



# **MANAGEMENT ENHANCEMENT REVIEW**

**FOR THE BOROUGH OF RED BANK, NJ  
May 2018**

## **Government Strategy Group**

*Advancing the business of government™*

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## SELECTED QUOTES

*“We can’t continue the way we are.”*

*“Morale is terrible and affects performance and customer service.”*

*“We have been sliding downhill for years now, with too many divided responsibilities for too long and then just plain neglect.”*

*“I feel like I have eight bosses, all telling me different things to do.”*

*“Meetings have no purpose here or takeaways or game plans. There’s no goal setting in staff meetings.”*

*“You have to be a pest here to get anything done.”*

*“Our facilities are a disaster.”*

*“We are all out of sync. I don’t know what the goals and objectives of the Mayor and Council are.”*

*“Communications from Borough Hall need to be better.”*

*“Important issues here have been ignored for much too long.”*

The Borough of Red Bank is at a major crossroads. Strong opposing dynamics, as well as external forces, present challenges that if not addressed, threaten to leave the community's fate outside of its control: Is Red Bank a small town or a small city, locals versus outsiders, new thinking versus old thinking, younger generation versus older generation and development versus preservation.

External economic forces in the surrounding area are also at play – proposed developments at Fort Monmouth (massive in scale) and the Monmouth Mall, ongoing surges of economic activity in Asbury Park and Long Branch and other plans to come – put Red Bank near the epicenter of a storm of future development and population changes. Will such proposed major economic development activities in the area just pass Red Bank by and spark a period of decline? Will investors look elsewhere to invest? Can Red Bank carve out its place amid these forces by harnessing some of the investment to come while maintaining its charming character?

Whether it is cause or effect that brought Red Bank to where it is today is irrelevant to the task at hand – which is fixing it. How to fix things is this report's focus in all areas reviewed. It is not the intent of this report to point fingers or cast blame, but rather to be positive and to do our best to help Red Bank's elected officials, its citizens, its taxpayers, and its stakeholders chart a course for enhancing the management of the community going forward.

Red Bank's future can be very bright. It has history, talents, resources, geography, a strong brand, and redevelopment potential that provide many positives for community enhancement. And, the community is becoming safer. Uniform Crime Reports are down in recent years from over 1,100 crimes a year to under 300.

If the citizens of Red Bank and their elected representatives remain committed to improving the governmental system and to professional management throughout all departments, the current situation can indeed be turned around.

Government Strategy Group was retained to assess Red Bank's current operational situation, identify the issues and make recommendations for how to fix them. It is our hope that the suggestions throughout this report will contribute to enhancing the community for many years to come.

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## SUMMARY OF RECOMMENDATIONS

Below is a summary of the report's recommendations.  
(Click items to go to details for each.)

### I. FORM OF GOVERNMENT

- Address form of government
- Consider a charter study to determine the best form
- Strengthen the position of Business Administrator
- Take advantage of career development opportunities for borough officials via New Jersey League of Municipalities

### II. OPERATIONS AND ORGANIZATION

- Assign responsibility for redevelopment issues
- Reorganize departments and offices
- Make each department fully accountable for their budgets and for time records
- Perform periodic in-depth departmental studies addressing manpower and operating efficiency for the largest departments
- Close out open permits
- Prioritize funded projects that have stalled
- Improve IT capability
- Clarify the Engineer role
- Support the new Fire Chief's plans
- Make the Library an autonomous organization
- Convene a regional shared services summit
- Commit to a culture where performance, customer satisfaction, and staff support are among the highest values
- Consider hiring a part-time Public Information Officer
- Consult with Labor Counsel before beginning Collective Bargaining

### III. DOWNTOWN REDEVELOPMENT

- Apply for Transit Village designation
- Develop a new Master Plan with a specific plan for downtown
- Improve the relationship with the business community
- Create a formal "Wayfinding" system
- Establish a consistent brand identity and develop a marketing plan
- Exploit the benefits of the newly created Opportunity Zone

### IV. PARKING

- Retain a parking expert to assist in developing an RFP for a parking study

## V. FINANCE & BUDGET

### Collector's Office

- Write a Procedures Manual for the handling of meter revenue
- Conduct a Rate Study to ensure an equitable rate structure for ratepayers and serve as an overall financial assessment
- Evaluate interconnections coming in/going out to/from neighboring communities
- Negotiate with a private utility to offer lateral repair insurance to the entire community
- Enhance workflow process efficiency with Jaguar (transaction processing application), an alternate hardware solution
- Install a 'drop box' for after-hour payments as a convenience to tax and utility payers

### Tax Assessor's Office

- Require the Assessor to prepare regular reports for the Council's Finance Committee
- Develop and regularly update a 5-Year Ratable Forecast to be used as an integral municipal budgeting tool
- Have the Assessor take a greater leadership role in managing and overseeing tax appeals

### CFO's Office

- Overhaul and revamp the annual budget process
- Explore using Edmunds Budget Dashboard
- Establish a dynamic, substantive process for capital planning
- Develop a debt management plan
- Issue an RFP for banking services
- Expand access to Merchant Services (credit/debit card payments) to Code Enforcement and other departments
- Commit to a minimum engagement of five years for an audit firm
- The Assistant to the CFO, who processes Accounts Payable, should not be involved in bank reconciliations
- Develop a written Financial Management Plan
- Conduct a thorough review of Risk Management
- Perform a detailed workflow analysis for payroll processing
- Improve internal controls on payroll

### Purchasing

- Develop a Policies & Procedures manual for purchasing
- Add a Vendor's Portal to Red Bank's website

#### Other Finance & Budget

- Retain a professional grants consultant as an independent contractor
- Evaluate contracting water and sanitary sewer operations and maintenance
- Institute sound long-term financial management and planning
- Adopt an updated alarm fee ordinance

#### VI. FACILITIES

- Plan for a new Public Utilities facility
- Establish a public-private partnership that could incorporate new municipal facilities in a multi-use project
- Address issues in the municipal building

#### VII. STRATEGIC PLANNING

- Develop a plan for the next five years

## I. FORM OF GOVERNMENT

Our first overall recommendation is that **Red Bank address its form of government.** Red Bank's municipal government is not working as well as it could be. The 2017 and 2018 elected officials of Red Bank have acknowledged this and are determined to fix it so that Red Bank can function more effectively and efficiently and meet the challenges of the future.

Red Bank's form of government (a "Borough") has drifted away from the intent of the original charter and over the years has morphed into a "Commission" form of government which gives individual elected officials larger roles in the actual day-to-day business of the various departments.

The Commission form of government became trendy in the United States in the early 1900s, but was rapidly abandoned by nearly all communities of any size as they realized its shortcomings. In the private sector, this type of governance is known as "management by silo" and is widely regarded as a bad management system. Red Bank's elected officials have recognized that a silo system does not work.

Whether one thinks of Red Bank as a "small town" or a "small city," everyone can agree that it is a small town with urban character and issues, such as congestion, population diversity, economic diversity, traffic problems, parking problems, a major hospital, a train station, theaters, restaurants, nightlife, gentrification, development, etc. Red Bank needs the most effective municipal government structure possible to face all of its issues. The question is not which is the best form of government for a municipality, it is which form maximizes the chances for a specific municipality to be effectively managed.

### **Consider a charter study to determine the best form of government for Red Bank.**

Statutes lay out the procedures to do this, which can be initiated by ordinance or by petition. We believe that Red Bank, considering the number of challenges it faces, would benefit greatly by a form of government that provides for strong executive leadership with a Chief Executive Officer. This can be found in the Faulkner Act provisions calling for a strong Mayor form of government or a Council-Manager form of government, wherein the Mayor or Manager is the CEO.

An option that can quickly benefit the operations of the Borough is to immediately **strengthen the position of Business Administrator**, allowing him or her to function more like a CEO. This can be done by ordinance (amending the Administrative Code) to delegate executive responsibilities to the Administrator. We recommend that the Administrator, among other things, be given all responsibility for personnel matters,



including hiring, promotions, and disciplinary actions. And, we recommend that the Mayor and Council not be involved in personnel matters except to provide advice and consent on department head appointments and, of course, on the hiring and oversight of the Administrator. The Borough currently has many issues with personnel management and this would, if scrupulously followed, resolve almost all of them, as well as the management-by-silo issue. Two of the most important reasons for doing this are that it would:

1. Free up elected officials to focus on big-picture matters, policy matters, and on the mission and vision for the municipal government.
2. Give the people in charge of staff full control of their staff to make them responsible for results. (An organization's board cannot expect someone to be responsible for the results produced by staff if that person does not have full control of the staff.)

We also recommend that Borough **officials take advantage of career development opportunities via New Jersey League of Municipalities**. Seminars and programs offered include the role of elected officials and other important topics.

## II. OPERATIONS AND ORGANIZATION

The current elected officials in Red Bank have expressed their commitment to correcting operational dysfunctionality wherever it exists. Following through on that commitment will, more than anything else, determine the future ability of Red Bank municipal government to rise to the many challenges it faces.

There are many factors negatively impacting the operation of municipal government in Red Bank. Chief among these is the breakdown of clear lines of communication, direction, responsibility, and accountability. Staff may be given direction by a superior, yet another different direction from an elected official, and then a third direction from another elected official. What should they do? On their side, elected officials are often at a loss as to who is responsible for what and how staff can be held accountable.

Simply put, people cannot have eight different "bosses" to report to, nor can they be taking different direction from the positions of Mayor and Business Administrator. That is a recipe for failure. Likewise, staff must be accountable for performance of their jobs and elected officials have the right to expect that. But to have accountability, you must have responsibility – people must be given the responsibility to accomplish goals, objectives, and tasks and be supported in doing so.

**Assign responsibility for redevelopment issues.** We believe that one of the reasons that Red Bank seems to have become paralyzed in addressing its redevelopment issues is that the community has no person, office, or entity to provide leadership, focus, and drive to get things done. There are several alternatives for fixing this:

- Appoint a Redevelopment Director
- or*
- Establish a Redevelopment Agency pursuant to the statutory scheme for same, *or*
  - Establish a Parking Authority pursuant to the statutory scheme for same and charge it with responsibility for redevelopment. Note that under the current statutory scheme, Parking Authorities in New Jersey can function as redevelopment agencies also.

Other municipalities have used all of these methods with great success. Development administration under the last two alternatives above can also be done in such a way as to not require any tax dollars and instead be funded via developer fees. The main point is that someone needs to take the lead on these issues.

**Reorganize departments and offices** in a way that improves clear lines of communication, responsibility, and accountability. When we began this assignment, the Borough could not provide a standard table of organization detailing lines of reporting and responsibility. Now there is an opportunity do this, and to do it right.

Presently, the Borough has departments that range in size from one person to 40+ people. Several “departments” consist of one, two, or three people. According to our analysis, it is possible to eliminate over time at least 12 full-time equivalent positions throughout the Borough. Additionally, consolidation can provide benefits in terms of staff coverage and cross-training. Some recommendations we have are:

- **Consolidate code enforcement, planning, zoning, and building into one department.** Consider placing oversight of the Borough Engineer, now an independent contractor, under this department. In the alternative, eliminate the independent contractor arrangement, hire a full-time Borough Engineer, and have the Borough Engineer be in charge of the newly consolidated department, emphasizing customer service.
- **Make the Senior Center part of the Recreation and Parks Department** instead of being a separate department.

- **Evaluate the viability of contracting with Monmouth County for public safety dispatch services.** This could lead to a reduction in staffing and budget costs without sacrificing public safety.
- **Consider “civilianizing” certain functions in the Police Department.** There may be opportunities to utilize part-time employees for internal business/budget management; managing school guards, overseeing and managing records. This could create an opportunity to reduce full-time equivalent staff, reducing costs and enable better deployment of resources. Government Strategy Group did not detect any serious issues with the Police Department and it appears to be functioning smoothly.
- **Investigate contracting functions in the Department of Public Utilities** such as grounds maintenance, building maintenance, etc. This could lead to reduction in full-time equivalent staffing and lower operating costs.
- **Consolidate Payroll, Human Resources, and Information Technology with the Finance Department to create a Department of Finance and Technology.**
- **Launch the employee portal,** which is included as part of the Borough’s Primepoint package but not implemented. Employees should be trained on how to use the portal. This will result in more self-help and less hand-holding by the Borough.
- **Shift management of employee health care claims to employees.** The Borough should not be managing employee health care claims – that is the individual employee’s responsibility. The Borough’s Risk Manager should be providing employee assistance and troubleshooting for claims.
- **Consider hiring a part-time person to perform bank reconciliations.** This may require 12 hours per month. There are generally a pool of people who can capably undertake these duties, at a reasonable hourly rate (\$20-\$25 per hour), while they have flexibility, etc. Such an arrangement would provide optimum internal control.

**The employee handling employee benefits and quarterly reports can be trained to assist the CFO with other reporting requirements, purchasing and accounting.**

**The Payroll and Benefits employees should be non-union as they deal with confidential information.** If the union does not concur, the Borough should file a scope of unit petition with the NJ Public Employment Relations Commission (“PERC”).

**Make each department fully accountable for their budgets**, including their salary budgets **and for time records** of their employees including the tracking of vacation, sick, and holiday time.

At present, departments submit other expenses budgets, but most leave it to HR and Finance to prepare their salary budgets. If departments are to be held accountable for their personnel costs, they should have this responsibility and the in-depth knowledge of their personnel that it provides.

Time records should be submitted to, checked, and recorded by HR as a matter of internal control, but by emanating from the department again enhances management oversight of employees.

**Perform periodic in-depth departmental studies** addressing manpower and operating efficiency for the largest departments. It is always worthwhile to periodically assess the largest departments. Red Bank's are Police and Public Utilities.

**Close out open permits.** Symbolic of dysfunctionality that set in over the years in Red Bank is the fact that open permits – construction code permits that were taken out by contractors and property owners but never received a final inspection – were allowed to grow to 9,000. This in a municipality with 4,400 properties. Who is responsible for this? Who is accountable for this? Who was paying attention to this?

Although most open permits are likely for minor jobs, such as a water heater or roof replacement, this situation does have a real measurable effect on taxes for any of these that involved added assessments that should have gone on the tax rolls.

- **Go through all currently open 5,000 permits** and prioritize those that involve possible added assessments and get them closed out.
- **Explore other software programs** – such as Spatial Data Logic – that may better help avoid backlog issues in the future.

**Prioritize funded projects that have stalled.** These include several parks improvement projects, the completion of installation of new remote-read water meters throughout the community, and completion of a fiber optic network linking all municipal facilities, the schools, and the public library. These are not just community enhancements, but, in the case of the fiber network, will produce annual savings to the taxpayers in the form of reduced bills for communications and data transfers. A project management chart, such as a Gantt Chart, should be prepared for every capital improvement project, with copies

provided to Mayor and Council to ensure accountability, and they should be regularly checked for progress and updated as necessary.

**Improve the IT capability.** In this day and age, a critical component of municipal operations is information technology. For years, Red Bank was served by an outside consulting firm, but this became very costly so the Borough moved to establish an in-house position and hired a senior, experienced IT professional, with knowledge of municipal systems, to serve its needs. This system worked well until that individual was lured away to another, larger municipality with better compensation. The Borough then hired a technically competent, but less experienced, IT professional. This individual came from the private sector and did not have government experience. Additionally, this position is a one-person “department” with no one responsible for managing it other than its oversight being part of the many duties of the Business Administrator.

- **Study the breadth and scope for Information Technology services that best serves the Borough’s needs.** Once the Borough’s needs are understood, then decisions can be made as to how best to provide this service, e.g., continue with present staffing, as shared service with another entity or contract out to a private vendor.
- **Mentor and train the IT department** to provide a fuller understanding of how municipal government works and how this position can be successful in meeting its needs. Considering IT’s impact on all operations, this should be a priority.
- **Do an office-by-office assessment of the IT skill level of employees.** Do they have the proper training and knowledge to make full use of the IT in place in doing their jobs? Where help is needed, it should be given.
- **Prepare Service Level Agreements (SLAs) for each department and for staff.** SLAs set forth a hierarchy of IT service needs so everyone understands the priority with which IT services are rendered. For example, a printer breakdown does not get the same priority as a system security issue.

**Clarify the Engineer role.** There seems to be a lack of understanding of the role of a Borough Engineer, which has and is contributing to ineffectual management of and needless delays with Borough capital projects. Projects have been literally sitting idle for years, even though fully funded.

The Borough Engineer position is a management position, not just a professional one. It should be responsible for managing and overseeing all capital projects that involve construction. If the Engineer is an independent contractor, it is not just meant to be an

entity that a municipality hands all of its design work to. Rather, the Engineer should be preparing the specifications for such design work and soliciting proposals, then supervising the successful design vendor. The Engineer should be managing and tracking all projects and making sure they are moving along. Were this being done in Red Bank, so many projects would not have been left to sit idle. The Engineer needs to drive projects to completion.

The Borough Engineer should also play a key role in designing a capital improvement program that addresses road resurfacing, infrastructure upgrades and facilities improvements.

We recommend that Red Bank either go to an in-house Engineer as discussed earlier, or re-do its contract for a Borough Engineer to make clear what the selected firm's responsibilities are.

**Support the new Fire Chief's plans.** Fire service in Red Bank is handled by volunteer companies. The new Chief has laid out aggressive plans for consolidation of fire companies and more and better training. Government Strategy Group has reviewed these plans and encourages the Borough to support the new Chief in these efforts.

- **Ensure that both sides of the track are adequately covered by fire protective equipment.** Red Bank is bifurcated by the NJ Transit rail line and presently only one side of town has a truck with aerial capabilities stationed there. The community is coming up on scheduled equipment replacement and should be looking to obtaining either another aerial truck or, preferably, what is known as a "quint," which is a fire apparatus with combination pumper and aerial capabilities.

**Make the Library an autonomous organization.** Government Strategy Group recommends that Red Bank go to a more traditional relationship with the Library where it is responsible for its own functioning since it only receives the mandatory funding. In Red Bank, library administration – payroll, HR, budgeting, etc. – is handled by the Borough. All hiring is done via interviews by the Borough Administrator followed by resolution of the Borough Council. As an autonomous body, the Library is statutorily empowered to spend their funds, at their discretion, with their Board's approval. Having the Borough participate in this approval process is inefficient and intrusive.

The Library is supported by two non-profit organizations: Friends of the Library and the Library Foundation. The Borough should provide oversight to make sure they are up-to-date with federal and State filing requirements and liability insurance, and that their non-profit status is intact.

**Convene a regional shared services summit.** We recommend that Red Bank host a Shared Services Conference and invite area municipalities for a broad-based exploration of possible shared services opportunities. Shared service arrangements could result in improved service at a lower cost.

**Commit to a culture where performance, customer satisfaction, and staff support are among the highest values.** Red Bank can move forward with accomplishing the important goals, objectives, and vision that the elected officials set for the community if there is a shift to a culture of customer service and assistance where every department is striving for compliments rather than complaints. Morale is very poor and, not surprisingly, there are ongoing complaints about customer service.

In addition to the problem discussed earlier of having multiple bosses, which in itself causes dysfunction, management staff is subjected to a “flex-time” system which treats them more like schoolchildren than professional managers. In this system, department heads and managers (except the Business Administrator, who exempted himself) must punch-in and punch-out biometrically, via their palm print, every time they enter or leave their workplace. Their whereabouts are tracked minute-by-minute. If they accumulate “extra” minutes worked, they can petition for some extra time off from work. If ever there was an unprofessional way to treat management employees, this is certainly one of them, especially if the top manager is not leading by example.

If managers cannot be trusted to manage their own time and that of their staff, subject to normal periodic verification by HR, then perhaps different managers are needed. But we do not think that is the case in Red Bank as management staff appears fully competent to perform if properly supported.

Employees and managers do not feel fully supported in their jobs or in their careers. The overall sentiment is that Borough officials automatically assume that individual complaints against staff or staff performance – or anonymous complaints posted on social media – are 100% truthful and that staff is immediately “thrown under the bus.” Government Strategy Group has witnessed this first hand.

If Red Bank is to correct course and have an effectively functioning municipal government, the culture needs to change to one in which staff are supported in their jobs.

**Complaints and complainants should be handled with a “walk up the ladder” approach.**

That is, people should not be going to elected officials as a first resort. Rather before an elected official pursues a complaint, the response should be: 1, “have you completed an on-line request in our website”, 2. “have you contacted the department head and did you get satisfaction?” 3, “have you contacted the Business Administrator and did you get

satisfaction?” Only if a complainant has followed these steps and not received satisfaction, would it be wise for elected officials to engage in handling minor complaints.

**Consider hiring a part-time Public Information Officer** to manage the website and maintain a social media presence. Rather than reacting to blog-site comments, the Borough’s message should be thoughtfully presented via social media. Newsletters can provide important, relevant information to all constituents on a regular basis. The cost of a newsletter can be offset with limited advertisements from local businesses and organizations.

It is not a productive use of time and resources for the Borough’s highest officials to “take the bait” and engage with social media complaints and criticisms. As part of reorganizing the local government, the Borough both needs to make better use of social media and to have a far less reactionary approach to outside social media. This may involve establishing an actual webmaster position with responsibilities to make sure the public is well-informed, to provide clear and consistent methods to have complaints verified and followed up on, and to monitor social media to make sure the public is served with correct information and not with rumors or false attacks. Presently, the Borough assigns Public Information Officer responsibilities to the Municipal Clerk, a position that is already extremely busy with Clerk and Registrar duties and has limited time to tend to social media.

**Consult with the Borough’s Labor Counsel for best practices, trends and the latest in settlement directions with various unions before beginning Collective Bargaining.**

The Borough Administrator should prepare a position paper, with cost analysis, for the Finance and Personnel Committee’s consideration which can establish negotiation parameters. Initial meetings with unions should be handled by the Borough Administrator and respective Department Head. A detailed financial analysis should accompany any recommended settlement by the Borough Administrator.

### **III. DOWNTOWN REDEVELOPMENT**

A desirous downtown is attractive to developers who typically seek to maximize investment with density. But it can be challenging to redevelop while sustaining the character of the community.

Adding to the challenge is growing competition: redevelopment at Monmouth Mall, significant expansion in Long Branch, potential massive development at the Fort Monmouth site, and the continuous progress in Asbury Park.

Here are recommendations for how to maintain Red Bank’s character and its status as a quality retail center and a regional destination for culture, entertainment, vibrant dining.



**Apply for Transit Village designation.** Red Bank is notably absent from the list of thirty-three approved Transit Villages in New Jersey. Nearby Long Branch, Asbury Park and Belmar have been on this list. Some of the benefits of a Transit Village designation include: priority funding from various state agencies, technical assistance from certain state agencies and eligibility for grants from the NJ Department of Transportation. When (and if) the Borough retains the services of a Grants Consultant, that firm should be able to capably oversee the process.

**Develop a new Master Plan with a specific plan for downtown.** Years ago the community was sarcastically called “Dead Bank”. It was a new Master Plan and a downtown Vision Plan that anchored the 1994 turnaround. There have been two subsequent updates. But times have changed – updating the existing Master Plan provides limited benefit for the community and the downtown. The downtown is such a vital part of the community and its long-term health and viability require strategic guidance. A new comprehensive Master Plan is needed with a focus on downtown.

**Improve the relationship with the business community.** Red Bank RiverCenter is integral for the continued vitality of the downtown. As the Borough’s Special Improvement District, it is a valuable vehicle for promotion of the community and economic growth. The existing relationship, as perceived by RiverCenter, is strained as they feel as though they are not an important part of the community. Thus, there is an immediate need for better communications and relations with RiverCenter. RiverCenter needs to be closely involved in the proposed Parking Study and Downtown Master Plan. Individual members of the governing body should be encouraged to visit local businesses and thank them for being an integral part of the community.

**Create a formal “Wayfinding” system.** Such systems provide easy-to-read and follow signage directing people to parking, venues, shopping districts, hospitals, municipal facilities, etc. – and in Red Bank would be especially valuable in and around the downtown. They are logically designed to provide the needed information at key points in a community.

**Establish a consistent brand identity and develop a marketing plan.** As an entertainment destination, the downtown especially can benefit from consistent branding and a marketing campaign that underscores its unique, attractive character. This should be done in collaboration with RiverCenter. Funding could come at least partially from RiverCenter and the theaters – Count Basie and Two River.

**Fully exploit the benefits of the newly created Opportunity Zone that Red Bank recently qualified for.** This program creates economic incentives and benefits for private investment that should be part of the Borough's overall economic development plan.

#### IV. PARKING

One of Red Bank's most unique elements is, of course, its downtown featuring an abundant supply of first class and eclectic restaurants, the renowned Count Basie Theater, and a broad selection of retail and business establishments. It is diverse – from a historic district to an assortment of residential living, to Riverview Medical Center and Red Bank Catholic High School. The diverse downtown is a bustling heartbeat of the community.

Typical in a downtown setting, many people prefer and expect parking to be within line of sight of their destination. There are varied needs and strains on the current supply of available parking in Red Bank.

The planning for and availability of such parking has been a source of contention for a number of years. There are as many different opinions about whether more is needed, if so how much and where as there are stakeholders with an interest in the issue.

It is our belief that no one actually has a good handle on this issue or even solid knowledge of what the actual available public and private parking inventory is. Accordingly, it is our strong recommendation that the community **retain the best parking expert available to assist in developing an RFP for a parking study**. The objective of the study is to determine how to resolve the parking problem and to provide all stakeholders with the information needed to make informed decisions. The results of the parking study will also help the Mayor and Council make better decisions for managing the downtown – especially with respect to land use and redevelopment.

The parking study should take into consideration: impact from Count Basie and Two River theaters, parking needs from Red Bank Catholic, downtown residents, and the option of shared parking etc. Among other parking matters to explore would be Red Bank's fee structures, enforcement hours and the expansion of valet parking services – especially on weekends and evenings. The Borough should oversee the valet parking arrangement as it currently lacks any oversight. We also recommend exploring other funding contributions for the study, e.g., from RiverCenter and other grant sources.

## V. FINANCE & BUDGET

Our observations and recommendations, below, regarding finance related issues are broken down by the offices charged with handling those issues.

### **Collector's Office**

This office is staffed by the Collector and supported by three full-time Clerks – one of whom splits time supporting the Tax Assessor. In addition to billing and collecting quarterly property taxes (approximately 4,400 line items), this office also bills and collects quarterly water and sewer payments (approximately 5,000 accounts). Hence this office processes approximately 37,600 collection transactions annually.

This office encourages customers/payers to avail themselves to the various digital means for making payment – thereby making workflow process more efficient.

All revenues from other departments are also processed by the Collector's Office. Deposits are brought to this office where they are entered into the Financial Management System and then taken to the bank.

**Write a Procedures Manual for the handling of meter revenue – especially cash – emphasizing Internal Controls.** Parking Utility revenues are collected by Department of Public Utilities personnel and taken to the bank in bulk, uncounted. The bank counts and deposits the revenue into the Parking Utility bank account. The Borough's Auditor should be encouraged to thoroughly review the Procedures and actually evaluate Internal Controls.

**Conduct a Rate Study to ensure an equitable rate structure for ratepayers and serve as an overall financial assessment.** The Borough needs to increase costs annually. For example, water/sewer utility rates have not changed since 2010. It is not known when the Borough last undertook such a study.

**Evaluate interconnections coming in/going out to/from neighboring communities.** To identify and to ensure the Borough is capturing and billing all users, consider an engineering study which can also provide an assessment of the infrastructure and recommend a capital improvement plan.

**Negotiate with a private utility to offer lateral repair insurance to the entire community.** The Borough presently contracts with a private vendor to repair broken "laterals" and the customer is charged for it. Red Bank also makes citizens responsible for the laterals all the way to the connection to the main line. The more customary practice is to have citizens responsible up to the curb line. Such repair bills typically

run into the thousands of dollars, causing great upset to customers and damaging relations between the Borough and its citizens.

The utilities presently attempt to sell insurance on a house-by-house basis. But Red Bank could offer them the entire community in one fell swoop. The cost can be added to the Borough's billing and, because it would be spread over thousands of customers, should be very reasonable and even appreciated by customers knowing that they are covered.

**Enhance workflow process efficiency with Jaguar** (transaction processing application), **an alternate hardware solution.** While a bit costly, the Borough may be able to have the cost covered by its primary banking entity (see notes under CFO). The office currently uses the Edmunds Financial Management System and attempts to use technology to streamline workflow processes. In addition to Payargo (manages individual payments through online banking) they use Remote Deposit Capture (automatically scans and deposits payment checks digitally).

**Install a 'drop box' for after-hour payments as a convenience to tax and utility payers.** This should be proximate to the Police Desk, accessible 24 hours a day and under video surveillance.

#### **Tax Assessor's Office**

This office is staffed by a part-time, tenured Assessor and is supported on a part-time basis by one staffer who splits time with Collector's Office. The Borough retains a part-time field appraiser under contract to conduct the field work for the ongoing reassessment (20% of the Borough each year).

Too often, the Assessor's Office is overlooked and taken for granted. At budget time, many governing bodies focus on Appropriations and Revenues and pay little attention to the critical third component of the tax rate – assessed values. Aggressively managing the Borough's ratable base – with the same level of strategy as given to Appropriations and Revenues will go a long way toward enhancing long term financial management.

**Require the Assessor to prepare regular reports for the Council's Finance Committee** analyzing any sale in excess of \$2 million with a variance greater than 15% to show how it relates to current assessed value. The changing dynamics of the different segments of the ratable base require additional scrutiny. The new federal tax law changes will have an impact on high-end residential, multi-family and commercial/office.

**Develop and regularly update a 5-Year Ratable Forecast to be used as an integral municipal budgeting tool.** Working collaboratively with the Director of Finance,

Director of Planning & Zoning, and the Construction Code Official, the Assessor should take the lead on this to make certain it is up to date and relevant.

**Have the Assessor take a greater leadership role in managing and overseeing tax appeals** and not rely on tax appeal counsel to drive the process. The process should include:

- An aggressive posture with defending tax appeals
- A qualitative “Commercial Tax Appeal Exposure Analysis” prepared annually by the Assessor with the assistance of the Borough’s professionals (tax appeal counsel and commercial appraiser)
- Individual evaluation of each property in excess of \$2 million to determine the potential financial exposure
- Identification of cases worthy of filing appeals and counter appeals
- Diligent review of tax-exempt properties to make certain they continuously comply with the requirements to maintain their status

#### **CFO’s Office**

This office is staffed by the CFO and a full-time Assistant to the CFO who processes Accounts Payables and undertakes bank reconciliations. The CFO oversees all accounting and prepares monthly Trial Balances as well as the Annual Financial and Annual Debt Statements. Beginning in 2018, the CFO is also serving as the Borough’s Qualified Purchasing Agent.

**Overhaul and revamp the annual budget process.** The current method of analyzing detailed department cost information tends to be incongruent and lacks a strategic theme. The process is challenging for elected officials to grasp and even more difficult for the public to understand.

The Borough is required to prepare a Capital Budget and 5-Year Forecast every year. In the past, the Capital Budget only represented a snapshot of current capital needs (projects and improvements) and the 5-Year Forecast has been practically non-existent.

The tools below provide powerful, substantive management information with only four pages. This will enable the governing body to make better financial decisions and definitely improve long-term financial performance.

1. Five-year budget forecast – essential for planning
2. Five-year ratable forecast – essential for planning
3. Historical analysis of surplus & key reserves – provides perspective when making financial decisions

4. High-level budget summary – provides the Finance Committee (and ultimately the Mayor & Council) insight into all of the important elements of the budget

**Explore using Edmunds Budget Dashboard** which can provide different levels of information for the governing body and the public. The dashboard can be placed on the website for enhanced transparency.

**Establish a dynamic, substantive process for capital planning.** Solid debt management starts with smart capital planning. While the responsibility for preparing this resides in Finance, every department must contribute toward completing this capital forecasting tool in a meaningful way. Debt management should include:

- A Capital Budget building program and manual developed by the CFO, borrowing from Best Practices
- A replacement schedule of all equipment and vehicles
- Outline of Parks and Recreation improvements
- Outline of improvements to and renovations of all facilities
- Forecast of Infrastructure needs especially when it comes to the Parking and the Water/Sewer Utilities, even including the impact of looming capital needs from Two River Sewer Authority

The Borough's Fixed Asset Inventory should be used in this process.

**Develop a debt management plan.** A comprehensive debt management plan encapsulates a variety of key elements including the ability to pay. Capital Budgets, while great planning tools, need to be balanced by what the Borough can reasonably afford. The plan should include:

- Forecast of all existing debt service requirements
- Review of the economic merits of relying on the Monmouth County Improvement Authority Capital Lease Program, as opposed to the Borough self-financing its needs
- Management of debt service to enable future debt capacity

**Issue an RFP for banking services.** The Borough does most of its banking with Valley National and maintains accounts with some of the other depositories in town. This banking relationship evolved from a process that was approved preceding the current CFO's service – in excess of five years. The current interest rate on investable balances is 0.6%. The opportunity is real to improve on the interest rate on investable balances. The RFP should:

- Consider that many banks will cover some portion, or all, of payroll servicing costs
- Include, as an option, merchant services (credit card processing)
- Pledge to keep nearly all deposits with only one institution which will inevitably provide the best economic deal for the Borough

- Include the cost of Payargo and even the recommended Jaguar solution used in the Collector's Office. (Some banks will cover some portion of these services.)

**Expand access to Merchant Services (credit/debit card payments) to Code Enforcement and other departments.** And consider making credit card payments available online.

**Commit to a minimum engagement of five years for an audit firm** to gain greater benefit. The Borough has used different audit firms in each of the past three years. While the audit firm should be periodically changed (every 5-10 years) to avoid familiarity, frequent changes can result in lower quality service. It takes a couple of years for an audit firm to fully grasp and digest a municipal client's operations. Frequent changes are disruptive. Under current procurement laws, only one year contract increments are permitted. However, despite political fluctuations, it is in the best interest of the Borough to maintain consistency with the audit process.

**The Assistant to the CFO, who processes Accounts Payable, should not be involved in bank reconciliations.** This is a matter of sound internal control.

**Develop a written Financial Management Plan.** This plan should be annually reviewed, updated, and approved by the Mayor and Council. Besides providing a significant internal benefit, the major credit rating agencies have a highly favorable view of entities with Financial Management Plans.

**Conduct a thorough review of Risk Management.** The current professionals have been in place for a very long time and the Borough has been in the Monmouth Municipal Joint Insurance Fund and the Central Jersey Health Insurance Fund for more than twenty years. The Borough spends a significant amount of its budget for insurance and needs to maximize value for taxpayers.

The professional risk manager must examine all risk points and regularly articulate recommendations on how to improve efficiency and gain maximum value for covering exposure. This includes evaluating alternative market solutions including other JIFs/HIFs as well as traditional insurance markets. The professional should also evaluate all outstanding claims.

**Perform a detailed workflow analysis for payroll processing** with a goal toward utilizing standard payroll reporting information, templates, etc. Increased automation of workflow processes can be not only time beneficial but more importantly, reduce opportunities for errors.

**Improve internal controls on payroll.**

- No one outside of HR/Finance, including the Police Department, should have direct access to the payroll software. This should not have been allowed. Rather, departments should submit their payroll information via templates which then get uploaded by Payroll into the system. This adds negligible time (seconds) to the process but allows for proper internal controls.
- Each payroll, when processed, should be audited by another employee, before it is submitted to Primepoint.
- Payroll/salaries and benefit enrollment should be internally audited annually by a member of the Department of Finance not involved in any of the processes.

**Purchasing**

The CFO has been appointed the Qualified Purchasing Agent (“QPA”) for the Borough, effective 1/1/2018. This is a state-approved credential that allows a municipality greater authority in its purchasing procedures.

**Develop a Policies & Procedures manual for purchasing** and distribute to all departments.

**Add a Vendor’s Portal to Red Bank’s website.** Edmunds, the Borough’s financial application software provider, is developing a Vendor Portal that will tie into their system. We recommend investigating the status and cost and also considering other applications that lead to paperless work flow processes (i.e. emailing purchase orders, vouchers, etc.).

The vendor portal should display required steps to become an approved vendor including:

- How to obtain a Business Registration Certificate (BRC)
- W-9 Forms
- Statement of policy that all purchases or procurement of services are either through a purchase order or Council adopted Resolution and that no other purchases are honored by the Borough

The portal should also include a schedule of upcoming Bids and Requests for Proposals with a registration link to access documents. It should enable the issuance of change orders and provide standard downloadable forms:

- Pay to Play (with all relevant political party/committee information completed)
- Business Ownership
- Affirmative Action



- Standard terms and conditions that should be part of every contract with the Borough (These terms and conditions should be approved by the Mayor and Council after attorney review.)

## **Other Finance & Budget Recommendations**

**Retain a professional grants consultant as an independent contractor.** Such contracts often run about \$3,000 per month. The return on this investment, especially for a municipality like Red Bank that has not been aggressive in pursuing grants, can be very substantial, usually many multiples of the cost.

Since these firms specialize in this type of work, they have the type of knowledge and expertise to identify funding sources of all kinds. In addition to federal, state and county funding sources, a professional consultant is able to navigate and explore private funding sources such as foundations and major corporations, more often than not ones that a municipality is simply not aware of.

A competent grants consultant can bring in ten times or more financial resources than their cost.

**Evaluate contracting water and sanitary sewer operations and maintenance.** The Borough is facing significant costs to upgrade and maintain infrastructure and facilities. At the top of the list is a new DPU facility. To fund these significant demands, the Borough should evaluate privatization of its water and sanitary sewer operations. More municipalities are moving toward privatization of these services due to the fact that it has become increasingly more difficult to maintain the infrastructure. Rather than a sale, the Borough should consider a long-term concession contract – similar to a long-term lease.

The financial benefit can be used to re-invest in Red Bank. Not only by helping with the looming capital needs, but by providing opportunities to promote and support economic development, which can in turn yield ratable base increases. Roughly, based on the number of water and sewer connections, the present value proceeds can approach \$25 to \$30 million.

**Institute sound long-term financial management and planning.** Using these proceeds to invest in infrastructure and ratable growth will positively impact the community for generations.

**Adopt a new, updated alarm fee ordinance.** Such an ordinance requires that any person or entity who has or wishes to install an alarm system that connects to the Police dispatcher or to a central station that will contact the Police dispatcher, must obtain a permit from the Department at a fee set by ordinance. The ordinance would also carry penalties for any system that generates excessive false alarms. The purpose of such an ordinance is to deter false alarms which steal valuable time and resources from the Department and from taxpayers by engaging Police officers who are then not available to serve the citizens of Red Bank. The Police Department estimates that it receives over 900 false burglar alarms per year and over 200 false fire alarms. The alarm fee ordinance that is on the books in Red Bank has never been enforced or apparently even been implemented (another indication of dysfunctionality) and is outdated.

## VI. FACILITIES

Red Bank faces serious challenges with its facilities. The building that houses the Department of Public Utilities is in dire condition with deteriorating walls literally held up by braces and bolts, yet cracks wide enough to see daylight remain, while operations are managed from construction trailers which were temporarily implanted more than 17 years ago. There is no salt shed to store the salt that treats winter roads etc., almost unheard of in this day and age, and on the whole everything is extremely cramped.

**Plan for a new Public Utilities facility.** We recommend that planning start immediately.

**Establish a public-private partnership that could incorporate new municipal facilities in a multi-use project.** There are many inadequacies in the current municipal building. The Borough is financially stressed in terms of being able to afford the multi-millions of dollars that it needs to move into the future. We believe pouring more money into this building would be pouring good money into bad.

All of the issues noted here, and more, could be addressed by selling off the current municipal building and property as part of an overall private-public or public-public partnership. This could also take the form of a public-public partnership with NJ Transit, a major property owner and stakeholder in town.

There may be an opportunity to include municipal offices in a combined structure at the recommended Public Utilities complex discussed above.

**Address issues in the municipal building.** The situation in the Municipal Court/Violations Bureau is illustrative of a number of issues with the building. The Violations Bureau is

separated into two individual offices across from each other. One office houses the Court Administrator, Deputy Court Administrator and the Judge's Chambers. The other houses the two Violations Clerks. This creates an awkward situation for the staff that is split into two separate areas with different equipment in each. For example, the copy machine is located in the Violations Clerk's room and when the Court Administrator or Deputy needs to make a copy, they have to go across the hall to do so. The majority of files are also in the Violations Clerk's room and if a file needs to be retrieved, they have to go across the hall to get it. While these are not on their own serious issues, they illustrate how this building became a case of pushing square pegs into round holes.

More importantly the building has safety and security issues, once again illustrated by the Court/Violations Bureau:

- The Violations Clerk's Office only has one door for entry and exit. This creates a safety hazard in the event of a fire or attack, as the door is located up front near the window. There is a solution to this issue. The back wall abuts the "Prosecutor's Office" and **an opening could be made to create an exit.**
- The chairs in the courtroom are "stackable" and not bolted down. This creates a danger to the court personnel should a defendant decide to pick up a chair as a weapon and throw it towards the Judge or court personnel. The Administrative Office of the Courts has also listed this as a concern in their annual report and will expect it to be rectified. Note that it is common for municipal courts through the state to have fixed-bench or pew seating, including in municipalities where the courtroom also serves as Council Chambers. To do this now in Red Bank would be an expensive solution. An inexpensive solution would be to **purchase "chair clips" to join each chair in their respective rows** so an individual chair cannot be picked-up and thrown or brandished as a club or weapon.
- The Municipal Court Judge's chambers are located in the Violations Bureau, which is separate from the courtroom. When the Judge goes on the Bench, he must enter a public hallway and walk from the back of the courtroom to the bench, exposing himself to the public. We understand that a Police Officer escorts the Judge from his Chambers to the courtroom, but this still presents an opportunity for mischief or attack. This building does not allow for any simple fix for this problem without **major renovations to the entire area, reconfiguring the Violations Bureaus, Judge's Chambers, Prosecutor's Office and the Courtroom.**
- This building has an old entrance/exit doorway that is located just outside the Courtroom and which presents an opportunity for disaster. The door to the sidewalk is typically locked but anyone can get out by pushing the bars. There is a

second set of inside doors that have signs on them that say, “Fire Exit Only,” creating a “private cove” that attorneys tend to use this to speak with their clients. The other issue with this setup in the building has to do with “point of entry screening” of defendants and the public on court days, which is performed down the hall near the main entrance to the building. A person could be screened at the main door, walk down the hallway to the court, have someone waiting outside that door with a weapon, open the door and let that person in without notice. This area or “cove exit” is not covered by any surveillance cameras. Consideration should be given to **permanently sealing off this doorway** as a safety measure. This would open up the opportunity to **expand the one existing Violations Bureau area to possibly combining the two offices into one**. If this is not feasible, then consideration should be given to **temporarily block off that area with theatre style posts during Court sessions and the installation of an additional surveillance camera**.

Despite having spent substantial sums on the municipal building, Red Bank has no official Emergency Operating Center equipped in typical fashion to ensure strong, effective communications during emergencies. Nor does it have a training facility or classroom to help keep staff up to date on important job skills and customer service. And, the municipal building is in need of a new HVAC system, this after substantial investments have already been made in the building over the years.

## VII. STRATEGIC PLANNING

The Mayor and Council should engage in a formal process to **develop a plan for what they would like to see accomplished over the next five years, being as specific as possible**. They are the elected leaders of the community and must take the lead in mapping out government’s role in the community’s future. This type of planning should be their main focus – not handling complaints about signage, cracked sidewalks or employee issues.

The new Administrator should be integral to this process also, and senior managers where their subject areas are involved. Community groups can be solicited for input where appropriate. The end product should be a document that clearly establishes the targets everyone should be working toward. That document then becomes the basis for judging progress and success and when corrective action or effort is required. The Administrator should prepare an annual report detailing progress toward all goals and objectives.

For high-level strategic planning, Government Strategy Group team member Dr. Dale Caldwell conducted a planning session with Mayor and Council in December 2017. Dr. Caldwell's report is included in the Appendix. In addition, Dr. Caldwell has provided numerous examples of mission and vision statements, also in the Appendix.

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While many aspects of the municipal government have become ineffective or dysfunctional, the Borough's elected officials have committed to fixing things and getting the Borough back on the right track. Following through on this commitment is key to the future of local government in Red Bank. It is our hope that this report contributes significantly to that effort.

## **APPENDIX**

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### **METHODOLOGY**

Government Strategy Group's team devoted extensive time to in-depth interviews and meetings involving forty-five different officials, professionals, staff, and business people from the Borough, including all the elected officials, department heads and senior managers, and attorneys and other professionals serving the Borough. A complete roster of interviews is in the Appendix.

In addition, available relevant reports and documentation – such as budgets, working forms and reports, current financial and procedural records, backup paperwork and data, third-party studies and reports – were obtained, inspected, and analyzed.

Every effort has been made to ensure the accuracy of this report. Where appropriate, sources have been noted, such as where some information for comparables with other municipalities has come from the towns themselves. The cooperation and input of sources is gratefully acknowledged. In addition, especially for general information, this report utilizes respected research centers and information sources in the public domain, such as from Rutgers University New Jersey Data Book, the City-Data.com website, and Moody's Analytics. While no one can guarantee the type of information in reports of this kind, we believe all the information we present is accurate and reliable.

Analysis and recommendations for this report are divided into sections. Naturally, there is overlap between the sections as issues can and do effect and impact each other – for example, facilities issues can affect operations, technology issues can affect financial collections, and so on. Accordingly, this report addresses issues as they arise in context in the subject matter without attempting to impose artificial categorizations.

Additionally, it must be noted that after this assignment was commissioned by the Borough, the additional assignment was given to Government Strategy Group to provide the Borough with interim management services. Accordingly, several recommendations in this report are in the process of implementation prior to this report's publication.

Finally, it should be noted as a disclaimer that nothing contained in this report should be construed as having legal expertise or as legal advice. Such expertise or advice should only be obtained from a licensed attorney with the appropriate knowledge and background.

## COMPARABLES

As part of this review, we selected two other municipalities to compare with Red Bank on selected metrics. Critical factors determining which communities to select were the presence of: 1, a commuter rail station; 2, thriving theater(s) and arts scene; 3, major healthcare or educational institution; 4, traffic and parking issues; 5, thriving retail and restaurants; and, 6, reasonably close population size and diversity. All comparisons of this nature are never perfect “apples-to-apples,” but rather are a starting point to research further in the event something appears out-of-line. Additionally, local knowledge is important. For example, to compare gross per capita labor costs would paint a certain picture, but to adjust per capita labor costs for which communities have fully paid fire departments and which do not would paint a different picture, as is the case here (Red Bank has volunteer fire service, while South Orange and Morristown have paid fire departments costing millions of dollars). While no one can fully guarantee the accuracy of the following information, it comes from sources believed reliable: the municipalities themselves, budget and personnel documents, U.S. census data, the New Jersey Data Book (Rutgers University), and City-Data.com. A brief synopsis of the three communities also reveals their many commonalities.

RED BANK – The Borough of Red Bank is situated on 2.2 miles on the southern bank of the Navesink River, in northern Monmouth County, New Jersey. The Borough’s population is approximately 12,200 with an average age of 36.3 years. The Borough’s day and evening population varies greatly. Red Bank’s geographic advantage as the gateway to the Navesink and Shrewsbury rivers’ peninsula has resulted in a natural destination spot for shopping and dining. Many consider Red Bank the Garden State’s own “Greenwich Village,” filled with trendy stores, funky coffee shops, a vibrant arts scene and eclectic cuisine. But it is also a proud residential community.

The Count Basie Theatre was recently recognized as the top ticket selling venue in New Jersey for the second year running. In September 2017, the 1,500+ seat theatre broke ground on a \$23 million expansion that will double the size of the Monmouth Street destination. Red Bank is also home to the Two River Theatre, a 350-seat venue used for classic and original plays. Red Bank is home to Riverview Medical Center, an acute care hospital with 476 beds. The Borough’s largest employer is Meridian Health Systems (total 3,196). In 2018, Red Bank will continue hosting numerous events that draw thousands of participants.

The Borough’s official municipal website is [redbanknj.org](http://redbanknj.org). The commercial and business efforts are supplemented by [visitredbank.com](http://visitredbank.com). The community’s social media efforts are rounded out on twitter on [@visitredbank](#), [@redbank.com](#), and [@thedowntown](#).

MORRISTOWN – Morristown’s population of 19,085 is approximately 1.5 times that of Red Bank. However, the downtown is similar with a large theatre, the Mayo Performing Arts Center, and an eclectic mix of shopping and dining. The Township houses a number of large office buildings which also contributes to daytime traffic. Morristown is home to the College of St. Elizabeth, a small liberal arts college. The number of companies located in Morristown is 2,864 compared to Red Bank’s 2,233 (2012 Census). Geographically, Morristown is accessible through Interstate 287 which is an active corridor for points north and south and east and west. Morristown has a similar number of retail businesses as Red Bank. Morristown Medical Center, a 660-bed hospital, is the Township’s highest employer. Morristown’s density, when measuring land only, is 6,492, compared to Red Bank’s 6,988.

SOUTH ORANGE – The Township’s population of 16,319 is approximately 1.3X that of Red Bank. The 2010 Census notes 2,400 companies compared to Red Bank’s 2,233. South Orange sits on 2,855 acres and a land density of 5,716. The unemployment rate as of the last census is 8.049% compared to Red Bank’s 9.1%. In 2016, South Orange expanded its special improvement district, the South Orange Village Center Alliance. The vision of the South Orange Village Center Alliance is for South Orange to be a choice destination where people want to live, work, visit and enjoy, with a commitment to strengthening the downtown district as the center of the town. South Orange is home to the South Orange Performing Arts Center and Seton Hall University. South Orange PAC is a 439 seat contemporary venue showcasing a variety of performing arts, including theater, music, and dance. Seton Hall University’s undergraduate and graduate enrollment is nearly 10,000.

Raw data comparisons of the three communities are displayed in the following charts. Again, comparisons of this nature are never perfect, but rather are a starting point to research further where the raw data may indicate major differences or discrepancies between communities that requires further investigation.



**CHART A – DEMOGRAPHICS****Population**

	<b>Red Bank</b>	<b>South Orange</b>	<b>Morristown</b>
2010	12,309	16,194	18,404
2016	12,160	16,319	19,016
<b>Change</b>	-	<b>0.772%</b>	<b>3.325%</b>

**Area**

Land	1.739	2.855	2.929
Water	0.423	0.002	0.009
<b>Total</b>	<b>2.162</b>	<b>2.857</b>	<b>2.938</b>
<b>Total Density</b>	<b>5,624.42</b>	<b>5,711.94</b>	<b>6,473.09</b>
<b>Density Land Only</b>	<b>6,992.52</b>	<b>5,715.94</b>	<b>6,492.32</b>

**Business and Industry**

Utilities			5
Manufacturing	16	5	11
Wholesale Trade	11	7	32
Retail	105	41	110
Transportation & Warehousing	9	3	17
Information	22	8	23
Finance & Insurance	105	21	99
Real estate, rental, leasing	37	28	55
Professional, scientific and technical	171	79	246
Administrative and support, waste management, remediation	57	21	67
Educational	14	10	12
Healthcare and social assistance	146	79	210
Arts, entertainment and recreation	18	17	14
Accommodations	77	48	101
Other Services	76	36	94
<b>Number of Companies</b>	<b>2,233</b>	<b>2,400</b>	<b>2,864</b>
<b>Total Employees</b>	<b>10,387</b>	<b>1,874</b>	<b>17,063</b>

**Misc. Demographics**

Unemployment Rate	9.1	7.3	3.8
Poverty Rate	14.9	10.6	10.7
Mean Family Income	62,028	116,727	77,407
Median Family Income	89,637	156,713	104,596

[click to return to summary](#)

	<b>Red Bank</b>	<b>South Orange</b>	<b>Morristown</b>
<b>Theatre</b>	Count Basie Theater 1568 seats	South Orange PAC 439 Seats	Mayo Performing Arts 1302 Seats
<b>Higher Education</b>		Seton Hall University	College of St. Elizabeth
<b>Downtown Agency</b>	Red Bank RiverCenter	South Orange Village Center	Morristown Partnership
<b>Est No. of Restaurants</b>	111	57	303
<b>Estimated Shopping</b>	143	89	500+
<b>Hospital</b>	Riverview Medical Center	St Barnabas (on border)	Morristown Hospital

### CHART B – BUDGET DATA

	<b>Red Bank</b>	<b>South Orange</b>	<b>Morristown</b>
Total Population (2016)	12,160	16,319	19,016
<b>Amount to Be Raised for Taxation</b>	11,909,860.72	22,231,869.53	22,455,483.00
<b>Per Capita</b>	<b>979.43</b>	<b>1,362.33</b>	<b>1,180.87</b>
<b>Without Fire Department</b>		<b>1,042.88</b>	<b>919.35</b>
<b>Total Current Fund Appropriations</b>	22,171,355.65	35,906,381.49	40,889,321.00
Less Public & Private Offsets	(236,750.00)	(244,986.07)	-
Net Appropriations	21,934,605.65	35,661,395.42	40,889,321.00
<b>Per Capita</b>	<b>1,803.83</b>	<b>2,185.27</b>	<b>2,150.26</b>
<b>Without Fire Department</b>		<b>1,880.83</b>	<b>1,888.73</b>

General Government		1,170,669.00	2,674,380.00	3,973,496.00
	<i>Per Capita</i>	<b>96.27</b>	<b>163.88</b>	<b>208.96</b>
Public Safety		5,679,660.00	10,705,000.00	11,056,504.00
	<i>Per Capita</i>	<b>467.08</b>	<b>655.98</b>	<b>581.43</b>
Insurance		3,450,050.00	3,293,321.00	5,877,507.00
	<i>Per Capita</i>	<b>283.72</b>	<b>201.81</b>	<b>309.08</b>
Public Works		2,052,199.67	2,370,000.00	6,436,691.00
	<i>Per Capita</i>	<b>168.77</b>	<b>145.23</b>	<b>338.49</b>
Debt Service		2,673,850.00	4,465,126.00	3,452,500.00
	<i>Per Capita</i>	<b>219.89</b>	<b>273.62</b>	<b>181.56</b>
Uniform Construction Code		641,534.50	338,000.00	1,046,858.00
	<i>Per Capita</i>	<b>52.76</b>	<b>20.71</b>	<b>55.05</b>
Parks & Recreation		304,050.00	1,680,000.00	515,795.00
	<i>Per Capita</i>	<b>25.00</b>	<b>102.95</b>	<b>27.12</b>
Land Use Administration		283,950.00	26,000.00	368,938.00
	<i>Per Capita</i>	<b>23.35</b>	<b>1.59</b>	<b>19.40</b>
Health and Human Services		258,453.00	172,400.00	474,418.00
	<i>Per Capita</i>	<b>21.25</b>	<b>10.56</b>	<b>24.95</b>
Education (excluding Library)		836,950.22	1,005,000.00	1,154,760.00
	<i>Per Capita</i>	<b>68.83</b>	<b>61.58</b>	<b>60.73</b>
Utilities and Bulk Purchase		593,601.40	2,345,762.00	-
	<i>Per Capita</i>	<b>48.82</b>	<b>143.74</b>	-

Landfill/Solid Waste Disposal		435,000.00	-	-
	<b>Per Capita</b>	<b>35.77</b>	-	-
Statutory Expenditures		1,805,158.00	3,509,446.46	3,513,403.00
	<b>Per Capita</b>	<b>148.45</b>	<b>215.05</b>	<b>184.76</b>
Shared Services		47,979.00	521,220.00	139,800.00
	<b>Per Capita</b>	<b>3.95</b>	<b>31.94</b>	<b>7.35</b>
Capital		225,000.00	515,000.00	1,092,000.00
	<b>Per Capita</b>	<b>18.50</b>	<b>31.56</b>	<b>57.43</b>
Deferred Charges		152,400.00	567,739.96	10,676.00
	<b>Per Capita</b>	<b>12.53</b>	<b>34.79</b>	<b>0.56</b>
Reserve for Uncollected Taxes		1,000,357.26	1,275,000.00	1,155,117.00
	<b>Per Capita</b>	<b>82.27</b>	<b>78.13</b>	<b>60.74</b>
Court and Public Defender		302,595.00	153,000.00	615,858.00
	<b>Per Capita</b>	<b>24.88</b>	<b>9.38</b>	<b>32.39</b>
Unclassified		257,398.60	40,000.00	-
	<b>Per Capita</b>	<b>21.17</b>	<b>2.45</b>	-
Contingency		1,000.00	5,000.00	5,000.00
	<b>Per Capita</b>	<b>0.08</b>	<b>0.31</b>	<b>0.26</b>
		22,171,855.65	35,661,395.42	40,889,321.00

### CHART C – SALARY & STAFFING SURVEY

	Red Bank	South Orange	Morristown
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[click to return to summary](#)

<b>Salary Breakdown</b>			
Governing Body	34,286	-	104,954
Supervisory Staff			
(Dept Heads & Managers)	1,695,720	1,833,951	1,007,657
Police Officers	6,874,601	7,658,785	8,871,937
Fire Fighters	169,100	5,123,189	4,735,007
All other union employees	5,798,727	3,259,198	1,457,691
All other non-union employees	820,075	2,643,237	2,366,063
	15,392,509	20,518,360	18,543,308
Population (2016)	12,160	16,319	19,016
Per Capita Personnel Costs	1,266	1,257	975
Without Fire	1,252	943	726
Total Full-time	122	145	186
Total Part-Time	54	6	10
<b>Salaries for Select Positions</b>			
Administrator	181,080	178,949	165,649
Admin/Confidential Secretary	52,134	70,245	71,182
Municipal Clerk	69,230	93,000	93,000
CFO	104,586		149,319
Tax Collector	90,509	114,948	88,956
Tax Assessor	56,255	109,642	47,134
Police Chief	148,029	177,662	155,598
Director of Public Works	104,244	120,046	102,486
Court Administrator	63,087		89,031
Recreation Director	75,684	94,678	75,183

## ROSTER OF INTERVIEWS

- Court Administrator – Cathleen Gerber
- Municipal Court Judge – Hon. Frank La Rocca
- Martin Allen, Esq. – Special Tax Counsel
- Eva Biviano – Human Resources/Payroll
- Red Bank RiverCenter – James Scavone, Exec. Dir. plus attendees:

Amanda Lynn, program mgr.; Eileen Kennedy, operations mgr.; Robin Fitzmaurice, Two River Comm. Bank; Leo Zeik, Leonardo Jewelers; Mary Demont, Barbizon of Red Bank; Margaret Mass, Red Bank Visitors Center; Jay Herman, Downtown Investors; Tom Fiskin, Readies Café; Ned Gaunt, Kaplan Gaunt Desantis Architects; Valerie Aufiero, Front Street Trattoria

- Mark Tabakin, Esq. – Labor Counsel
- Ashlesha Deshpande – Tax/Utility Collector
- Eugenia Poulos – CMFO, QPA, Director of Finance
- Stanley Sickels – Business Administrator (retired)
- Charles Hoffmann – Director of Parks and Recreation
- Thomas Welsh – Acting Fire Marshall, EMC
- Darren McConnell – Chief of Police
- Elizabeth McDermott – Library Director
- Cliff Keen – Director of Public Utilities
- John Drucker – Acting Construction Code Official
- Mitchell Elias – Tax Assessor
- Daniel O'Hern, Esq. – Tax Appeal Attorney
- Robert Gagliano – Commercial Appraiser
- Laura Neumann, CME Associates – Borough Engineer
- Leslie London, Esq. – Redevelopment & Affordable Housing Counsel
- Matt Ryan – Director of IT
- Jackie Reynolds – Director of Senior Center
- Pam Borghi – Borough Clerk and PIO
- Bill Wilk – Superintendent of Parking Utility
- Stuart Jensen – Fire Chief
- David Henry – Health Office/MCRHC
- Glenn Carter – Director of Planning & Zoning

- Mayor Menna
- Council Members
  - Linda Schwabenbauer
  - Erik Yngstrom
  - Ed Zipprich
  - Mark Taylor
  - Michael Whelan
  - Michael Ballard
  - Kathy Horgan
- Gregory Cannon – Borough Attorney

## **STRATEGIC PLANNING SESSION**

### **Background**

On Wednesday, December 13, 2017, we initiated the Red Bank Strategic Planning process. The purpose of this first session was to introduce the Mayor and City Council Members to the Strategic Planning and *Intelligent Influence* processes. Red Bank is fortunate to have a dynamic Mayor and City Council that understands the potential that the Strategic Planning process has to transform the City of Red Bank. In this first session, this dynamic team demonstrated their commitment to “hitting the ground running” in the Strategic Planning process. This team has a vision for the City that includes important areas of focus such as increased tourism, employment, safety and security, tax stabilization, quality education and local business growth. Their vision for Red Bank government includes: establishing a model government, ensuring that City employees demonstrate exceptional customer service and responsiveness to citizen needs, and for the City to become known for demonstrating consistent quality services to its residents and visitors.

### **Importance of Strategic Planning**

The Red Bank Strategic Planning process is important for the following reasons:

- City Leaders have a very short time period to make a positive difference in Red Bank so they need a bigger vision to provide a blueprint for their daily actions.
- Most leaders want to leave a legacy of accomplishment. This legacy must be based on a concrete and specific strategic vision.
- The Strategic Planning process helps to solidify a longer-term vision and potentially bring together diametrically opposed viewpoints.

- The process of governing can be overwhelming. The Strategic Planning process plays a critical role in setting direction and identifying the key priorities in a chaotic environment.
- The hiring of a quality leader of the City's day-to-day operations is the most important job of the Mayor and Council. Setting a strategic plan and vision for the City is the second most important responsibility of a governing body.
- The fact that Red Bank does not have a Mission or Vision Statement hinders its ability to take full advantage of its history and geography.
- The strategic planning process provides a clear focus that will ensure that the elected officials and administration are on the same page. It provides direction for the departments, influences the budget planning process and enhances the relationship between the Mayor and Council and the administration.
- The full strategic planning process enables community stakeholders to share their vision for Red Bank. This can provide valuable insight and lead to a more productive relationship between elected officials, the administration and the community.

### The Role of Influence

We began the Strategic Planning Process with a framework on influence because it is embedded in the notion of leadership, intrinsically understood by political and business leaders to be the basis for organizational success, fundamental to the ability to manage effectively and inspire teams. Yet, the importance of influence to government and business performance remains hidden even as it represents the key to success across all functions of an organization. *Intelligent Influence: The 4 Steps of Highly Successful Leaders and Organizations* presents a unique new approach to leadership development and strategic planning that is transforming the way that government officials and senior executives look at leadership and human interaction. We utilized the fundamentals presented in this book in the first session to ensure that the Strategic Planning process is as effective and impactful as possible.



In this first session, we provided an overview of the four steps of the *Intelligent Influence* process. These four steps offer a unique way to approach any complex problem. They can help to minimize conflict and inspire leaders to work together to maximize the influence of an organization or municipality. The four steps of the process are:

***Influence Awareness™*** We reviewed the *Intelligent Influence* framework and helped the Mayor and Council begin the process of developing the *Influence Awareness™* competency. This guides an understanding of the relationship between their past influences and their personal and political perspectives. It was clear that, even though the elected officials have very different political perspectives, they are in their role because of a common love for the City and helping others as instilled by friends and family.



***Influence Impact™*** We then discussed the *Influence Impact™* step of the process which helped us assess the influences of Red Bank's related strengths and weaknesses. It was clear that Red Bank is an amazing city. However, it has not achieved its influence potential in terms of tourism, reputation, business attraction, job creation and crime reduction. It therefore has to identify an effective way to improve in these areas.

***Influence Management™*** We then outlined the third step of the process. In this step, we identified what influences are needed to overcome the influence deficiencies identified in step 2. It is clear that developing a Strategic Plan and Mission and Vision Statements is essential for increasing the influence of Red Bank. This process will help to improve tourism, the City's reputation, business attraction, job creation and crime reduction.

***Influence Maximization™*** We concluded the session by helping participants understand the *Influence Maximization™* process. We discussed the three influence related components of Red Bank's Strategic Planning success. It is clear that in order to develop a comprehensive and effective strategic planning process we need the three elements of the *Influence Maximization* process.

### **Next Steps**

Government Strategy Group is grateful to the Mayor and City Council for their important role in an outstanding kick-off of the Strategic Planning process. The next step is to schedule a date to set a time-table for the full Strategic Planning Process and develop a Mission and Vision Statement for the City of Red Bank.

As examples, here are the mission and vision statements we developed for East Orange:

#### **East Orange Mission Statement**

*Our mission is to enhance the quality of life in East Orange by providing outstanding service to our residents, visitors, community, and business partners.*

#### **East Orange Vision Statement**

*Our vision is that East Orange will set the standard for urban excellence and become a destination city.*

Additional samples follow.

## SAMPLE STATEMENTS

### Missions

At Your Service: A respected and inspired public service partner. – *City of London*

The Township of *Asphodel-Norwood* strives to provide a variety of services and programs to the community in an efficient, cost-effective and cooperative manner.

The Corporation of the Municipality of *Chatham-Kent* is a proud, proactive, progressive team committed to innovation and leadership through the provision of services enhancing the quality of life in our community.

*Niagara Region* will serve its residents, businesses and visitors through leadership, partnership and the provision of effective and community focused services.

The mission of Council and staff is to work together to create and implement strategies necessary to turn the vision into reality. – *City of Hamilton*

Quality services and community leadership. – *City of Thunder Bay*

To bring together PEOPLE, PARTNERSHIPS and POSSIBILITIES for a strong and vibrant *Northumberland County*.

A safe, livable, and sustainable community for our present and future citizens. – *Maple Ridge*

The Municipality will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment for the enjoyment of residents and visitors. Through responsible and professional leadership and in partnership with others, the Municipality will strive to improve the quality of life for all residents living and working in the larger community. – *District of Lunenburg*

To assist our residents in attaining and maintaining a high standard for their quality of life. The *Buffalo* Municipal Housing Authority will provide services and opportunities associated with affordable, desirable, and secure housing to individuals and families. We will provide customer service, programs and amenities which are the best possible.

*Marathon* will continue to be a healthy and progressive community that supports development opportunities, lifestyle quality and open, flexible governance.

### Visions

*Waterloo* Region will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.

*Marmora and Lake* will continue to be a small thriving Municipality in Ontario; a desirable place to work, live, vacation, and retire; by providing a clean natural environment, varied sources of recreation, excellent services and reasonable taxes.

*Powassan* is a community that embraces change while respecting the rich heritage of the area. It is a municipality based on strong fiscal government with a durable economy that recognizes the rights of all citizens, respects the environment and the amenities that it affords and offers to citizens a healthy, active lifestyle.

*El Paso* County Government is versatile, accessible, and enterprising. We anticipate and respond to a constantly changing environment. – *El Paso County, Colorado*

To be recognized as the model for service excellence! – *Lee County, Florida*

Connected, Healthy, Vibrant, Strong – *Thunder Bay*

Within the next five years, the Women's Centre will have helped create a safer, more harmonious community by helping women acquire the education, skills and resources necessary to build self-sufficient prosperous lives.

Vision 2025 - The District of *Maple Ridge* is among the most sustainable communities in the world. As a community committed to working toward achieving carbon neutrality, residents experience the value of a strong and vibrant local economy and the benefits of an ongoing commitment to environmental stewardship and creation of stable and special neighborhoods. Maple Ridge is a world leading example of thoughtful development and a socially cohesive community, especially as it relates to the use of leading edge "environmental technologies," social networks and economic development. Other municipalities consistently reference the District of Maple Ridge for its innovative approaches to dealing with seemingly intractable challenges.

We are a community of communities each with a unique history representing a diversity of cultural backgrounds and a mix of suburban and rural opportunities. We enjoy healthy lifestyles rooted in unrestricted access to the natural beauty of our region's coastline, lakes and forests, a pristine environment and high quality community services.

- Our caring and tolerant communities supported by a strong volunteer base provide a rich mosaic of services to enhance the quality of life in our region offering a lifelong home.

- We are a progressive community with a sustainable, diversified economy incorporating both traditional resource based activities and a spirit of innovation and entrepreneurship that capitalizes on new economic opportunities. Our success is built on a strong work ethic and productive working relationships with our community and regional partners. We are a vital economic and service centre for the region.  
- Lunenburg

The Purpose of the *Buffalo* Municipal Housing Authority is multi-faceted. It is our intention to create programs and provide services to our resident population and the broader Buffalo community within the parameters set by these overall goals:

- To provide safe, clean, affordable housing to residents of the City of Buffalo that will be considered housing of choice.
- To encourage and participate in strategic redevelopment of city's neighborhoods.
- To offer all residents equal access to desirable housing and communities.
- To Foster a sense of purpose and pride that will encourage family self-sufficiency.
- To encourage tenant participation and involvement in BMHA operations and services as well as providing access to entrepreneurial development and employment opportunities.

The Municipality of *Gordon/Barrie Island* puts its people first by ensuring our community is a safe and healthy place to establish roots; we promote sustainable development, active lifestyles, and our treasured location off the beaten path.

To develop and grow as a rural community of choice that recognizes the value of economic prosperity in the pursuit of enhanced community amenities and quality of life.  
- *Markstay-Warren*

*Marathon*, The Superior Community!

#### **Principles and Values** (Municipal and Business)

- Economic Growth and Innovation
- Effective Partnerships
- Regional Responsibility
- Infrastructure Investment and Renewal
- Encouraging and Promoting the Private Sector
- Informed and Involved People
- Safe and Accessible Neighborhoods
- Cultural Diversity and Inclusiveness
- Economic, Environment and Social Responsibility
- Fiscal Accountability and Sustainability

*Maple Ridge*

- Leadership: To encourage innovation, creativity, and initiative
- Service: To be fair, friendly, and helpful
- Reputation: To stress excellence, integrity, accountability, and honesty
- Human Resources: To recognize that our people are our most valuable resource
- Community: To respect and promote our community
- Stewardship: To consider the long-term consequences of actions, think broadly across issues, disciplines and boundaries and act accordingly

*Northumberland County*

- Mutual trust and respect
  - Honesty and integrity
  - Collaboration / Communication
  - Caring and supportive
  - Accountability
  - Innovation and Excellence
- 
- Act with uncompromising honesty and integrity in everything we do.
  - Value and develop our employees' diverse talents, initiative and leadership.
  - Excellence: We relentlessly pursue excellence in everything we do, every day.
  - People: We work in an inclusive environment that embraces change, new ideas, respect for the individual and equal opportunity to succeed.
  - Profitability: We earn sustainable financial results that enable profitable growth and superior shareholder value.
  - Accountability: We are accountable - individually and in teams - for our behaviors, actions and results.
  - Respect for People: We value our people, encourage their development and reward their performance.
  - Quality in everything we do
  - Exceeding customer expectations
  - Trust, respect and integrity in all of our relationships
  - Continuous improvement, innovation and embracing change
  - Teamwork and open, honest communication
  - Each employee's responsibility for contributing to the company's success
  - Creating a safe, productive and rewarding work environment
  - Building a high-performing, diverse workforce
  - Customer Value. We deliver unparalleled value to our customers.
  - Only by serving our customers well do we justify our existence as a business.
  - We view our success as dependent on our customers' success, both now and in

the future.

- **Accountability.** We keep our commitments to our stakeholders.
- We earn the confidence of our stakeholders by acting with integrity and behaving ethically.
- We do what we say we will do.
- **Innovation.** We embrace change, for ourselves and for our customers and partners.
- We foster creativity, innovation and risk-taking that will enhance shareholder value and improve our customers' businesses and our own.
- We use technology as a strategic tool.
- We understand that the best decisions balance thoughtfulness and speed.
- **Integrity:** Communicate openly and honestly and build relationships based on trust, respect and caring.
- **Service:** Satisfy our customers every time.
- **Teamwork:** Work together effectively to achieve our goals, while encouraging individual contribution and responsibility.
- **Innovation:** Nurture and support creativity and the development of new ideas, products and processes.
- **Excellence:** Improve our performance continuously and strive to be the best in everything we do.
- **Community:** Conduct our business as responsible members of the communities in which we operate.

## PROJECT TEAM

The following Government Strategy Group project team performed this assignment for the Borough of Red Bank.

**Kenneth DeRoberts, Chief Executive Officer**, has extensive experience in finance and operations in both the public and private sectors. In 1996, Ken formed Progressive Capital International specializing in corporate and government financial advisory services. From 1994 to 1996, he served as a Managing Director at NatWest Financial Markets Group, following nine years as Executive Vice President of the Printon Kane Group. Immediately prior to his investment banking career, Ken served as City Administrator and CFO for the City of Summit. Summit became the first community in the country to attain triple A ratings from the top three credit rating agencies during his tenure as Administrator/CFO and afterwards as financial advisor. From 2002 to 2005, Ken served as Administrator/CFO in New Providence and continued there as CFO until 2017. New Providence recently received triple A credit rating upgrades from two nationally recognized rating agencies. Ken's achievements have made him a widely respected expert evaluator of financial and operational management in municipalities.

**Joseph M. Hartnett, Executive Managing Director**, is one of New Jersey's most highly respected professionals in the management of municipal government. Joe has been admitted as an expert in municipal management before the State legislature and before the Superior Court of New Jersey. He has been a sought-after expert speaker on municipal management by Members of Congress, the State legislature, Freeholder Boards, the NJ League of Municipalities, and colleges and universities. In addition to his service as Business Administrator in Rahway and Cranford and as Township Manager in Montclair, Joe served as Vice-President/CBO/CFO of Saint Peter's University. As a measure of the high regard in which Joe is held, he was appointed in 2014 by the former Chief Justice of the Supreme Court of New Jersey and the former Director of Criminal Justice for New Jersey to manage the dissolution of a corrupt public agency, an assignment still current. Joe's experience also includes service as Chairman and Treasurer of the Union County Utilities Authority.

**Dr. Dale G. Caldwell, Senior Managing Director**, served as Deputy Commissioner of the NJ Department of Community Affairs. As a former Deloitte Consulting senior professional, he is an expert on advising governments how to improve operations and maximize revenues. He currently serves as President of the Middlesex Regional Educational Services Commission – the largest ongoing shared service entity in NJ. Dr. Caldwell is the author of several publications on the process of strategic planning including *Intelligent Influence*.

**Dorothy Blakeslee, Managing Director**, 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. Prior to Government Strategy Group, Dottie worked for Merrill Lynch, Bear Stearns, and Municipal Advisory Partners. She also serves at the boards of Bergen Community College, the New Jersey Housing and Mortgage Finance Agency, and the New Jersey Ethnic Advisory Commission.

**Joseph Salemme, Managing Director**, has over 30 years' experience as a versatile public sector executive with a record of accomplishment in a wide range of highly responsible assignments. Salemme's major achievements were in the areas of operations management, labor relations, contract negotiations, and organizational leadership.

**Michael D'Ecclessis, Managing Director**, recently retired as Municipal Court Division Manager for the NJ Superior Court, Union County vicinage. With more than 29 years' experience in the municipal court system, D'Ecclessis served as Court Administrator for the City of Summit and Court Director for the City of Plainfield. He has been assigned by the Supreme Court of NJ to serve as a member of the Municipal Court Certification Board, the Merged Courts Study Commission and many other projects to improve the integrity of the Municipal Court system in NJ. He has also worked in Project Management overseeing the implementation of information management/processing systems for municipal courts around the country. Mike is an NJ Certified Municipal Court Administrator, as well as being certified as an NJ Paralegal.