Township of Evesham

Mayor Jaclyn Veasy - Councilwoman Heather Cooper - Councilwoman Ginamarie Espinoza – Councilman Eddie Freeman, III – Councilwoman Patricia Hansen

984 Tuckerton Road • Marlton • NJ 08053 • 856-983-2900 • www.evesham-nj.org

Township Manager – Robert Corrales
Township Clerk – Mary Lou Bergh

March 9, 2021

OPRA | Open Public Records Act

Neill Borowski
P.O. Box 791
Marlton, New Jersey 08053

Sent via email: neillborowski@70and73.com

Dear Mr. Borowski,

I am in receipt of your request for records pursuant to the Open Public Records Act ("OPRA"). In your request you seek the following:

> A PDF copy of the Evesham Township management report from [an] external consulting firm.

With respect to your request, please see the attached documents responsive to your request. Please be advised, the documents have been redacted pursuant to exemptions under OPRA, which provide in relevant part:

> [T]he personnel . . . records of any individual in the possession of a public agency . . . shall not be considered a government record and shall not be made available for public access[.]

N.J.S.A. § 47:1A-10; Sciara v. Borough of Woodcliff Lake, GRC Complaint No. 2011-32 (August 2012), (extending exemption to a records whether or not the information is contained within the respective employees' physical personnel files); Lotito v. N.J. Dep't of Labor, Human Res., GRC Complaint No. 2013-65 (March 2014) (holding that PARS files were exempt from disclosure because they contained performance evaluations); see also Cibo, Jr. v. Rowan Univ., GRC Complaint No. 2003-42 (February 2014); Baker v. N.J. Civil Service Comm'n, GRC Complaint No. 2009-253 (Interim Order dated July 27, 2010); Young v. N.J. Dep't of Personnel, GRC Complaint No. 2007-210 (Interim Order dated September 30, 2009).

We consider this OPRA request completed and will close out the request process. Thank you for your courtesies.

Sincerely,

Mary Lou Bergh, RMC

Mary Lou Bergh
Evesham Township Municipal Clerk
Custodian of Records
984 Tuckerton Road
Marlton, NJ 08053
856-988-4429
berghm@evesham-nj.gov

Organizational Structure Analysis, Systemization Overview and Efficiencies

Evesham Township

December 2020

Prepared By: Georgia Kay Martin
Executive Management Consultant
Collaborative Executive Management Consulting

EVESHAM TOWNSHIP

Organizational Structure Analysis, Systemization Overview and Efficiencies

SURVEY FINDINGS AND RECOMMENDATIONS - DECEMBER 2020

About the Consultant

Georgia Kay Martin

Executive Management Consultant

An experienced leader who has served in Federal Government at the Senior Executive Service level and has been repurposing, reorganizing large matrixed organizations for more than 15 years, Kay Martin brings government expertise and the latest cutting-edge commercial solutions to her consultancy work.
Martin currently leads a team of more than 5,000 hourly (union and non-union) employees in the United States and Canada and manages a budget in excess of $350M.

CONSULTANCY MISSION

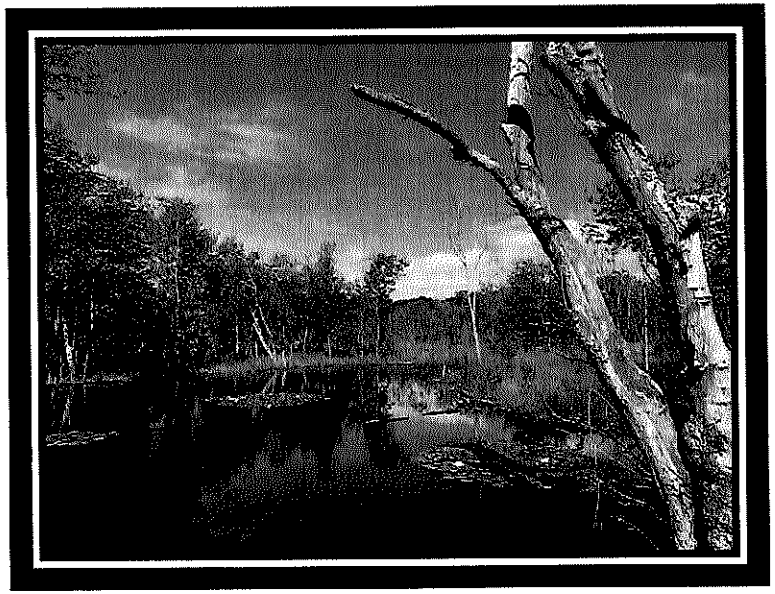
Through a close examination, analysis and review of existing data, personnel and infrastructure, it is the goal of this consultancy to:

- identify and articulate gaps;
- recognize opportunities to coach and mentor existing leaders;
- provide recommendations for formulating a more innovative, financially responsible and productive post-COVID future.

This report will provide Evesham Township leadership with valuable insights, a more focused view of the municipality's successes and shortcomings, and clear strategies to enhance the value of taxpayers' dollars and their connection to Evesham, because **Evesham is Home.**

Georgia Kay Martin, Executive Management Consultant
164 Mill Road—Marlton, NJ 08053 971.717.4064
Collaborative Executive Management Consulting
georgiakaymartin@gmail.com

EVESHAM TOWNSHIP



www.evesham-nj.org

Settled by Quakers in 1672, Evesham Township was formed on November 6, 1688, and was eventually incorporated in 1692 as one of the thirteen Townships in Burlington County, New Jersey.

Approximately 50,000 people in 18,000 diverse households now call Evesham Township home and avail themselves to a top-rated school district, a thriving business community, a variety of municipal services and plentiful green spaces and recreational areas.

MISSION STATEMENT & STATEMENT OF CORE VALUES

MISSION STATEMENT

(from current Township website)

To provide the highest quality service to all residents equally in the most efficient and responsive manner possible with a skilled team of employees and volunteers dedicated to the needs of our residents and committed to excellence, fiscal responsibility and professional management.

STATEMENT OF CORE VALUES

In order to advance the Evesham Township's municipal mission statement, Team Evesham members will be guided by the following principles:

1. **REVERENCE FOR INTEGRITY & HONESTY:** Be dedicated to the highest ideals of honor and integrity in all public and personal relationships, and observe ethical guidelines contained in State law, the municipal code and the policies and procedures manual in order to merit the respect of the public for the Team.

2. **PROFESSIONALISM IN PUBLIC SERVICE:** Honor our positions through civility and decorum in our interactions with fellow Team members, residents and officials.

3. **COMMITMENT TO EXCELLENCE:** Make it a duty to continually improve ones abilities and help develop the competence of associates on the Team. Develop and communicate benchmarks for as many functions and task as possible to demonstrate the careful use of public resources

4. **RESPECT FOR THE DEMOCRATIC PROCESS & REPRESENTATIVE GOVERNMENT:** Recognize that elected representatives of the people are entrusted with the establishment of local government policies and priorities and that execution of said policies rests with the Team.

5. **OPERATIONAL EFFICIENCY:** Seek continuously to find ways to maximize the use of resources provided by the taxpayers and thoroughly clarify and communicate Team priorities.

6. **SENSE OF FAIRNESS:** Recognize that the chief function of local government at all times is to serve the best interest of all the people. As a professional organization, we guard our reputation for the impartial delivery of public services.

7. **PROBLEM SOLVING ATTIDUDE:** Maintain a constructive, cooperative, creative and practical attitude toward the affairs of the local government and challenges facing the Team.

8. **HONOR FOR CHAIN OF COMMAND:** Recognize that each Team member is entitled to a clear set of expectations and explanation of methods delivered by a properly qualified supervisor along the chain of command. Team members honor the chain of command by respecting each others professional responsibilities.

9. **DIGNIFIED CONDUCT:** Recognize that the personal conduct of Team members, both on and off the job, is inseparable from the Team's professional and ethical reputation and has a direct relationship on the dignity and worth placed on public service and local government by the general public.

10. **VALUE LOYALTY:** Prize loyalty to the Team's mission and believe this requires: (1) a duty to look out for the welfare of Team members and resources; (2) a responsibility to communicate ways to better meet the mission; and (3) carry a deep sense of respect for the private resources provided by residents to achieve the mission.

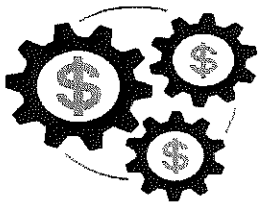
EVESHAM TOWNSHIP

Organizational Structure Analysis, Systemization Overview and Efficiencies

MISSION STATEMENT & STATEMENT OF CORE VALUES

We strive to serve our community in everything we do

For Everyone: every resident, every product, every partner, every community



Fiscal Accountability And Responsibility

Ensure we are efficiently and effectively budgeting and reviewing our spending to continually focus on ROI, Cost Avoidance and Repurposing



Empower everyone with technology

Tackle major challenges and drive net positive impact using technology products and services that benefit the community, the township offices and council.



Benefit people, Places and communities

Share benefits with communities of our facilities, users, partners, and suppliers

CONNECT: Build partnerships and collaborations that link information to solutions, and ideas to outcomes

EVESHAM TOWNSHIP

Organizational Structure Analysis, Systemization Overview and Efficiencies

SCOPE OF WORK

EXAMINATION

The analysis process began with an examination of the Evesham Township current organizational structure and an evaluation of the gaps in process and competencies that would lead to enhanced strategic planning and measurable results and goals for:

- Departments
- Management
- Leadership Teams

THE NEED FOR PLANNING FOLLOWING A PANDEMIC

Communities like Evesham Township are consistently challenged with the necessary work of self-evaluation. Township departments must routinely assess their strengths, weaknesses and overall effectiveness in meeting the needs of their residents.

Factor in the challenges brought on by an unprecedented global pandemic in COVID-19 and the need to proactively plan for new ways of doing business is now paramount. Changes brought on by COVID have accelrated the need for innovative strategies and solutions to ensure continuity, safety, responsiveness and resiliency.

The examination process was necessary to gain a clear picture of Evesham Township's current organizational structure, the competencies of department leaders and the use of on-time, accurate metrics and measurements to inform decision-making. This process included the follow:

A. Review Current Organizational Structure

B. Review Applicable Departmental Strategic Plans for 2021

C. Review 2021 Capital Budgets by Department

PHASE ONE: ENGAGEMENT & FACT FINDING

About the Survey

Multiple-Choice and Open-Ended Questions

The initial survey individually questioned the Evesham Township leadership teams on a broad range of topics including:

- The scope of their daily assignments and their abilities to manage them
- Identified areas of needed leadership growth
- Questions on budget planning and strategic planning

LEADERSHIP SURVEYS

A 24-question electronic survey was completed from November 10-12, 2020, by the following Township leaders:

- Township Manager
- Township Clerk
- Director of Information Technology
- Director of Human Resources
- Finance Director
- Tax Assessor (online participation only/no in-person interview)
- Tax Collector
- Director of Community Development
- Superintendent of Public Works
- Director of Public Affairs and Senior Services
- Director of Golf, Recreation and Open Space
- Director of Public Information and Municipal Services

*Job Descriptions were provided for reference.

SCOPE OF WORK – THE PLANNING PROCESS

THE PLANNING PROCESS

Department Leaders support Evesham Township mission

PHASE 1:

ENGAGEMENT & FACT FINDING

Conducted 12 Individual Interviews

- Reviewed mission and vision of Township
- Reviewed data and reports provided by the Township
- Administered surveys of key department heads
- Discussed research and best practices around emerging themes from COVID and non-COVID practices and modifications.

PHASE 2:

FOCUS AREAS

- Document the current state of Evesham Township services and leadership and its desired future position
- Provide broad outline of the future direction of the Township with a plan that contains:
  - Mission and Vision
  - Findings
  - Identified and Prioritized Objectives

PHASE 3:

EXECUTE ON A PLAN

- Create a framework of broad direction and priorities for the future in a formal planning document
- Facilitated administration planning meeting to guide implementation
- Identified metrics for monitoring progress

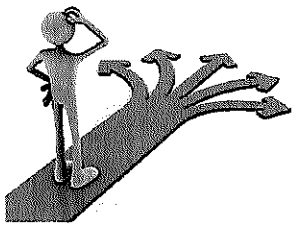
EVESHAM TOWNSHIP

Organizational Structure Analysis, Systemization Overview and Efficiencies

SCOPE OF WORK – THE PLANNING PROCESS

We strive to serve our community in everything we do

Vision	Fiscal Accountability and Responsibility		Empower with technology		Benefit people, places and Community
Township Strategy	FINANCE	COMMUNITY	WORKPLACES	EMPOWERING TECHNOLOGY	RESPONSIBLE DEPARTMENTS
Leadership Challenges	Prioritize		Grow Leadership Skills		Delegate







Initial Online Survey Results Executive Overview

Collaborative Executive Management Consultants

Overview

Purpose

- To provide a high level executive summary of the initial findings of the 12-Department Leaders survey results.
- These efforts will allow us to validate our hypotheses and gather necessary data to inform future plans. Specifically, given our assumptions around constraints and challenges, this will be aimed at confirming, revealing unexpected challenges, and/or prioritizing the need for future changes and improvements.
- Excluded from this overview are our longer-term initiatives beyond 2021.

Approach

- Determine current state, facts and review history/Time Frame-Provide final review and report 12.2020/Share and review with Township Manager 12.2020.

Phase I-Survey 12 Department Leaders

Themes	The What	The Answers	Potential Impact
Deadline Met	The deadline was swift and all department leaders met the initial request.	Respondents skipped questions at times and were uncomfortable in some cases discussing performance of other municipal departments	• Transparency • Facts vs. Beliefs • How they"know" -thoughts vs. metrics • Longer term members vs. new
60%	Believe they need leadership coaching and assistance in the same areas	1. Delegation-60% 2. Prioritization-40% 3. Organization-40%	• Challenging to Lead strategically if you're "doing" only • Inability to prioritize means something is left unfinished; and "who's setting the priorities?" • Organization skills lacking which would tie to inability to prioritize. Putting out fires all the time; inability to plan ahead.

Professional Brand Image	We asked how they see their own performance and leadership as well as how others view them.	100% see themselves as leading well and in a positive manner. Additionally, they believe their peers see them exactly as they see themselves.	Inability to challenge with respect and/or a lack of self-awareness of differences and diversity.
Long Term Goals for Professional Development	We asked if they had long term professional goals for themselves.	One - Third have no long term goals for themselves.	If a leader of a department has no long term goals for themselves, is "status-quo" ok for that area? Additionally, are they challenging their staff and creating goals (long/mid/short term). Lastly, is there a succession plan discussion for this department?
Resources Needed to Perform	Do you have the resources you need to be successful?	One-Third skipped the question completely and another one-third do not feel they have the resources to be successful in their department.	We will further evaluate this in the next steps of the process. This identifies a gap in influence, lack of a leadership voice and complacency. Why don't they feel they can discuss more effectively?
Fiscal Questions	We probed their understanding and ability to impact finances.	A theme emerged surrounding their either lack of understanding and/or belief they do not have impact on the finances of the Township.	A majority did not feel they had access to budgets, the ability to impact and/or authority over a budget.
'21 Planning	Have you begun '21 Planning	50% have not begun planning for next fiscal year.	Is there a process, guideline or timeline established for deadlines and review?
Residents view of Departments	We asked participants how the township residents feel about their service?	Of the 12 participants, the majority feel they would garner an 80% satisfaction rate from the residents of the community?	When further probed, there is no basis for this measurement, ranking or satisfaction rate. We will further probe "how" they know this?
Phase 2-In person/Video Interviews w/Questions based upon first survey trends			
Probe	Meet individually to further explore themes	Challenge respectfully	Determine Next Steps

Additional Insights			
Technology	Recommend Upgrades continuing and introducing more technology	Push more out and allow residents to safely interact with the Township Departments	Repurpose and find the funds to invest in Technology/IT and the Public Information.
Mission/Vision	Recommend Review	Create new vision/mission that feels more relevant Post COVID	Determine "who" "how much" and what the Township leaders want to portray to the community.

EVESHAM TOWNSHIP

Organizational Structure Analysis, Systemization Overview and Efficiencies

OVERARCHING CHALLENGES

The following four overarching challenges were uncovered through individual in-person interviews with Department leaders. They are being offered as recommendations for future improvements to the culture, transparency and accountability of those in leadership roles for the benefit of the Evesham Township taxpayers.

- **Commitment**
- **Morale/Culture**
- **Limited Strategic Planning**
- **Prioritization –leading to lack of discipline in developing and implementing important Initiatives**

EVESHAM TOWNSHIP

Organizational Structure Analysis, Systemization Overview and Efficiencies

SCOPE OF WORK – IN-PERSON INTERVIEWS

In-Person Interviews

Throughout the week of November 16-20, 2020, the Consultant spent one-hour with each respondent to further gage challenges, gaps and leadership competencies.

FOLLOW-UP QUESTIONS CONDUCTED IN-PERSON

The questions addressed in these sessions included:

Question 1:

I read, through your survey, a little about you as a leader. Can you walk me through your professional experiences? What project or responsibility has provided you with the most professional pride? Can you share any leadership challenges that you may have faced this because of the pandemic?

Question 2:

In reviewing your employment with the Township of Evesham, can you tell me about the number of employees for whom you have direct supervision?

Did you hire your current staff?

What would you say are the strengths and weaknesses of your staff?

Can you give me examples of how you mentor your staff? Do you routinely conduct performance reviews and goal-setting sessions?

SCOPE OF WORK – IN-PERSON INTERVIEWS (Continued)

FOLLOW-UP QUESTIONS CONDUCTED IN-PERSON

Question 3:

Many of your colleagues identified similar areas when questioned about areas of professional growth. In particular, there was a noted need for the abilities to delegate work, improve organization and prioritize. Can you give me several specific examples of how you think the Township leadership could better help your grow professionally in these areas?

Question 4:

When questioned about the Township's effectiveness in servicing its residents, you and your colleagues believe that the vast majority (80%) of residents would deem your efforts as effective. Do you have any data that would support this response? Have you ever conducted a community survey to gage if this perception is accurate? What do you believe the community, if surveyed, would express the most dissatisfaction with?

Question 5:

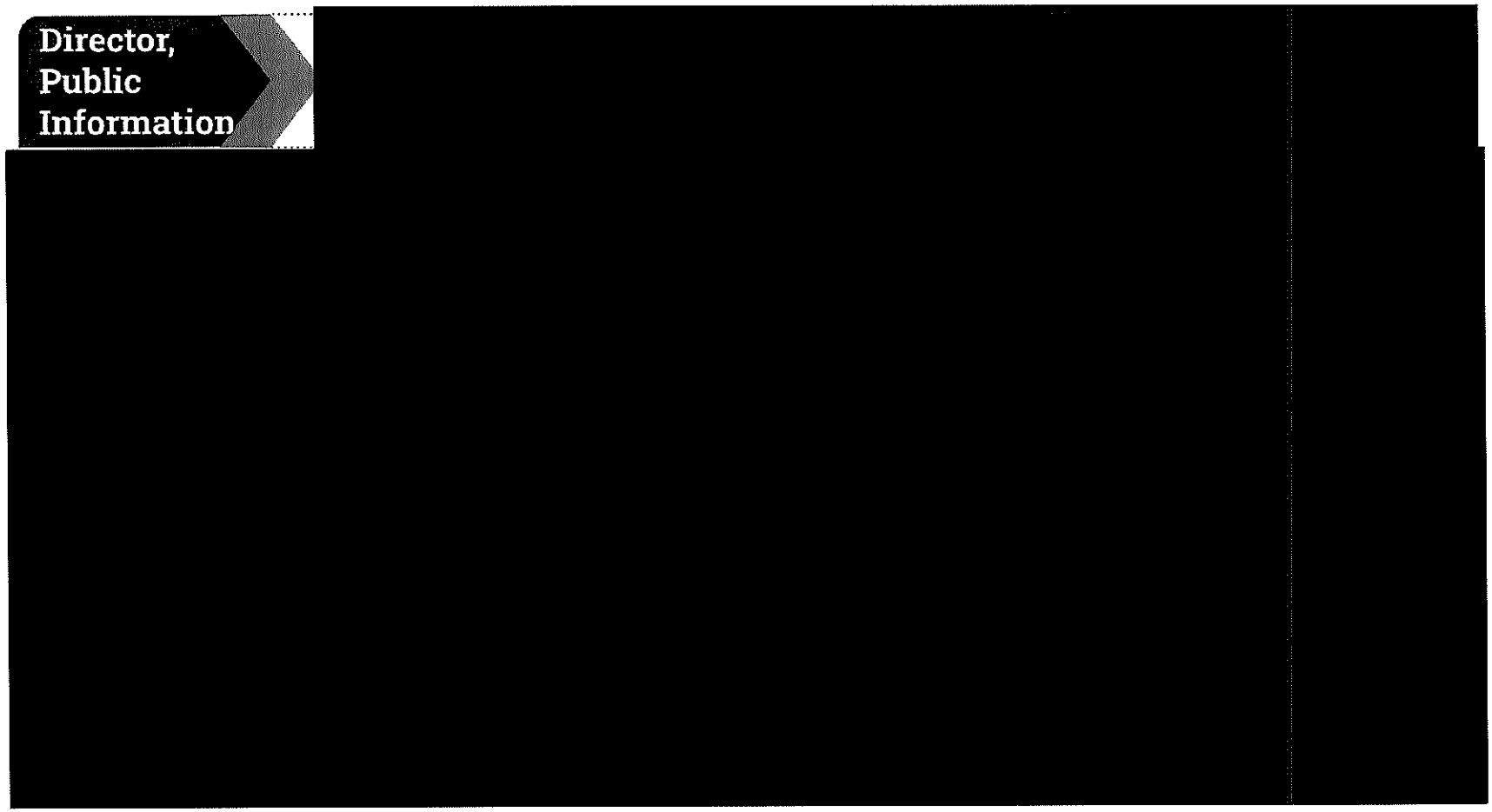
On the survey, you were asked to comment on which departments you would categorize as underachieving. Can you please expound on why you listed the departments that you did? If you did not respond, can you please tell me why you chose to respond to this question?

Question 6:

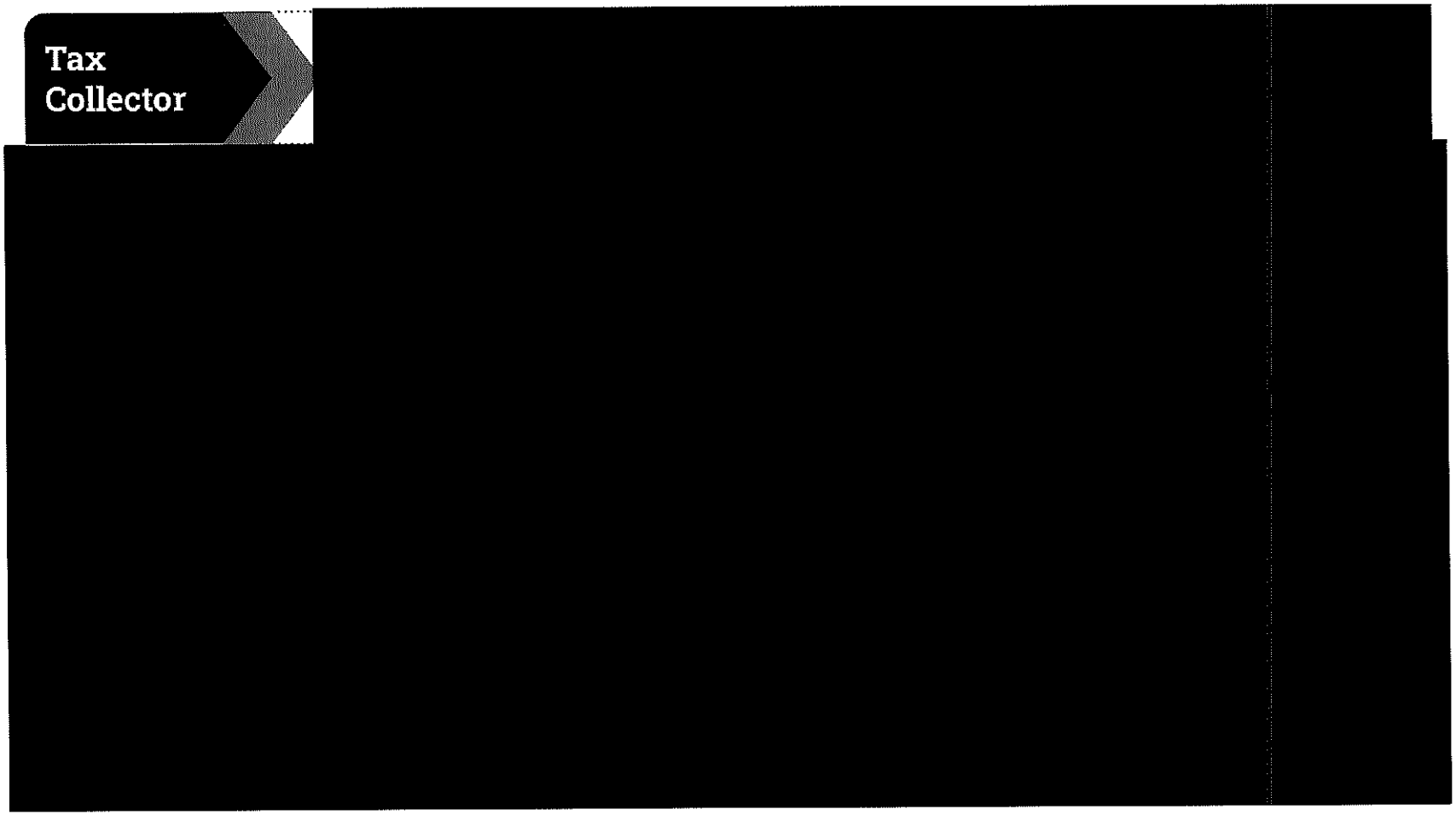
Given that the purpose of this survey is to assess what improvements can be made in Evesham Township's delivery of services in 2020, and hopefully post-pandemic, can you tell me about some of the specific challenges that COVID has presented in your area, what you learned about yourself as a leader and what improvements do you foresee implementing based on this new-found knowledge? How will this positively impact your staff and the residents?


Township
Manager

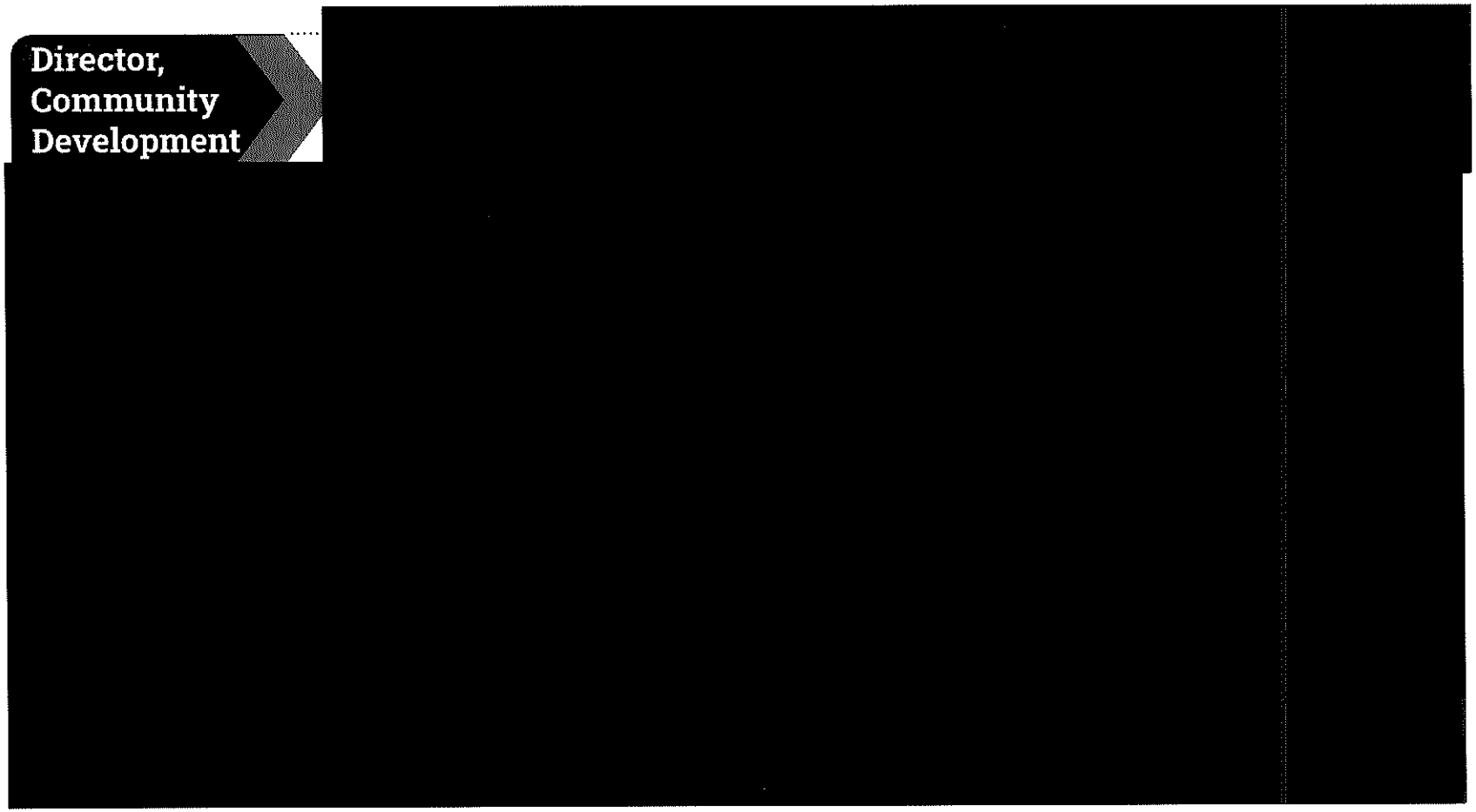

Township
Clerk

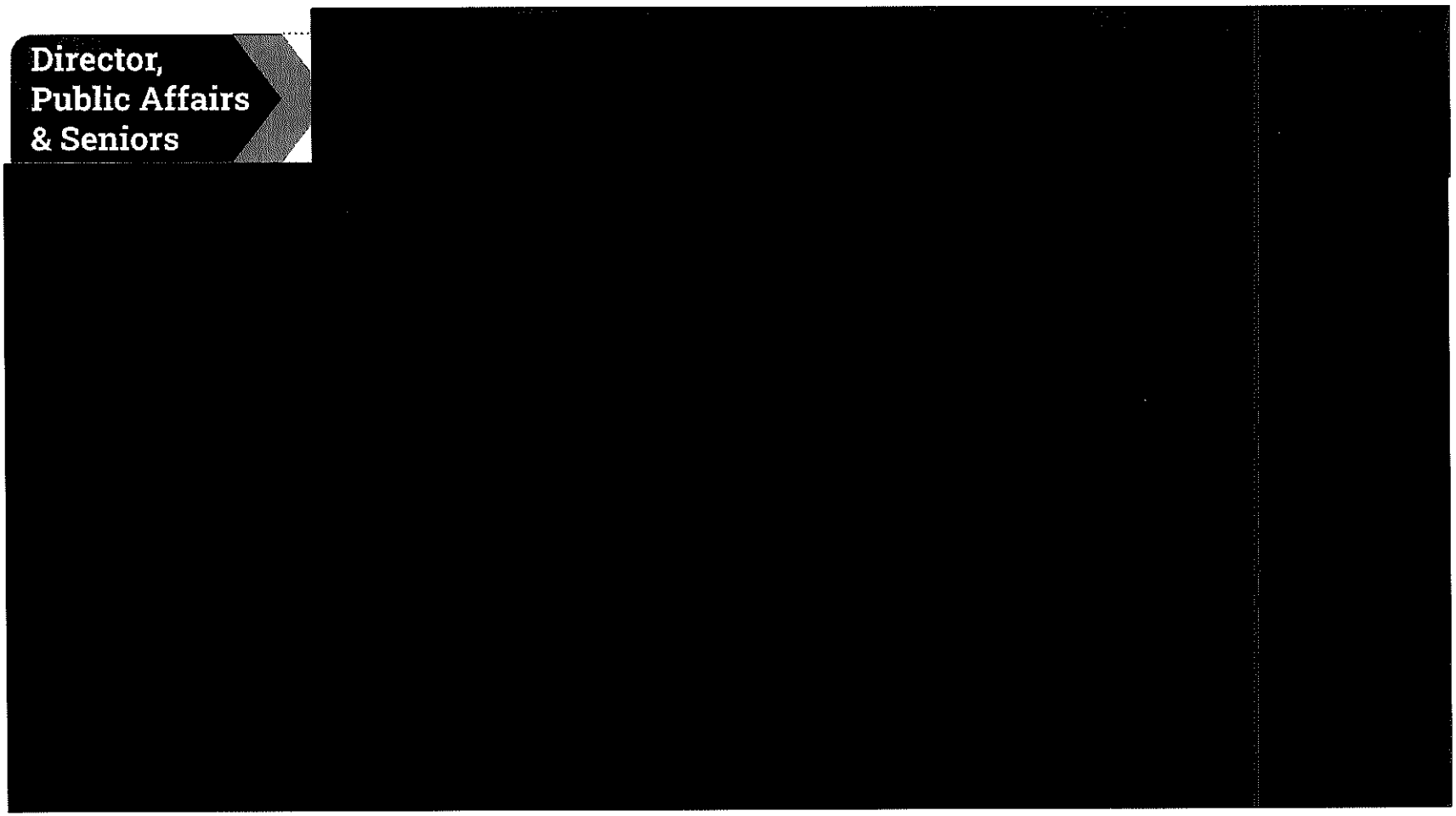

Director,
Public
Information

Tax Collector

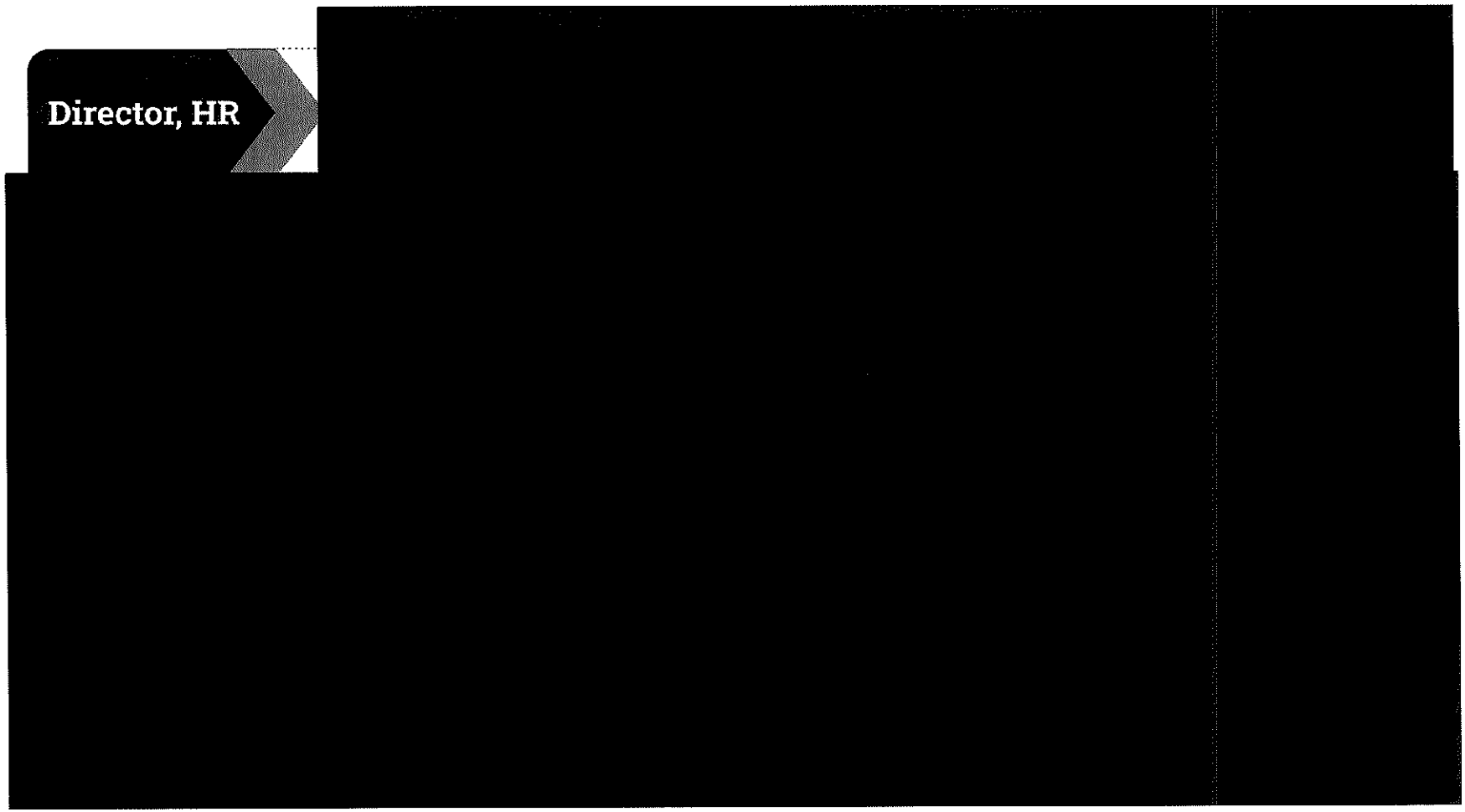


Director, Golf/Parks/Rec /Open Space


Director,
Community
Development

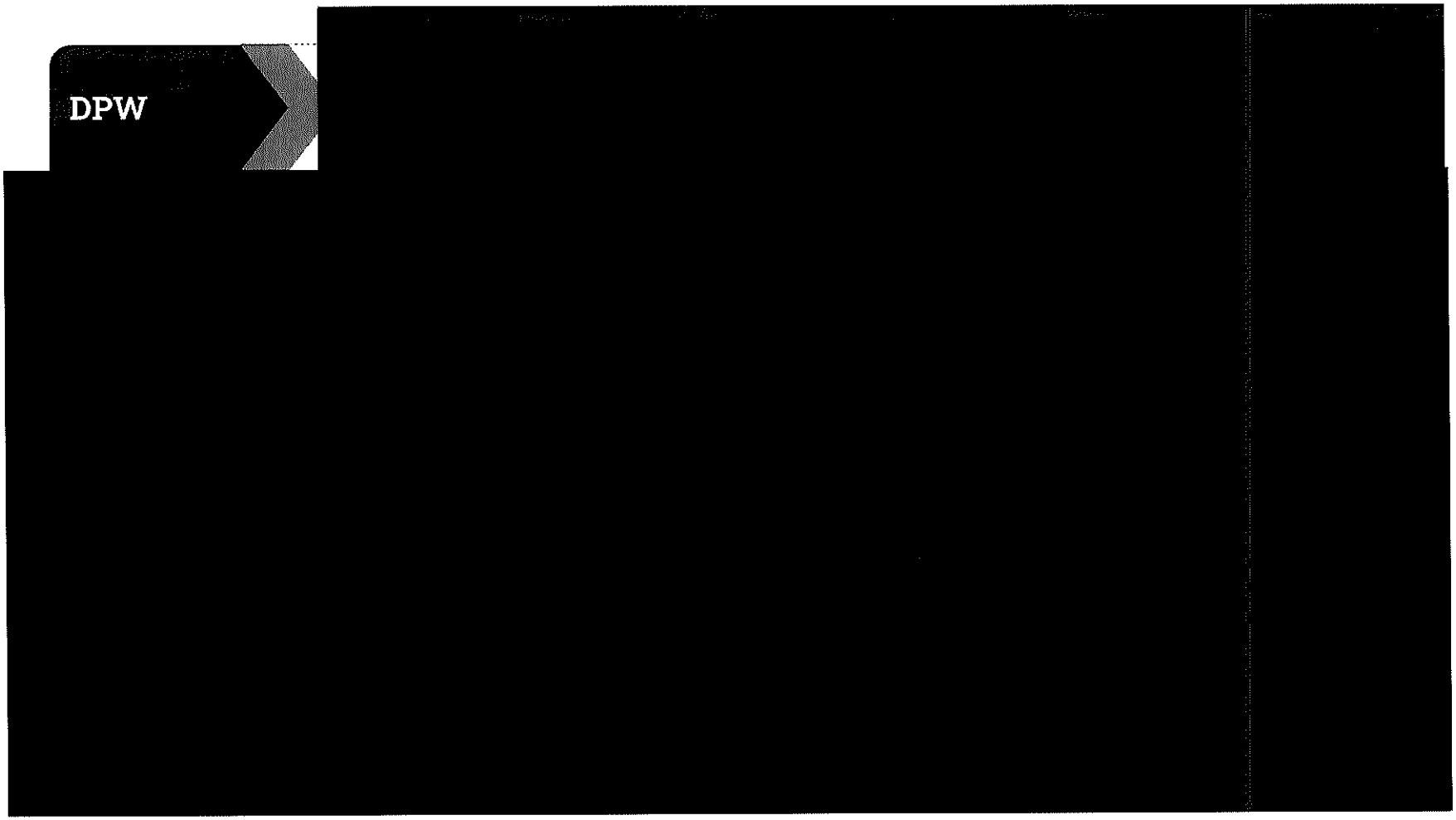

Director,
Public Affairs
& Seniors


Finance
Director


Director, HR

Director, IT

DPW



COVID/Post Pandemic Related Challenges (Past/Present/Future)

The impacts of a pandemic will be felt for years to come. Given the current, mid term and long term impacts to the residents, businesses and the economy we are recommending significant changes in the Township. Our recommendations are forward looking to be proactive in the next 1-5 years.

We asked department leaders about the past organizational changes/moves. There was an overall consensus that many positions, titles and structural decisions were personal opinions not reviewed for efficiency or financial alignment in a strategic plan.

Our structure assumes that leaders will be coached, held accountable and a level of accountability will be put in place for communication, meetings and added vision to the future.

Economic Development, Technology, Social Media, Open Space, Recreation and Community/Resident Services will be critical to the success both financially and personnel wise.

Additionally, the community services that are resident facing will be focused upon as many residents are now spending more time at home with an inability to travel to their jobs or elsewhere. This will change over the next 6-18 months and has been considered in our final recommendations.

Organizational Structure

The following slides represent our recommendations for consideration. The following departments were either not evaluated and/or we are not recommending repurposing or restructuring:

1. Police Department-Not a part of this exercise
2. Tax Assessor-Not a part of this exercise
3. Municipal Court-Not a part of this exercise

The below Departments are felt to need coaching, continuing education and succession planning and not Reorganization:

1. Township Clerk-[redacted]
2. Finance-[redacted]
3. Tax Collector-[redacted]
4. Public Information-[redacted]
5. Director of IT-[redacted]

Organizational Structure Priorities:

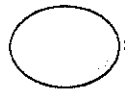
The following slides represent our recommendations for consideration. These are critical to maintain service levels, eliminate deficiencies and address attrition, as well as prepare for post pandemic impacts to the community and residents. Every recommendation should be evaluated and reviewed by Legal/Ordinances

[redacted]

1. Community Development-Restructure and evaluate leadership
   a. Re-align the Deputy from the functions related to Land Use/Planning and Construction to Economic Development
   b. [redacted]
2. Public Works-reduce management add more in the field with hourly employees who directly provide resident-facing services
3. Golf, Recreation & Open Space-establish a true strategy for golf and reorganize to ensure Parks, Rec and Open Space needs dedicated leadership focus apart (separate) from the Golf Course.
4. Community Affairs operation (Incl. Seniors, veteran & Disability) to more closely tie with Economic Development and Community/Resident Services and incorporate a closer alliance/relationship with Public Information along with this alignment.

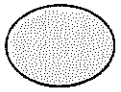
Each of these recommendations will address the department organizational structures no longer valid or currently ineffective as well as prepare the Township fiscally to addressing the short and long term impacts of COVID.

Current Structure- Township Manager & Administration



=Change Physical Location

Township Manager
Robert Corrales



=Title & Structural Change

Department of Administration

Director of Public Information & Municipal Services	Director of Human Resources	Director of Information Technology	Assistant to the Township Manager

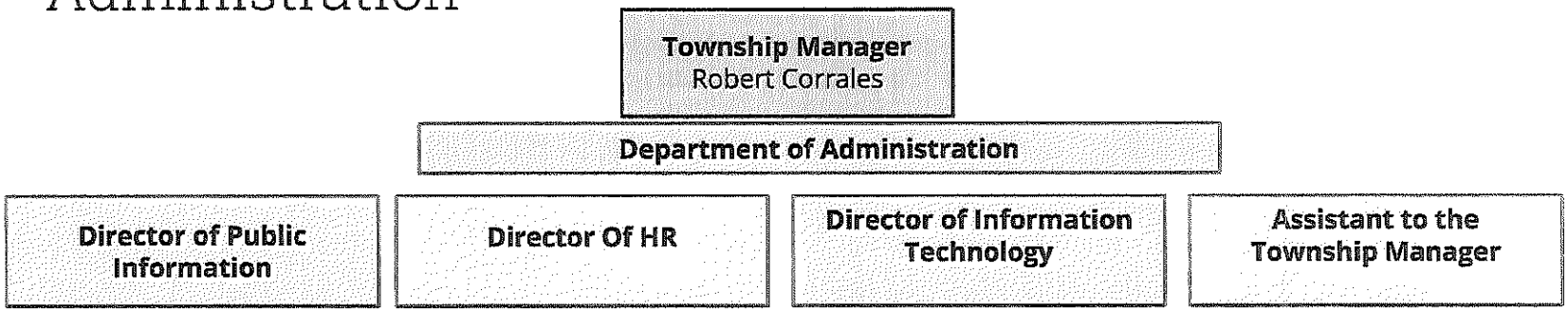
Note that much of what we are recommending is due to legacy and prior administration restructuring. Our recommendations are to ensure the structure supports a Post COVID adjustment as well as incorporates effectiveness, efficiency and addresses challenges in community residents reaching the right resources the first time.

These changes are also meant to address redundancies and cost effective ways to ensure strong accountable leadership while addressing additional needs in our most crucial staffing/position areas.

We also recommend the new assistant to the Township Manager be intimately involved in organizing meetings, management of calendars and funneling communications (internally & externally)

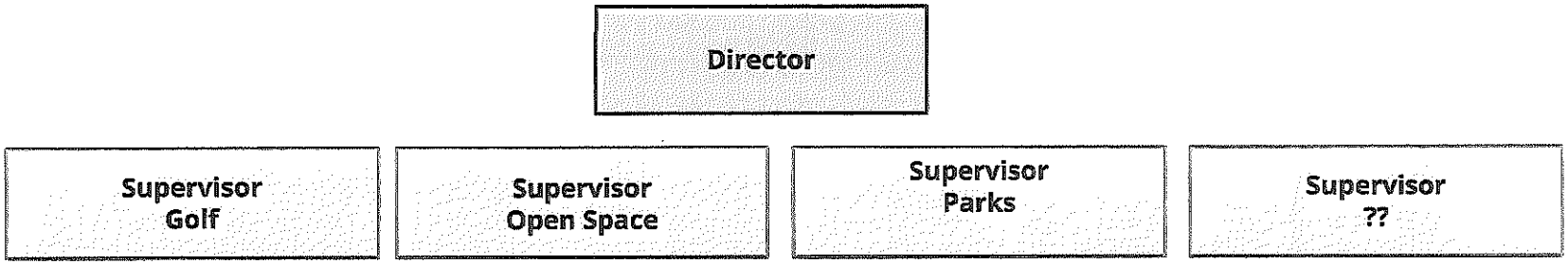
These recommendations will position the township for the present and future.

Recommendations - Township Manager & Administration



1) Move the Assistant to the Township Manger to the front of the receptionist area
   a) This will ensure less interruption to the Clerk's office as well as further integrate this position to the duties of the Township Manager's office
2) HR/Re-organized, move this position to the office next to the Township manager
   a) Ensure professional and confidential conversations and ensure a safe place for employees
   b) Improve Processes with Technological advancement
   c) [redacted]
   d) Lastly, provide a back up to the Township Manager for vacation and to ensure coverage of the duties at all times.
3) IT-Succession Planning [redacted]
4) IT Re institute Continuing Education for this critical function (Security+)

Current - Golf, Recreation & Open Space

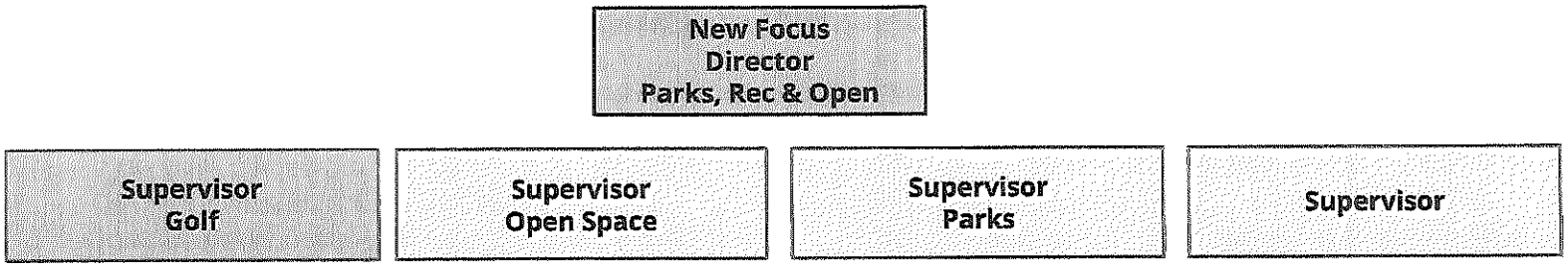


First and foremost, determine the ongoing strategy for the Golf Course. Today your course is led by a very professional and articulate PGA Professional. Is a PGA course the strategy for the Township in the future.

a) Post Pandemic work with the Director to determine the Event Space and Restaurant Contract
b) Recommend exploring new contract arrangements/framework with the vendor and an expert in Food Service Contracting be engaged
c) Consider the operation of the golf course to maximize revenue and expenses as well as long term strategy
    i) Stand Alone self sustaining business/utility
    ii) Or folded under Parks & Rec Director in the Reorganization

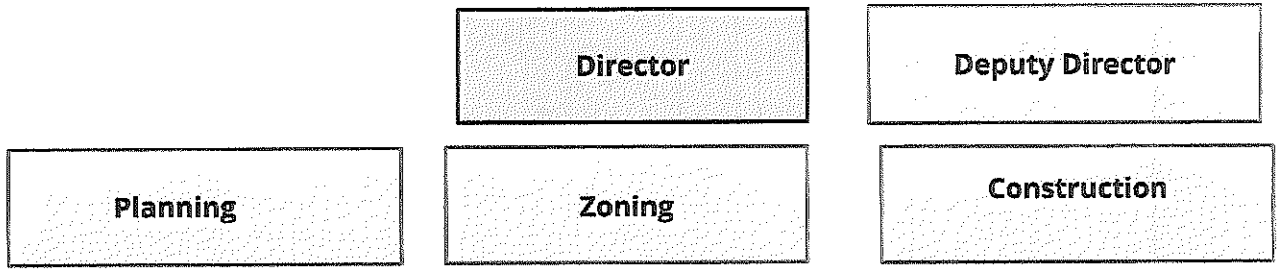
Reorganization of this area is being recommended to ensure that Parks, Open Space and Recreation are the main focus of the Strategy to ensure outdoor space in a Post-Pandemic climate is serving a larger portion of residents than a golf leader.

Recommendations - Golf, Parks, Recreation & Open Space



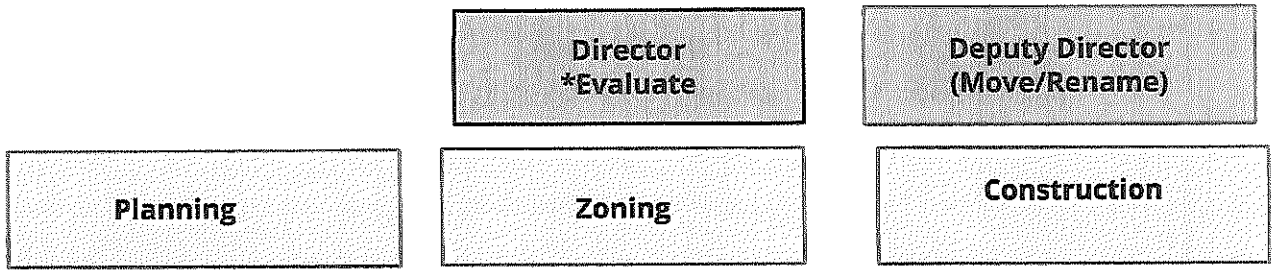
1) Post and hire for a professional who has an education and background in Parks, Rec & Open Space
2) Evaluate the Supervisors currently in place and once the new leader is hired evaluate the staffing
3) Determine the short and long term strategy and focus for the Golf Course in order to separate it from the other Parks and Recreation functions. Realize it's own goals.
   a) PGA?
   b) Municipal? and/or
   c) Events Center?
4) Does Golf Operate on it's own with the PGA Professional or Fold under the new position competencies as a part of Parks/Rec and Open space?

Current - Community Development



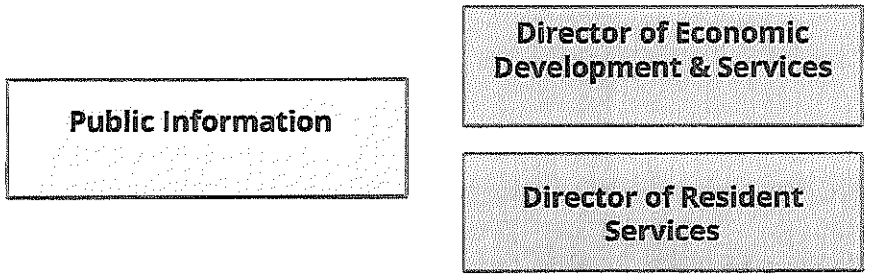
1) [redacted] Truly align the specialized competencies in the main 3 areas of this critical function.
   a) Planning
   b) Zoning
   c) Construction
2) Increase professionalism and resident/applicant service levels and interaction.
3) Realign the Deputy Director Position to focus more attention on external efforts along with better operational synergy with Public Information and Affairs. Strong need to more effectively market the township to prospective residents, businesses and development opportunities.

Recommendations - Community Development



1) [redacted]
2) Elevate the level of service provided to residents and businesses.
3) Measure and track tasks that impact other departments
4) The Deputy Director re-aligned with Public Information, Public Affairs and Economic Development function. More aligned with increase visibility and need Post Pandemic

Recommendations - Public & Economic Development & Community/Resident Services



1) The above are all existing positions and realignment to refocus on a combined effort to attract and support residents and businesses in the Township is the goal.
2) These recommendations have no financial/budget impacts.
3) We recommend title changes more relevant with their duties and to impact the community more proactively as well as avoid redundancy and overlap.
4) Economic Development and Community/Resident services will be more important than ever before.
5) Re-organize Community Development to have core functions in the process of land-use, planning, permitting and construction while moving the Deputy Director over to concentrate their focus here.
6) Recommend Resident Services report to Director of Economic Development
   a) (Titles are recommended and should be reviewed with Code/Legal and HR)
7) Director of Community/Resident Services would serve the same functions as the current Director of Public Affairs and Senior Services

Current Structure- Department of Public Works

Superintendent of Public Works

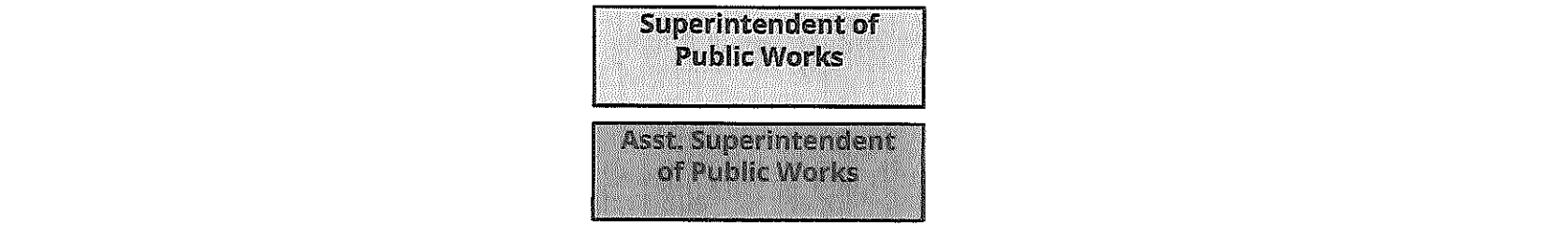
Asst. Superintendent of Public Works

Division Supervisor Roads	Division Supervisor Sanitation	Division Supervisor Fleet Maintenance	Division Supervisor Municipal Properties

This is the largest public facing department providing services to the community. The pandemic has created a greater need for services and increased hours.

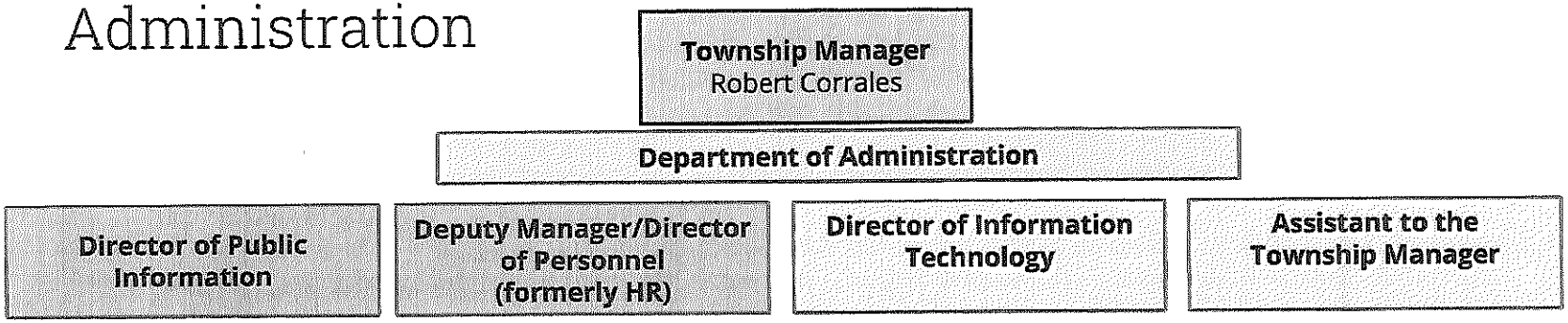
Recommendations on the following page of this document.

Recommendations - Department of Public Works



1. Consider one leader of the entire Department.
2. The funds saved in this restructure should be repurposed to hire hourly employees to improve service levels
3. Ensure the implementation of the SDL system of tracking and measurement begin ASAP.
4. Deployment of SDL and begin tracking, measuring by the Township Manager with the new Superintendent chosen in early 2021.
5. Evaluate the Clerk duties under the single Superintendent once SDL is implemented and manual tracking is eliminated.
6. Evaluate the contracts for outsourcing (HVAC/Building Maintenance/Preventative Maintenance, etc.)
7. Covid created a need for a higher level of custodial; evaluate staffing and Level of Cleanliness for residents and employees that should be met in these unprecedented times. (Health/Safety/Well-Being)

Recommendations - Township Manager & Administration



Our Recommendations for this part of the Administration are as follows:

1) Allow Public Information to concentrate on Technology/Grand Openings/Meetings and work related to the communication. Remove the "other duties from this role".
2) Consider moving Events related to the community along with the Director of Community Affairs and Community Development all together (See slides under Community Development)
3) HR
    a) Restructure this department and consider outsourcing payroll and Pension-examine costs and weigh benefits
    b) Combine HR and add Deputy Township Manager to ensure coverage at all times as well as personnel matters would remain more confidential
    c) Elevate the HR position to ensure extreme competencies in municipal employment laws/rules and policies