

The Special Meeting of the Township Council of the Township of Franklin, County of Somerset, New Jersey, was called to order by the Deputy Mayor at 7:08 p.m.

Deputy Mayor Glicklich read the following statement: “In accordance with Section 5 of the Open Public Meetings Act, Chapter 231, Public Law 1975, be advised that adequate notice of this Special Meeting of the Township Council of the Township of Franklin, County of Somerset was made by the posting on the bulletin board at the Municipal Complex and transmitted to the officially designated newspapers, indicating that this Special Meeting would take place at the Franklin Township Municipal Complex at 7:00 p.m. on Thursday, November 12, 2009. In addition, a copy of this notice is and has been available to the public and is on file in the Office of the Municipal Clerk.”

Everyone present participated in the Pledge of Allegiance.

The Township Clerk called the roll.

Present: Ms. Danile, Ms. Eberle, Ms. Francois, Deputy Mayor Glicklich, Mr. Vassanella

Absent: Mayor Levine, Mr. Mettler, Mr. Prasad, Mr. Sumter

Also present: Leslie G. London, Township Attorney, Donna Vieiro, Assistant Township Manager, Ann Marie McCarthy, Township Clerk

### **OPERATIONAL AUDIT REPORT PRESENTATION**

Susannah Leigh, Matrix Consulting Group, made the following presentation:

#### **Issues to Be Addressed**

- Structure and plan of organization for each of the operating departments.
- Workloads, service levels, schedules and staffing.
- Use of management systems and technology to promote efficiency and effectiveness.
- Comparison of Franklin Township to best management practices.
- Identification of opportunities for improvement.

#### **Overall Project Approach**

- **Develop an initial understanding of Franklin’s unique operating environment** – through extensive interviews.
- **Collect input and feedback from the Township** – to obtain data on operations of the departments.
- **Develop a detailed profile of operations** – to comprehensively document management, operations, organization and costs.
- **Benchmarking analysis** – to identify areas where practices do not meet best practices.
- **Detailed analysis of improvement opportunities** – evaluate efficiency and cost effectiveness of services.

#### **Project Task Plan**

<b>Task</b>	<b>Issues Addressed</b>
<b>1. Project Initiation</b>	What are the key issues shaping the study?
<b>2. Descriptive Profile</b>	How is the Township and each of its departments organized, staffed and operate? What are the workloads and levels of service? What are costs and revenues?
<b>3. Input</b>	What are the employee perceptions regarding key operating, management, staffing and service issues? What are the key issues identified by citizens and the development community?
<b>4. Interim Report</b>	What are the key issues and potential opportunities for improvement that require review and analysis?
<b>5. Final Report</b>	Are service levels adequate? Are spans of control appropriate?

	What recommendations for change should be implemented by the Township?
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### Employee Survey

- ❖ **Response rate of 49%.**
- ❖ **Highly positive responses in the areas of:**
  - ⇒ Level and quality of services provided by departments.
  - ⇒ General management and operations of departments.
  - ⇒ Availability of tools and technology.
- ❖ **Areas with less positive responses included:**
  - ⇒ Team work among departments
  - ⇒ Organizational structure of the Township.
  - ⇒ General staffing levels.

### Community Input (1)

- ❖ Input from the community was solicited both through an online citizen survey and the conduct of focus groups (both general and focused on development community).
- ❖ Completed responses were received from 198 citizens to the online survey. Good satisfaction during interactions with employees.
- ❖ Overall, citizens rated the effectiveness of the Township's utilization of funds as follows (9% did not respond to question):
  - ⇒ Excellent – 1%
  - ⇒ Good – 29%
  - ⇒ Fair – 42%
  - ⇒ Poor – 20%

### Community Input (2)

- ❖ Services rated highest in terms of importance to Citizens included (based upon rating of Very Important):
  - ⇒ Maintaining local streets & roads – 70%
  - ⇒ Providing Police Services – 88%
  - ⇒ Preparing Town for emergencies – 71%
  - ⇒ Traffic congestion mitigation – 55%
  - ⇒ Managing growth and development – 64%
  - ⇒ Parks and Recreation facilities – 49%
  - ⇒ Municipal Library Services – 57%

### Community Input (3)

- ❖ Services rated highest in terms of citizen satisfaction:
  - ⇒ Providing Police Services (54% - very satisfied, 35% satisfied)
  - ⇒ Municipal Library Services (50% very satisfied, 36% satisfied)
- ❖ Focus Group participants provided significant input on service levels related to planning and building including:
  - ⇒ Overall, good level of satisfaction – but feel paperwork and timeframe for review is too lengthy. Most staff has focus on customer service.
  - ⇒ Need more predictability with Planning approval process – too lengthy to get needed approvals and master plan not always followed.
  - ⇒ Need to improve inspection scheduling process. Fire Inspections not consistent, customer friendly or responsive.
  - ⇒ Need additional cross-trained staff. If someone off or out of office, difficult to move forward.

### Recommendations (1) – Summary of Costs Impacts

Department	Net Fiscal Impact	Department	Net Fiscal Impact
Township Admin.	(\$70,541)	Municipal Court	-
Community Dev.	(\$131,990)	Police	(\$1,899,000)
Community Res. & Ser.	(\$45,097)	Parks & Recreation	(\$35,000)

Engineering/DPW	(\$654,565)	Clerk's Office	(\$53,205)
Fire Prevention	-	<b>Total</b>	<b>(\$2,889,398)</b>

### **Recommendations (2) – Township Administration**

- ❖ Reduction in part-time administrative support through the elimination of the Receptionist post.
- ❖ Expanded utilization of the HR Information System and additional HR programming, such as workforce planning.
- ❖ Expanded programs in Information Technology, including completion of the business recovery plan, creation of an IT Committee, and development of an IT strategic plan.
- ❖ Combine Economic Development and Redevelopment functions.
- ❖ Develop a formal expedited permitting process to be adopted by the Council.

### **Recommendations (3) – Community Development**

- ❖ Alternative organizational and staffing structures for the Department to include separate departments, minimal contracting out of services and reallocation of work functions.
- ❖ Improved use of technology systems, including acquisition and implementation of an IVR and implementation of SDL for land use and permitting functions in Planning.
- ❖ Pursue changes to administrative procedures and pay structures to allow for cross-trained employees.
- ❖ Expand information provided to the public.

### **Recommendations (4) – Community R&S, Fire Prevention & Municipal Court**

- ❖ Reduce the administrative staff from fulltime to up to 24 hours per week.
- ❖ Review the organizational placement of the Community Resources & Services Department.
- ❖ Set a cost recovery target for Fire Prevention Services.
- ❖ Fire Prevention staffing levels are adequate given current services levels.
- ❖ Municipal Court staffing levels are appropriate.

### **Recommendations (5) – Engineering/DPW**

- ❖ Eliminate 4.0 Truck Driver positions, 1.0 Confidential Office Coordinator and 1.0 Chief Engineering Inspector.
- ❖ Review a potential reduction in service levels for parks maintenance.
- ❖ Cross-train staff in Engineering Division on the GIS system.
- ❖ Utilize cost of construction guidelines to better plan staff resource requirements.
- ❖ Monitor the Convenience Center to ensure 100% cost recovery.
- ❖ Periodically 'test the market' with respect to general maintenance activities (e.g., issue ITB).

### **Recommendations (6) – Police Department**

- ❖ Explore scheduling alternatives to improve the overall 'efficiency' of the patrol schedule.
- ❖ Improve case management practices.
- ❖ Implement changes to the command structure (e.g., broaden spans of controls) if shift schedules are changed.
- ❖ Given the levels of proactive time, the Department should focus efforts on additional traffic enforcement activities.

### **Recommendations (7) – Parks and Recreation**

- ❖ Restructure staffing allocations for the Department to add one full-time office worker and eliminate one program coordinator position.
- ❖ No significant modifications to course offerings are recommended at this time.
- ❖ Request a quote from vendor (VSI) to acquire the WebTrac module of RecTrac to provide online services to the public.

## **Recommendations (8) – Public Health, Finance & Clerk**

- ❖ Township has contracted with the County for public health services.
- ❖ Township has outsourced a portion of its Revenue and Finance Department.
- ❖ If the Township eliminates the receptionist post, reduce staffing in the Clerk's Office by 1.0 FTE.
- ❖ Permit applications should be routed concurrently.

### **PUBLIC DISCUSSION**

Ms. Eberle moved to open the meeting for public discussion. Said motion was seconded by Mr. Vassanella and carried unanimously upon voice vote.

Deputy Mayor Glicklich stated that the meeting was open for public discussion on any item of interest which did not have a public hearing of its own. Anyone interested in speaking should raise their hand and when recognized, give their name and address. The public should limit their time to 2 minutes per speaker.

Vincent Lupo, Director of Community Development, handed out a response to the Report to Council. He disagreed with the following recommendations: Separation of departments within Community Development and eliminating the position of Deputy Construction Official. He implied Matrix Consulting does not have a thorough knowledge of N.J.A.C. 5:23 making an analysis difficult, if not impossible. He outlined many items he did not agree with in the report.

Patrick Culligan, PBA State Representative, stated this is the first time he has had the opportunity to address the report. He disagreed with the recommendation of changing the police shifts from 4/4 to 4/2. He questioned how the consultant could think a 4/2 shift is better. He stated the representative from the consulting group never spoke with the Police Chief or the Deputy Police Chief. He stated a shift overlap is a complete necessity.

Jim Holzheimer, SOA President, Sergeant, expressed his concern there were never any meetings with the union leaders. He agreed with Mr. Culligan. He disagreed with the Police Department recommendations.

Ted Chase, 159 Old Georgetown Road, Council-Elect, Planning Board Chair, expressed his concern and disagreement of the elimination of the Zoning Officer.

Skip Schaefer, 2 Laird Terrace, expressed his disappointment of the low turnout of the public survey, noting it is not a good sample. He asked if the mini-dump was self-sufficient. Ms. Vieiro replied yes, currently. He stated this study has been going on for 6-7 months and questioned the disputes and debates now. He stated this should have been done already and they should be at the conclusion now.

Deputy Mayor Glicklich replied the Department Heads have seen the reports and made their responses. Tonight's meeting is for the public to hear the recommendations.

Ms. Danile defended the Police Department responses and questioned the fairness of the on-line survey.

A brief discussion ensued regarding the convenience center.

Cecil MacIvor, Planning Board Member, spoke on the importance of the Zoning Officer, especially at the Board of Adjustment and Planning Board meetings.

There being no further comments from the public, Mr. Vassanella moved to close the meeting for public discussion. Said motion was seconded by Ms. Francois and carried unanimously upon voice vote.

### **COUNCIL DISCUSSION**

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Mr. Vassanella expressed his concern with the surveys and questioned if a comprehensive survey had been conducted. Ms. Leigh replied the surveys are a small

component of the study, noting they were to identify issues – quantity issues/perception analysis. The study was not solely based on the surveys.

Mr. Vassanella stated he was not involved in the interview process when the consultant was hired. He stated it was his understanding Matrix has experience with NJ municipalities and asked the consultant to expand on this in detail. Ms. Leigh replied they did studies in Bayonne and Ridgewood. He asked what municipalities did Matrix conduct full studies. Ms. Leigh replied she could not answer at this time.

Ms. Danile stated the consultant was recommended by the Finance and Administration subcommittees.

Ms. Eberle stated she has received numerous telephone calls regarding residents' concerns regarding the convenience center.

Ms. Francois reviewed the process taken by the Administration subcommittee. She stated there is a lot of information to process and no decision is going to be made tonight. She stated the purpose of this meeting was to hear from the public. She stated the Township failed to get the word out regarding the surveys. She stated many recommendations within the report have already been implemented and many are to be implemented in FY2011. She thanked Ms. Leigh and Matrix for their hard work. She stated Matrix provides on-going support through the implementation of the recommendations in the report. Ms. Francois spoke on the need to address the deficits in the FY2011 Budget.

Deputy Mayor Glicklich addressed Mr. Vassanella's concerns regarding Matrix Consulting Group. He stated the Administration subcommittee recommended Matrix because they had more studies in NJ than the other proposals and they provide follow-up. He stated they expected the Department Heads to attend meeting and to speak out. He noted that not all the recommendations will be accepted. He stated they have made cuts, furloughs and that the function of government is to provide services. He stated that if they continue to make cuts, they will eventually get to a point where services will not be provided. Mr. Vassanella stated he did not doubt the Administration subcommittee, but is still baffled as to why Matrix was chosen.

Ms. Francois reiterated that no decisions were to be made tonight. Mr. Vassanella stated the conclusions in the report have left animosity internally. Ms. Francois stated that not everyone is going to be happy with the recommendations. She stated that no one likes recommendations that decrease employees, provide operational and structural changes. Not all the recommendations are perfect, but all are acceptable.

Ms. Danile stated to ensure success in the process; participation is needed by everyone involved. She stated the next step is to make recommendations involving the departments.

Ms. Francois stated the Administration subcommittee will follow up with the Departments.

### **ADJOURNMENT**

Upon a motion made by Ms. Francois, seconded by Ms. Danile and unanimously approved, meeting was adjourned at 9:08 p.m.

Approved: *As Submitted*

Brian D. Levine, Mayor

Date: *December 8, 2009*

Ann Marie McCarthy, Township Clerk