
**TOWNSHIP OF CHATHAM
INTEROFFICE MEMORANDUM**

TO: HONORABLE TOWNSHIP COMMITTEE MEMBERS

FROM: ROBERT S. HOFFMANN, TOWNSHIP ADMINISTRATOR

SUBJECT: 2020 AND BEYOND GOALS & RELATED OBJECTIVES

DATE: JANUARY 28, 2020-REVISED

CC: GREGORY J. LACONTE, TOWNSHIP CLERK
ALBERT CRUZ, TOWNSHIP ATTORNEY
JOHN RUSCHKE, TOWNSHIP ENGINEER
DEBRA KING, CHIEF FINANCIAL OFFICER

The Goals and Objectives outlined in this memo comprise a consensus of priorities that the Township Committee, Township Administrator, staff, and professionals believes will require attention to better serve the needs of our residents. The Goals and Objectives outlined in this document will be used when possible as part of the 2020 and 2021 budget process. It is anticipated that these goals will be reviewed and updated annually.

1. **GOAL:** Proactively plan for Affordable Housing obligations and future development while working to maintain the character of the Township.

OBJECTIVES:

- a. Continue to work towards a solution for the Township's third round Affordable Housing obligation including the 24 units at the Skate Park (Arbor Green) and the additional 74 units agreed to in the December 2018 settlement.
- b. Maintain existing Affordable Housing units and the Development Fee Ordinance to offset current and future Affordable Housing costs.
- c. Evaluate the Master Plan to ensure it is meeting the needs of future development and better match our challenges, including:
 - Task the Planning Board to identify opportunities for the future of our downtown commercial areas.
- d. Work cooperatively with Chatham Borough and the School District with respect to development. Develop a regional concept to development that impacts the school district.

2. GOAL: Continue to manage the Township's needs in a fiscally responsible manner.

OBJECTIVES:

- a. Manage and maintain the Township's Triple AAA credit rating.
- b. Create and maintain a more user-friendly multi-year financial plan to track both current and anticipated expenses. This will assist the Township staff and professionals to better manage the tax impact to our residents. It will also provide an additional degree of transparency for our residents.
- c. Create and update annually a multi-year Capital Plan to ensure that the Township's capital assets are properly maintained, updated and, where possible, improved.
- d. Follow the 30-year Debt Management Plan adopted in 2019 and reassess as part of the annual budget process.
- e. Continue to identify revenue sources and expense drivers. Assess their impacts on current and future budgets.
- f. Discuss the use of Reserve Trust Accounts to ensure funding for future expenses in the areas of:
 - storm clean up
 - tax appeals
 - accumulated absence
 - insurance (claims or premium)
- g. Work closely with the Auditor and other financial professionals to ensure compliance.

3. GOAL: Manage, maintain and improve infrastructure throughout the Township.

OBJECTIVES:

- a. Conduct an assessment of our municipal easements, including sanitary and storm water management systems, and prioritize appropriate repairs and replacements to better serve residents.
- b. Conduct similar assessment of our roads and sidewalks and create a multi-year maintenance and repair plan.
- c. Assess Traffic issues throughout the Township and look to re-engage with the County and other municipalities on how to reduce traffic.
- d. Plan for needed repairs and upgrades to the Waste Water treatment plant and pumping stations. Create an Inflow and Infiltration (I&I) program to assess the state of the Township's sewer lines, sewer easements and access points.

- e. Continue improving connectivity throughout the Township with sidewalks, paths, walking trails, crosswalks and crossing devices. This is an ongoing program.
4. GOAL: Proactively manage, maintain and improve our facilities in keeping with the our Best Place to Live designation.

OBJECTIVES:

- a. Create 1, 6 & 10 year Capital Plans to address both short-term repairs and maintenance, as well as longer term improvements.
 - b. Conduct an assessment of all facilities. Determine the best solution for the repair of the Municipal Building, repair/renovation of the Police Department building, repair the Waste Water Treatment Plant, and repair and possibly replace some DPW buildings. Identify method to fund proposed improvements.
 - c. Conduct an assessment of all recreational facilities including Colony Pool, sports fields, indoor space, and parks to determine necessary repairs, longer term improvements or potential strategic acquisitions.
 - d. Work cooperatively with Police, Fire and EMS to plan and appropriately budget for expenses related to vehicle replacements and equipment needs.
 - e. Identify better or additional grants from Federal, State, County and private funding sources to mitigate costs. Hire a Grant Writer to identify and write grant applications for submission outside of the normal State and County grants.
5. GOAL: Manage, maintain and improve our recreational facilities to meet the needs of our residents and are reflective of our community.

OBJECTIVES:

- a. Complete an assessment of our recreational fields / facilities to determine repairs and future needs for turf replacement, field conditions, drainage, parking.
- b. Repair Tennis Courts and Gazebo - make cost effective spot repairs to Tennis Courts in 2020. Complete drainage work on nearby parcels in 2020. Plan for Tennis Court replacement in 2022 or later after completion of Recreation facilities assessment. Seek contribution from the School District of the Chatham's towards the replacement of the surface since the high school tennis team uses the Courts regularly.
- c. Utilize \$100,000 CAF grant to replace lights at Nash and re-purpose skating area.
- d. Assess future needs/improvements for Colony Pool with a goal of breaking even on costs.
- e. Work with Chatham Borough on shared recreational opportunities. Receive an accounting for the previous five (5) years on the funds distributed to insure equality

of reimbursements.

- f. Work on a solution with multiple municipalities and counties for the replacement /relocation of the Skate Park.
 - g. Explore locations for a Veterans Memorial or gazebo as a focal point for community activities - Form Committee in 2020 to formally investigate locations and recommend location including size, type of monument, other items such as benches, etc. and proposed cost.
6. GOAL: Create best practices for Communications and Technology.

OBJECTIVES:

- a. Continue to invest in software upgrades as well as training and ensure that our departments technology tools are up to date and maintained.
- b. Protect the Township from cyber attacks.
- c. Finalize negotiations with Comcast and update the video equipment, software and hardware such as modems and cabling coming into the Municipal Building and other Township facilities.
- d. Update website to be more user friendly with a goal of bringing the website in house.
- e. Create an electronic newsletter to inform residents of Township news, events and opportunities.
- f. Create online fillable forms and payment systems.
- g. Create more opportunities for the public to be involved by creating a Senior Advisory Committee and community/business affairs committee.
- h. Require annual reports from all Committees, Boards and Commissions.
- i. Explore expanded use of municipal TV station to publicize events.
- j. Begin an annual ongoing scanning of files and other pertinent information so that all boards, committees, commissions and departments have access to this valuable resource which will enable us to better serve our residents.

7. GOAL: Ensure the safety of our residents through our Emergency Services.

OBJECTIVES:

- a. Continue to maintain a fully operational Office of Emergency Management and develop a core of supporting volunteers.

- b. Hold annual table top exercises.
 - c. Designate a new physical office for the Office of Emergency Management.
 - d. Explore an opt-out option to encourage residents to sign up for our emergency alert system.
 - e. Work with the BPU, PSEG and JCPL to minimize the loss of power which seems to occur on an increasingly frequent basis.
 - f. Discuss possibility of moving power lines underground.
 - g. Enforce the UCC requirement to have visible house numbers for public safety.
8. GOAL: Build relationships where we can advocate for the Township.

OBJECTIVES:

- a. Create a liaison position to interact with the freeholders.
 - b. Invite periodic visits by our federal and state representatives, and by county officials such as the Surrogate and County Clerk.
 - c. Meet regularly with neighboring mayors and administrators to discuss issues of shared concern.
9. GOAL: Maintain our high standards for environmental stewardship.

OBJECTIVES:

- a. Support the Environmental Commissions goals and their effort to obtain Silver Sustainable Jersey Certification.
- b. Assess the Recycling facility to better meet the needs of residents.
- c. Work with the MUA to explore recycling options to reduce costs and provide better service.
- d. Implement the Plastic Bag reduction ordinance on March 1.
- e. Investigate the use of solar panels and charging stations on municipal buildings and properties. With the input of the Planning Board review ordinances to encourage solar panels on homes.
- f. Work with PSEG and JCPL to better manage tree removals in the right of way.
- g. Create a tree planting plan to replace trees that have been lost. In 2020 apply for a Forestry Management Plan grant to prepare a plan for the Township.

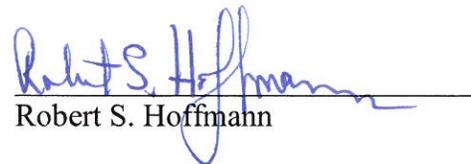
- h. Continue to monitor opportunities for Open Space for both active and passive recreation.
 - i. Seek grants to purchase Open Space or to improve existing open space parcels for both active and passive recreation opportunities. Pay off current Open Space Bond.
10. GOAL: Ensure that the Township is a great place to work and that we are staffed to appropriately meet needs.

OBJECTIVES:

- a. Assess staffing needs to ensure right sizing.
- b. Explore options for both full, part-time including contract (union) employees to help achieve customer service goals.
- c. Review salary structure so that we are competitive with other municipalities.
- d. Provide growth and learning opportunities.
- e. Ensure that department heads participate in annual planning and budget process.
- f. Conduct a review of our Professional Services Contracts on a rolling three year basis.

Conclusion

These approved goals will serve as a long-term guide for Township plans. The goals will assist the Township measure accomplishments and costs. This is a living document. The input of the Township Committee, staff, and professionals is appreciated.


Robert S. Hoffmann