

Interest on Taxes	198,130	199,301	50,000	50,000	50,000	50,000	50,000	50,000
Investment Earnings	1,595,525	617,686	200,000	200,000	200,000	200,000	200,000	200,000
Fire Prevention Fees	47,464	53,151	10,000	10,000	10,000	10,000	10,000	10,000
Cable Franchise Fees	1,056	5,488						
State Aid	(1,273)							
Construction Code Fees	(548,772)	232,052	100,000	100,000	100,000	100,000	100,000	100,000
Franklin Bd Interlocal – Maint	53,762	(2,856)						
Hotel Tax	413,827	(12,414)						
Sale of Liquor License								
Receipts from Delinquent Taxes	373,882	(423,248)	(500,000)					
Property Taxes (including added/omitted, RUT)	5,770,159	3,814,585	3,269,099	2,801,618	2,400,986	2,057,645	1,763,402	1,511,236
MRNA	284,567	827,799	300,000	300,000	300,000	300,000	300,000	300,000
Appropriation Reserves	3,031,266	1,504,559	131,648	1,151,928	1,007,937	881,945	771,702	675,239
Surplus Regenerated	11,206,445	7,025,584	4,793,588	4,661,546	4,116,924	3,647,590	3,243,104	2,894,475
Clear Interfunds	(1,401,983)	6,791,097						
Lapse Accounts Payable	-							
State Tax Appeals	(2,000,000)							
CY Appropriations Canceled (A-3)	620,665	579,739	2,500,000					
Other Miscellaneous (Net)	(86,151)	232,005						
Total Fund balance Regenerated	8,338,976	14,528,425	7,293,588	4,661,546	4,116,924	3,647,590	3,243,104	2,894,475

Goal Setting Process

Deputy Mayor Glicklich led a goal setting exercise with the Township Council. Council was split into two groups and given five (5) minutes to list as many goals as they could for 2009. The goals were then listed and categorized as follows:

Parks and Recreation

1. Public Youth Center at Middle School
2. Youth Activities/Field Lights
3. Afterschool Program for Youths
4. Middlebush Park Improvements

Finance

1. Budget Cuts
2. Implement Operational Audit Recommendations
3. Wage and Salary Freeze
4. Improvements to Finance Office
5. Improvements of Management of Employees
6. Infrastructure Federal Grants
7. Implementation of GPS for vehicles
8. Seek more grant money
9. Union Renegotiations
10. Animal Shelter
11. Explore Alternate School Funding
12. Consolidate Fire Districts/Fire Companies

Customer Service

1. Community Development Department Improvements
2. Night Deposit Box for Tax and Water Payments/Arrange to allow Sewer Payments at Municipal Complex
3. Kingston School
4. Public Information Office
5. Join County Library System
6. Address infrastructure disparities within Township
7. Strength in Customer Service
8. Photo Directory of Department Heads
9. Directional Signs within Municipal Complex
10. Cross-Training of Staff (Also Finance)
11. Improve Township Transportation Loop (Town Center Complex)
12. Expand Use of Township TV

Economic Development

1. Recruiter for New Businesses
2. Economic Development/Aggressive Marketing
3. Tourism→Economic Development
4. Federal Money/Grants for Tourism → Crossroads
5. Convention Booking Bureau
6. Business Job Postings on Township Website (Also Customer Service)

7. Canal Access
8. Marconi
9. Movies and TV filmed in Franklin (Also Finance)
10. Amend Sign Ordinance to be more Business Friendly

Green Initiatives

1. Greener Building Codes
2. Improve Energy Efficiency of Township of Franklin

Government

1. Build better relationships with neighboring communities
2. Public Safety Director
3. Consolidate/Streamline Boards and Commissions & Council Standing Committees
4. Joint Meeting of Township Council/Planning Board/Board of Adjustment/Board of Education
5. Eliminate Council Standing Committees

These goals will be forwarded to the Council Administration Standing Subcommittee where they will review, prioritize and assign them to the proper Council Standing Subcommittee. After they are assigned, the goals and the possibility of restructuring of the Council Standing Subcommittees will be scheduled for a future Council Work Session.

Operational Audit

Susannah Leigh, Matrix Consulting Group made the following presentation to the Township Council:

Introduction to the Operational Audit Franklin, New Jersey

Matrix Consulting Group
January 25, 2009

Introduction to the Matrix Consulting Group

- Members of the team have worked together to provide consulting services to local government for more than 25 years.
- We have worked with hundreds of local governments in New Jersey, the Mid-Atlantic as well as elsewhere in the country.
- Our approach to consulting is ‘fact-based’ leading to high levels of implementation and includes detailed data collection and analysis as well as extensive input and interaction.
- We have conducted over 40 organization-wide assessments and over 500 departmental studies.
- We are a national firm with offices in Maryland, Massachusetts, Illinois, Florida, Texas and California.

The Project Team Leaders

- *Richard Brady* – Matrix Consulting Group President with over 27 years experience in every government function. Project Manager as well as lead analyst of public safety services.
- *Susannah Leigh* – Matrix Consulting Group Senior Manager with over 7 years of consulting experience. Lead analyst for public works.

- *Alan Pennington* – Matrix Consulting Group Vice President with over 15 years consulting and government experience. Prior experience as Assistant City Manager. Lead analyst on community development and administrative services.
- *Joseph Bravo* – Matrix Consulting Group Senior Manager with over 6 years of consulting experience. Lead analyst on public safety.

Project Background

- The Township of Franklin, in common with all local governments across the country, is facing an imbalance of revenue to service commitments.
- There are inefficiencies, which have grown up in the last business cycle, which need to be addressed.
- However, the Township also faces tough choices regarding prioritizing services, alternative service delivery approaches and maintaining historical service commitments to the community.
- This study is designed to provide counsel to the Township on these choices.

Project Scope of Work

- The Township of Franklin is seeking a comprehensive review of its operational and functional processes and staffing levels.
- The study will focus on efficiencies that can be achieved through the targeting of ‘best management practices’.
 - Appropriateness of services provided.
 - Staffing levels and organizational structure.
 - Use of other resources.
 - Management systems.
 - Customer service improvements.
 - Development of performance measures.

Overall Project Approaches

- *Input from staff and other ‘stakeholders’* - to obtain perceptions of issues, challenges and improvement opportunities.
- *Develop a detailed understanding of the Township* – to document management, operations, organization and costs.
- *Diagnostic assessment* – to identify how practices compare to best management practice or benchmark standards.
- *Detailed analysis of improvement opportunities* – to examine opportunities to improve services or their cost effectiveness.
- *Interaction* – to ensure that the Township and staff are kept apprized of progress and to discuss issues.

Project Work Plan

<u>Task</u>	<u>Issues Addressed</u>
1. Initial Interviews	What are the key issues shaping the study? What are the different perceptions of key ‘stakeholders’? How does the study need to be structured to meet these objectives?
2. Descriptive Profile	How are departments organized, staffed and operated?

- What are current workloads and levels of service?
What are costs? What technology is currently employed?
3. Employee Survey What are the key issues as perceived by employees in the Township? What is the public perception regarding service delivery and service priorities?
4. Diagnostic Assessment How does Franklin compare to 'best management practices' and to other communities? What opportunities for improvement exist?
5. Staffing and Operations Are work processes efficient and effective? Are service levels appropriate? Is staffing appropriate given workload demands? What opportunities exist for alternative service delivery approaches?
6. Final Report How should recommendations be implemented – timing, responsibility, outcomes? What are the costs / savings associated with each? What benefits will be achieved?

There was a brief question and answer period by Council and the public following the presentation.

PUBLIC DISCUSSION

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

There being no comments made from the public, a motion was made by Mr. Mettler to close the meeting to the public. Said motion was seconded by Ms. Francois and carried unanimously upon voice vote.

ADJOURNMENT

Upon motion by Deputy Mayor Glicklich, seconded by Mr. Prasad, the Retreat adjourned at 3:27 p.m. Said motion carried unanimously upon call of the roll.

Approved: *As Submitted.*

Date: *February 24, 2009*

Brian D. Levine, Mayor

Ann Marie McCarthy, Township Clerk