Notice: This Report Reflects Conditions At the Time This Study Phase Was Performed – Primarily in 2021. Since then Township leaders have made or initiated changes in Staff, Structure, & Operations.

EFFICIENCY STUDY – PHASE ONE

Police, Community Development, & Public Works

Prepared for

The Township of Howell, NJ

April 15, 2022

GOVERNMENT STRATEGY GROUP

Innovating the Business of Government

Ken DeRoberts, Chief Executive Officer
Joseph Hartnett, Executive Managing Director

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INTRODUCTION

Notice & Opening Statement

During the preparation of this report, material events were occurring – in particular related to the Police Department – that affected the analysis of operations and created "moving targets" in terms of recommendations to be made. This in turn required ongoing re-writing of the report to address changing conditions and keep the report up to date. Even after the submission of the report draft on March 14, 2022, a major event – the announcement that the Howell Police Chief was leaving his employment with the Township – required further rewriting.

Overall, this report reflects conditions at the time the work of this study phase was performed – primarily in 2021. Since then Township leaders – especially the new Township Manager and the new Chief of Police – have made or initiated a number of changes in staff, structure, & operations, including some following issues or recommendations identified in this report. In other cases, subsequent events have occurred leading to action taken by Township leaders, such as the Chief of the Fire Prevention Bureau leaving his position followed by the Township initiating a restructuring for that operation.

Cost Savings

The Howell Township departments and related administrative operations present as generally well managed and with competent, dedicated staff. This study did not reveal any crises or "blockbuster" issues that could immediately save the Township millions of dollars, as sometimes has happened in other municipalities. However, the Government Strategy Group team has produced over sixty recommendations for Howell that can improve efficiency and effectiveness of operations. A number of these recommendations can also produce direct cost savings totaling in the hundreds of thousands of dollars annually. Among these are:

- Implementing a comprehensive approach to IT services in the Police Department and Township as a whole that includes outsourcing routine helpdesk services to a managed services firm and reduces and redeploys staff, saving the costs of at least one FT staff and one PT staff in the Police Department.
- "Civilianizing" more Police Department work to the best extent possible.
- Moving more payment options online – such as already approved firearms licenses – reducing the amount of receptionist type staff needed.

- Outsourcing lawn maintenance services at Township parks and properties.
- Expanding the use of outsourced janitorial services.
- Implementing a fee-based system for properties that excessively use the Township's bulk pick up service beyond a number of free pick-ups offered. The current system is ripe for abuse by contractors, rental properties, and others and results in the majority of taxpayers in Howell subsidizing those who use the system excessively.
- Better use of technology in DPW, as detailed in this report, can offer savings in staff positions needed, which can be accomplished through attrition.

More detailed information on the above and other cost savings measures can be found throughout this report.

Background

Howell Township is an eastern central New Jersey municipality located less than ten miles from the Atlantic Ocean with its beachfront communities and boardwalks. It is one of the largest municipalities in New Jersey, ranking thirty-fifth in population and nineteenth in land area. Of the fifty-three municipalities in Monmouth County, Howell is the largest in size and second only to Middletown in population.

One of the noteworthy characteristics of Howell Township that impacts municipal operations and issues is the fact that a number of major roadways – with heavy traffic and nearby robust commercial activity – cross through the community. These include U.S. highway Route 9, two State highways (33 and 34) and a major Interstate highway, I-195.

The municipal government offers a wide range of municipal services to the community, with a total budget of $54.8 million. Numerous recreational opportunities are available in the community, including more than fifteen parks and playgrounds, and there is an active and involved citizenry, including such organizations as the Police Athletic League (P.A.L). which provides a robust roster of athletic opportunities for the community's youth.

Quality of life issues are a growing concern for Howell officials, residents, and stakeholders, in particular with respect to development and "over-development" and what impacts such activities may have on the community. These issues put significant time demands and stress on elected officials and Township management and staff, to the extent that they can distract from other duties and concerns.

Nevertheless, like so many other communities in New Jersey who have been impacted by the lingering after-effects of Superstorm Sandy and the ongoing effects of a

worldwide pandemic of historic proportions, Howell officials – to their credit – are seeking to ensure the efficiency and effectiveness of municipal operations, as well as doing whatever they can to help their residents and businesses recover and thrive. As with virtually all municipalities, the number one cost center is the municipal police department, usually followed by a fully-paid fire department, if any (which Howell does not have), and the public works operations. As a result of seeking to do its best to ensure efficiency in municipal operations, the Township determined that there was a need to obtain an outside, independent, objective review with findings and recommendations and proceeded to commission this efficiency study of its three largest departments – Police, Public Works, and Community Development.

It should be noted that the form of government under which a municipality operates can have a definite impact on the efficiency, effectiveness, and cost of operations and departments. There are generally three frameworks for how a municipality operates: 1, managed by a group of individual elected officials; 2, managed by an elected Chief Executive Officer (CEO) with the title of Mayor; and 3, managed by a hired professional CEO appointed by the elected officials. Within each framework are a variety of specific forms of government, all of which are authorized by and enabled by specific State statutes.

From an effective, business-like management ability to get things done, the form that has most fallen out of favor lies within the first framework – the Commission form of government. In this form, the elected members of the municipal council or "commission" are each individually the actual department heads who manage individual departments. In the business world, this is known as "management by silos" and is frowned upon.

On the other end of the spectrum, the form considered the most business-like comes from the third framework – the Council-Manager form of government. Under this form, the Manager – not the Mayor or any other official – is the CEO of the municipality with broad authority over municipal operations, including authority over all hirings, promotions, and disciplinary actions. The Manager is appointed by and accountable to the elected officials, who by law can only take official action as a body, not as individuals, and who are prohibited by law from directing the actions of employees under the Manager. This form of government is modelled after most large corporations where a board hires a CEO with full authority to run the business and can replace him or her if not satisfied with performance.

The Howell Township municipal government is chartered as a Council-Manager form of government. Elected officials consist of a mayor and four council members, who together form the municipal council of five voting members. The Mayor presides over

council meetings (similar to the Council President in other forms of local government), makes certain appointments to other municipal organizations, and formally executes contracts and written obligations of the municipality, while the Manager serves as Chief Executive Officer. As with any organization consisting of people, how people perform their roles within the organizational structure can and does impact the effectiveness and efficiency of operations.

In preparing this report, Government Strategy Group (GSG) sourced numerous local documents and reports, including budgets and audits, as well as data available publicly from such sources as Rutgers University, City-Data, other municipalities, and the New Jersey Public Employment Relations Commission. Although no one can guarantee the accuracy of all sources, GSG has made every effort to ensure the accuracy of information in this report.

To ascertain facts, evaluate same, and draw conclusions, numerous relevant parties were interviewed comprehensively, including department and division managers and staff, elected officials and other Township officials. Attached in the Appendix is a listing of the interviews conducted, with most individuals interviewed on multiple occasions. All available relevant reports and documentation – such as budgets, working forms and reports, current financial and procedural records, backup paperwork and data, third-party reports – were obtained, inspected, and analyzed. At times, conflicting information was obtained in interviews or otherwise uncovered and extra time devoted to resolving such instances.

A team of more than a dozen experienced experts in the management of municipal government plus subject experts were employed in this effort to assist Howell. A full listing of the team members is attached in the Appendix.

Nothing contained in this document should be construed as having legal expertise or as legal advice. The sole objective of this study is to provide the Township with a professional, objective review of the operations and efficiency of its Public Works, Police, and Community Development departments.

DEPARTMENT OF PUBLIC WORKS

This study included a series of nine in-person meetings and review of numerous documents and reports. There were five meetings with senior level managers, one with the blue-collar union representative, and three with various rank and file employee groups.

Management

The incumbent director, a 38-year Air Force veteran and 5-year Township employee, previously served as an assistant engineer in neighboring Jackson Township. The deputy-director has been employed with Howell for the past twenty years, working his way through the ranks from laborer to his current position gaining considerable institutional knowledge along the way. Both the director and deputy director have received their Certified Public Works Manager (CPWM) designation. Their unique experiences complement one another and offer promise of an effective management team.

The director provides management oversight by monitoring statistical data compiled by office staff. The data reviewed includes workload summaries, bulk pick-up analysis – including excess users, recycling data analysis, vehicle maintenance, and other usual activities. A thorough monthly report outlining the activities of the Department is compiled and submitted to the Township Manager. The report includes description of bulk pick-up activities, which has a noteworthy 70-80 stops per day with over 1,000 stops per month. Updates on training, shared services activities, road improvements, pavement striping, capital projects, recycling information and clean communities' programs are included with the report.

The office staff supporting the operations of the Department consists of three full-time and one part-time employee. The director indicated that all employees work as a team and complement one another through shared cooperation and willingness to assist when others are overwhelmed. A recommendation by the director to move the part-time employee to full-time is based on his assessment that the employee provides expert customer support and handles a reported 27,000 annual telephone inquiries. The employee has also demonstrated a willingness to take on additional responsibilities including tracking recycling contract tipping fees – by zone, date, and average per zone – storm data, shared service reimbursable fees, and maintaining the township's material safety data sheets. With the other employees of the Department having vacation, sick and personal time available, there are approximately 13 full weeks annually where the Department staffing falls below optimal levels.

Recycling and Clean Communities Grants are both managed through respective office staff members. Each year the Fire Prevention Bureau provides a list of all businesses in the community. A recycling reminder letter is sent to all businesses resulting in a reported significantly increased amount of recycled material.

Shared Services

The Department provides the following shared services:

- Bulk Pick Up for the Borough of Farmingdale.
- Vehicle Maintenance and Brush Collection for the Township of Colts Neck.
- Fuel for the Manasquan River Society.

On a normal business day, a member of the School District will pick up mail from the Post Office and deliver it to the Clerk's office at Town Hall. When schools are closed for any reason, a DPW employee will collect mail from the Post Office and deliver to the Clerk's office. At approximately 11:30 am DPW picks up the mail from the Post Office and delivers to Seniors, PD, Court, and DPW and brings their outgoing mail back to the Clerk's office. At the end of the day BOE picks outgoing mail from the Clerk's office and brings it back to the Post Office.

DPW uses Spatial Data Logic (SDL) – a local government software package – to track work orders from implementation to closure. SDL is used to gather data for various reporting and to determine property ownership, easements, and conservation areas in the Township. The program also has value for tracking historical data, such as previous complaints on the same topic or property.

Government Strategy Group found this Department service oriented, the management well balanced, and the office staff very knowledgeable.

Department Divisions

The Department of Public Works is divided into three divisions: Buildings and Grounds (B&G) with eleven employees, Vehicle Maintenance (VM) with eight employees and Roads with thirty-one employees. Both VM and B&G are led by a supervisor and a crew Leader. Roads, because of its size, has two supervisors and two crew leaders. A crew leader is utilized as an individual site supervisor and, in the absence of a unit supervisor, will serve in that role. The Public Works Garage and Yard were found to be clean and well organized.

Department of Public Works Site

The DPW site is a large area with large garages to house equipment and six mechanic bays. The largest garage has a wash station, including an undercarriage spray where all floor drains are collected into a large tank, which is ultimately collected for disposal.

The DPW building has full fire suppression throughout the garage, mechanics bays, and office areas. It has fire and intrusion alarms with alarms alerting the police department which dispatches either the Fire or Police Department. The DPW director, deputy director, and building and grounds supervisor receive text notifications when alarms are activated. [redacted] The building has perimeter lights, and lot lights for visibility. The Recycling Yard is fully fenced; however the DPW Yard does not have fencing.

There are currently three (10,000 gallon) underground storage tanks (UST's) for fuel. Two new above ground tanks (10,000 gallon each – one diesel and one gas) are scheduled to be installed in the spring. The existing UST's will be removed.

Vehicles confiscated by the police are also secured in this area.

All Township vehicles assigned to the DPW are equipped with GPS units, which the director reported has helped during investigations of resident inquiries about speeding or idling. Vehicles, including the director's, also include Safety First stickers (as shown below).

A recent effort to update the locker room for the employees was described as a source of pride by the director. He reported that the laundry service will be eliminated in response to employee interest for an allowance to supply their own uniforms and maintenance. This will free up some additional space in the locker room where the small lockers at the end can be removed as they are used for the laundry service.

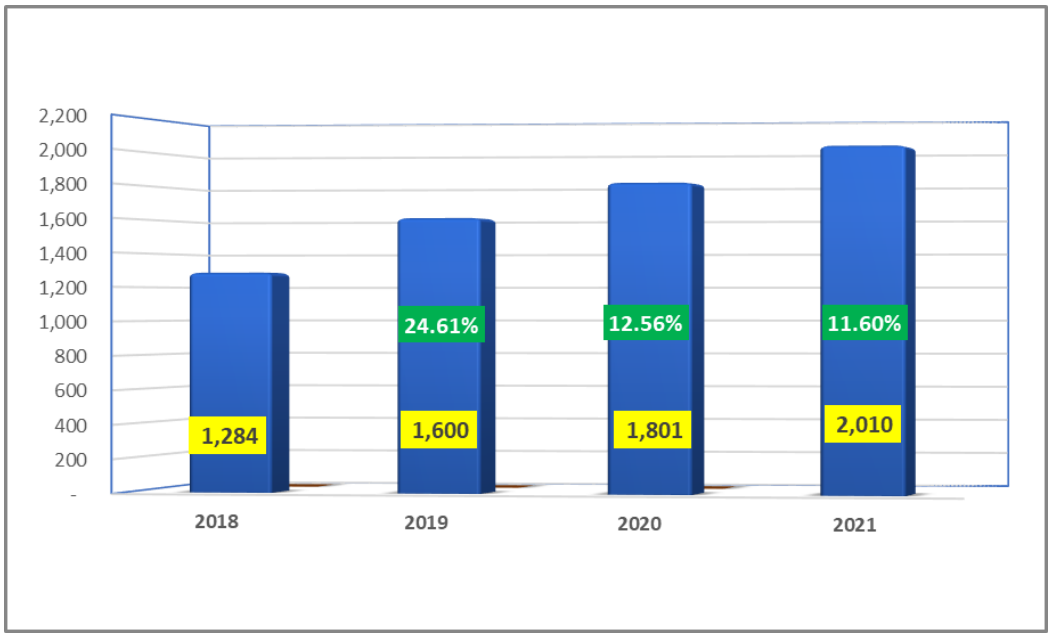
Budget management for this project permitted its expansion to include renovation to parts of the offices, improving the work environment.

Updated Locker Room

Tracking Productivity

In addition to the typical and routine work performed by the Department of Public Works, the director tracks work assigned to the Department through Spatial Data Logic (SDL). These work orders do not include everyday work such as leaf collection, grass cutting, bulk collection, routine maintenance, etc. These assignments come from other departments, through the Township's on-line reporting system Civic Plus, or from supervisors when they encounter additional service needed. For example, the senior center director reports a needed repair, a resident reports a pothole, or a DPW supervisor observes catch basins overflowing.

As illustrated in the chart below, the number of work orders has increased by a noteworthy 56.54% over the four-year tracking period.



Howell DPW – Numbers of Work Orders

The Department takes evident pride in township buildings and spent part of the quarantine period (when the municipal offices were otherwise closed) to repaint the interior of the municipal center. In addition, fluorescent lighting in the DPW garage was retrofitted with LED panels, improving visibility. Staff members also painted the garage and the support columns to improve visibility. Some other projects included a reception desk fabricated by DPW staff for the administration wing of the building, outfitting of a training room, and remodeling of the Emergency Operating Center (EOC). The pride of craftmanship by DPW staff is demonstrated in the quality of the work. The condition of the municipal center is exemplary, with clean and polished floors, freshly painted, and absent any litter or debris, with the underground garage also notably clean. (See below photos.)

Administration Reception Desk

Training and Conference Room

Underground Garage

Building and Grounds

The division of Building and Grounds has 11 employees, including one Operations Supervisor and one Crew Leader. They are responsible for all municipal buildings, which include those listed below. Buildings with generators are noted below. All generators are regularly tested and maintained.

- Municipal Center – *has generator*
- Library – *has generator*
- Senior Center – *has generator*
- Police and Law Administration Building – *has generator*

- Old Tax building, which is now used by the BOE, food pantry and PBA Office
- PAL Building – which houses a gym
- Parks: Oak Glenn, Echo Lake, and Deerwood – each have a building (bathrooms) with Echo Lake having a larger facility (pavilion) that is rented for parties, meetings, etc. Tables and chairs are available for rental, with those using the facilities responsible for setting up and cleaning up. A required deposit may be forfeited in the event the facility is not properly cleaned after use.

Access NJ, a non-profit organization serving the developmentally disabled, is contracted to provide custodial services for the municipal center. Three to four persons work six hours each day cleaning the facility. The director expressed satisfaction with the service provided by Access NJ.

In sum, Building and Grounds services all municipal buildings, and some grounds surrounding the buildings, and contracts for certain janitorial services.

The Buildings and Grounds shop is located within the public works building. The shop appears to be well stocked but would benefit if better organized.

Fleet Maintenance

The division of Fleet Maintenance has eight employees, including one supervisor, one crew leader and six "Mechanic/Welders". Mechanics work in a six-bay maintenance garage and maintain township equipment and vehicles including the Rescue Squad but excluding any fire company units. The work includes large trucks and pick-ups, cars, and all smaller equipment, such as lawn mowers.

The mechanics/welders appear highly skilled and often fabricate special items for use in the township. As examples, the director pointed to a device used to hang banners in front of the municipal center as well as a center console for a vehicle. Employees appear to be well trained, possess Commercial Driver's Licenses (CDL) and work cooperatively together. The mechanic shop is very clean and well organized.

Roads

The division of roads has 31 employees. There are two supervisors, two crew leaders, four equipment operators, one tree trimmer, two "maintainers" and 18 laborers. The director believes that three additional employees would be needed to optimize services.

The division is the largest in the department, performing a variety of services including road sweeping, grass cutting, tree maintenance, pothole patching, larger road repair, snow and ice removal, drainage construction and repair, sign maintenance, and miscellaneous other activities.

The director reports an inordinate amount of time and manpower on mowing operations. There are four crews (two employees on each) mowing every day during the growing season. Maintenance of athletic fields is performed by those groups assigned to use the field. DPW is responsible for all parks, various traffic islands and shoulder areas and municipal building grounds. Consideration should be given to outsourcing grass cutting responsibilities relieving manpower to address more high-level maintenance activities.

The township offers bi-weekly bulk pick-up during the period April through October at no charge. The township is divided into ten zones and residents can call for an appointment for collection of one "pickup truck" sized load as often as they like. With ten zones, DPW personnel cover the entire town every two weeks. Crews collect an impressive 70-80 loads per day.

Perhaps not surprisingly, there appears to be some abuse of the system. For example, staff cited one resident who has called for thirteen collections during the year. It is suspected that the resident operates a business removing debris from other properties and brings everything back to his own property and calls for collection. There are hundreds of residents who have called for three or four collections, 26 with five collections, 19 with six collections, and 27 with more than six collections.

The DPW collects leaves via a vacuuming program. A collection route covers the entire township, twice per year. The leaves are transported to the HARMS Pit area where they are aligned in rows and turned regularly to enhance decomposition. A local contractor removes the decomposed leaves at no cost to the township.

Christmas trees are collected and delivered to Island Beach State Park for sand dune stability.

The township is divided into ten zones for snow plowing routes. A portion of snow plowing is performed by private contractors. However, the director reports having difficulty finding interested vendors, indicating that typically only one bid is received. The DPW page on the township website includes the *Snow and Ice Control Plan,* a comprehensive document that details the department's snow removal program.

The DPW is authorized to hire eight seasonal workers but reports difficulty finding candidates to fill all positions. During 2021, only one part-time seasonal employee was hired. The positions are posted on the township website. Consideration should be given to broadening the search to include social media posts.

Howell Township has an active Shade Tree Commission (STC) that assists with funding certain specialized equipment. The director advised that the STC purchased a specific piece of equipment for use in the many wooded areas of the town. This piece of equipment can fit through a 3-foot opening in a fence and extend the bucket to eighty feet. This piece of equipment has been deployed for use when residents report tree hazards on properties where access is otherwise limited.

SPECIALIZED TREE MAINTENANCE EQUIPMENT

Recommendations

1. **Staffing:** The DPW director reports that moving a part-time administrative assistant to full-time would provide additional office support and help streamline operations of the department. The request for the additional hours appears to be supported in the information shared with Government Strategy Group by the director. The additional funding necessary is relatively small to support effective operations. However, if the Township chooses to implement the technology improvements recommended in the Public Works section of the IT section of this study, it should obviate the need to add staffing and indeed reduce staffing needs, which can be accomplished through attrition.

2. **Communication:** Supervisors expressed frustration about not receiving timely and clear information regarding current projects, budgets, equipment purchases,

etc. Cross-information sharing within the Department is the best way to get the full benefit of managing a budget. GSG recommends instituting monthly meetings with supervisors to improve communication. Meetings with individual supervisors should occur regularly to address specific individual needs and concerns.

3. **Vacant Positions:** A common concern throughout the Department is once an employee retires or leaves, it takes a long time before a new employee is hired creating a period when the unit is short staffed. To remedy this, a list of potential candidates already interviewed could be maintained in order to expedite the selection and hiring process.

4. **Safety Equipment:** Some employees expressed a need for better safety equipment and processes. We recommend that a formal process be established for employees to get any concerns directly to the employee safety committee, even if anonymously.

5. **Maintaining Equipment:** Mechanics expressed concern that equipment is not maintained by drivers and operators with equipment dirty when it comes in for repair. GSG recommends that drivers and operators be responsible for cleanliness of vehicles and equipment.

6. **Vehicle Specifications:** The Fleet Maintenance division reported concern about having little input on vehicle design specifications. There is value in having those responsible for maintaining vehicles and equipment participate in the design and specification phase. We recommend that the Fleet Maintenance Supervisor meet with the department head to assure alignment with vehicle and equipment purchases and overall township goals.

7. **Pothole Repair – Shared Services Opportunity:** The township owns a large self-contained pothole patcher that is not used on a daily basis during the year. Consideration should be given to providing the service to one or more neighboring communities.

8. **Tree Maintenance Staff:** There is an apparent need for additional staffing for this unit along with additional training. An in-depth evaluation of the staffing needs of this unit should be conducted as well as a consideration to outsourcing the tree maintenance work that staff are not able to currently address. Tree maintenance activities pose high risk to employees and proper training must be a priority. The New Jersey Shade Tree Federation should be contacted for training.

9. **Lawn Maintenance – Outsource:** Eight members of the DPW are dedicated to lawn cutting each day during the grass cutting season. We recommend outsourcing this service – or a major portion thereof. Obtaining bids or quotes should be pursued.

10. **Custodial Services:** GSG recommends that the Township continue to explore outsourcing opportunities for janitorial services at Township facilities for inclusion in its existing janitorial services contract.

11. **Direction of Building and Grounds employees:** In addition to public works managers and office staff, town hall employees call Buildings and Grounds staff directly with service requests creating confusion about changing project priorities. We recommend that all requests for Buildings and Grounds assistance be submitted through the work order system.

12. **Bulk Pick-up:** Howell Township currently offers a generous program where residents can call for unlimited number of bulk pick-ups throughout the year. While each pick-up is limited to a pick-up truck sized load, some residents reportedly abuse the system. Records show that hundreds of residents have called for three to four pick-ups per year and many others calling for more than six per year. GSG recommends that the bulk pick-up program be limited to two free collections per residential property per year and that a fee schedule be established for bulk pickups beyond that.

Implementation

1. **Staffing:** Funding additional hours for one office staff member will have a cost of approximately $17,500. This should be considered a *near-term priority*. In the alternative, implement the technology improvements recommended in the Public Works section of the IT section of this study.

2. **Communication:** Department meetings are currently held for supervisors. To improve overall communications within the department, implementing meetings with individual supervisors should be considered an *immediate priority*.

3. **Vacant Positions:** Maintaining a list of potential candidates already interviewed will help expedite the selection and hiring process and may result in an immediate hire for a qualified candidate. Implementation of the recommendation should be considered a *near-term priority*.

4. **Safety Equipment:** Establish a formal process for employees to get any concerns directly to the employee safety committee, even if anonymously.

Implementation of this recommendation should be considered an *immediate term priority*.

5. **Maintaining Equipment:** Drivers and operators should be responsible for cleanliness of vehicles and equipment. Consideration should be given to including a period prior to the end of the workday to properly clean and maintain vehicles and equipment. Implementation should be a *near term priority*.

6. **Vehicle Specifications:** The Fleet Maintenance Division should participate in development of specifications for vehicles and equipment. Management should schedule a meeting with Fleet Maintenance staff and users well in advance of submitting the annual budget to review goals and assure proper equipment can be specified. Specification should be gathered by Fleet Supervisor. Periodic meetings should be held to discuss evolving goals and equipment needs. Implementation of this recommendation should be a *near-term priority*.

7. **Pothole Repair – Shared Services Opportunity:** A cost and benefits analysis should be conducted for providing pothole maintenance as a shared service for one or more neighboring communities. Implementation of this recommendation is a *long-term priority*.

8. **Tree Maintenance Staff:** Should outsourcing be found not to be cost effective, consideration should be given to transferring those DPW staff members currently responsible for lawn care to tree maintenance based on outsourcing lawn care. The New Jersey Shade Tree Federation should be contacted for training. Implementation of the additional staffing evaluation should be a *near-term priority*. Implementation of all needed training for tree maintenance staff should be considered an *immediate priority*.

9. **Lawn Maintenance – Outsource:** Prepare a bid specification listing the parcels of land within the Township for grass cutting. The specification should include a provision to allow the DPW director to postpone weekly grass cutting during dry weather – thereby saving valuable tax dollars. Additionally, the specifications could include other services such as mulching and other lawn maintenance responsibilities. Implementation should be a *near term priority.*

10. **Custodial Services:** Continue to explore outsourcing opportunities for janitorial services at Township facilities for inclusion in its existing janitorial services contract. *This is a near-term priority.*

11. **Direction of Building and Grounds employees:** To reduce conflict regarding project priorities, requests for Buildings and Grounds assistance should be

submitted via a work order system. All employees must be notified prior to implementation of this proposed change. Implementation should be a *near term priority.*

12. **Bulk Pick-up:** An analysis of the full costs of the collection and disposal costs associated with bulk collection should be performed. The municipal fee ordinance should be amended to include an escalating fee schedule for bulk collections beyond two per residential dwelling per year. The fee schedule should be based on the analysis conducted for the collection and disposal costs of bulk pick up. Implementation should be a *near term priority*.

POLICE DEPARTMENT

Organization and Structure

The Howell Police Department is managed by a chief of department who serves as the chief law enforcement executive. After progressing through the ranks, the most recent incumbent has been in the position since July of 2015.

Based on a review of the departmental structure, the Department is organized into four divisions that report directly to the chief of police. The role of Commanding Officer of Administration and Investigations is assigned to a captain. Those responsibilities include overseeing and managing investigations, crime suppression, records, firearms and open public records. Day to day activities and oversight include among other responsibilities, white collar crimes, juveniles, sex crimes, and various task forces (F.B. I. & Monmouth County Prosecutors Office). The commanding officer is supported by a lieutenant who supervises two sergeants who in turn supervise ten detectives in crime suppression units (street crimes) and general investigations.

This same lieutenant serves as the commanding officer of Professional Standards (Internal Affairs) which is responsible for officer accountability and investigations directed at officer misconduct. This dual role -- a lieutenant in the chain of command in the Investigations Division and managing Internal Affairs – could result in conflicts of command staff responsibilities and potential integrity concerns in the internal affairs investigation process. While this structure may demonstrate police administration being flexible in managing the Department for cost efficiency it may also place the chief, and the Department, in a position where the integrity of the internal investigative process could be questioned.

To address this potential conflict, the Department has implemented a policy that any internal investigation of an officer under the lieutenant's direct line of supervision be conducted by a different command staff officer. This policy, however, does not provide

a consistent approach to internal investigations because only the lieutenant has been specifically trained in the unique challenges of internal investigations. Based on the current command staff chart and recognition of the shortcomings of the current arrangement, the chief indicated that he has requested a dedicated position to manage the Internal Affairs function.

Recommendation

Although there are a very low number of internal affairs investigations, GSG recommends a full-time dedicated command officer be assigned to the internal affairs function. To maximize the efficiency of this action, this position may also handle other administrative responsibilities such as inspections, audits and policy review. However, it is important that the position not include any direct supervisory responsibility over sworn staff to avoid the potential for any conflict.

Implementation

Conduct a review of current command staff functions and weigh strategic needs of the department against funding resources and develop an achievable objective of establishing this position. This should be accomplished by the Township Manager's office with the cooperation of Police Department management. *This should be a goal for calendar year 2022.*

The chief indicated that he has also requested that the position of deputy chief be added to the table of organization with responsibility for strategic planning and continuity of leadership purposes.

A captain serves as the commanding officer of the Operations Division, the largest division in the Department. The Operations Division is comprised of patrol and the Technical Services Unit which is supervised by a sergeant. Technical Services includes communications, unarmed aerial system (drone), public communications, networks services, 911 system, fleet management, watch guard, and alarm billing. The uniform patrol squads are comprised of standard day, evening and midnight tours with officers working ten (10) hour shifts, and under the supervision of a lieutenant serving as watch commander.

Each tour also has a sergeant assigned, which is the first line supervisor for patrol. Additional sergeants may be on a shift depending on scheduling and staffing availability. Both the day squad and evening squad have floating sergeants assigned. The floating sergeant's position was implemented with the consensus of the Superior's

Officers Association (SOA) and is now contained in the SOA's collective bargaining agreement (CBA). This is an example of efficient use of staffing and proactive management.

The Support Services Division is managed by a captain who serves as the commanding officer of the division. The captain has direct responsibility for community outreach, grants, alliance, resumes and the Chaplains Program.

A lieutenant within the Supports Services Division reports directly to the division's captain and supervises multiple units both directly and through a sergeant that manages the K-9-unit, Emergency Medical Services (EMS), Professional Development, and the gun range.

Command staffing appears streamlined and efficient. There does not appear to be excess supervision based on the organizational chart. Supervisors are tasked with both direct supervisory responsibilities and administrative tasks as well as multiple supervisory responsibilities pertaining to different units/functions, which is certainly the case in the Support Services Division. Based on the organizational chart, the patrol, management and administrative functions appear to be responsible regarding span of control, reporting lines and staffing.

The Department is accredited through the New Jersey State Association of Chiefs of Police Law Enforcement Accreditation program. This process requires compliance with numerous defined standards through comprehensive review and self-analysis of all departmental policies and current operational practices. Accredited status represents a noteworthy professional achievement which acknowledges the implementation of policies and procedures that are considered conceptually sound and effective.

Administrative support

The chief of police has two confidential assistants. One is tasked with, and spends the bulk of time on, processing purchase orders and various administrative tasks. The second confidential administrative position provides administrative support to the detective division and acts as a liaison to records retention. In addition, there are two full time administrative support positions that handle an array of administrative tasks that include in part, records retention, prosecutor's office liaison administration, court filings, traffic records, and requests for public records (OPRA).

The chief indicated that he has requested the expansion of duties of one confidential assistant by establishing a Chief of Staff position. This new role is intended to involve performance of administrative functions for the chief, oversight of day-to-day activities of all administrative staff and development of a synergy between staff and uniformed

personnel.

Through interviews and feedback received from staff, we were advised that the Police Department has a dedicated position to handle departmental purchasing. This practice appears to have evolved due to the volume of purchase orders that are processed by the police department.

Supervisory Staffing

Each respective operational tour is supervised by a lieutenant who serves as watch commander and two sergeants based on staffing availability. A "floating sergeant" may also be available on the day or evening tour based, again, on staffing availability.

It is important to recognize that prior to the relatively new floating Sergeant's position supervisor levels on shifts have been reduced as low as only one supervisor working. This can occur when staffing allotments, vacations, training, or sick time negatively impact the supervisory staffing. To manage manpower and with consideration to the budget there is no required "guaranteed backfill" of a supervisor vacancy. This is efficient from a budgetary perspective and still provides adequate supervisory levels utilizing the floating sergeant to fill gaps in the scheduling. The first line supervisor is the most important link in the supervisory chain of command and sets the tone for and has the most interaction with the officers on patrol.

When there are multiple incidents occurring at the same time, both on the road and at headquarters, supervisors face challenges to be present and oversee and manage as required. Determining proper supervision and staffing is based on multiple factors which include departmental needs, community expectations, crime trends, and local and social issues that must all be considered.

[redacted]

With this in mind and based on the volume of calls for service per tour, there are a number of points to consider:

1. The day tour has administrative staff positions comprised of sergeants, lieutenants and command staff, i.e., Investigations Lieutenant and the Technical Services Sergeant who are available to support patrol if needed.

2. The midnight tour is traditionally the least busy by volume and there are no additional support staff available should patrol have only one supervisor on the tour.

3. The evening tour is generally the busiest of the shifts and after administrative uniform staff leave, there are no other personnel that can support patrol should more supervision be needed.

Patrol Staffing Authorized Strength

As of calendar year 2022, minimum staffing guidelines for patrol sectors were put in place based on a review of current staffing practices, operational activity and demand. Input from command staff and squad commanders were part of this decision.

In an effort to improve efficiencies in the police operations the Department initiated a process that allows certain, non-emergency calls, for police services to be re-directed for processing through means other than a standard police patrol response. For example: lost property, minor property damage, and other non-emergency calls for service.

CURRENT STAFFING LEVELS FOR SWORN POSITIONS	
POSITION	**NUMBER**
CHIEF	1
CAPTAIN	3
LIEUTENANT	5
SERGEANT	12
PATROL OFFICER*	72
TOTAL	93

* Inclusive of the above 72 patrol officer authorized strength there are ten (10) officers assigned to the detective division, seven (7) in General investigations and three (3) in Street crime.

One (1) officer is assigned to the Federal Bureau of Investigation (FBI) task force. Having a presence on a federal task force, especially in today's environment, is an effective way to address crime on a larger scale and is a common practice in many agencies throughout the State. The networking and resources that are available to the Department are invaluable in addressing crime reduction programs in the community. Addressing complex issues regarding public safety, proliferation of guns, and multijurisdictional coordination are paramount to proactive crime strategies and prevention.

In addition to supervisors, the minimum daily staffing is as follows:

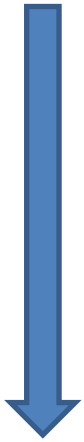
OPERATIONAL TOUR MINIMUM STAFFING LEVELS	
Day Shift	[redacted]
Evening Shift	
Midnight Shift	

Staffing for every police department is unique based on multiple factors. Some of the factors are: volume of calls and workload, response time, available budgets, existing personnel, historical staffing allowances, crime rates, and economic factors. A trend to attempt to determine staff levels based on a "per capita" approach is not reliable as a sole method of calculation. The community's specific expectations and demands will also contribute to determining department staffing levels.

Determining appropriate staffing levels and effective deployment of those resources is key to maximizing efficiencies. This may be among the most difficult and complex issues facing police executives and municipalities. There is no one size fits all.

Based on progression of the current staffing posture and factors previously noted, the Department appears to have been effective and responsible in balancing the need for public safety and responsible fiscal management.

It was reported to GSG that the authorized strength of 111 total officers was established over 10 years ago and the Department is currently 18 officers below that number. As of 2015 the overtime budget was trending at approximately 1.3 million dollars and as of 2021 it is approximately $700,000.



HOWELL TOWNSHIP EFFICIENCY STUDY COMPARISON OF CRIME STATISTICS AND STAFFING LEVELS				
	Howell	**Jackson**	**East Brunswick**	**Middletown**
Population 2020	53,537	58,544	49,715	67,106
Violent Crime				
2020 Reported	36.00	27.00	25	16.00
2020 Cleared	26.00	16.00	16	13.00
2020 Reported per 1,000	0.67	0.46	0.50	0.24
Average 2010-2020 Reporte	42.45	35.55	31.82	30.18
Average 2010-2020 Cleared	33.73	19.45	18.64	21.91
Average Reported per 1,000	0.82	0.63	0.66	0.46
Property Crime				
2020 Reported	395.00	211.00	332.00	357.00
2020 Cleared	111.00	17.00	52.00	32.00
2020 Reported per 1,000	7.38	3.60	6.68	5.32
Average 2010-2020 Reporte	512.18	533.00	686.45	552.64
Average 2010-2020 Reporte	197.91	69.55	156.73	108.64
Average Reported / Populati	9.91	9.50	14.34	8.37
Sworn Officers				
2020 Male	105	87	78	99
2020 Female	9	3	5	9
2020 Total	114	90	83	108
2020 Officers per 1,000	2.13	1.54	1.67	1.61
Civilian				
2020 Male	8	3	5	2
2020 Female	7	17	18	8
2020 Total	15	20	23	10
2020 Percent Civilian	11.63%	18.18%	21.70%	20.73%

Recommendation

Various staffing assignments in the Police Department raise the question as to whether the department is utilizing civilians to full effect to maximize efficiency. For example, it was reported to GSG that the department recently assigned a sworn officer full-time to teach boxing for the P.A.L. It is difficult to comprehend the rationale for assigning a trained Township professional with a badge and gun to perform sports/recreational duties that could be covered by a civilian, as opposed to covering the Township's law enforcement needs. (Note: at the time of re-drafting this report, the new Acting Chief reversed this decision and reassigned the officer back to the department.) Other

examples that GSG has reviewed is the deployment of a ranking officer to oversee IT functioning in the department and other sworn officer deployment to manage social media. (GSG has a comprehensive recommendation on Police and Township IT services in the IT section of this report.) Every position in the Police Department where a sworn officer is performing non-law enforcement duties should be identified and a formal desk audit of these positions should be performed.

Implementation

In addition to taking the actions identified in this report, the Township should perform desk audits of other positions in the Police Department that perform administrative or civilian type work and "civilianize" these positions to the best extent possible.

School Law Enforcement Officers Program

In addition to the above listed patrol officers, there are Special Law Enforcement Officers (SLEO III) assigned to schools. SLEO III officers are retired, former full-time police officers that served in New Jersey.

In 2017 the township and board of education established a shared services agreement that outlined a fifty percent cost sharing agreement to fund the SLEO program. A budget cap of $300,000 per year was established with each entity committing $150,000 annually for a period of three years. The program is currently in its fifth year.

There are eight (8) SLEO III's assigned to provide security at twelve (12) Howell schools. The parties report excellent communication between the school stakeholders and the police which has resulted in a well-thought-out approach to deploying the SLEO III school officers. This program illustrates what a high priority school safety is for the community.

There is also one (1) full time Howell police officer assigned to Howell High School, which is part of the Freehold Regional High School District. The funding for this position is shared by the township and regional school district. The officer is included in the patrol authorized strength calculation.

There are two (2) additional full-time officers assigned to the School Resource Officer (SRO) unit. Each position is funded through the Police Department budget and the officers are also included in the total for patrol authorized strength. The SROs investigate calls for service in schools and are used for educational support functions.

There appears to be a high level of cooperation between the Township, Police Department and Board of Education. The Superintendent of Schools was interviewed for

this study and commented on the positive relationship cultivated with the Howell Police. Specifically, the Superintendent stated his opinion that the relationship is a "state model." Reportedly, the Howell Police Department was the first in the State of New Jersey to act on the legislation authorizing police officers in schools. It appears obvious in Howell Township that this is a priority for all stakeholders and that fiscal resources and staffing are both managed with a focus on safety and service.

Collective Bargaining, Labor Relations, & Management Relations

The agreement between the Township of Howell and the Policeman's Benevolent Association (PBA) local # 228, is dated January 1, 2020, through December 31, 2023.

In the most recent contract, Article X, Section 3, referencing vacations, was changed. The new language allows officers "the opportunity to plot vacation time before any training is scheduled or the schedule is manipulated in any other manner, with the exception of the plotting of the two, mandatory, in – service training dates, four firearms training dates, and active shooter training for each officer in the department. Once a vacation day is approved it cannot be cancelled by the chief of police."

The chief complained that this language change hampers his ability to effectively manage areas related to the budget, additional training, and scheduling. The new contract provision requires that additional discretionary training must now be forced into blocks of time dictated by personnel. Previously, discretionary training was scheduled prior to officers selecting vacation. As a consequence, the chief reported a budget increase of $50,000 for overtime related to the new contract provision.

Section 9 of the contract reads in part: "Once during the calendar year there shall be a departmental meeting that each member of this union will attend … No training or any other job-related activities will be required of officers attending this meeting." Prior to the current contract the chief stated he used the yearly departmental meeting to train officers in multiple areas, including mental health and nutrition. However, it was reported to GSG that the PBA complained that these actions by the Chief were a break from past practice and precedent wherein the annual meeting was only used for routine assembly and "shape up," such as for the annual departmental photograph.

Upon review of the collective bargaining agreement and follow up discussions and interviews with stakeholders, there are several items for consideration and monitoring. The contract clearly states that "Unless otherwise designated, the governing body of the Township or its designees and the President of the PBA or his/her designees shall lead negotiations for the parties as agreed to in this article." However, this provision has the potential to violate one of the two basic rules of labor negotiations:

1. Nothing is agreed to until everything is agreed to;

2. Nothing is finally agreed to until ratified by the parties (in the case of a union – by the members; in the case of a municipality – by the governing body).

The point of this is that in all but perhaps very small municipalities, the role of the governing body should be to ratify; i.e., to have final approval, not to do the negotiating. In fact, the ratification process is a principal safeguard against mistakes being made in negotiations. Final approval should not be at the negotiating table.

Finally, in the Council-Manager form of government as in Howell Township, it is the Manager who has the authority to negotiate all contracts, subject, as stated above, to final approval of the Council.

As noted in the organizational structure section, the floating sergeant position was implemented in the Department with the agreement of the Superior Officers Association, (SOA). This proposal was reportedly initiated by the chief, with the township manager then able to negotiate it into the last contract. This is an example of the head of a department identifying an operational need and working cooperatively with the manager to have a proposal formalized in the CBA.

The chief reiterated the concern about not having the ability to assign police officers to additional training prior to vacation selections and noted that a way had to be found to offset it in the budget. Working with the SOA and with the support of the town manager, the Department was subsequently able to proactively manage the overall budget. This is another example where cooperation between all stakeholders ultimately benefits the constituents of Howell.

The Government Strategy Group team spoke to stakeholders and looked at potential benefits and downsides regarding how negotiations currently take place and the respective roles of department management and the township manager in negotiations. At present, the chief is not at the table during the negotiation process. However, it is a relatively common practice in municipal government for department heads – especially of large departments like police and public works – to be present during labor negotiations, though not to lead negotiations. The value of having a department head or management representative present is to provide insight and information to the lead negotiator, done while caucusing or when asked to do so by the lead negotiator at the bargaining table, as it relates to the operational efficiency and impact on the department of various proposals. A department head typically has more intimate knowledge of the day-to-day operations of the department than a lead negotiator does.

While the Township Manager is ultimately responsible for negotiating proposed

contractual terms, consideration should be given to have the Chief of the Police Department or his/her designee be part of the negotiating team. Having an active operational command staff representative present in the negotiation process, to include being "at the table" during negotiations, can be important to both efficiency and strategic planning. It allows for an understanding of both clear and nuanced operational needs, distinct cultural considerations of the department and how they translate into budgetary concerns and operational efficiency. However, it must also be said that under the Manager form of government, it is certainly in the Manager's discretion and authority to meet privately with any employees or employee representatives should he or she determine it is the best way to get something done in the best interests of the municipality.

A strong case can be made that over the last two years, both the COVID -19 pandemic and the national spotlight on law enforcement interactions with the public, has dramatically changed the face of policing going forward. Not since the 1960s and the civil unrest that followed, resulting in the groundbreaking *Kerner Commission Report*, has there been such a focus on reform of policing.

The outcomes of the collective bargaining process impact all stakeholders and are ultimately tied to all aspects of how efficient and effectively a law enforcement agency operates. Ultimately, not having a full understanding of the rationale for modifications in the collective bargaining agreement will have an impact on day-to-day operations of a Police Department, its budget, and morale.

Recommendation

Government Strategy Group recommends that Howell Township include a representative of Police Department management to be present during labor negotiation sessions to advise the Manager or other lead negotiator on the impacts matters under negotiation might have on the efficiency of Police operations.

Implementation

Include a representative of Police Department management to be present during labor negotiation sessions to advise the Manager or other lead negotiator on the impacts matters under negotiation might have on the efficiency of Police operations. *This should be an immediate priority.*

A serious concern in Howell Township reported to GSG during the preparation of this report was the breakdown in communication between the Township Manager and Chief

of Police.

Government Strategy Group has noted in its work that tension between Police Chiefs and civilian authority seems to be growing more common throughout New Jersey. In any municipality, a review of the situation must start with what the form of government is in order to understand roles on the municipality's side, while the role of a chief is more or less consistent from one town or city to another, especially given the body of law commonly referred to as "the Police Chief's Bill of Rights." The latter has, in fact, led to news media reports of disputes where chiefs have stated to elected officials even at public meetings "I don't report to you" in response to concerns about political interference in the department.

It should be noted that another factor in this equation is that State law permits a municipality to designate an "appropriate authority" as a measure of civilian control over police departments. Some municipalities appoint one person as the "appropriate authority" (often the Business Administrator or Manager) and some appoint a committee (for example, a representative of the governing body, the Administrator, and a knowledgeable private citizen). GSG was advised that in Howell the Township Manager is the "appropriate authority."

In a nutshell, GSG would describe the situation as follows: a Police Chief has full authority over law enforcement matters, but otherwise reports to municipal management and its "appropriate authority" as may be specifically delineated in State statutes.

In Howell Township, this means that whoever is chief reports to the Township Manager as per the above. It is worth noting that under Howell's form of government, it is also the Township Manager who appoints and promotes the chief and every other uniformed officer in the department, further underscoring the Manager's authority in this form of government. Furthermore, it should be pointed out that under Howell's form of government, and as set forth in State statute 40:69A–91, "the council and its members shall deal with the administrative service solely through the manager" and that the duties of the mayor are similarly limited as per 40:69A–87 pertaining to this form of government.

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The right mix between honoring labor agreements, acting as the chief executive for the police department, and managing fiscal responsibilities, are among the most challenging of all the roles law enforcement executives face.

With regard to efficiency, cooperative communication and common goals should ideally

prevail. Specifically, dialogue should never fully break down and failures cannot usually be exclusively attributed to one side or the other. It is important to maintain an effective and professional relationship and the goal of serving the community and the greater good must be paramount.

While law enforcement executives should make every effort to both honor collective bargaining agreements and foster effective communication, it is a chief's duty to manage and lead a department while providing for a safe community. In order to do that effectively, chief law enforcement executives have to continuously balance the demands of many stakeholders. In the case of municipal government, taxpayers ultimately pay the price. Indeed, there is no bottomless pit, staffing or resources that can be deployed at will by a chief or a township manager. Ultimately, management has a right to manage all of the above.

Conversely, the union's role is to best represent the rights of its members and work to make sure management honors agreed upon collective bargaining agreements.

Part of this mix is a process within the collective bargaining agreement to address grievances including use of an arbitrator in certain instances. This process is in effect in Howell and has worked and continues to work as intended.

During the preparation of this report, the PBA issued a "vote of no confidence" in the Chief at the time. This action is being examined by the township manager and the mayor and township council. This vote of no confidence illustrates a tenuous relationship between the PBA and that chief. The investigation of this situation should take its natural course within the current parameters. In regard to the results, the outcome should not be viewed in a vacuum and, as noted above, many variables and competing interests are in play.

Computer Aided Dispatch & 911 Communications

The Technical Services Bureau within the Operations Division is responsible for the communications center, radio network administration, terminal agency coordination, network services and phone network administration. Technical services is also responsible for fleet management, OPRA requests, and special projects.

IMC Central Square System is the vendor for the police department's Computer Aided Dispatch (CAD) and Records Management System (RMS). This twenty-year, legacy system is reported to be at the end of its lifecycle and proposed for replacement due to age and product limitations.

Spillman (now aka Motorola Flex Records System), a comprehensive and popular CAD and RMS system, is proposed as the replacement technology platform. The capital cost

to upgrade the current system is estimated at approximately $959,972.00 and would include capability to build out fire service modules and support hosting other agencies through shared services agreements.

The CAD system is separate from the 911 communications system and has to be operational regardless of considering a potential shared services agreement as it relates to a county 911 system. Funding has been approved for replacement of 911 switches at a cost of $208,531.99 and the project to replace this critical technology is currently underway.

Since at least 2019 there has been discussion regarding the possibility for the township's 911 communications center to join the Monmouth County Sheriff's Communication Center under a shared services arrangement. Since 911 emergency communications represent fundamental and critical public safety infrastructure for every community, it is especially important to consider the wide range of impacts, both financial and operational, that a transfer of 911 communications to the county may have. While it may be possible to achieve savings by joining the county dispatch system, it requires a comprehensive study of any proposal prior to selecting a desired outcome. A study of this type is beyond the scope of this report; however, a comprehensive evaluation is recommended.

Relative to the above shared services discussions, the chief supplied Government Strategy Group with a memorandum he prepared to the Township Manager dated March 24, 2019. The concerns raised by the chief in this memorandum are logical and responsible. However, the tone of the memo is concerning and probably indicative of the deteriorating relations between the chief and a number of Township officials**.**

Radio Communications

The Police Department transitioned over to the New Jersey State Public Safety Interoperability Communications network (PSIC) system approximately five (5) years ago. As the name implies, this technology permits communication between and among various public safety agencies.

The Emergency Medical Services (EMS) and the five (5) local fire districts are not currently a part of the PSIC system. Steps are underway to transition all local agencies to the system through a combination of shared costs, State funding and a capital appropriation in the 2021 budget of $4.7 million. In addition, the State has agreed to fund, build and maintain a communications tower within the township that will further support the PSIC system.

The transition of all local public safety agencies to the PSIC system will provide an important enhancement in their communication capabilities.

Communications Staffing

Current staffing for communications functions, dispatch and administration services is comprised of ten (10) full-time dispatchers and two (2) part-time dispatchers in total. The dispatchers are civilian employees.

Typically, there are three (3) dispatchers on duty. Based on available staffing the communications desk will operate with two (2) dispatchers on the day and afternoon tours and one (1) on the midnight tour.

In addition to the essential duties of 911 communications, local dispatchers are relied on to perform other functions such as:

- Receive and respond to telephone or other electronic requests for emergency assistance.
- Dispatch appropriate units to response sites, does related work as required.
- Administrative functions to support CAD & Phone systems.
- Monitor holding areas (jail cells) via closed circuit TV.
- Screen and communicate with "walk ins" to the police station.

Communications Center Statistics & Budget Notes

The statewide 911 system is designed as a hardened and integrated phone system network. To assure that 911 callers reach an available call taker, the system will automatically reroute calls to an available dispatch center when the designated center is excessively busy or otherwise unable to receive a 911 call.

The Monmouth County Communications system has designated Howell Township as the designated back up for any overflow 911 calls. During the past year, local Howell dispatchers received 5,688 overflow 911 calls from the county.

In addition to overflow calls from the county's 911 operation, other agencies are responsible for some 1,268 calls that are handled by Howell dispatchers. Together, the overflow of 911 calls from the county and other agencies represents about 30% of the 24,015 911 calls received. It is important for local authorities that the reasons for the

overflow calls be researched to determine how the number may be reduced or how Howell might be compensated financially or in-kind to improve departmental efficiency.

Salary & Wages

A review of the budget appropriations and expenditures for 2021 revealed that the budget is being managed effectively regarding budget forecasts and that actual expenditures are in line and slightly below as of 12/15/21. The presence of an in-house, certified 911 instructor reportedly resulted in a savings in the training portion of the budget.

The following charts of Communications Center Statistics provided by the Department indicate amounts budgeted and spent for 2020 and 2021, as well as the records of 911 calls and overflow calls.

Salary & Wages	2021 Budgeted	2020 Budgeted	2021 Spent*	2020 Spent
Full- Time- 10	766,361.00	822,184.00	707,554.00	805,215.01
Part Time- 02	48,880.00	48,880.00	21,524.75	14,644.25
Overtime	20,000.00	20,000.00	39,458.35	32,825.86
Total	**835,241.00**	**891,064.00**	**768,537.10**	**852,685.12**
Other Expenses				
Meals	500.00	500.00	120.00	230.00
Communications Maintenance	66,450.00	69,000.00	45,449.29	59,969.92
Training & Education	3,750.00	2,500.00	0	2,444.95
Social Security Costs	61,200.00	61,200.00	55,577.03	63,473.14
Total	**131,900.00**	**133,200.00**	**101,146.32**	**126,118.01**
Grand Total	**967,141.00**	**1,024,264.00**	**869,683.42**	**978,803.13**

*As of 12/15/2021

Phone Calls	2021	2020	2019
Non-Emergency	71,088	74,314	78,195
9-1-1	24,015	23,531	24,047
Total Phone Calls	**95,103**	**97,845**	**102,242**
911 Overflows			
County Overflow	5,933	5,404	3,245
Other Agencies Overflow	1,329	1,027	1,538
Total 9-1-1 overflow	**7,262**	**6,431**	**4,783**
Dispatched Calls for Service			
Police	**55,354**	**50,001**	**59,323**
Fire & EMS	**5,354**	**5,212**	**5,379**
Radio Transmissions	**176,312**	**160,523**	**204,379**

It should be noted that, as per the charts in the Comparisons section of this report, on a position comparison basis, the salaries for dispatch in Howell are considerably higher than the comparable communities of this study – Jackson and East Brunswick (Middletown uses shared services for its dispatch operations). At the high end of the range, they exceed Jackson by $19,047 or 32% and exceed East Brunswick by $16,158 or 26%; at the low end they exceed by $16,735 or 38% and $17,821 or 41%, respectively. Inasmuch as this may be a factor in possible resistance to transitioning to a regional dispatch system, it requires further investigation.

It must also be noted that the number of overflow 911 calls handled by Howell equals 30% of the number of reported 911 calls per the above information supplied by the Howell P.D. This number is large enough to hypothesize that Howell Township is already part of a regional program or that the taxpayers of Howell are subsidizing other governments.

Recommendations

1. Prior to entering into a shared service agreement with Monmouth County Communications or another agency, a comprehensive study and cost/benefit analysis should be undertaken to consider the range of impacts, both financial and operational, that a transfer of 911 communications may have. This should include examination of the role that salary differentials and other employee concerns may be playing in influencing this possible decision, as well as examination of the reasons why the County sends nearly 6,000 911 "overflow calls" to the Township.

2. The implementation of the PSIC system to include all Howell Township Police, EMS and fire districts should continue until all local agencies are a part of the system. Other communications and 911 improvements should continue as well.

3. The practice of staffing the Howell 911 dispatcher operation with one dispatcher during the overnight period should be reviewed to assure the appropriate level of staffing is available at all times.

4. A review of the overflow 911 calls received from the county and other agencies should be conducted in an effort to reduce the number of calls transferred to Howell's 911 center or to otherwise improve efficiency in the Department via financial compensation or in-kind services.

Implementation

1. Prior to entering into a shared service agreement with Monmouth County Communications or another agency, a comprehensive study and cost/benefit analysis should be undertaken to consider the wide range of impacts, both financial and operational that a transfer of 911 communications may have. Implementation should be a *near term priority*.

2. The implementation of the PSIC system to include all Howell Township Police, EMS and fire districts should continue until all local agencies are a part of the system. Other communications and 911 improvements should continue, but evaluation of ROI or possible sale should be incorporated into any cost/benefit analysis performed as part of #1 above. Implementation should be a *near term priority*.

3. The practice of staffing the Howell 911 dispatcher operation with one dispatcher during the overnight period should be reviewed to assure the appropriate level of staffing is available at all times. Implementation should be an *immediate priority*.

4. A review of the overflow 911 calls received from the county and other agencies should be conducted in an effort to reduce the number of calls transferred to Howell's 911 center. Implementation should be an *immediate term priority*.

Fleet Management & Maintenance

The fleet of vehicles for the Department is comprised of 72 vehicles as well as two Special Operations vehicles. The number of vehicles beyond those numbers are fluid and may vary slightly based on replacing or adding vehicles into the fleet.

The management and maintenance of the vehicles is coordinated by the technical services sergeant in conjunction with the Howell Township Department of Public Works. There is a monthly schedule based on a systematic rotation and any daily unscheduled maintenance needs are addressed efficiently and quickly. The maintenance budget for police vehicles falls under DPW.

A rotation system for front line vehicles is based on years of service (three) or mileage (100,000 miles). Vehicles that do not meet the parameters of the rotation system remain in the fleet as front-line units. Those vehicles that exceed the mileage and years of service are assigned for other use such as: special events, training and detective bureau.

Capital expenses for replacement vehicles is part of the Police Department budget. Over the years based on operational need and life span of vehicles, it was determined that an optimal policy for keeping vehicles current would be to purchase 10 vehicles each year. However, after several years without regular vehicle replacement, the Department has received a commitment to purchase 25 new vehicles. It is GSG's understanding that this policy was developed with the support of the township council.

Recommendations

1. The Police Department and Township Council should review the current vehicle replacement policy so that all are aware of the intent and potential impact of the program including operational, safety and budget needs.

Implementation

2. The Police Department and Township Council should review the current vehicle replacement policy so that all are aware of the intent and potential impact of the program including operational, safety and budget needs. Implementation should be a *near term priority*.

Howell Police Department EMS

The Howell Police Department operates a full-time Emergency Medical Services (EMS) service providing Basic Life Support (BLS) service to Howell Twp. In addition, there are two (2) volunteer First Aid Squads (FAS) that provide BLS service locally, Farmingdale FAS and Howell FAS.

Each first aid squad and Howell PD EMS provide service in defined sections (territories) of the township. The Farmingdale FAS, generally responsible for the northern section of

the township, has not been answering emergency calls or providing medical transportations and its operations seem to be greatly reduced. Howell FAS primarily operates south of Aldrich Rd and covers the Ramtown section of the township. Howell Police EMS covers the remaining portions of the township. Each EMS provider generally remains within the confines of their territory unless a coverage shortage exists, or a specific request is made for a response.

Howell Police EMS operates with a yearly budget of approximately $651,000 and occupies a shared space with the Howell Township Office of Emergency Management (OEM). The refurbished OEM building is located at 81 Windeler Rd. Howell EMS operates three (3) ambulances with one new ambulance soon to be delivered.

Staffing includes seven (7) full-time employees and 26 part-time employees; all are certified Emergency Medical Technicians (EMT). Full-time EMTs are scheduled for a 36-hour work week. Typically, two EMTs are assigned to work a twelve-hour shift, 8 am to 8 pm.

Part-time EMTs, who may work up to 25-hours weekly, earn hourly wages and do not receive benefits. They do, however, earn one hour of sick leave for every 30 hours worked. Part-time EMTs staff overnight and weekend shifts.

During 2021, Howell Police EMS handled approximately 120 to 140 medical transportations each month, resulting in about 1,600 billable calls for the year. Howell FAS provided approximately 90 to 100 transportations per month and 1,260 billable calls. Farmingdale FAS; however, has responded to fewer than 25 calls during the entire year despite having received more than 1,200 requests for service.

The Howell Police EMS service generates revenue through billing of the patient's insurance carrier for the provided EMS service. A billing service agency, Revenue Guard, is contracted by the township to perform all ambulance billing and collections. The contract, last negotiated in 2016, provides Revenue Guard with a fee of 6.5% of the total revenue billed by Howell Police EMS. Insurance providers rather than patients are billed for EMS service. On average, the township receives 37% of what is billed which is consistent with the national average for insurance company payouts.

Howell FAS retains the first $30,000 of billable services provided. After the initial $30,000 is retained by the FAS the township retains 60% of billable revenue and provides Howell FAS with the remaining 40%. Howell FAS received $197,000 from the township for billable services in 2021.

Howell Police EMS manages all billing for the Howell and Farmingdale First Aid Squads. Both squads operate under the Police EMS operating license which is cause for some

concern. As the holder of the license, Howell Police EMS – while having no operational control over the First Aid Squads – is ultimately responsible for FAS liabilities that could impact the license.

Although Howell First Aid Squad is a volunteer service the Township contributes $30,000 annually into a Length of Service Awards Program (LOSAP), a system that provides an annual financial incentive for active volunteers. Life members receive half of that amount or $785. During 2021, 18 Howell First Aid members received the full amount and seven life members received a $785 contribution to LOSAP. The Township also provides an additional $1,500 annual stipend into a 401K, as well as covering all fuel costs for the ambulances and the first responder's vehicles. Workers' compensation and liability insurance is provided by the Township.

Recommendations

1. The existing ambulance billing contract with Revenue Guard should be reviewed to assure that the service fees continue to be competitive.

2. The township should continue pursuing the relocation of the Howell OEM equipment and operation to the unoccupied, and township owned, Ramtown First Aid Squad building. This will allow the soon to be delivered ambulance and other EMS vehicles to be parked inside a protected garage instead of being exposed to the elements. This will also provide much needed administrative and training space currently unavailable to the EMS operation. The Ramtown First Aid facility is of sufficient size to accommodate the OEM equipment currently located at Windeler Road.

3. The Howell Police EMS service provides the majority of emergency medical services to the community. Howell Police EMS also provide all EMS related training to members of each of the First Aid Squads, Police and Fire Departments. Howell Police EMS also provide all administrative responsibilities required to properly track billable services and calculate all revenue and expense items for their own operation as well as that of the First Aid Squads. Howell Police EMS is the only EMS operator that holds a State operating license for emergency medical services in Howell.

   The Howell Police EMS should absorb both the Farmingdale and Howell First Aid Squads and operate as one inclusive comprehensive emergency medical service provider. This will allow for improved administrative oversite of all EMS operations within the township as well as allow for a more efficient use of staffing and emergency response equipment. This arrangement will also allow for the reallocation of billable dollars back to the township. Other operating costs savings may be realized through consolidation of staffing and equipment.

An alternative is to designate the Howell Police EMS as the primary response service for Howell Township, with Howell FAS to operate in a support role when required. Farmingdale FAS should be disbanded due to its inability to provide any form of a consistent emergency response service.

4. Length of Service Award Programs (LOSAP) require strict conformance to established programs to assure that members receiving annual contributions are in fact, in compliance with the program. Best practice includes periodic review of the award of LOSAP funding be conducted to assure compliance.

Implementation

1. The existing ambulance billing contract with Revenue Guard should be reviewed to assure that the service fees continue to be competitive. Implementation should be a *near term priority.*

2. The township should relocate the Howell OEM equipment and operation to the unoccupied, and township owned, Ramtown First Aid Squad building. This will allow the soon to be delivered ambulance and other EMS vehicles to be parked inside a protected garage instead of being exposed to the elements. This will also provide much needed administrative and training space currently unavailable to the EMS operation. The Ramtown First Aid facility is of sufficient size to accommodate the OEM equipment currently located at Windeler Road. Implementation should be a *long-term priority.*

3. The Howell Police EMS service provides the majority of emergency medical services to the community. Howell Police EMS also provide all EMS related training to members of each of the First Aid Squads, Police and Fire Departments. Howell Police EMS also provide all administrative responsibilities required to properly track billable services and calculate all revenue and expense items for their own operation as well as that of the First Aid Squads. Howell Police EMS is the only EMS operator that holds a State operating license for emergency medical services in Howell.

   The Howell Police EMS should absorb both the Farmingdale and Howell First Aid Squads and operate as one inclusive comprehensive emergency medical service provider. This will allow for improved administrative oversite of all EMS operations within the township as well as allow for a more efficient use of staffing and emergency response equipment. This arrangement will also allow for the reallocation of billable dollars back to the township. Other operating costs savings may be realized through consolidation of staffing and equipment.

An alternative is to designate the Howell Police EMS as the primary response service for Howell Township, with Howell FAS to operate in a support role when required. Farmingdale FAS should be disbanded due to its inability to provide any form of a consistent emergency response service. Implementation should be a *near term priority.*

4. Periodic review of the LOSAP program to assure member compliance with earning annual contributions should be conducted. Implementation should be a *near term priority.*

Technology

The Department uses Power DMS which is a well-respected policy management software program. The Power DMS program is used for training, virtual training, and for tracking "sign off's" on all training records. It is also used in conjunction with the accreditation process and to support management and dissemination of operational policies.

The Department has body worn cameras available for all officers which are deployed for patrol officers, execution of search warrants and anti-crime units. They are not worn by administrative police personnel.

Currently the Department has two (2) drones, unmanned aerial vehicles (UAV), that may be employed for various law enforcement missions such as mapping, crime tracking, and surveillance. The newest drone has enhanced capabilities to include a FLIR ("forward-looking infrared") camera system that can be used for nighttime missions.

Police Scheduling Software (POSS) is used for police scheduling in addition to "Jobs 4 Blue software" which is used to schedule officers for off-duty assignments in conjunction with construction projects requiring officers for traffic and security. The township receives a $30 per hour administrative fee from vendors and these fees are used to supplement overhead costs for traffic and security administration.

Recommendations

1. All technology should be employed to maximize its full capacity when appropriate and have update policies to reflect the new capabilities.

2. The POSS scheduling software has multiple uses beyond scheduling, one of which is tracking time and overtime costs. That software should be used in conjunction with

planning budget needs and planning for and tracking, both overtime and straight time hours in conjunction with monitoring authorized strength and staffing levels.

3. At the time of final drafting of this study, it was reported by the Township Manager that a number of irregularities have been discovered in the Police payroll records as revealed in the POSS system. This is a serious matter that should be rectified as soon as possible. GSG recommends that stricter oversight and financial controls be established over Police Department payroll.

Implementation

1. All technology should be employed to maximize its full capacity when appropriate and have update policies to reflect the new capabilities. *This is a near-term priority.*

2. The POSS scheduling software has multiple uses beyond scheduling, one of which is tracking time and overtime costs. That software should be used in conjunction with planning budget needs and planning for and tracking, both overtime and straight time hours in conjunction with monitoring authorized strength and staffing levels. *This is a near-term priority.*

3. Establish stricter oversight and financial controls over Police Department payroll. This should begin by having dual approval of Police payroll before it is sent over to the payroll office. First, the Police payroll preparer should sign off and, second, the Chief or designated senior command officer should personally sign off. The sign off should include an attestation similar to those utilized on vouchers/purchase orders. *This is an immediate priority.*

Uniform Crime Report (UCR)

As part of this study, Government Strategy Group utilized Jackson, East Brunswick, and Middletown as communities with many characteristics similar to Howell and its government operations. With respect to Uniform Crime statistics as shown previously and below, Howell ranked highest in reported violent crime (but also had the best clearance rate) and second in reported property crime (but once again with the best clearance rate).

HOWELL TOWNSHIP EFFICIENCY STUDY COMPARISON OF CRIME STATISTICS				
	Howell	**Jackson**	**East Brunswick**	**Middletown**
Population 2020	53,537	58,544	49,715	67,106
Violent Crime				
2020 Reported	36.00	27.00	25	16.00
2020 Cleared	26.00	16.00	16	13.00
2020 Reported per 1,000	0.67	0.46	0.50	0.24
Average 2010-2020 Reported	42.45	35.55	31.82	30.18
Average 2010-2020 Cleared	33.73	19.45	18.64	21.91
Average Reported per 1,000	0.82	0.63	0.66	0.46
Property Crime				
2020 Reported	395.00	211.00	332.00	357.00
2020 Cleared	111.00	17.00	52.00	32.00
2020 Reported per 1,000	7.38	3.60	6.68	5.32
Average 2010-2020 Reported	512.18	533.00	686.45	552.64
Average 2010-2020 Reported	197.91	69.55	156.73	108.64
Average Reported / Population	9.91	9.50	14.34	8.37

On a countywide basis, out of 48 municipalities in Monmouth County, Howell Township ranks 20th on the 2020 Uniform Crime Report with 431 Part I crimes reported with a rate of 818.3 per 100,000. 2021 Part 1 totals are not yet published at the time of this report. By way of comparison, Matawan is listed with the lowest crime rate with 67.7 per 100,000 with an actual number of offenses reported at 6. Deal on the other hand is listed with the highest crime rate with 5,479.5 per 100,000 with an actual number of incidents reported at 40. Violent crime accounted for approximately 35% of all crimes reported in Howell whereas property crime accounted for approximately 65% of all reported crimes. The numbers alone should not be used to determine which municipality is safer, or less safe, than another. Population size, violent crime vs. property crime, socio-economic factors of each community, police response, community programs/community involvement and other factors all need to be considered along with the published UCR analysis before a clearer understanding of crime, perception of crime, and effectiveness of crime reduction programs can be properly measured. Accurate assessments are only possible with careful analysis of the unique conditions affecting each community.

DEPARTMENT OF COMMUNITY DEVELOPMENT

Overview

In 2012, the Department was reorganized to consolidate the functions of Planning, Zoning, Construction Code, Fire Prevention/Inspection, Plumbing, Electrical and Building Inspectors as well as Code Enforcement - under the umbrella of the Department of Community Development. The open floor plan environment contains several private offices with areas of the larger open office delineated for the various disciplines.

The office space is thoughtfully designed with Plexiglas partitions between sections to help reduce inevitable ancillary noise.

Providing all the entities responsible for construction, code enforcement and land use development in one easily accessed location in the municipal center is an excellent model offering "one stop" for residents, contractors, and developers. Moreover, it allows for efficiencies in personnel, office space and equipment.

The current staffing of the Department is shown in the following table:

DEPARTMENT OF COMMUNITY DEVELOPMENT STAFFING LEVEL	
Director*	1
Deputy Director/Engineer	1
Assistant Township Engineer	1
Code Enforcement Officer/Land Use	1
Code Inspectors I	5
Planning & Zoning Board Secretary	1
Fire Sub-Code Official	1
Construction Official	1
Building Sub-Code Official	1
Building Inspectors	2
Plumbing Sub-code Official	1
Plumbing Inspector**	1
Electrical Sub-code Official	1
Electrical Inspectors	1
Technical Assistant to Construction Official	1
Receiving Clerk/Administrative Assistants	3
Administrative Assistants	3
Total	26
** Also serves as director of land use & planning*	
*** Part-time, 14 hours per week*	

Department Management

Director

The Department Director is a 5-year veteran of the Howell Township construction office, appointed to his current position in March of 2021. Previously, he served as the land use director, a responsibility he maintains.

The Director describes the Department as a well-organized, active agency of 26 employees that provides exemplary services to the community. Service delivery in a municipality of 60 square miles presents challenges to efficiency and effectiveness. Working with code enforcement officers and the construction official, the director has divided the municipality into four inspection zones to reduce travel time between inspections.

The Director expresses a strong desire for the Department to be customer oriented and responsive to the needs of the community. He indicated that he is mindful of the actions of his staff and is interested in the impression left with customers. The Director follows up with certain permit holders (primarily restaurants) to see if they're satisfied with the processes. He reports that most are satisfied, and that he is anxious to hear of any issues so they can be addressed.

Detailed monthly reports are submitted by the Director to the Township Manager describing the various activities of the department, areas of interest within the community and a comprehensive revenue analysis. The reports include statistical information about inspection activities, board applications, code enforcement and housing registrations. A component of the report details activities within the engineering department, describing the status of various private projects, capital projects (such as road paving), as well as a numerical summary of the intake and work volume for the engineering department. A consistent format is used to easily track and list month-over-month activities.

Overseeing an office with 26 employees presents challenges in simply knowing when employees are in the office or out in the field performing inspections. This is essential, among other reasons, in the event of an emergency requiring evacuation of the building. A simple, yet effective tool is used for this purpose that has been devised where employees simply list in/out on the board depicted below.

Deputy Director

The Deputy Director, who also serves as the municipal engineer, supervises one administrative assistant, an assistant engineer and coordinates the work of three contract engineers, CME (Planning Board), T&M (Zoning Board), and Collier Engineering for general engineering work. The contract engineering firms are selected through an annual Request for Proposals (RFP) and are awarded work based on individual proposals for larger projects. All three firms perform general engineering work based on submitted proposals for various municipal projects.

The Township engineer is responsible for capital projects, including road paving, general engineering, and traffic engineering in consultation with the Howell Township Police Department. When capital projects are underway, the Department posts information on the township website and utilizes message boards to inform the public. The engineering department handles project bid specification and the review and authorization of pay vouchers.

Utility companies performing work within township roadways are required by ordinance, to repave curb-to-curb when the work is completed. This requirement results in a superior road surface rather than what would otherwise be a patchwork of repaved openings. The Department reviews and issues road opening permits.

Sewer

The wastewater system in Howell is handled through a combination of septic systems and township sewer lines. About half of the Township is serviced by septic systems and the Township's wastewater collection system, primarily in the northern area of the community, includes 12 pump stations. Wastewater services are provided by New

Jersey American Water Company (NJAWC) and sewerage treatment is handled by the Manasquan River Regional Sewer Authority.

Inspections

A responsibility of the municipal engineer includes inspections of dams and headwalls within the community. Dam inspections are performed by consulting engineers at intervals of 2 – 4 years.

The engineering department works closely with and provides support for the following groups:

- Farmland Advisory Committee
- Shade Tree Commission
- Environmental Committee
- Wildlife and Lake Restoration

Department Operations

Software

Spatial Data Logic (SDL) has been used since 2012 by the Community Development Department and is utilized across all disciplines within the department, including; Fire Inspection/Prevention, Code Enforcement, and Construction and Inspections.

An important feature of the program includes a website portal that provides the public with online access for applications, tracking of permits, scheduling inspections and various registrations. Additionally, Land Use Application Forms and Landlord Registration Forms are easily accessible. The Department has fully activated this feature which adds measurably to workflow improvement for customers, essentially allowing much of the interaction with the permit process to occur virtually.

Field inspectors use iPads rather than written forms to complete inspections. The data collected via the mobile devices are then downloaded remotely to the SDL database.

SDL is a popular and robust software platform with modules for use across the municipal enterprise. SDL is used by other township departments improving the sharing of information.

Vehicles and Fleet Management

There are fifteen (15) vehicles used by the Department of Community Development. Two vehicles have over 100,000 miles with frequent mechanical issues. As a general practice, new vehicles are assigned to sub-code officials, with older vehicles assigned to inspectors. Three new vehicles were leased in 2021 and assigned to the department. The leasing program seems to be an effective way to assure a vehicle replacement schedule in a fiscally responsible manner.

Website:

Having thorough information on the municipal website reduces phone inquiries and Open Public Records Act (OPRA) requests.

The Community Development website page includes comprehensive information about the department, the mission statement and an overview of the department divisions. Each division of the department, Construction Code, Engineering, Land Use and Code Enforcement has a link to a separate page containing complete and thorough information about the division, including contact information for the supervisor or director.

Useful links to other relevant information are easily assessable. For example, there is a link to a variety of township maps, including environmental data, fire districts, parcel subdivisions, potential affordable housing sites, public parks and places, recycling and bulk pick-up, tax taps, street maps, snow removal, voting districts and zoning. Notable is a color-coded map describing the history of recent road paving projects, listing the number streets paved and the number of lane miles paved, from 2012 to present.

There are tabs to make a payment, links to township meeting agendas and minutes as well as a link to the SDL portal.

It was noted that the Planning Board and Board of Adjustment secretary's contact information is missing from those individual pages. While it is listed on the Land Use page, listing on the individual board pages will assist those going directly to those pages.

Records - Archiving

The quantity of files within the records room is fast approaching a time where space will become inadequate. Specifically, the closed permit sections are filling up and currently consume about 70% of the available space for that section.

To help address this issue, the secretary to the Planning/Zoning Boards demonstrated initiative by categorizing and organizing closed files during slow periods to help with the archival process. Duplicate plans and correspondence were removed from those files, thereby significantly reducing the amount of space required for those records.

The director indicates that the Department has a plot scanner as well as other copy machines with scanning capability. Those devices could be used to digitize the records, but they would be in a different format from those scanned through Laserfiche – an unacceptable solution from a management perspective.

In 2007, the Department underwent a scanning program where the Laserfiche Document Company was engaged to scan documents. Engaging Laserfiche again to scan files may be an effective way to address the issue.

If the costs for these services are prohibitive, employing temporary staff or a summer intern(s) could be helpful to remove duplicate records from files, again reducing the overall space necessary to store records.

Archive and file storage areas

Phone System

The department phone system is automated to direct callers and will cascade to the next number before going to voicemail. The system employs technology to immediately transfer voicemail to email to assure any messages are quickly conveyed to the intended recipient. The established procedure is that voicemail messages are returned the same day or if received at the end of the day, by the next business day.

Electronic Plan Submission

Electronic Plan submission has recently been authorized/mandated by the State of New Jersey, with implementation required by April 2022. The director is taking proactive

steps to assure a successful, timely execution of on-line submissions. He has considered necessary equipment and is creating workspaces for employees to review plans submitted electronically. The website has the necessary portals to the Spatial Data Logic program for use by contractors and the public for this purpose. The employees interviewed were engaged and enthusiastic about the implementation of the new on-line submission system.

Electronic plan review station, designed and built by employees within the department.

DIVISION OF LAND USE AND PLANNING

The division of land use and planning is currently supervised and managed by the department director. He serves as the land use manager and zoning officer. He oversees the planning and zoning boards, including the secretary, administrative support, and professionals for the boards. In addition, Code Enforcement, Housing and Land Use fall under his purview.

Zoning and Planning Board Secretary

The secretary to the zoning and planning boards is an 8-year employee who came to Howell following private sector employment with an engineering firm. Her duties include coordinating and managing two meetings per month for each board, preparing agendas, sharing associated documents, and providing legal notices for the meetings. She shares information electronically, by sending successive documents for upcoming meetings to board members and associated professionals. These documents include links to plans and other documents provided by applicants allowing review without the need to send paper copies of everything to each responsible party. All documents are stored in a logical and intuitive manner on a shared drive of the server to allow others to find and view the documents as necessary.

Escrow

Development projects that include work of professionals, such as engineers and planners, require an escrow account to be established to pay for those services. This process assures that fees associated with a specific project are paid by the developer. During the project, funds are withdrawn from the escrow account to pay for work of the various professionals. Regular monitoring of escrow accounts is important to assure that sufficient funds remain available to assure uninterrupted work – and avoiding project delays – by the assigned professionals. Escrow fees are managed by the Planning and Zoning Board Secretary, tracked through Spatial Data Logic (SDL) and maintained in the Edmunds Financial software.

The table that follows shows the overall activity of the Zoning and Planning Boards during the three-year review period. The activity remained consistent, with nominal drop-off in 2020, likely due to the pandemic. It is noted in 2019 a large project generated fees of $205,000 and in 2021 three warehouse projects generated large planning board fees.

PLANNING & ZONING BOARDS - APPLICATIONS AND FEES				
Item	**2018**	**2019**	**2020**	**2021**
Planning Board Applications	26	37	29	43
Planning Board Fees	$25,022	$285,742	$53,653	$185,985
Zoning Board Applications	56	43	32	43
Zoning Board Fees	$74,013	$69,403	$94,740	$128,935
Zoning Applications Processed	1,255	1,382	1,681	1,640
Zoning Application Fees	$90,090	$98,585	$127,238	$198,863
Zoning Inspections	1,314	1,232	1,194	1,354

CODE ENFORCEMENT, HOUSING AND LAND USE

The incumbent Code Official is a retired police officer and a 5 and a half-year veteran of Howell Township. The five employees of the division handle maintenance code violations, housing inspections, identification of abandoned homes, business zone violations and multi-family homes (none are permitted in Howell), land use certificates and registrations for bank-owned properties. To facilitate an efficient inspection program, the municipality is divided into four zones, with an inspector assigned to each zone, rotating on a quarterly basis. One inspector is responsible for all housing registrations.

Township ordinances require registration for bank-owned properties with a fee of $250 for the first year and escalating each subsequent year to $500, $700, and $1000. The progressive fee system is an excellent tool to encourage timely action by banks to have properties placed on the market for sale.

Additionally, this division is responsible for certain inspections, including coin operated machines, massage parlors, mobile home parks and junk yards.

Property code violations are received by the Department of Community Development in several ways. The violation may be directly observed by a code enforcement officer, reported by a concerned citizen, and may be reported from other departments. The Township website has a "Report an Issue" button where residents or other concerned citizens can report issues to municipal officials. These include items in five broad categories: Construction Code violations, Engineering, Fire Bureau, Land Use and Code Enforcement, Public Service and Public Works. Each category then has several sub-categories.

Reported violations are investigated, documented using the SDL system. Notices are mailed to property owners, or a door hanger is left at the property. Serious and obvious violations can be immediately cited. Typically, compliance is required within a two-week period; however, that timeframe may be extended.

A concern expressed was the salary range for code enforcement officers. With a starting salary of $39,000, it can be difficult to recruit candidates for the position. The salary grows slowly from initial employment to the full salary of $52,000, which reportedly often results in employees leaving the position. With limited opportunity for advancement, employees who rely solely on the salary find it necessary to leave for better paying jobs. The township, however, has been successful in recruiting retired police officers to fill this role.

The table that follows compares the various activities of the maintenance code officials during 2018, 2019, 2020, and 2021. A reduction in Code Enforcement inspections and Code Enforcement violations were noted from 2020. The reduction was due to a number of streamlining procedures with the SDL program implemented by the director and code official, improving efficiencies for the inspectors. Emails are now sent to property owners with certain code enforcement violations prior to requiring an inspection and subsequent violation. This provides constituents with a reasonable opportunity to resolve issues before violations/summonses are issued. Additionally, temporary Covid-19 related changes in the Township ordinances, provided relief from certain regulations, reducing inspections and violations. It was noted that all other categories increased, including Land Use inspections, suggesting vigilance and activity

of inspectors remains high with violations issued only after reasonable requests for abatement fail.

CODE ENFORCEMENT ACTIVITIES				
Item	**2018**	**2019**	**2020**	**2021**
Code Enforcement Complaints	483	446	288	376
Code Enforcement Inspections	4142	4123	3932	2656
Code Enforcement Violations	1491	1747	1721	1609
Code Enforcement Summonses	556	276	207	437
Code Violations - Court	638	390	283	449
Court fines	$112,917	$83,286	$53,356	$59,155

Construction Code Official - Inspection Services

The construction code official was recently hired; however, he has a long tenure working with several other communities. He indicated that his initial approach is to be thoughtful, to carefully review operations and procedures prior to implementing any changes. He indicated that he is impressed with the advanced technology used in Howell Township and the support from administration for the equipment necessary to perform the duties effectively and efficiently. He holds licenses in three disciplines; building, plumbing and mechanical and has the ability and is willing to perform inspections when necessary.

CONSTRUCTION DIVISION STAFFING LEVELS	
Title	
Construction Official	1
Fire Official & Fire Sub-Code Official	1
Building Sub-Code Official	1
Building Inspectors	2
Plumbing Sub-code Official	1
Plumbing Inspectors*	1
Electrical Sub-code Official	1
Electrical Inspectors	1
Technical Assistant to Construction Official	1
Receiving Clerk/Administrative Assistants	3
Administrative Assistants	3
Total	16
** Part time*	

Permits are transmitted to the assessor's office every Monday. This is an excellent practice to assure that there is no delay in recording property improvements in the tax records.

The office accepts payment by credit card and currently reports that overall payments received are approximately 30% cash or credit cards and 70% checks.

Working under the direction of the Construction Code Official, each discipline has a sub-code official and adequate inspectors to maintain a reasonable inspection workflow. Most inspections are scheduled within 2-5 days of the request. Any delays beyond that period are temporary and due to an unusual circumstance. Scheduling of inspections is encouraged through the SDL program, where permit holders can select a day for the inspection. Narrower windows for the inspections are not provided as too many complaints were received when an inspector was running late. As noted in the chart below, there was an increase in overall activity in 2021 as compared to 2020. This includes permits, inspections, and revenue. An adequate number of inspectors are employed to address increases in workload with minimal disruption, as was the case in 2021.

The role of technical assistant is a value-added position in that the individual – by receiving additional training and certification – can assist with initial plan and application review and intake to improve process efficiency. The Department has one person assigned as the Technical Assistant to the Construction Official (TACO), however each of the three Receiving Clerks/Administrative Assistants have received TACO training. This allows four employees within the Department to assist with that function, which is critical considering the Department issues 6,000 + permits annually.

Plumbing Inspections:

The incumbent plumbing sub-code official is a 23-year veteran of Howell Township who supervises 1 full-time and 1 part-time plumbing inspector. Significant activities include issuance of 1330 permits and 3855 inspections. Revenue was $255,717.

Electrical Inspections:

The incumbent electrical sub-code official is a 22-year veteran of Howell Township and supervises 1 full-time electrical inspector. Significant activities include issuance of 2437 permits and 4020 inspections with revenue of $375,799.

Building (Mechanical) Inspections:

The incumbent building sub-code official is a 22-year veteran of Howell Township, serving in the current role for the past 11 years. He supervises 2 full- time inspectors. Significant activities include issuance of 1113 building permits, 1452 mechanical permits with 5164 building inspections, 2013 mechanical inspections and combined revenue of $1,019,000 for these two categories.

CONSTRUCTION DIVISION ACTIVITY
% INCREASE/DECREASE IN YEAR OVER YEAR ACTIVITY 2021 VS. 2020

Comparison Data 2021 vs 2020 :

	# Permits			Inspections			Fees Collected		
Type	**2021**	**2020**	**+/-**	**2021**	**2020**	**+/-**	**2021**	**2020**	**+/-**
Building	1113	822	26%	5164	4146	20%	$888,423	$534,864	40%
Plumbing	1330	1156	13%	3855	2843	26%	$255,717	$186,309	27%
Electrical	2437	2079	15%	4020	3200	20%	$375,799	$317,019	16%
Fire	715	497	30%	1285	1805	-40%	$165,397	$99,530	40%
Elevator	2	0	100%	1	1	0%	$0	0	0%
Mechanical	1452	1212	17%	2013	1366	32%	$130,577	$109,949	16%
Overall Total	7,069	5,766	18%	16,338	13,361	18%	$1,815,913	$1,247,671	31%

The chart below reveals the number of inspections that are conducted annually in each discipline for the three-year period of 2019 through 2021, as well as the fees generated through the permitting and inspection process.

CONSTRUCTION PERMIT ACTIVITY & REVENUE									
	2021			2020			2019		
Type	Permits	Inspects	Fees	Permits	Inspects	Fees	Permits	Inspects	Fees
Building	1113	5164	$888,423	822	4146	$534,864	939	4461	$605,265
Plumbing	1330	3855	$255,717	1156	2843	$186,309	1382	3270	$238,401
Electrical	2437	4020	$375,799	2079	3200	$317,019	2110	3918	$308,807
Fire	715	1285	$165,397	497	1805	$99,530	604	1243	$132,589
Elevator	2	1	$0	0	1	$0	4	4	$0
Mechanical	1452	2013	$130,577	1212	1366	$109,949	762	966	$68,487
Totals	7,069	16,338	$1,815,913	5,766	13,361	$1,247,671	5,801	13,862	$1,353,549

CONSTRUCTION VALUE			
	2021	2020	2019
New	$33,381,688	$17,703,047	$30,578,901
Addition	$5,122,507	$2,531,493	$3,292,053
Alteration	$34,884,539	$29,339,452	$32,400,597
Demolition	$497,722	$270,372	$191,257
Total	$73,886,456	$49,844,364	$66,462,808

FIRE PREVENTION

The incumbent Fire Official *(Note: see opening statement on page 1 re: Chief)* who also serves as Fire Sub-Code Official has served in this role since 2016 and has been employed with the Township for 26 years. He began as a fire inspector and was promoted to chief in 2016. He continues to serve as a volunteer firefighter in Farmingdale as he has for the past 41 years. He manages a bureau with 7 fire inspectors where he and another inspector spend about half their time working in the Department of Community Development, performing permit review and inspections for Uniform Construction Code (UCC) compliance.

Staffing: The following table shows the current staffing of the fire prevention bureau:

FIRE PREVENTION BUREAU	
Position	**Number**
Fire Official & Fire Sub-Code Official (Chief)	1
Fire Inspectors - Investigators	7
Secretary	1
Total Bureau Staff	9

The fire official recommends changing his title from chief to fire warden, a title more descriptive of his actual responsibilities. The term fire chief suggests a position that manages firefighters and directs activities at fire scenes. He does not have those responsibilities.

Local enforcement of the Uniform Fire Code (a code for maintaining fire safety in existing construction) and the Uniform Construction Code (new construction) is the responsibility of each municipality in the State of New Jersey. To fulfill this responsibility, the duties of the Howell Fire Prevention Bureau have been divided into the following operation areas – fire protection, fire prevention, fire investigation, public education, and special projects.

Fire Protection: Consists of site plan reviews for new residential sub-divisions as well as commercial and industrial developments and construction plan review as required by the Uniform Construction Code (UCC). These plan reviews assure that firefighting operations are safeguarded as well as safety of occupants; means of egress, fire rating of materials used, fire suppression systems and occupancy loads.

Fire Investigation: A responsibility of fire officials is to assure that all fires are investigated and any fire hazards that may be revealed are mitigated. Locally, members of the fire prevention bureau perform investigations when notified by the Fire Department in cases of significant damage or injury. Each of the 7 investigators have completed the 80-hour arson investigation course and are certified fire investigators. Additionally, each are active members of a local, or nearby fire company. It was reported that approximately 30-40 investigations are conducted annually. The fire investigators are assigned weekly to be on-call and are compensated for that service. The investigators have been provided necessary and appropriate equipment, including Personal Protective Equipment (PPE), CO2 meters and appropriate masks for emergency response.

Fire Prevention: Under the Uniform Fire Code, all occupancies in a community are ranked in a system that recognizes the level of fire hazards that may be present in certain types of occupancies. High hazard occupancies such as restaurants, motor vehicle repair garages, public assembly uses, etc., are termed Life Hazard Uses (LHUs) and are required to be inspected on at least a yearly basis by certified personnel. Other less hazardous occupancies termed Non-Life Hazards Uses (Non-LHUs) are generally inspected on a multi-year cycle. Significant high hazard use occupancies such as hospitals and high-rise buildings are subject to quarterly or semi-annual inspections. In Howell, there are nearly 1800 businesses, of which 391 are considered LHU's, resulting in approximately 2600 annual inspections. 100% of the LHU's are inspected in accordance with State standards.

FIRE INSPECTIONS		
Type	**2020**	**2021**
Regular Inspection	1,850	2,032
Farm Inspection	66	18
New Inspection	95	87
Smoke Det Inspection	1,083	920
UCC Inspection	1,189	1,280
CCO Inspection	242	140
Permit Inspection	80	103
OOB/Vacant	99	106
Special	2,229	1,561
Reinspection	1,287	1,148
Complaint	44	19
Total	8,264	7,396
Fees Collected	$327,425	$385,329

Public Education: The motto "Prevention Through Education" illustrates the philosophy of the bureau to help protect the community. Conducting age-appropriate education sessions throughout the school system allows even the youngest members of the community to become indoctrinated to the importance of fire safety. The members of the bureau visit senior centers/clubhouses to provide discussions on special needs and fire safety for aging populations. Utilizing interactive displays such as the "Hazard House", "Sparky", "Fire Extinguisher Simulator" and specialized "smoke trailer" during

visits with Boy Scouts, Girl Scouts, parent and other special interest groups makes the experience more meaningful.

Special projects: Special projects include a holiday inspection program, which is conducted throughout the holiday season in large mercantile stores assuring for proper storage of excess stock, maintaining clear aisles and uninhibited exits. Other projects included are fuel tank surveys, chlorine safety for public pools, special needs survey, propane BBQ tanks sales and refilling fire safety and public assembly inspections.

Maintaining an excellent working relationship between the fire prevention bureau and the local fire companies is important for overall community fire protection. Members of the fire prevention bureau report that they work closely with the fire departments to assist with pre-fire planning efforts, fire investigations and construction site walk throughs. Having the opportunity to tour sites under construction is an excellent practice that allows the members of the Fire Department to be familiarized with a property prior to occupancy.

The bureau utilizes SDL to record their activities and to update emergency contacts for businesses in the Township. However, the Police Department and the Fire Companies do not have access to SDL, requiring manual data entry to update their systems monthly. In fact, each fire company uses a different software platform.

Recommendations

1. Website: GSG reviewed the website for the Department of Community Development and found that email links for certain personnel are missing or inoperable from certain pages. For example, the email link for the secretary to the Board of Adjustment/Planning Board is not on the Planning & Zoning page. The email link to the director resulted in the message *"An error has occurred"* and the directory link on the Construction Code page resulted in a message reading *"We're sorry, but there is not a page matching your entry".*

   We recommend that the website be carefully reviewed to assure that links are functional and relevant information is available for review. The website should be intuitive and easy to use, making it a valuable public tool reducing or eliminating phone calls to the offices.

2. Chief of Fire Prevention Bureau: During interviews with the Chief of the Fire Prevention Bureau, he suggested that his title of "chief" inadequately describes his responsibilities. The term "chief" suggests that he has operational control of firefighters and control of operations at fire scenes, which he does not. With five fire districts/departments in the township, confusion about his responsibilities

versus the responsibilities of the other five fire chiefs can occur.

We recommend that consideration be given to changing his title to Fire Warden, which is a common title for those with his responsibilities.

3. Spatial Data Logic: Spatial Data Logic (SDL) is a software program used throughout the Department of Community Development and the Fire Prevention Bureau. This program is used to record the activities of the Department and is used by employees to store valuable information about businesses through the township, including, but not limited to ownership and contact information. Citizen requests received through the Township Civic Plus website are manually transferred to the SDL program for follow-up by various employees. Certain departments do not have access to SDL.

We recommend that the dual programs of Civic Plus (township website) and SDL (community development) be evaluated to determine whether the programs should be consolidated to eliminate duplication of information. If it is determined that both systems will be retained, an interface been Civic Plus and SDL should be explored. Currently, citizens can use the Civic Plus program to submit concerns relating to Construction Code*, Council Policies, Engineering*, Fire Bureau*, Land Use/Code Enforcement*, Public Services, Public Works* to the township. Information gathered by the employees of the Department of Community Development is entered and retained through the SDL program. The information that is relevant to the Police Department or the fire districts is shared manually with those departments. Information sharing with the PD and the fire districts would be greatly enhanced through the automation associated with deployment of SDL.

* *Currently using SDL*

4. Archives: During Government Strategy Group's visits to this department, a concern about the records and archives room was expressed. The records of the Department are all within one large area, divided by planning and zoning and construction/building permits. The number of records has become overwhelming and beginning to fill the available space. In 2007 Laserfiche was engaged to scan records and those paper records were either moved off-site or destroyed (director is unsure). During the pandemic when work was a bit slower, the secretary to the PB & BOA consolidated files by removing duplicate sets of plans and correspondence reducing the amount of space required for the files.

We recommend engaging Laserfiche to scan existing documents in accordance with the NJ Division of Archive and Record Management (DARM) standards.

5. Training/Meetings: The director reports there is limited time to meet collectively with all employees for department-specific training and sharing of information. He acknowledged that it would be beneficial if he were able to spend more time interacting with staff and for staff to receive certain training, such as de-escalation and customer service training. He believes that regular reminders about customer service would be beneficial to the overall positive experience when dealing with the department.

   We recommend that in addition to the usual training provided by HR of the Township (Sexual Harassment, Effective Communications, etc.), develop training requirements for members of the department. The training should include those areas as described above.

Implementation

1. Website: Assign each division manager to review the pages of the website associated with their operations to assure that all links are functional, including links to documents on the page. Their review should consider what information requests are disrupting the workflow in their offices and can be posted to eliminate those disruptions. This will likely require a discussion among all staff of the division. Consider providing an overall directory on the Community Development homepage, listing the email and phone numbers for all staff of the department. The individual division directories should also be listed on the home pages of Engineering, Land Use, Planning & Zoning and Code Enforcement/Housing. Implementation should be considered a *near-term priority.*

2. Chief of Fire Prevention Bureau: Amend Township Ordinance §150 titled Fire Prevention Code to remove "Chief of the Bureau" and insert "Fire Warden". Implementation should be considered a *near-term priority*.

3. Spatial Data Logic: Discuss interface possibilities with Civic Plus and SDL. Purchase additional licenses for the Police Department and the fire districts and provide the necessary training on the program for affected individuals. Implementation should be considered a *near-term priority*.

4. Archives: The cost of Laserfiche services could be prohibitive and require a delay in engaging those services. If there is a delay in engaging Laserfiche, interns

and/or summer help could be hired to consolidate and remove duplicative records from the files, thereby reducing the amount of space necessary for storage. Implementation should be considered a *long-term priority*.

5. Training/Meetings: Meet with supervisors to assure they understand the goals of the training protocols and have supervisors provide and document that training has been conducted. An annual meeting of the full department should be scheduled to review goals, provide training and acknowledge exemplary work of employees. If the meeting cannot be conducted during regular business hours, consideration should be given to an off-site, after-hours meeting. Compensate employees as appropriate and/or required. Implementation should be considered a *near-term priority*.

INFORMATION TECHNOLOGY & WORKFLOW

IT Division Overview

Government Strategy Group performed a review of Howell Township's IT landscape in order to identify issues that are or could impact operational efficiency of the departments under study.

Township IT operations are a division of the Township Manager's office, staffed by two full-time employees, Glenn Grimstead and Jon Cordell. It presents as well organized and following best practices in the majority of its operations. The team is knowledgeable, appears conscientious, and is security-aware. They support approximately 150 people, including the Township staff, senior center, municipal court, library, boards and commissions, and the Governing Body. The Police Department has a separate network and staff.

The IT Division leverages a Managed Security company (RA Security) to assist with cybersecurity efforts. RA manages the Townships firewalls and network sniffing software. They also perform monthly Penetration Testing (PEN) and provide that feedback to the IT staff with any recommended remediation. This is a good example of leveraging an outside subject matter expert to provide the cybersecurity assistance the Township requires but does not have in-house. The team also relies on New Jersey Cybersecurity and Communications Integration Cell (NJCCIC) to stay aware of new cyber threats. The team reports that there have been no incidences of ransomware or denial of service attacks, and the team believes that the township users have solid knowledge of what a phishing attack is and how to avoid one.

For remote work, users can access LogMeIn, a software platform that allows users to access their desktops. Once logged in with desktop credentials, users can access the files and folders stored on the network. Current Login does not require multifactor authentication (MFA).

The IT Division does enforce a password policy; passwords must be changed every three months, and the desktop sleep screensaver auto engages every 15 minutes. Employees are permitted to use USB drives, but the AutoRun function is disabled so that a virus or malware cannot load onto a device automatically. Users could still inadvertently start a malicious program, but disabling the AutoRun feature reduces a security vulnerability point.

The Township has a very basic written plan to address a data breach. They rely on RA Security but indicated that one of the team's initiatives is to create a formal written plan for responding to an attack.

The IT team is responsible for the purchase, setup, and configuration of all new computer devices. They also handle all user support and use the Ivanti LAN (local Area Network) desk for remote access and troubleshooting. When users need help, the team either remotes in or walks over to the user's device. The team reports that a significant amount of their time is spent setting up new hardware. They also reported the growing trend of staff using local printers rather than network printers. While often convenient for the user, these printers are problematic to support. It is often not worth the effort to repair them, and they have to be replaced.

Recommendations

1. GSG recognizes that the data is protected in multiple sites, and the IT Staff leverages the DPW building for a DR (disaster recovery) site. The DPW building is one mile from the primary site; best practices for a DR site are a minimum of

5-10 miles away from the primary site, so the same event does not potentially impact both.

2. While on-premises exchange servers have been the traditional approach to email and are still supported and used by many businesses, tens of thousands of companies and public sector organizations have migrated to the M365 cloud platform. Advantages of M365 include reduced hardware investment, licensing flexibility, cloud storage, modern collaboration tools like One Drive, SharePoint, and Teams, and reduced administration effort. The M365 platform would allow the Township to eliminate LogMeIn and the requirement to go through the desktop to access work. GSG recommends that the Township consider migration to the M365 platform *before the next refresh of the Exchange hardware.*

3. The IT leadership is very much aware of the benefits of multifactor authentication (MFA) for verifying identity and reducing fraud and is planning to budget for the implementation of this security platform. GSG recommends that MFA be an immediate priority.

4. GSG recommends that a formal incident response plan to respond to any malicious attack or breach be created, reviewed, and shared with Township management.

5. Help desk support is demanding and time-consuming, and configuring and deploying new desktops and PCs is a low-level technical skill. Consideration should be given to outsourcing these low-level tasks to a managed services provider, freeing up Howell's skilled IT team to focus on the network and cyber security initiatives that drive more value for the Township.

6. Local/Desktop printers can be convenient for an individual user, but they do not have the durability of networked printers and scanners. They also cause many service desk calls. GSG recommends that the Township reduce the use of local printers (except when document privacy is a priority).

Implementation

1. *GSG recommends that the IT team consider an alternate secondary site for their backup data.* The Township may own or have access to another building located further from the primary site, or the team could leverage inexpensive cloud storage like Wasabi or Island storage. This is a *Long-Term Priority* and can be planned and implemented by the existing team as a planned initiative.

2. *GSG recommends that the Township consider a migration to the M365 platform before the next refresh of the Exchange hardware*. Migration to M365 is a project that must be carefully planned and is often prompted by the requirement and cost to refresh or replace existing hardware. To be clear, the existing exchange server remains a viable option. But as stated above, there are some significant advantages to the M365 platform that may outweigh the desire to maintain the email and tool infrastructure on site. This is a *Near Term Priority.*

3. *GSG recommends that the Township implement multifactor authentication (MFA) for all users accessing the network.* This is an *Immediate Priority* and can be implemented by purchasing the software, configuring and installing it on the network, and training the users on how to use it. Most users are likely already familiar with MFA from their mobile banking applications. The IT team can do this in-house. Costs vary but are typically $3-4 per month per user, depending on the software platform selected. Two well-regarded identity management solutions are Duo and Okta.

4. *GSG recommends that a formal incident response plan to respond to any malicious attack or breach be created, reviewed, and shared with Township management*. With the help of the consultants at RA Security, the IT team can create a formal incident response plan to respond to any number of malicious attacks. Ransomware and denial of service attacks cause significant disruption and confusion to both internal Township staff and external customers like residents and vendors. A detailed written plan outlining the roles and responsibilities as well as the specific steps the Township will take can help contain and limit the impact and costs of an attack. This is a *Near Term Priority*.

5. The Township IT team knows best how much time their office spends on device support and what projects are waiting while their attention is diverted to these efforts. There are many managed services providers that support these functions for public organizations. This is a *Long-Term Priority* that should be discussed and considered during the next budget phase.

6. *GSG recommends that The Township reduce the use of local printers (except when document privacy is a priority).* Reducing the dependence on local printers can be phased in. Rather than replacing a failed local printer, the user's desktop/laptop can be mapped back to a network printer. This is a *Near Term Priority.*

Department of Public Works

The Township's Department of Public Works (DPW) 53 employees are managed by a director and one deputy director and supported by an administrative staff. Both department leaders were candid and open to discussing their department, and it was clear that both had pride in the work performed by their team. They mentioned the high level of service they deliver to the Township residents.

DPW supports the Township and delivers some assistance to the Howell Board of Education. Trash pickup is outsourced to one of several private contractors, and Recycling pickup is also outsourced. Areas of responsibility include trees, bulk, leaves, brush, and recycling, as well as mowing, street sweeping, and storm cleanup. The department administrators are a critical conduit for information and work orders for the team.

While there are some specific applications in use by DPW (listed below), both the director and the deputy director report that the Department leans heavily on Excel and spreadsheets for much of their assignments and reporting. Most documents are saved to a mapped drive [redacted] on the Township server. The deputy director reports that the structure of the [redacted] drive is disorganized, and there is little consistency as to where documents are saved, which makes retrieving them more difficult than it ought to be.

The deputy director also mentioned that while most staff members use Township email addresses, some use their personal email accounts.

Outlined below are some of the paper-dependent processes in use regularly.

- Bulk is collected by appointment only, with two crews out at a time and a two-week rotation per zone. The administrator creates a worklist for each bulk collection day (typically over the course of two months in the Spring). Resident requests for collections are taken over the phone; residents are not permitted to email or leave a voice message as the department director reports that these messages are missing required information. Requests for bulk pickup can number up to 500 just in the first few days that this process opens up. Call requests are logged by hand into two lists: one list is created for locations and descriptions for the pickup crew, and another with a list of the addresses that the admin staff keeps. Foreman are given the lists, and they distribute to the appropriate crews. The crews document each stop on paper and often take photos. At the end of every day, the supervisor collects all the documents, scans them into his desktop, and emails the day's results to the admin. The admin team attaches these docs to the original on a computer and saves it daily to the department G drive on the server. This is a completely

manual process for work that recurs for a full two months every year. There is no automated reporting on the work.

- The Township maintains a Recycling Center open to residents. When a resident enters the facility, the Township attendant writes the resident's license on a sheet and adds a short description of what the resident is disposing of. This data is collected, brought back to the office, and handled again by an admin inputting into spreadsheets for reporting purposes. This work is inefficient and duplicative.

- The Supervisor reported that another very time-consuming task is tree maintenance. With many homes adjacent to open space, there is a constant call for tree maintenance or removal of hazardous trees. This effort takes a significant amount of time and manpower to remove and dispose of trees. The work is being assigned and tracked by hand via a spreadsheet, similar to the other crews.

- Snow removal tracking is also a manual process. The crews are manually viewing and tracking roads now.

- Requests for work orders come into the Township from varying sources, including phone, email, the Civic Plus application, and in-person at the customer service window. The Department admins handle these requests and load them into Spatial Data Logic with the location and issue description. They also handle the work orders for buildings and grounds. The service requests are emailed to the two foremen, who then print out the work orders and distribute them via paper to the work crews. At the close of the day, the paper sheets are returned to the foremen. A hard copy is sent to the municipal building, and another is scanned in and emailed to the admin staff for accountability and closeout. While this process is accurate, it is not efficient.

- Water use for sprinklers is also being done manually, and information is kept on spreadsheets. (Costs of remote reading equipment may be prohibitive.)

- The Supervisor also reported a desire to simplify the leaf collection process. Similar to many of the instances mentioned above, this is also a manual process, tracked via paper and spreadsheet.

The department-specific applications in use are as follows:

- Manager Plus, a SaaS (Software as a Service) platform for Asset Management. This application is used for asset tracking, vehicle and equipment maintenance management, and reporting. All large equipment and many of the more costly tools are tracked with this software. There has been a new release of this software, and

the team is currently training on it now. Only credentialed users on the Vehicle Maintenance team, the DPW supervisors, and department administrators have access to this program. Update: Four tablets have recently been issued to the vehicle maintenance team.

- The Deputy DPW Supervisor noted that many of the widely shared smaller tools (hammers, screwdrivers, drills, etc.) are not inventoried or tracked.

- Fuel Force, a Fuel Management System replacing Gas Boy, will be implemented in mid-February. Fuel is accessed via fobs registered to individual vehicles. Administrators can pull reports that allow the Township to bill specific departments, e.g., the Board of Education, Police Department, etc. The supervisor pointed out that the township has been using an older underground fuel storage facility. The project to build an above-ground facility has been approved and should be underway by May.

- Spatial Data Logic (SDL) is the main platform for work orders (discussed above). Most employees on the road are still working with paper. They do not have laptops or tablets that could sync back to either SDL or a database, causing inefficient and duplicative work. Update: Four tablets are being issued to the road supervisors. This is a work in progress. The immediate goal is for road crews to close out the work order from the truck using the tablet. Leaf, bulk, and trees are all still manual.

- Spatial Data Logic is only as good as the users accessing it. Some users may not fully understand the software or how to use it to simplify their work. In addition, there may have been enhancements to the software since implementation that users may not be aware of.

- Verizon Fleet Network is in use for GPS tracking of vehicles.

- Civic Plus, while not technically a DPW tool, allows residents to note an issue that ultimately results in a work order. Recommendations for work orders requests are discussed earlier in this report.

- Edmunds software is used for Requisitions and Purchase Orders. The department admin inputs requisitions into Edmunds either monthly or as needed. The Supervisor gets an alert to approve the requisition. Once approved, it goes to the Finance Department for approval. Some POs are still mailed, but the majority are not.

- UKG (Ultimate Software Group) is the time and attendance system in use. Cards are used to clock in (can be accessed via a mobile app). Vacation requests for the upcoming year are completed and approved on paper.

Recommendations

1. Disorganized file structures are a common complaint in many organizations. GSG recommends that the Department review the existing file structure and make recommendations for improvements. Once the new structure has been agreed upon, the Department should train staff on where to save and locate their folders and files.

2. If employees are required to use email in the course of their employment with the Township, GSG recommends that they should have a Township-issued email address.

3. The paper-based approach for the organization of bulk collection is one of many accurate but inefficient and duplicative workflows that exist in the department, including tree maintenance, leaf collection, storm basin cleanout, and many others. GSG recommends replacing these manual processes with a more efficient digital effort. Many of these processes are recurring daily, seasonally, and yearly so the value of optimizing these efforts will drive both immediate and long-term return in investment. GSG recommends that the Township consider streamlining the process of creating, managing, distributing, and closing out work orders.

4. GSG recommends that the Township implement a more efficient approach to verifying access to the recycling center. Low tech options include issuing yearly stickers that all users must display to enter the facility. More advanced options include barcode stickers that allow the attendant to quickly scan the vehicle sticker/tag and confirm that the car is registered to a resident. This is not a near-term priority but one that should be considered as part of the shift away from time-consuming paper processes.

5. GSG recommends the Township consider a GPS program for use during and after storms. A GPS program can give Supervisors real-time updates and the real-time location of a particular plow. It also provides important records on the roads that have already been plowed and those that still have to be plowed.

6. GSG recommends that the Township consider standardizing the process to request a service from the Township, including creating a fillable form that details all of the required information. That form should be identical whether it is coming through Civic Plus, the Township website, or email. Standardizing the work order process and distribution through the use of software and tablets is a *near-term priority*.

7. GSG recommends creating a system of security and accountability for the Township tool assets. Although these tools are shared widely, DPW can coordinate with other departments like Building and Grounds to safely store and distribute all tools.

8. GSG recommends that pertinent members of the DPW staff receive updated training on Spatial Data Logic software.

9. The UKG software can automate the process of requesting and approving time-off requests. With 53 employees regularly requesting vacation, PTO, and sick time, GSG recommends contacting UKG to understand the steps required to implement automation of this work.

Implementation

1. *GSG recommends that the Department create a small workgroup that includes at least one of the department supervisors and one department admin, to review the existing file structure and make recommendations for a more organized and efficient structure*. This is a relatively simple *Near-Term Priority* that can be accomplished in-house by the Department Staff, with assistance from the IT Department if necessary. Staff should be trained on exactly how folders, files, and documents should be stored and retrieved, so the problem is not re-created over time.

2. *GSG recommends that all Township employees who are required to use email for work should be issued a Township email account.* This is a *Near-Term Priority* and can be implemented with a simple request to the IT department.

3. *GSG recommends replacing the manual work-order processes with a more efficient digital effort.* Department heads can create a workflow through the SDL software that begins with work order entry and follows the process through closeout. The software would allow the staff to view daily schedules, document work with photos and notes, and closeout work. Not only would this process eliminate the printing, emailing, and scanning of paper documents, it would create a digital record of the work product. This effort would require the purchase of tablets to be used by staff in the field. This recommendation is a *Near-Term Priority*, and the hardware purchases should be included in the department budget. Note: Since our initial discussion, four tablets have been purchased and issued to the road supervisors.

4. *GSG recommends that the Township implement a more efficient approach to verifying access to the recycling center.* Low tech options include issuing yearly stickers that all users must display to enter the facility. More advanced options

include barcode stickers that allow the attendant to quickly scan the vehicle sticker/tag and confirm that the car is registered to a resident. This is a *Long-Term Priority* that should be considered as part of the shift away from time-consuming paper processes.

5. *GSG recommends the Township consider implementing a GPS program for use during and after storms to increase the ease and efficiency of storm cleanup*. The DPW management team can do the initial investigation and make recommendations to the Township administrator. This is a *Long-Term Priority*.

6. *GSG recommends that the Township consider standardizing the process to request a service from the Township*, including creating a fillable form that details all of the required information. That form should be identical whether it is coming through Civic Plus, the Township website, or email. This is a *Near-Term Priority*

7. *GSG recommends creating a system of security and accountability for all tools and coordinating this effort with all relevant departments*. Low tech options start with locked toolboxes, with keys limited to supervisors and foremen. A more thorough approach is key-10 card access to tool storage so the Department has an accounting of tool use and return. This is a *Near-Term Priority* and one that can be implemented quickly.

8. *GSG recommends that pertinent members of the DPW staff receive updated training on Spatial Data Logic software*, with specific emphasis on features and functionality that would enhance the platform's value for DPW. This training can be done by the SDL staff and should be done in small groups to maximize the effectiveness of the effort. This is a *Near-Term Priority* with an almost immediate return on investment.

9. *GSG recommends contacting UKG to understand the steps required to implement automation of this work*. This will require a coordinated effort with the HR Department to understand how the Township's handles these functions and what is available to you with the existing software. This is a *Long-Term Priority*.

<u>Police Department</u>

The Howell Police Department has a fully staffed IT Bureau, independent of the IT organization that supports the Township. The IT function falls under The Howell Township Police Technical Services Bureau. One sergeant manages the Bureau, assisted full time by the network administrator (civilian), and a part-time retired police sergeant who previously served as manager of the IT Bureau and was brought back on recently as a part-time assistant. The bureau sergeant explained that the sheer number of projects, budget work, and implementation required additional help and that the retired

sergeant possessed the knowledge to be of assistance immediately. All three individuals appeared knowledgeable, forthcoming, and invested in the success of the Bureau and their service to the department.

When asked about sworn officers versus civilians handling the role of the Police IT Bureau, the Bureau Sergeant responded that 1) civilians often leave for higher-paying roles in the private sector and 2) he believed there is value in having police officers in the position because they have knowledge and familiarity with Police issues and equipment.

While the Police IT Bureau is operating effectively, consideration should be given to evaluating whether civilian employees could be employed to relieve uniformed sworn personnel to perform law enforcement duties. Any changes could be introduced over time through attrition.

The Bureau supports approximately 174 users and has IT infrastructure across three locations: [redacted] They also maintain about six small radio shacks with communication equipment. The team supports approximately 80 desktops and 65 laptops.

The Bureau provides help-desk services to all users. Most service requests are for lockouts, applications issues, and hardware problems. There are also support requests for the hardware located in police cars. The team has explored a free help desk solution called Spiceworks, but the majority of the service requests come in via email or phone. Password policies are in place and enforced, as well as a 30-minute screensaver policy. There is no formal USB policy; F-secure browsing protection is in use to reduce the risk of viruses and malware that may be hidden on these devices.

All hardware is robust, industry-standard, and supported with current support contracts. The environment is a mix of physical and virtual servers, with the staff confirming that they are moving toward migrating several applications to virtual servers. Windows servers are patched regularly, but there is no automated patching of other devices. Hardware is replaced on a five-year schedule. Data is backed up and replicated via site-to-site VPN (virtual private network) to the other two sites. Switches and firewalls are also industry standards, and a guest wireless keeps that traffic off the main network.

The team leverages a Barracuda device to assist with blocking spam, phishing attacks, and malware. Email is hosted on-site via Exchange Server with Duo multifactor authentication for web access. When discussed, the team had concerns about security vulnerabilities in M365.

Similar to the Township IT, the Bureau uses RA Security for periodic PEN tests, vulnerability scans, and investigations into any security abnormalities. The team has a scheduled monthly meeting with RA Security to review any issues and remediation. The last formal Penetration Test (PEN) was completed in 2020. These tests simulate a cyberattack against systems, looking for vulnerabilities that can be exploited.

The Bureau relies on the Criminal Justice Information Services (CJIS) Security Awareness training for all staff that processes and stores criminal justice information. Basic CJIS training is required after six months of employment and at least every two years after that.

There is no significant cloud storage in use except for the Barracuda device; the majority of data is stored on-site. Video surveillance data makes up a substantial portion of saved data averaging about 80Tbs of data. The staff reports that they prefer the control of storing documents on-site.

The Bureau also supports all radio communications systems, radio networks, phones, and the Records Management System and Computer Aided Dispatch (CAD/RMS systems). The IMC CAD system is nearly 20 years old and due for replacement. The IT team reports that they have begun looking at possible replacements. IMC is the primary application for dispatch, records management, and mobile apps for cars. Other applications include Mobizent for e-ticketing, Redactive for video surveillance logs, and Eventide for 911 calls.

The Bureau is also responsible for fleet management and outfitting all of the cars with communications equipment.

Records Management is a significant effort that requires two full-time and two part-time staff members. The Department maintains a window for requests and reports that firearms requests alone require one full-time staff member. (800-900 per month). Firearms applications can be made online, but applicants must come to the PD window to pay their application fee via cash or check. Retention of these documents is two years, and the data is maintained on microfiche and stored on premises.

The Department maintains its website and updates it periodically.

The team reports that the majority of their time is spent on project work and capital improvement projects, including server and switch replacement, radio equipment upgrades, and network upgrades. Much of this work is critical IT functions rather than police department-specific work. The Technical Service Bureau lead emphasized that their biggest constraint was a lack of time to plan and execute these projects. (Note: AS with DPW, a Managed Services partner here could eliminate or significantly reduce the day-to-day help desk requests and free the team up for project work. Additionally, without the interruptions for service requests, it could speed the time to complete projects).

The Network Administrator gave an example of a project to outfit 15 new police cars. The team designs every car from safety, lighting, communications, etc. Although they work with an outfitter, the project requires someone from the Bureau with experience to work on the project.

The Bureau lead officer stated that one of his initiatives is transforming the Bureau's Communications Center into a regional training center. Currently, the Township is a Public Safety Answering Point (PSAP), and they answer all of their own 911 emergency calls, as well as back up Monmouth County 911 Dispatch. Between them, the Department and the Township OEM have the physical capacity and equipment necessary to create a dispatch training center. With a qualified instructor, the center could offer training for both Basic Telecommunicator (BTC) and Emergency Medical Dispatchers (EMD). Not only would they be making use of their resources to provide a much-needed service, but the service could generate revenue for the Township. The team reports that they did run a test case and certified ten individuals and have presented the proposal to the Chief.

Recommendations

1. Consideration should be given to evaluating whether there may be savings in using civilians to staff the department's IT system rather than uniformed, sworn law enforcement personnel.

2. Help desk support for 174 users can be very time-consuming, particularly given that the IT team takes customer service very seriously. Without a ticketing system to manage and prioritize requests, this effort, often focused on low lever support tasks, tends to be inefficient and often disruptive. GSG recommends that the Department consider either 1) investing in a help desk platform that will automate the service the IT team uses to manage support requests, provide self-service options and track and report performance, or 2) outsourcing the helpdesk function to a managed service provider. Outsourcing has the additional

advantage of freeing up other staff to spend their time on higher-level strategic projects. To be clear, this recommendation is for the help desk functionality specifically and not the overall IT functions with the Bureau.

3. Keeping up with patching and version updates for all hardware and network devices is time-consuming and exacting. Automated patching can help reduce the risk of unpatched software, systems, and applications which leave a network vulnerable to malware and cyber threats. GSG recommends adding automated patching software to reduce this risk.

4. The majority of all data collected is stored on premises, and there is no immediate need to change that approach. However, the amount of data that law enforcement agencies are required to retain continues to grow, particularly with the proliferation of video from security cameras, cars, and body-worn cameras. At the same time, cloud-based evidence management systems, while still relatively new, may become a worthwhile alternative to on-premises management of these records. GSG recommends periodically reviewing these options, particularly when the data storage array is scheduled for replacement.

5. Given the number of firearms applications that the Department is processing, GSG recommends automating the payment process to eliminate the transaction at the window.

6. PEN tests are an appropriate method to understand vulnerabilities and remediate them before an actual cyber attacker has a chance to exploit them. GSG recommends scheduling a PEN test immediately and developing a remediation plan based on the test results.

7. Cybersecurity training loses its effectiveness over time. Users may forget what they learned, new threats, particularly phishing and identity theft scams, continue to change and proliferate, and human error still accounts for over 75% of these attacks. Two years is a lifetime between training. GSG recommends a more frequent documented cybersecurity training program.

Implementation

1. *Consideration should be given to evaluating whether there may be savings in using civilians to staff the department's IT system rather than uniformed, sworn law enforcement personnel. This is a Long-Term Priority.*

2. *GSG recommends that the Department consider either 1) investing in a helpdesk platform to automate the support process or 2) outsourcing the helpdesk*

function to a managed service provider. Outsourcing has the additional advantage of freeing up the existing staff to spend their time on higher-level strategic projects. Off-the-shelf Helpdesk platforms are readily available (Zendesk, Manage Engine, Zoho, Service Now). Costs vary but are typically priced between $35 -$100 per agent per month, plus initial setup and configuration. There are also many strong managed service organizations that can support public organizations, and most charge per device supported. This is a *Near Term Priority*. The team emphasized several times that they have multiple projects waiting to be implemented. This approach may address that issue.

3. *GSG recommends adding automated patching software to reduce the risk of malware and cyber threats from unpatched hardware and applications.* Off-the-shelf software packages are readily available; PDQ and Manage Engine are both good low-cost options. This is a *Near-Term Priority* and can be added to the Department's next budget cycle request.

4. *GSG recommends periodically reviewing compliant cloud storage options for video and other large files.* The Township Bureau team is well-equipped to stay appraised of these options and should review and compare them against the management and cost of replacing an on-premises data storage array. *This is a Long-Term Priority.*

5. *GSG recommends automating the firearms payment process to eliminate the cash or check transaction at the window.* Applicants should be required to pay online at the time of application via credit card or e-check. The Department may be able to leverage an e-commerce platform already in use in the Township. This should be a *Near Term Priority*.

6. *GSG recommends scheduling a PEN test with RA Security*. *This is an immediate priority.*

7. *GSG recommends a more frequent documented cybersecurity training program.* The Bureau can work with RA Security on a plan or bring on any one of several strong online cyber awareness training applications. This is an *Immediate Term Priority*.

Community Development

The Community Development Department at Howell Township includes three divisions: the Division of Engineering, the Division of Land Use and Planning, and the Division of Construction and Buildings. The Department is also responsible for water and sewer utilities, lake restoration and wildlife management, and the environmental commission.

The main software application in use for Land Use and Construction is Spatial Data Logic (SDL). The Department Administrator confirmed that the Township has made a large investment in SDL. Some teams are using it more thoroughly and efficiently than others, and this report provides examples of this. The Department handles over 6000 building permits, 14,000 inspections, and about 1500 zoning permits. While SDL is used to track and document much of this activity, the Director lacks a good communication tool for regular communication for those working in the office and those in the field. Scheduling a meeting is also difficult as staff are out of the office so frequently.

Over the last 6-8 months, SDL has been configured to allow for property owners to make applications for smaller land-use modifications online, e.g., fence, patio, shed. This is an excellent service for Township residents. Once the application is made, an email is autogenerated through SDL, alerting the staff of an application in the queue. Permits are returned to the homeowner by mail. This is a more efficient process for both the applicant and the Township. SDL is not used to schedule inspections or review permits at this time; a resident must call to schedule inspections. The Deputy Director indicated that he would like to use SDL for inspection scheduling and permit review. The Department Director believes that in certain circumstances, virtual inspections can be just as effective as physical inspections.

The department inspectors do not have tablets in the field with them. Inspection documentation is done manually.

For larger projects, the Township requires the entire package of documents, including zoning review, engineer documents, building permits, etc. Typically, the contractor will deliver multiple full sets of the hardcopy plans. The Deputy Director would like to have one full set of plans scanned to the department in PDF format. For example, he pointed out that the Engineering Division is comfortable emailing and sharing PDF documents between users, but the Construction Division is more manual. With electronic signature and seals accepted for most documents, PDF documents are acceptable for most department requirements. The Director included the desire to implement online plan review as one of his initiatives, readily admitting that they are not there yet.

The Deputy Director indicated that a similar situation exists when the Township creates multiple copies of large bidding documents. Several hours can be wasted every time the Township has to print and collate multiple copies of bidding documents.

SDL is also used for all landlord registrations, and invoices for the yearly fees are generated directly from the program.

SDL is not used for Planning and Zoning Board applications.

When discussing document storage, the Deputy Administrator reported that they have been trying to reduce the boxes of documents. Currently, the policy is to maintain three copies of every submission: one hardcopy that requires physical storage, one PDF stored on a networked drive, and one copy in SDL. The additional four or five hard copies submitted originally are destroyed. (See recommendation #3). Requiring 5-6 hard copies of plans is a significant waste of resources when all but one set is stored temporarily before being thrown out. He also mentioned that they are improving their disposal of routine correspondence. Documents are scanned in, and the hardcopy is destroyed. The Director confirmed that one room in the Department still contained many boxes of paper. They have made an effort to get historical documents into SDL. From 2012 on, most building and land use documents have been uploaded into SDL. Documents generated from 2007 to 2012 are stored on laser fiche, although they were organized by address rather than block and lot, making it more difficult to get into SDL. Anything before 2007 is in paper files.

The Department does respond to numerous OPRA requests. The requests come through the Clerk's Office, and the department admin handles these requests.

The Deputy also discussed his interest in creating a digital map of the Township's utilities and infrastructure, including manholes, sewer mains, stormwater basins, pump station connections, and other critical Township infrastructure. He has had an intern spend time on it when possible.

The Deputy Administrator pointed out that stormwater management documentation is nearing a full-time job. As in most municipalities, stormwater management encompasses both commercial development requirements and the Township's own stormwater basins. All of the mapping is currently done on paper, and staff ownership of this work overlaps departments. The Deputy Supervisor believes that all of this work should be collected and managed in one system.

The Deputy Administrator also expressed a desire for a more coordinated approach to road paving that includes the ranking roads in order of priority and a schedule based on those rankings.

Recommendations

1. To improve ongoing communication (and keep a record of it), the Township can consider any one of several messaging applications commonly available, including Slack or Microsoft Teams. In many cases, messaging apps can be quicker and easier than email, and they work well on mobile devices like phones and tablets. That said, no platform is without risks, and data leaks are always

possible, and the Township IT team would have to be directly involved in this decision.

2. Scheduling inspections is time-consuming as it requires coordinating both the staff and the homeowners or contractor's schedules. SDL allows for online inspection scheduling and permit review, and GSG recommends that the Township take advantage of this feature.

3. Virtual inspections may make sense in specific situations and may increase efficiency when implemented correctly. GSG recommends considering the use of virtual inspections when appropriate.

4. GSG recommends budgeting for and purchasing tablets for inspectors. These tablets will directly link to the SDL software, and inspectors will have access to property history and other documentation related to the inspection. The inspector's notes can be input directly into the platform and the inspection process completed, eliminating the need to use paper documents before, during, and after the inspection. As an example, the code enforcement team does use tablets linked to SDL.

5. Requiring multiple full sets of hardcopy plans is inefficient and duplicative. Not only does the contractor have to pay to have the plan sets printed, but the Township has to store or dispose of them. GSG recommends that the Department limit submissions to electronic versions of the documents unless there is a technical requirement for a hard copy.

6. GSG recommends limiting the bid documents to one set of digital plans in PDF format. This PDF could be made available online, with interested contractors signing in to accept the bid package and downloading the PDF themselves.

7. There is great value in having a digital master of the Townships' critical infrastructure. Often this information exists on paper documents, in binders, and in the institutional knowledge of long-term employees. GSG recommends supporting the Deputy Director's initiative to digitize the collection of these assets and store and protect them for regular and emergency use. ArcGIS software is already in use in the Township and can be considered for this purpose.

8. A more modern stormwater management system with a digital mapping component offers significant advantages over a paper-based approach. A software platform would allow the Township to build a digital inventory with location-based tools, document inspections, and maintenance, and keep all

documents online and accessible to the team. This approach will improve efficiency and preserve records in one online archive. GSG recommends that the Township consider a transition to a digital stormwater management platform.

9. With over 550 miles of roads to maintain, planning paving and repair projects is complex. Creating and relying on a set of standards would streamline decision-making and improve visibility while still allowing room to address emergencies and other issues that arise. GSG recommends that the Township create a 5–10-year paving plan.

Implementation

1. *To help facilitate more efficient communication among members of the department, consideration should be given to messaging software, such as Slack or Teams (part of Microsoft 365).* This is a *Long-Term Priority*.

2. *GSG recommends that the Department work directly with SDL support to configure the changes required to allow online inspection scheduling. This is a Near Term Priority.*

3. *GSG recommends considering the use of virtual inspections when appropriate.* The subcode officials are in a good position to know when these make sense and should be included in any planning discussions. This is a *Near Term Priority*.

4. *GSG recommends budgeting for and purchasing tablets for inspectors*. This is a *Near-Term Priority*. SDL supports a number of tablets and GSG recommends working directly with them to choose the hardware.

5. *GSG recommends that the Department limit submissions to electronic versions of the documents unless there is a technical requirement for a hard copy.* This is simple for the contractor or homeowner as all architect and engineering plans originate as digital documents. They can be shared electronically between departments quickly and efficiently. Note: The Department is currently preparing to receive electronic plan submissions. This is a *Near Term Priority.*

6. *GSG recommends limiting the bid documents to one set of digital plans in PDF format*. This is a *Near Term Priority* and one that can be accomplished in-house quickly.

7. *GSG recommends supporting the Deputy Director's initiative to digitize assets and store and protect them for regular and emergency use.* While existing staff can do this, it is likely to be pushed aside when the department team is busy

dealing with the daily workload. Creating a project and assigning a temporary resource to complete the work (intern, part-time admin) will ensure that it gets completed. This is a *Long-Term Priority*.

8. *GSG recommends that the Township consider a transition to a digital stormwater management platform.* This is a *Near Term Priority*. ArcGIS is already in use in the Department and can be leveraged for this. This would also provide much-needed value to the DPW team that also manages some of these assets.

9. *GSG recommends that the Township create a 5–10-year paving plan.* While Township staff members can undertake this work, it will be time-consuming and likely to distract from the daily work that must be completed. An alternative is to hire an organization like Rutgers University Center for Advanced Infrastructure and Transportation (CAIT). The Rutgers team will work with the Township leadership and the Engineering Division to create a proposal for this work. There are likely other organizations that do the same. Any proposal should include developing a data set that reflects the Township's goals regarding street and pavement management, the performance of a visual survey, and a multi-year preservation and rehabilitation program. The Township can then use this document to budget for and plan street paving. This is a *Near-Term Priority*.

Comprehensive IT Recommendation

The Township should integrate Police Department IT services under the umbrella of the Township's IT services operation and outsource help desk services to a managed services vendor. This offers the potential of better, faster routine services, freeing up skilled personnel to perform skilled work, and noteworthy net cost savings.

Comprehensive IT Implementation

The Township should prepare and issue an RFP for managed help desk services. If implemented, this will save the expense of current staff who manage – such as a Police Sergeant – and perform these services. A contact person can be identified in the Police Department if necessary to do follow-up and monitor calls for service and responses.

FINANCIAL REVIEW

As part of this engagement, Government Strategy Group conducted an overview of Howell Township's finances and financial situation. The purpose of this assessment as summarized in this report is to help inform decision-making going forward by pointing out financial conditions or situations that appear to be financial strengths or that may require further attention, in particular as these observations may affect the three major

departments that are the subject of this study – the Police, Public Works, and Community Development departments. An in-depth study of Howell's finances with recommendations was not part of this engagement. GSG is providing this overview to hopefully add value to the scope of this particular study.

A review of the financial operations and position of the Township of Howell was completed in conjunction with the other studies performed by Government Strategies Group to determine what financial impact findings from the other areas might have on Township finances if they were to be implemented. Other reviews of the Township of Howell finances have recently been completed in relation to the Township's Bond Rating. Moody's Performed an Annual review in 2017 providing the Township with an Aa3 rating which is the median rating given to other US cities. Standard & Poors completed a rating study dated 9/18/20 providing a AA rating to Howell Township indicating stability.

The review performed by Government Strategy Group focused on the date range from the year of 2017 through the most recent documents of 12/31/21. The documents used to complete this review were; the 2017 – 2020 Annual Audits and Financial Statements, 2017 – 2020 Annual Debt Statements, and the Municipal budget for each year.

As shown in the financial information table below, the Municipal Tax Rate has been kept at a relatively flat rate for the last five years while the Net Valuation Taxable has increased each year allowing for the Amount of Tax Anticipated in each successive budget to increase without increasing the rate. The Collection rate for current taxes levied was fairly consistent ranging between 98.2% and 98.6%, however, the Reserve for Uncollected Tax in 2017 was $3,234,857.72 and has actually been reduced to $3,021,603.29 in 2021 which will mean that the amount of Surplus generated through the collection of taxes will be reduced.

The appropriation (spending) side of the 2017 Township budget was $47,767,000.00 containing $532,739.93 in grants leaving a net appropriation total of $47,234,260.07 as shown in the table below. The amount of the appropriations in each budget year since has increased to a total of $54,843,000 containing $566,299.63 of grants leaving a net appropriation total of $54,276,700.37 in 2021. This represents an increase of $7,041,440.30 or 14.91% during the last five years. Meanwhile, during the same time period, the amount of Tax Anticipated in each budget has only increased from $26,338,557.00 in 2017 to $29,201,215.00 in 2021. This represents an increase of $2,862,65800 or only 10.87%.

The Township has increased the amount of Surplus used as a revenue in the Municipal Budget from $3,600,000.00 in the 2017 municipal budget to $7,287,000.00 in 2021.

This in itself is not problematic if the municipality is able to regenerate the Surplus used and can sustain that level going forward. However, a closer look at the Township of Howell financial operations shows that in each year there have been a number of different non-recurring items that have been recorded as Miscellaneous Revenue Not Anticipated or "MRNA". In 2017 the item was a reimbursement from FEMA in the amount of $1,530,000.00. In 2018, it was the sale of Township owned land in the amount of $1,608,500.00, with another sale of land in the amount $1,599,797.34 again in 2019. In 2020, CARES Act reimbursement was taken in the amount of $550,000.00 accompanied by another sale of land in the amount of $123,221.00. 2021 had an additional FEMA reimbursement of $250,684.22 as well as $208,182.68 from the Township Auction. These items are non-recurring and the availability of additional non-recurring items to help the Township regenerate the increased dependence it has shown over the last five years is unknown. It should be noted that the annual results of operation from 2017 through 2020 have shown that the Township was basically able to regenerate the Surplus used in the budget each year maintaining a year-end balance of over $10 million dollars. This trend however, ended at the end of 2021 when the Township used $7,287,000 of its 12/31/20 surplus of $10,514,007.18 but only regenerated $4,602,704.69 leaving 12/31/21 balance of $7,829,711.87. This means that the amount of Surplus available to be used in the 2022 municipal budget as an anticipated revenue will be greatly reduced.

The Debt Service appropriated in each budget year had also grown during the period from $6,380,110.00 in 2017 to $8,234,875.00 in 2021. However, the Township paid off a Bond issue and restructured debt which will yield a decrease in the required debt service appropriation for the 2022 budget year providing some relief from the shortage of available revenue. As a note, the percentage of municipal debt as it relates to the three-year average of Equalized Assessed Valuation has been relatively stable at a rate of roughly 1%, with 3.5% being the debt limit for New Jersey municipalities unless otherwise approved by the State's Local Finance Board.

The Township of Howell has a "Tax CAP Bank" of $2,032,656.00 that can be used in the preparation of the 2022 budget which provides for the possibility of the Amount to be Raised by Taxation or the local tax levy to be increase significantly. A one cent increase on the 2021 municipal tax rate of .387 per $100 of Assessed Valuation would yield roughly $75,500 and would increase the municipal tax paid by the average assessed home from $1,437.43 in 2021 by roughly $37.16 annually for every $75,500 increase in the Tax levy .

Additional notes should be made to raise awareness that the Township of Howell currently has a balance of $13,585,000.00 in deferred Regional High School Tax. Although the 2021 levy for the High School was $32,305,724.00 and the Township is

permitted to defer up to 50% of the annual school levy or a total of $16,152,862.00 into Surplus, which would provide an additional $2.5 million dollars to the surplus balance, the use of deferred school tax can have negative consequences and the fact that the Township is carrying already a significantly high balance is largely responsible for the Township needing to issue Tax Anticipation Notes (TANs) on an annual basis.

In summary, our study indicates that the Township of Howell has the means to finance findings provided by the review of the Police, Public Works, and Community Development departments either through budgetary measures or through capital (the issuance of debt), however, we do realize that any additional expenditures would probably have a direct impact on taxes either through an appropriation or through additional debt service. Our study also indicated that the Township has functional purchasing and financial controls in place that have no adverse impacts on the operations and efficiency of the three departments under review.

[*See chart of financial data below.*]

HOWELL TOWNSHIP FINANCIAL DATA*					
	2017	2018	2019	2020	2021
Net Valuation Taxable	6,642,287,000	6,920,904,100	7,195,667,500	7,388,630,600	7,546,137,900
Municipal Tax Rate	0.397	0.388	0.395	0.395	0.387
Amount of Tax Anticipated in Budget	26,338,557	26,804,765	28,391,951	29,201,215	29,201,215
Collection Rate	98	98	99	98	98
Reserve for Uncollected Taxes	3,234,858	3,237,696	3,007,113	3,031,685	3,021,603
CAP Bank				2,115,875	2,032,656
Amount Under Tax Levy CAP	877,653	1,298,430	297,957	519,487	1,215,211
Misc Revenue Not Anticipated Realized	1,985,738	1,942,564	1,721,799	919,424	567,390
Major MRNA component (one time)					
FEMA Reimbursesment	(1,530,000)				(250,684)
Sale of Township Land		(1,608,500)	(1,599,797)	(123,221)	
Township Auction					(208,183)
Cares ACT Reimbursement				(550,000)	
Net MRNA less one shots	455,738	334,064	122,002	246,203	108,523
Amount of Surplus Anticipated (used)	3,600,000	6,195,000	6,000,000	6,000,000	7,287,000
Amount of Surplus Regenerated	6,611,621	6,346,639	6,649,161	5,698,161	4,602,705
Surplus Balance at 12/31	10,017,046	10,166,685	10,815,846	10,514,007	7,829,712
Municipal Budget Total	47,767,000	51,065,000	52,325,000	53,541,820	54,843,000
Grants	532,740	910,484	776,732	775,798	566,300
Net Municipal Budget	47,234,260	50,154,516	51,548,268	52,766,022	54,276,700
Annual % increase in Appropriations		0	0	0	0
Appropriation increase 2017 - 2021					0
Chapter 159	424,966	139,243	157,594	679,802	613,008
Debt Service	6,380,110	7,635,040	8,111,413	8,505,923	8,234,875
** Monetary numbers are rounded to nearest whole dollar amount.*					

COMPARABLES

As part of this assignment, Government Strategy Group extracted, reviewed, and formatted data from three municipalities other than Howell that could be utilized in identifying areas of interest or concern that should be further analyzed by the Township to help inform future decision making. The focus of this effort was on data that could be relevant specifically to the three departments that are the subject of this study: the Department of Public Works, the Police Department, and the Department of Community Development.

In consultation with Township management, the three municipalities chosen for this purpose were Jackson, East Brunswick, and Middletown. Middletown and Howell are both Monmouth County communities, ranking in the County's top two in size and population, and with similar management structure – i.e., with a strong Manager/Administrator who has authority over employees while elected officials are barred from directing employees. GSG considered it to be of value to have at least one comparable be from Monmouth County. Jackson Township shares a partial border with Howell and is a neighbor with similar population. It also faces many of the same issues and challenges as Howell does, for example where building projects and development are concerned. With respect to East Brunswick, demographics are quite similar to Howell, in particular with such data as population, household income, home ownership, and crime rates. And, of course, East Brunswick shares the property tax and management challenges common to so many New Jersey municipalities, and also expends similar sums as Howell on many of its municipal operations.

When performing budgetary, financial, and staffing comparisons between municipalities in New Jersey, care needs to be taken not to jump to conclusions. Municipalities do not compare exactly to one another for a variety of reasons, some clearer than others, some subtle. For example, two of the most financially significant areas where municipalities may differ is in how they budget for fire protection services and for refuse and recycling collections services.

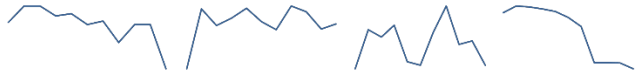
For example, most municipalities have volunteer fire departments, some have fully paid fire departments, and some have hybrid departments of paid and volunteer firefighters. Yet, all will have some level of budget appropriations and tax support for the service as provided. Similarly, regarding refuse collections and recycling, some municipalities handle the services entirely in-house, some contract for all or parts of the services, and some provide no municipal service at all or a hybrid of privately arranged collections and municipal services.

These two examples of how services are delivered and budgeted for are just two of the most cost-significant examples of differences between municipalities; there are many more examples of other differences, even if less in magnitude.

The true purpose of high-level budgetary, financial, and staffing comparisons is to raise a flag – initiate an alert – when numbers appear as out of sync between municipalities being compared, so that the causes or reasons for same can then be explored and understood to determine the significance for such discrepancies.

Following is a series of charts detailing data regarding these three communities, with any comments and recommendations if appropriate arising from the data.

GENERAL CENSUS DATA and DEMOGRAPHICS					
		Howell	Jackson	E Brunswick	Middletown
Housing					
	Owner Occupied	88.20%	85.00%	81.30%	84.40%
	Median Value of Owner Occupied Housing 2015 - 2019	$341,200	$361,600	$398,400	$425,300
	Median gross rent (2015-2019)	$1,528	$1,441	$1,439	$1,366
	Households	17,910	20,498	16,840	23,805
	Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	93.60%	88.70%	93.40%	92.30%
	Persons per household, 2015-2019	2.89	2.77	2.83	2.74
Employment & Insurance					
	Persons without health insurance, under age 65	6.00%	5.40%	4.90%	2.90%
	In civilian labor force, total, percent of population age 16 years+, 2015-2019	69.40%	65.80%	67.90%	66.70%
	In civilian labor force, female, percent of population age 16 years+, 2015-2019	64.30%	60.80%	60.80%	60.70%
	Median household income (in 2019 dollars), 2015-2019	$105,082	$95,069	$115,445	$118,351
	Per capita income in past 12 months (in 2019 dollars), 2015-2019	$42,944	$39,544	$49,857	$54,603
	Persons in poverty, percent	4.90%	5.40%	6.10%	3.60%
	Average Commuting Time	36.7	35.3	39.7	37.3
Race					
	White Only, Not Hispanic or Latino	85.70%	87.80%	66.00%	93.10%
	Asian Alone	6.00%	3.30%	25.70%	3.40%
	Foreign Born Persons	13.00%	7.70%	32.30%	7.40%
	Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	16.20%	11.20%	40.20%	9.10%
Education					
	High school graduate or higher, percent of persons age 25 years+, 2015-2019	95.40%	94.70%	94.40%	95.60%
	Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	40.00%	33.30%	56.00%	47.00%

POLICE DATA - Chart 1				
	Howell	**Jackson**	**E Brunswick**	**Middletown**
Population 2020	53,537	58,544	49,715	67,106
Violent Crime				
2020 Reported	36.00	27.00	25	16.00
2020 Cleared	26.00	16.00	16	13.00
2020 Reported per 1,000	0.67	0.46	0.50	0.24
Average 2010-2020 Reported	42.45	35.55	31.82	30.18
Average 2010-2020 Reported	33.73	19.45	18.64	21.91
Average Reported per 1,000	0.82	0.63	0.66	0.46
Trend Reported per 1,000 (2010-2020)				
Property Crime 2020 Reported	395.00	211.00	332.00	357.00
2020 Cleared	111.00	17.00	52.00	32.00
2020 Reported per 1,000	7.38	3.60	6.68	5.32
Average 2010-2020 Reported	512.18	533.00	686.45	552.64
Average 2010-2020 Reported	197.91	69.55	156.73	108.64
Average Reported /Population	9.91	9.50	14.34	8.37
Trend Reported per 1,000 (2010-2020)				
Sworn Officers				
2020 Male	105	87	78	99
2020 Female	9	3	5	9
2020 Total	114	90	83	108
2020 Officers per 1,000	2.13	1.54	1.67	1.61
Trend Officers/Population (2010 - 2020)				
Civilian				
2020 Male	8	3	5	2
2020 Female	7	17	18	8
2020 Total	15	20	23	10
2020 Percent Civilian	11.63%	18.18%	21.70%	20.73%
Trend Pct Civilian / Total Employee (2010-2020)				

POLICE DATA - Chart2				
	Howell	**Jackson**	**E Brunswick**	**Middletown**
Appropriations (w/o Emergency Management)				
Total Budget	14,092,877	14,315,041	11,604,000	16,128,646
Accumulated Absences (PBA)				
Gross Days	6,452	4,241	3,261	5,017
Chief	151	31	77	46
PBA	3,693	2,598	2,178	2,976
Superior Officers Assc.	2,608	1,612	1,006	1,996
Dollar Value of Compensated	1,909,351	2,095,711	1,595,831	2,532,045
Chief	35,308	2,598	39,127	132,402
PBA	977,859	1,116,502	965,107	1,227,250
Superior Officers Assc.	896,185	976,611	591,597	1,172,394
Shared Services	Howell BOE SLEO III Officers	Jackson BOE SRO	Communicatio n Agreement	Dispatch Service with County

POLICE DEPARTMENT SALARIES												
Howell			**E Brunswick**			**Middletown**			**Jackson**		
	SALARY			**SALARY**			**SALARY**			**SALARY**	
TITLE	**(high)**	**(low)**	**TITLE**	**(high)**	**(low)**	**TITLE**	**(high)**	**(low)**	**TITLE**	**(high)**	**(low)**
SWORN			**SWORN**			**SWORN**			**SWORN**		
Chief	$234,090		**Chief**	$209,100		**Police Chief**	$202,295		**Chief**	$196,256	
Dep. Chief	n/a					Dep Chief 3	$181,212	$180,401			
Captains 3	$165,402		Captains 3	$199,316	$195,756	NO Captains			Captains 3	$186,369	
1 Detective Status											
Lieut. 7	$147,905	$133,854	Lieut. 9	$180,380	$173,938	Lieut. 10	$170,598	$159,427	Lieut. 4	$166,401	
2 Detective Status							incl longevity				
Sgts. 11	$136,531	$130,597	Sgts. 10	$158,195	$146,476	Sgts. 15	$154,853	$143,990	Sgts. 17	$148,573	
1 Detective Status							incl longevity				
Patrol 71	$127,881	$41,995	Patrol 60	$153,127	$60,226	Patrol 84	$132,326	$41,937	Patrol 81	$132,654	$55,187
6 Detective Status											
6 Detective Stipend						Special 14	$25/hr	$15/hr			
						Sprv Schl Traff	$43,379			$78,747	$55,394
Part Time Police 37	$30	$12				Secy to Chief	$45,844			$52,676	
										$60,831	
CLERICAL/CIVILIAN										$47,240	
Admin Asst VI 3	$75,577	$58,577				Sr Clk Typ--3	$49,577	$38,639	Key Clk 3--2		
Exec Secretary	$75,577					Clk Typ--4	$39,475	$29,338	Key Clk 2		
InfoSystem Operator II	$69,653								Key Clk 4		
									Clk3		
DISPATCH			**DISPATCH**			**DISPATCH**			**DISPATCH**		
Senior Dispatcher	$89,509					Shared Service			Sprv Telecomm	$66,049	
Dispatcher F/T 9	$78,955	$61,074	Dispatchers--12	$62,797	$43,245	with County			PS Telcomm 8 F/T	$59,908	$44,339
Dispatcher 911 P/T 2	$25	$19							PS Telcomm 8 P/T	$30,240	$19,069
EMT						**EMT**					
EMS Coordinator	$76,152					All volunteer -					
EMT 6	$42,120	$39,312				5 units					
EMS - Part Time 27	$24	$17									

HOWELL PD OFFICER STIPENDS	
Longevity	
Hired<1-1-14	
6 yrs	$1,148
11 yrs	$2,467
16 yrs	$3,844
21 yrs	$4,934
Hired>1-1-14	
11 yrs	$2,467
21 yrs	$4,934
Education Stipend	
AA	$1,525
BA	$3,029
MA	$3,787

PUBLIC WORKS SALARIES

Howell			E Brunswick			Middletown			Jackson		
	SALARY			SALARY			SALARY			SALARY	
TITLE	(high)	(low)	TITLE	(high)	(low)	TITLE	(high)	(low)	TITLE	(high)	(low)
PUBLIC WORKS			**PUBLIC WORKS**			**DPW-Admin/Eng**			**PUBLIC WORKS**		
Director	$118,609		Director	$158,855		Dir Public Works	$151,420		DPW Sprv	$93,637	
Deputy Director	$94,156		Bldg Mnt Mgr	$101,674		Asst Director PW	$101,338		Asst Maint Sprv	$69,442	
Supervisors: 2	$90,093		Roads Coordinator	$87,388		Asst Director PW	$101,588		Asst Sprv Mtr Pool	$69,442	
Crew Leaders: 3	$78,955		Service Worker II 5	$39,108		Admin Clerk	$64,810		Rd Repair	$69,442	
Equip Operators: 4	$69,653	$63,706	Exec Asst	$58,183		Admin Clerk	$66,885		Hvy Eq Op 5	$57,103	$52,232
Ops Supervisor	$85,900		Field Specialist 3	$69,536	$50,339	Prog.Coord/Eng.Aide	$85,000		Labrr 5	$46,257	$39,372
Laborers: 17	$58,357	$44,018	Skilled Worker G 7	$43,019		Sr. Clerk Typist	$38,893		Maint Rep 3	$53,164	$49,585
Maintainers: 8	$66,266	$51,802	Lead Road Tech	$71,415					Mech 4	$56,028	$52,232
Mnt Worker	$69,375		Admin Asst	$52,058		**Streets/Roads**			Sanit Dri 3	$52,165	$49,585
Tree Trimmer	$69,375		Sr Mnt Mechanic	$56,734	$55,683	Asst Director	$90,000		Sanit Wkr 3	$50,846	$42,265
Admin Asst IIIs: 2	$58,357		Mnt Mech Worker	$41,907		Asst Super Roads 3	$62,420	$55,458	Sr Bldg Mnt Wkr	$54,200	
Admin Asst V	$58,357		Mnt Mech Worker II	$41,500		Heavy Equip Oper	$84,533		Maint Wkr 2	$53,164	
Custodian I: 2	$55,944		Maintenance Worker	$57,000		Equip. Operator 7	$60,704	$50,837	Sr Bldg Mnt Rep 3	$57,749	
DPW I	$37,415		Custodial Crew Lead	$23,205		Supervisor Roads 2	$68,094	$67,607	Sign Mkr 2	$53,164	
			Custodial Aide 4	$15,912	$13,520	Tree Worker	$49,179		Welder	$52,165	
TOTAL COUNT	45					Road Inspector	$49,179		Bldg Maint Wkr	$39,372	
						Laborer 8	$45,689	$41,145			
						Truck Driver 9	$57,467	$45,104	Clk 2	$37,726	
									Clk 1	$36,706	
Fleet Maintenance			**Fleet Maintenance**			**Vehicle Maint**			Clk 1 P/T	$14,955	
Supervisor	$90,093		Fleets Ops Coord	$99,873		Supv. of Motors	$76,928				
Crew Leader	$78,955		Mechanic 1 3	$47,007	$41,882	Sr. Mechanic	$54,971				
Mechanics/	$75,577	$61,074	Sr Fabicator	$72,513		Mechanic 6	$56,336	$50,915			
Fbrctr/Welders: 6			Sr Mechanic	$63,537		Mech Helper (f/t)	$43,563				
TOTAL COUNT	8		Diesel Fabricator	$61,512		Mech Helper (p/t) 2	$24,155	$20,180			
			Mech Fabricator	$52,006							
			Mechanic II	$51,619		**Maint Parks**					
						Supervisor Parks 2	$67,743	$59,085			
						Truck Driver	$51,812				
						Equip. Operator 2	$56,336	$52,260			
						Mnt Worker 1: 11	$52,884	$41,145			
						Mnt Worker 2: 6	$58,286	$41,145			
						Maint Public Prop					
						Asst Director	$92,700				
						Asst Super Bldngs	$63,278				
						Supv Mnt Repairer	$63,765				
						HVAC Mechanic	$61,367				
						Maint. Repairer: 6	$50,115	$43,563			
						Laborer	$27,040				
						Laborer p/t: 5	$17,472				
						Bldg. Maint Wkr p/t	$17,472				

PUBLIC WORKS DATA				
APPROPRIATIONS	Howell	Jackson	East Brunswick	Middletown
Public Works	5,111,705	4,726,709	8,536,866	16,147,926
Salaries & Wages			875,200	
Other Expenses			300,000	
Road Maintenance				
Salaries & Wages	2,322,670	1,384,751		2,364,805
Other Expenses	376,200	305,579		1,086,000
Recycling - S&W	3,500		370,300	
Other Expenses	600		1,417,328	
Buildings & Grounds				
Salaries & Wages	585,266	650,761	441,600	672,866
Other Expenses	244,000	232,464	102,000	36,600
Town Hall Maint.				
Salaries & Wages	127,368			800,359
Other Expenses	334,900			441,000
Vehicle Maintenance				
Salaries & Wages	620,201	345,127	557,000	673,892
Other Expenses	415,000	241,450	477,000	868,500
Comm Services Act				
Other Expenses	82,000	150,000	55,000	
Snow Removal				
Salaries & Wages			130,000	
Other Expenses		270,000	300,000	1,195,500
Shade Tree Comm				
Salaries & Wages		1250		
Other Expenses		7650		
Solid Waste Collection				
Salaries & Wages		203,713		331,604
Other Expenses	1,075,000	620,464	3,511,438	7,676,800
Landfill/Solid Waste				
Disposal		282,000		
Monitoring		31,500		
Shared Services	None	None	Compost	None
Muni Road Miles (2010)	242.9	201.7	176.11	302.18
Recycling	Township	Township	Township	Township
Refuse	Private	Private	Township	Township

COMMUNITY DEVELOPMENT, CODE, LAND USE SALARIES

Howell		E Brunswick			Middletown		Jackson		
	CURRENT		CURRENT			CURRENT		CURRENT	Low
TITLE	SALARY	TITLE	SALARY		TITLE	SALARY	TITLE	SALARY	range
ADMIN COMM DEVEL		**ADMIN COMM DEVEL**			**ADMIN COMM DEVEL**		**ADMIN COMM DEVEL**		
Director of Com Dev	$140,413	Project Manager	$123,000		Director of Planning	$120,000	Construct Official	$97,000	
		CODE ENF. &					**CODE ENF. &**		
CODE ENFORCEMENT		**CONSTRUCTION**			**BLDG./COMM. DEVEL.**		**CONSTRUCTION**		
Admin Asst I	$40,849	Bldg Sub Code Off	$93,483		Asst Construct Off	$99,438	Zng Officer	$87,682	
Code Enf Official III	$82,503	Sr Teck Asst	$55,064		Bldg Inspect	$28,355	Fire Prot Subcode	$75,000	
Code Inspector I	$42,363	Elec Subcode Off	$70,470		Bldg Inspect	$73,419	Elec Subcode	$82,920	
Code Inspector I	$51,629	Plumb Subcode Off	$65,000		Bldg Subcode Off	$90,035	Bldg Subcode	$87,125	
Code Inspector I	$40,849	Constuct Inspect	$74,762		Clk Typ	$17,678	Plmbg Subcode	$87,736	
Code Inspector I	$39,067	Tech Asst	$49,512		Clk Typ	$29,848	Tech Asst Const	$54,783	
Construction/code p/t	$12	Construct Off	$115,317		Clk Typ	$35,035	Sprv Code Enfrc	$57,019	
		Inspectors	$61,607	$40.85 pt	Clk Typ	$41,449			
CONSTRUCTION		Fire Subcode Off		$38.88 pt	Code Enforce. Off.	$33,657	Clk 3--3	$51,318	$41,804
Admin Asst II	$45,660	Bldg Sub Code Off	$15,483	$7.44 pt	Code Enforce. Off.	$28,977	Clk 1--4	$36,598	$34,097
Admin Asst I	$37,415	Secy		$19.00 pt	Code Enforce Off pt	$25/hr	Key Clk 2	$52,676	
Admin Asst IV	$63,530	Plumb Inspect		$30.00 pt	Const. Off.	$149,852	Clk 2--2	$40,444	$37,726
Building Inspector I	$82,503	Secy	$41,630		Elec. Insp pt	$41/hr			
Building Inspector II	$85,900				Elec. Insp.	$35,293			
Building Sub Code	$89,509				Elec. Insp.	$70,779			
Construction Official	$112,237				Fire Prot. Insp.	$39,042			
Electric Inspector I	$75,905				Fire Subcode Off.	$93,894			
Electr Subcode Official	$89,509				Housing Inspec.	$36,021			
Plumbing Inspector I	$82,503				Housing Inspec.	$26,343			
Plumb Subcode Official	$89,509				Plumb. Subcode Off.	$89,726			
Tech Asst Cons Off	$55,944				Plumb. Insp.	$41/hr			
					Plumb. Insp.	$45,252			
					Plumb. Insp.	$48,033			
					Sr. Bldg. Insp.	$77,805			
					Tech Asst Cons Off	$76,494			
					Tech Asst Cons Off	$55,146			
ENGIN/LAND USE		**ENGIN/LAND USE**			**ENGIN/LAND USE**				
Admin Asst II	$47,668	Prof. Engineer pt	$105/hr		Zoning Off.	$88,816			
Admin Officer Plan/Zng	$82,503	Intern Part Time	$12/hr		Secy. Zone Board	$50,759			
Assistant Engineer	$107,100	Tech 3	$69,000		Asst. Planner	$55,000			
Deputy Director of CD	$118,606	Tech 4	$78,862		Sr. Clk. Typ.	$65,684			
Staff Engineer I	$69,653	Zoning Asst	$45,892						
		Plan. Zone Officer	$86,151						
		Admin Asst	$52,020						
		Code Enforce Off	$65,000						
		Housing Spec	$74,620						

COMMUNITY DEVELOPMENT & RELATED DATA

	Howell	Jackson	East Brunswick	Middletown
Appropriations (Components / Structure)				
GENERAL GOVERNMENT				
Engineering				
Salaries & Wages	381,322	27,263	203,100	
Other Expenses	113,020	191,550	1,300	70,000
Housing and Inspection Code				
Salaries & Wages		120,434	72,489	
Other Expenses		7,075	50,000	175,000
Construction Building Standards				
Salaries & Wages		12,000		
Other Expenses		1,350		
East Brunswick TV				
Salaries & Wages			173,000	
Other Expenses			25,000	
LAND USE ADMINISTRATION				
Planning Board				
Salaries & Wages	155,981	319,732	320,500	28,811
Other Expenses	68,100	129,400	25,000	51,000
Planning & Development				
Salaries & Wages				289,667
Other Expenses				89,400
Maintenance of Tax Maps				
Other Expenses		20,000		
Zoning Board of Adjustment				
Salaries & Wages	87,503		10,000	27,511
Other Expenses	17,450			38,000
Shade Tree Commission				
Salaries & Wages			31,500	
Other Expenses	2,600		15,800	

CODE ENFORCEMENT DATA

	Howell	Jackson	E Brunswick	Middletown
CODE ENFORCEMENT				
Salaries & Wages	305,367	438,041		
Other Expenses	48,710	16,850	25,000	
UNIFORM CONSTR CODE				
CONSTR CODE OFFICIAL				
Salaries & Wages	989,002	1,329,928	-	1,413,643
Other Expenses	11,950	78,882	-	20,000

APPENDIX 1

This appendix consists of the three items which follow:

- Memo supplied by Police Chief dated March 24, 2019
- Project Team
- Roster of interviews

Police Chief Memo 3/24/19 (PD attachment 1)

TOWNSHIP OF HOWELL
POLICE DEPARTMENT

CRIMINAL JUSTICE COMPLEX
P.O. BOX 580, 300 OLD TAVERN ROAD
HOWELL, NEW JERSEY 07731-0580
732-938-4575
WWW.HOWELLPOLICE.ORG

ANDREW A. KUDRICK, JR.
CHIEF OF POLICE

MEMORANDUM

To: **Brian Geoghagen – Township Manager**

From: **Andrew A. Kudrick, Jr. – Chief of Police**

Date: **March 24, 2019**

Ref.: **Shared Service – Communications**

This memo confirms the possibility of engaging into exploratory discussions concerning the shared service of emergency 9-1-1 communications with the Monmouth County Sheriff's Office. "Shared" meaning a joint operation – not an elimination of the current service by this agency. As you are aware, this has been a very controversial topic amongst this department and community. I am approaching this very cautiously as I do see a benefit to this service as long as it is handled properly.

One of the main objectives of shared service is to reduce duplication and decrease costs however it needs to be recognized the savings to the township would not be immediately realized but rather long-term. More importantly, when dealing with the safety of the public and officers a change of service provider without a valid justification or simply because it was "cheaper" or without the full support of the chief of the police can be very dangerous and lead to significant officer and community outrage and litigation.

I do recognize in some cases the sharing of services can be beneficial in municipal government. I have officers assigned to the F.B.I., Monmouth County Prosecutor's Office and the New Jersey State Police – assisting them with their investigations and at the same time bringing those resources and advanced job-training back into our police department. This would be somewhat similar. This service would have to be better than the current service provided to our community. Our Communications Division does an outstanding job on a daily basis. I will not accept anything less. Feedback from other police departments in concerning. If the shared service is of equal quality, then there is no reason to disrupt our current operations. I need justification how this move would be beneficial to this department and community.

As far as a timeline, before any formal conversations begin I respectfully request the 2019 police budget including capital be adopted, renovations at headquarters be completed and my employment contract be

settled. All of these require significant time and consideration. It is not within the best interest of my administration and this department to acquire any additional considerable initiatives at this time – especially this one being so controversial.

Once those are completed, the following would have to be agreed upon before moving forward:

- A "hybrid" shared service – not an elimination of our current operations.
- No adverse effects on those currently employed full-time – an integration of personnel is required. This can be similar to the current "loan" program previously mentioned. It is also problematic for our personnel due to the county being civil service. Vacated positions may not be replaced.
- Current communications staffing remain and under the supervisory control of this agency.
- Howell be considered a satellite communications center
- Non-emergent/informational phone calls be handled by Howell police personnel within headquarters.
- No change in current walk-in services. Headquarters remains open and staffed 24/7
- Trial program with an opt-out clause
- Increase sworn officers to 105 to include additional supervisors to compensate for the administrative and security duties performed by the telecommunicators.

Again, this topic has been addressed in the past and was met with significant resistance. The concept of relinquishing full control of dispatch operations to the county is a definitive no. If the sheriff's office is agreeable to the aforementioned prerequisites, then I foresee implementation within a year of the final agreement.

APPENDIX 1 –

GSG Project Team

The team of GSG consultants for the Howell Township Efficiency Study of the Community Development, Public Works, and Police Departments consisted of the following team members; brief biographies of each team member follow:

JOSEPH M. HARTNETT, Executive Managing Director, Project Manager – Joe Hartnett is one of New Jersey's most respected professionals in the management of municipalities. He has been admitted as an expert on the Faulkner Act in Superior Court and as an expert on municipal personnel management before the State legislature, as well as serving as an expert for colleges and universities, Freeholder Boards, the NJ League of Municipalities, and Congressional representatives. Most recently he has served as Project Manager and report author for management studies in Perth Amboy, Toms River, Red Bank, Long Branch, and Matawan. As the former Township Manager of Montclair, Joe is intimately familiar with the Council-Manager form of government and its unique management culture. Joe also served for sixteen years as Business Administrator in the City of Rahway, as well as holding significant State and County appointments, and is a former Vice President and CFO of Saint Peter's University. In 2014 Joe was appointed by a former Chief Justice of the NJ Supreme Court and a former Director of Criminal Justice for NJ to manage the dissolution of a corrupt public agency in Newark, New Jersey's largest city, where to date they have recovered more than nine million dollars in stolen funds.

HENRY DEGENESTE, Senior Managing Director – Mr. DeGeneste is a nationally renowned expert on policing and police operations. He is the former Vice President of Global Security for Prudential Financial, where he was the senior executive responsible for enterprise-wide security and crisis management. Previously, he spent 23 years at the Port Authority of New York and New Jersey serving as the Director of Public Safety and Superintendent of Police. He is a published author and has been a guest lecturer at many colleges and universities on topics of crisis and risk management, emergency preparedness, trans-national terrorism, transportation policing, and aviation, rail, and seaport security. He is a member of the board of the National Police Foundation and is the former President of the National Organization of Black Law Enforcement Executives. He holds a B.A. in Business Management from Adelphi University, is a David Rockefeller and Leadership New Jersey Fellow and a graduate of the FBI National Executive Institute. He also served for fifteen years as an Adjunct Professor at the John Jay College of Criminal Justice.

KENNETH DeROBERTS, Chief Executive Officer – Currently overseeing the financial operations of New Jersey's fifth largest municipality, Edison Township, Ken DeRoberts is one of New Jersey's elite budget and financial executives and analysts. Ken is a New Jersey Certified Municipal Finance Officer who has compiled an impressive record of accomplishment. While serving as City Administrator/CFO, he is renowned for leading Summit, NJ to become the first municipality in the nation to achieve AAA bond ratings from all three major Wall Street ratings agencies and for subsequently achieving the same impressive accomplishment for the Borough of New Providence.

In a recent assignment for Bloomfield, NJ, Mr. DeRoberts was credited with breaking a years-long logjam in the redevelopment of the community's downtown as stated by the then-mayor: "*Government Strategy Group's impact on Bloomfield continues to be noticeable more than ten years later, especially because of their successful planning and implementation of redevelopment projects.*"

Ken has served over twenty local and county governments and agencies as a consultant in a variety of challenging financial and management assignments. Through operational and cost-saving analyses, insightful forecasting, and a strong track record in creative shared services, he has been credited with savings millions of dollars for clients, while strengthening their financial positions. For the past eight years, Mr. DeRoberts has been engaged as a respected guest lecturer on redevelopment at New York University's Schack Institute (Graduate School of Real Estate). Ken serves as Co-Chairman of the Economic Recovery Advisory Council for Legislative District 11 and is Chairman of SoupKitchen411.com.

CHRISTOPHER J. COTTER, Managing Director, Operations Coordinator – Chris has over 30 years of experience in various local government roles which have included as Summit's City Administrator. He began his career in the Fire Department where he ascended to the rank of Chief and was the Emergency Management Coordinator. He oversaw the reorganization of the Police Department and was the Director of the Department of Community Services, responsible for public works, engineering and code enforcement. Chris was responsible for instituting several shared services programs. He also served as a member of the leadership team that implemented a shared 911 communications center for fire, police and EMS in three municipalities spanning two counties. Chris's versatility and depth of experience bring added value to GSG consulting assignments.

ULRICH (AL) STEINBERG, Managing Director – Al Steinberg is a member of the GSG team who served as the Director of Local Government Services and Chair of the Local Finance Board for the State of New Jersey, as well as liaison to the Governor's Office regarding policy matters affecting local governments. He is an expert in all

aspects of municipal finance who recently retired after his distinguished career in New Jersey local government. During his long municipal career he served numerous communities and county governments in senior financial management positions, including as a full-time CFO/CMFO. Al's services include budget consulting, software design and other financial technology applications. He holds a Master's Degree in Accounting from Rutgers University as well as undergraduate degrees in Accounting, Computer Science, and Business Administration from William Paterson College.

JOSEPH SALEMME, Managing Director – Mr. Salemme has over 30 years' experience as a versatile public sector executive with a record of accomplishment in a wide range of highly responsible assignments. Joe's major achievements have been in the areas of operations management, labor relations & contract negotiations, and organizational leadership. As the former longtime Director of Administrative Services for the County of Union – a $490 million operation with 3,000 employees and twenty-two labor unions – Joe was intimately involved with all aspects of departmental personnel administration, including serving as chief labor negotiator with all unions and conducting all economic research and analysis required for the development of the County's labor policies, staffing needs, and negotiations strategy. He also collaborated with the County's health benefit providers and insurance brokers to develop cost containment options and strategies. Before being appointed to the Director's position, Joe served as a Special Assistant to the County Manager where he played a major role in the reorganization of the County that reduced the number of operational departments from eleven to six. Mr. Salemme holds a B.A. in Sociology from LaSalle University and a Master of Labor and Employment Relations from Rutgers.

MICHAEL VALENTI, Managing Director – Mr. Valenti serves as the Executive Director of Business Strategy for the National Police Foundation. He has thirty years' experience in the public safety and security business both in the public and private sectors. Before retiring from active duty in 2008, Mike rose through the ranks of the Police Department of the Port Authority of NY/NJ – a $400 million department – to become Commander of its Detective Bureau, Deputy Chief/Chief of Staff, Chief of Counter Terrorism, and a member of the FBI's Joint Terrorism Task Force Management Team in NY. During his career in law enforcement management with PANY/NJ, Mike conducted a complete review of the department's $400 million budget with all its Commanding Officers, to ensure operational efficiency. He also actively negotiated several labor contracts in conjunction with the agency's legal department. Mike recently co-authored a pilot program for a major urban police department to assist and train their officers to more effectively deal with the public and support their community policing program.

DAVID P. SABAGH, Managing Director – Former Chief Sabagh brings to this assignment the perspective of a Police Chief of a large department with multiple challenges, while maintaining full objectivity as a member of the GSG team. Following a distinguished career through the ranks in municipal law enforcement, he currently serves as Director of Security for the Montefiore Medical Center, Bronx, NY, a $7.1 billion operation with 17,600 employees. While Chief of the Montclair, NJ, Police Department from 2004-2016, Sabagh implemented numerous forward-thinking initiatives and progressive law enforcement innovations – including a successful candidate selection and retention program, a mobile community service program, and enhanced use of data and technology – with a resulting forty-year low crime rate in a metropolitan-area department of 100 officers. Chief Sabagh holds an M.A. in Human Resources and a B.A. in Criminal Justice from Seton Hall University. In addition, he is a NJ Certified Public Manager, a graduate of the FBI National Academy, and a Level III Certified Homeland Security professional.

DOUGLAS MARVIN, Managing Director – Doug is an expert in municipal administration and law enforcement. He began his career with the New Providence Police Department where he worked his way through the ranks to become Chief of Police. After twenty-seven years with the Department, he was appointed Business Administrator, where he served for an additional fifteen years. Doug also served as a Commissioner with the NJSACOP Police Department Accreditation Commission and as Chairman of the Garden State Joint Insurance Fund. Among many achievements, Doug is highly regarded for being instrumental in numerous shared services agreements, including for Police, Fire, and EMS; municipal courts, tax assessing, and sewer system management.

FRANK E. DANN, Managing Director – Frank Dann is a highly experienced and skilled Public Works Manager who worked his way up from a DPW Laborer as a young man to Department Director for the seventh largest county in New Jersey. With over twenty years of DPW Director experience at both the county and municipal levels, plus hands-on experience through the ranks, Frank knows public works operations inside out. Additionally, Frank has a proven track record of completing difficult projects on schedule and within budget. Frank is a Certified Public Works Manager and Certified Recycling Professional.

JENNIFER NAUGHTON (via Radiant Resources, Inc.) – Jen brings over two decades of experience in technology consulting, project management and IT services to commercial and public clients in NJ and NY. She is a highly skilled IT Professional and is President and CEO of Radiant Resources, a successful IT consulting firm whose clients have included Verizon Wireless and Hackensack University Medical Center. Jen has worked with GSG on previous municipal assignments to evaluate systems,

workflow, and uses of social media and to make recommendations for improvement in all aspects of the use of technology. She is a graduate of Montclair State University, the Tuck School of Business at Dartmouth–WNEBC Executive Program, and the NYU Stern School of Business StreetWise MBA Program. Jen also serves as the Mayor of Spring Lake, enabling her to bring extra value and insights to IT consulting work in the field of municipal government.

DOROTHY BLAKESLEE, Managing Director – Ms. Blakeslee has over 25 years of experience as a financial analyst, financial advisor and investment banker. She has a proven ability to find creative solutions to financial problems. Dotty started her career as a computer programmer. She designed and executed computer models at Merrill Lynch and Bear Stearns. Her career then moved over to municipal finance as partner in a woman owned financial advisory company where she analyzed and modelled debt for municipalities. Currently, she works with Government Strategy Group and assists municipalities in optimizing operations. She is experienced in design and use of databases and has recently analyzed large amounts of data from the US Census in order to facilitate comparisons between municipalities. Ms. Blakeslee serves on the boards of Bergen Community College, the NJ Housing and Mortgage Finance Agency (for 23 years), and the NJ Ethnic Advisory Commission.

HITEN PATEL, Director – Hiten is an expert in data analytics, cloud computing, and project management. He has spent the majority of his career in private industry in corporations such as Lockheed Martin, Johnson & Johnson, and Valeant Pharmaceutical. As a Senior Business Intelligence Analyst, Hiten implemented system improvements and led business process change efforts, replacing inefficient reporting processes by utilizing the latest software tools. He implemented KPI (key performance indicator) dashboards and used visual analytics tools including Qlik and Tableau. Mr. Patel was the project manager using Microsoft Azure suite to switch to cloud computing for data reporting and analytics During his career, Hiten earned Top Secret Clearance from the GAO/Department of Defense. In the public sector, Hiten most recently utilized his private sector experience in the analysis of the Suez Group privatization of water infrastructure for Edison Township. He has a BBA in Finance and Economics from the University of Iowa and is near completion of an MBA with a concentration in Data Analytics at Rutgers University.

GSG team members are highly collaborative and work together to enhance each other's performance, sharing their knowledge and experience.

APPENDIX 1 –

Roster of Interviews

In addition to conducting site visits and observations of operations, GSG consultants either interviewed or met with, or both, and often multiple times, the following Howell officials and staff:

- **Theresa Berger**, Mayor
- **Pamela Richmond**, Member of Council / Deputy Mayor
- **John Bonevich**, Member of Council
- **Evelyn O'Donnell**, Member of Council
- **Brian Geoghegan**, Township Manager
- **Louis Palazzo**, Chief Financial Officer
- **Andrew Kudrick**, Chief of Police
- **Mark Pilecki**, Police Captain Operations Division
- **Thomas Rizzo**, Police Captain Administrative & Investigations Division
- **John Storrow**, Police Captain Support Services Division
- **John Yurgel**, Police Investigations Lieutenant
- **David Levine**, Police Sergeant Technical Services Unit
- **Paul Mazzeo**, Police Sergeant - SLEO program
- **Peggy Doyle**, EMS Coordinator
- **Joseph Isola**, Superintendent of Schools
- **James Alexander**, PBA President
- **Christopher Nagy**, Former PBA President
- **Steven Gerrity**, Information Tech Assistant
- **Thomas Donavan**, Information Tech assistant
- **Amy Bordfeld**, Dispatcher
- **Jason Symons**, Dispatcher
- **Paul Novello**, Director of Public Works
- **Brian Greenfield,** Deputy DPW Director
- **Michael Csaki**, Buildings & Grounds Supervisor
- **Joseph Layton**, Fleet Maintenance Supervisor
- **Joseph Clouse**, Roads Supervisor
- **John Early**, Roads Supervisor
- **DPW Employee Groups**, three sessions
- **DPW Blue Collar Union rep**, Matt Robinson
- **Matthew Howard**, Director of Community Development
- **Justin Yost**, PE, Deputy Director of Community Development
- **Charles "Chuck" Gimbel**, Building Sub-code Official
- **Eileen Rubio**, Planning and Board of Adjustment Secretary
- **John Aguiar**, Code Enforcement Official
- **Alan Gaestel**, Plumbing Sub-code Official
- **Jean Verrier**, Electrical Sub-code official