

TOWNSHIP OF MONTCLAIR PERFORMANCE REPORT AND CITIZEN SATISFACTION SURVEY

This report has been developed by the "Citizen-Driven Government Performance Project," which is being conducted by the National Center for Public Productivity at Rutgers University-Newark and is sponsored by the Alfred P. Sloan Foundation.

Dear Resident,

As you may have read in the Montclair Times, Rutgers University has been leading a project that involves citizens in the assessment of government performance. This project is being funded by a grant from the Alfred P. Sloan Foundation. The Township of Montclair and the City of Dayton, Ohio were selected in late 1996 to be project sites. Both communities were selected to participate in the project because the elected officials were committed to developing more effective ways of engaging residents in improving local services.

Since then, several community meetings were held to identify long-range, quality of life goals for Montclair. As a result of this process six priority goals were identified. After these goals were selected by citizen focus groups a series of meetings were held with the Mayor, Township Council and Township Management Team to identify performance indicators relating to these long-range priority goals.

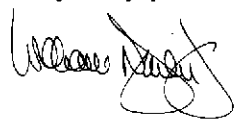
The purpose of the enclosed materials is two-fold:

- 1) To provide you with a brief report on the performance indicators that have been identified to date; and
- 2) To solicit your assessments about the quality of services provided by the Township through the attached survey. This survey is being sent to every household in Montclair.

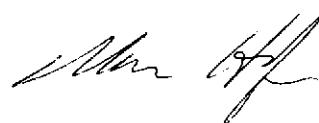
We are requesting your assistance in completing the survey and returning it to us within ten days. All responses will remain confidential. Your assessments and recommendations will be valuable in determining how and where services will be provided in the future. We ask that all adult members of your household complete the surveys (additional copies may be obtained from the Manager's Office). We expect to publish the results of the surveys early this year.

To assist you in this effort, completed surveys can be mailed at no cost to you. Your insights will be a critical part of how we allocate township resources. On behalf of the elected officials in Montclair, the Township Manager and Rutgers University's National Center for Public Productivity, thank you for your help.

Very truly yours,



Hon. William N. Farlie, Jr.
Mayor,
Township of Montclair



Marc Holzer, Ph.D.
Executive Director
National Center for
Public Productivity



THE STATE UNIVERSITY OF NEW JERSEY
RUTGERS
NEWARK

The purpose of this report is to provide the residents of Montclair with a brief snapshot of the delivery of important public services. The report is tangible evidence that the Township is beginning to measure important program characteristics based on citizen input. A performance report can serve as a valuable tool for citizens, elected officials and public managers, and a regular report will help determine if progress is being made. The purposes of this performance report are to inform the public, provide a basis for planning and policy development, and improve management decision-making.

Through a series of meetings with citizen groups, six "Aspirational Goals" were selected as high priorities, and associated indicators were identified. The Aspirational Goals reflect the type of community that many residents want in terms of diversity, education, recreation, health, crime, fire safety and value for their tax dollars. Associated with each goal are performance objectives for many of the Township's programs. The sources of the data for all indicators are records kept by each of the Township's Departments.

The data in this first report will become baselines for measuring future progress rather than a reflection of whether prior performance objectives have been met. Indicators in this report are those that are of the greatest interest to citizens and are closely linked to each of the six aspirational goals. Departments also track many indicators internally that are not displayed in the performance report.

As a centralized performance tracking system is developed, Departments will be able to track and report measurement data on a regular basis. Over the years, trends will develop and will be reported in future editions of the performance report. In the future other objectives may also be added.

Included with this performance report is the first township-wide citizen satisfaction survey. This survey will provide the Township's elected officials with an opportunity to find out how satisfied you are with the community in which you live, and the services that are being provided. The survey will complement departmental data to provide a well-rounded picture of municipal performance and the quality of life in Montclair.

Aspirational Goal 1: Be a Community unified in its continual celebration of diversity.

Objective 1.1	Program	Indicators	1998 Data
Respond to citizen requests to serve on Town boards and commissions	Citizen Boards and Commissions	Number of boards/commissions and number of citizens serving on boards/ commissions	21 boards/commissions 249 citizens

Objective 1.2	Program	Indicators	1998 Data
Increase use and preservation of parks by local organizations	Adopt-a-Park	Number of participating organizations/individuals Number of parks and facilities assisted	7 7

Objective 1.3	Program	Indicators	1998 Data
Increase the number of children participating in the Parks, Recreation and Cultural Affairs programs and activities	Youth Recreation and Swimming Pools	Total youth attendance at pools Number of pool permits issued Total youth recreation program registration *	60,000 estimated 3,477 7,389

* Does not include tennis, pool, and ice skating permits.

Objective 1.4	Program	Indicators	1998 Data
Encourage the recruitment of women and minorities for a more diverse work force in the Town of Montclair	Affirmative Action	Workforce profile of women by department Workforce profile by race by department	See "A" next page See "B" next page

A) Workforce Profile of Women by Town Department			
Department	1998 total departmental employment	1997 number of women in departments	1997 percent of women in departments
Finance	18	14	77.7%
Fire	83	3	3.6%
General Government*	32	19	59.3%
Health and Human Services	16	15	93.7%
Parks	27	3	11.1%
Planning	15	11	73.3%
Police	138	29	21.0%
Public Works	59	5	8.4%
Water	22	2	9.0%
Total	410	86	21.0%

* Includes Managers Office, Human Resources, Municipal Court, Clerks Office.

B) Workforce Profile of Minorities (Black, Hispanic, Asian, American Indian males and females) by Town Department			
Department	1998 total departmental employment	1998 number of minorities in departments	1998 percent of minorities in departments
Finance	18	7	38.8%
Fire	83	21	25.3%
General Government*	32	8	25.0%
Health and Human Services	16	5	31.2%
Parks	27	11	40.7%
Planning	15	8	53.3%
Police	138	38	27.5%
Public Works	59	43	72.8%
Water	22	12	54.5%
Total	410	154	37.5%

* Includes Managers Office, Human Resources, Municipal Court, Clerks Office.

Aspirational Goal 2: Prepare its children to become excellent citizens at home, in employment, in the community and in a multi-cultural world.

Objective 2.1	Program	Indicators	1998 Data
Conduct township government simulations and tours for all public school third graders	Clerk's Town Hall Program for School Children	Number of third grade students participating in tours and mock Council meetings	540 estimated
		Internships provided for high school students involved in civic and government programs at Montclair High School and Montclair Kimberly Academy	6

Objective 2.2	Program	Indicators	1998 Data
Maintain frequent and positive contact with Montclair's children and youth through a wide range of police sponsored and community sponsored activities	Police Community Youth Activities	Number of children participating in presentations made to schools by police personnel	1,751

Aspirational Goal 3: Have informed and involved citizens who care for Montclair as they do their families.

Objective 3.1	Program	Indicators	1998 Data
Increase the number of participants in adult recreation/seasonal programs	Adult Recreation/Social Program	Number of programs *	12
		Number of participants *	885

* Does not include tennis, pool, and ice skating programs or permits.

Objective 3.2	Program	Indicators	1998 Data
Respond to ridership needs especially among the physically challenged and senior population in town	Senior and Handicapped Bus Service	Number of passenger trips	7,800

Objective 3.3	Program	Indicators	1998 Data
Decrease total index crimes*	Crime Control Initiative	Number of index crimes reported per 1,000 population	40** In 1997 the actual figure was 52

* Index crimes include murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft

**This figure will be adjusted upward by the State Police in the 1998 Uniform Crime Report due to incidents reported to other agencies within Montclair who investigate their own crimes even though they are within the Montclair borders i.e.: Montclair State Campus Police, NJ Transit Police etc. It may rise to 47.

Objective 3.4	Program	Indicators	1998 Data
Decrease violent crimes*	Crime Control Initiative	Number of index violent crimes reported per 1,000 population	2.6** In 1997 the actual figure was 9

* Includes murder, rape, robbery, aggravated assault

**This figure will be adjusted upward by the State Police in the 1998 Uniform Crime Report due to incidents reported to other agencies within Montclair who investigate their own crimes even though they are within the Montclair borders i.e.: Montclair State Campus Police, NJ Transit Police etc.

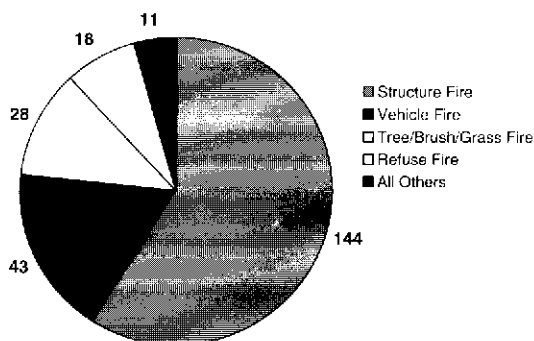
Objective 3.5	Program	Indicators	1998 Data
Decrease incidents of domestic abuse	Crime Control Initiative	Number of domestic abuse complaints filed with police	252

Objective 3.6	Program	Indicators	1998 Data
Decrease number of available firearms by purchasing them back from the community	Firearms Recovery Initiative	Number of firearms removed from the community through the Funds for Guns and Gun Stoppers Programs	104
		Number of crimes committed with firearms	N/A

Objective 3.7	Program	Indicators	1998 Data
Fire Response and Suppression Initiative	Provide rapid response to fires to protect life and property	Estimated response time of first arrivals Number of civilian/firefighter injuries related to fires Number of civilian deaths related to fires Total number of responses to fires by type ISO rating *	3 minutes 12 1 244 total. See chart below for fires by type Class 3

*Insurance Service Office (ISO) rating of most communities in the United States. Class 1 is the best and Class 10 is the worst. Residential and commercial property insurance rates are directly related to the ISO rating. ISO ratings are based on the adequacy of a community's water supply, its fire department and its fire alarm system. Montclair's ISO rating will be reviewed in early 1999.

FIRES BY TYPE



Objective 3.8	Program	Indicators	1998 Data
Fire Prevention Initiative	Complete all inspections of life hazard inspection sites *	Number of life hazard inspections to be completed Number completed	270** 269**

*Places of assembly of 50 or more people, except churches.

** March 1997-1998

Objective 3.9	Program	Indicators	1998 Data
Complete all inspections of in-service sites (e.g. commercial buildings) *	Fire Prevention Initiative	Number of sites to be inspected ** Number of sites inspected **	947 841

*Sites that are not places of assembly and have no hazardous materials.

** March 1997-1998

Objective 3.10	Program	Indicators	1998 Data
Investigate public health complaints within two working days of receipt of complaint	Environmental Health	Number of complaints Number of complaints responded to within two working days of receipt	264 247

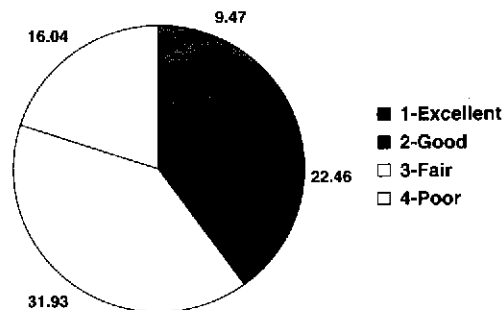
Objective 3.11	Program	Indicators	1998 Data
Inspect all 258 Montclair retail food establishments annually	Environmental Health	Number of retail food establishments inspected Number that received satisfactory rating Number that received conditional satisfactory rating	258 N/A N/A

Aspirational Goal 4: Maintain an attractive, healthy and safe environment.

Objective 4.1	Program	Indicators	1998 Data
At least 85% of all business district roads maintained by Montclair's Department of Public Works achieve a road condition rating of "2" or "1"	Street Maintenance and Repair	Total number of business district lane miles	7.67
		Number of lane miles rated a "2" or "1"	6.52
			85% condition rating of "2" or "1" in business district

Objective 4.2	Program	Indicators	1998 Data
Increase the number of all roads (business and residential) maintained by Montclair's Department of Public Works from a road condition rating of "4" to a rating of "2" or "1"	Street Maintenance and Repair	Number of all lane miles rated "1-4"	See chart below

NUMBER OF MILES WITH A ROAD CONDITION RATING OF 1-4



Objective 4.3	Program	Indicators	1998 Data
Reduce street flooding episodes	Sewer Operations and Maintenance	Number of street flooding episodes	32

Objective 4.4	Program	Indicators	1998 Data
Decrease number of sanitary sewer backups	Sewer Operations and Maintenance	Number of sanitary sewer backups	83

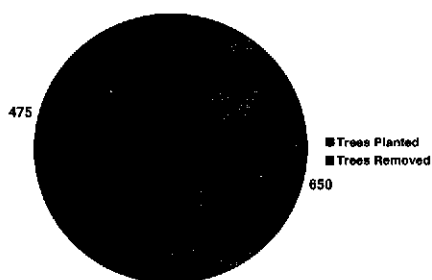
Objective 4.5	Program	Indicators	1998 Data
Reduce number of missed collections by type	Refuse collection and recycling	Number of missed refuse collections	3,069
		Total number of refuse collections	520,000
		Percentage of missed recycling collections	6/10 of 1%
		Number of missed recycling collections	582
		Total number of recycling collections	442,000
		Percentage of missed recycling collections	1/10 of 1%

Objective 4.6	Program	Indicators	1998 Data
Maintain 60% solid waste recycling rate	Refuse collection and recycling	Percent of solid waste recycled	77%

Objective 4.7	Program	Indicators	1998 Data
Increase recycling participation in business districts	Refuse collection and recycling	Participation level of businesses in recycling	80%
		Participation level of residences in recycling	85%

Objective 4.8	Program	Indicators	1998 Data
Increase number of trees serviced (removal, plantings, prunings)	Tree Removal	Trees planted	650
		Trees removed	475

TREES PLANTED AND REMOVED IN MONTCLAIR – 1998

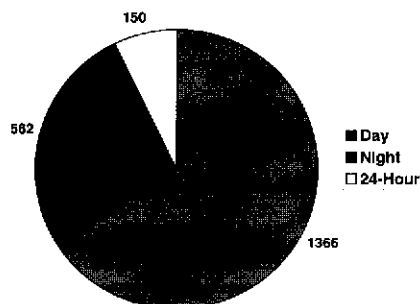


Aspirational Goal 5: Develop the community and economy to support an affordable, high quality of life for all.

Objective 5.1	Program	Indicators	1998 Data
Increase the number of parking permits available to Montclair residents and increase parking opportunities for shoppers in Montclair *	Parking Permit	Number of permits by type	Day permits – 1366
			Night permits – 562
			24 hour permits 150

*In order to accommodate needs of shoppers, 31 permit spaces were changed to metered spaces in the Upper Montclair Shopping District. In addition at the Fullerton Parking Deck one floor was replaced with meters and with a parking permit can now park on the 3rd floor of the deck. In addition the Bellevue Lorraine, Maple Plaza and Valley parking lots were reconfigured for maximum usage. When the Crescent and Bay Street parking decks are completed there will be a total of 710 parking spaces in these facilities.

TOTAL NUMBER OF PARKING PERMITS – 1998



Objective 5.2	Program	Indicators	1998 Data
Relocation of all residents affected by the Montclair Connection *	Montclair Connection	Number of families that own homes relocated to new residences	N/A
		Number of renter households relocated to new residences	N/A

* The Montclair Connection will allow Montclair commuters to travel directly into Manhattan without having to switch trains in Hoboken. The tracks will be completed by the year 2002. In order to accomplish the Montclair Connection, renters and homeowners were or will be relocated to comparable or better housing by New Jersey Transit.

** All relocations will be completed by the end of 1999.

Objective 5.3	Program	Indicators	1998 Data
Maintain arts and cultural programs in Montclair	Arts and Culture	Number of arts programs sponsored by town	4*
		Number of cultural events held by the town	4**
		Number of artistic/cultural events sponsored by others and supported by town	2***
		Number of tickets sold for First Night	7,000
		Number of tickets sold for Downtown Saturday Night	N/A

* Jazz series, summer concerts (10), Shakespeare Under the Stars/Summer Arts Workshops, Community Band

** Fourth of July 35,000 attendees (estimated), African American Heritage Parade and Festival 10,000 attendees (estimated), First Night 13,000 attendees (estimated).

*** Downtown Saturday Night 1,500 attendees (estimated), Celebrate Montclair n 20,000 (estimated).

Objective 5.4	Program	Indicators	1998 Data
Respond to all emergency traffic signal service calls within one hour	Traffic Signs and Signals	Number of emergency traffic signal service calls	25 calls
		Number responded to within one hour	25 responded to within one hour
Respond to all calls for damaged stop/yield signs within three hours		Number of calls for damaged stop/yield signs	5 calls for damaged stop / yield signs
		Number responded to within three hours	5 responded to within three hours

Aspirational Goal 6: Provide all its citizens with high quality, affordable public services and good value for their tax dollars.

Objective 6.1	Program	Indicators	1998 Data
Respond to all citizen complaints within 48 hours	Customer Response System	Total number of complaints/issues received by the Town Manager's Office	180
		Estimated number of complaints responded to within 48 hours	178