

**TOWNSHIP OF BYRAM
TOWNSHIP COUNCIL
TUESDAY, SEPTEMBER 29, 2020 - 7:00 P.M.
SPECIAL STRATEGIC PLANNING / GOAL SETTING MEETING**

TAKE NOTICE that a Special Public Meeting of the Byram Township Council, Recreation Committee and Open Space Committee will take place on Tuesday, September 29, 2020 at 7:00 p.m. the meeting will be held, by remote audio / video connection only, using Zoom. The public may connect using a computer or smart device by clicking on the following link <https://us02web.zoom.us/j/81557786556>, or by calling any of the following numbers US: +1 646 558 8656 or 877 853 5247 (Toll Free) or 888 788 0099 (Toll Free) to participate. When prompted, enter the Meeting ID Number: 815 5778 6556 followed by the # sign. Public will have the opportunity to comment at appropriate times during the meeting. Formal action will not be taken. The following is the agenda to the extent known:

1. Call to Order
2. Open Public Meeting Statement
3. Roll Call
4. Strategic Planning / Goal Setting Discussion
5. Open to the Public
6. Adjourn

Doris Flynn, RMC
Township Clerk

TOWNSHIP OF BYRAM NEW JERSEY

MAILING ADDRESS:
10 Mansfield Drive
Stanhope, NJ 07874
Phone 973-347-2500
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WEBSITE ADDRESS:
www.byramtwp.org

TO: Township Council
FROM: Joseph W. Sabatini, Township Manager
DATE: August 6, 2020
RE: Strategic Planning/Goal Setting

During this year's annual reorganization meeting it was requested to have a discussion to identify Goals and Objectives of the Mayor and Council. At the February 18, 2020 meeting of the Mayor and Council it was agreed to schedule a meeting for a later date to discuss goals and objectives when the Township Council can be more organized to have a discussion.

In my July 11, 2020 memo to the Mayor and Council, I identified that the Council's most important annual policy statement is the municipal budget. It defines how the local government team will implement its priorities for the next fiscal year. It is important to identify the goals and objectives to identify resources including funding needed to carry out the work plan. Each individual Council Member was asked to provide their individual 2021 goals and objectives by August 1 to support discussion at the August 11 meeting. Attached are the responses received. Additionally, I have attached the minutes from the April 2018 special meeting of the Mayor and Council for goal setting.

Below is a portion of a chapter on Policy Making and Strategic Planning from a guide for elected leaders. I have previously shared this information with prior members of the Council and thought it would be beneficial to share again to support the discussion during the August 11 meeting. I see the August 11 meeting as the kickoff, and it may take a few meetings to identify the goals and priorities of the Council.

Policy Making and Strategic Planning

So you're a member of a local leadership team, committed to ensuring that the team works effectively. And you're also a local policy maker, committed to making good policy decisions as a member of the local leadership team. What exactly does that mean? What is policy? You ran for office with ideas about what's important for your community—the issues that matter most, changes you'd like to see, your vision for the community. As part of your transition from citizen to elected official to team member to policy maker, you'll begin to mesh your personal ideas with those of others to define desirable directions for the community.

This chapter examines the process of local policy making, including

- Understanding policy
- Setting goals and strategic priorities
- Linking policies and money through the annual budget
- Evaluating policy effectiveness.

A Vision and a Sense of Mission:

As an elected official, you are responsible for making decisions about the scope of services that your government will provide and about how to pay for those services. You are also responsible for establishing policies that affect every dimension of your community—local economic growth, cultural change, the environment, new residents, regional collaboration, long-term financial management, and more. Your decisions are guided by a clearly defined mission. A mission is the reason that your local government exists, and it is usually defined in terms of the community's vision of its future. And your job as an elected official is to put in place policies, programs, and facilities that will carry out the mission to make your community's vision come true.

Some local governments create both a broad vision statement for the community and a specific mission for the government. Some also develop core value statements that define how the government serves and guides the community. Others use slogans to convey what the community is or expects to be. The specific form your “sense of mission” takes is secondary to ensuring that your governing body operates from a shared foundation that defines an overall direction and your team's commitment to the community.

Understanding Policy:

Policy is a plan of action agreed to by a group of people with the power to carry it out and enforce it. Policy can be as specific as adopting an ordinance—a local law—requiring dogs to be kept on leashes in public areas, or requiring all residents to recycle specific materials, or requiring developers to build sidewalks in residential neighborhoods. Or it can be a declaration of a broad government commitment, such as providing affordable housing or attracting new businesses to broaden the tax base and create new jobs.

Generally, policy making means deciding what you are going to do in your community, not how you are going to do it. Your annual budget, capital improvement plan, land use master plan, and housing strategy are all policy statements that define a course for your community.

Good public policy is

- Beneficial to the community
- Necessary to move the community forward or to respond to a specific emerging need
- Consistent with the government's overall mission
- Easily understood by the community in general and by those who will be most affected by it
- Well-informed and rigorous based on an analysis of policy alternatives and implementation costs and consequences
- Open to change or improvement as circumstances change or evaluation suggests a new direction
- Responsive to urgent needs, emerging challenges, or needed changes of direction
- Able to be enacted on the basis of clear input from the chief administrative officer

Policy making can be passive as well as active. Deciding not to act (or not deciding), deciding to do something the way you did it last year, or making a special exception to a

rule are policy decisions. Adopted policies are usually summarized—or codified—in the local government code. To understand your government's mission, it is important to become familiar with adopted policies. Begin your service as a policy maker by reviewing the most recent annual budget; the capital improvement plan, the comprehensive, general, or master plan; and the local government code.

Strategic Planning: Setting Goals and Priorities

While all policy that supports your mission is important, it's the big issues that merit most of your time. Action demands, such as fixing potholes in certain neighborhoods, replacing trees in public areas, or adding stop signs, are important but should not be allowed to consume all your time. Today's local governments generally use strategic plans to set clear policy goals and priorities for action.

A strategic planning or goal-setting process

- Moves the organization and the community toward a desired future
- Provides a framework for action to guide the leadership team
- Gets everyone pulling in the same direction by helping the team share different ideas and then agree on which goals will get attention
- Helps you manage your time more effectively by deciding what the governing body will focus on
- Establishes clear guidelines for the chief administrative officer and professional staff
- Provides guidelines and priorities for budgeting, particularly if you're facing financial constraints
- Strengthens your team by giving it experience working together to make tough choices.

A strategic plan defines broad policy goals that span several years. Priorities, objectives, and strategies narrow the timeframe and describe how the organization will achieve the long-term goals. The strategic plan serves as a framework for setting annual priorities, defining action strategies, and allocating resources to carry out the actions needed to reach the goals. Some plans begin with broad strategic priorities or themes that carry over from year to year with annual targets under each priority. The language may vary but the purpose is the same: to agree on broad directions for the community that will guide governance action during a specified period of time. Many local leadership teams use retreats to develop strategic plans and review and update policy goals.

Strategic Planning Steps

A strategic planning or goal-setting process follows these general steps.

Step 1: Identify issues and needs. Challenges to be pursued, needs to be met, or problems to be solved are identified by the governing body and chief administrator, and often emerge from citizen surveys or from a broad citizen involvement process.

Step 2: Define goals. Goals define the desired outcome in response to a challenge, need, or problem. Goals often identify a point or outcome to work toward beyond what the governing body can accomplish in one year or even one term of office.

Step 3: Establish action strategies/objectives. Strategies, objectives, targets, or milestones define steps you intend to take within a specified timeframe to move toward your goals. Strategies are usually tied to the annual budget and define measurable achievements so that the team can assess progress.

Step 4: Choose priorities. Priorities define what will be done first based on both need and available resources. Money is often the key factor in determining priorities. But to ensure that you pay attention to the most important challenges, needs, or problems—not just to the affordable ones—you may want to leave the money issue off the table in initial discussions of priorities.

Step 5: Provide resources for action. Translating goals and strategies into programs is generally a staff role, but the governing body monitors progress on the priorities it has set. The annual budget is the operating framework for accomplishing the work that the leadership team has agreed to. The next section of this handbook focuses on linking policy goals and money.

Step 6: Evaluate progress. Unsolicited feedback gives the governing body one way to assess progress toward its goals; it is also an important indicator of how well government priorities are connecting with citizen's needs and interests. Regular and rigorous measures of performance are important as well. Performance measures can include surveys to assess how residents view services and overall government performance.

Linking Policies and Money; The Annual Budget

The municipal budget is your most important annual policy statement. It defines how the local government team will implement its priorities for the next fiscal year, and where the money will come from to carry out that work plan. The late Henry Maier, former mayor of Milwaukee, once called budgeting “the world series of municipal government,” because it is the government's most important annual action. The annual budget is much more than a one-year spending plan. It is

- A statement of priorities for the community
- A management blueprint for providing services
- The document that translates policies into action
- A tool for protecting the government's long-term financial health
- A communication document for the public.

Resource: *Newly Elected Leaders Toolkit – Leading Your Community: A Guide for Elected Officials – Excerpted from the ICMA publication.*

Management's Goals and Objectives List:

- **Dedicated Annual Road Resurfacing Budget:**
 - Planning for future discussion early fall.
 - Working on completing a Pavement Condition Index assessment of all roads in Township.
 - Council to establish road resurface program based on recommendations of staff and professional. (Mill & Pave (public preferred), Oil & Stone, and Cape Seal)
 - To Mill & Pave all roads in towns = 2020 costs estimated \$10.5 million. Dedicated budget about \$900,000.

- **Soil Importation Ordinance:**
 - Last reviewed by Mayor and Council February 18, 2020.
 - Sent to Planning Board for Comment – changes incorporated by PB Engineer.
 - Council Person Roseff was to contact local vendors to discuss his concerns and collect answers. It was agreed to reconvene at a later date.
 - Staff has been requesting clarification from NJDEP regarding the law change for a A901 license: Is a A901 license required by a local landscaper, and should they be able to certify that soil/fill they are delivering is clean?

- **Fee Ordinance:**
 - It is expected that the Township review its fee schedule annually to determine whether fees need to be brought in line with expenses.
 - Also, the Township needs to comply with law prohibiting the imposition of UCC fee amounts greater than necessary to operate the UCC office.
 - It has been determined that the Township's UCC fees fall significantly short of State UCC fees in certain areas.
 - Working on 2021 budget to address staff changes that occurred in 2020 as well as operating expenses (software licensing) that are increasing.

- **Township Codes:**
 - Chapter 48 – Police Department (Police Manual) – Has not had a complete review and update since 1994.
 - Zoning/Property Maintenance Changes:
 - Pop-up Temporary Structures

- **Records Management –** continue to explore government records that can be scanned and permanently destroyed. Need to commit funding.

- **Animal Control and Pound Services:**
 - Explore outsourcing pound services and not retain as municipal service.

- **Building Department:**
 - Expand services to other communities.
 - The Department would highly benefit from having a FT TACO and FT Construction Official.
 - Increased hours for subcode officials will help retain individuals and limit high turnover of department.
 - Increased fees will help offset increase in costs.

- Goal: Retain a local building department for residents that provides reliable and timely service.
- Software Enhancements:
 - Implement Document Management System:
 - Explore system utilized in Police Department - Power DMS Software.
 - Policy Management System.
 - SDL – Spatial Data Logic:
 - Additional user license needed in building department. Move from single user license to multiple user licenses.
 - Integrate workflow for planning, zoning, and building.
 - Agenda Management Software:
 - Automate Agenda Process to facilitate efficiency of agenda management.
 - Create online agenda to eliminate need to produce paper packets.
 - Explore providing tablets to council members to access agendas, and email.

2021 Byram Budget Goals and Objectives

The following list represents my preferences for the 2021 Byram Budget. In general, I want the size of Byram's government to shrink along with the population decline. At the same time, I want to see several initiatives completed, the single most important being the new Municipal Building. All of my preferences cannot be accomplished in just one yearly budget, but I would like to see the town heading in a direction that decreases labor costs while investing more in capital and technology to deliver the same or better results. Every budget requires numerous tradeoffs, and some of the items on this list may at first appear to be contradictory to each other, but each can be pursued by a matter of degree.

- Assuming no state aid cuts, deliver an overall budget that cuts taxes by .5% (compared to .25% in 2020)
- During 2021, secure financing for new Municipal Building via bond sale
- As much as possible, put down the largest amount of capital to reduce the size of the bond offering
- Set a multi-year goal of reducing all labor costs (salary, health care, pensions, etc) with offsetting increases of automation/technology/capital spending
- Freeze hiring except for part time positions
- Reallocate job responsibilities and/or eliminate job titles to gain greater flexibility of labor (within constraints of civil service)
- Look to outsource whatever is possible if it saves money
- Budget for 3 of the 11 capital projects identified in the Open Space/PRP plan (using Open Space money as appropriate)
- Budget for the DPW building upgrade

Joseph Sabatini

From: John Gallagher
Sent: Friday, July 31, 2020 2:35 PM
To: Joseph Sabatini
Subject: 2021 Goals and Objectives

Joe

Recreation Facilities

CO Johnson

- Field house improvements
- Football field
- Field lighting
- Field #8 improved or replaced
- Pavilions thru-out the park in order for people to get out of the weather to watch the game/practice

Neil Gyiling

- Bathrooms
- Field lighting

Township Complex

- DPW building
- New buildings

Thank You

Jack Gallagher

Byram Township Councilmen

Cell-973-529-2457

Email: jgallagher@byramtwp.org

Joseph Sabatini

From: Cris Franco
Sent: Thursday, August 06, 2020 4:01 PM
To: Joseph Sabatini
Cc: Doris Flynn
Subject: Fw: 2021 GOALS & OBJECTIVES

Hi, Joe.

I am sorry I have not been timely with my Goals and Objectives. As you know, I did not come into this position with an agenda, except for the Municipal Building which I would like to do whatever I can to move this project along.

In the last few months, through the Coronavirus, I believe it has been made painfully aware that we need to make an effort to bring our Council meetings, as well as the Planning Board and other board meetings on-line and perhaps on cable TV for the residents to view, if they are not able to attend in person. I think we should put forward a plan for Zoom meetings to be coordinated by someone other than Alex as he is needed in person on the dais. Listening to the JCP&L call, it sounds like there is a coordinator behind the scenes announcing the callers for their questions. We could use someone to coordinate the call and questions from the public as well as a way to record the meetings to be viewed on a local Cable TV station. I know the previous council had looked into this but only postponed it to be included with the new Municipal Building plan. Perhaps we should elevate this issue being that we are in the midst of the pandemic (who knows how long it will last) and members of the public may not be able to attend in person.

I believe we should begin to work on items on the Greener By Design plan. I would like to see the CO Johnson snack stand updated as well as the bathrooms and perhaps a snack stand at the Neil Gylling fields. The Girls Softball league has always been the "stepchild" of sports leagues. When my husband was treasurer for the Softball League, they tried to get permission and raise funds for this project at Neil Gylling, but ultimately they were not able to get it done. I think the play equipment upgrade would be a great project to work on as well, but only after the construction items above are completed.

Another project I would like to take part in, is the revamping of the Township Codes. This Chicken Ordinance flare-up only shines a spotlight on the need to re-organize the Township Codes. I am very good with computers and am able to dedicate time to assist with the reorganization of the Township Codes.

Speaking of computers, I still believe the Township should provide some type of computers (laptops or tablets) to the members of Town Council. Personally, I do not have a device that I can dedicate to my Town Council e-mails and documents other than my personal cell phone. I work at a company that provides me with a laptop that would be returned to them upon my departure from the company. I believe the Township should act the same way. These would be Township property, used by the members of Council during their tenure to be re-allocated to the next council member (as well as removing the documents/e-mails from the previous council member).

Please let me know if you have any questions regarding my priorities on the projects above.

Cris Franco, Council Member
Township of Byram
10 Mansfield Drive
Stanhope, NJ 07874

From: Doris Flynn <dflynn@byramtwp.org>
Sent: Thursday, July 30, 2020 9:57 AM
To: Alex Rubenstein <arubenstein@byramtwp.org>; Harvey Roseff <hroseff@byramtwp.org>; Cris Franco <cfranco@byramtwp.org>; Raymond Bonker <rbonker@byramtwp.org>; John Gallagher <jgallagher@byramtwp.org>
Cc: Joseph Sabatini <jsabatini@byramtwp.org>
Subject: 2021 GOALS & OBJECTIVES

All,

Joseph Sabatini

From: Alex Rubenstein
Sent: Thursday, August 06, 2020 4:26 PM
To: Joseph Sabatini
Subject: 2021 Goals and Objectives

- a) Continue pushing the municipal building project along with purpose. This should be the primary focus of the council for 2021.
- b) Explore the new open space and recreation plan and clearly identify which projects we want to put forth for 2021. I personally feel that focus should be given mainly on CO Johnson, and we should leverage OS funds by way of a bond to push forward some larger projects sooner.
- c) Continue vigorously the digitization of municipal records to reduce foot print of onsite storage, to increase accessibility to the public, to ease the finding of records, and to protect the records from potential loss. In my opinion, further investigation is needed to find out what other "permanent records" could be digitized (payroll? Meeting minutes? Resolutions? Ordinances?). Do we really know for sure, that by law, we are required to keep originals? If they have to be kept, can we still scan them for access and keep them offsite?
- d) Increase municipal spending on streets and roads to a point where proper road maintenance is sustainable long term. This could include, additionally, reconstruction of drainage basins in lake areas to protect our water bodies.

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Alex Rubenstein, Mayor
The Township of Byram

Joseph Sabatini

From: Harvey Roseff
Sent: Friday, August 07, 2020 10:24 AM
To: Joseph Sabatini; Doris Flynn
Subject: Goals/Objectives circa Aug 7 2020

Hello Joseph and Doris,

Some bullet items for the subject:

Goals/Objectives for Byram, circa August 7, 2020

1. Better roads, with continuing, particular focus on fixing underlayment problems where Byram switched years ago from a paving program to oil/stone maintenance. We're 2 cycles into this switch and structural issues are arising that an oil/stone maintenance process doesn't fix.
2. Rehab CO Johnson Field House through the Open Space balance and by organizing volunteer contribution. Add a Pavilion to CO Johnson Park. Fund materials for volunteer projects for small shelters/lean tos on the trails for hikers to gain protection from the weather. With the separate Open Space tax that the public approved in a referendum, we are taxing Byram property owners but not delivering infrastructure that the public expects.
3. Switch back to part time Rec Director. End the new full-time "overhead" position.
4. Start tightening up on our spending now and not wait until the next budget cycle to do so. With the virus, times have changed and more State taxation is arriving to compete for the same resident pocket. The Byram budget Interest Revenue line item drop will be substantial and should be filled from cuts in the budget. Additionally, with our police department turnover generating generational savings, these savings should primarily go to the taxpayer to help residents pay for the coming new increases in taxation and living expenses. Same goes for revenues from new ratables like Quik Chek.
5. Projected Fire Truck purchase, a 4th in 4 years, should be postponed.
6. Administration needs to pursue shared services. Byram is an 8,000 resident town that needs the economy and resiliency that shared services provides.
7. We should start working on the garbage contract now.
8. The ISO review should be prioritized. It may produce as much as \$150+ savings for homeowner insurance. That's a nice amount to save our residents.

Harvey

BYRAM TOWNSHIP SPECIAL COUNCIL MEETING
APRIL 12, 2018- 6:30 P.M.

CALL MEETING TO ORDER

Mayor Rubenstein called the meeting to order at 6:30 p.m.

OPEN PUBLIC MEETING STATEMENT

Adequate notice of this meeting has been made in accordance with the Open Public Meetings Act, NJSA 10:4-6.

ROLL CALL

Councilman Gray, here; Councilwoman Kash, absent; Councilman Olson, here; Councilman Roseff, here; Mayor Rubenstein here. Also present was Township Manager Joe Sabatini and Municipal Clerk Doris Flynn.

GOAL SETTING SESSION

Joe stated that he would like to work together with the Council on an overall strategic plan. Discuss issues and then prioritize.

Alex stated that he would like to reevaluate the Village Business zoning and look at the master plan. Scott said that we just finished revisions to the VB district last year, and he asked what Alex would like to change.

Alex said he would like to look at Acorn Street to Shop Rite along the corridor. He would like to look at businesses that are succeeding but do not comply with the zone. Consider what reasonable uses are existing.

David said that he wanted to look at that area also. He said we should look at what we have and what we want to prohibit. Alex and David would like to get more input from the business owners and public.

Joe stated that if we were going to do a complete overhaul of the master plan, we would need to budget for it, which could cost upwards of \$50,000. Scott stated that about 1-1/2 years ago we looked at all the commercial zones and made changes.

There was discussion about what is allowed on Byram Plaza sidewalk. Harvey expressed his concerns and stated that we are micro-managing on private property. Scott did not feel we were doing that, and he explained the process that business owners can go through to allow outside activities.

David Gray would like to look at a procedure to streamline process. Scott stated that we have tried to do that.

- Either make changes or market it differently to get the word out
- Look at ways to make things happen faster

David talked about a welcome package for new residents in town. When a person/family is coming into town, they will look to see what the town allows. There could be a welcome pack for businesses also. The Council discussed the BBOA owning this. The town could assist with providing the BBOA info.

Strengthen our ties between the BBOA and the town and use the Economic Development Plan to assist them. Tammy Horsfield was willing to help.

Pull out the implementation schedule and meet with the BBOA. Welcome package was one of the items and good place to start.

Dave Gray

- suggestion box on our website – (we can do this easily – add it to the website and create a form- similar to resident request – through E-gov)
- Video taping our meetings – live streaming
- Personnel – any shared services
- Beautification of business corridor
- Keep municipal court on the radar
- Form a Utilities Subcommittee to look at gas, water, electric, internet. Identify what we have and what our adjoining municipalities have. Alex said that in the cable ordinance, it states that they will come to a meeting once a year, if requested.

Alex

- Talked with Jonathan Rose and Carl Lazaro about a Sussex County Municipal Services Bureau, to offer Tax Collector, Tax Assessor, etc. services to the entire County.
- Social Media – Need a defined policy - What gets posted on our facebook page and what doesn't. Alex looked at other municipal facebook pages – advertised events – one town highlights a business weekly – we could coordinate with the BBOA.
- Open Space – Can use OS funds for more than we thought they could. Alex would like to have a serious discussion on what we should be spending OS funds on – should we increase OS tax?
- Potential redefinition of OS, EC, and REC – Alex has been to each of the meetings and has heard very similar topics discussed at each committee. He suggested making one list of what all the committees do and then define what goes to each committee. Tammy Horsfield is very involved with the trails and could assist.
- Develop a Township Seal – Logo – Slogan – We could have a contest in the schools

Scott

- Economic Development Plan – It exists and Scott would like to see us move forward on it. He suggested doing activities with Waterloo, and have our Recreation Director make the Triathlon a town event. The Sussex County Economic Development Committee has offered to get involved in helping Byram with this.
- Scott stated that Tammy Horsfield is very involved with the trails and could assist with trails.

- Scott said that Ben Spinelli is preparing a proposal – going through all our open space parcels, review open space and recreation plan which is part of the master plan, mapping, etc.
- Historic points of the Township have been neglected. The cemetery needs attention. The other historical points in town that are not recognized yet are Lockwood Forge (by Raimos), Toll gates on Sussex Turnpike (now Route 206). Possibly increase Township donation to Historical Society and let them facilitate.

Harvey

- Look at Byram's Circulation Plan – part of master plan. Acorn jug handle – Woods Edge Road, and Mansfield Drive.
- With regards to utility complaints, Harvey suggested that we could collect people's complaints about broken poles, utility damage, etc. and forward them quarterly to the utility companies. Joe suggested putting a section for utility complaints on the e-gov tool, and Doris/Joe could forward complaint as soon as it comes in.

Alex talked about a Recreation Capital Plan one of the sports team coaches showed him. Joe Sabatini said there was one submitted in 2015 by the Recreation Committee, and he will forward it out to the Council.

Joe stated that if we want to do some big recreation projects, we could bond.

Joe highlighted the following:

Highlands Plan Conformance – we integrated the highlands land use ordinances into our ordinances. We are getting ready to update our zoning map. Next comes the Water Use Management Plan – There is Highlands Grant for this.

Township Codes – need revisions

- Sign
- Property maintenance
- Chapter 48
- Fingerprinting ordinance – Harvey stated that we should put the responsibility on the leagues.

Stormwater regulations have changed and as a Tier A municipality there are more regulations to follow.

With regards to revisions to the Township Code, David suggested that the Council work on the chapters in the Code Book individually and bring back comments to the group. This would be a year-long process.

Alex asked how we could get cleanups done along our roadways. Community service? He asked how we could get SLAP to do a project. Contact the Sherriff to do clean ups along the roadways.

OPEN TO THE PUBLIC: Chris Reiner was present and wanted to share his experience. He and his wife started a business over 20 years ago out of their house. He told the story of what led up to purchasing his building on Route 206. He feels that no small business wants to come to Byram. Only 2 new buildings in the last 20 years. The professionals that he deals with said that Byram is highly regulated and it is difficult to go through the planning board. Chris stated that he is disappointed in how the Town looks. Suggested that we needed a light industrial park.

Harvey Roseff and Scott Olson met and will arrange a meeting with the grant writer. They will arrange for him to come to a public meeting and give a ½ hour presentation.

ADJOURN: Motion by Councilman Olson, second by Councilman Roseff, to adjourn the meeting at 9:48 p.m. All members were in favor. Motion Carried.

Doris Flynn, Municipal Clerk

Alexander Rubenstein, Mayor

2021 - Goal/Objective	JS	AR	JG	HR	RB	CF	Notes
Develop a dedicated annual road resurfacing budget	X	X		X			Dedicated Annual Resurfacing Budget ~\$900,000
Review and clarify the soil importation ordinance	X						
Update Byram Twp. municipal codes	X					X	Specifically: Chapter 48 Police Dept. and Zoning/Property Maintenance changes: Pop-up temporary structures
Consider software enhancements	X	X					Digitize municipal records and implement a municipal record scanning/destruction plan
Consider opportunities to outsource select services	X						Animal control and pound services
Retain the Building Department	X						Hire a F/T TACO and F/T Construction Official / consider expanding services
Software enhancements	X						Electronic policy management system - Automate the agenda process to an online format
Continue the process for constructing a new municipal building		X			X		Secure financing via bond sale, capital investment
Focus on a multi-year plan of reducing labor costs					X		Reduce salary, healthcare and pensions costs. Offset increases with improved automation/technology options
Establish hiring restrictions					X		Freeze hiring except for part time positions
Outsource services where cost savings are possible and beneficial					X		Consider outsourcing services that provide a benefit and cost savings to the Township
Pursue targeted OSRP capital improvement projects		X	X	X	X	X	Open Space Recreation/Capital Improvement Plans
DPW building repairs/renovations			X		X		Repair current maintenance issues: gutters, HVAC, generator connection
Invest in Township Council technology upgrades						X	Develop the ability to Record meetings, host Zoom meeting, televise meetings Provide council members with laptops to limit paper records
Move back to a part time recreation director position				X			End F/T "overhead" position
Pursue a 2021 annual budget overall reduction				X	X		Tax Cuts, tightening up spending, limit hiring
Explore shared municipal services				X			Look into saving the township money by sharing services with other local municipalities
Begin garbage collection contract				X			Begin process as soon as possible