

CitiStat Puts Union Township on the Road to More Effective Government



By Clifton People, Jr.
Mayor, Township of Union



The CitiStat Program and the CompStat program in the Union Police Department give the township an edge in crime prevention and overall resident satisfaction with services ranging from Board of Health matters to leaf collection. Weekly meetings like this one serve as the basis of the town's quick response to emerging issues.

Soon after, HPO became a functional program and the positive effects it had on the employees' work ethic and overall morale, became evident.

On a daily basis, 140,000 people work, shop and travel throughout the township. With a population of over 56,000 and 9.1 square miles in area, the township has a workforce of over 500. When the administration instituted the CitiStat Program within each of its 20 departments and the CompStat program in the Union Police Department in the summer of 2006, it gave the township an edge in the area of crime prevention and overall resident satisfaction with services ranging from Board of Health matters to leaf collection.

Township Administrator Frank Bradley commented, "Our Township is growing every day and services are of the utmost importance to our citizens along with keeping property taxes in check. As we struggle each year with the ever-increasing costs to do busi-

In The Township of Union, when a resident has even the smallest concern, township personnel swing into action to determine why it happened and to ensure there is no recurrence. The effectiveness of municipal departments ranging from police to public works is assessed not quarterly or monthly, but hour-to-hour; under highly successful management programs in a township that borders Elizabeth and Irvington as well as the communities of Hillside, Kenilworth, Maplewood, Springfield, Roselle Park and Millburn.

In 2003, The Township Committee asked Township of Union Administrator Frank Bradley to attend the University of Virginia's Senior Executive

WITH BETTER MANAGEMENT OF HUMAN RESOURCES,
OVERTIME HAS BEEN REDUCED BY 73 PERCENT.

Management Institute course for County and Local Government officials. This course focused on the use of innovation and High Performance Organizational (HPO) management. To further increase management know how, Ronald Manzella, Assistant Township Administrator and other key personnel have attended this intensive 2-week session. With the philosophy in place, the township adopted the model within its daily management. CitiStat became the vehicle to implement the HPO system.

ness, tightening our belts while expanding service is a true challenge. With that in mind, CitiStat was introduced bringing its own set of requirements that were adopted by each department within the township."

CitiStat is an accountability tool based on the CompStat program pioneered in the New York City Police Department, using computer pin mapping and weekly accountability sessions. Strategies are developed and employed, managers held accountable, and results measured in real

time, as events happen. This not only increases resident and consumer satisfaction, it allows budgetary matters to be handled immediately. Government becomes more transparent to the tax paying community it serves.

During monthly meetings, smaller departments are divided into groups with similar characteristics, i.e.; recreation and senior services. The Fire Department and Department of Public Works, meet bi-weekly while the Police Department holds weekly CompStat sessions. Directors share information and ideas between themselves and the administration.

Township Administrator Frank Bradley noted, "The program has allowed us to put in place management initiatives that result in more accountability from staff, improve programs and provide better quality of life to the residents."

Depending on the particular department's function, performance and strategy will be different, but the system parameters, often called the "core principals" remain constant. The core principals of the system include: accurate and timely intelligence; rapid deployment of resources; effective tactics and strategies; and relentless follow-up and assessment.

Data bases have been developed which allow each department to have access to a listing of any location throughout the township. Computer generated work orders are given to supervising personnel for daily assignment. When the task is completed, the order is closed and the task is mapped.

Use by Public Works The Department of Public Works has a staff of 75 employees and operates over 150 trucks including light and heavy equipment. The following are examples of how CitiStat keeps the department running smoothly:

- The Road Division uses the software to maintain more than 130 miles of road surface within the municipality. The program monitors pothole repair; crack fill and other surface irregularities; street resurfacing; and twice monthly street sweeping.
- The Grounds Division maintains over 500 acres of parks and public properties using computer-generated

alerts. This allows for proper scheduling of time for appropriate lawn and field maintenance on all parks and public grounds, including the cultivation of all shrubs and flowers.

- The Building Division oversees the maintenance and repair of all municipally owned structures. In addition, this division ensures that all playgrounds and playground equipment are in compliance with standard safety regulations and properly maintained and upgraded through a computer tracking system.
- The Shade Tree Division is in charge of more than 50,000 trees located within the municipal right-of-way. Included in this care are trimming, planting, removal, and stump grind-

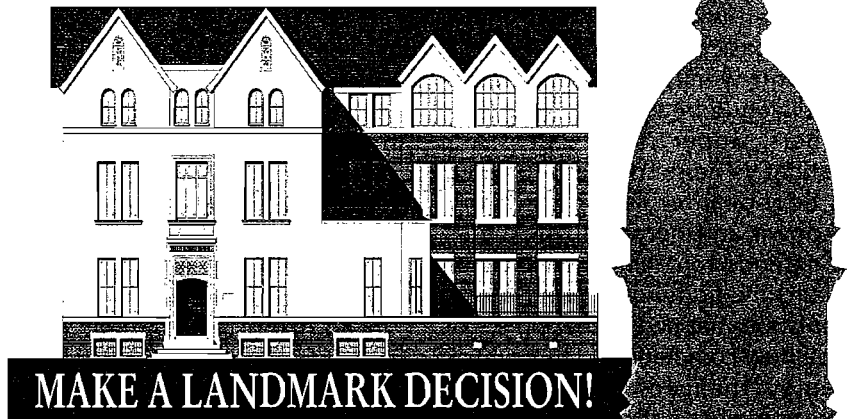
ing. Again, to bring prompt attention to any concerns, all requests are mapped and tracked to completion.

All Public Works supervisors attend a CitiStat meeting on a bi-weekly basis. In addition to the Township Administrator and Assistant Administrator, members of the Township Committee are frequently in attendance. Prior to each meeting, the various divisions are required to submit relevant data on their past two week reporting cycle. The Road Division, for example, submits data on everything from the number of potholes filled to the amount of road material used to fill them. The goal of the department is to close all citizen requests for service within 72 hours.

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Several recent examples of successful Department of Public Works initiatives are:

1. 275 tree stumps were removed from the township's right of way within a six-month period. This addressed a long-standing complaint of residents.
2. With better management of human resources, overtime has been reduced by 73 percent.
3. Through mapping and a treatment program using enzymes, sewer blockages have decreased 33 percent.
4. By measuring performance from period to period, productivity has increased significantly.

Assistant Business Administrator Ron Manzella commented on the success at DPW, "CitiStat gives us a clear picture of all the resources available, their efficiency and projected performance. We then assess the voids and deduce where services can be maximized and costs kept in line."

Use by the Police Department CompStat was introduced to the Police Department and its 139 sworn personnel in 2006. Seminars were conducted for supervisory staff to present the concept and familiarize personnel with the above-mentioned 4 basic principles.

Through weekly CompStat meetings, dialogue between Bureau Commanders, Supervisors, Patrol and Investigative personnel has expanded. The flow of information travels up and down and between commands, and extends to other agencies with similar crime fighting missions.

Events are mapped in real time, giving on duty commanders the ability to redeploy their resources in areas where crime has just occurred. Statistical information is gathered and analyzed on a daily basis, allowing department personnel to make the necessary assignments in patrol sections.

A typical exchange during a meeting would entail; "Lieutenant, during your tour of duty, the township saw an increase in motor vehicle theft. What plan did you employ to reduce this trend?" It is at this time the Lieutenant explains to all in attendance his efforts to thwart the crime. If the plan was successful, it

then becomes a benchmark for all officers to follow when a similar situation presents itself.

One of the foremost changes was seen from the supervisory personnel and patrol officers' perspective as they no longer saw crime as something that happened. They see they have the power to affect change. Expectations are higher and personnel rose to meet this standard, thus the crime rate decreased by an overall 7 percent in 2007.

Chief Thomas Kramer stated, "We have come to a point where our officers are working within the program guidelines and are adopting some of the program goals as their own. Through continued communication, education and statistical monitoring, we look forward to working within the CompStat program to bring the best possible public safety services to the Township of Union."

Use by the Fire Department The Township of Union Fire Department operates: five in-service, five recall/ reserve fire apparatus, three basic life support ambulances, a tactical support unit, mobile decon unit, and three special hazardous response vehicles. The Union Fire Department is part of the Urban Area Security Initiative, and staffs a large caliber fire-fighting foam and water delivery system, used to combat the bulk fuel and chemical fires on land and sea in the New Jersey/New York metro area. All stations are manned 24 hours a day by career Firefighters.

The Union Fire Department responded to over 6,050 emergencies calls for service in the year 2007.

In addition to a regular complement of 106 career firefighters, the department employs six civilians. There are approximately seven volunteer firefighters (paid on-call) who respond to certain incidents via a radio paging system.

CitiStat augmented the Fire Department's ability to coordinate emergent responses by using the mapping portion of the program. Hot spots are easily identified and mapped, hence bringing up-to-the minute vital information to commanders who work 24 hours on duty and 72 hours off. By receiving this computerized data, Battalion Chiefs can relocate on duty

personnel and familiarize themselves with any incidents that may have occurred while off duty.

"Identifying trends and significant events allows us to zero in on areas of concern and plan appropriate action. CitiStat's a valuable tool the administration brought to us and we will continue to pursue any avenue that makes this community's safety priority one," stated Fire Chief, Frederic Fretz.

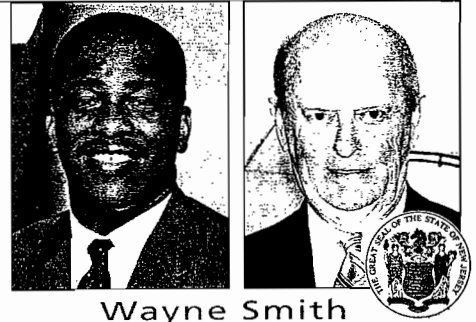
An Eye on the Bottom Line Monetary concerns have affected the way corporations throughout the world conduct their daily business. Local governments have to be particularly prudent in their expenditures and the CitiStat program allows long term planning to be adhered to in a more realistic way. Supplies such as asphalt, road materials and sand can be projected for use during future events, without the worry of unforeseen budgetary impacts.

Just as the private sector looks to the bottom line, so does the public sector. For a minimal investment, you can enhance your delivery system, increase productivity and reduce over-time expenditures. Although government doesn't turn a profit, taxpayer satisfaction is paramount to the mission of local government.

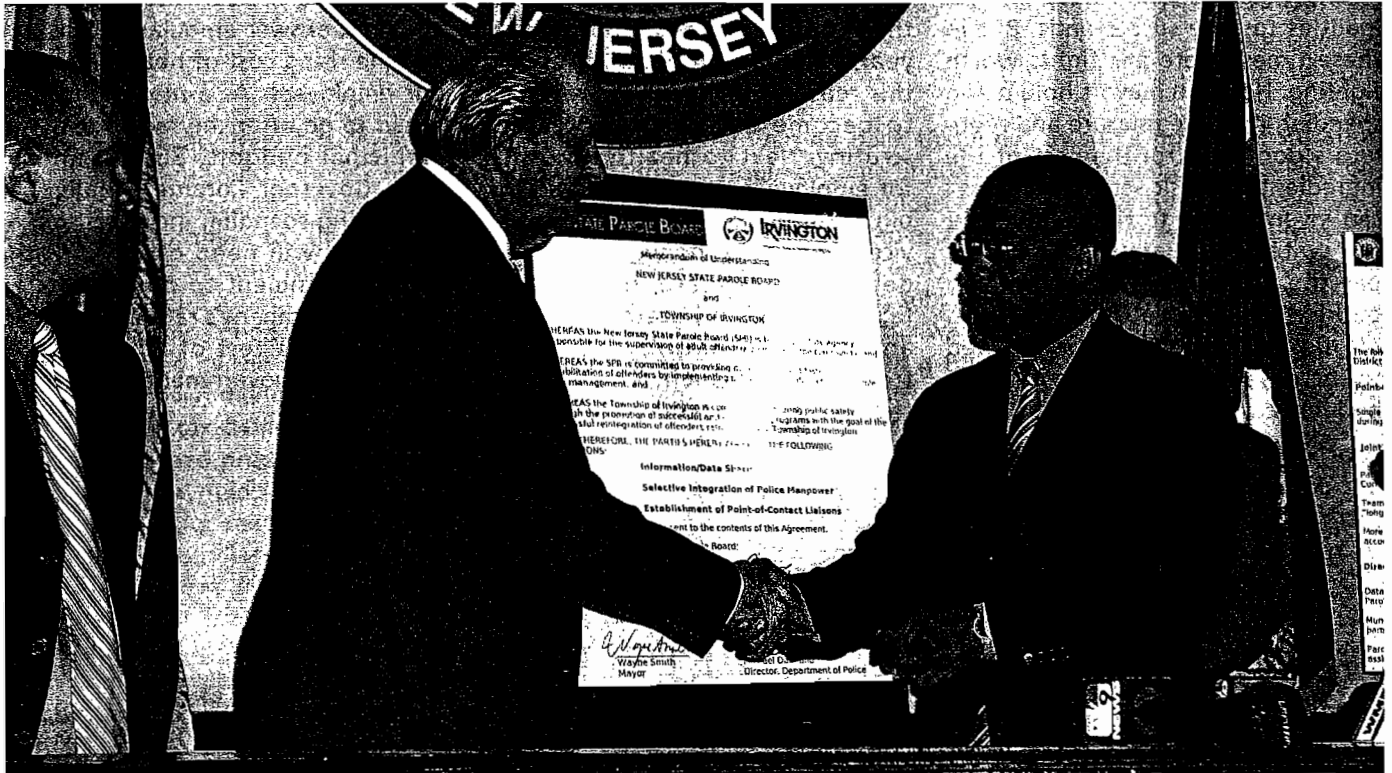
CitiStat has proven its effectiveness by bringing open communication and coordination of efforts between departments. When government agencies work together to accomplish a common goal, barriers that historically existed between units of government are reduced. The CitiStat program has afforded a town-wide sense of ownership in providing the best in services and a commitment to a higher standard from all township employees.

The CITISTAT/COMPSTAT programs within the Township of Union are models of success for many communities throughout the state. Various municipalities have sent representatives to attend these meetings, and many have expressed an interest in implementing the programs in their communities. If you would like to attend a particular CitiStat Meeting, please contact the Administrator's Office at 908-851-8500. ▲

Police-Parole Partnerships AN ECONOMICAL PUBLIC SAFETY RESOURCE



Wayne Smith
Mayor, Township of Irvington
& Peter J. Barnes Jr.
Chairman, New Jersey State Parole Board



State Parole Board Executive Director Joseph M. Shields (left), Chairman Peter J. Barnes Jr. and Irvington Mayor Wayne Smith, at the January 18, 2008 public signing of Irvington's Police-Parole Partnership.

With violent crime a continuing concern and local budgets as tight as ever, New Jersey's municipalities must be creative in getting more out of existing law-enforcement resources. As Governor Corzine stated in his Strategy for Safe Streets and Neighborhoods, the solution must come in the form of intelligence-sharing and operational partnerships between municipal police departments, and their counterparts at the state and federal levels.

The Township of Irvington was one of the first to adopt this model, by partnering with the State Police, FBI and Drug Enforcement Agency in 2003. "Most communities don't ask for help," Mayor Wayne Smith said at the time, "but we saw no need to be proud and arrogant." Irvington has already benefited from these partnerships.

In January, Mayor Smith and Township Police Director Michael V. Damiano signed a new public safety agreement with Chairman Peter J. Barnes Jr. and Executive Director

Joseph M. Shields of the New Jersey State Parole Board. This agreement was the first of a new model of Police-Parole Partnerships that gives municipal police officers and state parole officers better eyes for investigation, and longer arms for enforcement, with no new or additional costs to the taxpayers of the township or state.

The State Parole Board and Irvington Police Department are engaging in direct data sharing, which gives municipal police an up-to-the-minute awareness of the parolees in their community, the addresses where they reside, the rehabilitative services used to address their specific risks and needs, their criminal background and details of their current offense, and the conditions under which they are supervised.

Parole Officers: "Part Cop, Part Social Worker" The State Parole Board is New Jersey's lead reentry agency, with parole officers who serve a unique law enforcement role as "part cop, part social worker." Each year, nearly

16,000 adult and juvenile offenders are released from state correctional facilities, back to the communities from which they came. More than half will be subject to a period of supervision by a state parole officer. Those officers work to fulfill the State Parole Board's mission of helping ensure these ex-prisoners "reenter," or return to society and become law-abiding citizens.

FOR TOO LONG,
MUNICIPAL POLICE
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IN THEIR LOCAL PAROLE
DISTRICT OFFICE.

Many offenders face large obstacles when they leave prison. They face barriers to employment, often including poor education, few marketable skills, a limited job history, and the stigma of a criminal record. Many face chronic physical and mental health problems, including addiction. If they are unable to overcome these obstacles, many ex-prisoners revert to the same activities that led them to prison in the first place.

The State Parole Board works with government and non-profit agencies to connect parolees with vocational programs, substance abuse treatment and related services, targeted to break the cycle and risk of crime.

In addition to their reentry role, state parole officers have unique law enforcement powers and responsibilities. With 405 sworn officers, the State Parole Board is one of the largest police agencies in New Jersey. It is the second-largest, after the State Police, to deploy officers on the streets with statewide law enforcement jurisdiction.

Parole officers supervise parolees who are still serving a sentence, with strict conditions that can result in a return to incarceration. These offi-

cers have the power to make unannounced home visits, and interview parolees' families and employers. In many cases they subject parolees to nightly curfews or random drug tests, and prohibit them from associating with gang members.

While most police interact with offenders only while investigating a crime, parole officers interact with the parolees on their caseload, and with their families and support network, on a regular basis. This gives

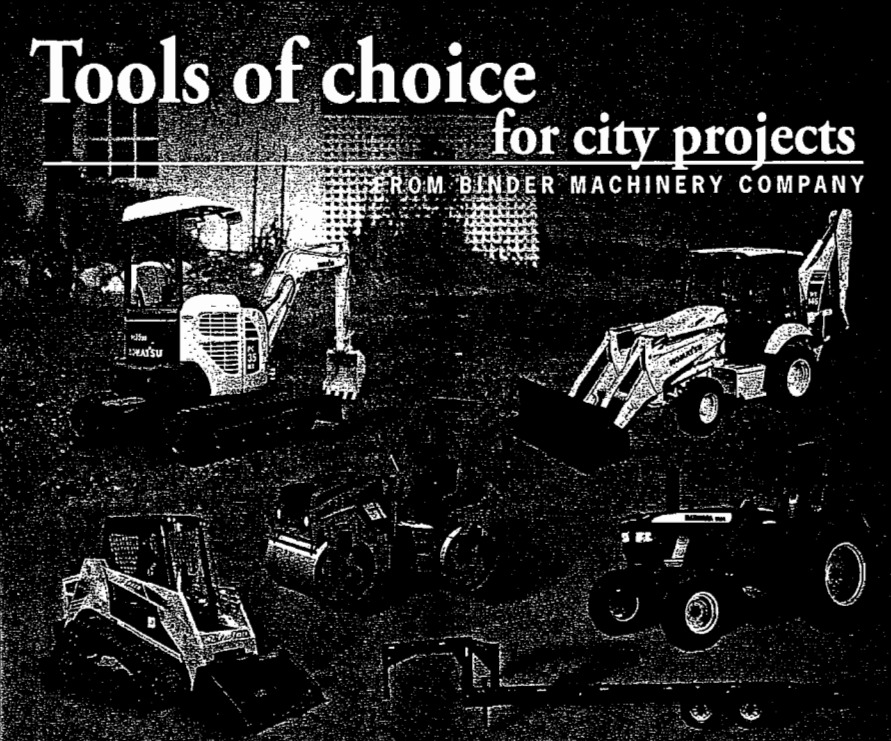
them a unique level of intelligence about the goings-on of communities in which, unfortunately, crime takes place, gang members recruit youngsters and drug deals are made.

For too long, municipal police departments were not taking advantage of the resources and information available in their local parole district office. They were not benefiting from the wealth of criminal intelligence and law-enforcement manpower the State Parole Board represents.

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Fortunately, we are leading a change. Chairman Barnes, a veteran FBI special agent and former Director of the Edison and East Brunswick Police Departments, has spearheaded intelligence sharing partnerships between the FBI and each State Parole Board district office, to take on issues including gang suppression.

The Police-Parole Partnership in Irvington, and similar partnerships we have built in communities including Camden and Trenton, enable the State Parole Board and the municipal agencies to mutually benefit from better intelligence, and from direct manpower assistance in joint field operations.

Joint Home Visits and More Because they accompany parole officers on joint home visits and warrant executions, municipal police now can recognize individual parolees and identify whether they are violating a curfew, or hanging out with known Bloods or Crips. They can then report this information to parole officers, who are authorized to take action against these technical violations that may indicate the parolee is at risk of committing a new crime.

Helping municipal officers get to know parolees in a non-confrontational manner can also help with parole's reentry mission, by reinforcing the message that society wants to help these ex-prisoners stay away from negative influences.

By working together on joint field operations, both the state parole officers and the municipal police officers benefit from serving on larger teams that can accomplish more during one shift. This is especially important with today's budget realities, in that it

comes with the addition of no new costs, just a smarter combination of currently existing state and municipal manpower and services.

As President and Chairman of the New Jersey Urban Mayors' Association, Mayor Smith urges New Jersey mayors to join with the State Parole Board in forging new Police-Parole Partnerships to enhance the safety and security of their communities. Chairman Barnes and the State Parole Board stand ready to join with mayors and municipal police departments, to promote public safety and help ensure ex-prisoners reenter society as law-abiding citizens.

Mayors and police departments interested in forming a Police-Parole Partnership with their parole district office should contact Director Thomas James of the State Parole Board's Division of Parole, at 609-633-3918. ▲

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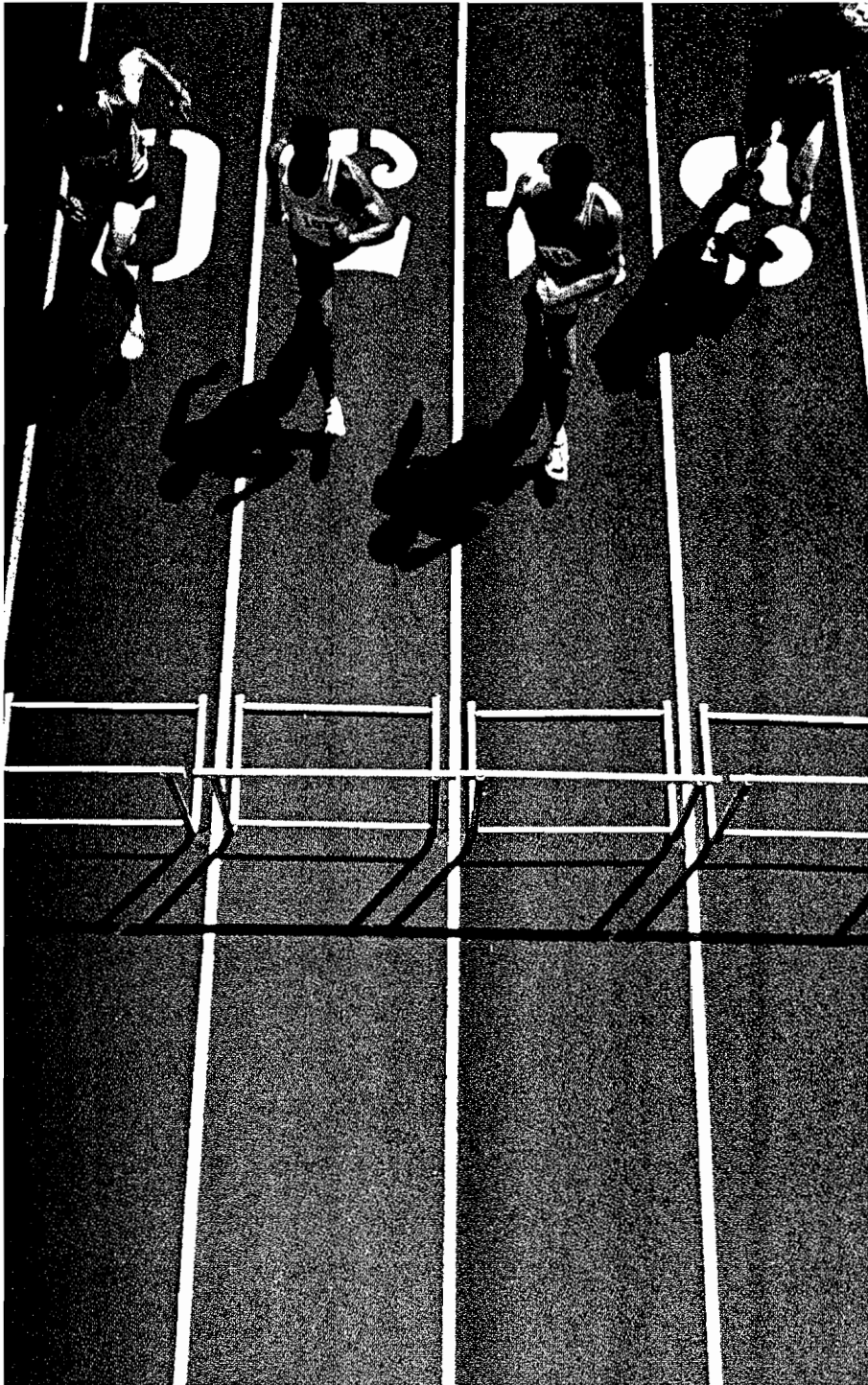


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Roselle and Its Schools

Saving and Achieving Together

By Garrett Smith
Mayor, Roselle



Among the items that will be built through the school-town partnership is a new track. Currently, Abraham Clark High School's track team is nationally ranked, but they can't host home meets because we don't have a track in Roselle. The team spends its afternoons jogging and sprinting through the high school hallways.

Finding ways to make significant improvements to our communities without increasing taxes is one of the most difficult tasks we as municipal officials face. Too often we are forced to choose the lesser of two evils when it comes time to make our budget for the year: raise property taxes or abandon programs that contribute positively to the quality of life in our municipality.

I AM A FIRM BELIEVER THAT ONE OF THE BEST DECISIONS A COMMUNITY CAN MAKE IS TO INVEST IN ITS YOUTH.

So when an opportunity such as the one we now have in Roselle comes along—one that allows us to build a new school building, two new turf football fields and a state-of-the-art rubberized track at no additional cost to taxpayers—we should both seize the opportunity and study the finances of it carefully so we are better able to spot opportunities for smarter spending in the future.

We have a success story in the making in Roselle that I believe is important to share with municipal officials statewide who are grappling with the same issues and constraints.

By working closely with the superintendent of our public school system, Dr. Elnardo J. Webster, our borough government was able to identify several pressing areas of concern in our school system. The

overwhelming sentiment was that we need more space in our schools and to modernized athletic facilities.

Knowing we could not justify increasing taxes to take on one of these projects, let alone all of them, Dr. Webster and I searched for creative sources of financing. We discovered that the Board of Education is spending approximately \$600,000 per year to lease classroom space in other communities for its special services and pre-kindergarten students.

If we could use our partnership to bond for construction of a school building large enough to accommodate those students and could do it for annual payments of less than \$600,000 the arrangement would make financial sense. We wouldn't be spending any more money than we currently do. We would essentially be turning an expense into an investment in our own community.

It turns out the numbers were even better than we anticipated. A 33,500 square-foot school building would cost us less than \$12 million, which

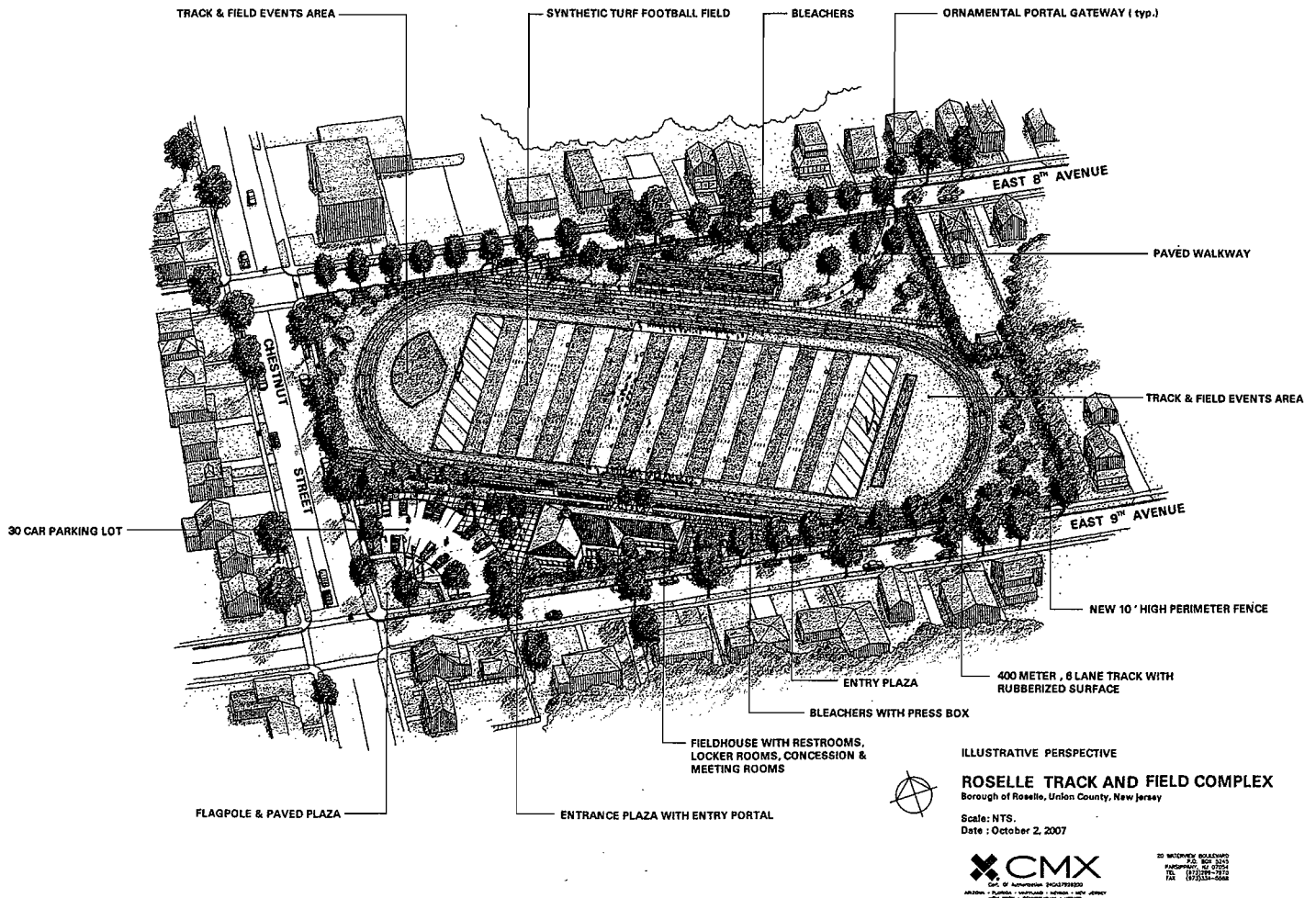
organizations, such as Pop Warner football, call home.

The numbers told us we would be able to create a brand new football

IF WE COULD USE OUR PARTNERSHIP TO BOND FOR CONSTRUCTION OF A SCHOOL BUILDING LARGE ENOUGH TO ACCOMMODATE THOSE STUDENTS AND COULD DO IT FOR ANNUAL PAYMENTS OF LESS THAN \$600,000 THE ARRANGEMENT WOULD MAKE FINANCIAL SENSE.

would put our annual payments at approximately \$400,000. When we discovered this, we requested estimates for upgrading our athletic facilities at both Ralph Arminio Field, where our high school football team plays, and Sylvester Land Field, the field several of our youth sports

stadium at our high school field, complete with an upgraded turf field, brand new locker rooms and a track. We would also be able to pay for a turf football field at the youth sports complex at Sylvester Land Field. Again—at no additional cost to our taxpayers.



This artist's rendering shows the plans for a new track and football field at Ralph Arminio Field in Roselle.

These proposed improvements will help to solve two chronic problems in our borough that community members have been frustrated with for years: overcrowding in our classrooms and the poor condition of our athletic facilities.

The new school building will free up space in each of the school district's three elementary schools, allowing each school's grade distribution to be restructured. This means our eighth graders will finally be able to move out of Abraham Clark High School and into an environment that's more suitable for their age. Parents have been requesting such a move for a long time and now we finally will have the facilities to accommodate their wish.

Parents of student-athletes have complained about the poor condition of our athletic facilities for decades. Our facilities are more than just out of date; they're downright inadequate.

Abraham Clark High School's track team is nationally ranked, but they can't host home meets because we

don't have a track in Roselle. The team spends its afternoons jogging and sprinting through the high school hallways. Our locker room facilities are in a state of decay and both of our football fields in town

long-term effects that really shape the direction a community is taking.

Dr. Webster and I are currently working together to present our plan in detail to the Board of Education. As you may imagine, there

IMPROVEMENTS TO STUDENT QUALITY OF LIFE ULTIMATELY
YIELD HIGHER PROPERTY VALUES AND A COMMUNITY
FULL OF SUCCESSFUL, CIVIC-MINDED CITIZENS.

are prone to flooding. The proposed project would change all this and finally give our students the facilities they deserve.

I am a firm believer that one of the best decisions a community can make is to invest in its youth. Improvements to student quality of life ultimately yield higher property values and a community full of successful, civic-minded citizens. Thinking of proposals in terms of their long-term pros and cons is important, because it is the

are many good questions that must be answered.

Together we hope to achieve something that will improve both the borough and the school system, something that would not be possible unless we worked together.

The plan is also a reminder for all of us to take a good hard look at expenses and constantly question if there is smarter way to spend taxpayer dollars that we just haven't thought of yet. ▲



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