterson Police access to the library's video footage of the property and surrounding area.

Labor & Workforce Development

- Explore grant opportunities to bring training programs to Paterson.

- Coordinate economic development efforts to attract employers with an emphasis on attracting those whose labor needs closely match the Paterson labor force skills.
- Deal creatively with foreclosure crisis to create employment and training opportunities.

By July 1, 2019

Public Integrity

- Provide mandatory group training for city employees to review practical examples of how the Code of Ethics should be applied.
- Provide police officers with the same ethics training as all other municipal employees, as well as additional ethics training in areas that have received the most civilian complaints.

Administration, Budget & Finance

- Transition health insurance for city employees from a self-insured fund to the N.J. State Health Benefits Plan.
- Improve financial records keeping, including better utilization of current financial data program (which needs updating) in order to ensure accurate records.
- Review the Division of Purchasing's bidding process for procuring goods and services.

Public Safety & Prevention

- Create a Professional Standards Bureau that incorporates Internal Affairs and Staff Inspection and Training under one command.
- Create a Community Public Safety Academy that would provide the

community with insight into the police and fire services.

- Create an Annual Recognition Awards ceremony that acknowledges personnel dedicated to the preservation of life through various actions.
- Identify federal funding resources to prevent juvenile delinquency & gang participation.
- Cultivate local partnerships to help find resources and programs to prevent delinquency.

Environment, Infrastructure & Public Works

- Reorganize the Department of Public Works for efficiency.
- Create a Road Resurfacing Program and budget.
- Create an appropriate budget for the combined sewer system maintenance and repair
- Explore state and federal funding opportunities for road and park improvements.
- Develop plan and create a budget for compliance with NJDEP combined sewer outfall regulations.
- Coordinate with the Paterson Environmental Commission, community groups and nonprofits to raise public awareness about littering, recycling and garbage disposal ordinances, as well as penalties for violating those ordinances.
- Request training from the Passaic County Road Department for road maintenance and snow removal.
- Initiate shared services with Passaic County, Paterson Public Schools, PVSC Paterson Housing Authority and Paterson Parking Authority for snow and ice removal.
- Finalize Hinchliffe Stadium ownership agreement with Paterson Public Schools.
- Develop a plan to activate the Passaic River waterfront from West Broadway to North Straight Street.

Arts, Culture & Tourism

- Host salons for artists with representatives from other cities to share information on how to best build artist communities and arts councils.
- Implement the arts asset map/inventory ward-by-ward.
- Convene the arts task force future planning.
- Plan for the mayor's arts gala to be held in the second or third year of his term.
- Develop a fundraising plan for early planning ideas.
- Host an artists' call to collaboration.
- Investigate process to update RPA/NJCDC arts plan and expand to other wards.
- Implement any changes to the city's signage/wayfinding program.
- Explore possibilities for developing the Washington Street Market areas for tourism.
- Update Spruce Street Plan and implement changes.
- Update Paterson Master Plan 2014.
- Develop a realistic public-private partnership plan for Hinchliffe Stadium.

Community & Economic Development

- Develop a new comprehensive citywide economic development plan.
- Convene a "Funders Roundtable" to investigate the potential for unified grant making and concentrate investment.
- Review all existing redevelopment areas and develop a plan to promote development for these zones.
- Establish an objective process/oversight for incentivizing projects and developments.
- Investigate potential for state officials to be assigned to assist with economic & community development, similar to state fiscal monitors.

- Strategically promote tourism and development that will support the Great Falls National Historical Park.
- Expand activity of Paterson Restoration Corporation (PRC) and investigate the potential of utilizing Opportunity Zones funding.
- Complete the "Food Incubator" project.
- Evaluate Community Development Block Grant (CDBG) program's ability to stimulate economic development.
- Determine avenues for the state to assist in Paterson's success.
- Consider alternative uses for the Paterson Museum building.
- Partner with county and other entities for city planning & development.
- Promote downtown and Great Falls Historic District development to include mixed-income housing development with retail and commercial.
- Inventory all city-owned sites for development.
- Develop affordable housing summit with Enterprise Community Investment Partners and other strategic funders/national intermediaries.
- Inventory parks and open-space needs in partnership with city, county, and state.
- Revisit existing citywide plans that remain relevant and prioritize key elements.
- Seek funding to reline and reopen the raceway system in the historic district.
- Evaluate all Special Improvement Districts (SIDs) and make recommendations for expansion or reform.
- Establish a Paterson branding committee.
- Launch a "Buy Paterson" program to encourage large organizations and corporations to buy from local businesses.
- Identify new revenue streams to help grow the city's Economic and Community Development divisions.
- Bring on-line 250 new or substantially rehabilitated housing units.

- Use the Abandoned Properties Rehabilitation Act to significantly reduce the number of abandoned homes.
- Begin an inventory of housing stock that includes units/beds from emergency/homeless housing, to rental, to homeownership with details on the rental and owner occupied markets.

Health & Human Services

- Develop a robust Environmental Health Division.
- Create a Municipal Identification (MID) Card program.
- Require the HHS Department to hold an annual public health meeting and provide an annual report.
- Establish an autonomous city Board of Health.
- Evaluate all public health shared services agreements with other communities.

Legal (Municipal Court)

- Make much-needed improvements and renovations to the Municipal Court building.

Recreation, Education & Youth

- Develop a master plan and vision jointly with the Paterson Public Schools State District Superintendent and Board of Education.
- Fully utilize parks, including Great Falls National Historical Park, for activities and events such as farmers' markets, fairs and concerts in the parks.
- Provide the library with adequate resources to partner with schools on youth and adult literacy programs.
- Collaborate with Passaic County Community College and other higher education institutions to serve as resources for education and recreation.

Public Authorities

- Link the Paterson Housing Authority's camera system with the Paterson Police Department to improve public safety.
- Resolve all outstanding litigation matters involving the Paterson Parking Authority.
- Organize after school and bilingual programs at the library.
- Host town hall meetings, City Council and Board of Education meetings at the library to showcase the facility.
- Consider adding lighting around the library for safety purposes.

By July 1, 2022

Public Integrity

- Equip police officers and patrol cars with cameras, to the extent that it is economically feasible to promote professionalism and protect police officers from false complaints.

Public Safety & Prevention

- Implement incident recording cameras in police vehicles, and provide body cameras to police officers.
- Provide de-escalation training, diversity training and crisis intervention training to all Public Safety Department personnel.
- Establish a local planning entity to coordinate efforts to prevent delinquency.

Environment, Infrastructure & Public Works

- Develop a plan to separate the Engineering Division from the DPW to create its own department.

Arts, Culture & Tourism

- Establish performing arts and visual arts centers and spaces that are destinations for all groups and serve all art forms and wards.
- Establish an annual citywide arts celebration/showcase for all art forms.
- Complete the citywide arts plan and seek to have it added as a component to the city's master plan.
- Incorporate Paterson arts destinations as part of efforts to increase Paterson tourism.
- Connect Paterson Public Schools with city arts plan to create post-secondary education/career pathways in the arts.
- Connect professional artists with Paterson schools and partner with Paterson art teachers to infuse arts into all subjects.
- Re-establish relationship with sister city in Lyon, France.
- Form a committee to plan a three day music festival at Eastside Park.
- Post "Discover Paterson" information in all languages in all key areas of the city.
- Incorporate permanent mini stands by the Great Falls.
- Plan and host a "Hamilton Day" celebration as an annual event.
- Consider a Raceway Walk that can become Paterson's version of New York City's High Line.
- Create a walking trail from the Great Falls to Garrett Mountain.
- Develop relationships with local colleges and universities for music programs and venues.
- Host literary events on a regular basis.

Community & Economic Development

- Complete a signature project in every ward of the city.
- Explore the possibility of moving the NJ Transit bus garage from the Trolley Barn

on Market Street to open development opportunities in the area.

- Develop flood mitigation solutions for the city.
- Implement new Special Improvement Districts (SIDs) for strategic commercial corridors.
- Explore NJEDA grants to attract publicly held and larger privately held companies to move to Paterson.
- Improve mechanics of planning, zoning, development & redevelopment with normalized approval periods.
- Achieve a 60 percent reduction in abandoned properties.
- Build 2,000 new or substantially rehabilitated units of housing.
- Expand transportation options within neighborhoods.
- Identify financial resources to grow Paterson's best performing non-profit housing providers to substantially increase the supply of affordable housing.

Health & Human Services

- Renegotiate the lease at 165- 5th Avenue.

Recreation, Education & Youth

- Join in advocacy for additional state, federal and private funds for education.
- Collaborate with nonprofit sector to get more playgrounds for schools and have them open to the public after school and on weekends.
- Provide incentives for employers to hire youth ages 14 and older.
- Collaborate with community partners to develop plan to retain our college-educated and professionally trained young adults.
- Partner with nonprofits to expand the promise neighborhood/cradle-to-college model.

Public Authorities

- Increase housing for residents most in need as the city creates an infrastructure to build developments in the city.

Labor & Workforce Development

- Conduct a sophisticated analysis of labor employment needs to ensure that appropriate training opportunities exist.
- Work with Paterson Public Schools to ensure that all high school graduates have an identified career path.

Transition Committees

Transition Committee Leadership

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Public Authorities

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Patrick Kavanagh

Wayne Witherspoon

Pete Rendina

Public Integrity

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We will make accountability and transparency the order of the day. We must move beyond the crime and corruption that has plagued Paterson.

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–Mayor André Sayegh

Public Integrity

Recommendations:

By October 1, 2018

- Restore public confidence in the integrity of Paterson's municipal government by adopting a zero-tolerance stance against unethical, corrupt or self-enriching behavior in the part of any city official or employee.
- Adopt a Code of Ethics for Paterson public officials and employees, similar to the code used by the Passaic County government, and establish a Paterson City Ethics Board. These recommendations should be followed as soon as possible.
- Prominently post the Code of Ethics on the Paterson municipal website and distribute it to all city employees.

By January 1, 2019

- Require all city employees to sign a certification that they have read and understand the Code of Ethics.
- Establish an ethics hotline to receive anonymous tips from citizens or employees about unethical or corrupt behavior.

By July 1, 2019

- Provide mandatory group training for city employees to review practical examples of how the Code of Ethics should be applied.
- Provide police officers with the same ethics training as all other municipal employees, as well as additional ethics training in areas that have received the most civilian complaints.

By July 1, 2022

- Equip police officers and patrol cars with cameras, to the extent that it is economically feasible, to promote professionalism and protect police officers from false complaints.

Restore Public Confidence

Of all the formidable challenges and policy determinations facing Mayor Andre Sayegh and his administration, the most important is the task of restoring confidence in the integrity of the Office of the Mayor and the administration. If left unchecked, recent state and federal convictions of past mayors, and the recent arrests of Paterson police officers, will only serve to reinforce public cynicism and will operate as a substantial drag on the momentum of the new administration.

Ultimately, the public must be assured that a new level of professionalism is guiding the city and there is now zero tolerance for unethical, corrupt or self-enriching behavior.

Code of Ethics

Unlike other governmental bodies throughout the state, Paterson does not appear to have ever adopted an ethics code, and if there was ever one adopted, it does not appear on the City of Paterson website. We propose that the city adopt a Code of Ethics for public officials and employees, and establish a Paterson Municipal Ethics Board.

Both the Code of Ethics and the Ethics Board can be similar to those adopted by the County of Passaic in 1998. The county's code appears to be derived from the State Ethics Code.

We suggest that once adopted, the Ethics Code should be prominently displayed on the city website and a copy be provided and explained to each employee. The employee should be required to sign a certification that he or she has reviewed the Ethics Code and understands it. If it is determined that the Passaic County ethics code is too detailed and complex for certain employees to understand, then it may be necessary for the city to create a summary of the same.

The city should also undertake some form of group training of employees where practical examples of how and where the Ethics Code will apply are discussed.

Department heads and leaders should be required to attend these learning sessions.

To underscore the urgency of the integrity issue, the new Ethics Code should be introduced to the City Council as soon as possible. Members of the Ethics Board should be publicly identified and appointed as expeditiously as possible.

Ethics Hotline

Ultimately, the buck will stop with Mayor Andre Sayegh and he must forcefully preach to his department heads, section heads and key employees that his administration is deeply committed to honesty, integrity and professionalism. He should emphasize that there will be zero tolerance of corruption or unethical behavior – no matter who the culprit is.

To demonstrate this commitment, the mayor should establish an anonymous ethics hotline (which will only be reviewed by designated persons from the Corporation Counsel's Office) to field citizen or employee complaints or tips about unethical or corrupt behavior.

Police Ethics Training

There also has been a recent series of state and federal charges against Paterson police officers. Police corruption or misconduct can only have a toxic impact on community relations in Paterson, and it breeds cynicism toward the law in general.

We recommend that police officers receive the same ethics training that other municipal employees receive. The Police Department's leadership should also focus on supplemental training in areas where there are the most civilian complaints. The chief and the mayor should stress that the law

applies to everyone – including police – and nobody can operate outside the law. The chief should also review the rules and regulations for outside employment by police officers in order to ascertain whether they need to be tightened, since there have been recent state indictments of Edison police officers for abuses and misconduct in this area.

Police Cameras

We are also of the view that cameras in patrol cars and live cameras on police officers when dealing with the public can promote professionalism and protect police officers from false complaints. For that reason, we recommend that the Police Department employ as much of this technology as is economically feasible. If additional funds are needed to fund these new technologies, perhaps we can promptly apply for grants.

Administration, Budget & Finance

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We are going to be creative, innovative and work closely with our state and federal governments to help restore our city's solvency and prosperity.

”

–Mayor André Sayegh

Administration, Budget & Finance

Recommendations:

By October 1, 2018

- Provide regular summary reports to the City Council informing its members of key issues occurring within the administration.
- Direct the Corporation Counsel to assess the property tax dispute with St. Joseph's Hospital and Medical Center.
- Correct sewer billing and connection fee errors with the help of the two N.J. State Monitors who have been assigned to the city.
- Prepare for upcoming labor negotiations as most labor agreements will expire on June 30, 2019.
- Raise the host benefit collection fee for the city's five solid waste collection points up from .50 per ton to a more appropriate level to compensate the city.

By January 1, 2019

- Revert back to the standard calendar fiscal year to make budgeting easier and standard to most New Jersey communities and counties.
- Update the city's current payroll system to a commercial payroll system that will account for time and attendance as well as pay and deductions.
- Establish escrow fund and fees for new construction to create new revenue stream.
- Review how off-duty work is assigned to police officers and consider new options available in the marketplace to manage off-duty work assignments.
- Hire two grant professionals to resolve issues concern outstanding Community Development Block Grants due to the city.

By July 1, 2019

- Transition health insurance for city employees from a self-insured fund to the N.J. State Health Benefits Plan.
- Improve financial records keeping, including better utilization of current financial data program (which needs updating) in order to ensure accurate records.
- Review the Division of Purchasing's bidding process for procuring goods and services.

Introduction

During our review of Paterson's finances and administration, we found a number of revenue streams for the city that have not been realized or fully realized. Among them are escrow fees from new

construction, fees that are collected at the city's five solid waste facilities, and sewer connection fees and sewer billing.

The good news is that many of these revenue streams can be established or expanded with some relatively uncomplicated policy changes. That is why we highly recommend that the mayor and his administration establish and maintain a good working relationship with the City Council. One way to enhance that relationship is to provide a weekly summary report (one or two pages) to the City Council informing them of key issues occurring within the administration.

Escrow Fund and Fee Establishment

During the course of our initial discussions, it was found that the city does not assess escrow fees for any new construction. This is clearly a loss of revenue and easily rectified. It is our understanding that this is already being addressed by the administration.

Sewer Billing and Connection Fees

We determined that sewer fees were not appropriately charged for construction and connection fees. It was also discovered that billing for sewer services was done inaccurately. We understand that the new administration is now aware of these issues. We recommend rectifying the sewer fee and billing issues with the assistance of the two (2) New Jersey State Monitors assigned to the city, both of whom have a wealth of experience, and should be utilized for this purpose.

Solid Waste Host Benefit Fees

The City of Paterson is a host to five solid waste collection sites. Our subcommittee discovered that the city charges extremely below-market host benefits collection fees. This is a fee that a host municipality can collect from operators of solid waste collection points. Currently, the city charges \$0.50 per ton. State law allows the fee to be assessed up to \$3.00 per ton.

Our subcommittee estimates that the solid waste collection facilities are operating at 90 percent capacity, collecting approximately 168,480 tons of solid waste within the city limits. Using this number, the following chart shows the impact to revenue based on the following fees:

Estimated impact based upon the presumption of 168,480/tons per year being processed.

Fee	Potential Revenue
\$0.50	\$84,240.00
\$1.00	\$168,480.00
\$1.50	\$252,720.00
\$2.00	\$336,960.00
\$2.50	\$421,200.00
\$3.00	\$505,440.00

Host benefit fees must be made fairer to the city. We suggest, after due inquiry, raising the Host Benefit Fee to appropriately compensate the city.

Fiscal Year Change

A significant change that should be considered, and is being done by one of our subcommittee members, Steve Wielkottz, is adjusting the city's annual budget from a fiscal year to a calendar year. The mechanism to do this is well established in New Jersey and should be achieved starting January 1, 2019.

Health Insurance

One of the greater challenges before the new administration is in the area of health insurance coverage for city employees. Paterson officials are already aware that the city should move from its current self-insured fund to conventional health insurance through the New Jersey State Health Benefits Plan (SHBP). The need for this change is based upon: (1) the sheer volume of people using the benefits, (2) the lack of a trust fund from which to pay claims and (3) the lack of reinsurance for aggregated loss. Under the status quo, all claims are paid on a cash basis, which makes the city extremely vulnerable to deficit spending.

Transitioning to the SHBP makes sense, but there are a couple of complications. First, there is an issue with the differences between the city and the SHBP regarding when an employee is eligible for retirement. The city, in past agreements, allowed employees to retire after 20 years of service. The SHBP, however, requires that a retiree must have 25 years of service in order to get lifetime health insurance benefits. Therefore, we recommend that the mayor and his administration work with its insurance consultants to develop a self-insured coverage program for those employees who retired after 20 years.

The second complication stems from employee contributions to their health care benefits, as required by Chapter 78, P.L. 2011. We found that employee contributions were not properly calculated. Also, the health insurance rates—which are established by the city—have been arbitrarily set below what is required to maintain sound funding.

To correct this, an actuary should be retained to report on these deficits and establish appropriate Chapter 78 charges as well as the city's endowment to the self-insurance fund.

We would like to note that our review of the city administration and finances was impacted by the unavailability of a complete census of the employees currently on payroll. Given the difficulty with obtaining information and inadequate health insurance rates, the transition to the SHBP does not appear to be achievable until July 2019. It is critical that during the course of labor negotiations (most contracts expire at the end of June 2019), conditions be established to ensure a proper procedure for the transition to the SHBP.

Hospital Property Tax Assessment

We recommend that the city's Corporation Counsel, with due regard for attorney client privilege, immediately assess the litigation between the city and St. Joseph's Hospital & Medical Center (St. Joseph's). It has the potential to impact the city. In 2015, the city placed the property of St. Joseph's, a nonprofit organization, on its tax rolls. This resulted in St. Joseph's paying, under protest, property taxes of approximately \$4 million per year. St. Joseph's instituted litigation against the city in 2016. If the city loses all or even a portion of the litigation, it would be compelled to repay - in very short order - the unlawfully collected taxes. It would be inappropriate to discuss in this report our assessment of the merits of the litigation. Please note that this report, in no way, is to be taken or is given, as legal advice, as no member of our committee or the authors of this report are claiming to act as an attorney or give legal advice as part of our unpaid public service on the Mayor's Transition Committee. The city is represented by its own independent counsel.

Federal Grant Administration

It is critical that federal grants, such as the Community Development Block Grant (CDBG), be managed differently. Our subcommittee's review found that there are a significant number of federal grants outstanding. Our recommendation is for the city to retain at least two professionals with experience in grants management to clear up the many issues with the outstanding grants due the city. The salaries and benefits for these two employees, if employees are hired, or consultants retained, should be paid by grant funds.

Labor Agreements

Most of the city's agreements with labor organizations end on June 20, 2019. It is imperative that the administration prepare for these negotiations.

Payroll System

Information obtained from the state-mandated annual audits clearly demonstrate that the city's payroll system is poorly operated and managed. The payroll system is done in-house and is inaccurate. This leaves the city vulnerable to errors, fines from the IRS and constant disputes with employees. This problem can be quickly and effectively resolved by instituting a commercial payroll system. We strongly recommend the city consider changing its current system to a commercial payroll system. These systems are readily available with companies that are very experienced in working with New Jersey's municipal governments. This should be implemented by January 1, 2019.

A system for tracking time, attendance and employees' use of leave benefits should be instituted immediately. We did not have adequate time to review how the monitoring of leave is done by the city, but based on the inadequate payroll system, we suspect this may be lacking as well. Incidentally, many of the commercial payroll companies offer employee time and attendance tracking services as well.

Financial Records

The city's financial records keeping system is woefully inadequate. It is our understanding that the city has purchased the Edmunds data base system but does not fully utilize it. An examination of the city's state-mandated annual audits for the past several years demonstrates the lack of fiscal control that would be provided in a fully implemented system.

Police Off-Duty Work

After discussions with some staff members, we believe the method of assigning off-duty work by the Police Department should be reviewed. There are new options available in the marketplace to manage off-duty work assignments, collect the compensation and provide off-duty work. Off-duty work has been a concern in the past for many Police Departments, and we are familiar with significant past problems in Paterson.

Purchasing

Our subcommittee members looked into the purchasing process for the city. Given the limited access to all the documents, this was not a thorough review. For example, the Division of Purchasing refused to email any copies of bid documents and we had to pick them up in person. At the community forums, many people expressed disappointment with the city's local vendors not being awarded various contracts. The manner in which the city purchases goods and services needs to be discussed further.

Public Safety & Prevention

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Economic development will be a priority, but public safety comes first.

”

–Mayor André Sayegh

Public Safety & Prevention

Recommendations:

By October 1, 2018

- Establish a Mayor's Task Force of administration department heads to meet monthly to review public safety and quality of life concerns throughout the city.
- Direct the Corporation Counsel to analyze the city's need for an Inspector General to investigate reports of possible corruption.
- Review of Police and Fire Collective Bargaining Agreements (CBA) in anticipation of the current contract expiring on July 31, 2019.
- Provide a timeline for the creation of a joint Communications Center.
- Publicly post the Public Safety Departments' mission statements and codes of ethics.
- Require command officers to report on their commands' progress on efforts to control crime, engage the community and promote officer wellness.
- Explore possibilities of adding personnel to the Staff Inspection Unit of the Internal Affairs Division.

By January 1, 2019

- Begin working on the state's recommendation to create a Public Safety Department that would unite police, fire and public works under one director.
- Designate a dedicated Hearing Officer for Administration and disciplinary hearings.
- Expand the Police Department's Chaplaincy Program into the Fire Departments and OEM.
- Launch a Recruitment Program for Police/Fire/OEM departments seeking both sworn (uniformed) and civilian positions.
- Develop a system to replace talent and expertise lost to retirements by preparing lower ranking personnel.
- Develop an Employee Assistance Program that will focus on the physical and mental health of the personnel, to include requiring personnel to talk to a professional after a critical incident.
- Consider appointing an administration public information officer to provide accurate information to the public.

By July 1, 2019

- Create a Professional Standards Bureau that incorporates Internal Affairs and Staff Inspection and Training under one command.
- Create a Community Public Safety Academy that would provide the community with insight into the police and fire services.
- Create an Annual Recognition Awards ceremony that acknowledges personnel dedicated to the preservation of life through various actions.
- Identify federal funding resources to prevent juvenile delinquency & gang participation.
- Cultivate local partnerships to help find resources and programs to prevent delinquency.

By July 1, 2022

- Implement incident recording cameras in police vehicles and provide body cameras to police officers.
- Provide de-escalation training, diversity training and crisis intervention training to all Public Safety Department personnel.
- Establish a local planning entity to coordinate efforts to prevent delinquency.

Introduction

The seven members of the Public Safety and Prevention Committee reviewed the city's Public Safety Department, which includes the Police Department, Fire Department, the Office of Emergency Management (OEM), Emergency Medical Services, Taxicab Division and Animal Control. The committee also made recommendations based on the information they gathered and their individual experience and expertise.

The leadership of the Public Safety Department is at the forefront of holding their personnel accountable and ensuring that their departments perform with the best interests of Paterson and its residents in mind. We recognize their dedication, commitment and support of the hard work the men and women of the Public Safety Department continue to do on a daily basis.

The committee took a three-step process in reviewing the Public Safety Department: (1) listen to the residents who attended and spoke at the public forums; (2) review the reports provided by the various departments and (3) interview the leadership of the Public Safety Department.

In fulfilling its duties, the committee was guided by the 2015 report by President Barack Obama's Task Force on 21st Century Policing. That report identified six pillars crucial to modern police work:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

Police Department

Paterson Police Director Jerry Speziale and Police Chief Troy Oswald immediately addressed the recent arrests of police officers. Both noted it was through the department's Early Warning System (EWS) that they had identified the suspected police officers and reported the information they had learned to federal authorities.

As a result of the arrests, the Police Department has taken steps to further monitor and hold accountable police officers in the performance of their duties, including assigning detective personnel to the Internal Affairs Staff Inspection Unit and conducting integrity and civility tests.

The police chief provided the committee a copy of the Police Department's Mission Statement and Code of Ethics; however, the committee was informed that both documents are presently being reviewed in light of the recent incidents with the officers.

Police Officer Deployment

Police deployment is based on a review of data retrieved from the Computer Aided Dispatch/Record Management System (CAD/RMS), which tracks calls to police for service and reports. The data is used to identify the how and where the department needs to deploy its resources. Currently, the department is reviewing CAD/RMS data to decide how to best deploy recent police academy graduates who have joined the Paterson Police Department.

The Public Safety Department is in the process of launching a new joint Communications Center that would combine calls to the Police Department, Fire Department and the Department of Public Works. The new Communications Center will track calls to all three departments through a new CAD/RMS system.

Presently, the Police Department is reviewing the role of its eight Class I Special Police Officers in managing police deployment, specifically in relation to the recently increased foot patrols.

Partnership with The New Jersey Reentry Corporation

The Police Department has entered into a partnership with the New Jersey Reentry Corporation located at 147 Montgomery Street. This partnership helps the men and women re-entering society after incarceration. It also benefits the Police Department's men and women by providing opportunities to engage with these individuals in a positive and personal setting.

Foot Patrol

The police director and police chief indicated that the use of foot patrols would be an essential part of the Police Department's deployment. The Police Department will continue to conduct Park & Walk strategies at the identified "Hot Spots" - areas in the city where there have been numerous reported disturbances or criminal incidents.

Challenges

The Police Department identified two major challenges it will soon face. In 2019, 77 police officers, nearly 20 percent of the force, will be eligible to retire. Because the current Collective Bargaining Agreement (CBA) is scheduled to expire on July 31, 2019, there is a high probability that many will retire.

Another challenge is that presently nearly 70 percent of the patrol force has three years or less experience in the Police Department. There is a clear need to continue rigorous recruiting of police officers and to cultivate the next generation of leaders among the new ranks.

Fire Department

Mission Statement & Code of Ethics

Fire Chief Brian McDermott provided the committee with a copy of the Fire Department's Mission Statement and Code of Ethics. The Mission Statement has been updated within the past three years to include the importance of community involvement. The fire chief informed the committee that the Fire Department is in the process of updating the Code of Ethics, along with their Rules and Regulations.

Fire Department Operations

The Fire Department has been on the forefront of collaboration with other agencies and the community on various initiatives. On Wednesday, June 27, 2018, in partnership with the Workforce Development Board of Passaic County, the Paterson Fire Department had its First Annual Job Fair at Fire Headquarters at 300 McBride Avenue. Multiple law enforcement agencies, including the Paterson Police Department, and other employers participated in the event.

Because the Fire Department includes Emergency Medical Services (EMS), Paterson firefighters are often on the front lines of the opioid crisis. This includes, but is not limited to, firefighters responding to overdoses.

The Fire Department, through the Office of Emergency Management, has been instrumental in the preparation, execution and response to emergency situations – from fires and floods to the activation of its Civilian Emergency Response Team (CERT), which was recently utilized in the search for a missing young woman. Severe weather and flooding incidents have also led to the activation of the OEM and CERT.

Challenges

The Fire Department identified two major challenges for the upcoming year. The Fire Department's CBA will expire on July 31, 2019, and there is a high probability that many will retire.

There is also the need for Post-Incident Recovery Services for our personnel. These services should include physical as well as psychological first aid, for the fire department personnel and the community. This is a critical challenge that Fire Department and the Office of Emergency Management intend to address in the upcoming year. It does not necessarily need to add to the department's budget. It could be accomplished with the help of department chaplains.

Recommendations for the Public Safety Department, based on the President's Task Force on 21st Century Policing Report (2015)

The recommendations made by this committee are for all personnel of the Public Safety Department. This includes sworn and civilian personnel in the Police Department, Fire Department, the OEM, EMS, Taxicab Division and Animal Control. As previously mentioned, these recommendations are based on the six pillars identified in the 2015 report by President Barack Obama's Task Force on 21st Century Policing.

Pillar 1: Building Trust and Legitimacy

There is nothing more important to an organization than building trust and legitimacy between the organization and the community. Recently, the Police Department has found itself in a position that requires its personnel to rebuild trust and legitimacy with the community.

A first step toward accomplishing this goal would be to expand the Police Department's Chaplaincy Program into the Fire Department and OEM. This would benefit all residents and first responders.

We also recommend that all of the entities of the Public Safety Department develop a joint recruitment program focused on hiring Paterson residents. The Fire Department's job fair last June is an excellent example of community collaboration that should be embraced by all public safety divisions.

To help regain public trust, we recommend moving forward with efforts to obtain vehicle cameras and body cameras for the department. This would be a great help in building the professionalism of our young police force, and in enhancing our personnel oversight efforts.

Pillar 2: Policy and Oversight

Our committee believes that exposure and knowledge of an organization's Mission Statement and Code of Ethics are instrumental to employees' good conduct. The Mission Statements and Code of Ethics should be publicly displayed, provided to the employees and posted around the workplace.

Commanding Officers should be required to submit periodic reports holding them accountable to their commands. Reports should include progress of commands' efforts to: (1) control crime, (2) engage the community and (3) promote officer wellness.

To ensure proper police oversight, the Internal Affairs Division, Staff Inspection Unit and the Training Division should be under one umbrella division called the Professional Standards Bureau (PSB). The PSB will be engaged with all Police Department employees from the hiring process to retirement. This will require adding additional personnel to ensure proper staff inspection to include quality control by randomly reviewing calls for service from beginning to end.

Pillar 3: Technology and Social Media

Because data analysis is critical to the efficient use of public safety resources, we recommend expanding the Police Department's Crime Analysis Unit. This would provide the Police Department with real-time crime data and analysis. This expansion would require hiring civilian personnel and providing them with the proper training.

We believe that it should be incumbent upon the Public Safety Department's leadership to provide the city administration with a timeline for the completion of the joint Communications Center.

The Public Safety Department's social media policy should be reviewed to ensure that it is current with today's technology.

Pillar 4: Community Policing and Crime Reduction

All Police Department personnel must understand that community policing and crime reduction are the primary goals and core tenets of the department's overall philosophy.

Pillar 5: Training and Education

State law mandates the training and education of public safety personnel. However, our committee recommends that the Public Safety Department provide training and education that exceeds the requirements of state law. Training should be provided to sworn personnel and to civilian public safety employees as well.

Training should include, but not be limited to:

- **De-Escalation Training.** This is provided annually to all police officers as part of their Use of Force training. It has been a positive tool that should continue.
- **Diversity Training.** This is provided to every graduate of the Police Academy and should be extended to all police personnel. Diversity training is conducted by faith-based and community leaders, and its value in relations between police and the Paterson community cannot be overstated.
- **Crisis Intervention Training.** This is one of the best tools available to police personnel and should be expanded to all personnel including civilian employees.

The committee also recommends the establishment of a Community Public Safety Academy that would provide the community with insight into the police and fire services.

Pillar 6: Officer Wellness and Safety

Because many of the police patrol personnel have three years or less of on-the-job experience, and new police officers are assigned to the patrol division upon graduating the police academy, patrol supervision positions should always be filled. As retirements of police personnel are anticipated, the process should be underway to cultivate candidates to replace retiring supervisory personnel.

We also recommend holding an Annual Recognition Awards ceremony to acknowledge personnel dedicated to the preservation of life through various actions. A particular effort should be made to recognize officers who had the legal right to use deadly force, but found an alternative tactic. We would also like to recognize personnel who perform community service outside his or her required job responsibilities.

Finally, we believe Post-Incident Recovery Services should be developed that focus on the physical and mental health of public safety personnel. Among the services the program would provide would be the opportunity for personnel to talk with a qualified peer or colleague after a critical incident (i.e. Cop 2 Cop, a public safety chaplain, etc.).

Prevention Recommendations for Paterson Youth

Because our committee was asked to consider possible ways to encourage Paterson youth to avoid getting involved in criminal activity, we offer the following recommendations.

Identify Federal Funding Resources To Prevent Delinquency & Gang Participation

Mayor Andre Sayegh has publicly stated his intention to hire a city grant writer. We believe this individual should be tasked with identifying public and private funding sources for anti-gang programs, juvenile delinquency and youth violence prevention.

For example, the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention (ONJJDP) and the U.S. Department of Health and Human Services' Centers for Disease Control and Prevention (CDC) may provide viable funding opportunities in the areas of prevention programming for the city.

Cultivate Local Partnerships

Additional grant resources may be obtained through partnerships with the help of local universities and community organizations. These partnerships may also be useful in completing a community-wide needs assessments and research support.

Establish A Local Planning Entity

A local planning entity, such as a Prevention Coordinating Council, can serve as a mechanism to coordinate a continuum of programs and services used by police, schools, families and the courts to prevent or correct delinquent behavior, youth violence and gang involvement.

For example, the Paterson Municipal Alliance Prevention Program (MAPP), which focuses on alcohol and substance abuse prevention, may serve as a useful model to replicate a similar program that targets delinquency, youth violence and gang activity. The key to MAPP's success has been its strong partnerships with numerous community-based organizations.

The Alliance Committee, which is comprised of leaders from Paterson Public Schools, local government, law enforcement agencies, clergy and the business community, has developed and implemented substance abuse prevention programs throughout the city.

The key to creating a comprehensive municipal blueprint for delinquency prevention is the community needs assessment process. The local planning entity will use this needs assessment to identify problem areas and gaps in service delivery with the ultimate goal of developing and implementing solution strategies.

The most effective strategy for reducing delinquency and other problem behaviors is to adopt a multi-faceted, multi-pronged community-based continuum approach. Once established, the local planning entity should be at the forefront of the city's efforts to identify model programs and best practices that will enhance accountability, ensure public safety, and reduce delinquency.

Environment, Infrastructure & Public Works

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The signs of a well-functioning city are well-maintained streets, clean and vibrant neighborhoods and efficient delivery of public services.

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–Mayor André Sayegh

Environment, Infrastructure & Public Works

Recommendations:

By October 1, 2018

- Explore the possibilities of enabling DPW leaders to acquire state certifications.
- Prepare a request for proposals for Engineering Professional Services for the appointment of a new Municipal Engineer who would also act as the head of the Sewer Division.
- Evaluate the Public Works fiscal year 2016 and 2017 budgets.
- Evaluate the cost of maintenance and repair of the combined sewer system.
- Prepare a preliminary fiscal year 2018 budget.
- Establish a budget for 30 seasonal part-time maintenance laborers.
- Create a budget for a Safety Training and Professional Development program.
- Reactivate the Paterson Environmental Commission.
- Hire for all vacant positions within the division.
- Create a plan to increase the amount of revenue the city receives from recyclables.
- Review the current municipal ordinances pertaining to littering, illegal dumping, recycling and garbage disposal.
- Resolve ownership of Hinchliffe Stadium with the Paterson Board of Education.
- Develop a plan to activate use of the stadium while resolving long-term development and maintenance matters.
- Pay all vendors who performed work for the Combined Sewer Outfall project
- Stop all non-essential employees from taking city-owned vehicles home.
- Coordinate with all public utilities before the start of road resurfacing.
- Initiate an “all-hands-on-deck” policy for daily garbage and debris removal from streets and parks.

By January 1, 2019

- Direct the Public Works Director to review and update the job descriptions of all division heads.
- Direct the Public Works Director and Municipal Engineer to create a road inspection program.
- Direct the Municipal Engineer to reorganize the Engineering Division organization chart for better coordination with the Sewer Division.
- Direct the Municipal Engineer to re-evaluate the current road resurfacing program.
- Consider hiring five part-time road inspectors.
- Increase the DPW budget line item for asphalt and rock salt.
- Create a five-year capital equipment purchase plan.
- Create a five-year vehicle/equipment maintenance repair plan.

Environment, Infrastructure & Public Works

- Work with the Environmental Commission to increase available residential recycling receptacles.
- Explore the possibility of buying or leasing additional equipment.
- Research other municipalities' fines and penalties for ordinance violations and recommend adjustments to Paterson's fines and penalties where appropriate.
- Provide municipal prosecutors with all relevant ordinances and penalties.
- Establish a plan of action to enforce violations of the municipal ordinance.

By July 1, 2019

- Reorganize the Department of Public Works for efficiency.
- Create a Road Resurfacing Program and budget.
- Create an appropriate budget for the combined sewer system maintenance and repair.
- Explore state and federal funding opportunities for road and park improvements.
- Develop a plan and create a budget for compliance with NJDEP combined sewer outfall regulations.
- Coordinate with the Paterson Environmental Commission, community groups and nonprofits to raise public awareness about littering, recycling, and garbage disposal ordinances, as well as penalties for violating those ordinances.
- Request training from the Passaic County Road Department for road maintenance and snow removal.
- Initiate shared services with Passaic County, Paterson Public Schools, Paterson Housing Authority and Paterson Parking Authority for snow and ice removal.
- Finalize Hinchliffe Stadium ownership agreement with Paterson Public Schools.
- Develop a plan to activate the Passaic River waterfront from West Broadway to North Straight Street.

By July 1, 2022

- Develop a plan to separate the Engineering Division from the DPW into its own department.

Introduction

Paterson's Department of Public Works (DPW) is responsible for the construction, maintenance and operation of the city's infrastructure and properties. The Department consists of the following divisions:

- Administration
- Auto Maintenance
- Facilities
- Parks and Shade Tree
- Recreation
- Recycling
- Sewer
- Streets and Roads
- Traffic Engineering/Traffic Operations

The DPW has a direct impact on the quality of life in Paterson. It also serves as an integral part of the city's public safety operations, as it acts as a liaison to the Public Safety Department during weather-related emergencies. Among the challenges to the DPW are the city's dense population and age of its infrastructure. It's also easy for DPW's costs to run high, especially when there are unexpected events like severe weather. These challenges are just of a few of the reasons why proactive planning and solid leadership are required to effectively manage the DPW.

Our committee has identified several deficiencies that exist within the DPW. Efficient maintenance planning and organization are necessary to create a more robust operation, effectively perform pothole maintenance and provide residents and visitors with clean streets and parks.

In completing this report, our committee focused on the key priorities of Personnel, Budget, Operations and Capital Projects. We performed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the DPW in each of these priority areas. The SWOT analysis helped to answer the questions raised by the Transition Team leadership.

Personnel

The DPW consists of a workforce ready and willing to contribute to the success of the city. Department employees understand their job descriptions and have enough experience to handle all aspects of the maintenance operations. The most significant deficiency is in employee attendance and the department lacks protocols for taking disciplinary action against those who are unacceptably absent or late to work. Also, there is inadequate policy governing the notification of the employees receiving Workers' Compensation and Family and Medical Leave.

The administration may want to consider hiring seasonal workers for the Roads & Streets Division and for the Parks Division.

Environment, Infrastructure & Public Works

The overall personnel threats facing the DPW is that the workforce lacks confidence in the prior leadership. There are also no clear personnel policies or procedures affecting the DPW's management.

Budget

Traditionally, the DPW's budget has been adequate and sufficient. In addition, the DPW has the ability to generate revenue by collecting residential recyclables. The administration should consider adding more recycling collection trucks to increase revenue and ensure that recyclables can be removed efficiently and on schedule.

There are budget practices that must be rectified. For example, the DPW has not always paid vendors in a timely manner, which strains the city's relationships with vendors who are critical to overall maintenance operations. The upcoming municipal budget should provide the DPW with the resources needed to pay outstanding debts. This will help the DPW restore our critical business relationships.

The committee recommends that all DPW division supervisors have the opportunity to share input during the creation of the budget. Often, division supervisors are not aware of their own budgets and do not receive copies.

Finally, we caution that DPW budget line items should not be used for budget transfers within the first eight months of the fiscal year.

Operations

The DPW has most of the facilities it needs to operate. It has several maintenance garages and facilities located throughout the city. All maintenance facilities should be upgraded with equipment that meets current standards.

A new salt dome was built within the last five years, and the DPW is capable of producing brine to assist in ice removal operations. However, there is only one salt dome for the entire city, which adversely affects de-icing operations. For example, the new salt dome is located in the 4th Ward, which leads to inefficient de-icing operations throughout the city. An additional salt dome should be built in the northern section of the City. Shared service with the Passaic County salt dome in the 6th Ward will also help alleviate this problem.

Most of the vehicles in the DPW's fleet have reached the end of their useful life. Additional snowplow trucks and mason dump trucks equipped with plows and spreaders are needed to effectively clear snow.

There is insufficient safety equipment for our personnel such as personal protective equipment, puncture-proof gloves and other protective gear. The lack of proper equipment and operation recourses will ultimately have a negative impact on the health and safety of the employees.

The biggest opportunities for DPW operations can be summed up in two words: **Shared Services**. The city should pursue shared services for snow and ice removal operations with Passaic County, Paterson Public Schools, Paterson Parking Authority and Paterson Housing Authority. The city should also seek shared services with surrounding municipalities for park maintenance equipment.

The committee also recommends shared service with the Passaic County Road Department to provide training for effective pothole repair, Inlet repair, roadway paving and tree maintenance.

Capital Projects

Great Falls National Historical Park

The Great Falls National Historical Park, its accompanying Raceways, the former Vistas project area and Hinchliffe Stadium are all significant landmarks. The Levine Reservoir, one of two reservoirs providing drinking water to Paterson, is a natural and important asset to the Great Falls National Park.

The Passaic Valley Water Commission (PVWC) adds phosphate to the water supply to inhibit corrosion of their distribution pipes and to reduce lead levels in drinking water. However, phosphate cannot be added to Paterson's portions of the PVWC system because the water supply comes from open reservoirs. When phosphate is added to water that comes from open reservoirs, it promotes the growth of algae and makes the water undrinkable. This means that Paterson drinking water does not have the benefit of reduced lead levels that phosphate would give.

NJDEP has required the PVWC to replace the open reservoirs with large storage tanks, under an Administrative Consent Order issued pursuant to the EPA Long Term 2 Enhanced Surface Water Treatment Rule (LT2 Rule). If the NJDEP-ordered remedy is implemented, then the reservoirs will be replaced with large storage tanks, eliminating the reservoirs as an asset to the Great Falls National Historical Park.

A final decision by NJDEP on the disposition of the reservoirs has been delayed while the State Historic Preservation Office (SHPO) and Federal reviews are conducted. This time lapse may provide Mayor Sayegh with an opportunity to reach a compromise that saves one reservoir and installs the necessary treatment tank at an alternate reservoir location.

Combined Sewer Outfalls (CSO)

Paterson has 24 combined sewer outfalls. There are catchment devices and flow nets for solids and floatables in 22 outfalls. There are a total of three remaining outfalls that do not have any devices. Installation of these devices at the remaining three outfalls has been delayed by a number of disputes. The first dispute is with a vendor who is no longer willing to do business with Paterson as a result of delays in payment by the city. The other dispute has to do with ownership of one of the outfalls. The installation delay could raise compliance issues with the N.J. Department of Environmental Protection (NJDEP).

The Passaic Valley Sewerage Commission (PVSC) is currently working on a Long-Term Control Plan to address Combined Sewer Outfalls (CSO) in each of the municipalities in the PVSC service area. This plan will describe the measures required to comply with the federal Clean Water Act and the New Jersey Pollutant Discharge Elimination System (NJPDES) permit requirements. The Long-Term Control Plan will take 30 to 40 years to complete. The Paterson Engineering Division anticipates that the Long-term Control Plan will require an 85% reduction of storm water flowing into the combined sewer system. Reportedly, a Rutgers University study authored by Dr. Daniel Van Abs estimates Paterson CSO control costs to be about \$300-400 million during a 30 to 40 year planning period. The Transition Committee has requested a copy of the study report.

Environment, Infrastructure & Public Works

The exact requirements and performance criteria are unknown until the PVSC Long-Term Control Plan is finalized. However, the cost for complying with these requirements will be significant. Paterson has no control over "tributary communities" that discharge sewage into our sewerage system. Also, the current sewage fees assessed to system users do not cover the maintenance costs for the combined sewer system. The Engineering Division estimate that, annually, there is a \$5 million gap between the revenue from sewer system user fees and operational costs. This gap is covered by the city's general budget. If this continues, Paterson will not be in a position, financially, to meet the requirements of the Long-Term Control Plan and future NJPDES permit requirements.

One of the capital project opportunities for Paterson is promoting green infrastructure to decrease the amount of rain water that enters the combined sewer system. This infrastructure may include rain gardens, bio swales and a development-free buffer zone along the right of way adjacent to the Passaic River.

Hinchliffe Stadium

A significant threat to Paterson in terms of capital projects is the ownership of Hinchliffe Stadium. Currently, the Board of Education owns the stadium, however, the city has invested close to \$3 million for Phase 1 construction drawings and stabilization work.

A sustainable business plan is required to provide guidelines on how the stadium will operate without the support of city financial resources.

Arts, Culture & Tourism

“ If we are going to become
a renaissance city, we
have to embrace the arts. ”

–Mayor André Sayegh

Arts, Culture & Tourism

Recommendations:

By October 1, 2018

- Review Creative Paterson notes to look for ideas and intersections with culture, arts and tourism transition plan.
- Review other transition plans to look for possible arts intersections. (For example, how can artists help with the census, education, economic development, etc.?)
- Meet with all city agencies related to the arts to explore intersections and alignment.
- Form an arts task force to inventory and map the artists and arts-related resources in all of the city's six wards, convene all arts stakeholders to begin developing a four-year Paterson arts plan to deepen connections in Paterson's arts community, discuss initial ideas for an arts transition plan and explore other ideas for the full four-year plan, and advance and implement the items in the six-month, one-year, and four-year transition plan.
- Focus on updating the city website to serve as a tool for local events.
- Incorporate cable access to promote all city events and announcements.
- Create an active social media presence for the city.
- Work with other city department and agencies to make Paterson as welcoming to visitors as possible. Paterson's entryways should be a primary focus.
- Re-establish and reinvigorate a city cultural affairs office.
- Identify the city's attractions and develop plans to make them accessible and widely known.
- Revive the Paterson Art Walk.
- Plan food tours in the South Main Street area.
- Revive the Savor Paterson program and The Taste of Paterson events.
- Promote the Eastside house tours.
- Plan the opening of Overlook Park around Labor Day.
- Plan a Mill Mile Run/Walk through the historic district to promote tourism.

By January 1, 2019

- Research city arts planning efforts and arts task force operations in other N.J. cities with thriving arts communities (i.e., Jersey City, Newark, Orange, Morristown, etc.) and have dialogues with local organizers.
- Research multiple models used in other cities to create performance spaces and artists' live/work spaces.
- Host a facilitated convening of an arts task force to begin planning for an artists' call to collaboration. Bring together different arts disciplines and other interested stakeholders.
- Connect with Mayor's Youth Council and engage youth in plan.
- Create a social media platform to communicate with artists.
- Create a calendar of arts events and showcases for community access.
- Connect with Paterson Public Schools and Paterson Education Fund to ensure this work connects to the district arts education plan.
- Investigate Paterson beautification ideas.
- Research and name arts ambassadors' designations (i.e. poet laureate, etc.) that might advance the arts in the city.
- Review choice of venues for cultural events.
- Form a "Paterson Day" committee to celebrate Paterson and inform constituents of all the services the city offers.
- Form a committee to plan a LGBTQ Pride Day.
- Review city signage and wayfinding program.
- Plan and promote a Poetry Festival.
- Develop a "Passport for Paterson" to promote tourism through various parts of the city.
- Through the Cultural Affairs office, coordinate walking tours, trolley tours, etc.
- Coordinate social media that links groups to events. Implement social media game plan.

By July 1, 2019

- Host salons for artists with representatives from other cities to share information on how to best build artist communities and arts councils.
- Implement the arts asset map/inventory ward-by-ward.
- Convene the arts task force future planning.
- Plan for the mayor's arts gala to be held in the second or third year of his term.
- Develop a fundraising plan for early planning ideas.
- Host an artists' call to collaboration.
- Investigate process to update RPA/NJCDC arts plan and expand to other wards.
- Implement any changes to the city's signage/wayfinding program.
- Explore possibilities for developing the Washington Street Market areas for tourism.
- Update Spruce Street Plan and implement changes.
- Update Paterson Master Plan 2014.
- Develop a realistic public-private partnership plan for Hinchliffe Stadium.

By July 1, 2022

- Establish performing arts and visual arts centers and spaces that are destinations for all groups and serve all art forms and wards.
- Establish an annual citywide arts celebration/showcase for all art forms.
- Complete the citywide arts plan and seek to have it added as a component to the city's master plan.
- Incorporate Paterson arts destinations as part of efforts to increase Paterson tourism.
- Connect Paterson Public Schools with city arts plan to create post-secondary education/career pathways in the arts.
- Connect professional artists with Paterson schools and partner with Paterson art teachers to infuse arts into all subjects.
- Re-establish relationship with sister city in Lyon, France.
- Form a committee to plan a three day music festival at Eastside Park.
- Post "Discover Paterson" information in all languages in all key areas of the city.
- Incorporate permanent mini stands by the Great Falls.
- Plan and host a "Hamilton Day" celebration as an annual event.
- Consider a Raceway Walk that can become Paterson's version of New York City's High Line.
- Create a walking trail from the Great Falls to Garrett Mountain.
- Develop relationships with local colleges and universities for music programs and venues.
- Host literary events on a regular basis.

Introduction

The purpose of this report is to share with Mayor Andre Sayegh the Arts, Culture & Tourism Committee's research, deliberations and resulting recommendations for three critical areas for Paterson: The Arts, Culture and Tourism.

The charge to the Transition Team was straightforward in its intent to assess the surety of the mission in these key areas, in order to accelerate Paterson's designation as a Class One city in the State of New Jersey.

During our meetings, we assessed the current programs in the city in order to find ways to better realize Mayor Sayegh's vision of "One Paterson." We also reviewed the availability of resources, policies and systems that support arts, culture and tourism in the city.

Our committee was divided into three groups – arts, culture and tourism – and each gave an in-depth look at its designated topic area. Each group examined data and past practices, which served as the basis for the recommendations made in our report.

The Arts, Culture and Tourism Committee consisted of community stakeholders, professionals, business owners, and non-profit representatives – all of whom share a love for the City of Paterson.

The report that follows encompasses many hours of work on the part of multiple individuals who volunteered their time for the betterment of Paterson. We are resolute in establishing Paterson's commitment to arts, culture and tourism.

The Arts

The artistic pulses that run through Paterson are as strong as the currents that run over The Great Falls. Nearly every art form has a notable Patersonian connected with it.

Paterson gave beat poet Alan Ginsberg to the literary world and Fetty Wap and We McDonald to the worlds of rap and pop music.

Lou Costello's legacy as a legendary comedian began with his Paterson roots. The same can be said about funny man "Uncle" Floyd Vivino and his younger brothers, Jerry and Jimmy, who have played saxophone and guitar, respectively, with The Max Weinberg 7 on Conan O'Brien's show.

Bucky Pizzarelli's unmistakable jazz guitar playing was heard in Paterson before it was heard over NBC's airwaves when he played in The Tonight Show Band during the Johnny Carson era. Bucky's son, John, followed in his father's footsteps as a guitar player as well as a native Patersonian.

Mad Magazine cartoonist Don Martin was born in Paterson, as was actor Patrick Warburton, a.k.a. "Putty" to Seinfeld fans.

Paterson itself has been epically immortalized in a poem by William Carlos Williams, and lovingly characterized in a film by Jim Jarmusch.

Of course, Paterson's luminaries in the arts represent just a fraction of the countless lesser-known Paterson artists who have danced, sang, painted, performed, sculpted, photographed, written, rapped and more, adding to the Silk City's vibrancy and vitality.

In order to help the city leverage this tremendous artistic heritage into a designation as a first-class city, our committee makes the following recommendations.

The new administration needs to find ways, via the arts, to help spur economic growth, promote social unity and identity and encourage public response to the census and other government outreach efforts. Creative Paterson is the local branch of Creative NJ, a nonprofit dedicated to fostering creativity, collaboration and inclusion by empowering cross-sector partnerships in commerce, education, philanthropy, government and culture, in order to ensure dynamic communities and a thriving economy. We recommend working with Creative Paterson and all city agencies to look for ideas and intersections with arts, culture and tourism and other parts of Paterson's municipal life.

Once these stakeholders have been contacted, we believe the next step is to form a consortium or Arts Task Force/Steering Committee to begin mapping assets in the arts located in each of the city's six wards. The consortium or Arts Task Force/Steering Committee should also convene artists, arts representatives and other stakeholders to deepen connections in Paterson's arts community, discuss initial ideas of an arts transition plan and explore other ideas for the full four-year plan.

We further recommend researching arts planning efforts in other New Jersey communities, and making contacts in those communities whenever possible. Among the information to be gathered would be methods used to create performance spaces, and artists' performance and work spaces. We also suggest investigating the possibility of adjusting tax laws regarding vacant Main Street upper levels and/or creating other arts-friendly incentives.

Convening an Arts Task Force/Steering Committee is an important initiative to facilitate collaboration among artists of different disciplines in an effort to realize the mayor's "One Paterson" vision.

Among the community outreach efforts we suggest are connecting with Mayor Sayegh's Youth Council in order to engage our city's young people, creating a social media platform to communicate with local artists and creating a calendar of arts events and showcases for community access.

We also recommend collaborating with Paterson Public Schools and the Paterson Education Fund to explore the possibility of connecting public art projects with arts education curricula. Among the public art projects we'd like to see investigated are a possible contest for designing "Welcome To Paterson" signs and large sculptures symbolizing each of the city's six wards in a manner similar to New York City's giant painted cows.

Culture

Paterson is one of the most ethnically diverse communities in New Jersey. This creates an abundance of opportunity for cultural events and celebrations. Each of these events –large and small - can not only serve to honor the great heritage of a particular ethnic group, but also to promote Paterson's identity. Paterson's strength lies in its diversity. No matter which of our great cultural communities we honor at any particular moment, we are truly a beautiful mosaic. We are a living representation of the American ideal of "E Pluribus Unum" – from many, one. Indeed, we are One Paterson.

That is why our committee placed a high priority on making sure Paterson's conditions were ripe for a city that could potentially hold cultural events and celebrations on a frequent basis. That is the basis of the following recommendations.

Communication is a critical area in optimizing Paterson's strengths as a community of many cultures. That is why we recommend giving immediate attention to updating the website to make it more current and user friendly. We recommend utilizing cable television public access channels to a greater extent, and creating an organized plan for using social media on a daily basis. To the extent that it is possible, all communications should be translated into the different languages spoken by the people who live in Paterson.

We believe the venue choices for some of our existing cultural events need to be examined. For example, Paterson's annual Iftar had been held in Eastside Park, and then it was moved to Clifton Park. We have the opportunity now to review that decision and determine the best venue for that celebration. The same should be done for all of Paterson's annual cultural events.

We believe we have an opportunity to create new celebrations of Paterson and the communities within it. We should explore the possibility of holding a "Paterson Day," in a manner similar to neighboring communities' celebrations. We also recommend exploring the possibility of holding a Paterson Pride Day to celebrate our city's LGBTQ community.

In recent years, "Hamilton" has become an unprecedented colossal Broadway musical sensation. We know that work is underway with the help of nonprofit organizations like the Hamilton Partnership to establish a Cultural Center at the Great Falls National Park. It seems natural to us that Paterson would host an annual "Hamilton Day." Among the possibilities for this day are to have costumed actors portraying the key figures from Hamilton's era. There are also possibilities for holding a Hamilton look-alike contest, sing-alongs of songs from the Broadway musical and trivia and spelling contests. The vision is to create an immersive experience for the public, if only for a day, in a manner that is similar to Williamsburg, Virginia's Revolutionary War experience.

Tourism

At the heart of our committee's efforts is our desire to make Paterson a more attractive destination for people, families, businesses and organizations to visit. Thousands of vehicles drive by us every day on Interstate 80 and know little more about Paterson than a glance at our skyline.

There is so much optimism surrounding the election of Mayor Sayegh and the appointment of his administration. But even at this great time in our city, we believe that it is likely that the vast majority of New Jerseyans do not know their way to the Great Falls. It's likely that they have never seen the majestic homes that surround Eastside Park, have never eaten in Main Street's restaurants and have never known our city's rich history of economic prosperity and innovation. It is for these reasons that our committee makes the following recommendations.

A committee should be established representing Paterson's arts, culture and tourism community for the purpose of working with other city departments and agencies to make Paterson as welcoming to visitors as possible. One focus should be the city's entryways, the exits off of highways and the most commonly travelled routes to Paterson's attractions. Beautifying and maintaining these areas requires a collaborative effort among people in government, social organizations and city residents. Representatives of the arts, culture and tourism community should have a role in those efforts.

Once consideration has been given to improving Paterson's entryways, an inventory of Paterson's attractions and cultural assets should be taken. This inventory is the first step to creating a plan to make it easy for visitors to access all that Paterson has to offer. For example, once the Great Falls raceways are identified as "the High Line of Paterson," the planning of the tourist experience can begin. The same can be said for Hinchliffe Stadium. Efforts to rehabilitate the stadium should be guided with some consideration of the landmark as a monument to baseball's Negro League, the place where Larry Doby played and all of its historical and social significance.

The inventory of Paterson's arts and cultural assets should also consider our city's performance spaces for music and theater. Does Paterson have untapped resources? Would it be worthwhile to seek partnerships with nearby institutions of higher education to explore the possibility of partnering with them to host music festivals and other productions and events?

Through a reinvigorated Cultural Affairs Office, Paterson's events and festivals can be improved and, in some cases, revived. These events include an Art Walk, food tours of South Main Street, a Taste of Paterson, tours of the homes near Eastside Park and a poetry festival.

Paterson's signage and way-finding program, as well as The Mill Mile App, should be regularly updated and maintained to promote tourism around Paterson's attractions as well as nearby restaurants and small business.

Community & Economic Development

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I'm proud that Paterson is a mosaic, that tapestry that other people can look to and say that this is truly somewhere where you can raise a family, start up a business, and have a decent quality of life.

//

–Mayor André Sayegh

Community & Economic Development

Recommendations:

By October 1, 2018

- Partner with the N.J. Economic Development Authority (NJEDA) and relevant partners to ensure the maximized use of \$130 million in Economic Redevelopment and Growth (ERG) tax credits.
- Further clarify specific ERG projects in order to maximize impact.
- Target specific streets to be repaved with existing bond capacity that are strategic to economic and community development.
- Establish a Community & Economic Development Task Force to continue advising the Sayegh Administration.
- Identify all readily available sites for development and designate developers with priority for The Armory, the Leader Dye site, the Madison Avenue Light Rail site, city-owned properties, and large vacant lots and contiguous properties.
- Review Paterson Restoration Corporation (PRC)'s portfolio and explore expansion.
- Identify and assess all existing incentives to maximize business attraction, expansion, and relocation.
- Identify ways to secure a grant writer to assist in raising funds for community & economic development.
- Continue the work of the Paterson Environment Revitalization Committee (PERC).
- Establish grant-writing group to assist in pursuing traditional dollars as well as bigger foundations such as Ford, Rockefeller, Bloomberg, and Taub foundations.
- Explore expanding Paterson's Small Business Development Center to assist local business expansion.
- Identify partnerships with existing citywide organizations and explore partnerships in fostering a Paterson Entrepreneurship Training Program for fledgling firms.
- Ensure that easily accessible resources and information are available for those looking to start a new business, ideally bilingually (English/Spanish), and including online information via website and social media, flyers, in-person workshops.
- Create a process and identify resources to qualify small business owners looking for microloans.
- Explore utilizing NJEDA small-business programs that could benefit Paterson firms and entrepreneurs.
- Communicate already available, free resources, for small business owners (Score, SBDC, etc). While these resources may not be available for one-on-one, individualized support in-culture and in-language, they offer recurrent free seminars and workshops that can complement Paterson's more individualized efforts.
- Designate responsible party/parties to create and subsequently execute a "Strategic Marketing Plan" for the city, encompassing all agencies within the Paterson government.
- Improve online presence and engagement using website and Social Media as key strategic communication vehicles.

Community & Economic Development

- Consider hiring a firm or non-profit to handle social media accounts posts in a cost-effective way.
- Assess building department's policies, procedures and timeframes for individual applicants.
- Assess customer-centric culture of local government services and public interaction.
- Convene a "developers roundtable" to understand perception of developmental process in Paterson.
- Analyze 4-5 comparable cities staffing, turn-around time for permits and fees for professional services.
- Hire a qualified Economic and Community Development Director to restructure the Department and implement a new bold agenda for the City.
- Work with a research institution to study the of Paterson's neighborhoods through five (5) to ten (10) key indicators, including vacancy rates, foreclosure rates, income distributions, housing affordability, etc.
- Create a cross-sector data sharing position within the Administration.
- Pass ordinance requiring all residential and multi-family sales/transfers to obtain a Certificate of Occupancy. This will enable the City to have a more accurate count on the number of units within each structure.

By January 1, 2019

- Review all relevant planning and redevelopment plans for the city to determine ways to streamline implementation.
- Work with the state to implement "Opportunity Zones" to benefit Paterson's targeted census tracts.
- Provide recommendations for streamlining the development and redevelopment process in Paterson.
- Open revitalized "Overlook Park" at the Great Falls National Historical Park.
- Work with the state to determine how best to utilize the Urban Enterprise Zone (UEZ) program.
- Investigate N.J. Department of Environmental Protection (NJDEP) Resiliency grants for flood mitigation and infrastructure.
- Support the Great Falls National Historical Park and advocate for the best visitor and education center.
- Consult with N.J. Department of Community Affairs (NJDCA) on planning opportunities for both economic development, housing and community improvement.
- Endorse Regional Plan Association's T-Rex proposal and explore Paterson-Newark light rail proposal.
- Coordinate and launch a bilingual Small Business Training Program.
- Create an 'Events Committee' that can look into opportunities to host workshops, business conferences, and business expos.
- Explore the possibility of starting a small business incubator.
- Explore the possibility providing business owners with working stations/meeting rooms at the Paterson Public Library or local educational institutions.
- Explore the possibility of creating Paterson's version of Newark's Ironbound neighborhood to attract visitors, food-centric tourism, and amenities.
- Work with NJEDA to provide small grants to local businesses for site upgrades.
- Work with the Peruvian Merchant Association to promote Peruvian businesses and the Peruvian square.

- Document the building & development process to identify weaknesses and necessary changes.
- Assess the functions of Planning Board and Zoning Board of Adjustment and make recommendations.
- Collect all vacant property data and begin active and aggressive implementation of a Vacant Property Registration Ordinance and process.
- Invest in technology and systems that provide the city with data to make planning and policy decisions.

By July 1, 2019

- Develop a new comprehensive citywide economic development plan.
- Convene a “Funders Roundtable” to investigate the potential for unified grant making and concentrate investment.
- Review all existing redevelopment areas and develop a plan to promote development for these zones.
- Establish an objective process/oversight for incentivizing projects and developments.
- Investigate potential for state officials to be assigned to assist with economic & community development, similar to state fiscal monitors.
- Strategically promote tourism and development that will support the Great Falls National Historical Park.
- Expand activity of Paterson Restoration Corporation (PRC) and investigate the potential of utilizing Opportunity Zones funding.
- Complete the “Food Incubator” project.
- Evaluate Community Development Block Grant (CDBG) program’s ability to stimulate economic development.
- Determine avenues for the state to assist in Paterson's success.
- Consider alternative uses for the Paterson Museum building.
- Partner with county and other entities for city planning & development.
- Promote downtown and Great Falls Historic District development to include mixed-income housing development with retail and commercial.
- Inventory all city-owned sites for development.
- Develop affordable housing summit with Enterprise Community Investment Partners and other strategic funders/national intermediaries.
- Inventory parks and open-space needs in partnership with city, county, and state.
- Revisit existing citywide plans that remain relevant and prioritize key elements.
- Seek funding to reline and reopen the raceway system in the historic district.
- Evaluate all Special Improvement Districts (SIDs) and make recommendations for expansion or reform.
- Establish a Paterson branding committee.
- Launch a “Buy Paterson” program to encourage large organizations and corporations to buy from local businesses.
- Identify new revenue streams to help grow the city’s Economic and Community Development divisions.
- Bring on-line 250 new or substantially rehabilitated housing units.
- Use the Abandoned Properties Rehabilitation Act to significantly reduce the number of abandoned homes.

Community & Economic Development

- Begin an inventory of housing stock that includes units/beds from emergency/homeless housing, to rental, to homeownership with details on the rental and owner occupied markets.

By July 1, 2022

- Complete a signature project in every ward of the city.
- Explore the possibility of moving the NJ Transit bus garage from the Trolley Barn on Market Street to open development opportunities in the area.
- Develop flood mitigation solutions for the city.
- Implement new Special Improvement Districts (SIDs) for strategic commercial corridors.
- Explore NJEDA grants to attract publicly held and larger privately held companies to move to Paterson.
- Improve mechanics of planning, zoning, development & redevelopment with normalized approval periods.
- Achieve a 60 percent reduction in abandoned properties.
- Build 2,000 new or substantially rehabilitated units of housing.
- Expand transportation options within neighborhoods.
- Identify financial resources to grow Paterson's best performing non-profit housing providers to substantially increase the supply of affordable housing.

Introduction

The Community & Economic Development (CED) Transition team convened several times in order to provide the Sayegh Administration a series of recommendations for implementation. Because the scope of the CED Committee was relatively wide, members felt it was important to organize the committee's focus into 4 specific areas: Comprehensive Economic Development, Business Development & Strategic Marketing, Local Government Services, Housing & Neighborhood Revitalization.

Comprehensive Economic Development

The new administration is starting with a great advantage for economic development. The N.J. Economic Development Authority (NJEDA) has granted \$130 million in Economic Redevelopment and Growth (ERG) tax credits to the City of Paterson. These tax credits will be used for Paterson's redevelopment and revitalization. It's a tremendous resource that will enable efforts to transform Paterson in a great place to live, visit and do business.

We highly recommend vigorous efforts to pursue more enabling resources, which is why we urge the new administration to Identify ways to secure a grant writer. We also suggest establishing a grant-writing group to pursue traditional dollars as well as resources from organizations such as The Prudential Foundation, The Ford Foundation, The Rockefeller Foundation, Bloomberg Philanthropies, and the Henry and Marilyn Taub Foundation. It could be worth considering convening a "Funders Roundtable" with regional philanthropists and donors to look into creating a unified grant-making program.

At this critical time, we find it is a high priority to understand the scope of possibilities that lie within of all existing resources that are available to Paterson's economic development. Therefore, we recommend reviewing the holdings of the Paterson Restoration Corporation (PRC)'s portfolio, and expanding its activity investigate the potential of utilizing federal Opportunity Zones funding. In a similar vein, we find it would be worthwhile to evaluate the Community Development Block Grant (CDBG) program funds ability to stimulate economic development. The city's existing bond capacity should be considered as a possible source of financing for street repaving in areas key to economic and community development.

To prepare for urgent needs that may arise due to severe weather, we suggest applying to the N.J. Department of Environmental Protection for flood mitigation funding, and seeking funding resources to reline and reopen the Great Falls' raceway system in the city's historic district.

Obtaining maximum resources for economic development would be for naught without proper planning. That is why we hope that the new administration would establish a Community & Economic Development Task Force to continue advising the new mayor and his team. Job one for the task force would be to partner with the NJEDA and others to ensure the maximized and efficient use of the ERG tax credits. A good step toward this goal would be to clarify specific projects to benefit from the credit.

We further recommend that the work of the Paterson Environment Revitalization Committee (PERC) continue, that the "Food Incubator" project be completed, and that after many of the economic development efforts have taken root, that Paterson Branding Committee be established.

Economic development and planning efforts should also incorporate the expertise and resources of entities outside of Paterson, beginning with the state government. We suggest soliciting the state's help in discovering new planning opportunities, utilizing the Urban Enterprise Zone (UEZ) program, and in implementing Opportunity Zones in the city. We also recommend investigating the potential for state officials to be assigned to assist with Paterson's economic and community development in a manner similar to assigning state fiscal monitors.

We recommend enhancing the city's relationship with the Regional Plan Association, America's most distinguished urban research and advocacy organization, by endorsing its Trans Regional Express (T-Rex) proposal. Perhaps this relationship could be useful in the exploration of the possibilities of light-rail connections between Paterson and other communities, including Newark. An affordable housing summit with Enterprise Community Investment Partners, and other strategic funders, should also be planned and held.

Our committee has determined the following tasks are priorities for redevelopment and community planning. First, the administration should identify all readily available sites for development and designate developers with priority for The Armory, the Leader Dye site, the Madison Avenue Light Rail site, city-owned properties, and large vacant lots and contiguous properties.

The Great Falls is the centerpiece of Paterson's revitalization. Therefore, there should be continuing effort to build support for the Great Falls National Historical Park and the coming visitor and education center. We look forward to the opening of Overlook Park at the Great Falls and all of the promise it hold for events and celebrations that will attract people from within and outside of Paterson. That is why we strongly

Community & Economic Development

recommend the strategic promotion of tourism for the the Great Falls National Historical Park, as well as the development of the Great Falls Historic District that will including retail, commercial and mixed-income housing.

In the context of these efforts, we believe that alternative uses for building that is currently housing Paterson Museum should be considered, and that the possibility of relocating NJ Transit's bus garage from the Trolley Barn on Market Street should be explored.

Efforts beyond the Great Falls should begin with taking inventory of all city-owned properties for redevelopment, and assessing the city's needs for parks and open-space.

We suggest evaluating all of Paterson's Special Improvement Districts (SIDs), and implement new SID's for strategic commercial corridors.

Business Development & Strategic Marketing

In the area of business development, we recommend immediately looking into expanding Paterson's small business assistance programming. Entrepreneurship should be encouraged through a 'Paterson Entrepreneurship Training Program' for small businesses. This could be achieved through partnerships with institutions such as William Paterson University and the Statewide Hispanic Chamber of Commerce of New Jersey. Information should be made available to prospective entrepreneurs bilingually and through a website, social media, flyers, and in-person workshops. Creative partnerships with institutions of higher education are also encouraged.

We suggest that a process be created to identify resources to qualified small business owners looking for a microloan, and that a range of NJEDA programs supporting small businesses be explored. We also recommend the promotion of already available free resources for small business owners. While these resources may not be available for individualized support in-culture and in-language, some organizations offer recurrent free seminars and workshops that can complement Paterson's more individualized efforts.

We believe a bilingual Small Business Training Program should be launched that can include business education, financial literacy (personal credit and access to capital for small business), growth and scaling, and procurement opportunities. This program can be a combination of classroom sessions and individual mentoring.

Our committee suggests creating an events committee that can host workshops, business conferences and business expos; and can bring together non-profit organizations, corporate sponsors and business owners from and outside of Paterson. This events committee can also help create opportunities for networking and connecting business owners with the community.

We like to see more support for Paterson's small businesses. One method worth exploring is to create a small business incubator, where small businesses with potential for scalability are identified and can be supported with space and dedicated resources.

Perhaps working stations and meeting rooms can be made available at little or no costs at the Paterson Free Public Library or at local educational institutions.

We see the potential of creating Paterson's version of Newark's Ironbound neighborhood to attract visitors, highlighting restaurants, businesses, and food shopping locations.

We recommend working with the Peruvian Merchant Association to promote Peruvian businesses and the Peruvian square. There is the opportunity to involve the Peruvian Consulate, who is located in Paterson, and Consul General Alberto Hart, to help promote the activities and events of the Peruvian community in Paterson.

Completing the Paterson Food incubator and launching a commercial kitchen space is also recommended (40% of new ventures in the Hispanic community fall into the Food Industry).

We believe local commerce could benefit by launching a "Buy Paterson" program, in which large organizations and corporations are encouraged to buy from local businesses.

Additionally, greater opportunities for businesses owned by minorities, women and veterans could be created with the help of governments and the private sector. Using the Hudson County OBOC as an example, the Paterson Community & Economic Development Task Force could do a search for an experienced official to evaluate the strengths of Paterson's businesses owned by minorities, women and veterans. That individual would then identify which of those businesses had the best potential for local private and public contracting opportunities. Once those opportunities were found, the designated individual could create a process to assist the business owners in applying for relevant certifications and bidding.

Because an essential part of business development is attracting businesses to relocate to Paterson, our committee highly recommends exploring NJEDA grants to attract publicly held and larger privately held companies to move to our city. At the same time, thought needs to be given to how the city's conveys its message of what Paterson has to offer to a business. Providing information about available building space, transportation options and human resources should be among the first considerations.

This leads into the importance of strategically marketing Paterson as a viable, promising place to do business to the private sector. To this end we recommend that the new administration choose a team to create and execute a strategic marketing plan that encompasses all agencies within the Paterson's municipal government.

This strategic marketing plan should identify areas of the new administration that will be supported and emphasized. Some consideration should be given to improving the city's online presence and engagement via the city's website and use of social media platforms. Because of the potential of the web and social media to be key strategic communication vehicles for the city, the new administration should consider hiring a firm or non-profit to handle social media accounts posts in a cost-effective way.

Local Government Services

Improving the way city government interfaces with the public, private, and non-profit sectors should be a critical concern to the Sayegh Administration. From implementing the timely and effective permitting process, to ensuring predictability in the comprehensive development and redevelopment process, local services should be consistent across various divisions and departments. It is also important to ensure that local citizen concerns and needs are addressed in a timely and customer-friendly manner. Fostering an orderly and predictable system for providing local government services should be a pinnacle concern to the Sayegh Administration.

Housing & Neighborhood Revitalization

Fostering a comprehensive strategy that places housing and neighborhood revitalization at its core is crucial for any city's long-term viability—particularly those that are economically distressed. It is important to intentionally utilize Paterson's intrinsic assets while simultaneously addressing its many unique challenges, such as vacant and abandoned properties. Achieving diversity in terms of mixed-income housing and mixed-use development throughout the city should be a critical focus for the administration and several recommendations touch on this approach. These recommendations are important in stabilizing the tax base and providing an avenue for neighborhood revitalization and stabilization—particularly in core commercial districts, gateways, corridors, and neighborhoods of the city. These approaches also help stimulate future investment and help to drive sustainable economic development.

Health & Human Services

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A revitalized Paterson means a healthier Paterson, and I intend to help Paterson residents live healthier lives.

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–Mayor André Sayegh

Health & Human Services

Recommendations:

By October 1, 2018

- Conduct a thorough audit of the city's current health care beneficiaries, and continue to do so on a quarterly basis to ensure that current beneficiaries qualify for healthcare benefits.
- Audit property tax rolls to determine which businesses are currently out of compliance with the current Mercantile Ordinance.

By January 1, 2019

- Explore the possibilities of developing mutually beneficial partnerships between the city and St. Joseph's University Medical Center.
- Reconstitute the Rent Leveling Board and require it to meet on a regular basis.
- Transfer oversight of the Rent Leveling Board to the Division of Housing, but maintain a seat on the board for the HHS director.
- Actively seek out grant opportunities.

By July 1, 2019

- Develop a robust Environmental Health Division.
- Create a Municipal Identification (MID) Card program.
- Require the HHS Department to hold an annual public health meeting and provide an annual report.
- Establish an autonomous city Board of Health.
- Evaluate all public health shared services agreements with other communities.

By July 1, 2022

- Renegotiate the lease at 165- 5th Avenue.

Introduction

The members of the Health and Human Services (HHS) committee set out to formulate recommendations to improve oversight of the city's HHS functions, enhance services to city residents, and improve the financial performance of the city's health department. Our recommendations to the new city administration for addressing these areas are as follows:

Establish a Robust Health and Human Services Department

We believe city's the current health division should be restructured into a robust **Health and Human Services (HHS) Department** to optimize the potential to perform more public health services and support social services to city employees and residents.

Delivering more services to the public would require the creation of two new divisions within the HHS Department. First, a **Health Education and Promotion Division** should be instituted to promote health, and work with local organizations as well as healthcare service providers to institute prevention programs for Paterson's municipal employees. Second, an **Environment Division** should be created to provide oversight of mercantile licensing, food handling licensing, housing inspection and restaurant inspection.

Municipal Identification Cards

To further improve the delivery of health services, we recommend the passage of a city ordinance to create a Municipal Identification (MID) Card program. The program will help the HHS Department improve through the MID Card application process, which would asks MID Card applicants questions like the following:

- How do you currently access healthcare services? Is it at St. Joseph's University Medical Center, through primary care physicians, or Paterson Community Health Center?
- How do you currently access social services? Is it at food pantries, homeless shelters, or medical respite shelters?
- Do you have a primary care physician?
- Do you have health insurance? Are you under-insured, or do you self-pay?
- Do you know if you qualify for charity care or other support programs?

The application process should also be designed to try to find out which social determinants are impacting the quality of applicants' overall healthcare, which determinants are limiting their access to healthcare, and which are preventing access to other services. The process should also be strengthened to prevent fraud and to eliminate the registering of non-residents into the MID Card program.

There should be some consideration of the HHS Department's ability to organize public outreach efforts to connect applicants with social services citywide. Partnerships with other city agencies and the Health Coalition of Passaic County (HCPC) should be explored to achieve this end.

We also suggest evaluating whether the City of Paterson should be a holder of an HCPC NowPow license to provide referrals to clinical and social service networks. (NowPow is a healthcare technology startup. Its platform could enable the city to streamline the referral process by connecting the city with referral senders and referral receivers.)

We recommend developing a sliding fee structure that takes into account financial positions of applicants to the program.

Rent Levelling Board

The Rent Leveling Board must be reconstituted and required to meet on a regular basis. The Municipal Council should require quarterly updates from the board's leadership.

Clarification is needed as to which agency is responsible for addressing tenant/landlord complaints, especially as these complaints relate to environmental issues and issues related to health.

Attention is needed with code enforcement officials in clearly defining these officials' roles according to N.J. Department of Health (NJDOH) regulations.

Oversight of the Rent Leveling Board should be transferred to the Division of Housing, but the Paterson HHS Director should be a member of the Rent Leveling Board.

Develop a Robust Environmental Health Division

Compensation packages for inspectors should be evaluated and necessary adjustments should be made in order to attract skilled inspectors.

Cultivation and training of local residents to become inspectors could be accomplished through partnerships with Passaic County Technical Institute, William Paterson University, Montclair State University, and other local schools. We recommend exploring the possibilities of forming these partnerships, and as well as discussing the possibility of providing tuition assistance based upon students' needs. We also suggest requiring a service commitment to the city of any students who receive tuition assistance.

The number of health inspectors needs to be evaluated in order to determine where there are enough health inspectors to properly carry out their mandated responsibilities.

All inspectors should be cross-trained in multiple areas, and the city should offer certification programs to help meet this end.

Annual Public Health Meeting/Report

The new administration must require its HHS Department director to provide an annual report to the mayor, City Council and community. We suggest conducting an annual public health meeting in partnership with St. Joseph's University Medical Center as part of the hospital's annual community meeting.

Establishing of an Autonomous Board of Health

In order to enhance services to city residents, we recommend establishing an autonomous 12-member Paterson Board of Health. The board should hold regular public meetings with the city's HHS director. The scheduled times of those meetings should be posted on the city's web site and in local newspapers' public notices.

The power to appoint board members should be divided accordingly:

- Each city council member will have the authority to appoint one member to serve on the board.
- The mayor will have the authority to appoint two members to serve on the board.
- The HHS director will have the ability to appoint one member to serve on the board with the advice and consent of the City Council.

We recommend appointing health-related professionals to the Board of Health including:

- a primary care physician
- a registered nurse
- an advanced practice nurse
- an environmentalist
- a nutritionist
- a public health professional
- a disaster planning professional
- mental health professionals
- licensed clinical social workers
- infectious disease professionals
- emergency transport professionals

Renegotiate the lease at 165-5th Avenue to America Red Cross

The lease for this city-owned property should be renegotiated when it expires in 2022. All future rental income should be designated as a restricted line item within the HHS Department's budget. We suggest adding a provision to the lease for in-kind services such as providing emergency preparedness training for the Paterson Medical Reserve Corps, HHS Department staff, and school nurses in the renegotiated lease agreement. CPR training should be included as part of the services provided to the community.

Shared Service Agreements

Paterson has public health shared services agreements with other communities including Haledon, North Haledon, Hawthorne, Prospect Park, and Totowa. We recommend reevaluating all shared services agreements. We suggest the fee structure be based on the latest U.S. Census data for each contracting municipality. Fees should at least cover the city's costs in providing services. Furthermore, all shared services agreements should be audited and evaluated. An annual 2 percent escalation in fees should be included in all shared service fee agreements. The City of Paterson should be prioritized when it comes to public health emergencies.

Pursue More Grant Dollars

The City of Paterson should actively seek out grant opportunities from multiple sources that will support the city's public health strategy. We also recommend that a request for proposals (RFP) be developed for a grant writer.

Mercantile Licensing

The city should immediately audit property tax rolls to make a record of businesses that are currently out of compliance with the city's mercantile ordinance. We suggest exploring the possibility of hiring a full-time inspector to enforce the mercantile ordinance.

Healthcare Costs Incurred by the City of Paterson

The City of Paterson must immediately conduct a thorough audit of its current healthcare beneficiaries, and continue to do so on a quarterly basis to ensure current beneficiaries qualify for healthcare benefits. To this end, we recommend improving overall management controls within the HHS Department. The city should hire a consultant to explore less costly options, as well as a risk manager to help with this process. The city should also consider developing a comprehensive wellness program. Lastly, we recommend offering financial incentives to encourage plan participants to utilize in-network physicians.

Legal (Municipal Court)

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Accountability will be the
hallmark of my administration.

”

–Mayor André Sayegh

Legal (Municipal Court)

Recommendations:

By October 1, 2018

- Consider changing court operations so that the time of the 23 weekly sessions can be allocated according to the demands of the caseload.
- Conduct a comprehensive Municipal Court personnel audit.
- Institute a hiring freeze in the court until the personnel audit is completed.
- Clarify the roles of the chief judge, the municipal court director and the court administrator.
- Examine the court's practice of approving and paying overtime.

By January 1, 2019

- Provide customer service training for court employees.
- As a safeguard, provide training for municipal court judges to prevent any possible Judicial Code of Conduct or ethics violations.

By July 1, 2019

- Make much-needed improvements and renovations to the Municipal Court building.

Introduction

Paterson's Municipal Court is one of the largest courts in the State of New Jersey. In fiscal year 2017, the court processed approximately 150,151 cases consisting of traffic violations, driving while intoxicated (DWI) violations, parking violations, disorderly persons citations, petty disorderly persons offenses and ordinance violations. As a result, the court generated approximately \$4,859,144.38 in revenue for the City of Paterson.

The court has also significantly reduced the number of cases in backlog during the past few years. Previously, Paterson's Municipal Court was consistently above the state average of backlog per 100 cases in three of five categories, DWI, traffic, and parking. In addition, the court was ranked near the bottom of the list in those categories in comparison to other municipalities in Passaic County. Now, the court is currently above the state average except parking. As of June 2, 2018, the court had approximately 17,162 parking matters that were at least 120 days old.

Paterson's Municipal Court has six part-time judges, with one currently designated as the acting chief judge. There are currently 23 weekly court sessions. The court's Table of Organization indicates that the court is organized into two divisions, the Criminal Bureau and the Violations Bureau. The court has a municipal court director, a court administrator and six deputy court

administrators. There are a total of 12 employees that work in the Criminal Bureau and 15 employees that work in the Violations Bureau.

Training

There is a need for training for the line staff. The N.J. State Superior Court Municipal Court Services Division is in the process of working with the court to arrange such training. There is a specific need for customer service training for employees who have contact with the public. The N.J. State Superior Court Municipal Court Services Division recently made customer service surveys available to the public. The division is waiting to compile the results of those surveys.

As a safeguard, our committee recommends the division's training for Municipal Court judges to prevent any possible Judicial Code of Conduct or ethics violations.

Facilities Improvement

The building that houses the Paterson Municipal Court is outdated and in need of significant improvements or renovation. Public areas are in poor condition, which does not reflect well on the court. Courtroom Number 2 is particularly in poor condition. The lighting is very dim, and the carpeting is badly soiled. The building needs to be renovated to present a more professional image to the public, lend more credibility to the court, and to provide for more security.

Court Operations

Changes are needed in how the court's 23 weekly sessions are allocated to the court's heavy caseload.

The calendar for each session is grouped according to different types of offenses. There are sessions that are devoted specifically to DWIs, traffic matters, criminal matters, and other categories. The problem is that some categories have lighter caseloads than others. For example, traffic violations usually outnumber probable cause hearings. But because the session calendar has already been set, time is set aside for probable cause hearings even though there may be very few of those cases or none at all. Meanwhile, the backlog of traffic violations continues to grow.

The court should consider changing its operations so that the time of the 23 weekly sessions can be allocated according to the demands of the caseload. The point is to further reduce the Paterson Municipal Court's backlog. However, our subcommittee believes that the court should continue its practice of holding a separate trial session for DWI matters.

The court should also consider dedicating one of its existing 23 weekly sessions to resolving parking offenses, or hold special sessions strictly dedicated to resolving parking offenses, to reduce the backlog. Funding from the Parking Offenses Adjudication Act (POAA) can be used for this purpose.

Personnel

We believe the city administration should conduct a comprehensive municipal court personnel audit, and institute a hiring freeze in the court until it is completed.

Our subcommittee members see a need to determine the proper staffing levels needed to handle the current volume of work. As a result of Criminal Justice Reform, the amount of duties performed by the municipal court have been drastically reduced. The State Superior Court has absorbed many functions – including arraignments, commitments, and bail determinations – that were previously carried out by the municipal court. This has resulted in a reduced workload for the municipal court leaving some staff members with little or no work to do daily.

The court's hiring practices and employee disciplinary system also need to be examined. We are concerned about excessive absences by employees.

We also note that there is some confusion among staff as to the supervisory and reporting structure of the Municipal Court. There needs to be a clear delineation between the roles of the chief judge, the municipal court director and the court administrator. It is our hope that a personnel audit will help the administration determine the most efficient and effective organizational structure for the Municipal Court.

The city administration should also examine the court's practice of approving and paying overtime. Questions have arisen regarding the process of approving overtime and the types of employees who should be eligible for overtime pay.

Recreation, Education & Youth

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Although we are six wards, we are one Paterson. Although we're 72 different ethnic groups, we're one Paterson. We're 146,199 residents, but we're all one Paterson.

”

–Mayor André Sayegh

Recreation, Education, & Youth

Recommendations:

By October 1, 2018

- Explore the possibility of creating a Recreation, Parks and Cultural Affairs Department, rather than keeping these functions under the umbrella of the Department of Public Works.
- Amplify the call for a high-quality education for all Paterson students.
- Work with the Police Department to provide safe routes to school.

By January 1, 2019

- Revisit the shared services agreement between the city and Paterson Public Schools.
- Establish a fee-based usage policy for non-residents and external organizations that use the parks and fields for recreational events.
- Develop and promote recreation programming that meets the needs of Paterson residents.
- Use Full Service Community Schools as a way to bring services to students and families.

By July 1, 2019

- Develop a master plan and vision jointly with the Paterson Public Schools State District Superintendent and the Board of Education.
- Fully utilize parks, including Great Falls National Historical Park, for activities and events such as farmers' markets, fairs and concerts.
- Provide the library with adequate resources to partner with schools on youth and adult literacy.
- Collaborate with Passaic County Community College and other higher education institutions to serve as resources for education and recreation.

By July 1, 2022

- Join in advocacy efforts for additional state, federal and private funds for education.
- Collaborate with nonprofit sector to get more playgrounds for schools and have them open to the public after school and on weekends.
- Provide incentives for employers to hire youth ages 14 and older.
- Collaborate with community partners to develop plan to retain our college educated and professionally trained young adults.
- Partner with nonprofits to expand the promise neighborhood/cradle-to-college model.

Introduction

The Recreation, Education and Youth Committee met twice in person and had regular email exchanges. We conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis and discussed the questions posed by the Transition Committee at our first meeting. We worked on grouping and prioritizing issues at the second meeting. Information was gathered from the current Department of Public Works (DPW) organizational chart, documentation provided by current Department of Recreation staff and research of other cities and neighboring towns. We also consulted with Creative Paterson Call to Collaboration conversations, and reviewed the community 2017 Superintendent Search Community Engagement Report, focusing on comments from the youth focus group.

The city administration can best serve Paterson families and youth by creating a Recreation, Parks and Cultural Affairs Department (RPCAD). The status quo of housing recreation beneath the umbrella of the Department of Public Works is neither sustainable nor desirable. We envision the department to be led by three directors, all working collaboratively, each dedicated to one of the three areas of the department's jurisdiction.

The new RPCAD will be parent-friendly. It will provide easier access for parents by having one centrally located office as well as neighborhood satellite offices in each of the city's six wards. It is our hope that each satellite office would tailor its youth programs according to the needs of the families who live nearby. This would be determined by regularly holding youth forums to elicit their opinions.

Staffing would be a top concern in instituting the RPCAD. First, we would suggest that the staff be assigned during afternoons and evenings, when programs are most needed by Paterson families. Secondly, staff must have a friendly, customer-first attitude to ensure the best possible experience for Paterson families.

We recommend ALL city employees understand the variety of cultures represented by Paterson youth and their families. To this end, we suggest diversity training and cultural acclimatization for all city employees.

Finally, we believe that Paterson youth should be empowered by creating a Paterson Youth Council and a youth advisory position on the City Council.

Amplify the Call for Higher Quality Education

It is our hope that Mayor Sayegh and his administration would be champions for Paterson Reads, a collaborative program that provides community solutions to ensure that every child is reading on grade level by the end of 3rd grade. Paterson Reads is a part of the National Grade Level Reading Campaign. Research shows that the most successful models engage all levels of government, along with businesses and the nonprofit community.

We suggest encouraging city employees to engage in reading activities with kids, as well as promoting one book that kids should read at each grade level. Furthermore, we recommend designating reading time at the start of all recreational programs.

Collaboration with Paterson Public Schools

The City of Paterson has a new mayor in Andre Sayegh. Paterson Public Schools have a new state district superintendent in Eileen Shafer. Just as it is a brand new administration in City Hall, it is a brand new day in Paterson Public Schools. The district is on track to be returned to local control by May 2, 2020. Attendance is increasing and Paterson students are performing between on state PAARC mathematics and English language arts tests.

Our committee recommends close cooperation and collaboration between the two top positions in our city. We hope that the mayor and his administration support the Paterson Public Schools District and its mission and vision, and that Mayor Sayegh and Superintendent Shafer meet early and often to support district initiatives and align city services to school needs.

To that end, we suggest that the mayor, the schools superintendent and the Paterson Board of Education develop a master plan and vision that consider potential increases in student enrollment that could accompany new housing developments. Consideration should be given to possible increased needs for social services, bus routes, safe walking routes to school, green space and recreation facilities.

We recommend that the mayor, schools state superintendent and school board select an education theme each year or periodically throughout the year. We also suggest that the mayor appoint a city education liaison to prevent overlapping programs and duplicating efforts that can lead to resources being wasted.

Cultivate New Funding Sources

It is our hope that Mayor Sayegh and Superintendent Shafer will use their combined influence to secure new opportunities for state and federal funding and other resources, as well as private funding resources.

We also hope that those efforts would be guided by tangible goals for the community, including building more schools in Paterson. Because our schools will function well beyond the parameters of a typical school day, we recommended pursuing funds to provide air conditioning in our schools. We need resources to help continue our schools' efforts to improve instruction and provide students with a thorough and efficient education. We also need resources to build more playgrounds and make them available to the public after school and on weekends.

Safe Routes to School

We recommend that police and safety officers be reassigned to provide safe streets, particularly safe routes to school, by increasing police presence in neighborhoods where kids walk to school at opening and dismissal times.

Shared Services

The start of a new administration provides the opportunity to revisit the shared services agreement between the city and school district. We suggest continuing development of Hinchliffe Stadium as an economic opportunity and fundraising venue, with proceeds dedicated to youth sports and enrichment. Proceeds from concession stands at school sporting events and other activities should be used to support youth programming.

When school facilities are used by the city, there are associated costs for prep, maintenance and supervision. The school district should be compensated for these costs. The city should ensure that all local taxes collected get paid out to the district on time. At the same time, the school district should encourage the best uses of school buildings and playgrounds for sports and non-sports recreational/enrichment activities after school and on weekends.

We suggest the establishment of a fee-based usage policy for non-residents and external organizations that use the parks and fields for recreational events.

Full Service Community Schools

To make it easier for Paterson families to access the services they need to stay healthy, we recommend that the mayor and school district expand the Full Service Community Schools strategy. This would bring services to students and families at school sites. We also suggest locating city offices that offer programs for children and families inside schools, and using federal Community Development Block Grants and other funding to promote a strong community development corporation presence in every ward.

There are many educational opportunities offered by the city and by local non-profit organizations, but people do not always find out about the opportunities that are right for them. We recommend that the city and the school system team up to facilitate better communication and promotion about these opportunities.

Finally, we would like to see what ideas can be developed in the areas of character education for our young people, and in creating youth internships and mentoring programs through local businesses and nonprofits.

Increase Use of Local Parks

Our city's parks, including the Paterson Great Falls National Historical Park, could be more fully utilized for activities and events such as farmers' markets, fairs and concerts. We recommend replicating successful models and best practices found in Jersey City, Chicago and Newark. We also recommend working with the Passaic County government to obtain funding to establish county parks within Paterson and pocket parks in some neighborhoods.

Revitalize Public Library

We recommend that the city provide our free public library with adequate resources to partner with schools to bolster youth and adult literacy. Opportunities should be sought to raise the standard of our library's main branch as well as to reopen neighborhood branches that have closed. To encourage public use of the library and its branches, we recommend increasing lighting and police presence in their vicinities, as well as cleaning up the surrounding neighborhoods. Because literacy cannot be over-promoted, we suggest providing another bookmobile with an ongoing school and community schedule.

Cultivate Other Collaborations

Success cannot be achieved through funding alone. It will take work, work performed by all of us in the Paterson community – collaboratively and with an unrelenting focus on a better future for our city that begins with our families and our youth.

We recommended seeking collaborations with area higher education institutions – including Passaic County Community College, William Paterson University, Berkeley College and Montclair State University – in developing new and innovative education and recreation opportunities for Paterson's youth.

We suggest reaching out to Paterson employers to hire local youth ages 14 and higher, and partnering with nonprofits to develop a cradle-to-college program for Paterson youth. This would entail helping families with preparing for college, applying for scholarships and financial aid.

Once Paterson students have earned their education or professional training, it is our hope that many of these young adults would return to Paterson to begin their careers. That is why we recommend collaborating with community partners to develop a plan to encourage them to do so.

On the Question of an Appointed Paterson Board of Education

Our committee discussed the pros and cons of having the mayor appoint school board members, as is the case in some New Jersey communities, as opposed to holding school board elections. At the end of our discussion, all committee members except one felt strongly that the school board should be duly elected by the residents of the community. After 27 years of state control, we believe the community does not want mayoral control and prefers to elect its education leaders.

Public Authorities

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There's been far too much division
in this city. We need more vision.
We're going to rebuild Paterson.
It's going to start with a new vision.

//

–Mayor André Sayegh

Public Authorities

Recommendations

By October 1, 2018

- The mayor should speak to the governor about appointing a number of residents from Paterson to serve on the North Jersey District Waters Supply Commission (NJDWSC), which controls water supplied to Paterson.
- Explore with the PVWC executive director the possibility of hiring government relations personnel.
- Continue to urge Congress to increase the Low Income Housing Tax Credit (LIHTC) allocation to the Paterson Housing Authority.
- Explore the possibility of ensuring all public authorities abide by state and local pay to play regulations.

By January 1, 2019

- Explore the possibilities for all public authorities to find a way to phase in wage raises through 2020.
- Explore the possibility of transitioning on-street parking operations to “pay by plate” on smart phone parking apps by 2020.
- Include specialized customer service training to avoid on-street incidents between citizens and parking enforcement officers.
- Give the Paterson Police Department access to the library’s video footage of the property and surrounding area.

By July 1, 2019

- Link the Paterson Housing Authority’s camera system with the Paterson Police Department to improve public safety.
- Resolve all outstanding litigation matters involving the Paterson Parking.
- Organize after school and bilingual programs at the library.
- Host town hall meetings, City Council and Board of Education meetings at the library to showcase the facility.
- Consider adding lighting around the library for safety purposes.

By July 1, 2022

- Increase housing for residents most in need as the city creates an infrastructure to build developments in the city.

Introduction

Our committee was made up of seven individuals, all of whom are familiar with the City of Paterson. The committee's objective was to provide the mayor and his administration with a report that will help identify the strengths and challenges that each authority faces. As a result, we met with a number of individuals associated with each of the entities to gather information.

Passaic Valley Water Commission

Members of the committee met with Passaic Valley Water Commission (PVWC) Executive Director Joseph A. Bella and PVWC Legal Department Head George T. Hanley. In addition, the committee reviewed a number of documents, including the PVWC website, board minutes, lead reports and Environmental Protection Agency (EPA) reports.

The PVWC was created in 1927. By law, it is allowed to purchase privately owned water works systems for the three cities it serves (Paterson, Passaic and Clifton). The PVWC also monitors the operations of the water supply and distribution system for the three cities. The commission is made up of three representatives from Paterson, two from Passaic and two from Clifton.

This PVWC has the right to construct facilities for the collecting, holding and distribution of water, as well as the right to protect and manage those facilities for the benefit of the public.

The PVWC is a public drinking water supplier owned by the cities of Paterson, Clifton and Passaic. It owns and operates the Alan C. Levine Little Falls Water Treatment Plant (WTP). For a majority of PVWC customers, finished water from the Little Falls WTP is blended with finished water obtained from North Jersey District Waters Supply Commission's (NJDWSC) Wanaque WTP. After the treatment is complete, the water is then pumped through underground pipes to the cities of Paterson, Clifton, Passaic, Prospect Park, Lodi, North Arlington and a section of Woodland Park. They also serve more than 22 wholesale customers in Passaic, Bergen, Essex, Hudson and Morris Counties. Emergency interconnections with other water purveyors exist throughout the distribution system. It is important to note that 60 percent of the PVWC's water usage and revenue comes from Paterson, Passaic and Clifton.

The PVWC oversees the following four reservoirs:

1. **Great Notch:** 427 feet, 178.5 million gallons, 30.24 acres*
2. **New Street:** 303 feet, 52.4 million gallons, 12.75 acres*
3. **Levine:** 180 feet, 19.2 million gallons, 5.2 acres*
4. **Point View:** 400 feet, 3 billion gallons, 433 acres

*provides service to Paterson

The PVWC has its own treatment process. More specifically, rainwater is processed at the treatment plant. The water is sent to one of the three reservoirs. It is important to note that the water is subject to any potential harm/bacteria when it is in the reservoir. The water is processed and pushed to different homes and/or businesses in Paterson.

The new administration must focus on the three open-air reservoirs that serve Paterson residents and the associated threat of lead contamination. The EPA has indicated that all alternatives to protecting residents have been investigated. They indicated that the water tanks are the only resource that will protect residents from lead-contaminated water.

Paterson Housing Authority

Members of the committee met with Paterson Housing Authority Executive Director Irma Gorham. The committee also had an opportunity to review a number of documents to prepare this portion of the report.

The Housing Authority of the City of Paterson (HACP) is one of the city's largest resources for affordable housing. The HACP's long sustainable history of developing and administering affordable housing programs in Paterson has generated 1,012 public housing units and 2,237 federal Section 8 vouchers. The HACP serves more than 7,000 families and has ownership interest in 273 units of mixed-finance, privately owned housing units.

It is important to note that the Paterson Housing Authority has many employees. This includes the executive director, an assistant executive director, a tenant relations liaison, a human resources officer, a compliance officer, property managers and a director of modernization. In addition, there are employees from the HACP's Planning and Grants Department, its Department of Leasing and Occupancy and its Department of Administration and Finance.

The HACP cannot rely on federal funding for its operation and instead relies on private partnerships to fulfill its mission.

In the next five years, the HACP plans to demolish about 300 units in Riverside Terrace and construct 245 units in their place. Also, the HACP is receiving an additional 81 housing vouchers. The HACP is planning to develop a 20-unit reentry housing project for individuals released from jail after serving time for non-violent crimes. The HACP is proposing to utilize Section 8 and other developmental funds to implement an affordable housing program.

The HACP has been a HUD-Certified Counseling Agency since June 2000 and a HUD-approved Section 8 Homeownership Program in 2001. It is the Authority's goal to educate low-to-moderate income-based families and assist them with pre-purchase counseling services as they become first-time home buyers. The HACP has produced a 4th Ward Strategic Plan to address areas of concern.

HACP received a \$442,349 grant from the U.S. Department of Housing and Urban Development (HUD). It also received an \$80,000 grant from HUD for a Juvenile Re-entry Assistance Program (JRAP). This program provides youth with enhanced opportunities to pursue an education, and to obtain stable housing and secure employment.

HACP has also applied for a \$300,000 Resident Opportunity and Supportive Services (ROSS) Grant for case management services for both senior and family residents. This program allows senior residents to continue living independently and assists family development residents. HUD will announce the status of HACP's application during the next cycle of grants.

HUD's Newark Office conducted a monitoring visit for the Continuum of Care (CoC) Program from May 9-14, 2018. The purpose of the monitoring visit was to verify that the program was keeping proper and appropriate documentation, check the participants' eligibility and ensure the program's

was compliant with the Permanent Supportive Housing Program's components of the Continuum of Care Program. The monitors completed their inspection and provided recommendations on how to maintain proper documentation and verify participants' eligibility.

Paterson Parking Authority

Members of the committee met with Paterson Parking Authority (PPA) Executive Director Jose "Tony" Perez. The committee reviewed numerous documents to prepare this portion of the report, including PPA's website, the 2016 annual audit, the 2018 fiscal budget, an organizational chart, a vendor list, the 2017-2018 employee list and wages, a list of pending litigation and a list of future projects.

The PPA was established in 1948. It is made up of seven commissioners. It is important to note that each of the commissioners has been appointed within the last few years. The PPA is made up of 72 employees. In addition to Mr. Perez, the list of employees includes the Manager of Operations Diana Carabello and employees staffing the following departments: the office, the Meter Department and the Maintenance Department. It is important to note that more than half of the PPA employees earn less than \$20.00 per hour.

On May 1, 2018, the PPA passed an annual budget that reflects total revenue of \$7,752,000, with total appropriations of \$7,699,000, with no accumulated deficit. The budget covers most, if not all, of the PPA's expenses. It is important to note that the PPA has 24 open matters pending in state Superior Court, from 2013. Most of these cases involve "slip-and-fall" incidents. Five of the pending matters involve PPA vehicles. The PPA has 16 vehicles.

As of June 2018, the PPA was in the process of completing four major projects: the South Paterson Garage, the Great Falls Lower Market Street Project, the Ward Street Garage and the Center City Arena.

The new administration is starting with a great advantage for economic development. The N.J. Economic Development Authority (NJEDA) has granted \$130 million in Economic Redevelopment and Growth (ERG) tax credits to the City of Paterson. These tax credits will be used for Paterson's redevelopment and revitalization. It's a tremendous resource that will enable efforts to transform Paterson in a great place to live, visit and do business.

Labor & Workforce Development

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My priority is to put more Patersonians on greater career paths.

”

–Mayor André Sayegh

Labor & Workforce Development

Recommendations:

By October 1, 2018

- Convene top public and private employers to understand workforce needs and trends and desired skills.
- Charge Corporation Counsel with developing revisions to Chapter 373: Public Construction Contracts to ensure that it covers all PILOT projects and prevailing wage work. Emphasize developing reliable enforcement protocols.
- Consider establishing the Paterson Community Apprenticeship Initiative (PCAI) to promote employability of Patersonians.

By January 1, 2019

- Explore grant opportunities to bring training programs to Paterson.
- Coordinate economic development efforts to attract employers, with an emphasis on attracting those whose labor needs closely match the Paterson labor force skills.
- Deal creatively with the foreclosure crisis to create employment and training opportunities.

By July 1, 2022

- Conduct a sophisticated analysis of labor employment needs to ensure that appropriate training opportunities exist.
- Work with Paterson Public Schools to ensure that all high school graduates have an identified career path.

Introduction

To assess the current state of Paterson's labor and workforce, our committee consulted reports by The New Jersey Department of Labor and Workforce Development that analyzed different factors impacting these areas. The following information was deemed as particularly relevant:

More Patersonians Are Working

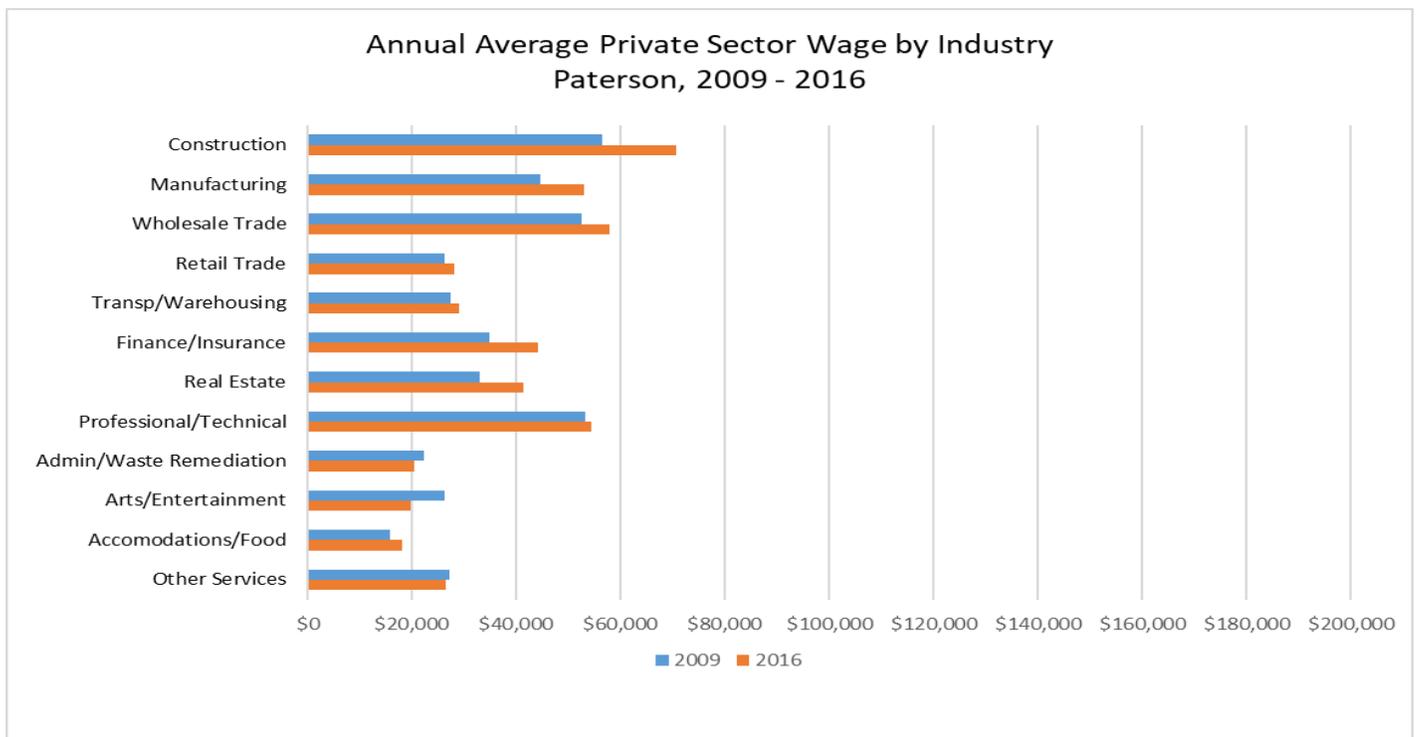
Paterson's annual average private sector employment rose steadily from 26,634 in 2009 to 30,241 in 2016 – a total gain of more than 3,600 jobs or a 13.5 percent increase, based on Quarterly Census of Employment and Wages data (QCEW). The increase coincided with upward employment trends following the Great Recession of 2008.

Most Patersonians Work in Manufacturing

Manufacturing was Paterson’s largest sector in 2016, comprising 16.4 percent of private sector employment (nearly 5,000 jobs). Retail trade added the most jobs (763) between 2009 and 2016, while the professional/technical sector grew the fastest – by 30.2 percent – during the same period.

Patersonians’ Wages Increasing

Wages in Paterson rose from 2009 to 2016 in nine of the 12 sectors tracked by the NJ Department of Labor and Workforce. In 2016, Paterson’s annual average private sector wage was \$44,028. The industry with the highest annual average wage was construction, at \$70,554.



Source: Quarterly Census of Employment & Wages (QCEW), annual averages
 Prepared by: NJ Department of Labor and Workforce, Bureau of Labor Market Information, June 2018
 Note: Analysis based on sectors for which data is published

Paterson’s Population is on the Rise

Paterson’s population declined during the 1970’s, from about 145,000 to approximately 138,000. This was in line with the trends in many American cities at the time, as more people flocked to the suburbs. The city’s population soared to 158,000 in the 1980s, then dropped to 149,000 in the 1990s and to about 146,000 in 2010. Now, Paterson’s population appears to be growing again, with 2016 data showing 148,031 living in the city. This appears to be in line with current trends of younger homebuyers preferring urban areas to the suburbs.

Source: U.S. Census Bureau, Population Division; decennial census and annual population estimate data
 Prepared by: NJ Department of Labor and Workforce, Bureau of Labor Market Information, June 2018

Paterson Unemployment Falling, But Still Higher Than State/County

Paterson's unemployment rate fell from 16 percent in 2009 to 9.2 percent in 2016. By comparison, Passaic County's 2016 unemployment rate was about 6 percent, while the state's was about 5 percent.

Source: NJDOL, Labor Force Estimates

Prepared by: NJ Department of Labor and Workforce, Bureau of Labor Market Information, June 2018

Education In Our Population

According to the United States Census Bureau, 28.6 percent of Paterson residents 25 and older have less than a high school diploma, 40.1 percent have a high school education, 16.4 percent have some college but no degree and 14.9 percent have at least an Associate's degree. Paterson residents who hold a college degree or higher account for 10 percent of the city's 25 and older population.

Source: U.S. Census Bureau, American Community Survey 2012-2016 5-Year Estimates

What Jobs Are In Paterson?

During the period from June 1, 2017 to May 31, 2018, the occupations with the largest number of postings in Paterson were Heavy and Tractor Trailer Drivers, Registered Nurses and Sales Representatives.

Source: Burning Glass Technologies, Labor Insight

Prepared By: NJDOLWD, Office of Research and Technology

June 2018

Who's Hiring In Paterson?

Employers with the most job postings from June 1, 2017 to May 31, 2018 were St. Joseph's Healthcare System (609), Compass Group (118), Lowe's Companies, Inc. (84) and Paterson Public Schools (80).

Source: Burning Glass Technologies, Labor Insight

Prepared By: NJDOLWD, Office of Research and Technology

June 2018

Conclusions

While we see many positives in the employment and demographic data we gathered, those positives could be greater. For example, 3,600 jobs created in Paterson during a seven-year period indicates growth. But it's the kind of growth that is led by economic trends that are pulsing through the county, state and nation and grow more faint on the local level. Simply, Paterson's job market grew, but not enough. If employability among Patersonians is to grow at a rate that reflects our city's true potential, then thoughtful planning is critical.

Before that planning can begin, it is important to recognize where there may be disconnects between the abilities of Paterson's workforce and the needs of the city's major employers. For example, St.

Labor & Workforce Development

Joseph's Healthcare System posted the lion's share of job postings in the past year. It would be interesting to see how many of those jobs posted were aligned with the skills and knowledge of a city where 10 percent hold higher degrees. From there, the planning of how to increase the number of Patersonians who can qualify for those jobs can begin.

That is why we recommend convening Paterson's top public and private employers to understand workforce needs and trends and desired skills. We also suggest working with Paterson Public Schools to ensure that all high school graduates have an identified career path, and to consider establishing the Paterson Community Apprenticeship Initiative (PCAI) to promote employability of Patersonians.

At the same time, economic development efforts should focus on attracting employers whose labor needs closely match the Paterson labor force's skills.

We also recommend that the city administration should play a role in formulating policies that can give Paterson's job seekers the fair playing field they deserve. To this end, we encourage Mayor Sayegh to charge Corporation Counsel Khalifa Shabazz with developing revisions to Chapter 373 of the Municipal Code: Public Construction Contracts to ensure that it covers all PILOT projects and prevailing wage work. Emphasis should be placed on developing reliable enforcement protocols.

