



REPORT OF JEFFERSON TOWNSHIP SWOT ANALYSIS 2019

January 30, 2020

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Debra J. Millikin, Business Administrator
Township of Jefferson
1033 Weldon Road
Lake Hopatcong, NJ 07849

Re: Jefferson Township 2019/2020 SWOT Report

Dear Deb:

We are happy to have had the opportunity to work together with you, the administration and your staff in order to conduct Jefferson Township's first departmental summit, review agency operations and develop the enclosed annual SWOT Report. The report is a compilation of the comments, suggestions and observations shared during the summit, which offer a road map to guide the development of action plans and the application of resources in 2020.

It has been a pleasure working with your team in this endeavor. Jefferson Township enjoys the unique benefit of a cohesive staff and administration who have eagerly invested in the process of developing the findings within this report. Thank you again for the opportunity to be of service to the Township of Jefferson.

Should you have any questions regarding the report's contents, please do not hesitate to contact either John or myself. We look forward to working with you and Township officials as you continue to responsibly and comprehensively plan for the short and long-range needs of the municipality.

Marianne Smith

Marianne Smith
Vice President

INTRODUCTION TO THE SWOT PROCESS

The Township of Jefferson determined that it was appropriate and necessary to develop an operational strategic plan for the organization. The plan is intended to assess the current status of operations by reviewing assets/needs, analyzing existing data/projections and by seeking the input of elected officials, staff and the community. The result of this process was to create a report designed to serve as a foundational guide for policy and budget decisions in both the near and long term. This report is not intended to serve as a static document, rather, it is intended to evolve over time as the community and economic circumstances change. It is recommended that the document and operations be reviewed annually in a similar collaborative process thus ensuring that the administration, Council and staff are provided with ongoing real-time analysis and guidance.

The elements of the initial Annual Operational Strategic Plan will include helping to develop and outline the following:

- I. Organizational Background Information
- II. Defining Values
- III. Identifying Driving Forces
- IV. Identifying Distinctive Competencies
- V. Review and Definition of Mission Statement
- VI. Envisioning the Future
- VII. Outlining Strengths and Weaknesses
- VIII. Outlining Opportunities and Threats
- IX. Establishing Objectives
- X. Developing Strategies

Each department within the organization was asked to analyze their operations and processes in view of the tenets outlined above in order to be prepared to participate in a discussion during a day-long department head staff planning retreat that was held on December 13, 2019. This report will detail and summarize the outcomes of that effort.

SWOT Analysis Definition

What is SWOT Analysis?

A **SWOT Analysis** is a structured team brainstorming and evaluation tool used to identify your internal Strengths and Weaknesses and external Opportunities and Threats. The analysis helps you see the current state of your agency, and then make informed goals and strategic plans for future success

S: Strengths (Internal)

Strengths are the key things you collectively do well. Strengths may also include the identification of exceptional resources that the municipality may have available that can be further built upon to expand community confidence, stability and forward the agency's vision.

W: Weaknesses (Internal)

Weaknesses are the things you don't do well that may hinder the agency's success and growth. Identifying your weaknesses will allow you to make goals to minimize/mitigate them, turn them into future strengths, and determine if they expose you to external threats.

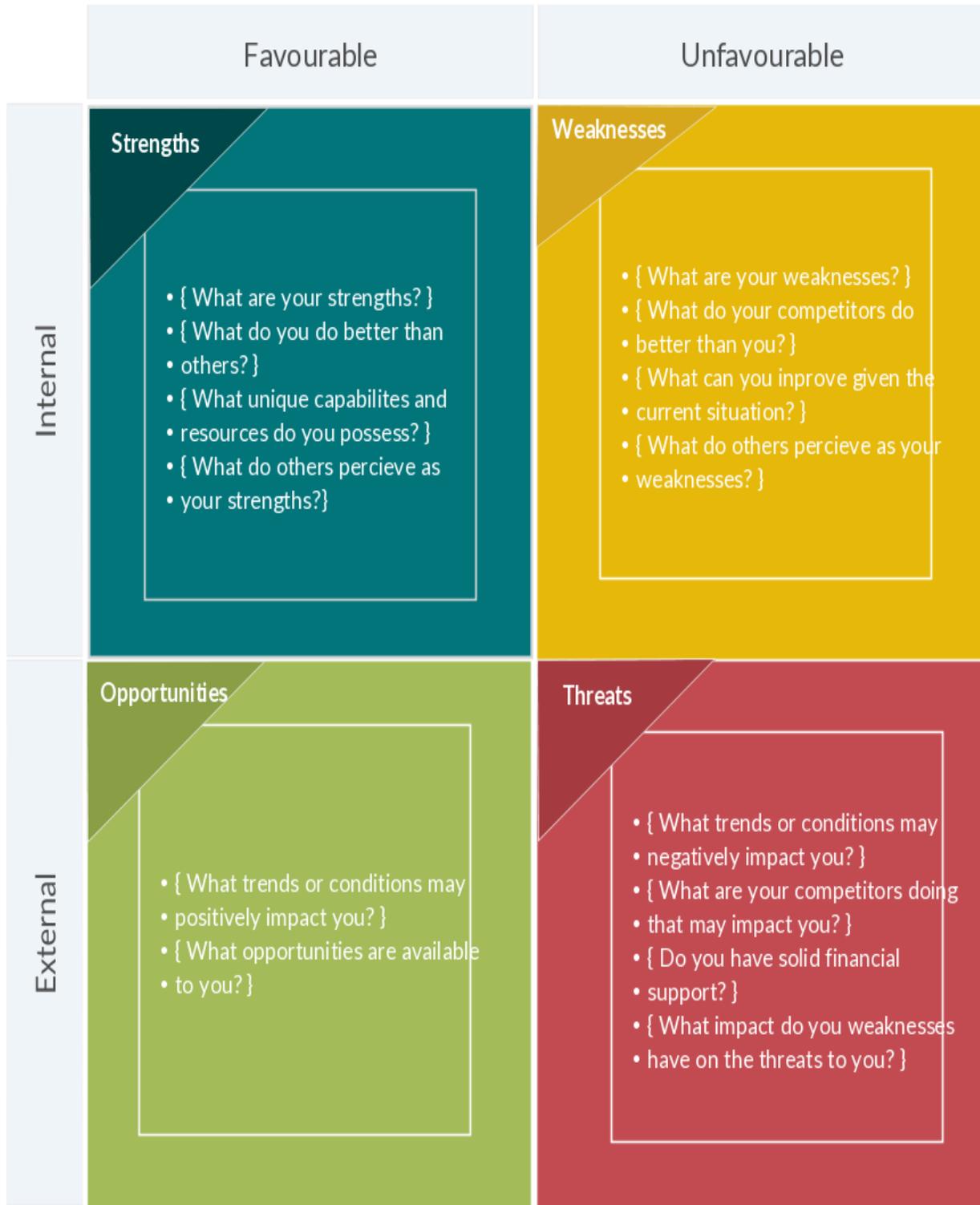
O: Opportunities (External)

Opportunities are changes occurring externally to your agency that you could take advantage of, such as changes in regulations, social changes, or new products that don't currently exist. Opportunities help you identify areas where you can grow - where to focus your time and resources.

T: Threats (External)

Threats are any external factors that could have a negative impact, such as trends in the society, the economy, regulation, community expectation or the environment. These factors are likely out of your control, but your team should keep an eye on them and plan ways to mitigate their effects.

QUESTIONS TO CONSIDER WHEN THINKING ABOUT STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS



TOWNSHIP OF JEFFERSON STRATEGIC PLANNING INITIATIVES PROGRAM AGENDA AND OBJECTIVES – PART ONE DECEMBER 13, 2019

“Strategic planning prescribes a systematic process that enables a community’s leadership to 1) understand the numerous future environments in which the community will exist; 2) establish consensus about how best to achieve its most desired vision; and 3) illuminate the actions that will most likely make that happen – all within the context of the expected financial and human resources available.”

The agenda for the first half of the summit focused on the introduction of operational strategic planning concepts, assessment of what government does/provides society, how the agency of government within the Township of Jefferson is viewed by its constituency or customers, what department leaders see as the overall agency’s collective strengths, weaknesses, opportunities, threats and finally assessing how the agency can help to advance itself. This discussion included the entire group of staff members who participated in the summit. The findings herein are the result of a highly collaborative exchange of ideas and thoughts shared by the administration and staff members present.

Those present and their role within the Township were as follows:

Eric Wilsusen, Mayor
Deb Millikin, Administrator
Bob Birmingham, Councilman
Bill Eagan, CFO
John Schultz, Supervisor, DPW
Ed Haack, Township Engineer
Troy Hackett, Assistant DPW Supervisor
John Perry, Water/Sewer Supervisor
John Burns, Recreation/Parks Supervisor
Ed Mangold, OEM Coordinator
Dave VanValer, IT
Sean Conrad, Chief, Police
Paul Castimore, Captain, Police
Bob Bush, Lieutenant, Police
Tom Mahoney, Construction Official
Kathy Hammond, Tax Collector
Annette Shedlock, Human Resources
Pam Mancini, Health Department
Stephanie McCormack, Land Use Administrator
Vинny Casaro, Fire Prevention Official
Grace Rhinesmith, Recreation Supervisor, Dial-a-Ride, Senior Center
Seth Stephens, Librarian

MORNING SESSION SUMMARY OF GROUP FINDINGS:

What is government?

- It is a not for profit agency.
- It ideally provides a sense of belonging and security for the people it serves.
- Government is responsible for community safety, cohesion, health, wealth, purpose and a sense of security, belonging and confidence that “someone” knows what they are doing when the community faces challenges and threats.
- It consists of and serves a very challenging customer base with diverse needs and expectations
- Government serves as the platform upon which policy is developed and implemented.
- Government serves as the enforcement agency who ensures that policies, rules, regulations and laws are respected and followed.
- Ideally, government is overseen by a group of professionals who serve in an administrative role over the agency.
- Societal expectation is that government provides services with the highest level of altruistic customer service, without having a specific product. Where no “product” exists to be evaluated, employees are vulnerable to phantom-type criticism that may be directed broadly to the institution of government; however, can feel very personal and defeating.
- Government serves in the role of maintaining information, creating records and credible information in an organized and historically accurate way that is accessible to the public.
- Government has built in complexity, considering the levels of government, their different roles and the hierarchy within the levels. Complexity multiplies considering the impact of the integration of services and authorities amongst all levels of government- federal, state, county and local.
- Governmental employees are “servants of the public”. When this definition is taken to an extreme, public expectations may become beyond what is practicably possible to achieve. Guiding public expectation to be within a reasonable corridor of accountable achievement is a rational and responsible goal of a governmental agency. Important elements that guide realistic expectations serve to integrate the public in community collaboration. This type of positive engagement helps to instill a sense of security, transparency and forward thinking and begins by recognizing the importance of the following:
 - What is the agency’s message, vision, goals, plan of action and measurement of success?

- How will the details of the agency’s message, vision, goals, plan and progress be communicated to the community that it serves?
- When timelines are established for achievement: Timelines become markers by which the agency can gauge and evaluate their course, as well as their progress. Community confidence can be built around timely response and delivery, whether it be to a simple question or a more complex and time intensive project or initiative.
- How answers and information are provided to community questions cultivates the community’s attitude towards its local government. Honesty continues to be the best policy. Prompt honest answers to community questions, even if the answer isn’t what they want to hear, ultimately fosters trust and confidence in the authenticity and transparency of the agency.

What is the agency’s assessment of the public’s perception of the Township of Jefferson’s operation and level of customer service?

- The consensus of the group was that feedback from the public relative to their experience with dealing with Township of Jefferson employees has been positive.
- There is a sentiment that the direct accessibility to the municipal staff by the public has proven to be a positive element that is enjoyed by the public. Pros and cons were discussed relative to the current office culture where walk-in customers are immediately accommodated with direct and immediate access to staff in order to meet their personal or business needs. This unwritten accommodation policy is generally employed regardless of whether the customer has an appointment or has called ahead to confirm the staff member’s availability. While immediate accommodation may generally provide the highest level of satisfaction to the customer, it may not be the most efficient way for the staff to ensure that they are able to effectively manage their time and complete the tasks that they had scheduled to tackle on any given day, which could in fact negatively impact the delivery of a service promised to a different customer. A complex dilemma that appears to simultaneously represent both a strength and a threat.

Identified Strengths:

- Sense of Community: An overall sense of community and belonging is evident within the Township of Jefferson. This feeling of identity, however, is both strengthened and weakened by the multiple small community associations present within the Township. Community allegiance may be easier to identify with on a smaller neighborhood scale,

particularly in view of the Township's large geographical size. However, having neighborhood community leaders to partner with to help communicate and foster the Township's message can be a valuable strength in community building.

- **Accountability:** There is a strong sense of accountability that flows both up and down the administrative/staff chain within the agency. The staff expressed examples where this has been noted and appreciated by the public at large. The development of both the SWOT analysis and the broader long-range capital improvement planning project will provide continued high-level accountability and a measurement for progressive success. Both projects are strong examples of the administration's commitment to assess, plan, prepare for and implement strategies and mechanisms that will address the Township's needs in an organized and predictable way in the coming year and beyond.
- **Budget:** The Township has enjoyed a stabilize budget for many years. Despite external factors beyond the administration's control, imposing only modest changes to the tax levy over the years has allowed its residents to have a sense of stability and security in their government's overall financial condition. In addition, the Township has been able to maintain a consistent level of service, ensuring the community that the services they depend on or expect have not changed or been diminished. Analysis of both the Township's operational and capital needs may require modest budgetary change; however, it will enable the Township to be proactive, rather than reactive to the operational and long-term capital needs of the Township over a broad period, eliminating emergency purchasing and crisis management.
- **Recreational Opportunities:** The Township itself offers a high level of diversity of recreational opportunities to its residents. Investment in programming and facilities have been a pillar of the municipality's identity. In addition, the presence of several outstanding recreational parks and facilities that are owned and funded by other governmental agencies located within the Township broaden recreational opportunity without creating a burden on the municipal tax levy.
- **Stabilized Tax Rate:** Generally speaking, while New Jersey's reliance on the real property tax is a highly flawed model, taxes in Township of Jefferson, on a comparative basis, against other like communities, are relatively low and stabilized. (Recent analysis showed Jefferson's municipal taxes on a per capita basis to be below the median for Morris County municipalities)
- **Experienced Senior Staff:** The Township is served by staff members who have a broad level of experience and knowledge of both their professions and the Township, many of whom have served in their capacities within the Township for multiple decades. While this offers a significant strength to the organization, efforts for succession planning should be considered as time moves forward to ensure smooth future retirement transitions within key position in the organization.

- **Technology:** The Township's investment in advancing their technological presence within both the municipal and police operations will provide the community with advantages and further opportunities to enhance efficiency and service. Technology will continue to be an area that will need consistent attention and investment to ensure that hardware, software and programming remain current, functional and maintain its usefulness within the organization.

Identified Weaknesses:

- **Multiple Small Communities:** This characteristic of the Township of Jefferson was seen by SWOT analysis participants as both a strength and weakness. The strength has been identified above; however, the weakness relates to the fact that residents, with limited time constraints, may identify more with their neighborhood community for a sense of belonging, participating, connecting, etc., because of their physical presence within the boundaries of a smaller system. This could make broad community identity as a Township of Jefferson resident more difficult to instill in residents who reside in smaller organized neighborhoods.
- **Communication:** Because the use of higher tech modes of communication has become the preferred method of information delivery, it has created a communication gap with society's senior population. While advancing a social media presence and techno platform of information delivery is embraced and highly utilized by younger generations, it cannot be to the exclusion of the more historically traditional modes of communication, which many senior citizens rely upon for information.
- **Chain of Succession:** While some departments have an internal chain of command system, which provides a means for succession planning, some key municipal departments rely on a single certified employee to provide the statutorily required service to the community. Because of changes in the labor market and State implemented benefit changes, the pool of qualified applicants for many positions within municipal government is shrinking. As a result, filling key positions within a local municipal agency has become more problematic. This dilemma is not unique in municipal government, but can cause a crisis when retirements, resignations or disabilities occur. The administration may consider cross-training and/or the expansion of certification sponsorship within their support staff to maximize their future options when vacancies within key positions present themselves.
- **Zoning:** It was noted that there has been a consistently higher number of Zoning Board variance applications over the last few years, which indicates the potential need for the review of the Township's zoning ordinance. The endeavor will require an investment in professional services to assist the Township's Land Use Board and governing body to conduct such a review to identify what areas may need review or revision.

- **Commuter Population:** It was noted that with a major corridor connecting two major State highways and portions of the highways themselves being located within Jefferson, the Township is host to a significant level of traffic that is associated with commuter mobility. This creates a variety of costly needs that may not actually benefit the residents directly. Costs associated with both traffic law enforcement and road maintenance are elevated by high commuter traffic. Many residents of the Township also commute daily to their jobs and are forced to spend a lot of their time outside of the Township in order to make ends meet and have little energy left to participate or connect with Township activities.

Identified Opportunities:

- **Consistency –** through planning and committing to an agreed upon long-term plan of action, both the staff and community can have the assurance that the Township values consistency, predictability and the creation of an environment where both residents and staff members have a measurable degree of confidence and security in the stability and stature of the agency. A change of leadership can provide a vehicle to instill or erode confidence in the agency. The Township’s relatively recent shifts in leadership offer an opportunity to modify its cultural identity, expectations, vision and agency goals and policies.
- **Social Media:** Communication opportunities are continuing to exponentially expand. While this phenomenon was seen by the group as both an opportunity and a threat, it is evident that great care needs to be applied to how, when, why and to what audience information is broadcasted to over social media and by whom. Limited staffing can strangle efforts to effectively utilize social media. It was noted that some sites or pages provide venues for misinformation to flourish, so it is important to specifically task someone within the agency to monitor the information that is being circulated within those unaffiliated, yet sometimes highly charged information venues. This will ensure that the administration is aware and can react by appropriately circulating factual information where and when it is found to be necessary to correct the misinformation being shared through unaffiliated social media sites. This will continue to be a challenge and yet an opportunity to discover and implement new ways to appropriately communicate and collaborate with the public at large.
- **Higher Governmental Resource Availability:** With shrinking budgets and staffing levels at essentially all levels of government, finding new or applicable inter-agency support or collaboration opportunities can be challenging, but not impossible. The Township enjoys a high level of recreational investment within the Township by other agencies and it was agreed that it would be prudent to continue to explore other potential

opportunities with their existing partners, as well as remain open to potential other alliances that may provide benefits to the Township.

- **Inherited Challenges:** Every new administration is both encumbered with and inspired by the inherited challenges it receives from the prior administration. It was noted by the group who participated in the SWOT analysis that in this particular case, the administration, staff and community are focused more on learning from the past, progressively making an efficient plan for the future and identifying ways to improve without the need to merely dissect past policies negatively. Significant enthusiasm and commitment exist to systematically grow as an agency and a community in a positive, calculated, transparent and responsible way.
- **Tourism:** It was noted that the Township's high percentage of open space, park land and natural resources offer opportunities for the expansion of tourism investment and activity within the Township.
- **Shared Services:** The cultivation of potential partnerships with neighbors and like agencies to share services will continue to be seen as a prospective way to expand efficiency efforts and potentially address future retirements or gaps in staffing, or assist other agencies who may be in need of services that can be provided by the Township.
- **Commuter Population:** While this is also identified as a weakness, the fact that out of town commuters traverse through the Township, many daily, does provide a level of exposure to Township businesses. Similarly, a broader population becomes familiar with the Township in general, which could enhance future investment and commerce.
- **Technology –** Advances in technology continue to provide opportunities to both public and private sector enterprise. It was identified within the SWOT discussion and analysis that consistent administration, investment planning and maintenance will be key moving forward to stay on pace with technological advances. It will also be important to ascertain the value of new technologies as they emerge. Just because something new is developed, it will need to be vetted as to its usefulness, efficiency and how it can be integrated into the existing operation so that it can be effective and relevant. A new administrator of technology has been assigned to oversee both the municipal and police departments IT systems. It is anticipated that efforts already underway to assess, expand and implement new technologies will improve service, efficiency and serve to enhance staff safety (particularly in the area of law enforcement).

Identified Threats:

- **Unrealistic Public Expectations:** Over the last decade, public perception of governmental entities has dramatically declined. Conversely, the expectation that government has a responsibility to do things that it neither has the authority, responsibility or resources to perform has risen exponentially. While the administration

and staff make consistent efforts to satisfy the needs and expectations of their community stakeholders and residents, a tension and stress exists that is borne out of the phantom knowledge that the overriding sentiment towards government in general is negative. This is not localized to the Township of Jefferson but has become an underlying source of stress within the culture of government. The threat may be able to be minimized through consistent, cooperative and responsible education of the public and maintaining a high level of support for employees and front line staff members who may have to politely and respectfully manage engagement with public members who have a misunderstanding of the role of government, its limited power and in some cases resources.

- **Social Media:** In light of social media's broad presence within society and the justifiable and inalienable right to public speech, the content of what may be said, whether it is true or false is uncontrollable. A new vocation has emerged within society, namely that of a social media monitor, coordinator and public relationships overseer. Evaluating how, when, where and what types of social media postings or comments should be addressed is an important policy decision. Also, the positive use of an agency affiliated social media site, page or communication tool needs to be consistently managed and updated with current and timely information so it can become relied upon by the public as their credible information source.
- **Stress:** Employee stress was identified as an overriding threat. Stress, resulting from multiple sources – vocational, personal, physical, mental, financial, societal/family, etc., can have a devastating effect on employee performance, attention and presenteeism and severely affect their quality of life. Government is a unique work environment, since an employee has no effective control over the temperament, expectations, daily volume or criteria of help customers may demand of them on any given day. Their customer base is the Township's entire population, which can seem overwhelming at times depending on normal work deadlines and expectations associated with their role within the agency. There can be a phantom feeling of constant perceived pressure associated with public expectation, concerns associated with liability, social media, traditional media, personal safety in the workplace associated with potentially disgruntled customers, etc. The efforts that the Township is making to enhance communication and support amongst and with its staff is a progressive way to help employees manage stress. Staff members have identified these efforts as being helpful, reassuring and encouraging.
- **Inherited Challenges:** Since the prior administration was long standing, policies and routines had become entrenched. Therefore, redirecting the operation's vision takes patience and commitment to instill confidence in the new vision. There may be resistance to change, but it will be essential in order to implement a collective action plan with broad-based "buy in" to achieve the new administration's goals.
- **Regulatory Oversight and Mandates:** Local government continues to be victimized by the effects of policy and legislative decision making of external governmental agencies,

who by design have the ability to push more responsibility down the food chain, which can include imposing more restriction, withholding more revenue and expanding the role of local government without providing a funding mechanism to fund its creation, performance or compliance.

- Highlands Restriction: Township of Jefferson, similar to several of its neighboring municipalities have been affected by the land development restrictions associated with the Highlands Act. The limitations for expansion of growth in ratables impacts the Township's ability to increase its revenue base to keep up with inflation and the growing needs of the community. It presents a distinct financial challenge. The question of how to develop alternative revenue sources to bridge the gap created by the future lost opportunity for ratable growth threatens the Township's ability to stay ahead of inflation, maintain its infrastructure and consistently stabilize its budget. Careful planning, budgeting and consistently maintaining their assets in an organized and methodical way will help to insure stability in the face of limited growth.
- Budgetary Constraints: New Jersey's tax structure creates an inordinate reliance on real estate property taxes. Municipal government's role of collector of all property taxes give the public the false impression that a higher percentage of their tax dollars are applied to the municipal budget. As a result, the stress and displeasure associated with their entire tax liability is communicated to municipal officials, both elected and appointed. In light of the limits to ratable growth potential, coupled with rising costs of operations, many of which are outside of the control of the municipality (established by other agencies, the market place, or legally enforceable contracts), it is likely that budgetary constraints and challenges will continue to be a threat to local governments throughout the State of New Jersey for the foreseeable future.
- State Aid Cuts: Despite the growth in the economy and what would appear to aid the stabilization of State revenue yields, the State of New Jersey has failed to address the impact that significantly reducing State aid to local governments has had on municipal governments and schools across the State. The lack of reasonable inflationary increases to aid over the last 10+ years has dramatically affected the stream of revenue that local governments can expect from the State.
- Succession Planning: Because of the fact that a larger than average percentage of local governmental workers are in the later parts of their careers, public sector employee retirement expectations are disproportionately high and since many agencies have one person departments, local governments do not have in-house staff ready and able to assume vacant positions created by retirees. Likewise, the private sector job market strength and opportunity currently stands in contrast with the adverse changes to public sector employee benefits. The totality of these circumstances has resulted in a dramatically lower level of interest amongst the younger generation's workforce to engage in public sector careers, training or education. Key positions requiring certification or advanced education have become highly complicated and difficult to fill.

Considering what the future may hold relative to potential retirements before they occur and planning ahead with internal training initiatives may be the best defense against looming threats associated with succession planning.

- Technology: Staying current with hardware, software, training and effective integration and utilization of new products with limited staffing levels will continue to be challenging but is an essential element to providing services today and moving forward into the future.

How Can the Organization Advance Itself?

- Internally Create an Environment for Self-Actualization
 - Empowerment of Employees – Responsibility, Departmental Leadership and Ownership – Creating Confidence and Self Worth through contribution to the process of analysis, collaboration, action planning and implementation of steps to achieve departmental goals and initiatives.
 - Training
 - Reorganizing thoughts surrounding perceived failures so they may be viewed as opportunities for growth – see the good in every circumstance to be a platform for positive improvement
- Establish an agency policy that all decisions will pass through a litmus test of whether they are firm, fair and consistent. Further criteria for what the definition of “firm, fair and consistent” actually means and how those definitions can be practically applied to the agency should be developed by policy makers so that it can become the spot light under which topics or potential decisions are analyzed in the future.
- Understanding that municipal governments and law enforcement agencies offer limited mobility for their employees to advance vocationally, it continues to be important to motivate and inspire staff members to continue to learn, be ambitious and enthusiastic about what they do and feel good about their contribution to society through their work product. Discovering new innovative ways to maintain a positive morale and cultural work environment for employees has numerous benefits to both the employee and employer. This can in part be accomplished by continuing to focus on targeted employee appreciation efforts already being made by the administration, which have been very positively received by staff members.
- Investment in Capital Planning, Maintenance and Upgrade: Road and utility infrastructure planning, facility analysis, maintenance and targeted upgrading, capital planning forecasting, scheduling, financing and implementation of new technologies and processes are all key elements of a well-run, stable, predictable and secure agency, community or organization. The Township of Jefferson’s commitment to create foundational tools to help change a culture rooted to some degree in the practice of crisis investment rather than planned, progressive and targeted investment, is admirable and will help to drive a new dynamic of predictability, consistency and

uniform investment across the broad array of the community's need for capital investment without creating radical swings in budgetary planning and impacts on the tax levy.

TOWNSHIP OF JEFFERSON STRATEGIC PLANNING INITIATIVES PROGRAM AGENDA AND OBJECTIVES – PART TWO DECEMBER 13, 2019

The balance of the Summit's agenda focused on individual departments breaking out into groups of linked departments, who often serve together when providing services to the public. This exercise helped department heads brainstorm specific areas within their own departments where there are identifiable strengths, weaknesses, opportunities and threats that impact their departments specifically. In this segment of the summit, department heads also discussed and identified notable accomplishments that were achieved by their departments in 2019 and goals that they wanted to set and be accountable to strive to achieve in 2020.

This section of the report will identify the findings of each department, which were broadly shared and discussed by the full group at the conclusion of the breakout sessions.

ANALYSIS OF 2019 ACCOMPLISHMENTS

At the close of each year, it is recommended that a comprehensive review of last year's activities be conducted to help reveal a list of accomplishments. This list will help to set a foundation of confidence within the agency to identify what they have been able to collectively do. It is a reminder that despite any challenges the agency may have faced in the prior 12-month period, the Township was able to efficiently utilize its financial resources to complete scheduled projects and effectively manage the delivery of expected services to residents. While a project may be listed under a specific department for the purposes of this report, many achievements were accomplished through the combined efforts of multiple departments.

Administration (Mayor/Administrator):

CAPITAL/TECHNOLOGICAL AND FACILITY INVESTMENT:

1. Implementation of a data management system that will ultimately be used amongst and between multiple departments and provide an effective way of giving the public access to records. The software product, Spatial Data Logic, has been installed for utilization within the following departments: construction, the health department and the municipal clerk's office. It is predominantly operational, however in some cases additional historical records continue to require scanning and conversion into the system. The front runner for implementation is the Construction Office, which is utilizing the system both internally and externally. Staff are presently able to utilize the system in the course of their work, as well as access records and provide links to the public for record review.

2. Two significant pieces of fire apparatus were purchase in 2019, a fire engine and a tanker truck. The purchases were necessary in order to replace a vehicle that was significantly damaged by fire and another which had exceeded its useful life. Crisis management rather than progressive planning creates significant financial and operational impacts and their timing is unpredictable. While the Township was able to accommodate these significant purchases, it is a good example of how effective planning and monetary scheduling can help to create a methodical and predictable method of capital investment, rather than responding to crisis.
3. Road resurfacing has been identified as a high priority for the administration. It was noted that while costs have been consistently rising over the last decade or more, investment has not kept pace with inflation. Early observations gleaned from the 10-year capital planning initiative reveal that significantly more investment will need to be made in road resurfacing for the Township to “catch up” and create a reasonable and systematic road resurfacing plan. To that end, the Township began to incrementally address the concern by increasing funds allocated for road resurfacing in 2019, with another recommended increase of \$300,000 in 2020. Once the long-term capital improvement plan has been completed later this year, the Township will be able to rely on a matrix to identify which roads are recommended for resurfacing each year based on a rating system that identifies the condition of the road. Annual investment over the period will be considered to create a stabilized annual appropriation that has built in escalation for projected inflationary factors. It is an achievement to have already committed to incrementally increasing the funding for this imperative element of governmental infrastructure.
4. Purchase of public works equipment to replace aging vehicles within the fleet in accordance with replacement scheduling. A roll-off container, whose targeted uses are for refuse collection and disposal associated with chipping, as well as providing staff with the ability to move containers within its recycling facility. The purchase in general will enable to Department to be able to move material more efficiently.
5. Funds for a new salt shed to be built at the Township’s DPW campus were appropriated in 2019. Construction is expected in early 2020. This asset will allow the municipality to have more capacity storage, minimizing future disruption when salt shortages become threats to public safety and mobility. The investment will help to minimize the Township’s vulnerability during a shortage.
6. The Township invested in some needed cosmetic improvements to the Municipal Building, including new carpeting in the hallways.
7. The development of a new municipal website was a priority for the administration in 2019. The new site went live on January 13, 2020.
8. While it was not the product of municipal investment, the expansion of natural gas availability into the Township is considered a significant advancement for the community. The administration expressed their intention to collaborate with the utility to assess how the asset may possibly become an economic development enhancement for business attraction or retention.

OPERATIONAL INVESTMENT/ACCOMPLISHMENT:

1. Successful management team transition –integration of new mayor and administrator - transitioning staff and community to new leadership styles, priorities and systems of management.
2. On-going comprehensive review of operations in order to broaden efficiencies, create group awareness of potential, creativity, unity of purpose and systemic planning tools that will aid the Township in their efforts to responsibly plan and invest in the Township's future.
3. Appointment of a new supervisor/operator of the Township's water and sewer operations, who will be able to assist the administration in their goals associated with holistically assessing the condition of the public utility infrastructure and bringing the agency into regulatory compliance as it relates to NJDEP reporting requirements.
4. Restructuring of the role of the Township's emergency management personnel, which has resulted in more centralized oversight and synchronization under the management of the coordinator.
5. Appointment of a new code enforcement officer, who has identified property maintenance and abandoned property management as being priorities in need of enforcement attention. Mechanisms of inspection, communication and threat of financial consequence have helped in many cases to ensure compliance, which is the goal of the initiative.
6. To improve efficiency, maximize cost savings and accommodate narrowing volunteer interest due to time constraints and conflicting priorities, the Township took steps in 2019 to consolidate their Planning and Zoning Boards into one Land Use Board.
7. With the retirement of the Township's long-standing tax assessor, the Township appointed a new assessor, who will begin their work this year. While the position was formerly a full-time position, incorporating IT responsibilities into the job description, the new position is part-time and solely relates to tax assessment.
8. IT Management will now be handled by two full-time employees, who will be fully responsible for all matters of technology associated with both the administrative offices and the police department operations. Having qualified and trained in house professionals has unique benefits relating to system stability, standardization of equipment and software, liability and technological threats to information, system integrity and security and training of personal and emergency service, particularly as it relates to police and dispatch services that are 24/7.
9. Other personnel changes that have enhanced the operation and increased efficiency include the creation of a position of part-time handyman for facility maintenance and a new position of part-time pound attendant.
10. The administration, with departmental input, successfully reviewed and, where appropriate, amended the Township's personnel policy and fee ordinance to reflect current trends and regulations.
11. Enhancements were made to video surveillance systems at several municipal locations.

12. Contracts for shared services with both Rockaway Township for health services and Mt. Arlington for construction office services were renewed in 2019.
13. Initiatives to provide professional training for employees were implemented and were well-received by the staff. It is the intention of the administration that professional training will continue to be a top priority that enhance employee motivation and feelings of value and appreciation.
14. Considerable attention has been given to the concept of strategic planning. Broad and tangible efforts have been made by the administration to create a plan for both operations and long-term capital planning that incorporate the extensive collection and review of information, trends, budgetary constraints, consideration of employee knowledge and recommendation, age of assets and operational efficiencies before any recommendation can even be considered. The effort is ongoing and should culminate in the delivery of official report to be issued in the early summer months of 2020.
15. The administration has expanded the Township's presence on social media in a conservative, positive, controlled and targeted way in 2019. A decision to hire a part-time social media coordinator should advance the goal of improving social media communication and managing potentially false information that may be otherwise posted within the community by others not affiliated with the Township specifically. The coordinator will be involved with website updating, social media management and monitoring and assessment of external media misinformation and threats.

Departmental Accomplishments:

Police Department:

The department was able to advance operations and expand efficiencies by implementing several important technological systems, upgrade physical equipment resources and expand traffic compliance capabilities with investments in capital improvement items that support operational duties.

1. The full Department has received comprehensive active shooter education as a result a County-wide training initiative. All police department staff in Morris County have received the same training. The uniformity of training, utilizing the same techniques, protocols and operational policies, provides a great resource and benefit to the public and trained officers. This type of training is critical within an emergency; should a critical need arise where this type of initiative would need to be deployed. In order to complete our capabilities to serve in that capacity, the following equipment purchases have been made to fully outfit the Department's officers: extra vest, extra magazines, helmet, bags and tools. This equipment has a 5-year expiration and will be added to the department's replacement matrix to ensure that equipment continues to remain viable and available.
2. The Township has several pieces of radar equipment to assist officers in ensuring that motorists adhere to traffic speed regulations by being able to visually observe their

speeds on digital signage. This method of notification has proven to increase speed limit compliance utilizing awareness, rather than manpower and punitive consequences. The Township previously employed two digital speed trailer signs and one pole mounted portable speed sign. An additional portable speed sign was purchased in 2019 to expand the department's capabilities in this area.

3. **Field Training:** The investment in comprehensive field training of new officers is tantamount to the foundation of their education, serving as the last step before becoming a fully qualified and mature officer ready to address calls for service independently. To give new officers the best and broadest perspective of real-life police operations, the Department has expanded their field training program. Several more seasoned officers have been trained and qualified to be certified as training officers, so that new recruits can now ride with up to 4 officers during field training, before setting off as an independent officer within the Department.
4. A new backup communication system has been established for officers if the Department's radio system becomes non-functional, where alternative devices can easily be transformed to receive and send radio transmissions in an emergency.
5. Recent application of new technologies designed to assist both the public and staff, have been added to the Department's resources that will enhance efficiency and safety as follows:
 - a. **Police App** – an application that assists the public by providing easy access to the Police Department's webpage with one click
 - b. **Planet Scheduling** – New software for scheduling will go into effect in January 2020. This system allows officers to have remote access to the Department's work. This system will help to improve efficiencies relating to personnel management of time off (planned and unplanned) and provide a high level of technical assistance with filling vacancies created by illness or emergency. When a call needs to go out to staff for more manpower, the system automatically and holistically sends an alert to all staff, eliminating the need for dozens of phone calls.
 - c. **GIS Upgrade** – enhanced 911 information is now available live time within patrol vehicles providing a map and driving instructions for officers responding to a call for service, which will ensure that officers can arrive to a scene or call for service as quickly and safely as possible.
 - d. **RAVE** – Community notification system made available free of charge from the County (translates into a \$10,000 savings to the Township), that is compatible with Smart 911. Voluntary information provided by residents associated with the Smart 911 system are already embedded within the program. Access to this system affords officers the advantage of having more pertinent information

available to them before arriving to a call for service, i.e., medical information, what door to use, pet information, or whatever specific information a person has voluntarily submitted to be in the Smart 911 system. The notification system is an effective tool to directly communicate a message to the residents either on a town wide basis or targeted sectors, depending on the nature of the information.

Department of Public Works:

The Department has been dedicated to comprehensively review operations and public infrastructure conditions in order to effectively utilize additional resurfacing resources and assist in the development of a long-term capital improvement plan. The Department's capital planning focus targets the development of a sustainable and reasonable 10-year road resurfacing plan, which will create a dependable system for road maintenance planning and vehicle/equipment availability and efficiency. Public works items completed this year providing community advancement include the following:

1. Expanded in-house capabilities to be able to create signage. The Department now can replace street signs, facility identification signs, road directional and message signage with signs they are able to fabricate on site. Their new capabilities also include vehicle lettering, which will eliminate trucks going off-site for those types of services. There will be a long-term cost savings realized from their new capabilities. A comprehensive sign replacement plan has been developed and implemented, which was initiated in 2019 and will continue in 2020 and beyond.
2. With the budgetary support of the administration and Township Council, additional funding was allocated to road resurfacing in 2019. The extra capital funding allowed the Department to expand the number of road miles that were able to be resurfaced in 2019. Additionally, the Department and the Township engineer have worked extensively and collaboratively to advance the progress of the long-range capital improvement plan, which is under development. Once a long-range plan is adopted, it is projected that the plan will include a comprehensive multi-year road maintenance planning matrix and schedule, which will guide future funding decisions, so that the Township's roads are consistently maintained and their condition is serviceable and reliable.
3. A targeted goal to complete the boardwalk out to Liffy Island, was accomplished, together with the development of the Jim Leach Trail leading to the boardwalk and island. Both were accomplished and the Township has received a flood of compliments relating to the project.
4. Various stages of paving projects associated with Brady and Milton Roads were completed in 2019 utilizing NJDOT grant funding.
5. A significant project of preparing and paving the Township roads within Lake Stockholm was completed in 2019. The department oversaw and assisted in the replacement of drainage structures and associated road resurfacing preparation prior to the resurfacing, which was done by contract. The resurfacing project was completed in late 2019.
6. The Department reinstated its line stripping program, which was budgetarily supported in the 2019 budget. Accommodating the newly developed comprehensive line striping program will become a continuous priority for the department moving forward.

7. The inter-departmental cooperation and communication between the Public Works Department, water/sewer operator/staff and the parks and recreation staff is outstanding. A great deal of inter-agency knowledge and experience becomes a shared asset between the departments, which enhances collaboration, efficiency and creativity in developing ways to effectively achieve positive outcomes and maximize productivity. Examples of enhanced coordination between the departments include expanding departmental efficiencies associated with snow plowing, water main breaks, the sharing of equipment, inter-agency communication and the completion of the trail.

Water/Sewer Operations:

A new water/sewer supervisor/operator was appointed to lead the department in 2019. Priorities in 2019 include comprehensively reviewing the condition of the system, bringing reporting into compliance with the NJDEP and advancing the short and long-range planning and visioning needs and opportunities. The following actions and improvements were initiated and completed in 2019:

1. Operated all valves 10" or larger to comply with the Water Quality Assurance Act regulations
2. Restored water laboratory to compliance standards
3. Restored wastewater laboratory to compliance standards
4. Resubmitted monthly reports that needed to be corrected to comply with reporting standards.
5. Painting and tagged of all fire hydrants
6. Meter replacement for new radio system and meters
7. Mark out for service and repairs with the assistance of DPW – illustrate the value and example of the internal coordination between departments
8. A new truck with a larger plow was purchased and put into service in 2019 for the Department to help with snow plowing stations, taking care of the needs of the utility and assisting with the remote reading responsibilities of the department.

Parks and Recreation:

1. An on-line system has been implemented for sports groups and others seeking to secure permits or schedule time on fields, allowing users to see the broad schedule and projected facility utilization when applying for permission to utilize the public facilities. This tool minimizes recreational scheduling stress and provides a higher level of efficiency for Township volunteers who are trying to lock in space for their teams and groups. The system also enhances staff efficiency and minimizes scheduling confusion and angst.
2. Completed fence replacements and upgrade at various fields within the Township.
3. Upgraded the tennis courts at Prospect Point.
4. Converted the White Rock facility from oil to natural gas, cleaned up the property and installed new fencing.
5. The Jefferson Museum also saw the conversion from propane to natural gas.
6. A new mason dump and a pick-up truck replaced aging vehicles, in accordance with the established vehicle replacement schedule.

7. In accordance with the park maintenance matrix/schedule, the department invested in a clean-up effort at the Camp, made playground repairs and continued to address other ongoing maintenance programs at other park and recreation facilities.

Fire Department/First Aid:

1. Began the process of standardizing policies and training initiatives across all four fire and first aid companies within the Township.
2. Under the leadership of the OEM Coordinator, all of the Township's emergency management departments (fire/first aid and police) have been unified and are continuing to consider various efficiency enhancements associated with service, policy setting, equipment utilization, maximizing resources and supporting one another on a collective and individual basis.

Health Department:

1. A vehicle was purchased for the Animal Control Officer to be able to dependably provide service to Township residents.
2. A new podiatry chair was purchased for the Township's health facility in order to provide services, predominantly utilized by the Township's senior population.
3. A comprehensive review of all health department fees was conducted with recommendations for change, since the ordinance has not been amended for many, many years. The recommendations were introduced and adopted at the end of 2019 and will be implemented effective January 1, 2020.

Construction Department:

1. Archiving and scanning of current and historic Construction Department records and files have been largely completed – enabled access to digital records within the new data management system Spatial Data Logic recently purchased by the Township.
2. Extensive review and revision of the Township's fee ordinance associated with construction permit fees was completed. Recommendations were made for revisions to the fee schedule in November and were introduced and adopted in December. The new fee ordinance is currently in effect.

Land Use Department:

1. Conversion of the Township's two previous boards, planning and zoning, into one cohesive board, the Land Use Board was achieved in 2019. This change helped to increase efficiency, address dwindling volunteerism and minimized the costs associated with supporting the legal, engineering and support needs of two separate agencies.

ADMINISTRATION STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Office of the Mayor & Administrator:

Strengths:

The following items are areas which have been identified by the Administration as strengths within the agency:

1. Extremely committed and cohesive Mayor, Administrator and Township Council.
2. Mayor maintains regular, dependable and predictable office hours, making him assessible within the Municipal Building for consultation with key staff members and the public.
3. Commitment of elected, appointed and employed officials to the Township's form of government and chain of command.
4. Commitment of common purpose amongst Mayor/Council, boards, committees and staff, which includes respect, truthfulness, openness, high ethical standards and above all doing what they collectively believe is best for the residents of the Township of Jefferson.
5. Administrative philosophy of being available, accessible and adaptable to meet the daily needs of the staff and community – commitment to embracing a consistent “open door” policy.
6. Cohesive, dedicated, creative and innovative department heads and staff. The municipality relies heavily on the staff to perform at higher levels of efficiency to maintain community service expectations.
7. Increased interoperability between departments willing to explore new solutions to continuously changing challenges as a working group
8. Commitment to internal and external communication, internally through the implementation of a weekly newsletter to staff members, Council and the Mayor, and addition of a social media coordinator to help advance communications within the broader community.
9. Effectively introduced new leadership perspectives, operational standards and directives employing methods of positive psychology and integrative leadership with a focus on collaboration and creating unity within the organization.

10. Managed various challenges relating to employee changes resulting from retirements, leaves of absence, resignations, etc.
11. Development and adoption of the 2019 budget within prescribed caps.
12. The Township enjoys limited vulnerability to large tax appeal impacts considering the Township's continued support of the rolling tax assessment program. The program also minimizes the Township's need to financially accommodate an expensive town wide revaluation, which would cost in the hundreds of thousands of dollars. Presently there are no large unsettled tax appeals looming on the horizon, dramatically minimizing the threat of a significant tax loss or reimbursement obligation to the Township.
13. Positive and active relationships with homeowner associations within the Township.
14. Agency-wide commitment to organization, planning, collaborating, strategizing, communicating and ultimately acting once a course has been determined.
15. Historically stable financial condition for the past 10+ years.
16. The finance department regularly reviews policies regulating internal controls, purchasing, cash receipts, etc., to ensure regulatory compliance and advance protection mechanisms designed to protect the agency against financial operational vulnerability. The Township regularly meets with their banking partner to ensure that the Township can maximum investment income yield from funds on deposit with the bank and confirm that the municipality is receiving the most efficient service. The finance department periodically issues requests for proposals to competitive banking institutions to see if there are better options for the Township to consider. Competition continues to maximize the Township's position and negotiating power to leverage the best interest rate for their accounts.
17. For the most part, the Township's technological equipment is relatively new and/or serviceable overall. There is minimal legacy equipment currently in rotation or use within either the administrative operation or police department, which would require large scale replacement. Equipment purchases have and will continue to be done with an eye towards being poised for future upgrade to maximize progressive planning and purchasing strategies.
18. Strong, long-standing relationships with State legislators and officials and County and neighboring community officials.
19. Maturity and longevity of the Township's workforce – a large percentage of whom have served the Township for over a decade, which assists in creating a continuity of progress for the overall agency.

Threats and Weaknesses:

The following areas represent items raise administrative attention and concern:

1. The potential for cost increases that exceed available revenue increases - particularly in the areas of health insurance and employer pension contributions, which are outside of the agency's control.
2. Uncertainty as it relates to the availability of state aid for future budgets. There is already concern associated with the impact of a dramatic reduction in local school funding aid in the 2020 tax cycle.
3. The Township's water and sewer utility infrastructure needs significant maintenance and investment, since the prior program was based on crisis type repair, rather than preventative maintenance. A new approach to stabilizing maintenance concerns will require investment to create more reliability.
4. Funding the projected costs associated with 1) identified capital and operational improvement needs; and 2) the implementation of the new administration's initiatives and policies.
5. The condition of the roads within private communities located in the Township could be identified as a weakness. Consideration of revisiting policies associated with minimum maintenance standards, special assessments, sharing of duties with other neighboring municipalities and/or private communities may need to be considered to ensure that best practices can be implemented for uniformity and future planning.
6. The current and future impact of the Highlands Act on new or revitalized development, ratable growth, property values and business and job retention.
7. Millennials/baby boomers - homogenizing generations: Understanding that the cultural trends of housing preferences and societal needs of the younger generations may differ from the existing housing stock and cultural offerings within the Township – the Township may need to consider innovative ways to stay relevant as a community of choice to younger generations.
8. In rem foreclosure opportunities have languished over several years. Resolving foreclosures represent a potential revenue generation resource, as well as a cost

savings (school and county tax advancements) and should be resolved as soon as possible from both a financial and auditing perspective.

9. Understanding and adjusting to a rapidly changing demographic population, generations, diversity of cultures and values
10. Determining what levels of information will be made available to the public via digital mediums will become more of a discussion, particularly once the base layers of the GIS mapping and Spatial Data Logic becomes fully operation. Coordinating the needs and demands of two generations with different philosophies on how to access data and communicate will continue to be a challenge. It is anticipated that the younger generation, preferring digital information, may become more vocal in their preference and take center stage when the community considers discussions associated with document storage and access. Issues relating to how sensitive information will be protected and respected will also be prime topics within this management conversation
11. Effectively communicating the value, tenets and nuances of the rolling assessment program to the public continues to be a weakness.

Opportunities:

1. Private Roads (Special Assessments)
2. New Administration
3. Redevelopment Corridor
4. Multi-generational Housing
5. Implementing identified operational strategies learned from professional initiatives, together with enhanced communication and unity stemming from regular staff meetings and a broader focus on communications to begin establishing action plans that forward the collective vision of the Township.

DEPARTMENTAL BREAKOUT GROUPS STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

Police Department:

Many identified challenges and concerns will be remedied through efficient and effective management, communication and training. Many of the concerns within the Police Department are focused more on effective management, supervision, and the efficient use of manpower and resources than on tangible things. The Department's goal is to provide the highest level of service to the community while ensuring the safety of both the public and the Township's officers. As the face of law-enforcement is constantly changing, it is imperative that our officers and department have the training and knowledge to be able to identify the potential for problems before they occur. Of equal importance is how we encounter and respond to those spontaneous situations, which are often the most unpredictable and taxing upon our resources. Both circumstances lend strength to our determination for excellence through planning, training and effective leadership. Looking ahead, as we continue to assess our state, we find ourselves surrounded by others within our different departments with similar goals and issues. Although some may be technically different and call for a different strategy, we need to continue to work together in those areas where possible and utilize our resources wisely to avoid trying to conquer similar problems with twice the resources and expense, both across internal departments and/or across municipal boundaries.

Strengths and Opportunities:

1. The Jefferson Township Police Department is a highly trained and cross-trained department, possessing a compliment of diversity, depth of experience, longevity, vitality and energy in its desire to serve and protect the public.
2. As an outflow of the department's quasi-military organizational structure, succession planning and chain of command are already built in, providing stability and confidence in leadership and hierarchy.
3. Administrative support, their personal knowledge of police operations, and awareness of the value of law enforcement within a community is considered by Department leadership to be a strength.
4. The following strengths are evident within the Township's Police Department:
 - a. strong knowledge of the law
 - b. effective and cooperative coordination with the Court
 - c. application of consistent and fair enforcement policies
 - d. department values support a positive and confident work atmosphere
 - e. Officers value and support maintaining a positive sense of morale. This is an important agency value, considering the difficult service space law enforcement

occupies where unpredictability and addressing difficult situations are part and parcel of the job.

- f. Sense of team spirit and personal investment in the organization accentuate the consistency of values, maturity of leadership and is the the product of the Township's investment in training and education within the department.
 - g. Administrative support for facility upgrades evidenced by the Township's recent investment in the dispatch center together with their commitment to accommodate a large-scale facility renovation. The proposed renovation will significantly improve the Department's ability to efficiently deliver service to the community and address safety concerns associated with current facility deficiencies or obsolescence.
6. The Department's focus and commitment to find ways to stretch human resources sometimes beyond their limits to support a wide variety of community policing programs which include:
- a. The Pink Patch Project
 - b. Putt with the Police
 - c. Ice cream with the Police
 - d. Junior Police Program (a highly successful and popular community program - 80 6th and 7th graders participated in the 2019 program)
 - e. Cross-training officers within community policing programs continues to be a high priority, despite the scheduling challenge it may create
 - f. School Resource Officer Program
7. Recent application of new technologies designed to assist both the public and staff, which will enhance efficiency and safety are as follows:
- a. Police App – an application that assists the public by providing easy access to the Police Department's webpage with one click
 - b. Planet Scheduling – New software for scheduling will go into effect in January 2020. This system allows officers to have direct remote access to the Department's work schedule. This system will help to improve efficiencies relating to personnel management of time off (planned and unplanned) and provide a high level of technical assistance with filling vacancies created by illness or emergency. When a call needs to go out to staff for more manpower, the system automatically and holistically sends an alert to all staff, eliminating the need for dozens of phone calls.
 - c. GIS Upgrade – enhanced 911 information is now available live time within patrol vehicles providing a map and driving instructions for officers responding to a call for service, which will ensure that officers can arrive to a scene or call for service as quickly and safely as possible.
 - d. RAVE – Community notification system made available free of charge from the County (translates into a \$10,000 savings to the Township), that is compatible with Smart 911. Voluntary information provided by residents associated with

the Smart 911 system are already embedded within the program. Access to this system affords officers the advantage of having more pertinent information available to them before arriving to a call for service, i.e., medical information, what door to use, pet information, or whatever specific information a person has voluntarily submitted to be in the Smart 911 system. The notification system is an effective tool to directly communicate a message to the residents either on a town wide basis or targeted sectors, depending on the nature of the information.

Weaknesses and Threats:

1. Social Media – broad community dependence and/or interest in social media can be identified as both a strength and a weakness. The Department has dedicated energy towards maintaining a positive and factual presence on social media offering accurate and real time information relative to traffic information associated with weather and traffic events. The message accentuates positive programming and the dissemination of critical safety information and avoids posting specific or protected information relating to police-oriented matters to minimize the Township vulnerability to liability claims or cross lines associated with protecting the personal rights of individuals and the confidentiality of personal information.
2. Government and the institution of law enforcement have fallen victim to a wholesale stigma of negativity that is widespread and not limited to the Township specifically. Extra attention is applied by the Department to ensure that its customers receive the highest level of compassionate, yet professional service to help to change the global negative perceptions of law enforcement.
3. The nature of the role of law enforcement itself presents a threat to the safety of officers and the community. Stress, economy, escalating domestic issues, social detachment, mental and emotional despair, anger, substance abuse and a wide array of other factors contribute to the level of danger or stress that maybe be present when approaching any call for service. Officers will continue to need to receive the highest level of training, have adequate equipment/resources and be able to confidently rely on having backup to safely accommodate the needs of the community.
4. Diversity of age, experience and value systems within a multi-generational department presents both a weakness and an opportunity. Learning to speak the same “language” across generational boundaries can create a challenge. While there is a strong overall commitment to the values of maturity, compassion, ambition, wisdom and having a sense of ownership of their work is a universal thread that runs through the department – the definition of those values may differ between generations. There is value to the different perspectives each generation and individual officer brings to the department, however finding ways to maximize diverse value systems collectively is a management challenge as leadership considers ways to develop and maintain consensus and unity.

5. Officer Stress, Depression and Suicide – it is a commonly known fact that the stress that an average officer may have to be exposed to over the tenure of his/her career can be emotionally taxing. Stress that over time, may become overwhelming and create catastrophic outcomes. Department leadership is aware of this threat against its personnel and strives to be aware of changes in personality, manner and perspective within their staff that may signal the need for more support, either organically from within the department or an officer’s nuclear personal support system, or professionally. Because of the nature and content of police work, this is a threat that will never be eliminated, but can be managed with awareness, compassion and resources.
6. Threats to Availability of Manpower for Basic Departmental Service Scheduling:
 - a. Leaves of Absence – the Department is proud of the fact that several of their officers also serve our country as reservists in military service. This is seen as a strength in that these officers have a higher level of training and experience that the department can rely on and benefit from. However, deployments can create scheduling dilemmas. Particularly during longer term deployments, strains on manpower and budgetary resources create challenges as management strives to fill longer term temporary vacancies with limited manpower and financial resources.
 - b. Short and long-term leaves associated with illness and/or disability, scheduled or unexpected can also create challenges to manpower availability and scheduling.
 - c. Extensive mandatory training requirements, including range qualification – exacerbates already challenging scheduling difficulties.
 - d. Need for additional community service/resource officer to fill vacancy.

Public Works Department/Engineering:

Strengths and Opportunities:

1. Highly skilled and dedicated staff
2. In-house engineering department provides high level of expertise and knowledge to daily operations and planning
3. Outstanding inter-departmental communication
4. Adequate equipment and facilities with which to perform duties and provide services
5. The construction of a new salt shed will enhance material storage, reducing Township vulnerability to the impacts associated with salt shortages
6. The Department is pursuing potential opportunities to create a shared service to provide signage for other municipalities to secure a potential funding source for the Township.
7. The Department considers that advances in technology and expanded industrial efforts to make processes and products more efficient may be an opportunity for the Township. However, in some cases, products are being made and delivered with less

attention to quality control or longevity than they were previously, which needs to be taken into consideration when making purchases in the future.

8. The Department considers the progressive approach of the new administration as being an opportunity for the Township to responsibly advance and grow.
9. The Department sees the investment in developing a long-term capital improvement plan as an invaluable tool for the Township. Further they note that collaborating with staff members on the project ensures that the plan will benefit from staff knowledge, through collective brainstorming and consideration of their strategic input. Being part of the process has been seen by department leaders as being motivating and encouraging.

Threats and Weaknesses:

1. Inadequate storage facility for vehicles and equipment reduce the useful life of very expensive equipment that must be left out in the elements, accelerating rust and vehicle aging.
2. Limited staffing effects the Department's efficiency and threatens its ability to complete all necessary tasks, services and initiatives that fall under the umbrella of the department's responsibilities in a timely and responsible manner. Notwithstanding, the department ambitiously tries to fulfill expectations; however, it has become increasingly more difficult to do so with limited staffing.
3. Several elements within the Township's infrastructure, specifically roads and facilities, have not been comprehensively and systematically evaluated for investment and addressed for a very long time. Road resurfacing over the years has become severely affected by limited budgetary accommodation, which has produced a larger number of road miles than would have been expected that need attention, repair and/or resurfacing. Similarly, elements of the Township's public facilities also need facility maintenance and upgrading, due to age, obsolescence and wear and tear. It is anticipated that the long-range capital plan will identify not only what needs to be accomplished within reasonable and responsible timeframes, but how the Township may consider accommodating the funding needs of addressing large capital improvement projects in need of attention and accommodation.
4. How to accommodate or navigate the unique issues that are associated with private roads presents a weakness and potential threat to the Township.
5. Additional threats would be limited funding resources and potential expansion of governmental regulation that could impact service deliver, community growth and the cost of doing business.

Water/Sewer Operations:

Strengths and Opportunities:

1. Department employees are good, dedicated and skilled workers who are well qualified to do their jobs.
2. Most of the equipment that the Department needs to effectively operate is in their possession and is well-maintained.
3. The Department's relationships with both the Public Works and Parks and Recreation Departments are outstanding and enhance the opportunities and capabilities of all three departments, since they all can interchangeably help one another.
4. Capital improvement initiative
5. New administration's reasonable, responsible, open and progressive mindset helps to set positive and ambitious standards for the staff.
6. While it would be a mammoth project, expansion of the sewer service area to include the Lake Hopatcong section of the Township would be an opportunity to improve water quality, provide a higher level of service to residents and perhaps enhance business and economic development opportunities.
7. There are opportunities to train internal employees in house for TCH's.

Weaknesses and Threats:

1. White Rock plant needs upgrade to permit higher flow
2. Currently there is no GIS capability and as built records for the systems are limited
3. There are infrastructure concerns relative to infiltration and inflow and expansion
4. There is a lack of excess capacity (might want to clarify what this refers to – assume sewer?)
5. Restoring confidence with the NJDEP, after the relationship was negatively impacted by the performance of a previous operator.
6. The expansion of governmental regulation continues to be a threat, which can restrict the Township's ability to receive funding in order to make necessary repairs.
7. The risk of unforeseen circumstances can cause failures within the infrastructure system that produce unplanned expenses.

Parks and Recreation:

Strengths and Opportunities:

1. Staff is customer service oriented
2. The Department is represented by good, hardworking, skilled employees
3. The relationship between the Department and the Public Works and Water/Sewer Departments is outstanding.

4. The Township offered a variety of diverse recreational opportunities to its residents.
5. New administration's enthusiasm, ambition and collaborative focus.
6. The Township's commitment and investment of time and energy into developing strategic plans for operations and capital improvement planning

Weaknesses and Threats:

1. Limited manpower for a wide array of responsibilities
2. Infrastructure needs attention and investment.

Fire Department/First Aid:

Strengths and Opportunities:

1. The Township currently enjoys a strong volunteer contingent who are willing to serve their community as volunteer EMT's and firefighters. While circumstances can change, presently volunteerism is strong relative to emergency service within the Township. In order to maintain their membership strength, both fire and first aid agencies are planning to conduct a series of open houses in April to encourage volunteerism and promote a broad base membership drive.
2. There is unity of purpose and good morale present within the agencies, which is support by the Administration and township leadership.
3. There is strong inter-agency support internally and externally with other neighboring community fire and first aid agencies and supporting departments within the Township of Jefferson, i.e., police and public works.
4. An effort is underway to standardize training and policy setting within all 4 companies of fire and first aid operating within the Township. This effort will help to increase uniformity, efficiency and regulatory compliance across all of the Township of Jefferson's emergency management agencies.

Weaknesses and Threats:

1. State and Federal training requirements continue to expand, dissuading potential volunteers to consider making a commitment to become firefighters or EMT's. Cost and time factors have become strong deterrents to volunteerism in the area of emergency management – even if the cost is borne by the municipality, the large number of required hours away from their vocations and families in order to receive training can sometimes be impossible for potential volunteers to dedicate and donate.
2. Travel time delays caused by congestion along the Route 23 and 15 corridors can create response time challenges for fire, EMS and law enforcement officers to expeditiously respond to calls for service.

Municipal Clerk's Office:

Strengths and Opportunities:

1. Advancing the department by hiring a highly qualified deputy clerk has added depth and cross-training opportunities for the department.
2. Department heads have all been trained in the Artemis (records retention) system and have knowledge of regulations associated with records retention and destruction.
3. The development of the governing body agenda is highly transparent and detailed to ensure public and governing body knowledge and education.
4. Completed code revisions associated with limousine and solicitor permit processes.
5. The department's staff and professionals are highly trained and educated in public record rules, policies and practices.
6. The physical workspace of the office has been upgraded to create a more efficient and effective workspace.

WEAKNESSES AND THREATS:

1. The Municipal Code needs to be updated and codified.
2. Improving inter-departmental coordination to meet agenda deadlines would enhance the department's ability to provide full and complete information to the Council well in advance of the meeting date for their review and consideration.
3. While the Department supports the rights of the public for information, the terms and timeframes under which the department is required to fulfill requests under the Open Public Records Act can sometimes become overbearing, considering staffing levels and availability of time and resources.
4. The digitization of records is a strength in that it is an approved system of organizing and maintaining important public documents; however, it is important that all associated rules and regulations governing public records are being employed during the process.

Health Department:

Strengths and Opportunities:

1. Local geographic location for residents to receive services
2. Costs for providing health services are reduced by sharing staff with our shared service partner, which allows for the citizenship of the Township to have more comprehensive service.
3. The availability of the Spatial Data Logic data management system will provide an opportunity for the department to organize historical records through digitization, making them more accessible to staff and the public.

4. The addition of a pound attendant has increased efficiency and effectiveness of the pound operation.
5. Implementation of Spatial Data Logic for use with dog licenses has been completed and should enhance efficiency in 2020.

Weaknesses and Threats:

1. Ensuring that all departmental records are available to staff from one location to improve efficiency and organization, which presently is not the case.
2. Septic records still need to be digitized and added to the Spatial Data Logic System, which will assist the department long-term; however, presently septic records are not efficiently organized and/or quickly accessible.

Construction Department:

Strengths and Opportunities:

1. Seasoned and well-trained staff.
2. High level of public interaction and service. Full-time availability to the public – not a part-time office - which is currently the prevailing condition in many municipal governments.
3. Adequate resources available to the department in order to perform their duties.
4. Advancements in records management as a result of Spatial Data Logic.
5. Versatility and experience in shared service arrangements.
6. Costs are supported by sharing staff with our shared service partner, which allows for the citizenship of both municipalities to have more comprehensive service.
7. The review and subsequent updating of the Department's fee schedule represents an opportunity to apply fairness and equity to its customers while still helping to appropriately support the costs of the construction office operation, which is consistent with NJ Department of Community Affairs directives.

Weaknesses and Threats:

1. Many departments and municipalities face a similar threat, based on the nature of the services provided; however, the issue of succession planning or coverage during illness, emergency or planned time office can be challenging when the department relies on single individuals to perform the required roles within the Department.
2. Ensuring that all departmental records are available to staff from one location to improve efficiency and organization, which presently is not the case.

Land Use:

Strengths and Opportunities:

1. Merger of boards to one land use board creating a higher level of efficient use of staff, professionals and the number of hours volunteered by Board members
2. Initiation of Master Plan re-exam process, which will define and advance land use prerogatives within the Township.
3. With the consolidation of the board, the Land Use Board now has a full complement of members and there is less vulnerability to issues relating to lack of a quorum or achieving minimum attendance ratios for D variance applications.

SUMMARY OF ADMINISTRATIVE AND DEPARTMENTAL GOALS

Each department head was asked to set short-term, attainable and measurable goals for their departments, which they hope to achieve in 2020. Within 6 months of this report and again at the close of each year, it is recommended that the Township should make a practice of revisiting this goal list to assess the agency's progress, determine whether the goals are on track for accomplishment, have encountered unexpected delays or challenges or need to be redefined. Regular attention and analysis of progress will be a useful tool to help to keep the initiative from becoming static and outdated.

Office of the Mayor and Administrator:

1. Continued constant focus on cost efficiency, revenue collection and State and Federal decisions that impact local decisions, finances and requirements.
2. Continue to work in close contact with the development community to remain aware of any changing financial conditions that could impact the municipal tax base or tax collection.
3. Continue to work closely with our legislators to seek assistance in reducing mandates and regulations that result in higher costs and further restrict municipalities from reducing costs and living within dwindling revenue streams.
4. Continue to consider possibilities for expansion of inter-local relationships and arrangements with neighboring public entities.
5. Continued effort to evaluate health insurance cost, plan designs and consider alternatives that may help to maintain or enhance the quality of service and/or produce cost savings.
6. Successful procurement of grants as a result of a new relationship with the grant writing agency, Millennium Strategies.
7. Continued progress with implementation of Spatial Data Logic.
8. Continue to develop strategic strategies for the Township's operations through the ongoing focus on goal setting, action planning, evaluating progress and assessing the Township's successes and weakness on an ongoing basis.
9. Finalizing and implementing the Township's 10-year Capital Improvement Plan, currently under development. The plan will serve as the backbone for capital improvement planning and resource allocation for the coming decade and will be reviewed and modified where necessary each year to assure that the Township remains on track to

strategically, methodically and responsibly maintains the integrity and usefulness of the capital assets of the Township.

10. Mobilizing the Township's newly formed Economic Development Commission during the summer of 2020 so they may begin to establish an economic development mission statement, develop initiatives to support local business owners and attract new investment within the Township's business community.
11. Continue to hold staff training as an administrative priority, advancing departmental learning opportunities for individuals, where appropriate and available. Group education will continue to be advanced through continued focus on collective strategic planning and professional development.
12. A commitment to internal communication will be advanced through the establishment of quarterly meetings of the entire staff to give each employee, regardless of their role in the agency, an opportunity to be informed and aware of matters affecting the operation, the community and how the agency conducts business internally and externally.
13. In order to enhance cohesion and advance inter-departmental knowledge relative to ongoing projects, the establishment of a monthly inter-departmental meeting of development-oriented department heads will be instated. Ongoing projects within the community that are coordinating with a variety of departments for permitting, engineering, land use approvals, etc., will benefit by the communication and coordination between the departments in relation to their projects. Similarly, a cohesive approach to compliance enforcement will be enhanced when common information is shared.
14. While several key ordinances and policies were extensively reviewed and amended in 2019, the effort will continue in 2020 to ensure that the Township's Code is up-to-date and is consistent with other rules, regulations, laws, policies, directives and guiding principles of the Township. Targeted policies and ordinances slated for 2020 review include but are not limited to recreation policies and land use ordinances.
15. The development of a comprehensive facility maintenance data system that will help with tracking, budgeting and scheduling preventative maintenance is underway. Data collected as a result of a comprehensive facility assessment evaluation will be loaded into the software system over the summer months. It is anticipated that the software will be operational for regular use towards the end of the summer in 2020. This maintenance tracking system will reduce the probability for crisis management as it applies to the Township's facilities and assist with budgetary planning for facility maintenance.

Police Department:

1. Body and Vehicle Camera Systems: One of the Department's most significant goals in 2020 will be to establish policies and training officers associated with the use of body and vehicle cameras. Funding is already in place for the purchase and implementation

of the systems. Full application of the cameras will not take place until later this year, after policy setting and comprehensive training have been completed.

2. Cross-Training: The continuation of cross-training efforts is a high priority within the department. The 2020 cross-training goal would be to target training more officers to have capabilities to participate in detective bureau and/or community resource officer activities.
3. Facility Renovation: The Department's leadership have been tasked by the administration to work together with the administrator on the redesign and cost estimating oversight of the project, as the architects prepare to bring a revised plan to the Council for their review. The goal would be to have a fully designed and cost estimated plan ready for delivery to the Mayor and Township Council for their review by the end of June 2020, so that final decisions associated with the design can be made by the governing body. Thereafter, under the direction, guidance and action of the Township Council, the project can be put out to bid shortly thereafter.

Public Works Department/Engineering:

1. Implementing capital improvement plan fundamentals for expanded paving investment
2. Creating depth within the Engineering Department with the appointment of a part-time assistant to the engineer and potential for future succession planning
3. Expansion of departmental manpower capability
4. Continuing to cooperate and assist with the development, adoption and implementation of the Township's 10-Year Capital Plan, so that future capital planning needs of the Department and the Township can be evaluated and funded in a systematic and responsible manner on an ongoing basis.

Water/Sewer Operations:

1. Implement a program of preventative vs. reactive maintenance strategy into plant and system maintenance.
2. Two identifiable goals for 2020 would be to achieve WQAA compliance by the end of the year and implement GIS to enhance system mapping capabilities.
3. Expanding the sewer service area into Lake Hopatcong, upgrading/replacing the White Rock Plant and refurbishing Moosepac are all broad visionary goals.

Parks and Recreation:

1. Replace old batting cages at Lakeside field with 2 or 3 pickleball courts for everyone from community youth and seniors to enjoy.
2. Replace the Lakeside pavilion
3. Replacer 2004 enclosed landscape trailer
4. Retire and replace 2009 mower and retire and replace 2 field machines with new units.

Municipal Clerk's Office:

1. Work together with the administration to update the Municipal Code and codify the new ordinances by year's end.
2. Continue to work with department heads as it relates to records retention and digital scanning efforts already underway

Health Department:

1. Continue preparing and scanning septic management records for digitization into the Spatial Data Logic system.
2. Work together with the Municipal Clerk to determine how to best and lawfully sort physical records appropriate for disposal, once digital scanning has been completed.
3. Track the effectiveness of the new fee schedule that became fully effective in 2020.

Construction Department:

1. Continue to progress with scanning of the balance of historical documents into the Spatial Data Logic System.
2. Work together with the Municipal Clerk to determine how to best and lawfully sort physical records appropriate for disposal, once digital scanning has been completed.
3. Track the effectiveness of the new fee schedule that became fully effective in 2020.

Land Use:

1. Work will continue to address the re-examination of the Township's Master Plan. Thereafter, focus will transition to reviewing the Township's zoning ordinance to ensure their consistency with the yet to be adopted master plan re-exam. The re-exam should be complete by the close of 2020 and zoning ordinance changes should follow shortly thereafter.

CONCLUSION AND NEXT STEPS FOR TOWNSHIP OF JEFFERSON

ADMINISTRATION AND COUNCIL ROLE:

The next step in the process of the development of an operational plan would be for the Mayor/Administrator/Council to utilize the information gleaned from this process to begin to consider the following questions to form a foundation upon which to develop a defined municipal vision and mission, which in turn can become the platform upon which future policy setting, decision making and resource management can be built:

- a. Where have you been?
 - i. What existed a year ago as to culture, vision, morale, creativity, resources, cohesive understanding of purpose/policy
 - ii. What has changed?
 - iii. How do we keep it going?
 - iv. What is your role in keeping it going?
 - v. What does this effort and the 10-Year Capital Planning Initiative provide for policy makers and the community at large?

- b. Major Parts of Strategic Planning that realistically, systematically and organically help an organization envision an attainable and sustainable future. Elements are primary before effective financial decisions can be considered – often money is viewed as the primary driver of success, but in actuality...planning, sticking to the plan's agenda and measuring and evaluating outcomes are the keys to efficient use of resources.
 - i. What does the governing body see as the agency's strengths, weaknesses, opportunities and threats?
 - ii. How as effective leaders can officials agree upon objectives, strategies and operational tactics – becoming confident agents for change when it is needed and be empowered to initiate decisive action?
 - iii. What are the agreed upon measurements for success and how will funding stream align with values, goals and projections?
 - iv. What are the definable core values of the Township and its leadership?
 - v. Mission, vision and aspirations

The answers to these questions can help to become the foundation for the development of vision and mission

FUNDAMENTALS OF CREATING A MISSION STATEMENT, A VISION STATEMENT AND GOALS AND OBJECTIVES AND HOW THEY CAN BE EFFECTIVELY USED IN LOCAL GOVERNMENT OPERATIONS

Mission Statement: A mission statement has three main components – a statement of mission or vision of the agency, a statement of the core values that shape the actions and behavior of the employees and a statement of the goals and objectives.

The features of a mission statement include the following: a) it must be feasible and attainable and should be possible to achieve; b) it should be clear enough so that action can be taken; c) it should be inspiring for the management, staff and society at large; d) it should be precise enough, i.e., it should be neither too broad nor too narrow; e) it should be unique and distinctive to leave an impact in everyone's mind; f) it should be analytical, i.e., it should analyze the key components of the strategy; and g) it should be credible, i.e., all stakeholders should be able to believe it.

Vision Statement: A vision statement identifies where the organization wants or intends to be in the future or where it should be in order to best meet the needs of the stakeholders. It describes dreams and aspirations for the future. A vision is the potential to view things ahead of themselves. It answers the questions "where we want to be". It gives the reminder about what the agency is attempting to develop into. A vision statement is for the organization and its members, unlike the mission statement which is for the customers/clients/taxpayers. It contributes in effective decision making as well as effective business planning. It incorporates a shared understanding about the nature and aim of the organization and utilizes this understanding to direct and guide the organization towards a better purpose. It describes that on achieving the vision, how the organizational future would appear to be. An effective vision statement must have the following features: a) it must be unambiguous; b) it must be clear; c) it must harmonize with the organization's culture and values; d) the dreams and aspirations must be rational and realistic; and e) vision statements should be short, so that they are easier to memorize. In order to realize the vision, it must be deeply instilled in the organization, being owned and shared by everyone involved in the organization.

Goals and Objectives: Goals are general guidelines that explain what you want to achieve in your community. They are usually long-term and represent global visions such as "protect public health and safety." A goal is a desired future state or objective that an organization tries to achieve. Goals specify what must be done if an organization is to attain its mission or vision. Goals make an agency's mission/vision more concrete. They coordinate and integrate various functional and departmental areas

within an organization. Well-made goals have the following features: a) they are precise and measurable; b) they look after critical and significant issues; and c) they are realistic and challenging.

Objectives define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the “who, what when, where, and how” of reaching the goals. “Why do we need to identify goals and objectives?” Plans and actions based on clear goals and objectives are more likely to succeed in meeting the community needs.

An example of the differences, as well as synergy, between a goal and an objective could be described using the following business example: In comparison, an **objective** is a specific, measurable, actionable, realistic, and time-bound condition that must be attained in order to accomplish a particular **goal**. ... For **example**, if an organization has a **goal** to “grow revenues”. An **objective** to achieve the **goal** may be “introduce 2 new products by 20XX Q3.”

The establishment of a mission statement, vision statement, goals and objectives flow downstream from a comprehensive SWOT process and ultimately lead to the establishment of a more efficient, structured, logical and transparent system for policy making and effective resource management.

CONCLUSION:

The Township of Jefferson and its staff should be commended for their outstanding efforts to help make this exercise and subsequent report comprehensive, transparent and effective. We appreciate the opportunity to have worked with the Township, its leaders and staff, to create such a useful tool. The tool should serve as a guidepost and foundation for regular review, benchmarking and future operational planning. We recommend that future exercises include the development of specific statistical measures in each area to better define progress moving forward and for ease of measuring accountability.

It is our further recommendation that it serve as a foundation for governing body policy setting, resource management and organizational development. It should not serve as a static document, but a live resource that is reviewed, updated and expanded upon each year to measure progress and identify new strengths, weaknesses, opportunities and threats that will emerge in the future. Thank you again for the opportunity to work together on the development of this unique project and report.