



## New Jersey Municipal Management Association: Strategic Plan (2017- 2020)

### Introduction

The Executive Board of the New Jersey Municipal Management Association (NJMMA) met on January 19, 2017 to review and update the Association's Strategic Plan that was initially adopted in 2013. There was a high level of participation among members who were present for the meeting and the general consensus was that the experience was highly worthwhile. In summary, the members reviewed the existing Strategic Plan for its relevancy and outcomes, as well as considering new goals and activities that are pertinent for the Association.

The session format included the following activities:

- A discussion regarding the purposes of the Strategic Planning Process
- A discussion regarding the criteria for an effective Strategic Plan
- Information regarding current members and non-members (distribution by counties)
- A review and analysis of the existing Plan
- A discussion of additional items or directions that would be appropriate for the amended Plan. A summary of each item appears below.

### Purposes of the Strategic Planning Process

- Reflects ideas, perceptions and insights of board and staff regarding what the organization is intended to achieve, how well/poorly the goals are achieved and what changes may be necessary for the future
- Strategic Plan identifies both opportunities and challenges for the organization for the next three years
- Strategic Plan is a "blueprint" rather than a final product it requires implementation, monitoring and follow-up (including adjustments as needed)
- Providing information to NJMMA members

### Criteria for an Effective Plan

- It is realistic (conceptual but not so abstract that the contents are intangible)
- It is feasible and achievable
- It is related to the organization's core mission (focused activities that relate to the organization's critical purposes for existing)
- It identifies specific tasks/activities, the person(s) responsible to complete these tasks and a timeline for task completion (including "ongoing" for ongoing tasks)

By way of introduction, information regarding current members/nonmembers was presented (note: not all members serve as administrators):

- 567 local jurisdictions statewide
- 213 members from these jurisdictions (37.6%)
- 354 jurisdictions without NJMMA members (62.4%)
- Counties with the greatest percentage of NJMMA members:
  - Middlesex (25 towns; 72%; 18 members)
  - Somerset (21 towns; 67%; 14 members)
  - Essex (22 towns; 64%; 14 members)
  - Morris (39 towns; 62%; 24 members)
  - Union (21 towns; 57%; 12 members)
  - Mercer (13 towns; 54%; 7 members)
  - Bergen (70 towns; 51%; 36 members)
- Counties with the lowest percentage of NJMMA members:
  - Cape May (16 towns; 0%; 0 members)
  - Salem (15 towns; 0%; 0 members)
  - Cumberland (14 towns; 7%; 1 member)
  - Gloucester (24 towns; 8%; 2 members)
  - Hudson (12 towns; 8%; 1 member)
  - Camden (37 towns; 14%; 5 members)
  - Warren (22 towns; 18%; 4 members)

### Summary of the 2013 - 2016 Plan

- Promote local government as a career choice for new professionals (4 elements)
- Identify the best educational structure for the organization (2 elements)
- Promote membership to non-member Administrators and other non-member local government professionals who perform the tasks of an Administrator (8 elements)
- Promote the position of the Administrator as the professional in local government who can effectively manage staff and operations (5 elements)



## Mark Your Calendars

**May 23 - 25** – Spring Conference  
The Berkeley Oceanfront Hotel,  
Asbury Park

**(See attached registration form - Due 5/1/17)**

# New Jersey Municipal Management Association: Strategic Plan (2017- 2020), continued

## **NJMMA Goals: 2017- 2020**

### **Goal #1**

*Promote local government, as a career choice for new professionals who want to manage to join public service.*

- 1) Communicate with representatives from colleges and universities to promote the profession and train the next generation of leaders.
- 2) NJMMA members should train the next generation of leaders.
- 3) In conjunction with NJMMA's professional marketing firm, develop white paper identifying the benefits of employing a professional administrator.

### **Goal #2**

*Identify/expand professional development and training opportunities for members.*

- 1) Expand/leverage the relationship with Rutgers University for professional development opportunities.
- 2) Continue to hold quarterly education meetings in different areas of New Jersey.
- 3) Continue to obtain CEU credits for NJMMA education sessions.
- 4) Enhance NJMMA Annual Conference to include/offer more education opportunities for members.
- 5) Create NJMMA Education Committee.

### **Goal #3**

*Promote membership to non-member Administrators and other non-member local government professionals who perform the duties of an Administrator.*

- 1) Continue to encourage current members to bring a non-member to an NJMMA meeting/event.
- 2) NJMMA to continue to hold quarterly meetings throughout the state.
- 3) NJMMA to offer training opportunities to mayors on general management issues, e. g. hiring, FLSA, etc.

- 4) NJMMA EB members to participate in regional/county meetings, whenever possible.
- 5) NJMMA website to be revisited and revised to segregate information for members and non-members.
- 6) Working with PR firm, NJMMA to use social media as a means to promote the organization's image/status.
- 7) NJMMA ED to work with PR firm to track membership trends such as the response to membership drives to see if efforts yield results.
- 8) ED to continue to ensure that new and prospective members are invited to NJMMA meetings and to encourage their participation at these events.
- 9) PR firm to review the NJMMA Application Form and provide recommendations.

### **Goal #4**

*Promote the position of the Administrator as the professional in local government who can effectively manage staff and operations.*

- 1) In conjunction with the PR firm, NJMMA to submit an article to the NJLOM highlighting the leadership and guidance of Administrators in their day-to-day responsibilities.
- 2) NJMMA to become a more public (not political) organization and taking non-political positions on issues affecting the public (e. g. pensions; TTF).
- 3) NJMMA to notify members of key legislation affecting local government and request action, if appropriate.
- 4) NJMMA to solicit ideas for articles from members that can be developed by the PR firm.
- 5) PR firm to help "ghost write" articles with members.

### **Goal #5**

*Review the internal organizational structure and make necessary changes.*

- 1) Review fiscal system to insure transparency and accountability.

# Internships Discussion – 3/16/17 Meeting in New Brunswick

The first membership meeting of the year was held on a cold, slippery Thursday in March, but soon warmed up as Alex McDonald, Administrator, Township of Millburn, began the discussion on the importance of internships in the advancement of local professional management, particularly in the Garden State. Alex highlighted his internship with Millburn Township several years ago, under the guidance of recently retired administrator, Tim Gordon, who implemented the township's program almost 30 years ago.

Alex originally hails from a small town in Pennsylvania and didn't know the profession of municipal management existed until he attended a discussion led by Tim Gordon and Jason Gabloff, Millburn's CFO, some years ago at his alma mater, Seton Hall University. From that point up until the present, Alex learned that mentoring students, offering your time and attention, and exhibiting good management practices, instills confidence in budding municipal managers and, on a larger scale, advances the profession.

Raymond Codey, Administrator of the Borough of Madison, continued the discussion summarizing his experiences with interns during his time thus far in Madison. He hires 25 percent of the interns that walk through his door, primarily through the colleges located in and near Madison (Drew University, FDU, and College of St. Elizabeth). His program exposes students to networking, not only with other public officials, but with corporate executives in and around town. As interns leave his program, he always conducts exit interviews with them to find out what was good about it or needs improvement. He ended his remarks noting that interns will become even more important as the profession begins to "age out" and the necessity of replacing experienced and skilled managers becomes significant.

Dr. Angie McGuire, Director, Rutgers University-Center for Executive Leadership in Government, ended the morning discussion summarizing the Rutgers-Camden Internship Program. Angie is happy to work with towns interested in establishing their own internship programs. She stated that it's imperative that young, prospective managers witness, for themselves, how management is done well. In addition, she's currently working with several towns in central Jersey on succession planning and the feedback has been very encouraging.

After the panelists spoke, several members in attendance offered their experiences and suggestions relative to this topic, namely Theresa Casagrande, Vice President, NJMMA and Administrator, Borough of Fair Haven; Anthony Ferrera, Administrator, Township of Hillsborough; and Andrea Bierwirth, Administrator, Borough of Manville. Incidentally, this was Andrea's first NJMMA meeting and we would like to welcome her to the association.

## Available Forms at NJMMA.ORG

- 2017 Spring Conference Registration Form [click here](http://njmma.org/sites/njmma.org/files/documents/njmma%20registration%20form%20-%20SC17%20-%20fillable.pdf) (due May 1, 2017)  
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- 2017 Membership Renewal Form [click here](http://tinyurl.com/qfex8cg) (due Jan. 1st annually)  
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**Thank you!**

# NJMMA Annual Conference Information

The Annual Conference promises to be informative and thought-provoking. It will feature a panel presentation focusing on "An Agenda for the Next Governor" moderated by Jim McQueeney (Principal of Winning Strategies) and a panel including Tom Moran (Star Ledger), Professor Brigid Harrison (Montclair State University) and Professor Matt Hale (Seton Hall University).

Other sessions include among other items, an update on OPRA, a session on cyber security, a session on police departments and risks, data support needed for economic development and a session discussing unregulated industries (UBER, Airbnb).

Registrations are due by May 1st (form attached) and we have obtained a discount for members who choose to stay overnight at the Berkeley Oceanfront Hotel. The rate is \$89 per night and arrangements can be made by contacting the hotel directly (732-854-4101) informing them that you are participating in the NJMMA Conference. The deadline date for hotel reservations is May 1st, as well.

We look forward to seeing you on May 24th and May 25th in Asbury Park.

NJMMA Conference Committee:

Jerry Barberio, Hammonton

Jillian Barrick, Morristown

Kathleen Capristo, Colts Neck

Theresa Casagrande, Fair Haven

Matt Cavallo, Verona

Ray Codey, Madison

Tim Dacey, Englewood

Anthony Ferrera, Hillsborough

Joe Manning, Maplewood

Marc Pfeiffer, Rutgers

Joe Sabatini, Byram

Donna M. Vieiro, Holmdel

Matt Watkins, Bloomfield

## NJMMA Legislative Report

### April 2017 Legislative Update

In February, the Governor cleaned up most of the bills that were passed last December, but none had a direct municipal impact.

The most interesting one was Chapter 26 that regulates "transportation network companies," i.e., Uber and Lyft; which means you'll be able to use them to and from Newark Airport or anywhere else, but no local regulatory authority.

There were no new bills of interest that moved to the Governor's desk.

Of greater interest, however, is the Governor's proposed FY 2018 budget. While only a broad picture was painted as of this writing, there were not a lot of surprises. Some key elements affecting local government:

- State formula aid (CMPTRA/ETR) to municipalities is stable; though some Transitional Aid cities will get a CMPTRA increase that is offset by their FY 2017 TA aid being eliminated.
- The governor proposed an FY 2017 supplemental appropriation to resolve confusion over the share of

aid due to municipalities and counties from the Transportation Trust Fund.

- A \$2.5 billion pension contribution (largest single contribution ever) to state government's share of pension funds (spread between TPAF, State portion of PERS, and other smaller funds) is proposed.
- School aid is proposed as stable for most districts (there are some debt service adjustments), but a proposal for the Governor and legislative leadership to develop a new formula might alter that if they agree on something soon.
- An interesting proposal was made to do something with monetizing lottery proceeds and use the proceeds to fund the pension systems. There were no conclusive details on this. We will need to wait and see if anything develops.

But, this is the starting point; details of these new proposals will come out over the coming weeks as the Senate and Assembly committees have their hearings, and the budget details become public.

Any questions? Drop an email to [Pfeiffer.gov@gmail.com](mailto:Pfeiffer.gov@gmail.com).

# Ask Marc



Marc Pfeiffer

"Ask Marc" are recaps of questions Marc Pfeiffer of PfeifferGov, LLC receives from NJMMA members. The questions are real; names have been removed to protect the innocent. The answers are Marc's considered guidance and opinion based on his experience and research. This is not legal advice and official legal counsel should be consulted before acting to consider if the question and answer apply to local circumstances.

**Got questions? Ask something! Marc is available to NJMMA members to answer one or two questions. Drop him an email at [Pfeiffer.gov@gmail.com](mailto:Pfeiffer.gov@gmail.com).**

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## **Can a bidder be disqualified based on public agency knowledge of a "prior negative experience" in a municipality or government entity other than your own?**

*Not under current law. The prior negative experience must be with your entity. In theory however, if you check references and find that the contractor has a track record of failed projects with others (ideally bonds were called or contractor replaced as in a prior negative claim), you could build a case of lack of "responsibility" and reject them for that. You would need to provide a hearing, and possibly face a court challenge, but you might win if there is a compelling case. It could be hard to sustain unless you can prove a pattern.*

## **Is it ok to introduce the municipal budget and capital bond ordinance, and adopt both at the same time? One catch, the deposit required for the bond is being appropriated in the budget. My new CFO is giving me a hard time about it, insisting that the bond ordinance must wait until after budget adoption. I'd like to get a head start on adoption, given publication and estoppel time requirements.**

*Well, there's no LFN on this, so it's all interpretation. My take is there is nothing wrong with both moving at the same time, but adoption of the bond ordinance can't happen until after the budget (with the down payment appropriation) is fully adopted. Also, make sure your Capital Improvement Program in your budget is consistent with the ordinance. If your CFO is still resistant, have a discussion with your bond counsel. Perhaps they will know of another client whose CFO has handled it the way you want.*

## **If there is an open space fund and the voters determined that it could be also used for recreation improvements, farmland preservation and historic preservation, and if the annual budget form required by DLGS simply states the total of the incoming revenue with the caption: "Reserved for Future Use," then what further action does it take by the governing body to expend the funds? Is it similar to the capital fund which requires an ordinance or capital resolution? Or does it require a more specific budgetary statement identifying the actual specific usage and amount? Or can it be done by a Council resolution or something else? Our municipal auditor is satisfied with a resolution. I question this since all other appropriations require specific advertisement and a public hearing. So, has DLGS provided any guidance that I can cite?**

*The only formal guidance on this goes back to 1998 (LFN MC-98-2 - [www.nj.gov/dca/divisions/dlgs/lfns/98/mc98-2.pdf](http://www.nj.gov/dca/divisions/dlgs/lfns/98/mc98-2.pdf)). The spending would be treated as any other trust fund. The budget is to present it. The point would be to provide some transparency - thus a resolution is logical. It sounds like almost a Change in Text and Title - given that you already specify "Reserved for Future Use."*

In addition to these questions, there was one item from Muni-Talk about finding out about what's in labor contracts of other communities.

While it's not as easy as asking colleagues for information about their contracts, the PERC website has a basic database of labor contracts (just the document) covering all unions from all contracting units for many years. (Yes, it's where the copies of contracts that you send PERC wind up.)

The downside is that many of them are scanned image PDFs and not very searchable. But if the goal is in-depth information about specific contracts from specific places, it can be a useful resource.

Start here: [www.perc.state.nj.us/publicsectorcontracts.nsf](http://www.perc.state.nj.us/publicsectorcontracts.nsf). Clicking the "search" text lets you do a limited keyword search (i.e., union name, employer, county) to narrow down what you are looking for. After that you can click on any of the headings to sort by the field. That can get you to contracts of a specific local, county, term, etc. Then download contracts to your computer and have at them.



## Articles Wanted

Have you read a good book lately? Found a new way to complete an old task? Discovered a way to turn trash into platinum? Let us know.

Please e-mail articles or story ideas to either Alan Zalkind at [zalkind@docs.rutgers.edu](mailto:zalkind@docs.rutgers.edu), Donna Viero at [dviero@holmeldeltownship-nj.com](mailto:dviero@holmeldeltownship-nj.com), or Tom Kenny at [tek49@docs.rutgers.edu](mailto:tek49@docs.rutgers.edu).

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- Chante', 2015 graduate

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- Greg, 2013 graduate

For information, contact:  
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# Increasing Our Ranks

We urge you to reach out to colleagues who are not yet members of the NJMMA and encourage them to join. Guests are welcome at our events and NJMMA officials are available to discuss the benefits of membership. Also, if you are aware of any county or regional managers' meetings, the NJMMA would like to know when and where they meet. In an effort to increase dialogue, awareness, and outreach, the NJMMA would like to send a representative to a future meeting. Please call or email Alan Zalkind, Executive Director at (732) 932-3640 ext. 640 or [zalkind@docs.rutgers.edu](mailto:zalkind@docs.rutgers.edu) with information. Thank you!

Membership forms can be found on our website: [www.njmma.org](http://www.njmma.org)

## Advancing the Profession Fund

Since our inception, the New Jersey Municipal Management Association (NJMMA) has focused on addressing many individual and specific topics that have impacted our profession. In doing so, many times we have had to hire experts to support our efforts. The NJMMA Executive Board has established a separate fund to support the costs associated with these professional service expenses, as the association decided that it was inappropriate to use membership dues, which are commonly paid through municipal funds. As a recent example of the type of expenses that this fund would cover, NJMMA is currently working with the Government Finance Officers Association, the League of Municipalities, and other affiliated organizations to analyze the "Road Map to Resolution", the report of the New Jersey Pension and Health Benefit Study Commission. This type of work may require an actuarial analysis and other professional assistance. Fund allocation is determined by a roll call vote of the NJMMA Executive Board and all expenditures are reported to the full membership on a quarterly basis.

Please consider a donation of at least \$50 to assist the NJMMA in "Advancing the Profession", now and in the future.

**Contributions may be mailed to NJMMA, c/o Rutgers - Center for Government Services, Suite 604, 303 George Street, New Brunswick, New Jersey 08901.**

The NJMMA Executive Board thanks those who have contributed to the "Advancing the Profession Fund" in 2016. Below are contributions thus far in 2017.

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# NJMMA

## New Jersey Municipal Management Association, Inc.

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Email address: \_\_\_\_\_

#### ADVANCING THE PROFESSION FUND

Since our inception, the New Jersey Municipal Management Association (NJMMA) has focused on addressing many individual and specific topics that have impacted our profession. In doing so, many times we have had to hire experts to support our efforts. The NJMMA Executive Board has established a separate fund to support the costs associated with these professional service expenses, as the association decided that it was inappropriate to use membership dues, which are commonly paid through municipal funds. As a recent example of the type of expenses that this fund would cover, NJMMA is currently working with the Government Finance Officers Association, the League of Municipalities, and other affiliated organizations to analyze the "Road Map to Resolution", the report of the New Jersey Pension and Health Benefit Study Commission. This type of work may require an actuarial analysis and other professional assistance. Fund allocation is determined by a roll call vote of the NJMMA Executive Board and all expenditures are reported to the full membership on a quarterly basis.

Please consider a donation of at least \$50 to assist the NJMMA in "Advancing the Profession", now and in the future.

**Contributions may be mailed to NJMMA, c/o Rutgers - Center for Government Services, Suite 604, 303 George Street, New Brunswick, New Jersey 08901.**

The NJMMA Executive Board thanks those who have contributed to the "Advancing the Profession Fund".

Donna M. Vieiro  
President

## NJMMA OFFICERS AND EXECUTIVE BOARD

**President** **Donna M. Vieiro**  
Administrator  
Township of Holmdel

**Vice President** **Theresa S. Casagrande**  
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**Treasurer** **Matthew U. Watkins**  
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**Secretary** **Joseph Manning**  
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### Executive Board includes:

**Raymond Codey**  
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### Ex-officio:

**Robert S. Hoffmann**  
Immediate Past President - Administrator  
Borough of Emerson

**Alan Zalkind**  
Executive Director

**NJMMA**  
303 George Street, Suite 604  
New Brunswick, New Jersey 08901  
732-932-3640 x 640

For more information visit: [www.njmma.org](http://www.njmma.org)

## AFFILIATE MEMBERS

The following are the Affiliate Corporate Partner  
members of the Association

### **Barbara Murphy**

Risk and Loss Managers  
Insurance Services, 609-275-1140

### **Michelle Wood**

Coded Systems Corp  
Ordinance Codification, 732-775-2300

### **Nancy Brady, Mitchell Humphrey**

Web-based Software Solutions, 848-250-2148

### **Mike Stoller**

Emex LLC, 713-521-9797

### **Michael Bonner**

Gov Pilot, 201-222-1155

### **John Flood**

Spatial Data Logic, 732-357-1280

### **Victor Scire**

Primepoint, LLC, 609-668-6441

### **Sal Urbano**

Virtual Towns & Schools, 856-242-5114

### **Sean Canning**

The Canning Group LLC, 862-228-3563

# NJMMA SPRING CONFERENCE REGISTRATION FORM

Wednesday, May 24 and Thursday, May 25, 2017  
The Berkeley Oceanfront Hotel, Asbury Park, NJ



Name:	
Position:	Municipality:
Address:	City/State/Zip:

Please advise number of guests (if any) for Wed. lunch \_\_\_\_\_ Wed. dinner \_\_\_\_\_ and Thurs. lunch \_\_\_\_\_  
(*guests will be charged \$35 per meal*)

**Please check the appropriate section(s) and return this form with a purchase order/check on or before 5/01/17 to: Alan Zalkind, Executive Director, NJMMA, 303 George Street, Suite 604, New Brunswick, NJ 08901. You may send via fax at (732) 932-3586 or via email to: [zalkind@docs.rutgers.edu](mailto:zalkind@docs.rutgers.edu) or [tek49@docs.rutgers.edu](mailto:tek49@docs.rutgers.edu).**

*A separate registration form is required for every person attending the conference (except guests – see above)*

Registration fee for both days is **\$295** - includes all sessions; breakfasts; lunches; AM/PM breaks; and dinner on Wed. night.

**PLEASE NOTE:** *Participants will be responsible for reserving their own sleeping rooms. Room rates are \$109/night plus tax. The cut-off date to register is May 2, 2017.*

*Reservations may be made at <https://make-reservations.com/web/>. Type in Asbury Park, then check-in date, check-out date. Use Promo Code: NJMMA. Guests may also call the hotel directly at 732-776-6700 to reserve a room; be sure to mention NJMMA room block to receive our discounted rate.*

Please indicate Wed. night dinner choice \_\_\_\_\_ Sirloin \_\_\_\_\_ Salmon \_\_\_\_\_ Vegetarian

Guest(s) dinner choice \_\_\_\_\_ Sirloin \_\_\_\_\_ Salmon \_\_\_\_\_ Vegetarian

Thank you!

Registration for daily attendance is \$170.00 on Wednesday and \$125.00 on Thursday.