

City of Plainfield
2014 Mayoral Transition Report
Mayor Adrian O. Mapp



Honorary Chairs:

Hon. James E. McGreevey and Hon. Linda Carter

Co-Chairs:

Hon. William O'Dea and Michael R. DeCotiis, Esq.

Steering Committee:

John Stewart, Jr.
Jeanette Criscione
Dan Damon
Rick Smiley

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MAYOR ADRIAN O. MAPP TRANSITION TEAM

January 1, 2014

Hon. Adrian O. Mapp, Mayor
City of Plainfield
City Hall
515 Watchung Avenue
Plainfield, NJ 07060

Hon. Mayor Adrian Mapp:

We have watched with great interest and pleasure as Plainfield prepares to enter a new period in its storied history under your leadership as Mayor.

Your vision of One Plainfield, One Future for our increasingly diverse community signals that you are ready to take up the joys and challenges of planning for and executing a future in which the whole community will move forward together with the all of the City's residents and businesses benefiting.

These are exciting times to be Plainfielders, and we are pleased to be able to share them with you. Our very best wishes for your success and the success of Plainfield

Yours sincerely,

Hon. James E. McGreevey, former Governor of New Jersey
Hon. Linda Carter, Chairperson, Union County Board of Chosen Freeholders



MAYOR ADRIAN O. MAPP TRANSITION TEAM

January 1, 2014

Hon. Adrian O. Mapp, Mayor
City of Plainfield
City Hall
515 Watchung Avenue
Plainfield, NJ 07060

Dear Mayor Mapp:

On behalf of the members of your Transition Team, we are pleased to submit this Transition Report. We are grateful to have had the opportunity to review the operations of the City's numerous Departments and to provide our ideas for how the new City Administration can streamline government, reduce waste, improve the efficiency of operations and provide accountability to better the citizens of Plainfield.

We want to thank the outgoing Administration for its cooperation; it provided answers to numerous requests for information. City staff was also very helpful in providing for a smooth transition.

Under the daily supervision of the Transition Team's Executive Steering Committee, committee members met numerous times and digested and discussed thousands of pages of documents to produce this Transition Report.

It has been a short time since your election. Therefore, this Report is not all inclusive. It is intended to provide some initial observations on the issues immediately facing the City and recommendations on ways to create a more efficient and accountable City government. Implementation of many of these recommendations will take time and further in-depth analysis in the weeks and months ahead.

Hon. William O'Dea, Freeholder
Michael R. DeCotils, Esq.

II. Acknowledgements

The Transition Team of Mayor-elect Adrian O. Mapp gratefully acknowledges the following individuals, whose efforts have made possible a remarkably smooth undertaking by such a large group of volunteers:

The Steering Committee: John Stewart, Jr. (chair), Jeanette Criscione, Dan Damon and Rick Smiley. This group was the main 'force on the ground' for the day-to-day task of recruiting the volunteers, organizing the work and reviewing the output of the Transition Team.

Subcommittee Chairs: Siddeeq El-Amin (Public Affairs & Safety), Dr. Roland Anglin (Economic Development), Ron West (Budget Process), Dan Damon (Communications), Rick Smiley (Public Works & Urban Development), Bibi Taylor (Administration & Finance), Sam Smith (Recreation), Joe Da Rold (Information & Technology), Frank Guzzo (Health & Social Services), Michael DeCotiis, Esq. (Corporation Counsel) and Jeanette Criscione (City Clerk). All gave willingly of their time and efforts, even though they may not have realized the size of the task when they first agreed to serve.

Interviews: The Transition Team would be remiss if a special "Thank You" was not extended to the dozens of key employees and experts (in an out of City government) who volunteered many hours to be interviewed by the various subcommittees. Without this splendid cooperation and the generous sharing of many opinions and facts beyond the limits of the original Questionnaire, the final report would be far less meaningful than it has turned out to be.

Meeting Spaces: Special thanks also go to Joe Da Rold, Director of the Plainfield Public Library, and Ravenell Williams III, President and CEO of the Plainfield Area YMCA, for graciously providing meeting facilities for the various subcommittees and for interviews, sometimes on very short notice and with occasional inconvenience to their customers.

All Hands Dinner Arrangements: Last, but not least, generous thanks are due to Joan Van Pelt, Esq., who helped make possible the use of the Crescent Avenue Presbyterian Church's magnificent facilities to host the All Hands Dinner Meeting which launched the transition process, and her husband Jim Pivnichny and volunteer Jim Bicket who spent an afternoon setting up tables and chairs for the event.

III. Transition Team Members

A. Honorary Chairs

Governor James E. McGreevey and Hon. Linda Carter, Freeholder

B. Co-Chairs

Hon. William O'Dea, Freeholder and Michael R. DeCotiis, Esq.

C. Steering Committee

John Stewart, Jr. (Chair), Jeanette Criscione, Dan Damon and Rick Smiley

D. Sub-Committee Members

Public Affairs & Safety, Siddeeq W. El-Amin (Chair)

Lt. James Abney, Gavin Cooper, Kent Montford, Hon. Ted Romankow, Wally Torian, Hon. Rebecca Williams and Dr. Harold Yood

Economic Development, Roland Anglin (Chair)

Donna Albanese, Pat Ballard Fox, Len Bier, Robert Goldsmith, Bobby Gregory, Joe Maraziti, Bill O'Dea, Allan Papp, Peter Primavera, Carlos Sanchez, Nat Singleton, John Stewart and Cory Storch

Budget, Ron West (Chair)

Wayne Clarke, Prof. Henry Coleman, Wilbert Gill, Tony Monteiro and Richard Stewart

Communications, Dan Damon (Chair)

Lee Keough, Barbara Kerr, Joseph Palmer, Rebecca Perkins and Carmencita Pile

Public Works & Urban Development, Rick Smiley (Chair)

Arne Aakre, Paul Chapin, Gordon Fuller and April Stefel

Administration & Finance, Bibi Taylor (Chair)

Larry Bashe, Tim Kirby, Charles McRae, Joylette Mills-Ransome, James Perry, Anne Robinson, Emmett Swan, Eloise Tinley and Pat Van Slyke

Recreation, Sam Smith III (Chair)

Alfonso Alvarenga, Lenny Cathcart, Daniel Cone, Christian Estevez, Vicky Griswold, Maritza Martinez, Hon. Bridget Rivers, Roni Taylor and Dwayne Wilkins

Information and Technology, Joseph Hugh Da Rold (Chair)

Charles Lamb, John Payumo, Peter Simone and Jeff Spelman

Health & Social Services, Frank Guzzo (Chair)

Bob Bolmer, Donna Cill, Tony Contreras, Inez Durham, Tricia Duval, Donna Fountain, Flor Gonzalez, Julane Miller-Armbrister, Carlos Ponton, Susan Walcott and Ravenell Williams

Corporation Counsel, Michael R. DeCotiis (Chair)

Craig Bowman, Carol Ann Brokaw, John Caminiti, Rowand Clark, Tom Crownover, Dennis Estis, Greg Haworth, Matt O'Donnell, Larry Quirk, Michelle Riley and Joan Van Pelt

City Clerk, Jeanette Criscione (Chair)

Carol Bicket, Mary Burgwinkle, Louise Colodne and Laddie Wyatt

IV. INTRODUCTION

The use of transition committees to ease the beginning of a new mayor's term is hardly unusual; the news in recent months has reported on such efforts in Jersey City, Edison and New York City, for example. The purpose of any Transition Report is ultimately singular in nature: to provide a seamless transition of authority for the benefit of the City's residents. History has taught us that our citizens bear the burden of costly and embarrassing mistakes, if the City fails to undertake an orderly and thoughtful transition. As a candidate, Adrian Mapp was determined to avoid such outcomes. He concluded, even before the November election, that getting off to a good start would depend on gathering useful, accurate and objective information about the state of affairs in the City's Departments and Divisions.

A steering committee was formed that began to screen hundreds of potential transition team members, with the goal of building a broad-based, bipartisan and inclusive Transition Team of residents, government experts and business people to examine City government from top to bottom in an effort to prepare the way for Mayor Mapp. Over one hundred volunteers were recruited to work on eleven teams to analyze Plainfield's city government. Two members with experience in large scale governmental transitions -- attorney Michael R. DeCotiis and Hudson County Freeholder William O'Dea - agreed to serve as co-chairs with a four-member Steering Committee managing the process.

Beginning work with an official kickoff within days after the November election, the Transition Team quickly began to gather information from key employees using a standardized questionnaire, which was followed by face-to-face interviews. The eagerness of the eleven teams was matched with generous sharing of information by key employees, who signaled a hopefulness that Plainfield would once again begin to move forward. The result is the Transition Report you are holding in your hands; a cooperative effort of citizens and employees to bring to fruition Mayor Mapp's vision of One Plainfield, One Future.

V. Executive Summary

The work of the Transition Team was divided into eleven (11) working sub-committees, a summary of the key findings and recommendations of each sub-committee is provided below:

A. Public Affairs & Safety

The Department of Public Affairs & Safety is responsible for securing the safety and protection of Plainfield's residents, as well as the property within the city. Both the Police Department and the Fire Department fall under the Department of Public Affairs & Safety, as does Emergency Management. The Transition Team made these recommendations for immediate actions to be taken:

1. Review the organization of this department, its divisions, promotions within the ranks and staffing to determine if current configuration of the Department fosters the mission of the Department, functionality within the Divisions, respect for the chain of command as well as supervisory training for all ranks of supervisory officers to maintain morale, discipline and professionalism within the rank and file.
2. Examine the position of Director of the Department of Public Affairs and Safety and the hiring of a Police Director to bring in a fresh perspective. Consider the reestablishment of the position of Chief of Police by ordinance as part of the overall review of the organization of this Department.
3. Expanding the ShotSpotter camera system as well as increasing the number of Car License Plate Readers (CLPR) each of which were deemed effective public safety tools by interviewees.
4. Continue participation in the Union County Prosecutor's Office Homicide Task Force given the high clearance rate that interviewees attributed the City's participation in the task force for the last six years.
5. Update orders, policies and procedures within the Police Division which could be achieved through Commission on Accreditation for Law Enforcement Agency (CALEA) accreditation or other industry standard means.
6. Immediately address the need to upgrade the Police & Fire Division's phone system and evaluate and prioritize the need for computer and video hardware and software, up-to-date radio technology, equipment inter-operability and remote back-up capabilities. Also address the Fire Division's need for upgraded Knox-Box technology.
7. Identify a new Emergency Management Coordinator to replace the existing coordinator who is retiring on December 31, 2013. Charge the new Emergency Management Coordinator with reviewing and updating the City's Emergency Management Plan.
8. Assure follow up in connection with pending grant applications to Federal Emergency Management Agency (FEMA), a Hazardous Mitigation Grant to purchase generators for City Hall and the Fire Headquarters and to receive reimbursement for Hurricane Sandy. Consider a more aggressive approach to obtaining public safety grants through the hiring of personnel or consultants with experience in such matters.

9. Continue the Community Oriented Policing (COP) Program and consider expanding it to a highly active and committed role within the community, involving the citizens, community groups and businesses. The COP Program should be fully engaged with the Central Business District and the South Avenue Business District.
10. Take Immediate Action through the Plainfield Housing Authority (PHA) at the vacant Elmwood Garden Apartments to remove all fire escapes, use cement to secure all first floor entryways, basement accesses, and first floor windows to prevent theft, vandalism, squatters, illegal drug activity and also to reduce the number of law enforcement calls for service. During this period of vacancy, it is also recommended that these apartments be made available to public safety agencies for training purposes through agreements with the PHA.
11. Evaluate the methodology as to how the City provides animal control services.
12. Consider a lease-purchase program for aging fire apparatus.
13. Review and prioritize capital improvement requests for repairs at existing fire stations, including the need for emergency generators.
14. Evaluate the recommendation from the Fire Division that it begin a phase-in plan to take over EMS services.
15. Suggest that the Police and Fire Departments be asked to identify a plan for communications with neighborhood associations.

B. Economic & Community Development

The health of Plainfield's finances and the strength of our community are inextricably linked. Plainfield can be a prime example of urban revitalization, leading the way in New Jersey to herald a new era of urban living. Economic development in Plainfield should be guided by the following policy goals:

- Revitalizing neighborhoods and business areas to enhance the quality of life in Plainfield.
- Increasing City revenues through redevelopment and rehabilitation of properties in the City.
- Creating employment opportunities for the residents of Plainfield and finding opportunities to develop Plainfield's workforce.
- Promoting opportunities for affordable housing and workforce housing.
- Creating vibrant street life in order to reduce crime and increase public safety.
- Supporting the success of local businesses.

In addition to these goals, the following recommendations were made:

1. Create the position of Assistant Business Administrator for Economic & Community Development that would be the first point of contact for developers looking to begin a project in Plainfield. This individual would also oversee the functions of a consolidated Office of Economic Development and be responsible for creating joint ventures with the Plainfield School District, Union County College, Workforce Investment Board and the One Stop Career Center to promote job training and job creation.
2. Create the position of housing specialist that reports directly to the Assistant Business Administrator for Economic & Community Development. The housing specialist should be responsible for inventorying properties in the city to identify vacant, foreclosed, city owned and abandoned properties with the goal of packaging those properties for appropriate action such as resale, rehabilitation and development conditioned upon development occurring within an established time frame. If resources do not exist to fund such a position then the Director of Community Development should be charged with these duties.
3. Consolidate positions such as planning director, planning staff as well as Community Development Director and Community Development staff in the Office of Economic Development. Planning is an important adjunct of economic development. Economic development must coordinate and inform planning (and vice versa) on a real-time basis.
4. Explore the creation of an economic development advisory committee populated by stakeholders from public, private and non-profit sectors and task the committee to produce a set of short term and medium term development goals, including an implementation plan. Ask that the committee look at the efficacy of tax abatements as a development tool and to make recommendations for a reasonable, standardized process for developers to bring a project to the City for consideration and to receive immediate feedback concerning the viability of the project. This task force should also examine and present options to the Mayor concerning liquor license reform and examine the present and future role of historic preservation in Plainfield.
5. Undertake a review of the status of the implementation of existing Redevelopment Plans.
6. Consider encouraging small business incubators on the Front Street and south Second Street Corridor to bring vacant structures back on the tax rolls.
7. Evaluate current land use ordinances to determine if they create obstacles to development.
8. Consider implementing an incentives program to encourage rehabilitation of existing housing stock, including affordable housing.
9. Undertake a competitive process to designate a redeveloper or redevelopers for Transit Oriented Development projects at each of the railroad station areas.
10. Convene a group to address the downtown homelessness problem, with representation from police, code enforcement and human service organizations, with leadership from the Mayor's office.
11. Explore the option of combining or consolidating services such as the Plainfield Action Services, One Stop Career Center and Workforce Investment Board.

12. Explore the creation of financial incentives for developers to hire local residents and vendors.
13. Use the Public Library as a way to provide technical assistance to small business owners in partnership with Kean University's Small Business Center.
14. Perform an assessment of the goals and activities of the summer youth employment program to achieve improved results.
15. Work with NJ Transit, the Raritan Valley Rail Coalition, the North Jersey Transportation Planning Authority and other groups to advocate for public transportation to job centers in the region.
16. Create a permanent communications advisory committee with the mission of marketing Plainfield's assets.
17. Create a strategic communications plan that works to dispel myths that public safety is a significant problem, works to promote Plainfield as a diverse, safe place to work and live and highlight key community assets all geared toward increased economic and community development.
18. Convene an advisory committee to evaluate the issues surrounding the planned redevelopment of Muhlenberg Hospital which should study and encourage continued medical services as a component of any such plan.
19. Review current and proposed brownfield and UEZ projects and CDBG funding plans to determine compliance with administration goals.

C. Budget Process

The City of Plainfield has been brought to the brink of financial disaster in recent years due to mismanagement and internal political battles. The longstanding and acute failure to properly manage Plainfield's finances must be brought to an end. Without a solid base of sound fiscal procedures, Plainfield cannot compete economically or provide opportunities to its residents. Fortunately, changes can be made now to ensure the future success of the City. The Budget Process Transition Team has made these recommendations for immediate action:

1. The Mayor has many key positions to fill and should do so immediately. These positions include the City Administrator and Chief Financial Officer. In addition the City must fill a number of other key positions that are now vacant, such as Division Heads for Health and the Plainfield Action Services.
2. Review the proposed CY2014 budgets prepared by each division.
3. Evaluate the need for training and personnel development to increase performance and productivity in the Audit & Control Division. Attention should be paid to grants management to reconcile expenditures against grant dollars and close out existing grants.

4. Address issues raised in the audit reports prepared by the City's external auditing firm which will improve cash controls, purchasing protocols, and maintenance of the encumbrance accounting system.
5. Address the City's tax delinquencies and the amount of property acquired by the city through tax foreclosure. Properties acquired by the City through tax foreclosure should be auctioned as soon as possible to increase revenues and return properties to the active tax rolls.
6. Audit FEMA funds awarded to the City in response to Hurricane Sandy.
7. Consider auditing the telecommunication costs for the City. It may be possible to reduce cellular and data costs by eliminating waste and redundancy. The City should explore companies that offer free telephone audits and retain one. The network infrastructures for data and voice should be analyzed to ensure they are optimal in terms of price and performance.
8. Consider consolidating printer and fax locations within office areas to reduce costs.
9. Consider relying more upon email communication and less on paper mailings. Fewer mailings would reduce postage, paper, and printing costs. In fact, a technology plan should be developed that increases productivity and replaces or improves many manual processes with electronic solutions.
10. Consider auditing the City's electricity and natural gas usage costs as an opportunity to reduce costs.
11. Review the City's debt management plan and capital initiatives to ensure that adequate funds are available within the current budgetary framework.
12. Determine the extent to which UEZ funds are available for economic development or other cost saving initiatives.
13. Evaluate the feasibility of shared services with other municipalities. While shared services and joint purchasing arrangements are not a panacea for Plainfield's fiscal problems, every reasonable alternative should be considered in the effort to improve the quality of services delivered and moderating the tax burdens for the citizens and taxpayers of Plainfield.
14. Establish Performance Metrics and a Process of Accountability through the following initiatives:
 - Reconstitute the Citizens Budget Advisory Committee (CBAC) as a component of the Mayor's Office. Several former members of CBAC commented that they were engaged too late in the budget process and that the recommendations of the Committee were ignored by the City Council. In fact, CBAC should provide input to the Mayor before the budget process begins (during the early formative stages of budget development) on the key community priorities that should be reflected in the budget.
 - The Mayor should annually state his budget priorities for the upcoming year to the City Administrator and department heads. Those priorities must then be communicated to all divisions so they become the cornerstone for the budget process.

- Budget process documentation submitted by each department should be uniform and, wherever possible, follow the concept of zero based budgeting, which means the individual operating and capital budgets reflect the needs of the municipality as opposed to prior year spending history.
- Performance objectives should be created by each Department and Division and that clearly indicate how they help contribute to meeting the Mayor’s priorities. The current budget process requires each department to submit goal and objectives and short term target performance metrics. These write-ups should be kept on file and referred to throughout the year to ensure that the proposed goals and performance metrics are being met. Future budget allocations should be correlated to how successful a department is in meeting its proposed goals. Departments or Divisions that are not meeting their goals should be held accountable.
- The Mayor should hold monthly meetings with City department heads and other senior officials. Such meetings would provide an opportunity to reinforce the Mayor’s on-going budget priorities; to get an early signal of emerging problems before they become significant or public; to get input from managers to respond to problems; and to get a start in identifying future budget priorities.
- The City should introduce a resolution to take advantage of the “cap bank” provision used by many other municipalities as part of the budget. It offers future budget flexibility for the City with no downside risk. It is a practice used by many municipalities in New Jersey.
- The Mayor should give consideration to appearing before the City Council to present the budget. This would represent an opportunity for the Mayor to address key initiatives to the Council and general public, and indicate how the budget reflects the municipal priorities. It is further recommended that the Mayor provide at least semi-annual updates to the public on City performance against the key initiatives.

D. Communications

The Communications Department must set the standard for open, participatory city government. That is its paramount responsibility, and while it must perform other functions (communicating the messages of the Administration, conveying necessary information, and marketing the city), it must first and foremost provide an accessible tool for its citizens to engage with their government. The Communications Transition Team presented these recommendations for immediate action:

1. Reporting: All media and communications activities should be organized into a Division of Communications. The Division of Communications should be headed by a full-time Director who will also serve as Public Information Officer for the City. The Division’s responsibilities will include media relations, the website, the public access TV station, social media and all print production (newsletters, brochures, etc. for all City Divisions and Departments).
2. Website: The City website should be a user friendly asset to the citizens of Plainfield. In order to better serve the citizens. The City’s website should be redesigned, based on best practices in website design for municipal governments. The City would be well-served by hiring an

experienced consultant, and could also make use of a citizen task force to help in the process. The redesign should include beta testing by both employees (for ease of content maintenance) and residents (for ease of use and interactivity, etc.).

3. PCTV 34/96: The training of citizen "producers" would shift content to a true public access experience, with programming of, by and for the public. A more simplified process for scheduling should be explored, with "government" content (i.e., City Council meetings) programmed at convenient times over a period of weeks between the actual Council dates.
4. Media Relations: Establish goals for production of short news items, media alerts about upcoming events, and long-form or serialized items to explain major government projects, policy initiatives, construction and infrastructure improvements. The development of a 'Newsroom' on the City's website is a must, given the changes in modern media practices. Twitter would be especially useful in this regard as tweets can be broadcast via smart phone as material is filed; meaning breaking items (such as a fire or emergency) can be tweeted about in real time.
5. Emergency and Crisis Communications: The Communications Division should work with the Office of Emergency Management to develop and publicize a plan for communications from the City under emergency conditions. This plan should include not only media outreach, the City's website and cable TV channel, but also cooperation with the County and School District's emergency communication plans.
6. Face-to-face Communications: A communications plan should give thought to regular communications by the Mayor. These could range from Town Halls to call-in type programming to roundtable discussions led by the Mayor on specific topics or with specific groups of panelists (realtors, for example). They could be live events or videotaped for later showing (or both).
7. Internal Communications: The Communications Division should develop a plan for internal communications among/between employees and the City. Regarding job postings, promotions, retirements, transfers, training opportunities, policy updates, grants received, and other internal-focused news. This could be facilitated by the development of an intranet by the IT Division.
8. Brand Management: The Communications Division should be responsible for managing the City of Plainfield's 'brand,' including everything from the use of its logo to the design of stationery and signage, and the marking of city vehicles and property.
9. Coordination with Economic Development Initiatives: The Communications Division, in partnership with Economic Development, should create a strategic communications plan for marketing the City and its potential for economic development.

E. Public Works & Urban Development

The overall mission of this department is to provide "quality and essential services" to residents and visitors and to encourage potential redevelopment opportunities within the City of Plainfield. The Public Works & Urban Development Transition Team made these recommendations for immediate action:

1. Immediately address the following issues:
 - Assessment of technology needs that will lead to efficiencies and sharing of information between departments and divisions.
 - Establish quality controls to insure better interface between both public served and cooperation between divisions and departments.
 - Examine vacancies within each Division to determine staffing priorities.
2. Establish and active program to search for and obtain new grant funding.
3. Evaluate the current Capital Improvement Program and prioritize projects based upon current needs and constraints.
4. Require that the City Yard prepare a log to be updated weekly and approved by the superintendent.
5. Evaluate a cost effective method for scheduling inspections on a 7 day per week basis to catch violators working without permits on weekends. Develop priorities for inspection and enforcement.
6. Evaluate whether a full-time fire code official is warranted or if this function can be a shared service with other municipalities.
7. Develop a checklist and manual for building code officials and develop orientation sessions with planning, zoning and other relevant City officials.
8. Consider moving Parking Bureau from City Yard to Police Division.
9. Develop professional recommendations/estimates for City Yard equipment repair and replacement.

F. Administration and Finance

The Administration and Finance Committee (“the Committee”) was asked to review the various Divisions within the Plainfield Department of Administration & Finance (“the Department”) to identify issues of importance and to make recommendations. In addition, the Committee was asked to examine the Municipal Court and the City’s approach to franchise agreements. Most of the Department’s activities relate to support services for other City operations (Purchasing, Personnel) city-wide management of the finances (Audit and Control) and revenue (Tax Collection, Tax Assessor). Many of the responsibilities of the Department and the Municipal Court come under the purview of the State (Division of Local Government Services, Administrator of the Courts) and the County (Tax Assessment). The Committee was respectful of these legal constraints in making the following recommendations for immediate action:

- The Department needs a full time Director of Administration and Finance and a full time Chief Financial Officer.

- The new Mayor should quickly communicate his financial priorities and perhaps, restart the budget process. The Citizen Budget Advisory Committee could help by addressing large financial issues such as balancing costs with desired service levels.
- Expiring City labor contracts create an opportunity for the new Mayor to address labor contract provisions that inhibit the efficient and cost effective delivery of municipal services. The Committee suggests bringing in a Labor Relations expert to analyze existing contracts and help the City develop a good negotiation strategy.
- Carefully review the Employee Evaluation System with State Civil Service and the City Personnel Director. The Mayor needs to have confidence in how employee performance is evaluated.
- Support further efforts to stabilize and improve property tax collection. Any improvement in the tax collection rate will reduce the municipal budget.
- Evaluate creating a part time medical position to track and evaluate employee absences, whether it is from disability, work related injuries or extended leave.
- Evaluate increasing the amount set aside in the budget for training for municipal employees. Any increases should be carefully analyzed as to cost and benefits. Training needs could be addressed in the Employee Evaluation system.
- Evaluate the number and use of seasonal employees each year to avoid the creation of added benefit costs or costs associated with the Affordable Care Act.
- Evaluate the need for automation of some processing activities as a means of operating more efficiently and reducing staffing needs.
- Consider the use of a cross-trained “administrative floater” that could help the Department and Municipal Court deal with high volume activities in the areas of tax assessment, tax collection, and municipal court record retrieval.
- Use local resident volunteer experts on matters that have a budget impact.
- Evaluate segregating duties in financial processing to create the necessary checks and balances.
- Create a centralized system of responsibility for evaluating and reviewing City franchise agreements.
- Address the current Municipal Court backlog by:
 - Automating manual data entry systems.
 - Expanding the use of e-tickets by Plainfield Police and Parking Authority.
 - Eliminating the need to appear in court for certain violations such as Housing Court.

- Focus on collecting past due court fines through either dedicated staff or by contract with a private collection firm.
- Examine the effect of tax-exempt property on the City's finances.
- Audit and evaluate its existing phone lines and wireless accounts and determine whether a new approach is warranted.

G. Recreation

The City's Recreation programs are essential to the individual health and quality of life for Plainfield residents. The Recreation Transition Team reviewed the programs to determine areas in need of improvement and any pending issues requiring immediate action from the new administration. After assessing the health of the department, the Transition Team made these recommendations:

1. Examine the use of cloud based recreation management software such as Community Pass (used by several neighboring communities) to increase productivity and accountability.
2. Enhance the Department's presence on the City's website to include links for: the current program and activities catalog, pictures of facilities with a description of location and amenities, listing of local organizations that serve the greater Plainfield area including non-profits and community based organizations, an email address opt-in for improved marketing and communication.
3. Use social media such as Facebook, Twitter, Instagram, Google Plus etc., to communicate and market to the Plainfield recreation community. Consider cross marketing with churches, non-profits, community groups, fraternal organizations, sororities, WIC, and other governmental organizations.
4. Make training available to staff to learn new skills that will enhance their performance.
5. Train staff in procedures relating to handling of cash and consider whether a "no cash" policy is viable.
6. Evaluate whether there is duplication of activities being provided by the Department and area non-profits and community groups. Duplicity is not cost effective and savings can be used to increase funding for other areas of need.
7. Review permitting at City facilities including all parks and fields to ensure fairness of process.
8. Study adult and senior programming in collaboration or consultation with the Plainfield Senior Center.
9. Explore the use of planning committees to work on the 4th of July Parade and other annual events. Soliciting community involvement fosters fresh ideas and may be cost effective.

10. Grant processes should be reviewed, from application to disbursement, to ensure all guidelines are being met. Training and workshops should be made available for administrative staff. Consider hiring a grant writer that can be shared across departments.
11. Consider partnering with Health Division or non-profit group to create a program that emphasizes parenting skills.
12. Conduct a survey to determine what new programming should be added or discontinued in the community.
13. While a long term goal, the Administration should evaluate the viability of a Plainfield Recreation Center which offers amenities not presently provided.

H. Information & Technology

The Division of Information Technology is charged with providing quality technology services to facilitate the City of Plainfield's mission to provide service to its citizens. Among the Division's responsibilities are providing support for all of the City's technology devices; collecting and storing all electronic data; and manages the City's website. The Mayor should set the direction for the IT Strategy in his administration, and the new City Administrator and the new Director of Administration & Finance should be knowledgeable about technology and its importance in municipal operations. The City of Plainfield should develop a 3-year and 5-year plan to ensure that Plainfield's IT system is serviceable and secure. The Information & Technology Team made these recommendations for immediate action:

1. A procedure must be established for the refreshment of hardware and software throughout all of the departments and units. The IT Director should meet with the staff and heads of all departments to identify specific needs. Servers should be replaced if at capacity or the end of useful life.
2. Security firewall issues should be addressed immediately.
3. A comprehensive review of all IT related contracts should be undertaken to assure that all contracts are in writing, contain all material terms, are currently in effect and that they are all collected and stored in a central location.
4. Review and update as necessary the City's IT Procedures & Standards for City employees (Examples: policies on e-mail usage, mobile devices, use of City IT assets, data protection, privacy, awareness campaign, etc.).
5. Consider budget "charge-backs" to each division for hardware, software and repair & maintenance, including pro-rata share of multi-user software.
6. Institute a uniform policy for training by IT.
7. Establish guidelines for the use of social media by departments with coordination by the Public Information Officer.

8. Determine if it is a “best practice” to continue to prohibit the IT Director from working with or providing support to the Public Affairs and Safety Department and from resolving issues within the Police and Fire Division telephone systems.
9. Arrange for offsite back-up of data.
10. Resolve issues surrounding domain name registrations.
11. Review proposals from ISP providers to determine if the City can achieve cost savings and improved speed and reliability.
12. Determine where the IT Director fits into the organizational chart for management reporting and resolve lines of authority between the IT Director and Police and Fire Divisions to resolve Public Safety IT issues.
13. Establish an Information Technology Master Plan that defines current IT resources and establishes benchmarks for future investment needs.
14. Establish a Help Desk.

I. **Health & Social Services**

Plainfield’s residents face many challenges, including poverty and health. As Mayor, Adrian Mapp’s objective must be to provide beneficial services in a timely, cost-effective manner. As a city, we must – and can --- do better by our residents.

The Subcommittee was tasked with reviewing and evaluating the current state of the Health and Social Services Division in the City of Plainfield and recommending short and long term goals based on the identified strengths, opportunities, and needs within that division. The units of this division are: Health, Communicable Diseases, Vital Statistics, Women Infants Children (WIC), Plainfield Action Services (PAS), Bilingual Day Care and the Senior Citizen Center. The Health & Social Services Transition Team made these recommendations for immediate action:

1. The units, offices and bureaus that comprise the Health and Social Services Division for the City of Plainfield should constitute a unique Department within the City’s organizational structure, and come under the direction of a department head that has the authority and responsibility for its functions, budget, and operations.
2. The City should evaluate employing a full time Health Officer.
3. Units within Health and Social Services should be physically located in closer proximity to each other. This will provide better access to, and coordination of, services for residents who now have to go from one building to another to access programs.
4. Technology should be uniform and modernized. The City’s website should be updated and made more interactive to facilitate access to services and information, as well as to facilitate ease of obtaining forms and/or filing necessary applications or reports with the city.

5. An evaluation of levels of staffing and staff competency should be undertaken. Staffing levels should be adjusted to fill the needs of the department and to better serve the public.
6. Training (including computer training) should be provided to staff to ensure quality and appropriateness of services, as well as customer satisfaction. In addition, an investment should be made in staff training to promote job satisfaction and to convey that employees are valued.
7. Staff should be cross trained to maximize human personnel resources and better utilization of staff skills and time. For instance, information and referral functions can be provided by cross trained staff members within a designated unit, instead of hiring several staff members in different programs or locations to perform the same functions.
8. Develop a short term strategic direction for the division. Review the need for a more robust strategic plan and community needs assessment in order to more proactively address public health needs.
9. Develop and implement a procedures manual for the divisions, this is essential given the staffing shortage and lack of trained back up staff for certain functions. Established procedures and protocols, as well as training, will improve operational capacity or abilities, especially in cases of emergencies.
10. Institute a dedicated grants writing program/function within the division or share this function with another department.
11. Collaboration with the Neighborhood Health Services Corporation, and other health care providers should be reviewed and enhanced.
12. Evaluate the costs and benefits of the contract with the Neighborhood Health Center for nursing services.
13. Explore a shared services solution for animal control.
14. Institute processes to ensure annual billing for all appropriate license renewals and fees, and ensure timely inspections to enforce proper licensure of all applicable public establishments.
15. Produce an annual report to highlight the work of the division as well as improve transparency and accountability to the public concerning public health matters and disaster planning and recovery.
16. Improve the health education function within the division and especially bi-lingual health education for disease prevention.
17. Review the need for and potential function of a city Health Advisory Board.
18. Explore the benefits of Accreditation by the National Public Health Department.
19. Locate space for the secure dedicated storage of documents.

20. Consider studying the number of home births before and after Muhlenberg closed to determine if changes need to be made in the way the Vital Statistics Department deals with this situation.
21. Consider tracking how funds collected by Vital Statistics and other departments are tracked and how they are transferred into the general fund. A better understanding of how funds are collected and transferred should improve record keeping.
22. Evaluate whether the current location of WIC is adequate for the needs of staff and customers.
23. Evaluate current staff within WIC.
24. Consider installing a security system at the WIC facility.
25. Include the Bilingual Day Care Center in the mail service provided to/from City Hall.
26. Examine the physical plan of the day care center to determine if there are safety issues and if there is a way to increase the safe outdoor play area for the children.
27. Conduct a needs assessment of all day care programs in the city.
28. The City of Plainfield became the owner of the condo unit which houses the Senior Center on 1-5-12. There is a monthly association fee of \$2,750. The vendor alleges that the City of Plainfield owes \$16,000 for fees unpaid since 6-15-13. It is unclear as to what maintenance is covered by the fee. Maintenance of the Center itself is inconsistent. An investigation should be undertaken by the new administration to address these issues as well as to identify the person that will represent the City at the condominium board meetings and delineate the Senior Center director's role in dealing with the Condo association.
29. Review the Audit & Control Department's role and responsibility for developing the Senior Center's budget.
30. Consider whether Plainfield Action Services should become a 501(c)(3) which would allow it more flexibility to find alternative sources of funding.
31. Determine if information and referral should become the core function of Plainfield Action Services.

J. Corporation Counsel

The office of Corporation Counsel addresses routine legal questions from all City agencies and drafts opinions, attends all Council meetings and assists in the drafting of City ordinances and resolutions. The Corporation Counsel Transition Team reviewed all pending and prospective legal claims against the City, including such areas as tax appeal. Since most matters handled by Corporation Counsel are protected by the attorney client privilege, details on current legal issues are necessarily restricted and protected. The Corporation Counsel Transition Team made these recommendations for immediate action:

1. The Office of Corporation Counsel should purchase and integrate into its operations, document management software.
2. The Office of Corporation Counsel should staff cases and matters based on expertise and experience, i.e. consistently utilizing attorneys with developed expertise on the same kinds of matters.
3. While beyond the scope of this committee, the City should evaluate the security plan for the Municipal Court to ensure that appropriate security exists within each court room.
4. While beyond the scope of this committee, the City should explore whether additional municipal court judges are needed to maintain and improve operations and customer service.
5. Outside counsel should provide a monthly status report to the mayor and counsel generally describing the nature of the work they are performing for the prior month and any status changes.
6. Support should be given to assist Corporation Counsel and Tax Collector in implementing a more streamlined process for tax foreclosures. This will provide a more equitable result for citizens and paying taxpayers and result in additional and needed tax revenues for the City.
7. Establish billing guidelines for outside counsel.
8. Study realigning Municipal Court staffing within office of Corporate Counsel.
9. Consider establishing an office of procurement to consolidate all department procurement initiatives.
10. Evaluate the hourly rate paid to Counsel and establish a rate structure which recognizes the required level of expertise in certain areas.
11. Although a detailed review of the operations of the independent authorities was outside the scope of this report, we recommend that under the new administration, Corporation Counsel's office should conduct a review of the operating agreements with the independent Authorities to determine whether the City is exercising appropriate oversight over such authorities in order to streamline and improve the efficiency of the City's overall operations and provision of services and to provide greater accountability to the citizens of Plainfield.

K. City Clerk

The Municipal Clerk is one of four statutory municipal positions required by New Jersey State Law. The core duties of the Municipal Clerk are defined in N.J.S.A. 40A:9-133. The City Clerk's Office is heavily used by Plainfield citizens and makes an effort to help every citizen who goes there, even if that means walking them to another department or division if that is where they should have gone to get the help that they need. The City Clerk Transition Team made these recommendations for action to be taken within the Administration's first 100 days:

1. Evaluate office staffing to determine whether additional staffing is required, determine if additional bilingual staff should be hired.
2. Solve the firewall issue that prevents effective electronic communication between and among all of the physical locations that house City Departments and Divisions. This firewall issue is preventing implementation of Paperless Agenda and is hindering optimum use of the EClerk system which would allow citizens to apply for permits, licenses and OPRA requests electronically.
3. Train personnel in all departments and divisions to electronically deliver materials to the Clerk using the EClerk system. Faxing or mailing responses to the Clerk slows response times to our citizens.
4. Train department and division personnel concerning the correct method of document retention, destruction, storage and retrieval.
5. Evaluate whether the City's fee structure is commensurate with the fees charged by municipalities of similar size and evaluate whether the City can implement a "no cash" policy in connection with paying fees.
6. Compare the fees charged to the City for returned checks against the fees charged for the use of credit cards and determine whether it is to the City's benefit to eliminate accepting personal checks.
7. Work with the IT Director to obtain estimates from vendors to scan documents for storage, provide cloud back up and provide offsite storage for documents that must be retained.
8. Evaluate the feasibility of providing the City Clerk with assistance in connection with the preparation of minutes for meetings.
9. Consider placing a bulletin board outside City Hall to advertise meeting notices and other events.
10. Consider purchasing a screen and projector for use in the Council meeting room to enable the public to follow along with the meeting agenda.

VI. COMMITTEE REPORTS

A. PUBLIC AFFAIRS & SAFETY

Introduction:

The Department of Public Affairs and Safety is responsible for ensuring the security of persons and property (real and personal) from the threats posed by crime, anti-social behavior or fire. The Department oversees three Divisions, Police, Fire and Emergency Management. Initially, the new administration should evaluate the organization of the Department and the functions of each Director to determine whether the organization is efficient with a clear chain of command. This should include an analysis of the organizational structure of each to reduce top heaviness. The current Public Safety Director also serves as the Police Director. A policy decision should be made as to whether such dual offices is in the best interest of the City. We note that this individual is due to retire, leaving two vacancies that need to be filled.

Overview of the Process:

- a. The Public Safety Transition Team Committee (PSTTC) held its initial meeting to determine how it would approach its task of conducting interviews. It was agreed that it would attempt to interview approximately ten (10%) percent of the Police Division personnel and the same percentage of the Fire Division personnel.
- b. Using the existing staff rosters, the PSTTC identified what it believed to be key persons representing the overall rankings and components of each division.
- c. Interviews were scheduled by the PSTTC so as not create overtime for any individuals and to provide an environment of comfort and confidentiality so that interviewees would be encouraged to be candid but not accusatory.

A. Police Division

The Police Division is supervised by a Police Director. The mission of the Police Director is to direct and administer the operation of the Police Division to ensure effectiveness and economy of operation for the benefit of the citizens of Plainfield. The Police Division's major responsibility is protecting life and property, preserving peace and preventing crime within the City of Plainfield.

Administration

The Director should be a buffer between a uniformed chief of police and the Administration. Some felt that a civilian Police Director would exercise oversight over the chief to make certain that the police chief acts within the scope of his responsibilities. Interviewees also reported the detrimental effects of recent promotions. It was reported that a number of promotions exceeded the need for replacements.

It was also suggested to the PSTTC that there be a liaison police officer to assist in developing better relations between the Police Department and the community. It is vital to foster trust between the community and law enforcement.

Since the Union County Prosecutor's Office Homicide Task Force was created 6 years ago there has been continuing success in solving homicides in Plainfield. This success was attributed to the team effort and in part because the Plainfield police detectives have the local knowledge necessary to help develop leads and ultimately suspects. The clearance rate in Plainfield is the highest in the County. This once again, reaffirms the concept of force multiplier. Also, the Plainfield Police Department has had the opportunity to have officers trained with the Task Force thereby learning new skills and improving old ones while helping to solve homicides. This success would be jeopardized if there were not a full complement of officers from Plainfield as part of the Task Force. The Commission on Accreditation for Law Enforcement Agency (CALEA) accreditation would allow Plainfield PD to update its current orders, policies and procedures, and have them organized and accessible to Division members. The original program included the Power DMS document management software <http://www.powerdms.com/index.aspx> that would organize policies and procedures online, allowing the PD to distribute and track that they were received by our employees.

Use of Technology

The PSTTC heard that ShotSpotter (SS), while costly to install appears to be working well. Many people interviewed praised ShotSpotter and strongly recommend that approximately 40 cameras be installed at designated areas i.e. past crime areas and business locations. ShotSpotter monitors have been installed in approximately 43 locations throughout Plainfield with the exception of portions of the southerly border of the city. One example of the success of ShotSpotter is a shooting which occurred on November 23 of this year wherein a victim of a shooting was found as a result of ShotSpotter monitoring the gun shot and location. The victim would likely have died if ShotSpotter did not direct the police to him. Additionally, there was a recent homicide in which ShotSpotter determined the time of the shooting, which was important to the Union County Prosecutor's Office (UCPO) Homicide Task Force in helping to solve the crime. It is important to recognize that Newark, East Orange, New York City have had successes with the use of ShotSpotter and cameras. There will be a yearly maintenance fee of \$120,000 for ShotSpotter due on or about February 1, 2014. It has also been reported that there have been issues completing the room which houses the ShotSpotter equipment at Plainfield PD. These issues should be reviewed by the incoming Administration.

The Committee believes that the City should have more than one Car License Plate Reader (CLPR). The UCPO gave a CLPR to the City over a year ago. It is a device installed on a police vehicle which reads license plates even when the police vehicle is in motion. It provides information about the car and driver from law enforcement agencies. It has been successful in identifying unregistered vehicles, drivers with revoked licenses, stolen vehicles, outstanding warrants on fugitives and abandoned vehicles.

The City converted to a Voice over Internet Protocol (VOIP) phone system, but apparently did not have enough funding at the time to wire police headquarters. When the voice mail system went down at City Hall, the Police Division system could not be repaired due to the age of the system. The phone system was never upgraded. The Police Department has been working with a vendor recently and it appears they reached a conclusion that the old system could not be repaired. The Police Department

does not have the ability to record the VOIP phones. A new recording system for the Police Division is needed. The estimated cost is approximately \$30,000. It will need to be funded via the phone system Capital Improvement Program (CIP.)

The consensus of the interviewees is that the technology used by the Police Division is mostly outdated and/or non-functioning. Other police departments have the use of social media to show who they are, how they are structured, and what they do. Interviewees have cited examples of in-car computers systems that work intermittently and limited distributions among the patrol vehicles. Police Officers have had to return to headquarters to type their reports because there is no working computer in their assigned patrol car. The use of Shot Spotter is another example. They believe it is a good tool; however, it is limited because it is not linked to any camera system that would give them additional information when there is a gunshot, i.e. visual intelligence on any vehicles in the location as well as witnesses/suspects fleeing the area. Currently, standing alone all it tells an officer is that there has been a weapon fired in a geographic location. Other examples of gaps in technology are the lack of audio visual recording equipment, lack of high-tech radio equipment for intraoperability and an aging vehicle fleet.

The Public Safety computer network handles the Fire Division, Police Division and 9-1-1 Center. Plainfield is currently working with six servers that are approximately 10 years old or more and two that are 4 years old and five years old. The potential exists that all services could go down for an EXTENDED period of time with the loss of one of the servers. At the time these servers were placed in service there did not exist the capability to have redundancy. A new network would be comprised of either three or four servers that would be virtualized. If a server fails all software programs will automatically fall over to one of the other servers. This is a critical update as all three areas are dependent on the use of computers. Other outdated equipment and computers also would be replaced under this program along with software. Many of the divisions' computers use XP for windows, which is at end of its useful life, this coming April.

Additionally the Public Safety Network plan should allow for a Network Virtualization Data Recovery (NVDR) site that we are in planning to be at the Union County Police Building in Westfield. This site is recommended for backing up data in the event of a catastrophic event occurring at Police Headquarters. It would allow safety services to continually keep backed up data and access it from the remote site upon relocation to another site such as the Fire Division.

B. Fire Division

The mission of the Plainfield Fire Division is to protect the lives and property of the citizens of Plainfield from natural and manmade hazards and acute medical emergencies through prevention, education and active intervention. The court ordered Consent Decree was terminated June 18, 2013. This decree dealt with municipal hiring and promotions of city residents. With the next academy class test in 2015, all applicants will be required to pass not only the Fire Test in the academy, but also an Emergency Medical Technician (EMT) Test for dual certifications in order to graduate.

Technology

Capital Improvement Program technology and equipment items need to be fast tracked and approved. There is a need to upgrade Knox Box capabilities to include new technology coupled with

narrow band radios. There is a need for a telephone system in Fire Headquarters with digital Voice over IP (VOIP). The current system is tied to city hall causing dialing differences within the city (seven digits versus four digits.) This is because some places have dialing numbers 753-xxxx and others have 226-xxxx. Because of the differences, one is either dialing four numbers or seven numbers. The recommendation is to have one standardized system. This should be an action item for the IT Subcommittee to follow-up.

C. Emergency Management

There is the need to appoint an Emergency Management Coordinator for 2014. The current coordinator retires on December 31, 2013. The new Administration needs to look at the ordinances that created the Citizen Emergency Response Team (CERT) Committee for a review of the way people can volunteer to become members of CERT.

Technology

There are pending grant applications to Federal Emergency Management Agency (FEMA) and Hazardous Mitigation Grant to purchase generators for City Hall and the Fire Headquarters and received reimbursement for Hurricane Sandy.

Recommendations

Police Division:

1. In the event the position of Police Director is continued there should be consideration to raising the Director's salary. Pay should be at least \$1 more than the highest paid superior officer in the police department. In the past the Chief was paid 5 % more than the highest Captain.
2. It is recommended that there be a police officer acting as liaison to each ethnic group within the community.
3. The Plainfield PD should take part in a program to establish best practices relating to police standard operating procedures, rules and regulations in accordance with CALEA, The Commission on Accreditation for Law Enforcement Agency.
4. There is a need to improve low morale in the police division. This can be accomplished by providing better equipment and strong consistent executive leadership in which all law enforcement personnel follow their chain of command. This will eliminate favoritism and promote fairness.
5. The PSTTC recommends that all policies and procedure, rules and regulations and general orders be updated.
6. The PSTTC recommends that there be a more aggressive approach in obtaining grants from the various levels of government. It is an unquestioned truth that these grants do not seek you out;

you must dedicate someone to find them. There is a definite need for a dedicated law enforcement grants writer.

7. The PSTTC recommends that there be instituted standardized supervisor training at all ranks for all newly promoted superior officers in the Police and Fire Divisions. It is also recommended that promotions include job performance and evaluations along with civil service testing results.
8. The PSTTC recommends that the Community Oriented Policing (COP) Program be maintained, sustained and expanded to a highly active and committed role within the community, involving the citizens, community groups and businesses. The COP Program should be fully engaged with the Central Business District and the South Avenue Business District.
9. The PSTTC recommends that the Police Division upgrade its current technology equipment to state of the art equipment including items such as video recorders and surveillance apparatus.
10. The PSTTC recommends all computers within each unit and/or bureau should be able to communicate with one another.
11. The PSTTC recommends functioning computers in patrol cars for officers to write their reports, eliminating the need to leave the road to come to Police Head Quarters to use computers to write their reports.
12. The PSTTC recommends a fully functioning voice mail messaging system in the Police Division. It has not worked for years. This should be referred to the IT Subcommittee for follow-up.
13. The Police Department does not have the ability to record the VOIP phones. A new recording system for the Police Division is needed. The estimated cost is approximately \$30,000.00. It will need to be funded via the phone system CIP. This should be referred to the IT Subcommittee for a joint follow-up.
14. The PSTTC recommends that superior officers should be on the road patrolling more frequently to monitor patrol operations.
15. The PSTTC recommends that the rear police parking lot be fenced in to eliminate the loss of property and damage to law enforcement property.
16. The PSTTC recommends the reestablishment of the position of Chief of Police by ordinance. The Subcommittee believes that the Director of Public Affairs and Safety and the Chief of Police can work in harmony for the good of the city of Plainfield with strong effective leadership from the Office of the Mayor.
17. The PSTTC recommends that the City Administration through the Plainfield Housing Authority (PHA) take immediate action at Elmwood Garden Apartments to remove all fire escapes and

cement closed all first floor entryways basement accesses, and first floor windows to prevent the theft of metals, squatters, illegal drug activity and reduced law enforcement calls for service. During this period of vacancy, it is recommended that the UCPO Strategy Weapons and Tactics (SWAT) Team, the Plainfield Fire Division and the Plainfield Police Division, with a Memorandum of Understanding with the PHA, utilize the buildings for law enforcement and public safety training purposes.

18. The Subcommittee highly recommends the reinstatement of a Full-Time City of Plainfield Animal Control Officer.

Fire Division

1. Upgrade to current technology standards
2. Adopt a lease-purchase program for fire apparatus rather than making outright purchases.
3. Review, prioritize and approve Capital Improvement Program requests for repairs to Fire Stations. 2 of the 3 Fire Stations are without emergency generators. It is recommended that the Fire Division purchase two new emergency generators for the fire stations.
4. If not done prior to January 1, the Fire Division needs to make promotions to fill vacant positions. Filling these vacancies will reduce overtime, out of title pay and increase personnel safety and operational efficiency. The lists are certified by civil service and may be expired by January 1 requiring personnel to recertify them.
5. There is a need to upgrade Knox Box capabilities to include new technology coupled with narrow band radios.
6. Based on the grant application to the Aid to Firefighter Program, the Fire Division is making a recommendation to begin a phase-in plan for the Fire Division to eventually take over EMS services. This would likely have to be negotiated with Unions through collective bargaining. This would also add revenue to the City for transporting patients.
7. If funding permits, the Division should purchase a new command vehicle. The existing vehicle is 9 years old and has 100k miles on it. This suburban 4x4 is the on-duty Battalion Chief's car and responds on almost every alarm. It is becoming more unreliable and costly for repairs and downtime.

Emergency Management:

1. The current/outgoing OEM Coordinator recommends the hiring of a full-time coordinator to manage the operations of emergency management because the designating of a current full-time employed city official (fire or police or other) will not guarantee full attention to pursue and oversee grants, CERT, and relationship to other OEM Offices in the county and state.

2. The Subcommittee recommends that the city Emergency Management Plan be updated.
3. Regarding the CERT committee, there is the need to establish how volunteers will be cover for liability during an emergency call-out by the OEM Coordinator.

B. ECONOMIC DEVELOPMENT

Background

Plainfield possesses many major human and physical assets that can be used to promote significant economic development. Plainfield uniquely benefits from the location of two passenger railroad stations with access to Newark and New York City. There are reports that New Jersey Transit is contemplating a “one seat ride” to New York City. If true, this bodes well for the further economic vitality of the City.

Long known for its stately architecture, Plainfield is blessed with unrivaled historic homes, which can be used to attract young people beginning their working lives and “empty nesters”. Similarly, the vibrant talents, cultural and ethnic diversity of its population, coupled with its ease of access to cultural attractions in the region, well positions the city for balanced, equitable development going forward.

Recent studies of Plainfield’s economic development point to the challenges and opportunities. A 2010 study of Transit Oriented Development possibilities by the New Jersey Institute of Technology made the following recommendations:

- Encourage building critical mass of redevelopment, especially downtown, as a catalyst for restoring city’s role as a regional center.
- Empower, with accompanying accountability, city staff by providing adequate human and financial resources and focused direction for promoting transit oriented development, including retaining a firm to prepare and assist in implementing a Transit Oriented Development promotion plan.
- Make Transit Oriented Development actionable for developers and manageable for community through enactment of tailored Form based codes within the City’s landuse regulations.
- Initiate civic discussion about a cultural events venue and investment in artists’ shops.
- Monitor Access to the Region’s Core projects (including early introduction of off-peak one-seat service to Manhattan) and other transit capital initiatives affecting Plainfield by taking an active role in the Raritan Valley Rail Coalition.

Another 2012 study by a team from the Edward J. Bloustein School for Planning and Public Policy at Rutgers University made these wide-ranging suggestions for economic development:

- While Plainfield is blessed with many financial, social, and human assets, it has not gone through the type of detailed inventory of those assets necessary to produce a strategic direction that is widely accepted by stakeholders and the public. Plainfield should begin a six-month stakeholder based planning effort that results in a written plan for improving the city’s economy and quality of life.
- Economic resurgence in Plainfield must harness the people, power and culture of the Latino community now emerging as a demographic force.

- Educated workers are central to attracting and retaining employers of scale central to economic resurgence. Economic development and improvement of educational must be thought of in the same vein in Plainfield.
- While large-scale economic development projects can help expand the ratable base of Plainfield, smaller projects, such as branding, can improve the town's identity and Internet presence. These smaller efforts should commence immediately.
- Plainfield has a vibrant small business sector that has traditionally served the needs of local residents. These businesses should be surveyed with the formal goal of assessing needs, strengths and challenges.
- Plainfield must focus on, and expand, its administrative capacity to manage an economic development plan of scale. Economic development is a time-consuming effort. We recognize that budgets are tight, but the new Administration should closely examine how to increase the capacity of the City to implement a dedicated, strategic economic development plan.

The Economic Development Transition Team (EDTT) is not bound by these earlier recommendations; rather they informed our thinking. We looked closely at and accepted some and decided that others, while good, were long-term in nature. Our work focused on what the new Mayor could implement quickly and productively in the short-term (immediately on taking office) and in the medium term (6-18 months). We recognize the ever-present challenges, such as the limited ratable base and perceptions of crime. These challenges did not prevent us from imagining a more livable, and economically prosperous city.

Process

The EDTT met in person and by teleconference between November and December 2013. Committee members shared their own knowledge and experience in leading change and managing transitions within their own public and private organizations. The Committee members also engaged public and private sector subject matter experts involved with both successful and unsuccessful organizational transformations and transitions. The EDTT endeavored to make this report and its recommendations encompassing in its outlook while at the same time proving a clear focus for implementation. Our members range from colleagues from the private sector, academia and the public sector. All have tangible and longstanding links (some combination of living and working in the city) to Plainfield and want to see the City thrive. Our conversations centered on the following major points below and are elaborated in the recommendations section:

- Plainfield needs to significantly increase its organizational capacity to do economic development planning and implement projects. How can the new Administration organize to take advantage of existing assets?
- Plainfield has an image problem. There is the perception, by some, that the City is unfriendly to development. There is also a perception that crime is an issue that limits the potential for development.

- How can Plainfield capitalize on the unique Transit Oriented Development (TOD) opportunities given the presence of two railroad stations?
- Plainfield has a number of blighted lots, some public and some private. How can the lots be transformed into decent rental and home ownership opportunities? With publicly owned lots, can we establish a program to sell these sites for residential or commercial use and restore them to the city's ratable base?
- Can we wisely use long term (twenty-year) and short-term (five-year) tax exemption abatement programs?
- How should the new Administration explore the benefits of the newly adopted Economic Opportunity Act of 2013 that provides up to 20% of certain redevelopment costs or up to 30% for qualified portions of the City and other incentives for job creation and retention?
- How can Plainfield capitalize on Urban Enterprise Zone and Special Improvement District opportunities?
- Does the City have any shovel-ready residential projects that qualify for ERG residential credits?
- Plainfield needs to create a transparent, automated process so that developers can initiate projects and get a timely approval or decline.
- Workforce development is a key component of economic development. Plainfield has a combination of skilled and unskilled labor with an evident need to connect with regional opportunities to work or enhance skills.

The Mapp Administration should focus its immediate attention on establishing consensus among stakeholders (in and out of government) on fleshing out and implementing the ideas that have been identified from past studies and this Transition Report. There is a need for short-term reflection to organize what is known into a list of priorities for near-term, mid-term and long-term success.

The method to attract investors, businesses and new residents fundamentally rests on the ability of the city government to deliver a unified message. Unity of purpose between the new administration and the city council is of critical importance. Business people are deterred by excessive controversy, political contention and internal disputes – these should be avoided at all costs.

Equally important is the need to hire an informed and energetic professional to lead the economic development effort. Full staffing of the economic development team is a must. Significant resources are required to achieve the short and long term economic and social benefits that are achievable for Plainfield. These expenditures must be seen as an indispensable investment in the future of the community.

Recommendations

Goals for Economic and Community Development in Plainfield

The EDTT suggest the following policy goals for the economic and community development of Plainfield:

- Revitalize neighborhoods and business areas to enhance the quality of life of Plainfield residents.
- Increase city revenues through redevelopment and rehabilitation of distressed residential and business sites.
- Create employment opportunities for the residents of Plainfield.
- Promote opportunities for affordable housing and workforce housing.
- Create vibrant street life in order to reduce crime and increase public safety.
- Support the success of local businesses.
- Find opportunities to develop Plainfield's workforce.

Organization and Staffing the Office of Economic Development in Plainfield

Plainfield must give top priority to recruiting a talented Deputy Business Administrator for economic development and community development. This position should be filled with a "go getter". Knowledge of the technical aspects of economic development is a plus but more important is the problem solving, creative thinking, analytic ability, networking and energy level of the ideal candidate. Mayor Mapp should begin asking for suggested candidates immediately. Transition team members (from other sub groups) and the co-chairs (and honorary co-chairs) should be asked to assist with advertising and identifying prospects. A draft candidate profile would seek an individual with the following characteristics:

- Track record of success in economic development.
- Able to think strategically about revitalizing a local economy with multiple challenges.
- Innovative, identify best practices and adapt to Plainfield.
- Able to work as head of an economic development team (five current full time staff proposed to be folded into this office plus potential additions) and work collaboratively with the Mayor, Department Director, elected officials and community groups.
- Able to implement technology solutions for economic development.
- Knowledge of, and track record of, acquiring government and private resources.
- Able to attract financial, business, educational and philanthropic partners and continually develop these relationships.

- A minimum of 5 years of experience in economic development, real estate development or related field, with an additional 2 years of supervisory experience.
- An advanced degree in business or public administration, planning, economics or related field, Masters preferred.
- Experience and degree requirements should be viewed flexibly and additional experience or training may substitute for the other.

Recommendations

1. Create a housing specialist position reporting directly to the Deputy City Administrator. The specialist must be responsible for:
 - Maintaining vacant, foreclosed, city owned and abandoned property inventories
 - Cost/benefit analysis of underperforming properties
 - Packaging properties for resale, rehabilitation and development
 - Liaison to housing developers and community development groups
2. Establish a process where developers know that the deputy administrator is the first point of contact to begin a project in Plainfield. A sample redevelopment process is illustrated in Exhibit A, and provides a starting point for a discussion of what a redevelopment process in Plainfield should look like.
3. Consolidate important key positions such as the planning director, planning staff as well as Community Development Director and Community Development staff in the Office of Economic Development. Planning is an important adjunct of economic development. Economic development must coordinate and inform planning (and vice versa) on a real-time basis.
4. The Mayor should create an Economic Development Advisory Committee. Economic development is such a central function to Plainfield's future that no one office or arm of government should try to do it all. Plainfield should utilize a core group of public, private and non-profit stakeholders with (1) economic development expertise and (2) statewide and national development contacts that can support the mayor and deputy city administrator in implementing effective policies. Current transition team members should be considered and commercial realtors should be in the mix. Consideration for membership should be given to developers, Special Improvement District board members, Plainwood Square, Chamber of Commerce (perhaps Gateway and Plainfield chambers).
5. The Economic Development Advisory Committee should be tasked with the following:
 - Produce a set of short-term and medium-term economic development goals within accompanying implementation plan within thirty days of the mayor taking office. The advisory committee should pay special attention to the efficacy of tax abatements and designing a

process for developers to (1) know the point of entry for suggesting a project (2) a reasonable process and time for a project go/no go

- Work as a task force to present options to the mayor on liquor license reform in the city
 - Work as a task force to examine the present and future role of historic preservation in Plainfield
6. Make the redevelopment of the Muhlenberg Hospital site a priority and ensure that the needs of the adjoining neighborhood are balanced against the site's potential. Careful consideration should be paid to encouraging uses that maintain the remaining medical services and encourage complementary uses such as medical offices as part of an overall mixed use redevelopment plan.

Housing, Economic and Workforce Development

- Undertake a review of the status of the implementation of existing Redevelopment Plans.
- Address Vacant and Abandoned Housing Challenges in Plainfield by immediately reviewing the current inventory of vacant and abandoned properties and distinguishing between city owned and privately owned properties. Insure that each nonperforming property is place on the city's vacant and abandoned property list.
- After quantifying the problem, determine how much these non-performing properties are costing the city. This quantification should include loss of tax revenue, public works costs to secure and clean properties and public safety costs.
- Consider sales of selected City-owned sites by auction under the Local Lands and Building Law, subject to a condition that the site be restored within a given period.
- Package Properties and incentives to potential interested parties who can develop properties consistent with the master plan and the mayor-elect's economic development goals.
- Consider the use of the Abandoned Properties Act and use of eminent domain to acquire non-performing, blighted properties to fast track the development process.
- Consider encouraging small business incubators on the Front Street and south Second Street Corridor to bring vacant structures back to the tax rolls
- Re-evaluate current zoning ordinances to determine if they create obstacles to development.
- Undertake a review of the status of the implementation of existing Redevelopment Plans, including but not limited to the 197 Scattered Sites Redevelopment plan.
- Consider tax lien foreclosure upon city held tax liens in redevelopment areas.
- Implement a short-term (5 year) tax exemption program to encourage rehabilitation of existing housing stock, including affordable housing.

- Designate a redeveloper, through competitive bidding, for a TOD project for each of the railroad station areas
- Convene a group to address the downtown homelessness problem, with representation from police, code enforcement and human service organizations, with leadership from the Mayor's office.

Workforce Development

- Explore the option of combining or consolidating existing services such as Plainfield Action Services, the One Stop Career Center and the Workforce Investment Board.
- Explore financial incentives for developers to hire local residents and vendors.
- Assign the responsibility of creating joint ventures with Plainfield School District, Union County College, the Workforce Investment Board and the One Stop Career Center to the new Assistant Business Administrator for economic and community development.
- Use the Public Library to provide technical assistance to small business owner in partnership with the Kean University's Small Business Center.
- Perform an assessment of the goals and activities of the summer youth employment program to achieve better results.
- Work with NJ Transit, the Raritan Valley Rail Coalition, the North Jersey Transportation Planning Authority and other groups to advocate for public transportation to job centers in the region.

Public Relations and Economic Development

- Create a permanent communications advisory committee that markets Plainfield's various assets, especially economic development.
- Create a strategic communications plan for marketing the city and the potential for economic development.
- Use strategic communications to (1) dispel myths that public safety is a significant problem (2) promote city assets that promote Plainfield is a diverse, safe place to work and live.

EXHIBIT A

REDEVELOPMENT PROCESS

"POTENTIAL" REDEVELOPER
RESPONSE TO RFP

OR

"POTENTIAL" REDEVELOPER
INDEPENDENTLY PROPOSES PROJECT

REDEVELOPER IS NOTIFIED THAT PROPOSAL IS
WITHIN REDEVELOPMENT AREA AND IS
REFERRED TO DESIGNATED CITY OFFICIAL

DESIGNATED CITY OFFICIAL FOR REDEVELOPMENT
("DEPUTY CITY ADMINISTRATOR")

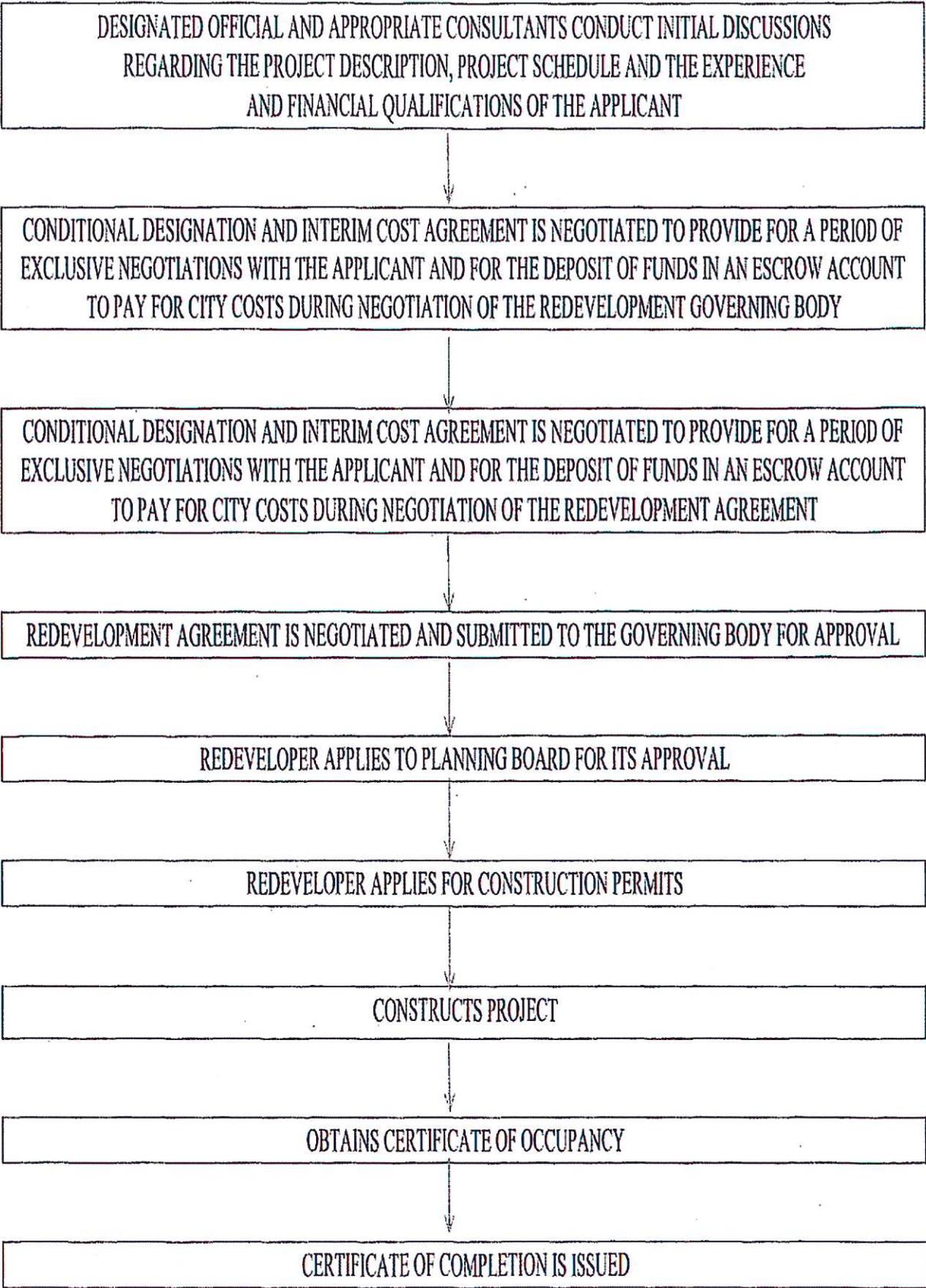
OBTAINS PRE-SUBMISSION APPLICATION

DESIGNATED OFFICIAL EVALUATES THE SUBMISSION FOR CONSISTENCY WITH THE REDEVELOPMENT PLAN

AND

IDENTIFIES NEEDED RESOURCES TO PROCEED, SUCH AS:

ENGINEERING
PLANNING
HISTORIC PRESERVATION
AFFORDABLE HOUSING
LEGAL
OTHERS



C. BUDGET PROCESS

Process

The charge of the Budget Process Transition Team was to review the overall budget process and make recommendations on ways to streamline the process, hopefully resulting in budgets being submitted in a timely fashion and adopted by the statutory deadline of March 20. As a result of interviewing a number of people, as well as the review of various documentation, recommendations are being made in various areas, including internal controls, cash management, and the role of the Citizens Budget Advisory Committee (CBAC), purchasing, management by objectives, delinquent taxes and tax liens.

Since fiscal year 2008, more than seven (7) months into a budget year have elapsed before a budget was adopted by the municipality. This is not prudent fiscal management. The table below highlights the Budget Introduction and Adoption dates dating back to FY 2008:

Budget History

	FY 2008	FY 2009	FY 2010	FY 2011	TY 2011	CY 2012
Introduction	9/19/07	9/24/08	2/8/10	10/12/10	9/12/11	3/12/12
Adoption	2/27/08	4/27/09	2/16/10	12/27/10	6/18/12	6/18/12

Delays in submitting and adopting the municipal budget result in numerous problems for the City, some real and some perceived, but all of which adversely affect the City's operational efficiency and public image. As such, it is imperative that the several factors contributing to these delays be identified and addressed as soon as practical.

With the resignation of the Acting City Administrator, the City will need replacements for a number of key positions now left vacant including Business Administrator, Health and Plainfield Action Services division heads. CY 2014 proposed budgets have been submitted by each of the divisions but have not been reviewed and await action by the new administration.

The Audit & Control division currently has six (6) employees. While the number is sufficient to perform the required tasks, there is room for increased performance and productivity through training and personnel development. The area of grants administration needs to be evaluated, particularly the reconciliation of expenses against grant dollars. Several interviewees indicated that a number of very old and unused grants are still listed as open and need to be closed out.

CFO

The Mayor should strongly consider hiring an experienced Certified Financial Officer (CFO). The City for the most part has been without a full-time CFO since 2007. Ideally, the CFO must have at least five (5) years of municipal finance experience and be a strong manager. Credentials/certification as a Certified Public Accountant would also be beneficial. The current staff members are viewed as capable but operating without proper oversight and guidance. The CFO must evaluate whether the Audit and Control organization is adequately staffed to properly address internal controls. The City has been cited by its external auditing firm with internal control and compliance findings (i.e., problems) dating back to FY 2009. Many recommendations by the audit firm, particularly concerning cash receipts controls, timely

deposits of cash, proper purchasing protocols, proper maintenance of the encumbrance accounting system, among others, have not been implemented. Certain divisions are failing to properly follow the purchasing protocols. Divisions are purchasing items without consulting the Purchasing Department or the Audit & Control organization. This type of conduct results in invoices not approved according to best accounting practices and often such purchases are not budgeted by the City. Prohibition of this practice should be strictly enforced. Better controls must be implemented and the recommendations made by the auditor are good business practices that must not be ignored. The chart below indicates the number of findings and recommendations by the auditor dating back to FY 2007.

Audit Findings and Recommendations

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	TY 2011	CY 2012
Findings	0	0	3	6	6	2	3
Recommendations	10	12	17	22	28	23	21

The CFO needs to work closely with the Tax Assessor, Tax Collector and Planning Officer to create a plan to deal with tax delinquencies and the amount of property that has been acquired by the City through tax title lien liquidation over the years. As of December 31, 2012, the amount of delinquent taxes was **\$4,613,488.67**, an increase of **33%** over the amount outstanding on December 31, 2011. The tax collection rate has dropped from a high of **96.46%** to **93.84%** as of year-end 2012, which is unacceptable. The City is in possession of **\$7,185,690.06** in properties that need to be returned to the tax rolls. The properties should be auctioned to the public as soon as possible. While the revenue yield to the City from the sale of the properties would prove helpful in the short run, it is more important over the long run that these properties are returned to the active tax rolls.

There is not a designated division or person responsible for grant writing and management. It is currently being done by Economic Development. The City should review this responsibility and assign a division or person it thinks best suits this task. Plainfield plans to issue at least \$600,000 in notes to cover Sandy clean-up expenses. The new administration should audit FEMA funds awarded to the City in response to Hurricane Sandy.

The Mayor should authorize an audit into the telecommunication costs for the City. Cellular and data costs can be drastically reduced by eliminating waste and redundancy. Wireless expenses are projected to be approximately \$95,000 for CY2013. The City should explore companies that offer free telephone audits and retain one. The network infrastructures for data and voice should be analyzed to ensure they are optimal in terms of price and performance.

The City should consider eliminating personal printers and faxes used by its employees, and the opportunity for employees to use more community printers should be explored. This would drastically reduce toner and other costs. The City should rely more on email communication and less on mailings. Fewer mailings would reduce postage, paper, and printing costs. In fact, a technology plan should be developed that increases productivity and replaces or improves many manual processes with electronic solutions.

An audit of the City’s electricity and natural gas usage costs should be considered. An online auction should be held for providers of electric and gas services to bid, and the lowest bidders awarded contracts to provide electricity and gas services, which should result in savings.

Repayments of principal and interest for the City-wide road program are coming due starting in 2014 with an even greater impact in 2015. A review of the debt management plan for the road program and other capital initiatives is needed.

The Urban Enterprise Zone (UEZ) program ended November 2011. Plainfield received **\$4,877,194.18** in UEZ funds. There is a need to review the guidelines issued by the State UEZ office regarding how these funds might be expended.

Performance Metrics and Process Accountability

All the interviewees cited a lack of accountability throughout the organization. A return to management by objectives or performance based accountability is highly recommended and objective setting should be included as part of the annual budget process. The budget message and the budget itself should reflect the priorities of the City. Toward that end:

- Recommend that a Citizens Budget Advisory Committee (CBAC) be reconstituted. Several former members of CBAC commented that they were engaged too late in the budget process. In fact, CBAC should provide input to the Mayor before the budget process begins (during the early formative stages of budget development) on the key community priorities that should be reflected in the budget.
- With additional input from the City Council, especially the Finance Committee, the Mayor should in turn state his priorities for the upcoming year to the City Administrator and department heads. Those priorities must then be communicated to all divisions so they become the cornerstone for the budget process.
- The budget process and documentation submitted by departments should be uniform for all departments, and wherever possible, follow the concept of zero based budgeting, which means the individual operating and capital budgets reflect the needs of the municipality as opposed to prior year spending history.
- Performance objectives should be created by each division and these performance objectives must clearly demonstrate how they help contribute to meeting the Mayor's priorities. The current budget process requires each department to submit goals and objectives and short – term target performance metrics. These write-ups should be kept on file and referred to throughout the year to ensure that the proposed goals and performance metrics are being met. Future budget allocations should be positively correlated to how successful a department is in meeting its proposed goals. Departments that are not meeting their goals should be held accountable.
- The final budget package should provide at least a two year view of the financial challenges and needs of the municipality. All this should be done well before the end of a budget year (i.e., by early December).
- We also recommend a return to the practice of a monthly meeting with City department heads and other senior officials. Such meetings would provide an opportunity to reinforce the Mayor's on-going budget priorities; to get an early signal of emerging problems before they become

significant or public; to get input from experienced managers in responding to problems; and to get a start in identifying future budget priorities, thereby insuring that budget development is an on-going process. The new Chief of Staff could be charged with this responsibility.

- The head of the Administration and Finance department should meet early in the budget process with all teams to review the requested organizational budgets and insure each budget appropriately represents the City’s priorities and satisfies State “cap” guidelines.
- It is recommended that the City introduce a resolution to take advantage of the “cap” bank provision used by many other municipalities as part of the budget. It offers future budget flexibility for the City with no downside risk and is a practice used by many municipalities in New Jersey.
- The City Administrator should take a more proactive approach in the City budget and deliberation process. The City Administrator should be required to attend the budget meetings and be made accessible to the Council and others who may have questions about the budget proposal.
- Establishing the tactical and strategic plans along with the annual budget for Plainfield, are among the most important functions for the Mayor. It is further recommended the Mayor provide at least semi-annual updates to the public on City performance against the key initiatives.

Shared Services

The evaluation of the feasibility of shared services with other municipalities such as North Plainfield and South Plainfield should be a priority for the Mapp administration. While shared services and joint purchasing arrangements are not a panacea for Plainfield’s fiscal problems, every reasonable alternative should be considered in the effort to improve the quality of services delivered and moderating the tax burdens for the citizens and taxpayers of Plainfield.

Proposed Future Budget Process Timeline

A proposed time-line for the CY 2015 and beyond annual budget process is noted below:

July	Mayor requests that CBAC identifies key City priorities.
August	CBAC submits recommendations to the Mayor
September	Mayor reviews CBAC recommendations with the Council and solicits Council input.
September	Mayor submits priority initiatives to Administration.
September 15	Administration meets with and issues budget call to all departments.
October 15	Departments submit preliminary budgets.
November	Administration conducts departmental reviews.
November	Finance Committee of Council receives budget.
November 15	Capital budget requirements sent to Planning

	Board for review and input.
December	Budget package finalized, including Finance Committee input and capital budget.
January	Mayor presents proposed budget to Council.
January	Council approves "cap" bank resolution.
January	Proposed budget sent to NJ Department of Community Affairs (DCA) Division of Local Government Services.
February	Council Introduces Budget.
February	Council conducts budget hearings.
March 20	Budget adopted.

In closing, the following items represent the priorities the incoming Mayor should address:

Immediate Priorities

- Hire a CFO and City Administrator.
- Start the CY 2014 budget process immediately.
- Conduct a thorough review of debt management program for roads and other capital initiatives.
- Reconstitute the CBAC.
- Institute performance objectives
- Introduce a "Cap" Bank Resolution, annually or as needed.
- Mayor presents the CY 2014 Budget to City Council by March 31.
- Obtain the \$1,125,000 in FEMA money appropriated for Plainfield.

Near Term Priorities

- Create plan to address amount of delinquent taxes.
- Create plan to return the \$7,185,690.06 in property acquired by City through tax lien liquidation to the tax rolls.
- Evaluate feasibility of broad-based shared services and joint purchasing agreements.
- CFO to present plan to improve controls takes the necessary corrective actions in response to audit findings, and implement the audit recommendations.
- Obtain State guidance on spending of UEZ funds.

- Recognizing that the budget process (including unanticipated problems and opportunities) is an on-going process, the Mayor should consider creating an on-going informal (i.e., “kitchen cabinet”) group of advisors to provide guidance and assistance on both substantive and procedural matters relating to the budget throughout the year.
- Request a review of City cellular telephones, including usage and the assignment of mobile phones.
- Request the preparation of a technology plan that addresses tactical and strategic initiatives for the City.
- Explore the feasibility of migrating the City’s social services operations (Bilingual Day Care, PAS, WIC, etc.) to other agencies.
- Review the organizational structure and operations of the Health office, in particular Animal Control, Vital Statistics and Health Inspections, and the Inspections and Permit groups within Public Works to determine if revenue opportunities are being maximized.
- Reconcile revenue and expenses for all grants, closing out programs as appropriate.

D. COMMUNICATIONS

DESCRIPTION/MISSION

The mission of the Division of Communications is three-fold: to note the City of Plainfield's official news, to foster interactivity with residents, businesses and visitors in providing government services, and to project and protect the city's brand, all this in a manner that is consistent, credible and conscientious.

OVERVIEW OF PROCESS

The Communications Subcommittee immediately determined that communications and media responsibilities are currently spread among more than one office in City Hall. In addition to receiving answers to the Questionnaires the subcommittee conducted interviews. Subcommittee members also pursued other areas of interest either brought up by the interviewee or suggested by additional questions from the subcommittee.

FINDINGS

The subcommittee's Findings and Recommendations are organized around three principal subjects: media relations (including use of social media), the City's website, and the public access channel PCTV 34/96. Several troubling circumstances came to light in the course of the interviews and associated research.

Media Relations:

No one person is in charge of messaging for the City. No formal responsibility for regular media relations (press releases, media alerts, photo opps, etc.) has been assigned to any entity or individual. No central database of media contacts is maintained. There is no plan or protocol for cascading release of newsworthy items to external or internal channels of communication. Most media relations appear to be handled through the Mayor's office. Social media such as Facebook, YouTube or Twitter should be used to more efficiently to communicate with residents.

Website(s):

About 10% of the IT Division's time is spent on website-related work. The only website activity initiated and maintained by City staff is the scrolling news links on the front page, developed by City staff as an emergency response measure during Super Storm Sandy; all other material is updated by the vendor at the City's request. Out-of-date items do not appear to be promptly removed from this news scroll. No one is actively in charge of the City's website. No one is vetting the content or updates, making sure it meets certain standards or even that needed information is provided.

It was discovered that the City has not established a contractual relationship with its Internet and website service provider, SysNet Solutions (www.sysnetsolutions.org/).

As for the website's design, it is essentially static brochureware for the various departments and divisions. The site does not make use of current best practices in design to segment the audiences and present tailored experiences for Residential, Business, Developer and Visitor users. In a 2013 study of NJ municipal websites, Plainfield is ranked 309 out of 540 when measured by ease of use, content and viewer interactivity. Additionally, while a subcommittee member determined that the site is programmed to track usage stats through Google Analytics as well as traffic analysis logs offered by the service provider, City staff does not make use of the information to analyze or improve the site.

It is noteworthy that there is a separate Police Division website, hosted by a separate service provider (www.apageintime.com). While it parallels the Police information on the city's website, the lists of personnel assigned to specific Bureaus differs on each site. These websites should be brought into alignment.

PCTV 34/96:

The current director of the Media Division began as a volunteer chairperson of the PCTV Advisory Board in 2009, and became a contract employee in 2012, then a seasonal employee, and finally a full-time employee in 2013. As a consequence, the PCTV Advisory Board has been defunct since 2012 (its last blog post was June 2012). While the Advisory Board's Policies and Procedures include a Mission Statement, there is no explicit affirmation that the station intends to fulfill the public access channel function of training residents to become producers and content providers. There is no indication that the Policies and Procedures, last updated in 2010, have ever been ratified by the Administration or the Governing Body. As a consequence, the staff has not trained or encouraged public access programming. The small amount of community-provided content includes a locally-produced children's educational program titled "Ms. Bee's Bus."

Programming offered includes PCTV-produced content of community interest, videotaped City Council meetings, a couple of canned public service programs, some MTV-like music segments, and scrolling bulletin board announcements. Additionally, there are Public Service Announcements created for the PMUA by PCTV staff. While done at no charge, these should be a revenue source for the station. Additionally, a commercial radio program, "Plainfield's Leading Ladies." has been taped by PCTV staff and offered on the PCTV station. Rebroadcasting commercial radio content on a public access channel is a questionable practice.

At one point, City Council meetings were several months behind in being posted to PCTV. This was explained as an editing backlog created by out-of-date equipment which has been corrected with \$70,000 in new equipment purchased this year. There is at present no capacity for real-time broadcast of the Council meetings, with rebroadcasts of taped footage at later dates. No City boards or commissions are videotaped for broadcast at a later date.

Some programming is posted to YouTube and Facebook. Neither are official City of Plainfield pages, but personal pages of the PCTV Division Director. We recommend that Corporation Counsel be asked to review the issues involved in using private accounts to post public programming produced with City equipment on City time.

Lastly, the Division does not list a direct-dial phone line, which makes after hours communication problematic. The Director does not list or use a City email address for the conduct of station business. Nor does the contact email on the PCTV web page indicate the emails do not go to the

Director, but to a generic 'office' mailbox.

Emergency Communications:

There is no detailed, explicit and public plan for emergency communications with residents and businesses as part of the City's master emergency and disaster preparedness plan.

Email:

Though technically the realm of the IT subcommittee, enforcing uniform rules and regulations with regard to email should be part of the City's communication responsibilities. Since official business transacted through the use of email -- by elected officials as well as employees -- is subject to the Open Public Records Act (OPRA), users need to be made aware of email policies and procedures and compliance assured. Additionally, IT needs to cooperate with the Municipal Clerk's office in observing the state's regulations concerning the archiving, security and accessibility of emails. Everyone should use an official city email address. All e-mail addresses should conform to an established name protocol. There should be a complete email directory someplace on the website and there should be a policy concerning generic 'office' email boxes and their regular monitoring.

RECOMMENDATIONS

Reporting:

All media and communications activities should be organized into a Division of Communications. The Director should be a part of the Mayor's cabinet and participate fully at the cabinet level, which will allow for the maximum grasp of policies and projects being pursued by the Administration.

Staffing:

The Division should be headed by a full-time Director that also serves as Public Information Officer for the City. The Division would be in charge of all official communications of the City, including media relations, the website, the public access TV station, social media and all print production (newsletters, brochures, etc. for all City Divisions and Departments).

Reports to the Director would include a Webmaster/Producer in charge of content and operations of the website and social media; one person devoted to PCTV who would schedule programming, film Council meetings, edit material and train residents in the use of "pack and go" operations for resident-generated programming content. Two further positions would include a media relations assistant to the Director who would assist in preparing press releases and perform administrative assistant duties; and a fourth person with graphics skills for both web and TV production as well as video editing skills. An internship program for PCTV would more properly be farmed out to the School District.

Budgets:

A transition year is envisioned, in which the Communications Division Director would gather information on the printed matter needs of other Departments and Divisions in order to include same in its second year budget and thenceforth. Budgeting should be under tight review and realistic

appropriations sought annually for wages and salaries, equipment purchases, technology updates and the evaluation and adoption of new or improved technologies.

Website:

A redesign should be done, based on best practices in website design for municipal governments. The City would be well-served by hiring an experienced consultant, and could also make use of a citizen task force to help in the process. The redesign should include beta testing by both employees (for ease of content maintenance) and residents (for ease of use and interactivity, etc.). The separate Police Division website could have a use in making available complete ShotSpotter information (as recommended by the manufacturer) as well as frequently updated maps of crime hotspots, as is being promoted in cities across the country.

PCTV 34/96:

The training of citizen "producers" would shift content to a true public access experience, with programming of, by and for the public. The possibility that scheduling can be simplified should be explored, with "government" content (i.e., City Council meetings) programmed at convenient times over a period of weeks between the actual Council dates.

Media Relations:

Goals for production of short news items, media alerts about upcoming events, and long-form or serialized items to explain major government projects, policy initiatives, construction, infrastructure improvements should be set. The development of a 'Newsroom' on the website is a must, given the changes in modern media practices. twitter would be especially useful in this regard as tweets can be broadcast via smartphone as material is filed, meaning breaking items (such as a fire or emergency) can be tweeted bout in real time.

Emergency and Crisis Communications:

The Communications Division needs to work with the Office of Emergency Management to develop and publicize a plan for communications from the City under emergency conditions. Such a plan should include not only media outreach, the City's website and cable TV channel, but also cooperation with the County and School District's emergency communication plans. Additionally, the Director should be familiar with Crisis Communications, best practices and be prepared to assist the Administration in dealing with unforeseen news situations in the best possible fashion.

Regular Communications:

A communications plan should give thought to regular communications by the Mayor. These could range from Town Halls to call-in type programming to roundtable discussions led by the Mayor on specific topics or with specific groups of panelists (realtors, for example). They could be live events or videotaped for later showing (or both). Such events could be designed by the Mayor's Chief of Staff and coordinated by the Communications Division.

Internal Communications:

The Division should develop a plan for internal communications among/between employees and the City: job postings, promotions, retirements, transfers, training opportunities, policy updates, grants received, and other internal-focused news.

Brand Management:

The Division would be responsible for managing the City of Plainfield's 'brand,' including everything from the use of its logo to the design of stationery and signage, and the marking of city vehicles and property. As part of assisting in Economic Development, a permanent advisory committee should be created to advocate for promotion of Plainfield's various assets. The Division, in partnership with Economic Development, should create a strategic communications plan for marketing the City and its potential for economic development. Such a plan would (1) work to dispel myths that public safety is a significant concern, and (2) designate key quality-of-life assets that promote Plainfield as a diverse, safe place to work and live.

For Immediate Action

- Determine what is currently being spent on communications by all Departments and Divisions (brochures, newsletters, directories, etc.) plus any new proposals to create a realistic budget going forward.
- Put in place a Communications Director, tasked with reorganizing the Division, setting standards and creating a workflow for communications.
- The current Website should be scoured for outdated photos and references. These should be replaced with appropriate current photos and references.
- A Welcome letter from Mayor Mapp should be placed on the website.
- Create a website 'Newsroom' to hold press releases, media alerts, etc.
- Review and update all stationery.
- Assess the creation of a new Police Division website and determine if the existing one can be repurposed for presentation of specific public safety-related content independent of the City website (such as ShotSpotter reports, maps of crime stats, etc.).
- Regarding YouTube and Facebook sites, these should not be operated outside the City's control. If the site's are not or cannot be turned over to the City, consider withdrawing permission for the use of content created under PCTV auspices or using PCTV equipment.
- Review and replace website photography as needed to highlight Plainfield's diverse population, historic interest and iconic homes and businesses.
- Ensure that the Director of Communications participates in Cabinet meetings

- Immediately begin to use Google Analytics and vendor-supplied traffic reports to monitor website usage patterns and develop strategies for traffic growth.

6-MONTH PROJECTS LIST

- Secure a consultant to redesign the website with an eye to best practices in municipal websites, ease of content maintenance, usability practices and interactivity.
- Develop plan for making more government services available online.
- Work with the Economic Development team to design and provide business-friendly application, permitting and other functions online.
- Explore real-time PCTV broadcast of Council Meetings, with taped replays scheduled for later.
- Develop 'infomercial' type short videos on local business, culture, architecture and history.
- Evaluate desirability of Spanish content and methods for delivery.

E. PUBLIC WORKS & URBAN DEVELOPMENT

Department Description

The overall mission of this department is to provide “quality and essential services” to residents and visitors and to encourage potential redevelopment opportunities within the City of Plainfield. This goal is achieved through the specific duties and functions outlined in each of the five divisions within this department. While each division has a specific function, collectively they provide the vision, direction, enforcement, appearance and quality of life issues that concern our residents and directly affect the potential of future redevelopment.

Findings

Currently there are staff vacancies throughout the department. Further assessment will be required to determine whether these positions must be filled. There is no platform for data to be shared amongst all divisions of the department. This hampers communication, information flow and policy setting. Two required staff positions are currently not budgeted including Principal Planner and Zoning Officer. There is no staffing for brownfield administration. Additional efforts to monitor grants and secure matching funds in the budgets should be pursued. It appears that awarded grants have not implemented due to lack of staffing. New grant requests are not written due to lack of staffing. This results in a loss of actual dollars to the City. Due to staff vacancies in inspections, property maintenance and code enforcement it appears that code violations are ignored. Additionally, there is a low collection rate of 22% of issued summons or 44% of summons tried in court, which reflects inadequate staffing and training.

Current technology does not facilitate efficient documentation of code violations in the field. Open violations cannot be accessed electronically by other City divisions that may require this information. Technology improvements are needed.

There is also a vacancy for a fire code official. There is no link or downloadable file of the Uniform Construction Code (N.J.A.C. 5:23) on the City’s website.

Current technology does not allow the City Yard to track work requests or work completed, hampering enforcement. Equipment which is past its useful life has not been budgeted for with CIP funding.

Recommendations

Address Immediately

- Assessment of technology needs that will lead to efficiencies and sharing of information between departments and divisions.
- Establish quality controls by leadership to insure better interface between both public served and cooperation between divisions and departments.

Short Term Solutions

- Set priorities given staff shortages.
- The City Yard should prepare log to be updated weekly and approved by superintendent.
- Evaluate scheduling inspections on a 7-day per week basis to catch violators working without permits on weekends.
- Evaluate if a fire code official is warranted on a fulltime basis or whether this should be a shared service with other municipalities.
- For Building code officials, develop a checklist & manual.
- Develop orientation sessions with Planning, Zoning.
- Provide more notice to the Community Development Division by Inspections before the condemnation process begins.
- Hold monthly departmental meetings which agendas that are goal oriented and hold personnel accountable.
- Develop technology platforms that allow data to be shared among all divisions.
- Find technology software specific to Building Code division unit to create efficiencies.
- Seek out available grant funding possibilities to minimize tax burden and increase staffing.
- Use tablets for City Yard to track work orders.
- Use of tablets for Inspections to facilitate efficient field inspection documentation.
- Provide quarterly reports by each division to the Mayor.
- Obtain professional recommendations/estimates for long term City Yard repair & replacement (ie; failing pools).
- City Yard CIP funding of pay stations should be reviewed.
- Leadership should identify new methodology for prioritizing & determining violations.
- Trends should be identified for inspection violations that dismissed in court and methodologies implemented to obtain a better outcome for issued violations.
- Realign Parking Bureau within the Police division (i.e. remove not part of City Yard).

Address Within the First Six Months

- Develop a detailed technology platforms and purchase of equipment like tablets that will create efficiencies and facilitate collaboration.
- Establish and active program to search for and apply for new grant funding.

F. ADMINISTRATION & FINANCE

Description

The Administration and Finance Committee ("the Committee") was asked to review the various Divisions within the Plainfield Department of Administration & Finance ("the Department") to identify issues of importance to the incoming City Administration, make recommendations and highlight what should be matters for immediate concern and issues that are more long term in nature. In addition, the Committee has been asked to examine the Municipal Court and the City's approach to franchise agreements, such as our relationship to Cablevision.

Most of the Department's activities relate to support services for other City operations (Purchasing, Personnel) management of the City's finances (Audit and Control) and City revenue (Tax Collection, Tax Assessor). In order to meet our responsibilities, we relied heavily on interviews with six city officials. The Committee found these individuals to be professional, competent, candid and cooperative. The interviews provided us with enough insight to reach conclusions and make specific recommendations to the Transition Team.

Many of the responsibilities of the Department come under the purview of the State (i.e. Division of Local Government Services or Administrator of the Courts or County Tax Board). The Committee respects these legal constraints and believes the City and its incoming Administration can have a positive impact on the activities the Committee reviewed.

Personnel provides a number of services to City operations including: the employee evaluation system, training, employee time records, labor relations, hiring, discipline, termination and seasonal employees. Purchasing is a major part of budget execution consistent with City policy and State law. Audit and Control must maintain a uniform system of accounts, maintain and operate a central accounting system, maintain a system of control over all receipts and disbursements and conduct an internal audit of all City operations, including those subject to State and Federal review.

Plainfield relies heavily on property taxes to fund municipal operations. This starts with an accurate, consistent assessment of property values. This means establishing the property values on 10,200 Plainfield properties subject. If the valuations of properties are inconsistent, Union County can order the City to do a complete revaluation of properties. Plainfield has not had a total revaluation since 1992. Plainfield has a tax collector that processes over 46,000 tax payments and lien redemptions per year.

The Plainfield Municipal Court processes a variety of matters based on State and local ordinance violations. The Municipal Court's operations are governed primarily by directives from the State.

Findings

- In recent years there has been a lack of management attention to the Department, because of an acting Department Head a part-time Chief Financial Officer and what appears to be a passive approach to the City financial issues.
- The tax assessment and tax collection process are essential elements for the fiscal health of Plainfield. The City maintains has a property tax collection rate of about 94%. Effective use of

tax lien sales by the Tax Collector appear to be a factor in the City's collection results. The tax collection rate is important to the City budget because the City is responsible for collecting County and School taxes in addition to City taxes and must appropriate the difference between 100% of the tax levy and the actual collection rate in a City appropriation called the Reserve for Uncollected Taxes. Any improvements in the property tax collection rate will reduce the City budget.

- Flaws in the purchasing process have led to large liabilities that must be addressed concerning unpaid phone bills and a lack of accountability for City phone lines and wireless accounts. The City has been billed for many phone lines that are not being used, and there does not appear to be accountability concerning the use of wireless phones.
- The Personnel Evaluation System has not been fully operational in the Department due to a lack of full-time permanent management in the Department.
- Most City employees are covered by labor contracts with Unions. One Union is presently engaged in interest arbitration but all the other contracts expire at the end of 2013. This will present challenges and opportunities for the incoming Mayor.
- Processing activities in the Department could be enhanced with automation improvements.
- The Plainfield Municipal Court has a high volume of workload handled by a staff that has been significantly reduced over the years. The Court has a large backlog which apparently is related to manual data entry systems and the requirement of court appearances on many matters.
- The Court is viewed as separate from the City and consequently, does not receive adequate attention from municipal officials. However, many Plainfield residents interface with the court and are significantly inconvenienced by delays associated with the backlog. However, the Court is virtually self-supporting because it generates revenue roughly equal to its expenditures.

Specific Recommendations

- The Department needs full time management. This means a permanent Director of Administration and Finance and a full time Chief Financial Officer.
- The new Mayor should quickly communicate his financial priorities and perhaps, restart the budget process. The Citizen Budget Advisory Committee could help by addressing large financial issues such as balancing costs with desired service levels.
- Expiring City labor contracts create an opportunity for the new Mayor to address labor contract provisions that inhibit the efficient and cost effective delivery of municipal services. The Committee suggests bringing in a Labor Relations expert to analyze existing contracts and help the City develop a good negotiation strategy. The Committee favors establishing a partnership with City Unions to reduce costs and share some of the savings with our employees.
- The new administration should carefully review the Employee Evaluation System with State Civil Service and the City Personnel Director. The system has not been effective in the Department

because of a lack of attention and part time management. Many employees in the Department only do a self-evaluation.

- The Tax Collector needs support in his efforts to stabilize and improve property tax collection. Any improvement in the tax collection rate will reduce the municipal budget. The Committee believes we cannot afford to see the tax collection rate decline because it could create a financial spiral that we may not recover from; lower tax collection creates a large budget appropriation for the Reserve for Uncollected Taxes which leads to lower tax collection rates.
- The Committee believes it would be cost effective to create a part time medical position to track and evaluate employee absences, whether it is from disability, work related injuries or extended leave. Years ago, this was done by contract with a City Physician.
- The amount of funds identified for training for municipal employees is an unusually small number, \$9,000. Any increases should be carefully analyzed as to cost and benefits. Training needs could be addressed in the Employee Evaluation system.
- The City employees 200 to 250 seasonal employees each year. The Personnel Department needs to analyze how hours are allocated to avoid benefit costs or costs associated with the Affordable Care Act.
- The new Administration needs to evaluate the automation of some processing activities as a means of operating more efficiently and reducing staffing needs. Issues that the Committee identified for this kind of treatment are employee records, payroll and municipal court records. Any consideration of this recommendation should involve a city-wide analysis.
- The new Administration should consider the use of a cross-trained "administrative floater" that could help the Department and Municipal Court deal with high volume activities in the areas of tax assessment, tax collection, and municipal court record retrieval.
- Use local resident volunteer experts on matters that have a budget impact.
- There should be a segregation of finance functions to create the necessary checks and balances in the process.
- The Committee was unable to identify any central responsibility for reviewing City franchise agreements. We were told that the cable franchise was automatically renewed without city evaluation and review. This needs to be addressed by a centralized system which appropriately represents City interests.
- There should be a concerted effort to reduce court backlog by:
 - Automating manual data entry systems. Any automatize review should be part of a city-wide review of automation.
 - Expand the use of e-tickets by Plainfield Police and Parking Authority personnel as a means of reducing Municipal Court workload.
 - Eliminate the need to appear in court for certain violations such as Housing Court. This would reduce case delays and backlog.

- A greater need an effort to collect past due court fines. Could be done by a dedicated employee or by contract with a private collection firm (if allowed by law).
- Examine the effect of tax-exempt property in Plainfield municipal finance. The conversion to a user charge for sewerage and solid waste many years ago meant tax-exempt properties paid for those municipal services.
- The City needs a major overhaul of its existing phone lines and wireless accounts. The City is paying for unused lines and many wireless accounts cannot be accounted for.

G. RECREATION

Description

The Recreation Sub-Committee has focused on highlighting areas in need of improvement and pending issues which will require immediate attention of the new Administration. After assessing the health of the department through interviews of department personnel, citizens and youth activities coaches, the Sub-Committee is providing appropriate short-term and long term recommendations.

Overview

Interviews were conducted with key employees within the Division of Recreation to gain an understanding of the people, processes and technology within the department. Input was also solicited from administrators of Recreation Departments in neighboring towns. City residents and youth sports coaches were also questioned for their feedback.

Findings

The Division has oversight responsibilities for three outdoor parks/pools; two sports fields, several area playgrounds and the planning for year round recreational events for the City. Currently, the budget does not include a salary allocation for the Superintendent of Recreation. There is one full time events coordinator and the rest of the workload is shared among seasonal administrative staff. Current employees feel the department is under staffed and that additional help is needed. Both current and past employees interviewed feel the ideal level of administrative staffing is 4 FTEs. Since rules for seasonal staff restricts the length of time of employment to 6 months, there is constant turnover. Once a seasonal employee gets proficient at their job, they are let go. Service levels suffer because new staff has to constantly be trained. Outsourcing of certain program instructors is a common practice in most neighboring communities when employees lack the expertise or training to provide quality instruction in a certain subject. The City of Plainfield has outsourced class instruction in the past and should continue to do so to expand course offerings. The level of service to the community has been difficult to quantify. A large segment of the community is underserved and operations remain below standard.

The Division of Recreation's budget is derived from multiple funding sources which include: City appropriations, County and state grants as well as activity fees. Activity fees are \$25 for residents, \$35 for non-residents except for swimming which is \$35 for residents, \$40 for non-residents. Camp fees are \$50/week and \$25/week for each additional child. There is a \$10 a day usage fee for facility usage.

The City's three outdoor pools are located at Rushmore Park on the west end of town, Hanna Atkins Park on Plainfield Ave and Siedler Field on the east end of Plainfield. The fields include Milt Campbell on the east side and Joe Black Baseball Fields at Rock Ave on the west end.

In prior years, activities were scheduled year round. The 2013 calendar is absent any activities during the months of January, February March and August.

The main work functions performed in the Division of Recreation are:

- Budgeting
- Program coordination

- Event planning
- Marketing and advertising
- Board of Education emails, school announcements and flyers
- Recreation Calendar
- Activity instruction
- grant writing, grant funds management and disbursement
- Facilities maintenance (performed per seasonal schedule)
- Fundraising
- Participant registration (manual)
- Roster management (manual)
- Activities scheduling (manual)
- Facilities management (manual)
- Permitting (manual)

Two public works employees are specifically assigned to the maintenance of recreation’s pools and ball fields, further supplemented with seasonal staff during peak season. All remaining functions are performed by Division of Recreation administrative staff through manual record keeping and excel spreadsheets. Currently the recreation division depends on the use of board of education facilities to carry out several of its indoor programs, namely it’s highly recognized youth basketball program.

Scheduled youth programs included: Arts & Crafts, Double Dutch (jump rope), Baseball, Basketball, Dance, Golf, Swimming, Wrestling, Fashion Passion and on Camera Acting. Over the course of the program year, the division also conducts several events: Easter egg hunts, a Fishing Derby, Summer Camp, 4th of July Parade, an outdoor Art festival, Halloween party and a holiday tree lighting ceremony.

The current staff feels the Division of Recreation administrative staff has adequate hardware necessary to perform their duties. For their current job processes, the staff feels that the lack of recreation management software and training limits their ability to perform several administrative functions that are currently performed manually. Community Centers such as Hannah Atkins need to provide wireless service so the kids that use it to do their homework and other research on the internet.

Recommendations

It is the position of this sub-committee that the following issues should be addressed quickly:

1. Institute cloud based recreation management software such as Community Pass (used by several neighboring communities) to increase productivity and accountability. Recreation management software should include:

- Online Registration
- Payment processing
- Roster management
- Marketing
- Permitting
- Scheduling
- Organizational Communications (schedule changes, etc.)
- Emergency Alerts to memberships

- Program announcements
 - Recordkeeping
 - Bookkeeping
 - Enhanced Reporting
2. Website Enhancement - Website should be enhanced and Recreation should have its own space carved out within the current city website. Website should include the following links:
 - Current program and activities catalog
 - Picture of facilities with location and amenities located there
 - Current local organizations that serve the greater Plainfield area including non-profits and community based organizations.
 - Website should include email address opt-in for improved marketing and communication.
 3. Use social media such as Facebook, Twitter, Instagram, Google Plus etc. to communicate and market to the Plainfield Recreation Community
 4. Staffing levels should be increased to provide optimal service levels of 4 FTEs
 5. Training should be made available in the budget for staff to learn new skills that will enhance their performance such as certificates in event planning, recreation management, etc.
 6. Current staff should be trained in money handling procedures. Consider a “no cash” policy.
 7. It is the sub-committee’s position that the Recreation division should not duplicate activities that are currently being adequately served by non-profits and community groups. Duplicity is not cost effective and savings can be used to in areas of greater need.
 8. Permitting of City facilities including all parks and fields should be reviewed to ensure fairness of process. The permitting process should provide order to scheduling, not be prohibitive and an obstacle for organizations. There is a sentiment amongst some groups that the process of awarding field time is biased and not fair.
 9. Adult and Senior programming should be studied. Consider collaboration or consultation with the Plainfield Senior Center.
 10. The Division should seek to quickly establish planning committees to work on the 4th of July Parade and other annual events. Soliciting community involvement fosters fresh ideas and is cost effective.
 11. The Division should form a committee with the mission to secure funding for a turf field and facility upgrades at Siedler Field. A turf field will alleviate a great deal of pressure on city facilities that currently have natural grass fields. It will also reduce scheduling and maintenance issues that the city currently faces. Every municipality in Union County has at least one artificial turf field within its borders except for the City of Plainfield.

12. Grant processes should be reviewed, from application to disbursement, to ensure all guidelines are being met. Training and workshops should be made available for administrative staff. Consider hiring a grant writer that can be shared across departments.
13. Consider partnering with Health Division or non-profit group to create a program that emphasizes parenting skills.
14. Consider daytime foundation level "Mommy and Me" classes for children 3 to 4 years olds. This type programming provides an outlet for stay at home parents with very young children.
15. Consider cross marketing with churches, non-profits, community groups, fraternal organizations, sororities, WIC, and other governmental organizations.
16. The Community should be surveyed to determine what new programming should be added or discontinued.
17. Reevaluate the Rock Avenue Baseball Complex concession stand construction to determine how funding was spent.

Longer Range Recommendations

1. Upgrade Seidler Field with synthetic turf and newer facilities and consider starting a volunteer upgrade committee now.
2. Evaluate the viability of building a Plainfield Recreation Center which offers amenities not presently provided.

H. INFORMATION & TECHNOLOGY

Description of Division of Information Technology

The Division of Information Technology provides technological services to facilitate the City of Plainfield's mission, in particular it provides the following services:

- Provides phone support, onsite troubleshooting and repair for all of the City's technological devices, including but not limited to, computers, network servers, IP telephones, cellular communications and printers.
- Facilitates the collection, storage and security of all electronic data while ensuring appropriate access.
- Promotes and facilitates the effective integration of technology into the basic mission of the City through planning, programming and training.
- Maintains, enhances and manages the City's enterprise networks to provide high speed, transparent and highly functional connectivity among all data resources.
- Promotes the use of information technology within the institution through the support for exploratory and innovative applications and solutions.
- Maintains, enhances and manages the City's website.
- Provides advice for strategic planning in the purchase and use of technology.

Description of Outside Consulting Agreements in Relation to Information & Technology

- Sysnet Solutions provides e-mail service. Back up is performed 3 times a day. A back-up server takes over immediately if the main goes down. Seven years of emails are archived.
- Municipal Technologies (MT) provides web design and hosting at the MT Data Center, a secure location. Plainfield IT provides content; all IT employees are authorized to communicate with MT through email. Plainfield IT department reviews submissions from other City divisions and departments, then forwards to MT. The website is updated whenever content is received, as often as 4-5-7 times/week. Typical materials handled are changes to the photo gallery and minutes of Council meetings, etc.
- Municipal Technologies provides "eClerk", a user-friendly program that appears as a sub-page of the City Clerk's web page, providing the public with access to applications for all permits & licenses. eClerk is currently provided at no cost as demonstration project.

FINDINGS

- The combined services are offered on a flat-rate contract. However, there is no signed contract with Sysnet.

- The City has never signed any licensing agreements or confidentiality agreements.
- Sysnet has proposed the following changes which they claim will save the City \$300,000 - \$400,000/year:
 - Cloud-based Virtualization could save 58% budget on hardware cost.
 - The City is using obsolete hardware & software
 - There should be two firewalls for security.
 - The Police Division website needs to be updated. Sysnet submitted a design that they liked but Sysnet never received authorization to proceed. Sysnet does not know who maintains the Fire and Police networks.
 - Two buildings infrastructure is overly complicated. This needs to be realigned and simplified.
 - Sysnet recommends clustering the servers - “heartbeat system” – which would more efficient and not expensive.

IT Department Overall Review

The IT Department has standardized equipment and software. IT team of 5 handles maintenance of network and approximately 300 PCs. All are running Windows 7 through Office 2010 Professional Suite. The current budget for IT is \$430,850. Of this, the operational share is approximately 84k. This covers all vendor contracts, infrastructure, and network maintenance. All IT staff participate in initiation and analysis phases of various projects.

All IT infrastructure and software are paid for by the IT departmental budget. Nothing is allocated back to any of the departments. There are no current Capital Improvement Projects (“CIP”) projects, but CIP funds would be used for large software purchase, wiring, etc. Infrastructure seems to be one of the biggest issues with a 12MB T3 line from Verizon. Options from Comcast/Optimum online provide 100-150MB line at a 70k per annum savings. VOIP is on the same secure lines as the data network. Wireless is available within each building (Annex & City Hall) on every floor. There are 8 servers (primarily Dell), including: User Share, Replicated User Share, Domain Controller, Anti-Virus, Storage, Application Server for Tax, Application Server for Edmunds, Application Server for Mitchell Humphries. Servers reside in the Annex. The Annex has two emergency back-up generators and never went down during the Sandy power outage.

Public Works already uses the construction module from Mitchel Humphrey (MH) Company. MH also offers custom software leverages construction projects module to module (e.g. from Public Works supervisor to director; inspections; tax office; clerk, licenses, etc.) Among its features: out in the field, construction photos can be sent automatically to Inspection. The software uses standardized (governmental) forms. IT has recommended acquisition of this program, but it has not gone out to bid yet. MH may be available under State Contract.

The IT Committee discovered that the Internet domain name for the City of Plainfield was assigned to sbriggs.plfdmayor@verizon.net. There was discussion about the various domain names, especially that the Police Division has its own: <http://www.plainfieldpolice.com>. The IT Director is not authorized to work on the Police Division system.

The new City Administrator and the new Director of Administration & Finance need to be knowledgeable about technology and its importance in municipal operations. They need to be able to give the IT Director and other Division Heads a clear sense of priorities, and these priorities must be reflected in the budget. Whoever supervises the IT Director must be able to work with him to set objectives, reflecting the Mayor's priorities, and monitor progress to achievable completion dates.

With this direction and support, the IT Director should develop a 3-year plan and a 5-year plan for the City. Just as with CIP planning, short-range and long-range plans must emanate from each Division and Department, and be accepted by Administration, before landing under the purview of the IT Director. This can only be accomplished through ongoing dialog between the IT Director and the supervisors of the departments, divisions, and units.

Recommendations

- Expand infrastructure and Virtualization of the City's technology infrastructure
- Obtain a Fiber Backbone
- Create a Help Desk
- Resolve the City's firewall problem immediately
- Develop a new strategic plan for IT
- City employees need to be made aware of email policies and procedures and compliance assured. Additionally, IT needs to cooperate with the Municipal Clerk's office in observing the state's regulation concerning the archiving, security and accessibility of emails.
- All City employees should use an official city email address. All should conform to the established name protocol. There should be a complete email directory someplace on the website. And there needs to be a policy on generic 'office' email boxes and their monitoring.
- Formal email policy & procedures must be documented.
- An Acceptable Use Policy should be developed regarding use of computers.
- Community Centers should provide wireless service so the kids can do their homework and other research at the centers.
- Lack of recreation management software and training limits staff ability to perform administrative functions that are currently performed manually. Institute cloud-based recreation management software such as Community Pass, to include: Online Registration, Payment processing, Roster management, Marketing, Permitting, Scheduling, Organizational Communications (schedule changes, etc.), Emergency Alerts to memberships, Program announcements, Recordkeeping, Bookkeeping, Enhanced Reporting

IT Team comments:

- Guidelines should be established for the use of social media by City Hall departments with coordination by the PIO. The City should be controlling what content is going out on social media from any and all divisions.
- “Permitting” is already included in the eClerk software, however, this might not include the nature of all Recreation’s activities. City Clerk should verify and request IT Director to implement.
- Police Division should upgrade its technology to state-of-the-art equipment, including such items such as video recorders and surveillance apparatus.
- Address issues with In-car police computers (such as intermittently operations and limited distributions among the patrol vehicles).
- Resolve issues with voice-mail messaging system within the Police Division.
- Assure interoperability of all computers within each police unit and/or bureau should be able to communicate with one another.
- Resolve the issue of “authorization” for the IT Director to work on Public Safety IT issues.
- Assess the Capital Improvement Program technology and equipment needs of the fire division.
- Upgrade Knox box capabilities to include new technology coupled with narrow band radios.
- Procure a new telephone system in Fire Headquarters.
- The entire Public Safety VOIP system needs to be evaluated. There are legal requirements keeping Police separate from the City’s system. However, the lack of voice mail in the Police Division should be corrected immediately. The IT Team is unable to assess the need to replace the telephone system without knowing if the existing system is beyond troubleshooting.
- IT Director should consult with vital statistics to determine if applications can be filed online.
- Create a procedure for refreshment of hardware throughout all of the departments and units. Servers appear to be at the end of their useful lives. The IT Director should meet with the staff and heads of all departments to identify needs.
- Conduct a full review of all IT related Contracts. It appears that contracts do not consistently exist, are informal or unknown. The contracts should be collected and stored in a common place. The contracts should include:
 - Scope of services provided / pricing, terms of agreement.
 - Clear indication of what is fixed cost vs. time & material, fee structures, etc.

- Data privacy statements.
 - Service level agreements (SLA) - e.g., how quickly will a vendor respond and fix a service outage or incident, etc.
 - Non-disclosure agreements for confidential data.
 - Information security protection.
 - Termination clauses (e.g., what happens if either party wants to exit the contract before end of term).
 - Compliance with any city, state regulations.
 - Miscellaneous legal issues (what happens in case of breach of contract, issue with significant financial impact or public exposure, etc.)
- Review of IT Procedures & Standards for City Employees (Examples: policies on e-mail usage (city vs. private accounts); policy around mobile devices, smart phones, etc.; acceptable use of city IT assets; and data protection, privacy, awareness campaign, etc.).
 - The IT budget for operations is small (\$84,000). Costs for hardware, software and repair & maintenance should be charged back to each Division; Charge-backs for multi-user software should be determined by the Director of Administration & Finance as to whether IT or various departments should be charged.
 - Training by IT should be included in a uniform policy. The Plainfield Public Library already offers training classes in Microsoft Office Suite to the public. Special classes could be set up for City employees, with fees reimbursed to the library. This would leave the City's IT Director and staff free to conduct and/oversee training on specialized software, especially for the multi-department software like eClerk, Edmunds, and Mitchel Humphrey.
 - Guidelines should be established for the use of social media by City Hall departments with coordination by the Public Information Office. For legal reasons, the City should be controlling what content is going out from any and all divisions on social media.
 - Arrange for offsite back-up of data.
 - Resolve Domain name registration.
 - Review proposals by ISP providers to assure cost savings and improved speed.
 - Determine where the IT Director fits into the organizational chart for management reporting.

By establishing an Information Technology Master Plan the City of Plainfield clearly defines its current IT resources and establishes a benchmark for future investment needs. This plan should include the following:

- Increase attention to IT Asset Management, Standardization of Desktop and Laptop computers including a 3 to 4 year replacement cycle. Each system should have a defined operating system, standard images and a single email system.
- Define a central data center, primary and secondary servers (e.g. User Share, Domain Controller, Anti-Virus, Storage, Application server for Tax, Application server of Edmunds, Application server for Mitchell Humphries). Virtual servers should be considered as a cost effective resource when necessary.
- Upgrade to cost efficient high-speed internet provider.
- Create written IT Policies, Standards and Procedures.
- Create and implement an Information Retention Plan.
- Develop and test an IT disaster Recovery Plan including Off-Site Storage of Backups
- Establish a security policy that allows information sharing among employees, while ensuring that access to application and data is efficient and secure.
- Review IT Procedures & Standards for City Employees. (e.g. email usage, mobile device & smart phone usage, acceptable use of city IT assets, Data Protection & Employee Awareness Campaign.
- We recommend the new administration look at and evaluate the bidding process to ensure as many bidders for the software upgrades as possible.
- We recommend the new administration look at where these upgrades are budgeted.

Summary of software needs and costs:

<u>ITEMS</u>	<u>ANNUAL COST</u>
.Gov E-Mails Hosting	\$17,400.00
Website Hosting	\$14,810.00
Phone System Maintenance	\$12,850.70
Tax Collector Software	\$5,807.00
Tax Collector Payment On-Line	\$2,000.00
Agenda Management System	\$21,587.88
HPC Website Renewal	\$180.00
Firewall Management	\$5,820.00
Virtualization	\$22,737.66
Remote Backup Solution	\$15,090.00
Microsoft Licensing Select Plus	\$40,953.50
TOTAL	\$159,236.74

I. HEALTH & SOCIAL SERVICES

Summary Overview

The Subcommittee was tasked with reviewing and evaluating the current state of the Health and Social Services Division in the City of Plainfield and recommending short and long term goals based on the identified strengths, opportunities, and needs within that division. The Subcommittee conducted in-depth interviews with designated city staff members in each unit of the division: Health, Communicable Diseases, Vital Statistics, Women Infants Children (WIC), Plainfield Action Services (PAS), Bilingual Day Care and the Senior Citizen Center. While the questionnaire provided a starting point for discussion during the interviews, the Subcommittee members probed further in each instance to assess whether the services provide value to Plainfield residents, and if the scope and quality of the services adequately address the needs of those residents, including seniors, children, indigent populations, homeless individuals and families, and the unemployed, etc., who are most vulnerable and at risk for being dependent upon the social safety net services provided by the City of Plainfield's Health Division. It should be noted that the Subcommittee found the Health and Social Services Division's staff knowledgeable, and eager to talk about factors, positive and negative, that affect their abilities to deliver efficient and effective quality services to Plainfield's 50,000 residents.

Common themes emerged from the interviews that were conducted with Health and Social Services staff members. These themes form the basis for the following general recommendations. These general recommendations are followed by individual reports for each unit within the Health and Social Services Division.

General Recommendations of the Health and Social Services Subcommittee

- All units, offices and bureaus that comprise the Health and Social Services Division for the City of Plainfield should constitute a unique Department within the City's organizational structure, and come under the direction of a department head who has the authority and responsibility for the Department's functions, budget, and operations. Establishing this new Department with its own identity and authority will signal to Plainfield residents its importance within the administration, as well as to the overall well-being of the city. Presently, Health and Social Services is housed under the Administration/Finance Department, which has budgetary and oversight responsibilities for this and other divisions/units within the City. The Administration/Finance Director has the unenviable tasks of instituting and ensuring fiscal restraints, while also having to ensure adequate resources to fund the critical work of Health and Social Services. These two job functions pose competing priorities, and create the possibility for inadequate advocacy for the needs of those served by Health and Social Services.
- Plainfield should employ a full time Health Officer. Given its size, the city of Plainfield's health division is understaffed. It is important that Plainfield have its own dedicated Health Officer, as well as licensed Inspectors, to more adequately meet the public health and social service needs of a large and diverse population, such as that found in the city of Plainfield, and to enforce business and housing codes and standards for the protection and safety of its residents.
- Health and Human Services should ensure up to date licensure for all pertinent establishments, as well as billing (fees and fines) for all licenses and fees. This provides an enhanced revenue source for the City, as well as a protection for city residents.

- Units within Health and Social Services should be physically located in closer proximity to each other. The units are currently dispersed on separate floors within City Hall or housed in different buildings. Offices are cramped, antiquated and lack adequate space for storage and file retention, as well as privacy when interviewing clients. The Subcommittee recommends that every effort should be made to find a building or space to house all Health and Social Service programs together. This will provide better access to, and coordination of, services for residents who now have to go from one building to another to access programs. In addition, better organized and adequate space for certain functions such as Vital Statistics, minimizes risk of having unprotected confidential files and client information accessible.
- Technology should be uniform and modernized. Current systems are not integrated or interactive. Computers need to be upgraded. This was a common complaint across all the interviews. The City's Website needs to be made more interactive to facilitate access to services and information, as well as to facilitate ease of obtaining forms and/or filing necessary applications or reports with the city.
- The new Administration should assess levels of staffing and staff competency across Health and Human Services. Some areas are understaffed, while others are overstaffed. Staffing levels should be adjusted to fill the needs of each division and better serve the public. There also appears to be inadequate training to ensure the quality and appropriateness of services, as well as customer satisfaction. In addition, an investment should be made in staff training to promote job satisfaction and to convey the fact that employees are valued.
- Staff should be cross trained to maximize human resources and better utilization of staff skills and time. For instance, information and referral functions should be provided by cross trained staff members within a designated unit, instead of hiring several staff members in different programs or locations to perform the same functions.

Health Division

Health Division. Currently the Plainfield Health Division operates under the Director of Administration/Finance. The Health Division includes Vital Statistics, Communicable Diseases, Health Education and Health Inspection. The Women, Infant and Children Program (WIC) falls under the Health Division, however it has a separate budget and mission.

The Health Division's mission is to: protect public health, promote individual well-being, and to prevent diseases. The purpose includes:

- Preventing epidemics and the spread of diseases
- Protecting the community against environmental hazards
- Preventing injuries
- Promoting and encouraging healthy behaviors
- Responding to disasters and assisting communities in recovery.

Essential services provided by the Health Division include:

- Identification of community health issues and investigation of identified problems and cases

- Health Education
- Enforcement of public safety, and ensuring healthy environments and establishments
- Facilitation of access to public health services and quality services
- Management of public health emergencies and disaster recovery

The Health Division is headed by Virginia Franco who holds a Masters' degree in Health Sciences, Community Health Education. Ms. Franco is a Registered Environmental Health Specialist and a Certified Health Education Specialist. She works via contract through the County of Union as the city's Health Officer (part- time) under the direction of the Director, Department of Administration/Finance. Ms. Franco started working with the City in May, 2013 through a Shared Service Agreement with Union County. The Shared Service Agreement is a one year contract and is renewable annually. Ms. Franco dedicates two days a week on-site to the Health Division. She supervises and oversees all programs within that division and gives direction and guidance to professional and clerical staff within those divisions (WIC, Vitals Statistics, Communicable Diseases, Health Inspectors, and Health Education). Ms. Franco is available to the Plainfield staff via phone and email when not on site.

Communicable Diseases (CD). Communicable Diseases is a unit within the Division of Health. The unit's mission is to prevent communicable diseases and the spread of such diseases. It is to promote knowledge and healthy lifestyles to maximize health and well-being. The primary functions of the CD unit are disease surveillance, research, education, treatment, prevention and control of the spread of diseases. The unit focuses primarily on:

- Infectious and Zootomic Diseases
- Vaccine Preventable Diseases
- Sexual Transmitted Diseases
- Tuberculosis Control

The Communicable Disease unit is staffed by 1.5 FTE investigators. Both report to Ms. Franco. One investigator primarily follows up on communicable disease cases reported by the New Jersey Department of Health, using state protocols. The part time investigator's position is supported by a grant from the Muhlenberg Foundation, primarily to follow up on cases dealing with lead. In 2013, the unit has investigated 1,750 cases of communicable diseases to date.

Findings

- The Health Division does not have a strategic plan or operations manual, nor is there a current community needs assessment
- There are limited sources of revenue and very little grant activity within the Health Division.
- The city does not have an interactive web site for the health department, which could improve access to services and create greater efficiencies.
- Given the size of Plainfield and the identified needs (i.e. prevalence of lead poisoning among pediatric population), the division is not adequately staffed to proactively address public health needs.

- The Health Officer is the primary back-up for professional staff members in the division.
- Lead poisoning is prevalent in Plainfield among children, due to the older housing stock. It poses a serious health hazard for the pediatric population.
- Standards for Public Health Departments mandate nursing services as a part of the health division functions. The contract with the Neighborhood Health Center for nursing services, including immunizations, blood pressure screenings, and flu clinics, expired over two years ago.
- Services provided by an outside vendor are reportedly not meeting the needs of the City for animal control.
- Money from licenses and other fees go into the general fund. Team members assessing the Health Division and the Communicable Disease unit are not clear how dollars are allocated to the Health Division. A portion of funds from vital statistics fees go to the State.
- The city's Health Division, as in most municipalities, is not accredited by the National Public Health Department; however accreditation opens up opportunities for quality improvement, enhanced capacity, and improved positioning for attracting grant funding.
- The Health Division does not produce an annual report to the public or to the administrative or governing bodies.
- Bi-lingual health education for growing Hispanic populations in Plainfield is inadequate. There is only one bi-lingual staff member within the health division (in the vital statistics department), other than the Health Officer who is bi-lingual in Spanish.
- There is no apparent active Health Advisory Board for the city.

Recommendations

- Develop a short term strategic direction for the division. Review the need for a more robust strategic plan and community needs assessment in order to more proactively address public health needs.
- Develop and implement a procedures manual for the division, this is essential given the staffing shortage and lack of trained back up staff for certain functions. Established procedures and protocols, as well as training, will improve operational capacity or abilities, especially in cases of emergencies.
- Institute a dedicated grants writing program/function within the division or share this function with another department.
- Increase staffing within the department to a full time Health Officer and at least one additional full time health inspector (Registered Environmental Health Specialist) to obtain optimal staffing and to implement a more robust public health program. At a minimum, increase the dedicated hours by the health officer to Plainfield through the shared service contract with Union County.

- Initiate succession planning to ensure continuity in key positions.
- Collaboration with the Neighborhood Health Center, as well as with other health care providers within the area such as the Kennedy System, should be reviewed and enhanced.
- Public health nursing services previously provided to the Plainfield community by the Neighborhood Health Center through a contract with the city needs to be outsourced to another party or the contract renegotiated with the Neighborhood Health Center, until such time as an assessment is made to determine if a full time nurse (on staff) is needed and/or feasible.
- Outsource animal control to an entity that can more adequately address the identified needs of Plainfield, or explore a shared services solution with another government entity.
- Review untapped potential sources of revenue that can be generated by the Health Division, such as licenses for swimming pools operated or owned by private entities, tattoo parlors etc.
- Consider producing an annual report to highlight the work of the division as well as improve transparency and accountability to the public concerning public health matters and disaster planning and recovery.
- Improve the health education function within the division and especially bi-lingual health education for disease prevention.
- Review the need for and potential function of a city Health Advisory Board.
- Explore the benefits of Accreditation by the National Public Health Department.

Conclusion Regarding the Health Division

Urgent Issues – Immediate Attention Required

- Ensure all billings for applicable licenses and fees are achieved.
- Review and enhance staffing within the Health Division, especially the number of Registered Environmental Health Specialist to ensure compliance with acceptable health standards in public licensed establishments, as well as adequate staffing for a city the size of Plainfield.
- Develop and implement a policy and procedures manual and training for the division to ensure compliance with all applicable laws and regulations, as well as the ability of staff to execute appropriate actions in all required public health matters, particularly during emergency or disaster situations.
- Enhance efforts to provide bi-lingual health education to minimize risks for the spread of communicable diseases.

Vital Statistics

The Vital Statistics Department has two employees, a registrar and deputy registrar who were not present at the interview because of scheduling conflicts. They are responsible for issuing birth certificates, marriage licenses, and death certificates. All records are kept in the Health Department on the second floor of the Plainfield City Hall Annex.

The registrar and deputy registrar issue all birth and death certificates and marriage licenses. All certificates and licenses follow state guidelines and are available at the Vital Statistics office and on-line. A small fee is charged, but this does not cover the budget for the department. All monies collected go into the City's general fund and half of money collected goes to the state. Both registrars are full-time employees. The Vital Statistics budget is included with the Health Division budget and totals \$522,899; \$472,489 for salaries and \$50,410 for operating expenses. The Vital Statistics Department uses Microsoft Office Suite which is the same software used by the City. The internet is used so clients can download and print applications to fill out and bring to the office. Citizens can pick up applications at the Vital Statistics office located on the first floor of the City Hall Annex. The Department Supervisor is located on the second floor of the Annex building. Completed applications must be presented by the person who filled them out and whoever is the responsible party must be present when the form is turned in. Birth certificates have greatly declined since the closing of Muhlenberg Hospital, but the number of home births, sixteen in the last two years, has greatly increased according to the Health Officer. A qualified nurse or mid-wife must fill-out and present the application to Vital Statistics in order for a birth certificate to be issued.

Findings

- Technology for now is adequate, but there seems to be no organized and systematic review of the needs of the department or division and finding ways to improve such technology if needed.
- Revenues generated by this department go into the general fund and specific information about the annual amount of these funds was not available at the time of our interview, though Ms. Franco indicated that these funds were not enough to offset the budget needs of Vital Statistics.

Recommendations

- Another "Annex" building will offer the space needed for the Health Division and its departments to be in the same area, making supervision of those departments much easier and thus making the employees more productive and perhaps more responsive to the director of the Health Division's goals for the department. (Long-term goal).
- Additional space will also allow for a dedicated storage area for documents. Many documents need a secure location where they can be stored safely. If a new space is found then it should contain a space that can be dedicated to the safe and secure storage of documents. (Long-term goal).
- There should be a regularly scheduled review of the efficacy of the technology used in each city division and department. Such a review should assess the current needs of the divisions/departments and how technology can be applied to meet those needs as determined by the division director. (Long-term goal).

- A study comparing the number of home births before and since Muhlenberg closed would be helpful to help determine if changes need to be made in the way the Vital Statistics Department deals with this situation. (Short-term goal).
- An investigation would be useful to identify how the funds for Vital Statistics and other departments are tracked and how they are transferred into the general fund. Better understanding of how funds are collected and transferred should improve record keeping. (Short-term goal).

Conclusion

Vital Statistics appears to be run in an efficient manner which serves the needs of the citizens of Plainfield, albeit in very crowded office space. Technology is key for this department to run efficiently. Having all departments located in one area is important for efficient supervision by the division director and improved performance and setting goals and their implementation.

Women Infants & Children (WIC)

WIC programs are under the auspices of The United States Department of Agriculture. The New Jersey state wide program is operated and supervised through the New Jersey Department of Health. The City of Plainfield is the sponsor of WIC, receives the grant for the program and provides the facility for the program. All funding with the exception of some staff benefits comes from federal and state sources.

Women, infants and children (WIC) is a special supplemental nutrition Program for Women, infants and children designed to provide nutritious foods, education and counseling to ensure a balanced diet and behavioral changes. WIC also serves as a link to other health care services thru referrals to other Community organizations.

Prema Achari is the WIC Program Coordinator. She reports to Ms. Franco. Ms. Achari has a Masters of Arts, is Board Certified and meets the qualifications for this position. She supervises nine full time and two part time employees. Staff consists of one Assistant Program Coordinator, one Program Nutritionist, two Program Dietitians, one Receptionist, three Bi-lingual Clerks, two Clerks and one Peer Counselor. The dietitians must be state certified. Staffs are members of PMEA or PMMA union. All positions are filled. The New Jersey Department of Health provides a manual of policies and procedures and the Program Coordinator is responsible for ensuring compliance with the policies and procedures. The operational manual is updated by New Jersey Department of Health. There are monthly training sessions for staff under the direction of the Program Coordinator. Annually the New Jersey Department of Health provides a mandatory training session. Achieving projected goals for the year are directed and monitored by new Jersey Department of Health. In accordance with the City of Plainfield's Human Resources department, the Program Coordinator evaluates staff annually. To be eligible clients must have a nutritional need and be Plainfield residents. Approximately three million dollars in food vouchers are issued annually.

Findings

WIC operates under federal and state guidelines. All activities are outlined in detail in the book of policies and procedures provided by the State. All activities for clients are monitored through the

Automated Customer Centered Electronic Service System. The Program Coordinator, Prema Achari, administers and supervises the entire operation and staff. There are two issues that are problematic:

- All services are provided on site and the space where WIC is located is poor and inadequate for both staff and clients.
- Some staff members exhibit excessive tardiness and absenteeism which effects overall morale by creating the impression that there are no negative consequences for poor performance.

Recommendations

- Employ staff who meet the responsibilities of the work.
- Provide appropriate facilities for the operation of this program.
- Provide assistance and oversight in preparation of printed literature.
- Provide a security system.
- Involve the IT Department to assist in collaboration between departments.

Conclusion

The issues of tardiness and absenteeism should be addressed immediately. All other recommendations should be addressed within the next six months.

Bilingual Day Care Center

Sixty-nine children (maximum licensed capacity) aged 2.5 - 5 years old are enrolled with a daily attendance rate of between 85-90%. The program began in the 1970's and was similar to what Plainfield Action Services is today. The Director of 36 years may retire next year.

Recommendations

- Provide staff computer trainings (spreadsheets, document creation, etc.) and provide another phone line as a dedicated phone line.
- There is no mail service from City Hall. Staff must go to City Hall to pick up the agency's mail daily. Provide interoffice mail service to the Bilingual Day Care Center.
- There are remnants of some electric generators in the back area. These items should be removed and properly disposed of and the area should be cleaned.
- Pave the parking lot to recover more of the back area to help create a new, safe play area for the children.

- Conduct a needs assessment of all day care programs in the city to determine if the sixty nine children presently enrolled in the Bilingual Day Care Center could be absorbed in those programs. If it can be determined that slots exist and that the new slots are in close proximity to where the children live so as not to add an undue hardship on the parents then serious consideration should be given for the City to transition out of the Day Care business.

Plainfield Senior Citizen Center

The Center's overall mission is to provide information and referral services, create a caring and nurturing environment, stimulate interest, creativity and artistic expressions, offer support systems for Seniors to lead active and independent lives, make connections in the community and promote the celebration of life through physical and mental well-being. The Center staff assists seniors with completing applications and assists seniors in obtaining entitlements, benefits and services. The Center staff provides interpretation, Spanish translation and other communication modes to assist in communications. The Center offers a wide variety of structured educational, social and recreational programs for the seniors. Transportation is provided daily from 9:00 a.m. to 3:00 p.m. to and from principal locations to locations such as grocery stores, food banks, medical appointments as well as to educational and recreational events off site.

Funding sources for the Center are Union County departments of Aging and Disability, Culture & Heritage, General Assistance, Community Development Block Grants, non-profit 'Friends of the Center' and the City of Plainfield. The Center consists of seven (7) full time and four (4) part time employees. All are paid by the City of Plainfield. There are job descriptions for all positions. The number of staff is sufficient; some staff are from the civil service list. The Director is educationally qualified and came from the civil service registry. She reports to the Director of Administration/Finance; the Director has a copy of the City's ethics guidelines and shares it with staff. There are monthly staff meetings. She assigns staff to activities and supervises them. Staff receives training on a regular basis. Annually, the Director completes an evaluation of each staff member.

Findings

- The Center has a membership of 2,521 with 144 members identified as Hispanic, 10 as other and 2,367 as Black. The average number of members in daily attendance is 165 in the age range of 61 to 63 years old. Members receiving services range in age between 55 years and 100 years.
- The City of Plainfield became the owner of the condo unit which houses the Senior Center on 1-5-12. There is a monthly association fee of \$2,750. The vendor alleges that the City of Plainfield owes \$16,000 for fees unpaid since 6-15-13. It is unclear as to what maintenance is covered by the fee. Maintenance of the Center itself is inconsistent.
- There are 24 parking spaces allotted for Center staff, membership and vehicles.
- Funding for service to the City owned van and bus is inconsistent.
- There are several computers for membership use for teaching and learning. The system used by staff is limited.

Recommendations

- Review the Audit & Control Department's responsibilities for developing the Center's budget.
- Install an intercom/telephone system.
- Install outside security cameras.
- Return to the practice of the City funding service to the van and bus utilized by the Center.
- Return to the practice of the City regularly cleaning and maintaining the Center.
- Establish who is to represent the City on the Condo Board.
- Delineate Director's role with reference to Condo association.
- Increase out- reach to Plainfield's Hispanic Population.
- Return to practice of the City sending workers to clean the Center daily.
- The City should conduct a thorough review of the building agreement to determine who is responsible for maintenance. If this is covered in the building agreement then the party responsible should provide maintenance as stipulated in the agreement.
- Conduct a needs assessment for capital improvements at the Center.
- Upgrade technology to allow city wide communication between departments and easier access to applications forms, etc. by community.

Plainfield Action Services

The mission of Plainfield Action Services (PAS) of PAS is to provide services to Plainfield's low-income families and individuals regardless of ethnicity, religion or race through programs, direct monetary assistance (when available), information and referrals. Services provided directly or thru referral: housing/tenant rights, utilities assistance, RX assistance, food/nutrition, consumer affairs, garden club, youth employment, back to school supplies, job bank, holiday activities. Plainfield Action Services serves 4,000 people annually (many of these people come on multiple occasions). Cliental are primarily low income residents. Funding for PAS comes from a Community Service Block Grant (CSBG). This grant pays the salary for three positions. The City provides \$15,000 for health benefits for these employees.

Findings

The Community Development Block Grant (CDBG) has a different fiscal year than the city which can cause problems for the both the City and PAS. The City may be put in the position to cover costs until it receives its new CDBG award. Not enough marketing or outreach is done so residents are not familiar with the availability services. It appears that the majority of services listed by PAS are services

provided by other agencies and that PAS is more of an information and referral agency than a direct service provider. Vacancies on the PAS Board have not been filled in a timely manner.

Recommendations

- Look at the possibility of PAS becoming a 501c3 which would allow it more flexibility to find alternative sources of funding.
- Fill Board vacancies in a timely manner.
- Take inventory of what direct services PAS provides and determine if these services can be provided elsewhere. Then determine if information and referral should be its core functions.
- Develop a strategy to get “buy in’ from the business community, local elected officials and residents
- Study how other large cities are providing these services.
- Partner with other agencies to provide a seamless system for residents to access important services.

J. CORPORATION COUNSEL

Charge and Scope of Analysis

This committee was charged with reviewing all pending and prospective legal claims against the City, including such areas as tax appeal. The committee was also charged with identifying any legal matters requiring immediate attention or decision making. The committee also examined and assessed how the Office of Corporation Counsel interacts with the other municipal departments, agencies, boards and authorities. We note that most matters handled by Corporation Counsel are protected by the attorney client privilege and details on current legal issues are necessarily restricted and beyond this committee report in order to protect that privilege.

The members of the committee have participated in this review with the highest ethical principles in mind, which include the fact that no member of the committee shall use the information received or gathered on a confidential basis in the course of this review in any present or future representation.

The committee has evaluated and made recommendations with respect to the administration of the Office of Corporation Counsel, the circumstances and terms of employment of outside counsel.

Process

The sub-committee first examined the answers to the questionnaire prepared by the Steering Committee. City of Plainfield Corporation Counsel, David Minchello, provided his answers by memorandum dated November 13, 2013. Each member of the committee was provided a confidential copy of the answers and given an opportunity to list further topics or request clarifications of corporation counsel during the initial interview. The interview with Mr. Minchello took place on November 22, 2013 and lasted approximately two hours. The chair of the committee also had several independent conversations with Corporation Counsel. Mr. Minchello was cooperative and forthright in his responses to the questionnaire, in conversations with the committee chair, and during the sub-committee interview. Mr. Minchello was able to provide the members of the committee with information based upon legal research conducted within the Office of Corporation Counsel or otherwise available through publicly available sources. The information was shared with the sub-committee as a whole in order to formulate recommendations for Mayor-Elect Mapp's consideration. A list of recommendations that do not jeopardize pending and anticipated litigation or matters falling within attorney client privilege are provided herein.

General Overview:

City Corporation Counsel is a part-time position currently held by David Minchello on a contract basis. In addition to Mr. Minchello, his office has one full-time and one part-time position. City Counsel's office addresses routine day to day legal questions from various City agencies, it drafts legal opinions thereon, attends all council meetings and assists in the drafting of Ordinances and Resolutions.

Given the small size of Counsel's office, the majority of legal work is handled by outside legal counsel. All professionals, including counsel, are procured in accordance with the Competitive Negotiation for Professional Services Ordinance currently in place for the City.

Counsel's office is presently handling/overseeing fifty-nine (59) separate litigations which are handled by several firms, in addition to eighty-eight (88) tax appeals handled by one firm. Presently the City has twenty-eight (28) approved outside firms authorized to provide services. Many firms, although prequalified, do not provide services to the City of the twenty-eight (28) qualified firms, approximately thirteen (13) have performed services in 2013. Presently, the City does not have billing guidelines in place governing such reviews, which is not uncommon for a smaller city, but is advisable. The approved attorney lists are as follows:

Bond Counsel:

John G. Hudak, Esq., Linden, New Jersey 07036

Labor/Personnel Counsel:

Hunt, Hamlin & Ridley, Newark, New Jersey 07102
Ruderman & Glickman, PC, Springfield, New Jersey 07081
DeCotiis, FitzPatrick & Cole, Teaneck, New Jersey 07666

Special Counsel for Tax Appeals, In Rem Tax Foreclosure and Abandoned Properties Rehabilitation Act Enforcement:

Eric M. Bernstein, LLC, Warren, New Jersey 07059
DeCotiis, FitzPatrick & Cole, Teaneck, New Jersey 07666
Palumbo & Renaud, Cranford, New Jersey 07016
Riker, Danzig, Scherer, Hyland & Perretti, LLP, Morristown, New Jersey 07962
Wisniewski & Associates, LLC, Sayreville, New Jersey 08872

Litigation/Defense Counsel:

Linda Scott-Foster, LLC, Elizabeth, New Jersey 07201
Eric M. Bernstein & Associates, LLC, Warren, New Jersey 07059
Brause, Brause, Ventrice, LLC, Metuchen, New Jersey 08840
Schwartz & Posnock, Eatontown, New Jersey 07724
Calcagno & Associates, LLC, Cranford, New Jersey 07016
Law Offices of Jarrid H. Kantor, Union, New Jersey 07083
Kologi*Simitz, Linden, New Jersey 07036
Antonelli Minchello, PC, Union, New Jersey 07083
Palumbo & Renaud, Cranford, New Jersey 07016
Roth D'Aquanni, LLC, Springfield, New Jersey 07081
Saponaro & Sitzler, Mount Holly, New Jersey 08060
Law Offices of Miriam R. Rubin, East Brunswick, New Jersey 08816

Municipal Court Defense Counsel for Plainfield Police Officers:

Roth D'Aquanni, LLC, Springfield, New Jersey 07081
Linda Scott-Foster, LLC, Elizabeth, New Jersey 07201

Worker's Compensation Counsel:

Eric M. Bernstein & Associates, LLC, Warren, New Jersey 07059
Biancamano & DiStefano, P.C., Edison, New Jersey 08882
Calcagno & Associates, LLC, Cranford, New Jersey 07016
James Jude Plaia, Esq., Verona, New Jersey 07044
Shabazz & Associates, Newark, New Jersey 07102

Corporation Counsel's role has been limited in regards to pre-litigation personnel matters and ethics and harassment training as well as oversight over the Municipal Court. Further, Corporation Counsel's role has been very limited with regards to procurement process and policies. These are areas where Corporation Counsel should have a greater role. In addition, we recommend the creation and oversight of a Centralized Procurement Department to ensure consistency and efficiency to meet City needs.

Independent Authorities:

The City of Plainfield has two independent authorities, the Plainfield Municipal Utilities Authority and the Plainfield Housing Authority. The mission statements of the two authorities are set out below.

Although a detailed review of the operations of the independent authorities was outside the scope of this report, we recommend that under the new administration, Corporation Counsel's office conduct a review of the City's agreements with the Independent Authorities to determine whether the City is exercising appropriate oversight over such authorities in order to streamline and improve the efficiency of the City's overall operations and provision of services and to provide greater accountability to the citizens of Plainfield.

1. Plainfield Municipal Utilities Authority

The Plainfield Municipal Utilities Authority (PMUA) was created in 1995 to provide stable and affordable waste management services to the City of Plainfield's residential and commercial communities. Today the PMUA oversees the City's solid waste, recycling, and sewer system.

The PMUA operates and maintains 110 miles of Plainfield's sanitary sewer services lines, several sewage pumping stations and provides for proper collection and treatment of municipal waste water. Additionally, the Authority maintains and operates the "PERC" (Plainfield Environmental Resource Center) - Rock Avenue Transfer Station as part of Plainfield's Solid Waste Utility. Neighboring municipalities use this modern convenience center to transfer and dispose of waste as part of PMUA's municipal shared services agreements. These services are performed on behalf of the City pursuant to an Interlocal Services Agreement.

1. Plainfield Housing Authority

The Housing Authority of Plainfield ("HAP") mission is to continue to develop resources for Plainfield's low-income community collaborating with a network of community services providers and other public agencies to serve the community and enhance home ownership opportunities for income eligible residents.

Additional Recommendations:

1. The Office of Corporation Counsel should purchase and integrate into its operations document management software.
2. The Office of Corporation Counsel should staff cases and matters based on expertise and experience, i.e. consistently utilizing attorneys with developed expertise on the same kinds of matters.
3. While beyond the scope of this committee, the City should evaluate the security plan for the Municipal Court to ensure that appropriate security exists within each court room.
4. While beyond the scope of this committee, the City should explore whether additional municipal court judges are needed to maintain and improve operations and customer service.
5. Outside counsel should provide a monthly status report to the Mayor and Corporation Counsel generally describing the nature of the work they are performing for the prior month and any status changes.
6. Support should be provided to assist Corporation Counsel and the Tax Collector in implementing a more streamlined process for tax foreclosures. This will provide a more equitable result for citizens and paying taxpayers and result in additional and needed tax revenues for the City.
7. Establish billing guidelines for outside counsel.
8. Consider establishing an office of procurement to consolidate all department procurement initiatives.
9. Evaluate the hourly rate paid to Counsel and establish a rate structure that recognizes the required level of expertise in certain areas.

K. CITY CLERK

Description of City Clerk Duties

The Municipal Clerk is one of four statutory municipal positions required by New Jersey State Law. The office of the Municipal Clerk is committed to the accurate recording and careful safeguarding of the Municipality's records while maintaining high ethical standards and remaining impartial and apolitical in dealing with public officials and citizens.

The core duties of the Municipal Clerk as defined in N.J.S.A. 40A:9-133 are:

- Act as the secretary to the municipal corporation and custodian of the municipal seal and of all minutes, books, deeds, bonds, contracts, and archival records of the municipal corporation.
- Act as secretary to the governing body, prepare meeting agendas at the discretion of the governing body, be present at all meetings of the governing body, keep a journal of proceedings of every meeting, retain the original copies of all ordinances and resolutions, and record the minutes of every meeting.
- Serve as the chief administrative officer in all elections held in the municipality, subject to the requirements of Title 19 of the Revised Statutes.
- Serve as the chief registrar of voters in the municipality, subject to the requirements of Title 19 of the Revised Statutes.
- Serve as the administrative officer responsible for the acceptance of applications for licenses and permits and the issuance of licenses and permits, except where statute or municipal ordinance has delegated that responsibility to some other municipal officer.
- Serve as coordinator and records manager responsible for implementing local archives and records retention programs as mandated pursuant to Title 47 of the Revised Statutes.
- Perform such other duties as are now or hereafter imposed by statute, regulation or by municipal ordinance or regulation.

Overview of Process

City Clerk's work process:

The City Clerk's office performs a very specific set of tasks mandated by state statute. Work process is largely organized around scheduled events such as City Council meetings, elections, code updates and document retention. In addition, there are specific employees in the Clerk's Office who handle the ongoing work of applications for permits and licenses and OPRA requests. The City Clerk has introduced Eclerk, a software package that allows citizens to apply for permits, applications and OPRA requests on-line from the city website, in addition to paper applications. Using the services of web-based Clerkbases, the Charter, Administrative Code and Municipal Code are available to all on the City's

website. The City Clerk uses Clerk Blast, an email to citizens who ask to be included, where notice of all open public meetings are sent via email.

Findings

In addition, the subcommittee finds that the following issues bear attention:

Staffing

The City Clerk's Office is heavily used by Plainfield citizens and makes an effort to help every citizen who goes there, even if that means walking them to another department or division if that is where they should have gone to get the help that they need. The office is probably understaffed with four employees, given the scope of its statutory duties. Only one of the four is bi-lingual in an environment where there is an increasing number of Spanish speakers.

Information & Technology support needed

The Clerk has introduced EClerk and has the IQM2 software and equipment to implement paperless agendas, however, a firewall issue exists with Verizon that is preventing effective electronic communication between and among all of the physical locations that house City Departments and Divisions. That firewall issue is preventing implementation of Paperless Agenda and hindering optimum use of EClerk.

Administration and IT support needed

The Clerk has rolled out EClerk, which allows citizens to apply for permits, licenses, OPRA requests electronically. It also allows electronic submission of approvals and information to departments and divisions and their transmission of materials via EClerk. The City Clerk has sent instructions on the use of EClerk to all departments and divisions but some still send paper or faxed responses. This is counter-productive as it can slow responses to citizens. Also, EClerk can be used for OPRA requests and can provide an electronic record of requests and production of documents for the City.

Records Management

The City has documentation that must be retained in storage, currently in the Annex basement and in City Hall. However, departments and divisions appear to send documents to the Annex for storage in boxes without categorizing them for quick retrieval. There is also a concern that documents may not be protected from fire or water damage. Additionally, an area of concern is that documents do not appear to be backed-up electronically.

The Clerk has requested that the incoming Administration consider budgeting to include the professional transcription of minutes of City Council meetings.

Fees

The City Clerk is responsible for collecting licensing fees which are placed in the general fund. As of November 2013, One-Hundred-and-Ten-Thousand Dollars (\$110,000.00) has been collected.

Recommendations

Fees

The City in general may want to consider charging higher fees for certain permits and licenses. The city has a cash policy that allows for the handling of cash for payment. We suggest that this policy be reviewed and propose that the city not handle any form of cash, but rather use Money Orders, Certified Checks, or debit cards in place of cash. While there is a fee for using the credit cards, there is also a fee for returned checks. There should be an analysis of fees charged to the City for accepting credit card vs. returned checks fees charged to the City to see if the use of credit cards is more advantageous. It may be possible for the city to negotiate credit card rates with the bank with which it is doing business.

Staffing

The City Clerk should prepare materials that support its request for hiring staff for consideration of the new Administration. Consideration could be given for a variety of scenarios, including use of part time or independent contractors (who are bilingual) with strong demonstrated writing and organizational skills to assist in general and with minutes and record management in lieu of an additional full time employee.

Information Technology Support

The new Administration should provide its support to solve the firewall issue that is apparently preventing unfettered electronic communication between all City locations. All Departments and divisions should be able to share documents electronically. Use of EClerk for submission of documents in support of permits, licenses and OPRA requests will create an electronic record of each transaction, save paper and time.

Communications

While the City website has good information, the City might consider a different format to make it more accessible. There is a lot of good information on the website, but it is not intuitive. The end user must navigate through too much of the site in order to find what they need.

Administration and IT support needed

The new Administration should mandate use of EClerk by all departments and divisions for responding to requests for information and documents from the City Clerk. Use of EClerk will enhance efficiency. In addition, the new Administration should make resources available to train departments and divisions as necessary on EClerk and implementation of paperless agenda.

Records Management

The prior City Clerk obtained a \$50,000 grant to start a record management project in 2010, through which records stored in boxes in the Annex were categorized, then filed for retention or disposed of as appropriate. Additional grant support is not likely until the City takes its own steps to promote records management. The City Clerk should prepare a document retention policy for adoption

by the City Council with the support of the Administration. The City Clerk should obtain estimates from vendors who file and scan documents, provide cloud back-up, then take them (including Annex boxes) to safe warehouse storage. Consideration should be given for adding this expense to the annual operations budget.

Minutes Production

One of the primary responsibilities of the City Clerk is preparing and preserving minutes of council meetings (executive and open sessions), and we believe that it should be a top priority. The prior City Clerk had a budget for an independent contractor to attend meetings and do minutes, however that line item is no longer in the budget. The City Clerk should prepare materials to support the request for a budget line item for help in preparing meeting minutes. The Clerk should also prepare an update to the administrative code regarding preparation of minutes, prescribing the contents and setting a time by which minutes must be completed after each meeting, to insure that the minutes are prepared in as timely a manner as possible. The contents of the minutes should comply with state law at a minimum, and should discourage verbatim transcription. We are attaching the "Minutes" section of the Administrative Code of the Township of Roxbury as a possible example of what the contents of meeting minutes should reflect. See Exhibit A.

Communication with the Public

Our subcommittee recommends that the City in general consider placing a bulletin board outside City Hall advertising meeting notices and other events. Also, when paperless agenda is implemented for council meetings, a screen and projector should be integrated into the meeting room so that the public can follow along with the meeting agenda.

Conclusions

Urgent Issues:

- The Mayor should mandate the use of ECLerk for permits, licenses and OPRA requests. If training is necessary, it should be scheduled with the City Clerk and/or IT as appropriate.
- The Mayor should see to it that any firewall issues that are preventing city locations from transmitting documents electronically or otherwise communicating with one another be resolved immediately.

Low Cost /High Impact/Short Term Issues:

- Assist the Clerk in implementing Paperless Agenda, for which the software and equipment has already been purchased. This is a more efficient and environmentally friendly way in which to produce Counsel meeting materials.

Longer Term Issues:

- Assist the City Clerk in the implementation of document retention policies as a first step toward solving the records management issues that exist. The City Clerk should obtain estimates from

vendors for scanning and storing the documents that must be retained that are now stored in the Annex Basement and in City Hall.

- City Clerk should prepare a case for hiring an additional staff or engaging an independent contractor help with specific skills such as to work on minutes, record management or other detail oriented projects that need to be completed. There is one Spanish speaking employee in the City Clerk's Office now, and additional staff should be bilingual if at all possible.
- Administration should review the feasibility of a no cash policy.

Appendix A

Alphabetical List of Transition Team Participants

ABNEY, Lt. James. (Public Safety Subcommittee). Lieutenant, Plainfield Police Division.

AAKRE, Arne. (Operations: Public Works Subcommittee). Operations Manager, Jay Shapiro and Associates, Inc. (Program & Construction Managers); Thirty years of experience in management of general construction and architectural administration of housing, offices, schools, hospitals, hospitality, retail, and government facilities. President and Vice President of The Van Wyck Brooks Historic District.

ALBANESE, Donna. (Economic Development Subcommittee). Owner, Plainfield Dairy Queen; President, Plainwood Square Merchants' Association; Vice President, Plainfield Special Improvement District; Past Chairperson, Sharing Network Foundation; Board Member, Salvation Army; Past President, Plainfield Chamber of Commerce.

ALVARENGA, Alfonso. (Recreation Subcommittee). Coach and advocate for Latino youth Soccer teams.

ANGLIN, Roland V. (Economic Development Subcommittee, Chair). Director and Associate Research Professor, Cornwall Center for Metropolitan Studies, Rutgers-Newark. Board member: Sustainable New Jersey, New Jersey Public Policy Perspective; Local Advisory Board Member, the Greater Newark Local Initiatives Support Corporation.

BALLARD FOX, Patricia. (Economic Development Subcommittee). Program Manager, Newark Airport Terminal A Redevelopment, Port Authority New York & New Jersey; former Deputy City Administrator/Economic development Director, City of Plainfield; Board Member & Grants Committee Member Plainfield Symphony Orchestra.

BASHE, Larry. (Operations: Administration/Finance Subcommittee). Managing Director, Public Finance Department, Raymond James & Associates, a New York investment bank; Coming to Plainfield from Madison, Wisconsin in 1971 to work in the Model Cities Program, he rose to be City Administrator for eight years under Mayor Paul O'Keeffe; During his tenure, Plainfield was selected an All-American City by the National Municipal League; Larry was recognized as Municipal Manager of the Year by the NJ State League of Women Voters and the NJ Taxpayers Association, and Most Innovative City Manager-Northeast by the National Science Foundation; Larry has been a Plainfield resident for over 40 years.

BICKET, Carol. (City Clerk Subcommittee). Democratic City Committeewoman for Ward 2, District 5. Retired from Division of Motor Vehicles with 30 years of service. Board member, Friends of the Plainfield Public Library, Former board member Plainfield Habitat for Humanity; Resident reader and teacher of Italian cooking class, Stillman Elementary School; Member, New Democrats Political Club.

BIER, Leonard. (Economic Development Subcommittee). Executive Director and General Counsel, New Jersey Parking Institute. Consultant to parking authorities nationwide.

BOLMER, Bob. (Health/Social Services Subcommittee). Lead Instructor, Business Accounting, Everest Institute; Developed and teach Accounting Certification courses at Hudson County College; Plainfield Democratic City Committeeman, Ward 2, District 1; Member, New Democrats Political Club; Trustee and Council member, Dunellen United Methodist Church; Volunteer at Zarephath Health Clinic.

BOWMAN, Craig. (Corporation Counsel Subcommittee). Partner at Debevoise & Plimpton LLP and Co-Chair of Pro Bono Committee; Member, Board of Directors of the Lawyers Alliance for New York; Advisory Board Member to Community Development Project of the Legal Aid Society (NYC); member of Van Wyck Historic District.

BROKAW BOLES, Carol Ann. (Corporation Counsel Subcommittee). Attorney., Plainfield, NJ. Commissioner, Plainfield Municipal Utilities Authority; Former VP, article27, a London-based software company; former VP of Advertising,, Sales, Contract Administration & Operations at ABC Distribution, a division of Disney/ABC; Former Chairman, King's Daughters Day School Board of Directors; Former Board Member, duCret School of Art.

BURGWINKLE, Mary E. (City Clerk, Municipal Court Subcommittees). Retired attorney with 20 years experience in the banking industry;. Secretary, Plainfield Charter Study Commission; Secretary, Plainfield Shade Tree Commission; Treasurer, Plainfield Democratic City Committee; Board of Directors, Plainfield Symphony Society, Inc.; Former board member, YWCA of Plainfield and North Plainfield. Longtime Plainfield resident (32 years).

CAMINITI, John. (Corporation Counsel Subcommittee). Resident of Plainfield, New York City and Ft. Lauderdale. Public interest attorney in New York City; Past President of Log Cabin Republicans-NYC.

CATHCRT, Lenny. (Recreation Subcommittee). Former member, Plainfield Board of Educations. Coach of many youth sports and tireless advocate for youth recreation opportunities.

CHAPIN, Paul. (Operations: Public Works Subcommittee). Nine years as Senior Scientist, Coty, Inc. Longtime Plainfield resident and supporter of the Plainfield Symphony.

CILL, Donna M., DNP, RN, FNP-BC. (Health and Social Services Subcommittee). Assistant Dean of Student Affairs and Director of Continuing Education, Rutgers School of Nursing; She created "Girl Talk," a television program featuring a panel of girls discussing health and social issues; Currently researching mother-daughter communications; Member, Black Nurses Association, Delta Sigma Theta Sorority, Board member of the Sylvia Edge Endowment.

CLARK, Rowand, Esq. (Corporation Counsel Subcommittee). Former Plainfield Corporation Counsel; Former Plainfield City Solicitor; Former Plainfield City Prosecutor.

CLARKE, Wayne, CPA. (Budget Process Subcommittee). Wayne is a Certified Public Accountant with a practice in Plainfield, NJ.

COLEMAN, Henry A., Ph.D. (Budget Process Subcommittee). Professor of Public Planning, Bloustein School, Rutgers University; Former Director, Center for Government Services, Rutgers University. Dr. Coleman is an expert in local government finance.

COLODNE, Louise. (City Clerk Subcommittee). Co-founder Netherwood Neighbors; Committee member, Plainfield Republican City Committee for Ward 2, District 8; Secretary, Plainfield Cultural and Heritage Commission; Former Secretary, Plainfield Human Relations Commission; Co-founder Martin Luther Kind Day celebration; Founder, Belvidere Block Association; Member, Plainfield Board of Education's Smart Growth Committee; PACES Garden Project, Maxson School.

CONE, Daniel. (Recreation Subcommittee). Vice-principal, Plainfield Public Schools; Former Athletic Director, Plainfield Public Schools. Member, Van Wyck Brooks Historic District.

CONTRERAS, Tony. (Health and Social Services Subcommittee). Project Manager, Telcordia Telecommunications; System Engineer, Lucent Technologies, AT&T, Teleport, Telcordia; Technical Instructor, Bellcore; Area Manager, Southwestern Bell; Intelligence Officer (analyst), US Navy.

COOPER, Gavin. (Public Safety Subcommittee). Retired Special Agent, Naval Criminal Investigation Service (NCIS).

CRISCIONE, Jeanette, MBA. (Steering Committee; City Clerk Subcommittee, chair). Independent Business Management Consultant (Process Excellence - Program, Project, Change Management focus); Past and present Member, Citizens Budget Advisory Committee (CBAC); Historic Preservation Commission; Elected to the Charter Study Commission; Plainfield Democratic City Committee representative for Ward 2, District 6.

CROWNOVER, Thomas. (Corporation Counsel Subcommittee). Part-time Executive Director of the Metuchen Parking Authority.; Tom practices law in Plainfield.

DA ROLD, Joseph Hugh. (Information Technology Subcommittee Chair). Executive Director, Plainfield Public Library. President, Libraries of Middlesex Automation Consortium Board of Directors; President, Watchung Book Club; Susan G. Swartzburg Preservation Award (2007) and Librarian of the Year Award (2010), New Jersey Library Association; Gail F. Stern Award (2011), Advocates for New Jersey History; Roger McDonough Librarianship Award (2012), New Jersey Academic Alliance. Currently listed in Who's Who in America and Who's Who in the World.

DAMON, Dan. (Steering Committee; Communications Subcommittee Chair). Retired Public Information Officer, City of Plainfield. Editor and publisher of the daily blog *Plainfield Today* for the past 8+ years. Founder and past president: Plainfield Community Outreach, Residents Supporting Victorian Plainfield, Faith Bricks and Mortar Inc.; Co-chair, Plainfield Strategic Planning (1998); Former Ethics chair, Plainfield Area Board of Realtors; Steering Committee, New Audiences for Plainfield; Former Warden and Vestryman, Grace Episcopal Church; Former Vice Chair, Plainfield Democratic City Committee; Executive Committee, New Democrats Political Club.

DeCOTIIS, Michael. (Co-Chair, Mapp Transition Team; Corporation Counsel Subcommittee chair). Mr. DeCotiis has served as Chief Counsel to the Governor of New Jersey; he has also served as Deputy Executive Director to the Port Authority of New York and New Jersey and was a member of the Casino Reinvestment Development Authority. Mr. DeCotiis's law practice focuses on Real Estate Transactions, Environmental Law, Government and Regulatory Affairs, Public Procurement and Contracting, Open Public Meetings Act Compliance, Local Public Contracts Law, the Local Redevelopment and Housing Law, laws governing utility authorities and Local Lands and Building Law.

DURHAM, Inez, Psy. D., LCSW. (Health and Social Services Subcommittee). Retired from a professional career in psychology and education and with 45 years of service to Plainfield, Inez continues as a community activist. She served two terms on the Plainfield Board of Education, including serving as President; Board member of the YWCA of Plainfield/North Plainfield, Plainfield Grassroots CDC, Union County Family and Children's Society, The Plainfield Foundation, Douglass College Alumnae Association,

The LINKS, Inc., and Plainfield Recreation Advisory Board; Task Force for Plainfield Public School Reform; New Jersey Coalition for a True and Efficient Education, Board of Missions for the Watchung Convocation of the Episcopal Church; Clinical Director of OMALYO, Black Family Development and Education, Inc.; Inez is a life time member of Delta Sigma Theta, A Public Service Sorority.

DUVAL, Tricia. (Health and Social Services Subcommittee). Strategic Accounts Manager, ZOLL Medical Corporation; support and sales of life support/resuscitation equipment; former cardio-vascular critical care nurse; member American Association of Critical Care Nurses, Plainfield Garden Club, NorthAmerican Butterfly Association.

EL-AMIN, Siddeeq. (Public Safety Subcommittee chair). Retired Captain, Plainfield Police Division. Former Director, Department of Public Affairs and Safety, City of Plainfield; BS and MPA, with honors, Rutgers; Board Chairman, Neighborhood Health Services Center. (formerly Plainfield Health Center); Member, International Association of Chiefs of Police; Past National Executive Board, Northern NJ Chapter President, National Organization of Black Law Enforcement Executives (NOBLE). Siddeeq has received Humanitarian and Meritorious Service Awards from the NAACP and NOBLE.

ESTEVEZ, Christian. (Recreation Subcommittee). Union Representative, CWA Local 1037; Executive Vice President, Latino Action Network; Vice President, Latinos Unidos Civic Association (Plainfield); Board Member, New Jersey Immigration Policy Network; Member, Governor Corzine's Blue Ribbon Panel on Immigrant Affairs; Latino GOTV Coordinator, Corzine for Governor (2005 and 2009), Menendez for U.S. Senate (2006); Statewide Coordinator (Latino GOTV), Obama for America 2012; Former Board Member, New Jersey Hispanic Research & Information Center; Adjunct Professor, Rutgers School of Management and Labor Relations; Member (Executive Committee), Plainfield New Democrats; Former Member, (Second Vice Chair), Plainfield Democratic Committee; Assistant Coach, Queen City Baseball League; Former Board Member (Policy Committee Chair), Plainfield Board of Education; Former Board Member, Plainfield Area YMCA.

ESTIS, Dennis. (Corporation Counsel Subcommittee). Partner, Greenbaum, Rowe, Smith & Davis LLP; Senior Trustee, New Jersey Institute of Local Government Attorneys; Served as Borough Attorney and Special Redevelopment Counsel, Fanwood; Borough Attorney, Roselle Park; Borough Attorney, Keansburg; Special Counsel, City of Orange Township; General Counsel, Rahway Valley Sewerage Authority; Special Counsel to the Chair of the Assembly Local Government Committee; Founding Fellow, Litigation Counsel of America; Past President, The Discovery Orchestra (formerly The Philharmonic Orchestra of New Jersey); Councilman, Borough of Roselle Park (1976-1981), General Counsel, Young Democrats of America (1977-1979), Past President, Middlesex County Bar Association (2003-2004).

FOUNTAIN, Donna. (Health and Social Services Subcommittee). Community Health Educator and New Jersey Nurses Association Advanced Practice Nurse Leader for Union County, District 22. Board of Directors, serves as Nurse Expert of the Plainfield, Neighborhood Health Services Corporation; Former executive leadership positions for both not-for-profit and for profit home care agencies in NYC and NJ. Van Wyck Brooks Historic District, Plainfield Resident (20 years). Adjunct Professor at Kean University, School of Nursing and full time doctoral student attending Rutgers School of Nursing.

FULLER, Gordon. (Operations: Public Works Subcommittee). Vice-chair and longtime member, Plainfield Planning Board. Active in the Van Wyck Brooks Historic District.

GILL, Wilbert. (Budget Process Subcommittee). Former Commissioner, Plainfield Municipal Utilities Authority.

GOLDSMITH, Robert S. (Economic Development Subcommittee). Partner, Greenbaum, Rowe, Smith & Davis LLP, and Chair of its Redevelopment Practice Group. He focuses on redevelopment, transit-oriented development, downtown revitalization, green building and public-private partnerships. He has consulted with over 30 Special Improvement Districts; Developed and teaches a Redevelopment Law course at Rutgers Law School-Newark. Past president, Downtown New Jersey; Board member, New Jersey Future; Member, New Jersey Committee of the Regional Plan Association. Listed in The Best Lawyers in America and in Chambers USA: America's Leading Lawyers for Business.

GONZALEZ, Flor. (Health and Social Services Subcommittee). Founder and President, Latin American Coalition (LAC), a community assistance non-profit serving Hispanics and the general population. A native of Colombia, she studied Business Administration in Medellin before coming to the U.S. in 1979, where she became a citizen in 1983. Flor is a translator for the Plainfield Municipal Court. Flor served 10 years as a Commissioner of the Housing Authority of Plainfield and was the first Rutgers-certified Hispanic commissioner; Former President, Central Jersey Chamber of Commerce; Former VP, Latin American Kiwanis; Former member, Plainfield Human Relations Commission.

GREGORY, Bobby. (Economic Development Subcommittee). Owner, New Jersey Galvanizing, Inc. Longtime Democratic activist, has raised funds for Hillary Clinton and Barack Obama campaigns; Member, New Democrats Political Club.

GRISWOLD, Victoria (Vicky). (Recreation Subcommittee). Owner, Plainfield Music Store, North Avenue. A Plainfield native, in her spare time she is also a concert pianist. She has served on several Boards and committees, including the Plainfield YWCA, the New Jersey Theatre Forum, and New Audiences For Plainfield. Currently she is a member of the Plainfield Cultural & Heritage Commission.

HAWORTH, Gregory R. (Corporation Counsel Subcommittee). Civil litigation attorney; Partner, Duane Morris LLP. Board of Directors, New Jersey Volunteer Lawyers for the Arts. Longtime supporter, volunteer and past board member, Plainfield Symphony Society, Inc.; Past President, the former United Way of Plainfield, North Plainfield, Fanwood and Scotch Plains. Plainfield Democratic City Committee member, Ward 2 District 9. Longtime Plainfield Resident (32 Years).

KEOUGH, Lee. (Communications Subcommittee) Founder and Managing Editor, New Jersey Spotlight, a website analyzing news and public policy in New Jersey; Former Managing Editor for ten years at Database Magazine, a McGraw-Hill publication. Longtime Plainfield resident.

KERR, Barbara. (Communications Subcommittee) Senior Producer, Online Strategy and Integration, United Nations Foundation; Co-founder, Plaintiff blog, with Bernice Paglia; Video producer/instructor for Plainfield Community Outreach; Past President, Residents Supporting Victorian Plainfield (1987); former member, Plainfield Area Board of Realtors.

KIRBY, Tim. (Operations: Administration/Finance Subcommittee). Grants Administrator, Rutgers, The State University of New Jersey; Member, Plainfield Shade Tree Commission, Plainfield Garden Club; Serves on the Buildings and Grounds Committee, Reeves-Reed Arboretum, Summit.

LAMB, Charles P. (Information Technology Subcommittee) Programmer/Engineer of computer graphics systems for entertainment and military industries. Member S1000D (Military/Aerospace documentation) standard committee MultiMedia Task Team. Former member Society of Motion Picture and Television Engineers standards committees for Digital Cinema and Motion Picture Laboratories. A founder of the New Jersey Association of Railroad Passengers. Member, Scotch Plains Democratic Committee.

MARAZITI, Joseph J. (Economic Development Subcommittee) Partner - Maraziti, Falcon & Healey, LLP; Practice Area: Redevelopment/Environmental/Public Bodies; Former Special Redevelopment Counsel, City of Plainfield; Former Chair, State Planning Commission (1998-2002); Trustee, New Jersey Future; Member, Regional Plan Association; Advisory Board, Alan M. Voorhees Transportation Center; Designated 'Super Lawyer' by /New Jersey Monthly/ magazine.

MARTINEZ, Maritza. (Recreation Subcommittee). 25-year owner of Maritza Boutique on East Front Street, Plainfield; Serves on the Board of Directors of the Plainfield SID and the Union Latino Chamber of Commerce; Trustee of Casa De Gloria Church; Maritza is a Paralegal, a Notary Public and a long-time advocate for the Hispanic Community.

McNEIL, Walter, D. Jr. Ph.D. (Economic Development Subcommittee). Executive Director, Orange Housing Authority. Former City Administrator, City of Plainfield; Former Director Public Works and Urban Development, City of Plainfield; Former Executive Director, Housing Authority of Plainfield; Former Union County Freeholder. Born and raised in Plainfield.

McRAE, Charles L. (Operations: Administration/Finance Subcommittee). Presently Account Executive with Toshiba Business Solutions; Over 30 years of Marketing and Sales of digital network equipment and software. Chairman; Plainfield Citizens Budget Advisory Committee; Past President, Cedar Brook Elementary School PTA; Vice President, Cedar Brook Block Association; Past Chairman and present Board member of The Diamond Foundation Inc.

MILLER-ARMBRISTER, Julane. (Health and Social Services Subcommittee). Vice President, State Government Affairs, Rutgers, The State University of New Jersey; Treasurer, Raritan Valley Chapter, The Links Inc.; Former President/CEO Plainfield Health Center; Ph.D. Candidate Rutgers School of Nursing, Joint Urban Systems Ph.D. program- Urban Health Specialization.

MILLS-RANSOME, Joylette. (Operations: Administration/Finance Subcommittee). Retired Director, Office of Science Education, Newark Public Schools; Currently, Executive Director, Shiloh Economic, Entrepreneurial and Lifelong Development Corp. (SHEELD); Served two terms on the Plainfield Board of Education, including President and VP; Voter Services Chair, League of Women Voters of Plainfield; Neighborhood Team Leader, 2012 Obama for America Plainfield Committee; Charter Member, Central Jersey Alumnae Chapter, Delta Sigma Theta Sorority.

MONTEIRO, Tony. (Budget Process Subcommittee). Account Executive, Fairview Insurance Agency, Inc; Member, State of New Jersey Red Tape Commission; Member, 2009 NJ Governor Chris Christie Transition Team; Current President of the Elizabeth Board of Education; Former Elizabeth City Councilman; Rutgers University Foundation President's Council.

MONTFORD, Kent. (Public Safety Subcommittee). Kent is a native of Plainfield and works in law enforcement.

O'DEA, William. (Co-Chair, Mapp Transition Team). Deputy Executive Director, Elizabeth Development Corporation since 1995; Hudson County Freeholder since 1997; Co-Chair, Jersey City Mayor Steven Fulop's 2013 Transition Team. Board member, Friends Of The Loew's Theater; Advisory Board member, Hudson Catholic Regional High School; Listed in Who's Who of Business Professionals, and Who's Who in America. Bill has written several scripts, one of which was produced as a short film which won an award at the New York International Film Festival; his first novel, "The Legacy of Haguesville," was recently published.

O'DONNELL, Matthew J., Esq. (Corporation Counsel Subcommittee). Partner, O'Donnell & McCord, PC., specializing in Zoning and Land Use, and Property Tax Appeals.

PALMER, Joseph E. (Communications Subcommittee) Senior Vice President, National Advertising Sales, Rivendell Media; Realtor, Sleepy Hollow Realtors; Vice President, Netherwood Heights Neighborhood Association; Past Board Member, AIDS Benefit Committee of New Jersey.

PAPP, Allan. (Economic Development Subcommittee) Owner, Papp Iron Works Inc.; Co-owner, Architectural Iron Designs, Inc.. Past President American Subcontractors Association of NJ; former Board member of Faith, Bricks & Mortar, a Plainfield housing nonprofit organization.

PAYUMO, Jon. (Information Technology Subcommittee). Vice President, Deutsche Bank.

PERKINS, Rebecca. (Communications Subcommittee). President and CEO of The Perkins Partnership, a public policy firm focusing on advocacy, strategic communications, and nonprofit organizations. President, Council on State Public Affairs, a 501 (c) 3 independent, multipartisan public policy forum.

PERRY, James R. (Operations: Administration/Finance Subcommittee). Recently retired Chief Financial Officer, Plainfield Municipal Utilities Authority (PMUA); Vice Chair, Union County College Board of Trustees; Former chair, NJ Council of County Colleges; Board member and Northeast Region chair, National Association of Community College Trustees; Former Chair, Plainfield Redevelopment Authority; Vice Chair, Plainfield Business Development Corporation; VP, Central Jersey Chamber of Commerce. A 30-year Plainfield resident, Jim still believes "the homes will bring you, the people will keep you."

PILE, Carmencita (aka CP).- (Communications Subcommittee). Organized and hosted Plainfield's first Obama for President fundraiser, 2008; Neighborhood Coordinator, Obama for America (2012); Employed by the Plainfield Public Schools. Executive Committee, New Democrats Political Club; Member, H.O.P.E.S. CAP Advisory Board; Videography and photography for Mapp for Mayor, 2009 - Present, as well as candidates Rebecca Williams, Cory Storch, Veronica Taylor and 'Dee' Dameron.

PONTON, Carlos. (Health and Social Services Subcommittee). Currently the Director of Operations for a research center located in New York City, Carlos has more than a decade's experience in the nonprofit sector. He emigrated from Colombia, South America, at the age of 5 and has lived in New Jersey ever since, moving to Plainfield in 2010. He is an active member of the Van Wyck Brooks Historic District and in his spare time is restoring his Spanish Revival home with his partner.

PRIMAVERA, Peter A. (Economic Development Subcommittee). Executive Director, Downtown New Jersey; Founder and President, Peter Primavera Partners; 33 years professional experience in Historic Preservation, Cultural Resource Management, History and Archeology; Directed over 3,000 projects in the public and private sectors, including urban redevelopments, large commercial and residential developments, historic restoration and planning, and county-wide park systems; Member, Rutgers University Board of Trustees; Community Advisory Board of WNET/13, the PBS national anchor.

QUIRK, Larry. (Corporation Counsel Subcommittee). Retired attorney with 31 years civil trial litigation experience; Current President, Van Wyck Brooks Historic District; Trustee, Center for Contemporary Art, Bedminster; Larry continues to hone his skills as a potter.

RILEY, Michelle. (Corporation Counsel Subcommittee). General Counsel, Americas of Bregal Investments, a private equity fund in New York. Former VP and Co-General Counsel of ICON Capital Corp., New York; Eight years as an M&A attorney at Paul, Weiss, Rifkind, Wharton & Garrison LLP, and Debevoise & Plimpton LLP in New York and London; In-House Counsel for a 2004 U.S. Democratic Presidential Primary Campaign. Michelle received her JD from Yale Law School, where she was Editor-in-Chief of the Yale Journal on Regulation. She holds a BA in Political Communication from The George Washington University and an MA in Politics, Philosophy and Economics from Oxford University, where she was a Shapiro Scholar.

RIVERS, Hon. Bridget. (Recreation Subcommittee). Council member for Ward 4 and Council President; Former Member and President, Plainfield Board of Education.

ROBINSON, Anne. (Operations: Administration/Finance Subcommittee). Owner, Scottish Gourmet USA; Former owner, Caswell-Massey; President, Board of Trustees of the Plainfield Public Library.

ROMANKOW, Hon. Theodore. (Public Safety Subcommittee). Counsel to the law firm of Javerbaum Wurgaft, Springfield NJ; Former Union County Prosecutor.

SANCHEZ, Carlos. (Economic Development Subcommittee). Carlos is on the staff of NJIT's Economic Development Center in Newark, which is New Jersey's High-Tech Business Incubator since 1988, having graduated 85 successful businesses to date.

SIMONE, Peter. (Information Technology Subcommittee). AT&T Labs: Sr. Technical IT Security Speciality, Tools & Application Development, Systems Analyst. Lucent Technologies-Bell Laboratories: R&D Dacs Switching Systems & System Test; Chemical Bank, Trust and Investment Service Group. Chair, Plainfield Shade Tree Commission; Member, Plainfield Garden Club, Les Marmitons, Drake House and Craftsman Farms. Former President and Member Chair, Friends of the Plainfield Public Library.

SINGLETON, Nat. (Economic Development Subcommittee). Retired IBM Senior Telecommunications Specialist; Retired Project Manager, Unisys Corporation; Board member, Plainfield Area YMCA; Founding Board member, Plainfield Community Outreach; Former Commissioner, Plainfield Municipal Utilities Authority.

SMILEY, Rick. (Steering Committee; Operations: Public Works Subcommittee Chair). Director, Passaic County Workforce Investment Board. Chair, Plainfield Charter Study Commission; 25 years work experience in Plainfield and County government; Former Director, Plainfield Action Services; Former President, Plainfield Municipal Employees Association; Former President, Plainfield Municipal Managers

Association; Elected to three terms, Plainfield Board of Education; Former Board member, Plainfield Area YMCA.

SMITH III, Samuel. (Recreation Subcommittee Chair). Project Consultant, Public Service Electric and Gas Company; Rutgers University; Phi Beta Sigma Fraternity Inc.; League Director, Queen City Baseball League; Business Manager, Plainfield Pop Warner Cardinals; Previously served on Plainfield Recreation Advisory Committee; Coached youth sports in Plainfield for the last eight years.

SPELMAN, Jeff. (Information Technology Subcommittee). Executive Director of Information Technology, Novartis Pharmaceuticals. Carillonneur, Grace Episcopal Church.

STEFEL, April M. (Operations: Public Works Subcommittee) Landscape Architect and Historic Preservation Consultant; Principal Planner, City of Plainfield; Principal Landscape Architect; Louis Berger Group; Senior Environmental Specialist, New Jersey Department of Transportation; New Jersey Registered Landscape Architect, American Society of Landscape Architects, Plainfield Historic Preservation Commission (11 years service), active member of the Van Wyck Brooks Historic District.

STEWART, John D., Jr. (Steering Committee Chair). Leadership, Management Development and Strategic Communications professional. Elected to the Plainfield Charter Study Commission, serving as Vice Chair; Plainfield Democratic City Committee representative for Ward 3, District 1. Three-term President of the Van Wyck Brooks Historic District.

STEWART, Richard. (Budget Process Subcommittee). Attorney; Securities investigator; Member, Citizens Budget Advisory Committee (CBAC).

STORCH, Hon. Cory. (Economic Development Subcommittee). Ward 2 Plainfield City Councilman, 3rd term; previously served on the Plainfield Planning Board and Plainfield Board of Education: Executive Director of Bridgeway Rehabilitation Services, a not-for-profit mental health service organization serving 9 counties in central and northern New Jersey

SWAN, Emmett, CPP. (Operations: Administration/Finance Subcommittee). Senior Analyst for Compliance, Taxation and Regulation, PSEG Services Corporation; Held prior senior management positions at Fox Television Stations, Inc., and the Better Business Bureau of Metropolitan New York; As a condo owner at The Monarch, has helped spotlight issues between the City and the developer.

TAYLOR, Bibi. (Operations: Administration/Finance Subcommittee chair). Director of Finance and Treasurer, County of Union. Former City Administrator, City of Plainfield; Board member, Plainfield Area YMCA.

TAYLOR, Veronica (Roni). (Recreation Subcommittee). Teacher (Phys Ed and Health) and coach, Plainfield Public Schools; Vice President, Plainfield Education Association; Served ten years as elected member of the Board of Education; Former Commissioner, Plainfield Housing Authority; Member and Past President, League of Women Voters - Plainfield Chapter; Director of Shelter Services, Plainfield Area YMCA for 19 years; Executive Committee, New Democrats Political Club.

TINLEY, Eloise. (Operations: Administration/Finance Subcommittee). Retired Personnel Director, Plainfield Public Schools; Board Member and President, Historical Society of Plainfield; Trustee, Drake House Museum.

TORIAN, Wally. (Public Safety Subcommittee). Assistant Dean for Admissions and Recruitment, Educational Opportunity Fund, Rutgers University. Member, Frontiers International Club of Plainfield, Charter member of the Plainfield Optimist Club, member of the YMCA Transitional Housing Services Committee. He serves as a Lieutenant in the Plainfield Auxiliary Police.

VAN PELT, Joan. (Corporation Counsel Subcommittee). Attorney, formerly with Office of the Public Defender. Past President, R.J. Hughes Inn of Court and Women Lawyers in Union County. Elder and Trustee, Crescent Avenue Presbyterian Church. Member, Charter Study Committee (1990). Born In Muhlenberg Hospital and Plainfield resident since 1986.

VAN SLYKE, Patricia. (Operations: Administration/Finance Subcommittee). Project Manager, IT Finance Manager, Telcordia Technologies. Formerly, Electron Switching Technician, Verizon. Has been a volunteer at Muhlenberg Regional Medical Center and Ashbrook Nursing Home.

WALCOTT, Susan. (Operations: Administration/Finance Subcommittee). Former Director, Dept. of Administration and Finance, City of Plainfield.

WEST, Ronald. (Budget Process Subcommittee, chair). Director of Operations, Bridgeway Rehabilitation Services, Inc.; Former Director of Administration and Finance for the City of Plainfield; Chairperson of Muhlenberg Regional Medical Center; Officer, The Muhlenberg Foundation; Board Member, JFK Health System; Member of the Community Advisory Group (CAG); Former Chairperson, Plainfield Health Center.

WILKINS, Dwayne. (Recreation Subcommittee). Former chair of the Plainfield Recreation Committee, Dwayne has coached many sports in and around Plainfield, including football with the Cardinals and Vikings and Lacrosse in Scotch Plains. He served as Vice President of the Plainfield Soccer Association, and is owner of DEWLAX, a Lacrosse education company. Dwayne's day job is marketing with Verizon.

WILLIAMS, Ravenell, IV. (Health and Social Services Subcommittee). President and CEO, Plainfield Area YMCA; Chair, Union County Emergency Assistance Program; Board Chair, SWIM, Inc., Bridgewater; President-elect, Plainfield-North Plainfield Rotary Club.

WILLIAMS, Hon. Rebecca. (Public Safety Subcommittee). Assistant Professor of English, Essex County College; Plainfield Councilwoman At-large, 2nd & 3rd Wards; Chair, City Council Public Safety Committee; President, New Democrats for Plainfield Club; Former Member, Plainfield Democratic City Committee (2nd Ward Leader); Former Member, Plainfield Cultural and Heritage Commission.

WYATT, Laddie, RMC/CMC/MMCA. (City Clerk Subcommittee). Retired Municipal Clerk, City of Plainfield.

YOOD, Harold, MD. (Public Safety Subcommittee). Retired internist and Plainfield blogger (Olddoc). Past President, Muhlenberg Hospital Medical Staff, Raritan Valley Hospital Volunteer Medical Staff; Past Chairman and Trustee, Medical Society of NJ; Board member, Union County United Way; Past President, Plainfield Jewish Community Center; Vice President, NJ Jewish Home For The Aged; VP, Jewish Federation of Central NJ. Purple Heart veteran of WWII (Airborne). Community activist and proud great-grandfather of five (beat that!).