

nj municipalities

Official Publication of the New Jersey State League of Municipalities

October 2016

Technology in Communities

Keeping Up With the Latest in Cyber Security & More



Defending Our Digital Density.

**101st NJLM
Conference Preview**

Safe Roads for All

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New Jersey Municipalities Magazine

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“You can plug these sessions into your schedule by downloading our Conference mobile app on ‘Download Day’ October 5.”

Shining a Spotlight on Cybersecurity

This edition of *New Jersey Municipalities* features articles on an issue of constant and increasing concern. That concern led the U.S. Department of Homeland Security, in cooperation with the National Cybersecurity Alliance, to designate each October as National Cybersecurity Awareness Month. For the past few years, your League of Municipalities has also provided municipalities with information on the dangers we face and the precautions we need to take.

Each year, we notify you about National Cybersecurity Awareness Month and the information and services that you can access at the Homeland Security website (dhs.gov/national-cyber-security-awareness-month).

Every day, through our partnership with NJ-GMIS (New Jersey Government Information Services), the League’s members are able to tap into technology management support. NJ-GMIS has also provided resources on their website (njgmis.org). And, if you have questions about your technology, you can contact the association at njgmis@njgmis.org.

Next month at our Conference in Atlantic City, you can learn more at our signature Cybersecurity session on Wednesday, November 16.

Other sessions that will also cover aspects of the threat and needed precautions include: the Technology Management session, specifically for elected officials, on Tuesday, November 15; and on Wednesday, November 16, two sessions: Advanced Social Media and Using New Technology for the Best Impact.

You can plug these sessions into your schedule by downloading our Conference mobile app on “Download Day” October 5. See our Conference webpage at njslom.org/2016conf.

This past summer, the League, itself, was the target of an attack from cyberspace. By following our own advice and by using the tools we had put in place for your use, we were able to recognize the threat and defend ourselves before we suffered any material harm. So we know, firsthand, the value of these services. And we are doubly glad to make them available to you. 🚀

Michael Darcy



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Cyber Security

Navigating the challenges of keeping local cyber infrastructure secure with the New Jersey Cybersecurity and Communications Integrations Cell

By SFC Christopher M. Kay #5901, Cyber Liaison Officer, New Jersey Cybersecurity & Communications Integration Cell, New Jersey State Police



Defending Our Digital Density.



Imagine yourself driving to work when you receive a call from your business administrator. “Our website has been hacked!” he exclaims. “Our homepage has been replaced with a flag for a terrorist organization and we can’t get to our files. They are encrypted.”

Your heart pauses as you try to process the information. What can you do? How soon can it be fixed? Who do you call to get help?

October is National Cybersecurity Awareness month, and with that is the opportunity to discuss how New Jersey is addressing the ever-increasing threat to our cyber infrastructure. According to the 2015 FBI Internet Crime Complaint Center (IC3) report, 288,012 complaints were received from citizens, businesses, and the public sector with losses exceeding one billion dollars last year. The rapid growth of emerging technologies brings with it efficiencies and economies but also presents many security and

Read All About It!

The NJCICC Cyber Blog further encourages the discussion of cybersecurity issues by publishing articles on various topics from identity theft to cybersecurity tips for the holiday shopping season. The blog post titled Website Defacements—How to Protect Your Website exposes the dangers associated with this unique form of cyber-attack. Circling back to the situation presented at the opening of this article, it is important to recognize how website defacements can not only impact your municipality’s website, but also its credibility.

If you fall victim to this type of attack, it means that your website contained a security vulnerability that wasn’t patched. Your website will be replaced with new pages, often used to promote a hacker or group. Several recommendations are made to prevent website defacements; including disabling anonymous FTP connections, and conducting frequent penetration tests and vulnerability scans.

privacy challenges.

Local Vigilance

Cybersecurity is not just a national issue, it’s a local one that demands shared responsibility, collaboration, and constant vigilance. To navigate these challenges, the New Jersey Cybersecurity and Communications Integration Cell (NJCICC) (cyber.nj.gov/) was created in May 2015. Located within the State’s

fusion center, the Regional Operations and Intelligence Center (ROIC) in West Trenton, the NJCICC is New Jersey’s one-stop shop for cybersecurity information sharing, threat analysis, and incident reporting.

By promoting information sharing amongst technology professionals, analysts, and government organizations, the NJCICC gains a better understanding of growing cybersecurity related

threats and identifies ways to reduce cybersecurity risk and victimization in New Jersey. Members of the NJCICC are consistently informed of real-time cybersecurity threats, thus, eliminating the intelligence gaps that exist between local, state, federal, public, and private sector organizations.

Avoiding Ransomware

The exchange of information

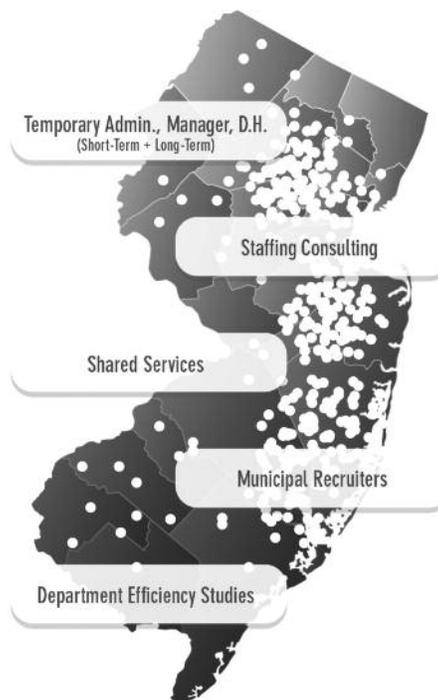
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Cyber Security

promoted by the NJCICC is invaluable. Your technology administrators can significantly increase your systems' security posture against malicious attacks by being informed of the latest threat analyses and threat profiles highlighted by the NJCICC.

An example of this can be demonstrated with the rise of ransomware. Ransomware is a form of malware that is increasingly being used by malicious actors to infect computer systems. Commonly distributed via social

“The rapid growth of emerging technologies brings with it efficiencies and economies, but also presents many security and privacy challenges.”



continues to analyze, update, and communicate the latest information to its members.

The Dark Web

Recently, the NJCICC produced an intelligence report describing the illicit activity thriving on the underground Internet known as the dark web. Increasingly utilized by malicious hackers, criminals, and violent extremists,

with the dark web, the NJCICC assesses that it poses a threat to local, state, federal, public, and private sector organizations. For example, if an employee's user

See Something? Say Something!

homelandsecurity.nj.gov/report.html

Members of the NJCICC and all New Jersey residents and businesses are strongly encouraged to voluntarily report cyber incidents to the NJCICC's Cyber Liaison Officers at homelandsecurity.nj.gov/report.html.

Doing so will aid incident response and help everyone get ahead of the attacker's next move. The observation of one can lead to the defense of many.

engineering tactics such as phishing emails and drive-by downloads, ransomware encrypts files connected to an infected computer.

In order to decrypt the affected files, the victim is instructed to pay a ransom to the malicious actors. Members of the NJCICC are provided with strategies to harden their defenses and mitigate the risk of infection. With over 90 known variants of ransomware, the landscape is constantly evolving and the NJCICC

the dark web is a (large) portion of the Internet that is not indexed by popular search engines such as Google or Bing or accessible via ordinary web browsers. Only accessible via networks known as darknets, the dark web is commonly used to buy and sell illicit goods and services including (but not limited to) weaponry, bank account credentials, usernames/passwords, and drugs.

Due to the ease of entry, anonymity, and variety of marketplaces associated

Free Membership!

For access to more sensitive cybersecurity threat intelligence, you can become a member of the NJCICC.

Membership is free, carries no obligation, and affords further resources such as sector-specific threat updates, tailored analysis, and industry news not intended for public consumption. Members also receive a weekly bulletin, which addresses emerging cybersecurity concerns. This bulletin includes threat analyses and the latest cybersecurity alerts.

Additionally, these bulletins publish upcoming cybersecurity events, data-breach notifications, and Industrial Control Systems Computer Emergency Response Team (ICS-CERT) advisories.

credentials are for sale on the dark web, this compromises the security and integrity of any computer network which this person accesses.

Considering that a recent study from King's College found that a majority, 57%, of active websites on the dark web are illicit in nature, it is strongly recommended that you follow the recommendations made in the NJCICC's April 2016 publication. This includes blocking access to the

dark web from your networks. By communicating these recommendations to NJCICC members, the growing threat posed by the dark web can be



SFC Christopher M. Kay will be a speaker at the League's 101st Conference on Nov. 7 at "Cyber Security-NJCICC & GMIS" at 2 p.m. in room 420.

greatly mitigated.

Protecting the Digital Landscape

Every day, the NJCICC fuses technical and non-technical sources to analyze New Jersey's local cybersecurity threat landscape and reduce the State's virtual vulnerabilities. Cybersecurity attacks continue to rise here in New Jersey and around our nation. Whether it's a department store data breach, corporate theft or sabotage, or a hacked municipal website, it is increasingly imperative that we do all we can to protect New Jersey's digital landscape. 🗝

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NOW & THEN



Securing the Future

In this issue of *NJ Municipalities*, we look at technology and how it impacts municipal government. One of the main considerations of the day is cyber security...protecting municipalities from the dangers of malware, hacking, and a variety of worrisome crime perpetrated through the Internet.

We also look at how the Internet can be a useful tool in building communications between local government and constituents, particularly in times of emergency. Utilizing websites and social media means that officials can let people know what's going on even when there's no power or the telephones are out.

In 1998, cyber security of a different sort was the focus. As the year 2000 drew near, there were concerns about what would happen to the computers that had fairly recently become key tools in the administration of day-to-day municipal life. There were also many questions about how technology would continue to impact the way people communicate, do business,

and maintain strong communities.

But that wasn't all that was on the radar for municipalities in 1998, rather the membership of the League came together to discuss leadership in the time of tragedy and disaster and develop strategies for helping populations deal with grief and sorrow. In this issue, the behind-the-scenes work of municipal officials to smooth the hard times for communities are recognized by the 22nd Annual Louis Bay 2nd Future Municipal Leaders Scholarship Competition winners in their reflections on "What My Municipal Government Does Best."

Now and then, making municipalities great places to live has been a major priority, whether it's funding emergency services as efficiently as possible or making downtowns friendly to all generations. This month, read up on the latest ways to excellence and check out the 101st League Conference Preview for the basics on courses and events to be held this November in Atlantic City. 📌



Amy Spiezio
Managing Editor

Time Capsule: April 1998



systems and write or maintain their own software, and have not yet started to assess their Year 2000 exposure, you are running late! All local units need to assure themselves that their organization is taking action to meet the challenge, and that adequate resources will be available over the next 20 months to implement solutions."

-Beth Gates, Director, NJ Division of Local Government Services

Funding Your Downtown's Dreams

"Many New Jersey towns consider a thriving downtown a requirement for a successful community. Local heritage is reflected in the downtown area. Local businesses create jobs in the community."

-Beth Peterson, Executive Director, Downtown, NJ



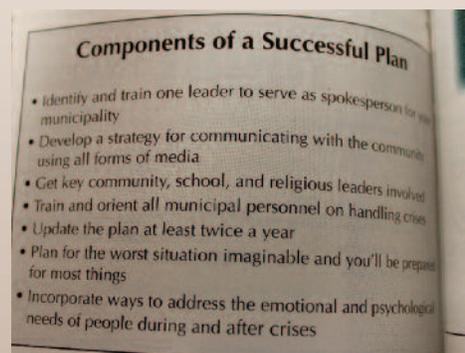
Finding a Cure for the Year 2000 Bug

"For those government units that maintain their own sys-

Leadership During Grief, Tragedy, and Disaster

"Municipal government establishes the quality of life in a community. It defines how, or if, people will come together to show support for their fellow citizens and residents, to support the individuals, families, and business owners affected by natural disaster and loss, to show their caring and commitment to each other."

-Carole Glade, Founder, Consumer Dynamics International



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- Open Space Preservation
- Parks and Recreation
- Public Safety
- Sustainable Energy
- Tourism
- Transit Oriented Development
- Transportation Infrastructure

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Sandy Match Program

As noted in the NJLM daily advisory of Aug. 29, the due date for municipal reimbursement of eligible Sandy recovery funds is October 18. The Non-Federal Cost Share (“Match”) Program allows local government entities in the nine New Jersey counties most impacted by Superstorm Sandy (Atlantic, Bergen, Cape May, Essex, Hudson, Middlesex, Monmouth, Ocean, and Union) to apply for reimbursement of the funds they used to share in the cost of Federal Emergency Management Agency (FEMA) assistance for emergency activities undertaken during the storm’s immediate aftermath.

“Following Superstorm Sandy, communities faced tremendous rebuilding, emergency protective and resiliency costs, and even though FEMA paid 90% of the cost, the 10% local portion was close to or exceeded \$1 million for some municipalities, resulting in a financial burden for local governments and their taxpayers,” said Governor Christie at a press conference announcing the program. “Rather than see property taxes increase in these hard hit communities, the State is stepping in to cover these costs through this newly expanded Match Program.”

The 10% Solution

Local government entities, including municipalities, counties, and school districts, can now apply for a share of \$42 million in Community Development Block Grant (CDBG) Disaster Recovery funds set aside to cover their 10% portion for such eligible activities as debris removal and emergency protective measures, including flood fighting, search and rescue, demolition of structures, sandbag levees, emergency pumping and emergency sheltering, which were needed in the wake of the worst natural disaster in New Jersey’s history.

To date, Match Program funds have been used by State agencies such as the Department of Environmental Protection, State Police, Department of Transportation, and Department of Human Services to cover the match for Sandy recovery activities from road repairs and improvements to water and wastewater treatment rehabilitations that serve large swaths of New Jersey residents.

With enough Match Program funding reserved for State agency projects, the State is now in a position to open the program up to local government entities. Therefore, the



New Jersey Department of Community Affairs (DCA), which administers CDBG Disaster Recovery funding for the state, will begin accepting applications from local governments in the nine most impacted counties to pay up to the 10% match to the FEMA cost share for eligible debris removal and emergency protective measures activities.

“We are proud to make Match Program funding available and to continue being a resource that Sandy-impacted communities can rely on until they are fully recovered,” said DCA Commissioner Charles A. Richman.

The State is prepared to fully fund the 10% portion for all projects that are deemed eligible for the Match Program. Potentially 405 local government entities may be eligible for reimbursement of their 10% cost share for potentially 1,055 Sandy recovery projects. If all eligible local government entities submit applications for all eligible projects, total funding for the Match Program would be approximately \$42 million. 

ACT NOW!

Local governments must submit their applications to DCA’s Sandy Recovery Division due at or before 5:00 p.m. on October 18, 2016, with appropriate documentation, in order to be considered for Match Program funds. Applications are available on the Sandy Recovery Program’s website, renewjerseystronger.org/communities.

The application may be submitted via email to FEMALocalMatch@dca.nj.gov or a hard copy of the application may be mailed to: New Jersey Department of Community Affairs Sandy Recovery Division, Attn: FEMA Match, 101 South Broad Street, P.O. Box 823, Trenton, NJ 08625-0823

Sold-Out 2016 NJLM One Day Mini Conference a Success

Over 200 licensed municipal officials gathered at the Conference Center at Mercer in West Windsor on June 17 to attend the NJLM's One Day Mini Conference. The all-day event gave the attendees a chance to earn up to eight CEU's towards their licenses and to network with their peers from around the state.

Featured course offerings at this year's event included: How to Reduce the Incidence of Fraud in Municipal Operations; Municipal Licensing Review; A Review of Property Tax Relief Programs; Ethics in Purchasing; The Local Finance Board as Local Government Ethics Law; Working with Utilities and Vegetative Management; Green Purchasing; Elections; Be Prepared for Technology Changes; Water And Sewer Infrastructure Financing; To Sell Or Not To Sell; The Mechanics Of In Rem Foreclosures; The Importance of Good Records Management when answering OPRA Requests; and Telecommunications Infrastructure.

Featured speakers at this year's event included state and municipal officials and topic experts including: Keith Balla, CPA, PSA, ABV, CFF, CGMA, Partner, PKF O'Connor Davies, LLP; D. Alexis DeRosa, Team Leader, Taxation University, New Jersey Division of Taxation and Christina Quinones, New Jersey Division of Taxation; James J. Jorgensen, QPA, CCPO, Morris County Director of Purchasing; Commissioner Joseph

Fiordaliso, Commissioner, New Jersey Board of Public Utilities; Brett Radi, Somerset County Clerk; Irwin Nadel, Chief of Operations and Nichole Carthan, Manager Records Management (DORES); Victoria Britton, Esq., Mason, Griffin, and Pearson; Amy L. Antonides, RMC/CMC/CMR, Borough of South Plainfield; Brett M. Pugach, Esq., Genova Burns, LLC; Marc Pfeiffer, Assistant Director, Bloustein Local Government Research Center, Rutgers, the State University; Robert McQueen, Certified Government Chief Information Officer, Princeton; President, NJ-GMIS, New Jersey Chapter; Keith Bonchi, Esq., Partner, Goldenberg, Mackler, Sayegh, Mintz, Pfeiffer, Bonchi & Gill, and General Counsel, Tax Collectors and Treasurers Association of NJ; Edward McManimon, III, Esq., McManimon, Scotland & Baumann, LLC; Sharon McCullough, Business Administrator, Borough of Haddonfield; Steve Gallo, former Executive Director, City of Bayonne; Robert Brabston, NJ American Water; Kevin Chandler, Suez (United Water); Nicholas Asselta, Aqua; Larry Li, Esq., Greg Pasquale, Esq., Sarah Fitzpatrick, Esq., and Jose Rivera-Benitez, Esq., all from Shain, Schaffer & Rafanello, P.C.

The 2017 NJLM One Day Mini Conference is scheduled for June 16, 2017. 📍

@ For the latest League seminars, visit the Events Calendar on page 14 or njslom.org/seminars.

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Gordon Recognized for Service



At the June 3 NJLM Legislative Committee meeting, the League's officers Mayor Joseph Tempesta, Jr., of West Caldwell, President; Mayor Albert Kelly of Bridgeton, 1st Vice President; and Mayor Colleen Mahr of Fanwood, 3rd Vice President recognized the Township of Millburn's Business Administrator, Timothy P. Gordon, (pictured left center) for his excellence throughout his 40-year career and his contribution and dedication to the League. Gordon retired over the summer. 📌

Great News! T.M. Fitzgerald has been awarded a contract with the Middlesex Regional Educational Services Commission (MRESC) - eliminating the need for bids!

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OCTOBER

October 13

**Labor Negotiations:
Understanding Collective
Negotiations, the Impact of
the Sunset of Chapter 78
and the Cadillac Tax**
DoubleTree Hotel, Tinton Falls

October 17

**How to Prepare Your Municipality
for When Disaster Strikes**
DoubleTree Hotel, Tinton Falls

October 19

**Not Always Black and White: The
Gray Areas of Government Ethics**
Holiday Inn, Hasbrouck Heights

October 26

**Not Always Black and White: The
Gray Areas of Government Ethics**
Hotel ML, Mount Laurel

NOVEMBER

November 15-17

101st Annual Conference
Atlantic City Convention Center,
Atlantic City

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For more information on seminars, contact Danielle Holland-Htut at dholland@njslom.org or 609-695-3481, Ext. 118.

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If your community has a unique program or story, write to Amy Spiezio c/o The League of Municipalities, 222 West State Street, Trenton, New Jersey 08608 or via email at aspiezio@njslom.org.

See it at the New Jersey League of Municipalities Conference

SUCCESSFUL TOGETHER

Join us for an informative session and hear how three public entities have formed successful partnerships with private industry to develop cost-effective, sustainable programs to benefit their communities



Successful Public/Private Partnerships

Wednesday, November 16, 2016

1:00PM – 1:50PM

Room 321

Atlantic City Convention Center

Refreshments will be provided

Speakers:

Daniel Sullivan

Executive Director
Union County Utilities Authority

Andrew Kricun

Executive Director/Chief Engineer
Camden County Municipal Utility Authority

Edward Smith

Freeholder, Warren County

Rising costs, limited resources, and a two percent spending “cap” make it difficult for public entities in New Jersey to meet the needs of their constituents. This session will share individual case studies involving three public entities that have taken a creative and sustainable approach to solving these challenges in the near-and long-term. The focus will be on identifying and then taking advantage of the resources provided by private industry to establish mutual win-win opportunities.

Presiding: **Richard Sandner**

VP, General Manager
Covanta NY/NJ Region

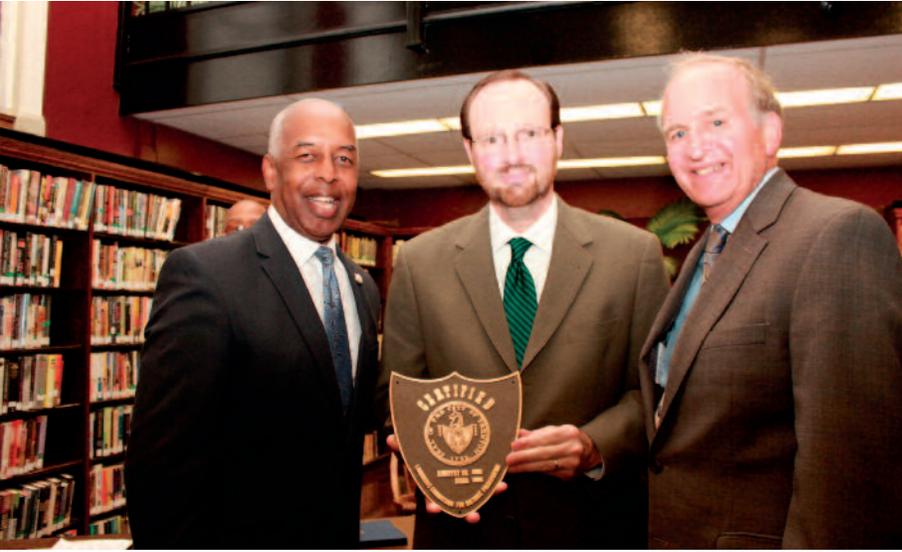
Jack Bernardino

Covanta Business Manager

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(L to R): Trenton Mayor Eric Jackson, NJLM Executive Director Michael J. Darcy, CAE; and NJLM former Executive Director William G. Dressel, Jr., with the landmark plaque.

222 West State Street Makes History

On June 28, Trenton's Landmarks Commission for Historic Preservation honored 19 property owners with certificates of appreciation for the improvements they made to their properties in conformance with historic guidelines. Among the honorees was 222 West State Street, the home of the NJ League of Municipalities.

The Trenton Landmarks Commission for Historic Preservation was created by a Trenton City Council Ordinance in 1974 and serves as one of the first established and longest-functioning local Landmarks Commissions in New Jersey. Since its inception, the Commission has designated 58 local historic landmarks that include eight historic districts.

The Commission reviews all improvements to the exterior of designated historic properties as well as the design of new infill buildings in Trenton's historic districts.



All of the honorees at the June 28 event.

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Garden Statements



Rain Barrel Rebate

Homeowners in Bridgewater, Raritan, and Somerville can apply for the 2016 Raritan River Rain Barrel Rebate Program run by the Somerset County Regional Center Partnership, utilizing a grant from the New Jersey Water Supply Authority (NJWSA).

The rebate program allows homeowners to conserve water for lawn and garden watering, car washing, and other applications of non-potable water. Intended to encourage residents to purchase and install rain barrels, the Rebate Program provides \$50 for rain barrels that hold 40 to 70 gallons and \$100 for those that hold more than 70 gallons. 🌿

@ Visit regionalcenterpartnership.org, call 908-730-0270 Ext. 223, or email rainbarrel@raritanbasin.org.

New Life for Princeton Truck

Jorge Narvaez, Jr., a 22-year Princeton police officer and a member of the 108th Security Forces Squadron, an Air National Guard unit at Joint Base McGuire-Dix-Lakehurst worked with the Princeton Fire Department to deliver a former Mercer Engine Co. 3 truck to the volunteer corps in Nicaragua, shipped out from Joint Base McGuire-Dix-Lakehurst on a U.S. Air Force Reserve military plane.

He worked with Town Council and Emergency Management officials, who set up a symbolic auctioning of the truck, which was won for \$1.



Loadmasters with the 439th Airlift Wing load a 1982 Mack fire truck onto a C-5B Galaxy at Joint Base McGuire-Dix-Lakehurst, N.J., Aug. 12, 2016. The truck was flown to Managua, Nicaragua and was donated to a group of volunteer firefighters in Managua. (U.S. Air Force photo/Master Sgt. Mark Olsen)

Shipping was made possible by the government's Denton Program that allows U.S. citizens and organizations to use space available on military cargo aircraft to transport humanitarian goods to countries in need. 🌿

New Life for Plainfield Brownfield

The former site of a dye company Plainfield is slated to become a mixed-use property. The South Second Street site of a dye company was acquired by the city via tax foreclosure and now part of the site is scheduled to serve as local base for construction materials firm ABC Supply Co. In the coming two years, a 90-unit residential complex with a range of affordable housing is also expected to be added to the plot.

The project is estimated to add 200 jobs to the local pool during its two-year construction, and thanks to an agreement with the city, local residents have first hiring preferences as well as an apprenticeship program designed for the town's youth. 🌿

Camden Completes Demolition Project

The last phase of the largest residential demolition project in state history aimed at eliminating 591 blighted structures throughout the City of Camden is nearing completion. The project, which began in January 2015, has demolished, properly disposed of material, and remediated more than 500 properties throughout the city.

The local economy benefitted by more than 75% of the workforce being locally hired. In all, six local subcontractors with city roots participated in the project.

"This demolition project is part of a larger strategy aimed at enhancing the quality of life throughout the City of Camden. We promised our residents a better Camden and we are delivering on that promise," said Mayor Dana Redd. "We are not simply eliminating unsafe structures from our community, we are creating jobs and opportunity for our residents. With these dilapidated units gone and neighborhoods stabilized, we can focus on attracting new and exciting development." 🌿



WASHINGTON

Upgrading Our Aviation Network Starts in South Jersey

By U.S. Representative Frank A. LoBiondo, District 2

Without question, the U.S. aviation network is the safest in the world. We take immense pride and great strides to ensure the millions of passengers flying 35,000 feet above the United States each day arrive safely at their destinations. Billions of dollars are spent each year on safety updates to our planes and security upgrades to our airports. For good reason: it is projected that one billion passengers annually will fly in our airspace by the end of the next decade. This is no time to let up on our unwavering dedication to safety and security in the skies.

For the past four years, I have had the privilege to chair the House Aviation Subcommittee, which is charged with oversight of the Federal Aviation Administration (FAA) and the nation's aviation network. Examining nearly every area of the aviation system, my subcommittee has held countless hearings, roundtables and listening sessions with aviation stakeholders including commercial and general aviation interests, labor unions representing pilots and flight attendants and mechanics, passenger rights' advocates and federal regulators. Working closely and cooperatively with Ranking Member Rick Larsen (WA-02), we have worked with measurable success to move specific policies forward that have increased efficiency and improved safety.

In July, Congress sent to the President an extension of the FAA's authorities and programs that will run through September 2017. While not the multi-year authorization I and many of my colleagues had hoped for, this 14-month extension will give some certainty and long-term planning for FAA employees and contractors on critical aviation programs and research. Given that commercial aviation supports 11.3 million U.S. jobs and \$1.5 trillion in economic activity, we need to ensure the seamless continuation of FAA operations. Congress will use the next year to continue negotiations on a more comprehensive, long-term FAA Authorization.

In the meantime, operations at the research labs of the FAA Technical Center in Egg Harbor Township continue as normal. Deployment of the Next Generation of air traffic control, dubbed "NextGen," to modernize our radar-based system with a GPS-based system is moving forward at airports across the nation. I recently toured Atlantic City International Airport (ACY) to see firsthand the new state-of-the-art Standard Terminal Automation Replacement System display, its capabilities now and the

opportunities it holds. In fact, NextGen benefits have already been achieved in fuel savings and reduced flight delays. As other airports come online, additional benefits for the airlines and flying public—an estimated \$130 billion by 2030—will be seen.

Furthermore the Tech Center, which is the premier aviation research and development facility in the world, is expanding its role in developing and executing federal protocols in two specific areas: cybersecurity initiatives and unmanned aerial systems (UAS). When Congress was drafting the FAA extension, it was at my insistence that these critical tasks be assigned to the 3,500 federal employees and contractors at the Tech Center. Their research has already led to safety improved, security strengthened, and lives saved.

With regard to cybersecurity, we are moving aggressively on a comprehensive strategic aviation cybersecurity plan. Individual hackers and foreign intelligence agencies are increasingly cyber-targeting the computer systems of our vital—and vulnerable—private and federal institutions including critical infrastructure, electrical grids, and the aviation network. Attacks are only growing in frequency and sophistication. Coordinated efforts to combat hackers and fortify our cyber-defenses are vital to our economic and national security in this ever-connected global society.

Similarly, everyday commercial uses of UAS are only growing exponentially, yet our capabilities to fully integrate drones into the national air space lags behind. In December 2013, the joint New Jersey-Virginia-Maryland partnership was chosen by the FAA as one of the nation's six UAS test sites to develop and deploy new technology and corresponding policies to safely operate drones. Our state's assets in the partnership are diverse, from the Tech Center and ACY to the Cape May County airport and unique airspace off our southern coastline.

The recent FAA extension authorizes the test sites for an additional three years until Sept. 30, 2019. Furthermore, new UAS-related research will now be executed in part in South Jersey including the development of a drone traffic management system, studying the effect of drones colliding with traditional aircrafts, and pilot projects to test the detection and mitigation of rogue drones.

It is clear we are at the forefront of an exciting time in the aviation industry. Smartly, we are fully embracing the next frontier in air travel and the aerial delivery of goods and services. We need to continue to move forward with innovation in aviation to remain competitive in the global economy. And it is clear that

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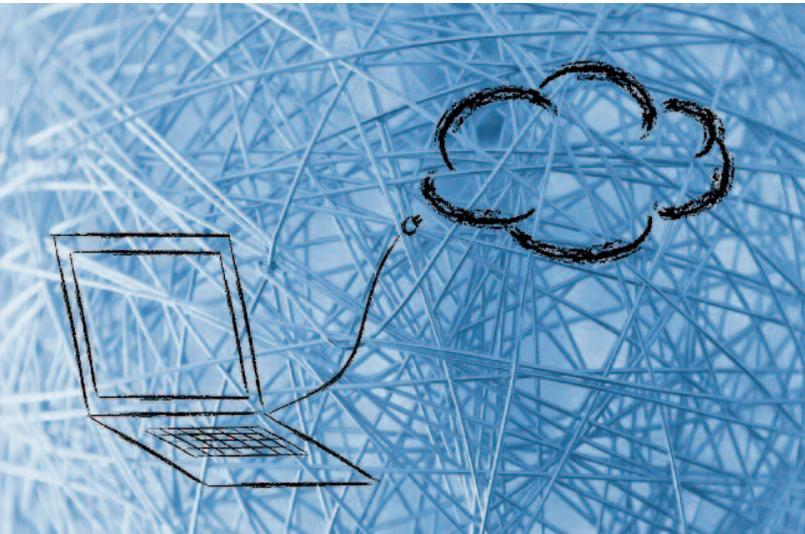
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Technological Growth Demands Municipal Growth



Do the names Gordon Moore, George Gilder, or Seymour Less mean anything to you? If you work in the technology industry, you likely are familiar with those names and the “laws” associated with them. If you are a consumer, private or government, their theories have impacted your life more than you know. All three speak to the exponential growth in technology. Moore’s Law addresses computer processing power, Gilder’s Law speaks to network bandwidth, and Less’s Law speaks to storage capacity. The accuracy of their theories may be arguable but the trend is obvious. If you think back to 2006 and the technology sold in stores and seen in most homes, you’d agree. But when it comes to government, the pace at which technology is embraced is embarrassingly slow.

The excuses as to why are plentiful but the most common ones used are cost and security. Nonsense! The real reasons often have to do with a lack of understanding of the industry, fear of the unknown, or no appetite for change. Thanks to the growth of the technology industry, it is easier than ever to find the help needed at a lower cost than ever before in order to do more than was ever possible before. The benefit to a government unit is increased efficiency, improved productivity, greater accountability and transparency, and enlightening data and analytics which ultimately result in better service delivery for

By Ziad Andrew Shehady, Administrator, Springfield

the customer—our taxpayers.

Embracing technology in government may not be as shiny or sexy as you might like. One of the biggest problems any organization faces is that of project management—especially local government when multiple departments and processes are involved. This isn’t an insult to the mayor, business administrator, or department head. There are simply too many things government is expected to do (e.g., capital projects, constituent complaints, state mandates, paperwork filings, day-to-day routine business, etc.)

Several simple, free tools exist to help managers track progress, ensure timely follow up, and synchronize team members. Thanks to technology, this can be done effortlessly with minimal confusion. Depending on your needs and the savviness of your team, you may want to consider the free versions of Asana, Basecamp, Trello, Wrike, or Freedcamp. Many more are out there on the Internet and require very little setup so do a Google search for Project Management or Team Collaboration software to find one that you like.

Storage Solutions

Another tweak at the foundational level involves basic computing: document and file storage. Just about every municipality has a server tucked away in a closet or basement. If you’re advanced by government standards, the computers in your building are networked and there’s a shared drive or folder with common files, like a spreadsheet, Access database, or frequently used word processing document that multiple people use or collaborate on.

That’s great until you want to access the file remotely or if you want to have several people work on the same file simultaneously. You also have to worry about backups, retention requirements, power failures, upgrades, firewalls, security, etc. That’s where the power of the “cloud” comes in.

The “cloud” is tech speak for Internet-based computing. Rather than constraining yourself with the limitations of local physical servers, you can move your data and software to a remote server with capabilities that will far exceed what is reasonable for you. It’s like a co-operative for data and computing power. There are solutions that are reasonably priced; and, when you do a true and full accounting of all the costs associated with your current infrastructure, you will most likely break even or save money.

Google Apps for Government is highly recommended but it’s

worth looking at Microsoft Office 365 Government Enterprise and Amazon's Web Services. The right product will again depend on your needs and how advanced you want to be. Making this switch will strengthen your information technology foundation so that you can do so much more. You will soon be able to automate virtually every redundant activity no matter how big or small. Instead of manually processing garage sale registrations, allow residents to do so easily from the comfort of their home or cell phone and have their address automatically plotted on a shared map of all garage sales in the town on a given weekend.

The size of your municipality or your budget shouldn't be a worry either. For example, in 2011 Boston was pummeled with record-breaking snow falls. Fire hydrants were covered and inaccessible. The Adopt-a-Hydrant platform was created to involve the community in the clearing process so firefighters could access hydrants in the event of an emergency. Your municipality can do the same without Boston-scale resources. The solution was developed by Code for America which has an extensive library of free and open-source applications.

The possibilities really are endless. It starts with identifying a problem that you may not really think is a problem in the traditional sense. The best "problems" to tackle are the ones that are recurring, redundant, and may follow some patterns. You can prioritize areas most in need of a solution with in-house staff or with the assistance of a consultant.

It's also important to start small and not overcommit. Many companies dealing with the government sector offer grand and lofty visions of a one-size-fits-all system that will solve all of your problems. After you've signed the contract, you quickly realize it doesn't handle some of the nuances unique to your municipality. After the initial training, employees are also more confused than before and refuse to adopt the new platform. You're now stuck with a product you're paying for that is not helping and has done more harm than good. ❧

Springfield Administrator Ziad Andrew Shehady is the Principal of GovDB.net



Want to learn more about your municipality's technical opportunities? Ziad Andrew Shehady will be a panelist at the 101st League Conference Session, "Using Technology to Your Town's Advantage" at 3:45 p.m. on Wednesday, Nov. 16 in Room 318. It will offer more insight, case studies and resources on the topic of Technology in Government.



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"My experience as a first responder confirmed the need for this training," said Don Ruprecht, a full-time safety professional with J.A. Montgomery Risk Control who helped design the training. "Our ergonomist Joe McGettigan developed a set of lifting principles which are easier to apply in the emergency situations we face every day."

The 18-minute online training program is available at no charge to MEL members and can be viewed individually or in a group setting from the MEL Safety Institute at www.njmef.org.

The power of collaboration: working together to provide training and education to ensure that emergency responders save lives safely.

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East Orange's Campaign to Put Its Municipal-Owned Water Utility Back on Track

By Lester E. Taylor, III, Mayor, East Orange



When I became Mayor of East Orange in 2014, I knew that one of my greatest challenges would be turning around the East Orange Water Commission (EOWC), a beleaguered municipal agency that had the potential to literally “make or break” the progress of our city.

Historically, East Orange has always been a bit ahead of its time. In 1903, city leaders purchased 2,300 acres of land in Millburn, Livingston, and Florham Park from which the city would draw its water supply. Over a century later, East Orange remains one of only three cities in the State of New Jersey to own its own water utility. Yet, we’ve had the misfortune of spending the past several years working feverishly to overcome operational struggles and the criminal mismanagement of such a valuable resource.

In 2013, a year before I took office, two top officials of the East Orange Water Commission—the commission’s executive and assistant executive director—were indicted for conspiring to hide elevated levels of tetrachloroethene, an industrial solvent, in drinking water pumped to more than 80,000 residents in East Orange and the neighboring Village of South Orange. Although the New Jersey Department of Environmental Protection ruled through independent testing that the water was safe to drink, the reputation of the EOWC had already been dealt a very hard blow.

In addition to the public outcry in response to the indictments against the EOWC, a significant budget deficit and the need for substantial repairs brought about many challenges to overcome, including abating violations, making capital improvements in excess of \$40 million, collecting more than \$700,000 in outstanding receivables, and managing customer service during a period when satisfaction was at an all-time low. It is also important to note that many major real estate projects were placed on hold because the water system was not sufficient to sustain construction and building needs.

Once I took office, my team conducted a comprehensive overview of the EOWC and developed an aggressive plan of

action that would allow us to bring the commission back to a point of full efficiency, while providing a safer and cleaner product to our customers.

One of my first controversial actions as mayor was to overhaul the Board of Water Commissioners, the semi-autonomous managing body of the EOWC, which is made up of five members nominated by the administration and confirmed by City Council. I restructured the board and, under the leadership of newly-appointed Chairwoman Michele Antley, the EOWC began steps to recovery.

In April 2015, we began a short-term agreement with Veolia North America, one of the premiere water management firms in the world, to put the EOWC on the correct course for upgrades and financial stability. Within the first 60 days of entering our contract with Veolia, the EOWC experienced hundreds of thousands of dollars in cost savings. In six months, we were able to close a \$4 million shortfall on a \$23 million budget. Today, we have produced additional revenue for the municipal budget and we are projected to save 15 to 20% over the next three years.

Unfortunately, our improvements came with an unavoidable cost. A temporary emergency rate increase was issued in August 2015 so that we could complete critical repairs and maintain our system. By February 2016, however, we were able to reduce the increase to a corrected market rate and we are currently on track to producing cleaner and safer water.

The City Council recently approved a \$23.4 million bond to support additional improvements that are aligned with long-term plans developed to further enhance the water system.

I also am proud to report that a \$5.2 million construction project—the installation of air stripper devices to reduce volatile compounds—was completed this past July and East Orange’s water supply now will be better than ever. While our choices may not have always been popular, they have always been made with the best interest of our residents, customers, and taxpayers in mind. The quality of our drinking water is a resource we simply cannot afford to lose. ♣

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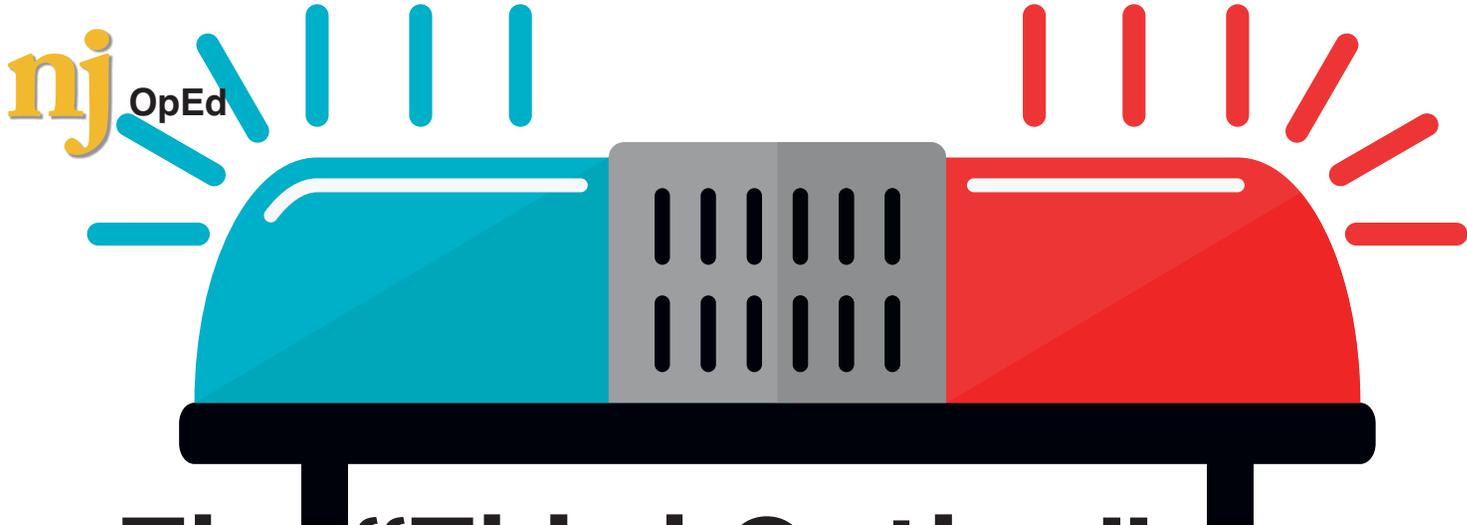
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The “Third Option” To Efficient Policing

By Declan O’Scanlon, Assemblyman, District 13

The concept of municipal consolidation/shared services is referred to by some as the panacea for high property taxes. Others claim that consolidation/shared services is a pipe dream and not worth pursuing because no single service will solve our property tax problem. Both sides of this argument are wrong. No one act or reform will slash our taxes—short of major increases in other taxes. To argue that we shouldn’t pursue such reforms because they won’t save “enough” is to argue against doing anything to cut costs. On the contrary, the answer is we must do EVERYTHING.

Merging of municipalities is a heavy lift. People have nostalgic attachments to their town names and pride in their community identity. And if things don’t go as well as planned, there’s no going back. That leaves shared services as the sweet spot—much easier to attain than wholesale municipal mergers and can generate 60 to 80% of the savings.

We must then hone in on the areas where we can get the greatest amount of savings. Things like public works and administration sound like good targets but those areas have already, frequently, been cut to the bone. One area in many municipalities that is ripe for restructuring: police.

Providing police services is the most important thing local governments provide and the most expensive line item in municipal budgets. Typically police services account for 20% of municipal budgets.

The average cost of a police officer, including pension and health benefits, is approximately \$170,000 per year give or take. To most municipalities, the savings derived by reducing their police forces represents their greatest potential area of budget/tax savings.

Saving Without Sinking

There are numerous factors that must figure into any effort to save tax dollars through efficiencies and force reductions. First

is the obligation to maintain a force sufficient to serve the needs of the municipality. Second is the desire to be able to have a backup officer when needed. It is this desire for backup—and the small population and geographic areas of many municipalities—that both drive the over-policing of small towns and provide the potential for substantial savings from the sharing or merging of police services.

To illustrate just how over-policed some town are it’s helpful to examine some police-to-resident and police-per-square mile ratios. Middletown in Monmouth County has a great police force—good response times, well-trained officers, and low crime rate. Middletown has 506 residents per officer and 3.2 officers per square mile. By contrast, many small towns have under 350 residents per officer and over five officers per square mile. On average, the larger, more efficiently policed towns deliver great quality police services with half the number of officers than our small towns. The potential for savings—without diminishing services—is striking.

Unfortunately, despite the ripe conditions for the pursuit of such savings, there have been few successful force mergers throughout the state. The reasons for the lack of success are numerous. First is the impact of labor and civil service rules. Merging any two forces if one, or both, are subject to civil service rules almost invariably causes complications that kill the effort.

The next obstacle is a combination of pride, perception, and preservation of fiefdom. It's easy for local officials who don't want to do the heavy lifting to throw up obstacles to virtually any savings efforts. Despite the fact that the public is clamoring for property tax relief, it is relatively easy for someone to do the math, break down the savings

“ To argue that we shouldn't pursue such reforms because they won't save “enough” is to argue against doing anything to cut costs. On the contrary, the answer is we must do EVERYTHING.”

into some small number per person, and declare that the savings to be had in any one category isn't worth it.

Beware the politician who uses the phrase de minimis—it's both their way of trying to get you to accept tax increases, because each one is “no big deal,” and to enable them to avoid having to do the hard work that comes with the true pursuit of savings. There is no magic bullet. Any successful effort to control and cut property taxes will involve the hard work of doing absolutely everything—gleaning a percent here and a few percent there.

Pride is another obstacle that must be overcome. Elected officials and police chiefs have spent years investing in creating these entities. Resistance to change is simply human nature.

Traditional Options for Cooperation

So how do we overcome all of these obstacles? Until now we have worked

against ourselves. The two police savings options provided to municipalities have been either a “contract for service” arrangement or a “joint meeting.”

- **Contract for Service** Under the contract for service option one municipality disbands its police force and contracts with another municipality to provide the service. The resistance to this option is almost always a deal killer. Municipal officials simply don't want to disband their police force and cede control of this essential service to another town.

Some municipalities—given the harsh realities of our property tax burden and 2% spending cap—have begun to implement this option. Certainly more will as we move forward and finances get ever tighter. Those inclined to oppose even my “third option” below should take heed.

- **Joint Meeting** The “joint meeting” option entails two, or more, municipalities creating an entirely separate entity to create and manage what becomes a new, independent police force. The entity, by statute, would have its own governing body and budget. The pitfalls and areas of complication and cost are obvious, and scary enough to most municipal officials that almost none have chosen

this option.

Both the contract for service and joint meeting options have the drawback of being major decisions that, once enacted, are extremely difficult to undo.

Another major drawback of both options is that they typically entail police officers losing their jobs. Most police officers dedicate their entire careers to the municipalities they serve. Once in the structure of a force it is hard to start again in another. Most people, elected officials and constituents, respect their police, understand the commitment their officers have made to their community, and therefore have serious misgivings about firing them.

A Third Option

By giving municipalities only these two stark, complicated options we have essentially become our own worst enemy in the pursuit of these substantial savings.

The answer is a third option. An option that is, with changes made to shared service rules over the last few years, now not only possible, but relatively easy. It also overcomes virtually all of the objections and complications outlined above. The answer is the “shared patrol model” (SPM).

Under this relatively simple solution



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municipalities execute a shared services agreement, which enables officers of each town to extend their patrol area into each other member town.

Command would be shared in a structured way worked out by local officials and police management, none of whom would have the disincentive to cooperate of the threat of job loss.

This simple, yet revolutionary, alternative is a grand slam on many levels. First, overtime is eliminated in each participating town. They both would collectively, instantly, have more patrol officers scheduled than the two combined patrol areas would need. So, whatever your town's overtime budget, that's instant savings.

Going forward, savings would accrue to each town as officers retired and both towns gradually reduced forces until each town was absorbing its fair share of the desired force. Savings wouldn't always be equally allotted, but nothing's perfect.

There are of course potential complications and pitfalls to even the SPM. Force

managers would have to work together and coordinate. Members of each force would have to learn to work together and the ins and outs of new territory,

“ I’m looking for competent partners with vision and determination, and a willingness to do ground-breaking work that will save taxpayers money.”

but of course managers are always learning to work with new people and every new officer has to learn the area he patrols. In virtually all of these potential scenarios the police know much

about the surrounding towns with whom they would be cooperating.

In the end, one of the best aspects of the SPM is that it can be undone. If it doesn't work, the infrastructure of each independent force still exists. Want to end the agreement and build your force back up? Simply do it.

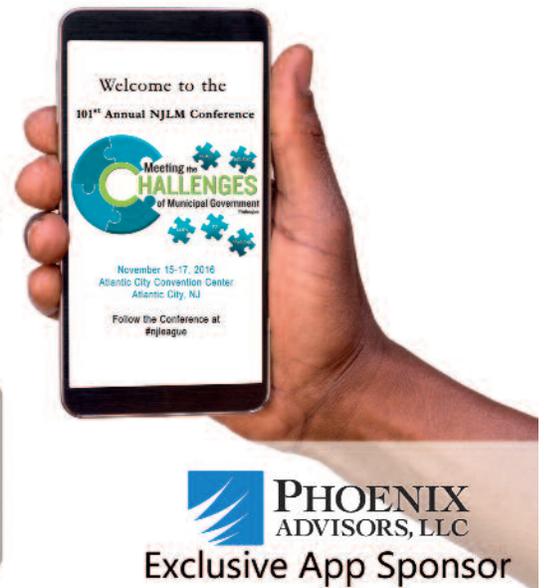
Other benefits are significant, and cop friendly. They get to patrol more area—imagine having to drive around your town for 8 to 12 hour shifts 3 to 5 days a week for 25 years! In a shared force they also might be able to take advantage of more specialized training. The result would be a leaner, less expensive, more specialized force with more-satisfied, less-bored, and better-trained officers.

Naysayers will attack this effort. Taxpayers and responsible elected and appointed officials must demand action and have the guts to see it through. I'm looking for competent partners with vision and determination, and a willingness to do groundbreaking work that will save taxpayers money. That should be everyone's number-one goal. 🚔

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The Need for Technological Proficiency

Navigating the increasingly complex world of municipal tech management

By Marc H. Pfeiffer, Assistant Director, Bloustein Local Government Research Center, Rutgers University

Municipal government leaders face technology conundrums. Every day, technology is becoming more and more infused into municipal activities and citizens expect their government to keep up with it. Levy caps and tax increases limit spending on new technology. The threat of cyber hacking adds

Managing technology is hard. It is hard for large multinational corporations and the federal government. It is hard for individuals with a PC or a smartphone. It is hard for municipalities and state government.

It means leaders must work to understand technology. They need to decide what they want or need, and then manage its implementation and operation. This requires spending the scarce resources of time, attention, and money that are also needed in many other areas.

Risky Business

Elected and appointed government officials must understand that technology involves risks. In addition to cybersecurity threats that constantly evolve, other risks include operational, legal, financial, reputational, and societal liabilities.

These risks are complicated by “make or buy decisions”—the choices an agency makes about which services it provides with its own staff and which ones it contracts to other organizations. But, outsourcing service does not outsource risk; contractors present their own risks.

Technologically proficient organizations are assessed and understand their technology risks. Achieving technological proficiency involves several elements: management, cyber hygiene, and technical competency.

Seven Steps to Proficiently Managing Technology

1. Municipal leaders understand that their use of technology presents risks; risks that need to be managed.
2. The organization assesses its technology profile and risk maturity.
3. It develops a management governance process that is appropriate to the municipality’s structure, technology profile and risk maturity.
4. It develops an annually updated technology plan that addresses technology risks and goals; recommends a budget, includes cyber hygiene activities, and actions to meet technical competency needs.
5. The technology plan is submitted to the governing body for approval or modification; funding is provided through the annual budget process.
6. Managers implement cyber hygiene provisions. They train and test employees to ensure a high level of security.
7. The organization achieves technical competency through trained employees and monitored contractors who apply accepted industry management standards; staff members keep up with technological advances and process changes to minimize risks.

Technology management means having decision-making, planning, budgeting, and reporting practices that work for the municipality. Policy and budget decisions are made by the governing body and its management team. Establishing policies, working with staff to create and regularly update plans, and

For More Information...

A report by the Bloustein Local Government Research Center at Rutgers University sponsored by the Municipal Excess Liability Fund shines a light on how government agencies can improve technological proficiency.

The full report, the best practices guides, and a leadership summary for elected officials and senior managers can be found online at www.blousteinlocal.rutgers.edu/managing-technology-risk/.

During the remainder of 2016 and 2017, additional work is planned by the MEL and Bloustein Local to provide additional support to municipalities to help them become technologically proficient.

Author Marc Pfeiffer conducted the study for the New Jersey Municipal Excess Liability Fund (see feature page 30). He is interested in feedback and comments on the work. Reach him at marc.pfeiffer@rutgers.edu.

tying those plans to a budget process are the critical elements.

Cyber hygiene ensures that all technology users are periodically trained in online safety practices to prevent technology compromise (i.e., phishing attacks).

Technical competency requires well-trained staff (and contractors), properly acquired goods and services, and a successfully deployed technology plan.

This also requires sound technical

practices to fulfill the plan. This is especially critical in light of evolving cyber security threats.

Technology proficiency needs vary by the municipality's technological profile. There are four profiles: basic, core, managed, and sophisticated. Risk maturity can be grouped into five levels: unaware, fragmented, evolving, managed, and optimized.

Taken together, the elements of

proficiency, profile, and risk exposure can help a municipality meet their technology needs.

Elected officials and senior managers can put their municipality on the road to proficiency. Start by creating a management process appropriate to your size and profile. Create a decision-making process, assess risks, and develop a technology plan linked to budget decisions. Implement employee cyber-hygiene training, then find out what's needed to reach technical competency and act to meet those needs. 



Technology proficiency will be discussed on a panel at the League's Annual Conference in November. The session is scheduled for Tuesday, Nov. 15 at 2:00 p.m. in Room

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MEL/JIF Members Build Tech Strength

Collaborating to ensure the cybersecurity of communities

By Joseph Hrubash, Deputy Executive Director,
PERMA Risk Management Services

The news is filled with dramatic examples of hacked computer systems, sensitive information stolen and used to steal, defraud, and threaten our security.

The Municipal Excess Liability Joint Insurance Fund (MEL) leadership recognized that technology and emergence of a worldwide ability to access local data systems through the Internet represented a major risk for its members. And MEL was among the first to respond several years ago by providing cyber-insurance–data breach coverage–for its members.

The MEL has identified two major priorities:

1. Ensure the cyber security of its members.
2. Train everyone to manage their technology properly.

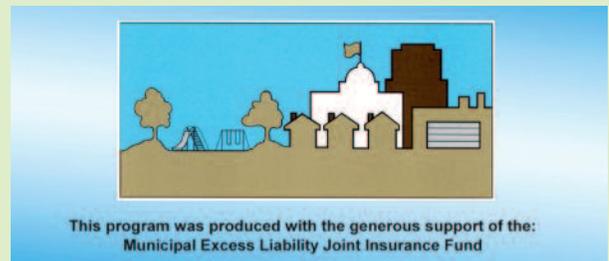
The focus has been on providing the analytical tools needed to assess risk, develop sound management practices, and provide the end user training needed to limit risk.

Developing a Strategy

The MEL commissioned Marc Pfeiffer, Assistant Director at the Bloustein Local Government Research Center at Rutgers to develop a comprehensive strategy addressing the cybersecurity and related technological management challenges.

“Data breach coverage was an important first step,” Pfeiffer said, “But technology and cyber security are related risks requiring ongoing attention to be understood and carefully managed.” A major study and workbook was produced for the MEL describing the risks and providing action plans and best practices for local governments—all available to the public on the MEL website–njmel.org. The studies identify actions that must be taken now to ensure the integrity of technology systems—and the importance of comprehensive training for employees, who use the system and can inadvertently allow them to be breached.

Take a Look!



The MEL developed a Cyber Security video training program designed for government employees. The 15-minute video is available to the public on the MEL website, njmel.org. These actions have been supplemented by onsite training programs conducted by MEL member joint insurance funds.

Meeting Challenges

The MEL members also have responded to the challenge. “Cyber security is the new frontier for local government and the biggest liability challenge for us,” said Piscataway Mayor Brian Wahler. “We must be proactive to protect the taxpayer. It’s a challenge with taxes now paid online and the use of technology so important to all our operations including public safety.”

Piscataway is a member of the Central Jersey Joint Insurance Fund (JIF). Joseph Criscuolo, Piscataway’s Township Administrator, and Dan Frankel, Sayreville Township Administrator, serve as vice chairs of a team of technology experts recruited from the JIF’s members. “Our charge is to develop ongoing training programs for every employee. The Central Jersey Joint Insurance Fund is taking responsibility to develop courses addressing the technology challenges their members face,” Criscuolo reported. With support from the MEL, Pfeiffer’s

assistance was also secured. The team will develop local instructor-led courses intended to be updated every six months. Every employee in Central JIF member towns will be required to take the courses.

“Computer networks are the backbone of our information and communication systems,” Criscuolo said, adding: “Threats can come from anywhere in the world and there are bad people out there. We are all hooked together through the power of the network. Our intent is to train and outfit employees with the tools they need to protect our systems.”

Working Together, Assessing Risks

In addition to the training programs, an added benefit for the eight Central JIF member towns is the team of trained experts they have organized who are working together to assess risks and address them.

The JIFs serving municipalities in Atlantic, Burlington, Gloucester, Salem, and Cumberland Counties have also taken action. “Because of the complexity

and the lack of available resources, it’s tough for the 104 members of our JIFs to assess the full range of deficiencies that may be in their systems,” said Paul Miola, Executive Director of the three JIFs. “Led by Paul Forlenza, our deputy executive director, we issued a Request for Proposals (RFQ) and selected Pivot Point Security to evaluate our member systems, identify the risks, and develop a

game plan to address them.”

The first step in the assessment was a web-based survey, followed by intensive onsite assessments to ensure a thorough analysis, identify the gaps, and classify them as critical, high, or medium in intensity. “Each member will receive a report identifying key issues it faces and recommendations for addressing them,” Miola said. “We will also identify

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Moving into the future

For 2017, the MEL has contracted with Marc Pfeiffer and the Bloustein Local Government Research Center to identify detailed strategies for JIF members to achieve technological proficiency, develop additional educational programs for elected officials and administrators, compile model policy templates, and create an RFP for intrusion testing.

The MEL has also encouraged its member JIFs to continue developing the expertise and training needed to ensure the integrity of their systems. It’s the power of collaboration in action: MEL/JIF members working together to ensure the cybersecurity of the communities they serve.

common issues faced by all members.” Miola reported that the three JIFs plan to create model policies and procedures and a comprehensive training and education program tailored to their needs—all to be funded by the JIFs.

Training for Success

The Bergen JIF and the South Bergen JIF also sponsored training conducted for their 61 member communities. The session focused on cyber-hygiene practices that can be used to reduce potential for cyber security breaches and guidance on how to improve technology management.

“It was an excellent session,” commented Steven Lo Iacano, North Arlington Borough Administrator. “The recommendations made common sense, and we were briefed on the threats that are emerging. The training materials were well done and provide information we really need to address this important issue.”

The training has also been conducted with heavy attendance for the 38 towns that are members of the Monmouth County JIF.

“Technology utilization is an area of

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02

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04

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risk that must be managed,” said Pfeiffer. “The MEL is providing the coverages, training, and tools needed for this purpose.”

Tight budgets, the need for managers with strong technology skills, the constantly changing nature of the threats and expansion of the use of the Internet are significant challenges, particularly for smaller communities with limited resources and competing priorities. By working together, these challenges can be addressed and expertise and best practices shared. ⚡



For more information on cyber security, the MEL/JIF Annual Risk

Meeting will be held at the 101st League Conference in Room 302 on Wednesday, Nov. 16 at 3:45.

* Since 2014, Dennis Galvin has been the author of *Local Government Law, 4th, New Jersey Practice (Volumes 34-35 A)*, published by Thomson Reuters.

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Weathering a Storm with Social Media

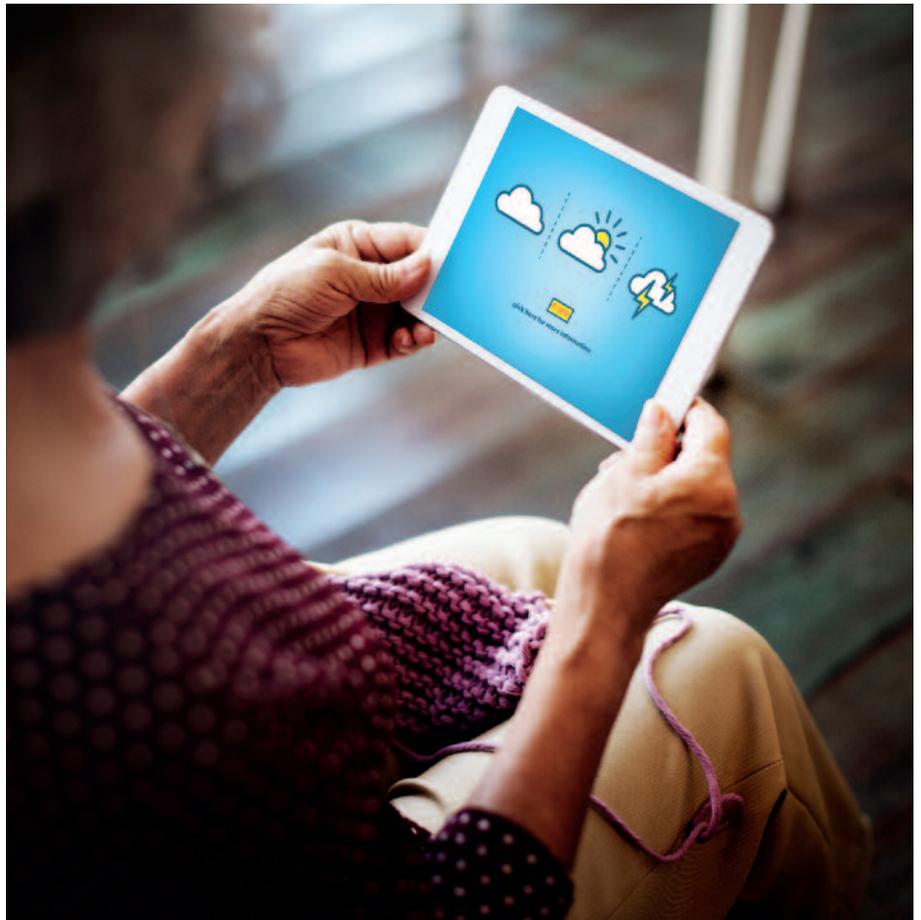
Municipalities can spread the word using technology when severe weather strikes

By Thomas Kelaher, Mayor, Toms River; NJLM Executive Board Member, and Amy Decker, Senior Social Media Specialist, NJM Insurance Group

Social media has completely changed the way we communicate, especially when it comes to customer or constituent service. What once required a phone call, in-person visit, or snail mail can now often be accomplished through a Facebook message or tweet, a response to which is expected almost immediately.

Consumers have the ability to “unlike” a page on social media or create a potential reputational concern very quickly, so every touch point should be timely, relevant, and personable. While this presents challenges, it also provides an incredible opportunity for municipalities to connect with their constituents, and for private sector businesses to do the same with their customers, in a real-time interactive forum.

Social media can serve as an invaluable tool when it comes to severe weather preparation and loss prevention. Weather was the cause of \$15 billion in insured losses in the U.S. in 2015. Considering that every month, 1.5 billion people use Facebook and 120 million use Twitter, businesses and municipalities can leverage social media to try and prevent injuries and damages



from occurring by sharing safety information with their customers and constituents online.

In an effort to achieve just that, Toms River uses social media to reach residents on a regular basis. This proved to be very effective for us before, during, and after Superstorm Sandy, much as it did for West Trenton-based NJM Insurance Group.

Before the Storm

Once we knew Sandy was coming, we posted safety information on Facebook and Twitter in addition to our website, tomsviertownship.com. We were able to proactively reach a large number of our residents in advance of the storm, and actually prevented people from going out to the beaches.



Toms River Mayor Thomas Kelaher with New Jersey Office of Emergency Management and FEMA at Superstorm Sandy Disaster Recovery Center

Communicating safety information doesn't have to wait until bad weather is predicted though—preventive measures can and should begin much sooner. For example, in the weeks leading up to

“ Our residents truly appreciated all the information and thanked us for keeping them updated throughout the storm.”

Atlantic hurricane season, home preparation tips can be shared, and even targeted, to reach people living in coastal areas. By tailoring content to specific audiences, messages will be more likely to resonate with—and engage—their recipients.

“As an insurance company, we have a responsibility to provide loss control resources for our policyholders,” said John Hardiman, director of public affairs for NJM. “The ability to communicate relevant safety and storm preparation information with so many policyholders at the touch of a button helps us do just that in a quick and efficient manner.”

During the Storm

Social media can also be used to communicate with residents in the midst of a weather event.

When Sandy hit New Jersey, it was devastating. Toms River was like Ground Zero, with 10,000 homes partially or totally destroyed. It became critical for us to be able to reach residents with important information like road closings and locations of warming stations for those who had lost power.

During and after Sandy, the New Jersey Office of Emergency Management, along with Toms River's local police and other officials, were in constant

discussion to assess the current state of events and formulate their next steps. Any relevant information was then communicated to residents to keep them as informed as possible.

Offering real-time online customer service during weather events will not only increase constituent satisfaction but will also likely reduce phone calls and emails. Toms River Township public information officer Stacy Proebstle said being able to communicate directly to residents through social media proved to be invaluable during New Jersey's last snowstorm and nor'easter, allowing them to answer many questions over the weekend when offices were closed.

While social media offers a plethora of possibilities, it's important to keep battery life in mind when it comes to communicating during severe weather. Residents lost electricity for several days during Sandy, so the smartphones and tablets they were using to stay connected were eventually no longer usable. To combat this, we distributed flyers indicating the availability of mobile charging stations at local firehouses, allowing residents to plug back into the digital world.

A surprising factor we found to be a



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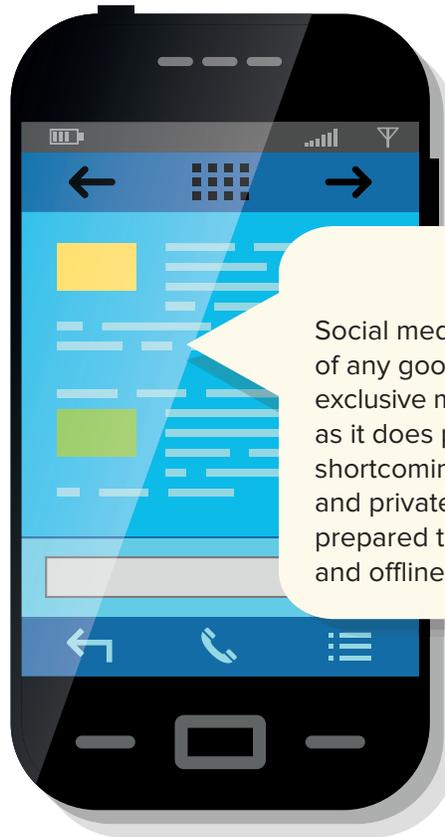
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Social Media

serious shortcoming during Sandy was the townspeople's lack of portable radios and batteries. This would've been another channel to communicate with residents when their device batteries ran out.

“When Sandy hit New Jersey, it was devastating. It became critical for us to be able to reach residents with important information.”



Key Takeaway

Social media should be incorporated as a part of any good communications plan, but not the exclusive method for disseminating information, as it does present some vulnerabilities and shortcomings. By doing so, municipalities and private sector companies will be better prepared to weather storms both online and offline.

After the Storm

Online communication can be used to help in a number of ways after a storm, such as resources for cleanup and repairs or as a way to bring the community together.

The social media posts got thousands of likes, comments, and shares in Toms River, where residents truly appreciated all the information and thanked us for keeping them updated throughout the storm.

As another example, just days after Sandy, two New Jersey residents created a Facebook page, Hurricane Sandy's Lost Treasures, which served as a lost and found for mementos discovered during recovery efforts. Because of this, a number of residents were reunited with possessions they feared were lost forever.

When it came to the more than 55,000 homeowners' claims NJM received in Sandy's wake, social media played a critical role once again in reaching out to people in towns impacted by the storm.

“In the three weeks following Sandy, we received the equivalent of three years' worth of homeowners' claims, so as you can imagine, our phones were ringing off the hook. Our Facebook page provided another avenue for our policyholders in need of service to connect with us,” said Hardiman. 📞



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Safe Roads for All

Communities and residents can utilize new “Same Roads, Same Rules, Same Rights” Guide to ensure safer roads

By Cathleen Lewis, Director, Public Affairs & Government Relations, AAA Northeast–New Jersey Division;
Councilwoman, Lawrence Township (Mercer)



credit: AAA Foundation for Traffic Safety

Over the last decade many municipalities have implemented “Complete Streets” policies to make roadways more accessible for all users. These policies often include adding bike lanes and sidewalks to roadways to make them safer for pedestrians and bicyclists.

However to be truly bike and pedestrian friendly, we need to do more than just make space for vulnerable road users. At AAA, we are often seen as the motorists’ advocate, but in recent years we’ve become vocal supporters for pedestrians and bicyclists as well. Our reasoning behind this is simple—roads need to be safe for all users.

Learning to Share Roads

Our advocacy spans across several different areas. First and foremost, education is key. We often participate in “bike rodeos” at schools and at community events in the spring to make sure that children are learning how to ride their bikes responsibly and have properly fitting helmets. But education



doesn't stop with children. We have seen an influx of people returning to bicycling either for recreation or for commuting purposes. To help these riders better understand the rules of the road while on their bikes we've created "Same Roads, Same Rules, Same Rights." This guide provides tips for adult riders, as well as information on how to share the road safely, and what laws govern bicyclists on the roadways.

Sharing the road is not solely the responsibility of the pedestrian or bicyclists, but also the motorists who ride along them. Providing education to motorists so that they can better understand the rules of the road will serve to ensure the safety of all.

“ Our reasoning behind this is simple—roads need to be safe for all users.”

Municipal Planning & Safety

But our education cannot stop at the users, and it is important that officials at

all levels understand these issues as well. Often, the planning aspect is ignored. While a town might have large bike lanes and ample sidewalks on township roads, every new development's accessibility should be analyzed.

- **COMMUTERS** If a new apartment complex talks about its close proximity to transit, access to and from the train station or bus stop should be considered. Will getting to that stop require crossing a major highway or walking down a county road without a sidewalk or shoulder? Such barriers can make transit inaccessible or even dangerous, putting all users at risk.

- **STUDENTS** Many schools and municipalities have worked to implement "Safe Routes to Schools" programs, which encourage students to walk to school and help to determine safe routes to take. As the number of students and other pedestrians on the roadways increases, we need to do what

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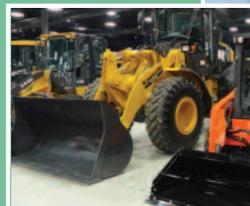
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Business Administrator, Mr. Patrick M. Moran

Safe Roads

we can to ensure their safety on established routes and throughout their communities. Starting with safe routes to school is a great first step, but once we get kids out and walking, it is paramount that their route is safe.

- **SENIORS** Furthermore, bike and pedestrian safety is becoming increasingly important to our senior population. Many retirees are moving to locations that are accessible with and without a car. We encourage this type of transportation and retirement planning—making sure that you can get to the things you need and enjoy without needing a vehicle—but our communities need to plan around this transition.

Many residents over 65 are looking for alternative means of transportation due to health conditions. Walking is often an easy and low-impact way to keep active, but many New Jerseyans



Pedestrians sharing the road.

credit: AAA Foundation for Traffic Safety



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are also looking to prepare for a time when driving is no longer a viable option. If you are used to walking to the library, dinner, or to the train station when a car is an option, you will continue to do so when driving is no longer an option.

The Three E's

We often talk about the three E's of traffic safety: education, engineering, and enforcement. Here law enforcement is a key piece to ensuring that all our users stay safe. Over the last several years we've seen a shift in focus. There are now Cops in Crosswalk campaigns that are ticketing motorists who don't stop for pedestrians, as well as pedestrians who cross the streets outside of marked or unmarked crosswalks.

In some of these programs, offenders receive tickets, while in others, they receive warnings with information about the law and some safety tips. These help reinforce safe behavior and are great tools for ensuring that your town is accessible to all road users. AAA also provides useful materials that include safety tips for pedestrians and motorists alike.

New Jersey needs a comprehensive pedestrian safety plan that looks at solutions for our urban, suburban, and rural areas as well as for local, county and state road crossings. According to NHTSA's National Survey of Bicyclist and Pedestrian Attitudes and Behaviors there was a 10 percent increase in those who reported cycling more often between 2002 and 2012, and among those who

Walking to the Capital

Despite all these efforts and all these tools, work still needs to be done. New Jersey's pedestrians face many dangers and hazards on our roadways. Which is why AAA supports A1461/S631, legislation that would create a **Pedestrian and Bicycle Safety Study Advisory Council** tasked with developing solutions that will work in all areas of the state.

Pedestrian Safety by the Numbers:

- New Jersey ranks 16th in the rate of pedestrians killed per 100,000 residents.**
- In 2015 there were 173 pedestrian fatalities in New Jersey, an increase of 50 deaths in 2 years.**
- Pedestrian fatalities account for 30% of all traffic-related fatalities.**
- For each pedestrian killed, 2 more are severely injured and 50 are struck.**

reported having walked in the past 30 days there was a 14 percent increase.

Sadly as more people turn to walking and bicycling, pedestrian and cyclists fatalities are rising quickly. Our most

vulnerable users are the ones most at risk on our roadways. Communities need to address this growing need and find ways to make sure that roadways can be shared safely. 🚶

You may already know AAA for roadside assistance, travel, insurance & discounts for members.

But what about its advocacy & public affairs initiatives?

AAA is your advocate for safe travel – for all modes of transportation – and offers various information and programs to municipalities, including:

Traffic safety materials • Traffic safety presentations • Defensive driving workshops
Bike, pedestrian, child passenger, teen driver & senior driver safety events

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Every Building Permit Counts

Tracking population estimates and building permits—and consistently reporting the figures—can stack up so municipalities receive their fair share of funds

By Sun-Yuan Wu, Ph.D., NJ Department of Labor and Workforce Development (Retired)



Each year, more than \$400 billion in federal government funds are allocated based on population counts. To get their fair share of those funds, New Jersey municipalities should be careful to gather and report accurate and complete data on local building permits and demolition permits. Jurisdictions that report incomplete or inaccurate permit counts—or fail to report at all—receive significantly fewer funds than they deserve because their populations are underestimated. Business decisions, marketing efforts, planning practices, and research in a community’s private and public sectors can also be undermined by inaccurate population estimates.

The best source of population data is the “decennial census” conducted once a decade (in 1990, 2000, 2010, and so on). In post-census years, however, county and municipal populations are estimated annually by the Federal-State Cooperative Program for Population Estimates (FSCPE). Unlike county

population estimates that rely heavily on birth, death, and migration records, municipal populations are estimated through a Distributive Housing Unit Method based on housing units. Housing units, in turn, are estimated based on the number of a community’s building and demolition permits.

Resources

Building Permits Survey (BPS) item codes are well documented in the DCA communicator article and Census Bureau's survey documentation: nj.gov/dca/divisions/codes/publications/pdf_ccc/ccc_2015_spring.pdf
census.gov/construction/bps/sample/items.pdf

The state FSCPE agency in New Jersey is the Department of Labor and Workforce Development, Division of Economic and Demographic Research: census.gov/popest/fscpe/index.html

A sample of Form C-404 is posted at: census.gov/construction/bps/pdf/c404.pdf

Garden State Sources

Currently, two government agencies collect building permits data in New Jersey. The US Census Bureau's Economic Indicator Division (EID) conducts a monthly Building Permits Survey (BPS) by sending Form C-404 to selected places. (According to the U.S. Census Bureau, all municipalities in New Jersey are currently selected to report monthly in the Building Permits Survey universe.)

Meanwhile, the Department of Community Affairs' (DCA) Codes and Standards Division collects building and demolition permits data via its Construction Reporter system. DCA data includes new construction, conversions, and alterations as well. Municipal permit officials are encouraged to report their data to both agencies in a timely manner.

"The Importance of Building Permits Data Population Estimates" prepared by FSCPE based on housing units not only influences the distribution of government funds; it also impacts the sample weight given to household surveys, and is used to determine eligibility for many social programs.

Housing construction is an important component of our national economy, and building permits are regarded as leading indicators whose rise and fall reflect the beginning and end of a business cycle. The Leading Indicator Index is used to identify business cycle patterns in the economy...particularly by the Federal Open Market Committee (FOMC) during policy meetings.

According to Census Bureau, building permits data are critical to the Federal Reserve Board and widely used by Department of Housing and Urban Development (HUD), U.S. Department of Labor, and a host of other federal agencies. Construction, home improve-

ment, and home furnishing companies also use these data to make business decisions on where to invest.

The Data Imputation Issue

When a municipal permits official fails to respond to the monthly Building Permits Survey for any reason, the Census Bureau may send him/her another survey form later that month.

If no data is received by the final due date, that month's building permits figure for the municipality will be imputed based on previous reporting patterns. An annual BPS survey form will also be sent to municipalities that fail to report at least seven months of data in that year.

The Census Bureau also imputes data when the reported building permit figures cannot be verified. Whenever a reported permit (received from DCA or C-404) appears to be a mistake or questionable (e.g., a new house costs \$1, or a five-unit building costs \$10,000), the Census Bureau will contact the corresponding permit official for corrections or explanations. If the contact fails to resolve the issue, the number in question will also be imputed.

Imputed building permit data that is misleading or incorrect can be very costly to a municipality. For example, Town X mistakenly reports a permit as an item #104 (three or four units building) with one unit for an apartment complex building that is actually an item #105 (five or more units building) with 200 dwelling units. If the permit office in Town X fails to resolve the questionable data with Census Bureau, the dwelling unit in this permit may be imputed as just one, instead of 200. The population of Town X will be significantly underestimated as a result.

In another scenario, Borough Y reports 300 new units in year 1 and 250 units in

Building Permits

year 2, but does not respond to the BPS in years 3 and 4 because "there was nothing to report." Based on the previous pattern, the Census Bureau may impute the numbers for years 3 and 4 in Borough Y as 200 each. As a result, the population estimate for Borough Y in years 3 and 4

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Building Permits

will be artificially inflated by imputed housing units that do not actually exist. The estimated population in other municipalities in the same county will be adversely affected because municipal populations must add up to the county total.

No municipality wants to have its population underestimated due to another town's failure to report its building permits data. It is therefore important to report a 0 permit (by checking the "No" box in line 3a of the Form C-404), rather than fail to return the Building Permit Survey form because no permits were issued in that month.

Benefits to Municipalities

With the cooperation of New Jersey elected officials and municipal employees, complete and correct building permits data are definitely achievable. The Census Bureau's Economic Indicator Division now enlists DCA's assistance for needed information for permits data verification. DCA has complete information for every

Population Estimates Challenge Program

If the population estimate for your municipality can be proven to be incorrect due to incorrect housing unit estimates or other reasons, the highest elected official in your municipality or his/her designee has an opportunity to challenge the official estimates through the Population Estimates Challenge Program.

A local government may file for a challenge at any time up to 90 days after the official release of the population estimate by the Census Bureau.

Detailed information about the Population Estimates Challenge Program is posted online at census.gov/popest/data/challenge/index.html

If your municipality needs additional technical assistance to file a population estimates challenge, please contact the **New Jersey Department of Labor and Workforce Development, Division of Economic and Demographic Research, 609-292-0077 or email leonard.preston@dol.nj.gov**

building permit (including permit number, lot and block number, address) from all municipalities in New Jersey, and is willing to share the details with the Census Bureau upon request.

The high quality of the permits data will lead to more accurate population estimates. The accurate population estimates, in turn, will ensure a fair share of government funding for each municipality,

and will provide a sound base for accurate fertility rate, mortality rate, crime rate, as well as realistic social and economic planning and research. 📊

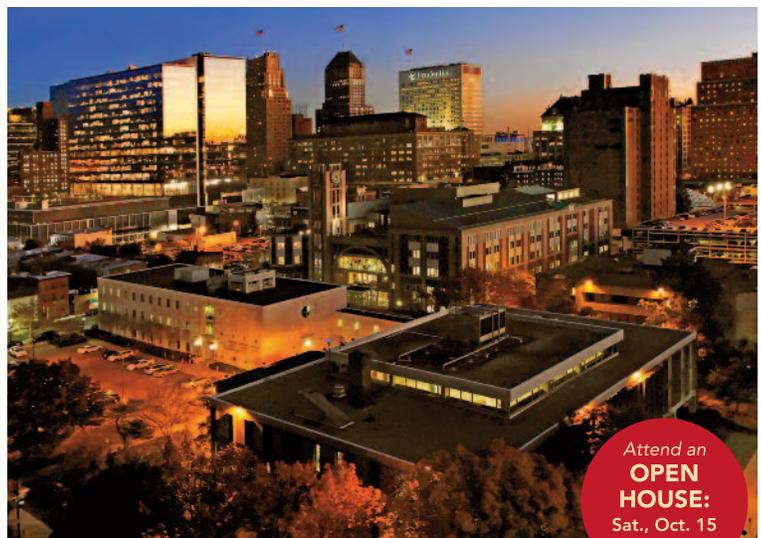
NOTE: The author is indebted to Fletcher Blackmon of the Census Bureau, John Lago of NJ Department of Community Affairs and Leonard Preston of the NJ State Data Center. This article would be incomplete without their valuable input.

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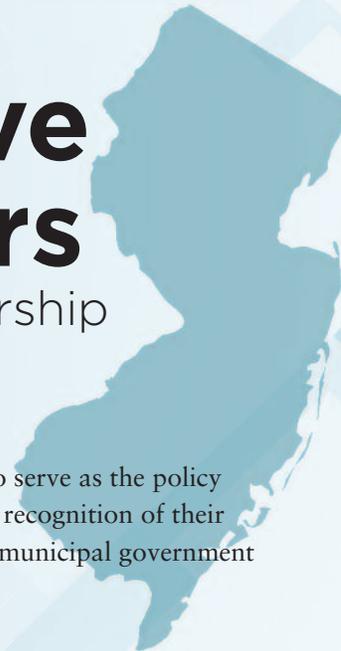
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2015-2016 NJLM Executive Board Members

Recognizing Outstanding Leadership



The League's Constitution designates the Executive Board to serve as the policy setting body for the state's 565 municipal governments. In recognition of their time and effort, and the knowledge they share to improve municipal government throughout the Garden State, we're publishing their photos below.



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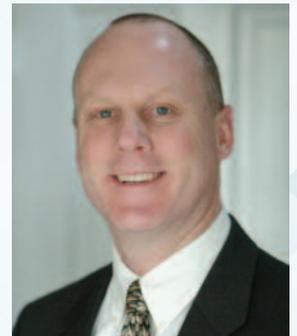
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Piscataway, Mayor

And the Winners Are...

Trio of Students recognized for 22nd Annual Louis Bay 2nd Future Municipal Leaders Scholarship Competition



The three statewide winners of the 22nd Annual Louis Bay 2nd Future Municipal Leaders Scholarship Competition were Elena Plumser, East Windsor Township; Brian Holden, Haworth Borough; and Rebecca Vitenzon, Tenafly Borough.

Each winner received a \$1,000 check from their mayor, courtesy of the New Jersey League of Municipalities.

The theme for this essay competition is “What my municipal government does best” and involves high school juniors and seniors from all across New Jersey.

The essays go through three rounds of judging at the local and statewide level. The final judges were League Past President Buena Vista Mayor Chuck Chiarello and League 1st Vice President Bridgeton Mayor Al Kelly.

The competition is named in honor of Hawthorne Mayor Emeritus Louis Bay 2nd who actively participated in local government and the League of Municipalities for more than 60 years. The purpose of the competition is to advance the virtues of elected municipal office while raising consciousness and encouraging our future municipal leaders.

Following is a complete listing of winners, finalists, and semi-finalists, as well as the three winning essays in full. 📄

WINNERS

Elena Plumser, East Windsor Township

Brian Holden, Haworth Borough

Rebecca Vitenzon, Tenafly Borough

FINALISTS

Kenny Buell, Brick Township

Sophia Frank, Carteret Borough

Christopher Lovenduski, Florence Township

Julianna Graff, Franklin Lakes Borough

Charles Carr, Hightstown Borough

Gianna Di Palermo, Manalapan Township

Germaine Mendonca, Middletown Township

Ashlyn Rogers, Plainsboro Township

William G. Kuncken, Point Pleasant Borough

Jon-Paul Suttile, Robbinsville Township

Jared Kofsky, South Orange Village Township

Brian Cullen, South Plainfield Borough

Taylor Hazlett, Ventnor City

Kiernan Dempsey, West Windsor Township

Kara Giacose, Wyckoff Township

SEMI-FINALISTS

Ciara Sicking, Buena Vista Township

Chase Mercón, Burlington City

Alexander Gagnon, Burlington Township

Jamie Anderson, Cliffside Park Borough

Papa Yaw Sencherey, East Brunswick Township

Ayush Mohan, Edgewater Park Township

Lexi Fittipaldi, Egg Harbor Township

Grace Chang, Fair Lawn Borough

Matthew Carty, Far Hills Borough

Jonathan Maturano, Folsom Borough

Connor James Boland, Fredon Township

Larissa Vena, Garwood Borough

Lindsay Marin, Hackensack City

Jenna Bousellam, Helmetta Borough

Jordan Kang, Hillsborough Township

Danielle Nussberger, Lafayette Township

Eamon Dwyer, Little Ferry Borough

Josh Meyer, Lower Township

Isiah Sams, Manchester Township

Frankie Pignataro, Mount Olive Township

Delvin Luis Ortiz Martinez, New Brunswick City

Julia Haviland, North Bergen Township

Taylor Booth, Ocean City

Christopher Boland, Old Bridge Township

Faith Weber, Plumsted Township

Brendan Kenny, Ridgefield Park Village

Kristen Cefaloni, Rockaway Township

Tallulah Cardazone, Summit City

Nicholas L. Gattuso, III, Toms River Township

Justin Hernandez, Union Township (Union)

Samantha Bornhardt, Upper Township

Sebastian Mikel Lang-Sanchez, Weehawken Township

Brittany Paige Preston, Winslow Township



Elena Plumser with Mayor Janice Mironov, NJLM Past President

What My Municipal Government Does Best

By Elena Plumser, East Windsor

My municipal government does best at getting the word out to the community of current events that have occurred or will occur, helping businesses become known, and also connecting with the public on a personal level.

With today's advancement of technology, any kind of news can spread like wildfire in a matter of seconds with the click of a button, usually on portable devices. Someone high up in authority could easily send out a tweet on the social media site Twitter or even a mass text.

Mayor Janice Mironov of my town, East Windsor, has a more fascinating way of notifying her town. She has a live Television show, "Spotlight East Windsor," that airs every other Wednesday for half an hour on the local community channel for the town residents. A phone number is advertised throughout the show for anyone to call in and personally ask the mayor questions or make comments.

I am familiar with the show because in October 2013, I started as a Camera Operator, and later became Technical Director. On my one-year anniversary, October 2014, I was promoted to Director. I see firsthand how the mayor of the municipality gets involved with the public. Janice Mironov, with the help of others, creates and attends events for the community. Some of the most popular ones include recycling days, passport days, free rabies clinic, senior center

trips, safety in the town such as wearing helmets while bicycling, National Safety Night Out, and fireworks for Independence day, cutting the ribbon at new business openings, and more. Footage is recorded at each event and premieres on the show for the ones who missed out. A newsletter is also sent out to show pictures that were taken.

She not only uses her show to advertise about the upcoming events or occurrences, but there's also a town website called E-News. Anyone can sign up and receive weekly updates by email. It also gives insight of awards that were given to specific people, like firefighters, police officers, and students for different acts. E-News keeps us apprised of all construction developments happening around East Windsor. The mayor constantly does all she can to get involved with school and their students, as well as special programs for a variety of age groups. She also advertises when

and a half, I have seen the show and the mayor herself greatly improve our community. Each event has more people than the last as everyone comes together for the celebration of something exciting in the town. The mayor loves to help out and personally get to know and speak with individuals. With voting registration available, she has offered to help me register, as well as have a friendly discussion on my own political thoughts.

My municipal government does best at getting the word out to the community of current events that have occurred or will occur, helping businesses become known, and also connecting with the public on a personal level. It is very crucial, but also challenging to stay on top of what is going on and keeping the residents updated. I have gained so much profound respect for my municipal government from working hard on "Spotlight East Windsor." 🍀

volunteers are needed for certain programs or internships that can be very beneficial depending on the area of study they plan on having a career in.

Over the past year



Brian Holden with Haworth Mayor John Smart.

What My Municipal Government Does Best

By Brian Holden, Haworth

What sets Haworth's municipal government apart and makes it special is that our Mayor and Council are highly visible. They don't limit their service time to town council meetings but rather commit themselves to constant community service, whether serving as an ambulance corps member, church volunteer, or a coach.

The elected municipal government officials in Haworth diligently serve and take the time to really know the young people in our community. They have connections to church, Scouts, sports, Ambulance Corps, and the Swim Club. Haworth is fortunate to have such committed citizens as mayor and council members. They all work to keep our town safe and running smoothly but what is just as incredible is the level of each person's involvement as a good neighbor and dedicated volunteer. I know this from my personal experience.

Before being elected, Mayor John Smart was my Confirmation teacher. He was a true guide to my Confirmation class as he taught us lessons in religion, life, and acceptance. I remember the class when he walked in wearing a costume to teach us about roles in the church. Mayor Smart always was and continues to be an active volunteer. For many in town, Mayor Smart helped us prepare for our transition from kids in grammar school to young adults in high school. Last summer, Mayor Smart supported my Eagle Scout project at council meetings and stopped by some work sessions to learn about building a 35-foot

footbridge. An avid runner, he was the first to run across the bridge.

Councilman Glenn Poosikian has been one of my Scout leaders since Cub Scouts. He was an adult leader on a 50-mile canoeing trek to learn teamwork and outdoor skills. Mr. Poosikian, with his son, has shown me the importance of helping others through organizing clothing and bike drives.

Councilman Anthony Volpe was my youth baseball and soccer coach. He also led the effort and built a new skating rink in town. Mr. Volpe volunteers for Church service trips, showing our youth group how to use construction equipment and tools safely to build for the needy. His expertise inspired me to do a construction project for my Eagle Scout Project.

Councilman Michael Bain managed the town soccer program and hired me to paint the field lines. To help promote music and the arts, he routinely supports efforts like the town coffeehouse, where people of all ages can perform. My family and I participate annually in 'Town Cleanup Day' and Councilman Rosenberg is always part of this effort to show commitment to protecting the environment.

Councilman Lawrence Weiss works hard to improve the Swim Club where I

work as a lifeguard. Last year, Mr. Weiss conducted a member feedback session to find out what the community wants for the pool. He realizes the importance of this resource and wants to make sure that the members are happy at the club and that they feel safe. He also supports Haworth's 5K run.

Councilwoman Regina Duffy is a newly elected representative, but is no stranger to serving the community. Mrs. Duffy attended Cub Scout meetings to show us the emergency vehicles and equipment. Later, she taught me and fellow Scouts, classmates, and lifeguards, first aid skills, and CPR. Her lessons have kept me aware on my job and prepared for life.

What sets Haworth's municipal government apart and makes it special is that our Mayor and Council are highly visible. They don't limit their service time to town council meetings but rather commit themselves to constant community service, whether serving as an ambulance corps member, church volunteer, or a coach. So how does all of this make the Municipal Government work best? It's very clear. These public servants come from and know the community and want to do what they can to always improve the town they love so much. 🍷

What My Municipal Government Does Best

By Rebecca Vitenzon, Tenafly



Rebecca Vitenzon with Tenafly Mayor Peter Rustin.

If any of our local government services malfunctioned, the work of my municipal government would immediately be felt. Yet they never do, because my municipal government excels at what it does.

My municipal government does its job so well that people forget it exists.

According to NorthJersey.com, Tenafly voter turnout was a measly 30% in the 2015 election, compared to 67.4% in the 2012 presidential election. As the glamour and glitz of national elections saturates our media, we tend to forget that it is municipal government which has the most impact in our daily lives.

Every day, I wake up to an alarm clock instead of my neighbors playing bagpipes because there are noise ordinances which are enforced. When I go to the bathroom to wash my face, the water is clean because of the water monitoring conducted. I can use a toilet instead of an outhouse because sewage treatment is in place. I take out the trash before setting off for school, knowing that garbage collection will be taken care of, just as leaf collection is in the fall.

When I step out of my house to begin my walk to school, I step on maintained sidewalks and paved roads. As I cross the road, my crossing guard holds up a stop sign to ensure the safety of schoolchildren like me. People drive carefully, because there is a police presence and signs that warn against speed-

ing and not buckling up, so I don't have to worry about safety on my walk to school. On my way to school, I walk through the well-kept grounds of the Roosevelt Commons, where people can enjoy playgrounds, tennis courts, a skate park, open fields, and a pond. Although my local government manages many parks, courts, and a nature center, the Roosevelt Commons becomes my favorite with the bloom of its cherry blossoms.

At school, the fare alarm goes off but students and teachers alike walk out calmly in an unperturbed fashion. We know that local regulations require all buildings to have working smoke detectors and that if anything goes wrong, police, fire, and medical services will arrive within minutes to help us.

Later, when my friends and I go out for pizza, we know that the pizzeria has passed food and building safety inspections.

Across the road, we see the elegant Tenafly Railroad Center, which is one of many local historic sites restored and protected by the Tenafly local government. We decide to stop by our local public library, where we are able to study, use the computers, and choose from a wide selection of books and

DVDs. I bump into my grandmother who has just

come from her English class at the Senior Citizen Center and is now taking out a movie. She lives in the Senior Center, which is a local public housing program managed by the local government. Services similar to the ones offered at the Senior Citizen Center are offered to youth through our youth center and to children in the form of our town's local summer camp.

As I walk home from the library, it's getting dark, but I feel safe because there are street lights everywhere. I cross the street safely because of the traffic light above the intersection and the road signs. A snowstorm is forecast for tomorrow, but even as I hope for a snow day, I know that the roads will eventually be cleared by my town's snow plows.

When I get home, my family is discussing the presidential campaign, and I realize we rarely discuss local politics, although almost every single action in my day was made safer and better by my municipal government.

If any of our local government services malfunctioned, the work of my municipal government would immediately be felt. Yet they never do, because my municipal government excels at what it does. ♪

NJLM Educational Foundation

A time for change, plans, and growth

This past year was a time of transition for the NJLM Educational Foundation. Sadly, long-time president Mayor Art Ondish passed away in March. The Foundation Board of Trustees thoughtfully held a planning retreat to carefully consider direction and leadership for the future.

The result was a roadmap for changes to the Foundation bylaws, and the election of NJLM Past President Mayor Tim McDonough, Hope Township, as President along with Mayor Paul Anzano, Hopewell (Mercer), as Vice President.

The Foundation is now poised to resume its tradition of contribution to timely research and a proactive approach to resolving the complex issues affecting New Jersey's diverse communities.

Publications and Programs

In 2016, the Foundation published on its website the white paper "2016: The Changing Face of Cybersecurity & What it Means for Municipalities" by Morris A. Enyeart, Ed.D.

To capitalize on years of experience piloting the Mayors Book Club, the Foundation contracted with Dr. Vicki Cohen at Fairleigh Dickinson University to distill the experience into a printed manual so others can produce Mayors Book Clubs.

That manual, "Planning and Participating in a Mayors Book Club" is available for download from the Foundations web-page njlmef.org

This year, the Foundation also continued the administration of the Michael A. Pane Memorial Fund. The Fund awards an honorarium to a local government professional (attorney, engineer, or planner) who personifies outstanding ability, integrity, and ethics in his or her dealings with local governments.

The Educational Foundation continues administering grants in support of Sustainable Jersey. More than \$1 million in grants has been administered from such funders as Wal-Mart Corp., BPU, and the others. 📌

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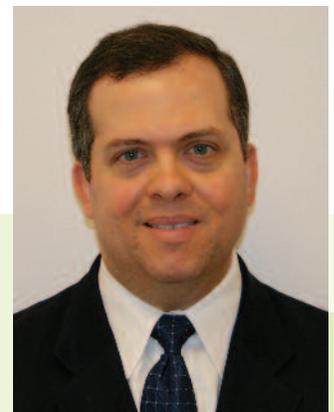
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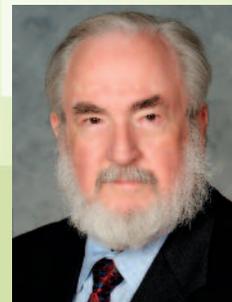
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Purchasing Oversight

How the Office of the State Comptroller helps public officials keep contracts and procurements transparent and trustworthy

By Philip James Degnan, State Comptroller



Tax dollars should be spent wisely and well. That’s what the State Legislature had in mind when it created the Office of the State Comptroller (OSC). Although the OSC is well regarded for its audits and investigations of government entities, the Office provides another function that goes to the heart of government operations: oversight of purchasing.

In creating the OSC, the Legislature recognized that, along with oversight of financial controls, there also exists the need to oversee the contracting process in order to strengthen accountability of public officials and increase transparency and trust in government.

Oversight of government contracting is the core function of OSC’s Procurement Division. The Procurement Division reviews the legality of public contracts of various public entities, including municipalities as well as agencies and authorities created by a municipality. In all, over 1,900 public entities are subject to OSC contract oversight.

The purpose of OSC review is not to second-guess municipal authority to create or implement public policy, but rather to

ensure that the purchase or contract complies with applicable public contracting laws, rules, and regulations. To ensure the free flow of information, the Legislature made information communicated by or between a contracting unit and OSC as part of a contract review exempt from disclosure under the Open Public Records Act (N.J.S.A. 47:1A-1 et seq.).

Contract Review

Determining the value of a contract for the purpose of pre-advertisement, OSC contract review is typically straightforward for construction contracts which are based upon a construction estimate. For other contracts, such as concessions or other services, the exact value of the contract may be uncertain. OSC expects that purchasing professionals will estimate the

TAKE NOTE: What You Need to Know

Purchasing officials should note the following:

- With limited exceptions, OSC review is required for all procurements and contracts over \$2 million. This includes invitations to bidders, requests for proposals, fair and open solicitations, concession offerings, and the purchase, sale, or lease of real estate.
- The specific and limited exceptions to OSC contract review are:
 - Developers' agreements under the Municipal Land Use Law (N.J.S.A. 40:55D-1 et seq.)
 - Redevelopment agreements under the Local Redevelopment and Housing Law (N.J.S.A. 40A:12A-1 et al.)
 - Financial agreements under the Long Term Tax Exemption Law (N.J.S.A. 40A:20-1 et seq.)
 - Agreements under the Five-Year Exemption and Abatement Law (N.J.S.A. 40A:21-1 et seq.)
 - Agreements for payments in lieu of taxes (N.J.S.A. 54:4-3.145)
 - Redevelopment agreements for hazardous discharge site remediation (N.J.S.A. 58:10B-26 through 58:10B-31)
 - Agreements under the Municipal Landfill Site Closure, Remediation, and Redevelopment Act (N.J.S.A. 13:1E-116.1 et al.).

OSC staff conducts pre-advertisement or pre-award reviews, and post-award reviews.

- Pre-Advertisement Review (Pre-Award Review) is required for any contract expected to be greater than \$10 million. OSC staff has 30 days to review the proposed invitation to bids, request for proposals, or contract. OSC review includes contract amendments valued at \$10 million or greater.
- Post-Award Review is required for contracts greater than \$2 million, no later than 20 business days after award. OSC review includes contract amendments valued at \$2 million or greater.
- Post-Award Review also is required for "emergency" contracts greater than \$2 million no later than 30 business days after award.

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Purchasing Oversight

value of a contract in good faith, using their professional judgment. Purchasing professionals should take into account the cost of prior procurements for similar goods and services while factoring in a price increase or decrease to reflect market changes. Concessions, however, are based upon the expected value of the contract to the vendor as opposed to the cost to the local government.

“ We strongly recommend that local government entities update their bid templates annually to reflect changes in Local Public Contracts Law and other applicable procurement laws.”

If the value of the contract is estimated to be \$10 million or greater, the final bid package must be submitted to OSC for review prior to advertisement. The OSC 30-day review period for contracts greater than \$10 million should be taken into account when developing a bid timeline. A properly written advertisement for bids can help avoid unnecessary delays in awarding a contract and also achieve the timely provision of the needed service or product.

We are experienced in reviewing municipal contracts involving the procurement of professional services, construction projects, insurance coverage, and goods. Following submission of a contract valued at more than \$10 million for pre-advertisement review, an OSC attorney will be assigned to the file. We review the entire bid package, including the instructions to bidders, specifications, general provisions, special provisions, requests for proposals, and any

LEGAL REVIEW

The OSC Procurement attorneys focus on ensuring that:

- Proper statutory processes are being followed
- Bidder instructions are clear
- Legal requirements are accurate
- Proprietary items contained in the specifications are justified
- The scope of the work is clear and concise
- The scope of work does not show favoritism toward one bidder over another
- Evaluation criteria (if applicable) are fair and reasonable

The post-award contract review focus differs from the pre-award perspective. For a post-award review, OSC Procurement attorneys not only ensure that the bid was legally compliant. They also:

- Review the evaluation process
- Ensure that the correct award process was followed
- Provide guidance for future procurements

forms that are to be signed by the bidder. Unless specifically requested, it is not necessary to submit drawings to OSC. In reviewing contracts, our goal is to check for compliance with applicable laws.

Post-Award Review

A post-award review may result in guidance in the form of an email to the local government identifying any deficiencies in the procurement process or corrections to be made to the bid documents. Often we find that errors are the result of changes to Local Public Contracts Law that have not been incorporated into the local government's bid template. A common error is the misstatement of the Business Registration Certificate requirement as set forth in N.J.S.A. 52:32-44.

A 2009 amendment removed the mandatory requirement that a bidder submit its Business Registration Certificate (BRC) with the bid. Before this amendment, failure to include the BRC with the bid would require rejection of the bid. OSC review, however, still finds bids where the BRC is a mandatory bid requirement. OSC attorneys will identify this and other irregularities. We strongly recommend that local government entities update their bid templates annually to reflect changes in Local Public Contracts Law and other applicable procurement laws.

Another common error concerns the instructions to bidders for completing the Statement of Corporate Ownership

pursuant to N.J.S.A. 52:25-24.2. This statute promotes transparency, its purpose being to ensure that the government entity and the public are aware of the 'real parties in interest' for public contracts. For corporate ownership disclosure, we often find disclosure stops at the first level of ownership. For example, a bidder might list "Acme Corp." as a 25% owner of the bidder. The statute, however, requires at least one more level of disclosure identifying the ownership of Acme Corp. If Acme Corp. is owned by yet another corporate entity or partnership, the disclosure must continue until individual names are listed.

OSC staff is available to assist municipal officials in better understanding how our contract review process works and how we strive to proactively identify potential issues that may result in award protests or legal challenges. 📌

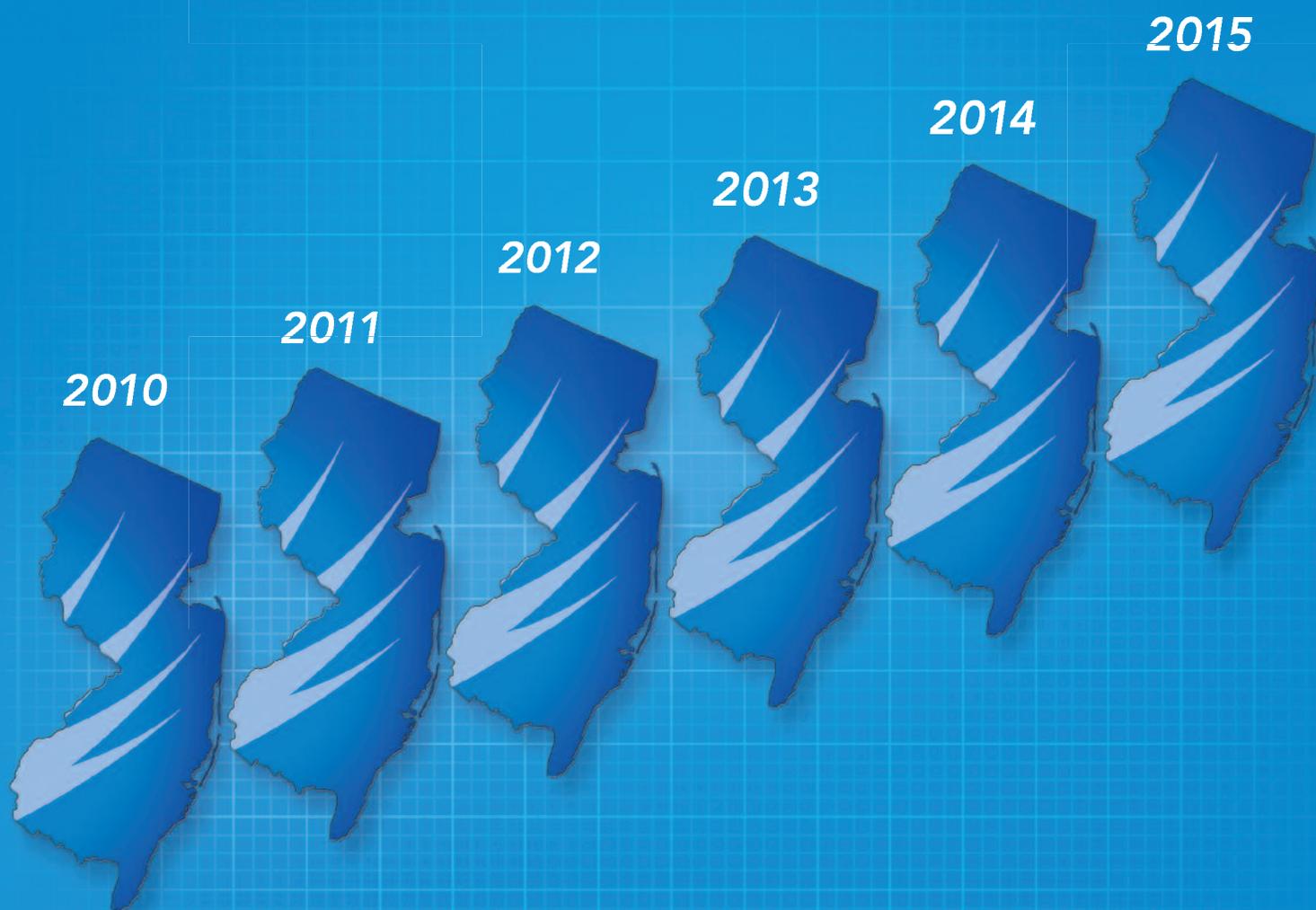
@ Visit nj.gov/comptroller to learn more about contracting compliance. All OSC notification forms are available at osc.nj.gov, 609-984-2888, or contracts@osc.nj.gov.



State Comptroller Phillip James Degnan will be a panelist

at the 9 a.m., Thursday, Nov. 17

League Conference Session:
Public Contracts Law &



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Transit Villages in Demand

Can New Jersey Keep Pace?

By Brian Gallagher, Mayor, Somerville



Year-round programs keep the public visiting—and staying—in Somerville's center.

For decades, New Jersey residents and others nationwide looked to suburbs as safe and welcoming refuges from our troubled urban centers. Smaller cities like Somerville experienced their own declines, with once vibrant downtowns overwhelmed by the challenges of malls, outlet centers, and e-commerce alternatives. Changing public attitudes and preferences made the future even more uncertain.

If there is one constant in life, however, it is change, and that is exactly what's happening today. More and more people are seeking something different from the stereotypical suburban experience—transit-connected, pedestrian-friendly, and amenity-rich communities in which to live and work.

Developing Around Hubs

The New Jersey Department of Transportation (NJDOT) currently spends \$1 million per year to support a Transit Village Initiative that has helped make New Jersey a national leader by encouraging sustainable, transit-oriented development near rail and bus hubs.

Expanding the program can be a catalyst for the creation of new mixed-use development in areas that make sense economically and environmentally. Unfortunately, given the crisis in funding for the state's Transportation Trust Fund and other fiscal challenges, the prospect of further investment in the program by NJDOT seems bleak.

That's unfortunate given consumer demand. Many point to the millennial generation as the key factor behind this

preference for transit village settings. The reality is younger people are increasingly being joined by downsizing empty nesters and retirees seeking the convenience and quality of life experience that a vibrant downtown provides.

People of all generations are showing a marked preference for walkable, mixed-use neighborhoods. Combined with convenient transit connectivity, plus great restaurants, stores, and services, it's not hard to see why single-family home sales in the suburbs are struggling and rural counties are losing population.

A Shift Within Our Borders

While much is made of New Jersey residents fleeing the state for more tax and business-friendly locales or to escape harsh winters, we are seeing an unprecedented shift within our own borders. High prices for the convenience and amenities provided by transit-connected neighborhoods nearer New York City, like those in Jersey City and Hoboken, are driving demand for more cost-effective alternatives.

Towns like Montclair and Morristown have benefited from this trend; Somerville has, too. All three are among New Jersey's

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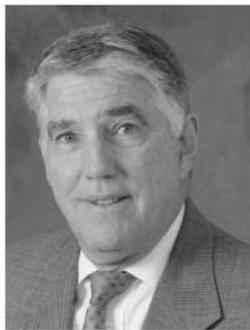
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Transit Villages

designated Transit Villages. Yet, a tremendous amount of thought and planning went towards transit-oriented development before earning each a coveted place in the program.

Since 1999, dozens of New Jersey municipalities have sought and earned designation by the state's Transit Village Initiative to help meet this demand. While Somerville stakeholders, including local, county and state officials, downtown business and property owners, community organizations and residents have spent more than 10 years building consensus around a plan to transform our downtown, acceptance into the Transit Village program in 2010 provided the boost we needed in support of our plans and goals.

The Transit Village designation gave the Borough greater opportunities to obtain funding for and to complete the transportation related projects central to the success of our redevelopment efforts.

In addition to priority consideration when it comes to funds available for redevelopment including DOT grants dedicated specifically to Transit Village projects, the designation confirmed the state's commitment to Somerville's vision of transit oriented development and has helped us coordinate with the State agencies that make up the Transit Village task force, including technical assistance. A \$16 million renovation of the Somerville Train Station by NJ Transit and the implementation of routes making a one seat ride to Manhattan possible are also part of the attraction.

Our growing transit village will soon see a new residential development take

shape as well, with 675 housing units planned on 35 acres owned by NJ Transit next to the station, just a short walk from the heart of our downtown.

Building Connections

The progress we've made did not happen by accident. As the Somerset County seat, a registered Main Street New Jersey Community, and with an effective public-private partnership in the Downtown Somerville Alliance, a Special Improvement District managing the downtown's streetscape, branding, and marketing, our borough had a head start. We also embraced the importance of year-round events and activities that reinforce connections between people and places that are the heart of a thriving downtown.

The Division Street Plaza, a pedestrian-only public space opened in 2012 just blocks from the train station, was designed to facilitate everything from concerts and movies under the stars, to a farmer's market and holiday celebrations. Now considered a key component of Somerville's downtown turnaround, the concept was controversial when first proposed, but has proven popular with business owners and visitors alike, attracting thousands, who shop and dine locally, as well as new businesses and investors.

The plaza has earned national recognition for innovative space management and has helped Somerville achieve extremely low retail vacancies in our downtown. In the past year alone, more than 20 new stores have opened on or near Division Street. That includes a significant boutique-retail sector that recognizes the synergy between the buzz

of downtown events and Somerville's reputation as a regional dining destination.

Downtown business owners are connecting through these events, promotions, local causes, and more, using the collective power of their social media and other customer interactions to benefit their businesses as well as the downtown district and the municipality as a whole.

In 2015, NJ Monthly Magazine named Somerville one of New Jersey's top downtowns. Somerville was also recognized as one of the state's top small cities to live in. While property values in Somerset County rose by 3.9% in 2014, Somerville's property values rose by 12.5%.

The downtown turnaround remains a work in progress, with lots of hard work ahead. Yet the bold actions and decisions to invest in both transit-oriented development, including infrastructure and downtown cultural development, are transforming Somerville and other communities statewide. The Transit Village program has supported our ability to build connections between individuals and organizations and leverage the ideas, resources and energy needed to make that change possible. ♣



Each day, there are several sessions focusing on downtowns during the 101st League Conference. For the full schedule, visit:

All Aboard!

Additional projects borough-wide reflect increased demand and a desire to be connected to the downtown district, underscoring the positive trend for today's Somerville.



101ST ANNUAL NEW JERSEY LEAGUE OF MUNICIPALITIES CONFERENCE & EXHIBITION

Atlantic City
Convention Center
Nov. 15-17, 2016



Tuesday, November 15

- 8:00 a.m.** Affiliates' Meetings (See listing of all Affiliates' meetings on page 64)
- 9:00 a.m.** Registration and Exhibits open
- 2:00 p.m.** Select from concurrent sessions and meetings
- 3:00 p.m.** NJLM Resolutions Committee Meeting
- 3:45 p.m.** Select from concurrent sessions and meetings
- 5:00 p.m.** Registration and Exhibits close

Wednesday, November 16

- 7:30 a.m.** Mayors Wellness Campaign—Fitness with an Olympian
- 8:30 a.m.** Registration and Exhibits open
- 9:00 a.m.** Select from concurrent sessions and meetings
- 10:45 a.m.** Select from concurrent sessions and meetings
- Noon** Vendor Solution Sessions
- 12:15 p.m.** League's Mayors Box Luncheon (Sheraton)
- 1:00 p.m.** Vendor Solution Sessions
- 2:00 p.m.** Select from concurrent sessions and meetings
- 3:45 p.m.** Select from concurrent sessions and meetings
- 5:00 p.m.** Registration and Exhibits close

Thursday, November 17

- 8:00 a.m.** Women in Municipal Government Breakfast (Sheraton)
- 8:30 a.m.** Registration and Exhibits open
- 9:00 a.m.** Select from concurrent sessions and meetings

- 10:45 a.m.** Select from concurrent sessions and meetings
- 12:15 p.m.** League Luncheon for All Delegates (Sheraton)
- 1:00 p.m.** Exhibits Close
- 2:00 p.m.** Select from concurrent sessions and meetings
- 3:00 p.m.** Registration Closes
- 3:30 p.m.** League Business Meeting (Sheraton)

New for 2016: **Event App!**

This year let your devices help make this your best conference!

The 2016 Conference app will be available through iTunes, GooglePlay, and Microsoft app shops beginning on Download Day, October 5.

Conference attendees should download the app to access a fully searchable session schedule, interactive map of the exhibit floor, a thorough listing of exhibitors, and up-to-date event information. Create a personalized schedule before your arrival onsite to maximize your conference experience!



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P R O G R A M A T A G L A N C E



Session Highlights

Welcome to the 101st League Conference, where you'll have many opportunities to "Meet the Challenges of Municipal Government." This year's event is a chance to take part in the nation's largest gathering of municipal officials and acquire the latest information about programs, products, and services for the unique needs of the municipal audience. Please note that many workshops, sessions, and meetings run concurrently. On page 68 you'll find a list of meetings and programs sponsored by the League's Affiliate Organizations. For a full conference agenda and order forms, visit njslom.org/2016conf.

Tuesday, November 15

9:00 a.m. Registration and Exhibits Open

2:00 p.m. Session Highlights

League Orientation * Budget and Audit Updates * Benefits of Laughter in Government * Litter-Free Waterways * Civil Service Update * Governing Body Members' Roles and Responsibilities * Adaptive Re-use * School-Municipal Cooperation * Storm Water Management * Elected Officials in Managing Technology

3:00 p.m. NJLM League Resolutions Committee Meeting

3:45 p.m. Session Highlights

Making Your Downtown a Success * Preparing for Retirement * Rutgers Center for Government Services * Engage Local Businesses and Attract New Business * Utilities & Storms * Inspiring Excellence * Accomplishing Big Things with Small Grants * Drones: Challenges and Opportunities

5:00 p.m. Registration and Exhibits Close

Wednesday, November 16

7:30 a.m. Mayors Wellness Campaign—Fitness with an Olympian

8:30 a.m. Registration and Exhibits Open

9:00 a.m. Session Highlights

New Life for Centers * Alternatives to SHBP * Sustainable Jersey Program Update * Funding the Zombie Foreclosure Epidemic * Developing a Successful Social Media Plan * Building, Maintaining, and Repairing Good Police-Community Relations * Understanding Public Opinion Indicators

Session Highlights Wednesday, Nov.16 (continued)

- 10:45 a.m. Session Highlights**
Former Governors * MS-4: An Update on Storm Water Regulations * The Governor's Race and the Urban Agenda * Rail Safety Hazmats and Response * Public Financing 101 * Elected Officials Primer: Ethics, OPMA, OPRA, & Civility * Improving and Protecting New Jersey's Health * Waste Management Challenges and Opportunities
- 12:00 Noon Vendor Solution Sessions**
DMR Architects
- 12:15 p.m.** Mayors Box Luncheon (Sheraton)
Open Dialog with Cabinet Members
- 1:00 p.m. Vendor Solution Sessions**
Aetna * Info-Cop by GTBM * Covanta * Republic Services of NJ * Smart Vent Products * CASA Payroll * Commercial Utility Consultants * Yeager Engineered Systems * GovPilot * Smart Procure, Inc.
- 2:00 p.m. Session Highlights**
Legislative Leaders Discuss 2017 Plans* Elected Officials Primer * NARCAN—Now What? * Public Access to Beaches * 21st Century Technology and OPRA * Cyber Security * What is a “Responsible” Bidder? * Get the Lead Out * The Sun is Not Setting on Chapter 78 * Economic Opportunity Act and Your Municipality * Telecommunications and Broadband * Arts and Economic Development
- 3:45 p.m. Session Highlights**
The Next Generation of Municipal Employees * Using New Technology to Your Town's Advantage * State Mandate/State Pay * Municipal Leaders & Community Health Improvement * Annual Risk Management Session * Mitigating Violent Extremism * Pension and Health Benefits * Open Government in A Digital World
- 5:00 p.m.** Registration and Exhibits Close

Thursday, November 17

- 8:00 a.m.** Women in Municipal Government Breakfast – Connecting to Health in All Your Policies (Sheraton Crown Ballroom)

SPECIAL EVENTS

The 101st League Conference provides education and the opportunities to check out the latest services and products, and it's also an important tool for networking with municipal officials from around the state along with state-level officials at events held throughout the Conference.

The following events require tickets, and order forms are available at njslom.org/2016conf/meal-functions.html.

Annual Mayors Box Luncheon

Wednesday, November 16, 2016
Sheraton Hotel, Crown Ball Room, 2nd floor
12:00 noon - 1:45 p.m.
Tickets: \$25.00 per person

By the action of the League's Executive Board, the Mayors Box Luncheon tickets are limited to only the Mayor and two (2) guests of the Mayors' choosing.

Women in Municipal Government Breakfast

Thursday, November 17, 2016
Sheraton Hotel, Pearl Ballroom, 2nd floor
DOORS OPEN at 7:45 a.m.
Tickets \$30.00 per person

14TH Annual Outstanding Women in Government Award to:

Barbara George Johnson, Executive Director The John S. Watson Institute for Public Policy Thomas Edison State University; and the New Jersey Health Care Quality Institute Mayors Wellness Campaign

League Delegates Luncheon

Thursday, November 17, 2016
Sheraton Hotel, Crown Ball Room, 2nd floor
12:15 - 1:30 p.m. (DOORS OPEN at noon)
Tickets \$40.00 per person

Honorable Chris Christie, Governor, State of New Jersey (Invited)

Presentation of Distinguished Public Service Award posthumously awarded to:

Art Ondish, Mayor Mt. Arlington

Past President NJLM

Past President NJLM Educational Foundation

Public Sector Career Recognition Award to:

Charles (Chuck) Richman, Commissioner

Department of Community Affairs

SPECIAL EVENTS

Session Highlights Thursday, Nov.17 (continued)

- 8:30 a.m.** Registration and Exhibits Open
- 9:00 a.m. Session Highlights**
ACA Basics: Your Rights and Responsibilities as an Employer * Tax Revaluation * Water Infrastructure and Privatization * Affordable Housing * Public Contracts Law and Regulations * Road Work Ahead? * Using Current ABC Rules to Promote Redevelopment * NJCEP and Sustainable Jersey Energy Program * Updated Environmental Rules and Regulations
- 10:45 a.m. Session Highlights**
Open Meetings: Restoring Civility in the Public Dialogue * Protecting Shorelines Naturally * Identifying and Protecting Your Soft Targets * Tax Revaluation * Disciplinary Action in the Public Sector * Ratable Base Changes * Data That Supports Economic Development Efforts * The Future of Volunteer EMS * Planning For Emerging Centers * Sustainable Jersey Energy – What’s New – Gold?
- 12:15 p.m.** League Luncheon for all Delegates (Sheraton)
- 1:00 p.m.** Exhibits Close
- 2:00 p.m. Session Highlights**
OPRA and Electronic Records Management * Impact of Recent Decisions on Improvement Districts * 10 Years of the Uniformed Shared Services & Consolidation Act * Body Cameras – Experience to Date * Achieve Sustainable Jersey Certification by Connecting the Dots * Deer, Wildlife and Animal Control * Conservation Lands Blueprint
- 3:00 p.m.** Registration Closes
- 3:30 p.m.** League Business Meeting (Sheraton Pearl Ballroom)

It's Your League!

Don't forget the important meetings that help the League help you each year. Stop by to express your concerns and hopes for the future at the following meetings:

NJLM Resolutions Committee Meeting



Tuesday, November 15, 3:00 p.m.

Room 320 Atlantic City Convention Center

Is there an issue you wish the legislature would address? The Resolutions Committee meeting is open to all and you are encouraged to attend. Only members of the Resolutions Committee may vote.

Member municipalities wishing to submit resolutions for consideration by the League Resolutions Committee at the Annual Conference must send a summary of the resolution to the League office by the first Friday in October (Oct. 7) the full text of the resolution is due to the League office by Oct. 21.

Delegates may request copies of all resolutions online or at the League information booth in the Atlantic City Convention Center. For a copy of the Resolutions Policy and Procedures visit njslom.org/2016conf/conference-resolutions-procedures.html

NJLM Business Meeting



Thursday, November 17, 3:30 p.m.

Sheraton Hotel, Pearl Ballroom

Member municipalities will vote on a slate of new officers and executive board members for the upcoming year, resolutions which will guide League policy will be selected, and other items relating to League operations will be considered. Have a voice in the League's planning for 2017!

2016 Conference Consultants

The League's "Consulting Meetings" provide a chance for attendees to speak face to face with over 60 State program directors and experts as a new way of providing the valuable Conference Consulting Service.

A list of Consulting contacts has been made available at njslom.org/conference2016 and in the printed Session Program book, allowing conference attendees the opportunity to schedule face-to-face meetings with State program directors, area experts, and grant givers to occur during Conference week. Take advantage of the ample space for one-on-one and small group meetings in the Exhibit Hall lounges and in the Atrium lobby.

The list of consultants can be found at njslom.com/conference2016/consultants.



Vendor Solution Sessions (Wednesday, Nov. 16)

Conference exhibitors share their expertise and insights with free, informative sessions open to all conference delegates on Wednesday, November 16.

12:00 noon-12:50 p.m.

Room 310

DMR Architects The “PPP” Approach: Exploring Public-Private Partnerships & Their Place in New Jersey

1:00-1:50 p.m.

Room 316

Aetna Health Benefits—Learn What Aetna has to Offer to SHBP Participants

Room 318

Info-Cop by GTBM Tools for Your Police Department: Promoting Safety, Efficiency, & Transparency

Room 321

Covanta “Successful Public/Private Partnerships”—Forming Successful Partnerships with Private Industry

Room 416

Republic Services of NJ Solid Waste & Recycling Reimagined

Room 407

Smart Vent Products Floodplain Design, Construction, and Impacts on Flood Insurance

Room 307

CASA Payroll ACA 1095 Reporting & Using the Look-back Measurement Method for Employee Eligibility

Room 308

Commercial Utility Consultants Government Energy Aggregation: Understanding the benefits and how to begin the process

Room 317

Yeager Engineered Systems New EPA Fuel Tank Regulations & Diesel Fuel Safety

Room 306

GovPilot Vacant Properties: Leveraging E-Government to Fight this Blight

Room 408

Smart Procure, Inc. Using Big Data to Save Money for Your Agency

Get Social Media For Updates During Conference Week!

Follow NJLM on Facebook and Twitter, by using **#njleague** or download the Conference App and opt for push notifications!

We'll be providing immediate notices on:

- Changes to the League’s educational sessions schedule
- Shuttle bus changes
- Sold-out League events
- Daily highlights

View NJLM’s profiles at facebook.com/njleague and twitter.com/nj_league.





Exhibitors (At Press Time)

The following companies are exhibiting at the League Conference and are eager to offer their knowledge, products, and services to assist municipal officials. Be sure to stop by their booths to see how they can assist you!

To learn more about becoming an exhibitor visit njslom.org/exhibit

Contact Kristin Lawrence, Exhibit Manager at 609-695-3481, Ext. 125 or klawrence@njslom.org.

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 American Recycling Technologies
 American Tennis Courts, Inc.
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 AmeriHealth Casualty Services
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 AP Certified Testing LLC
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 Aquaphalt - Roadstone Prod.
 Aqua-Pipe/Sanexen Water Inc.
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 ARC Document Solutions
 Art Pride New Jersey
 Asplundh Tree Expert Co.
 AstroTurf
 ATI Quality Solutions
 Atlantic Coast Recycling
 Atlantic County Government
 Atlantic, Tomorrows Office
 Aurora Environmental, Inc.
 AXA Equitable
 Axeon Specialty Products
 Badger Meter, Inc.
 Balady Promotions, Inc.
 Barber Beach Cleaners
 Barnegat Bay Coalition
 Bayshore Recycling Corp.
 BeachTech
 Ben Shaffer Recreation Inc.
 Benecard Services, LLC

Best Practice Energy LLC
 Bethlehem Precast, Inc.
 Beyer Bros. Corp.
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 Chambers Architecture, Inc.
 Check Point Software Technologie
 Chemical Equipment Labs, Inc.
 Chemung Supply Corp.
 Cherry Valley Tractor Sales
 CIT-E-NET
 City Fire Equipment Co., Inc.
 City of Atlantic City
 City of Long Branch
 City of Plainfield
 Civil Solutions
 Classic Turf Company
 Cliffside Body Corp.
 Cm3 Building Solutions, Inc.
 CME Associates
 Coded Systems, LLC.
 Commercial Recreation Specialist

Commercial Utility Consultants
 Concept Print
 Concrete Pipe Assoc. of NJ
 Conner Strong & Buckelew
 Consolidated Fence Co.
 Contemporary Sprinter/Metris
 Contour Data Solutions
 CONVAULT- SAFE SITE
 Cooper's Office Furniture
 Core Elements Gym
 County of Union Freeholders
 Covanta Energy/ECovanta
 CPG Building Products
 CRAM-A-LOT/J.V.Mfg
 Crane Materials International
 CRC
 Creston Hydraulics, Inc.
 CSI Technology Group
 DAG Onsite Crushing
 DARE America
 Data Network Solutions
 DCO Energy, LLC
 Dejana Truck & Utility Equipment
 Dell/Ocean Computer Group Inc.
 Delta Dental of New Jersey, Inc.
 Deluxe International Trucks
 Deschamps Mats Systems, Inc.
 Diamond Tile & Grout Restoration
 Direct Development PR
 Direct Energy
 Direct Flooring
 DMR Architects
 DocuSafe Records Management
 DocuVault Delaware Valley, LLC
 Dome Corp. of North America
 Dossier Systems, Inc.
 Downes Forest Products, LLC
 Downtown Decorations, Inc.
 Downtown New Jersey
 DRG Architects
 DRS Imaging
 Dunrite Sand & Gravel
 Eagle Wireless Communications
 Earth Materials, LLC (Copertino)
 Eastern Armored Services, Inc.
 Eastern DataComm, Inc.
 Eastern Lift Truck
 Eastern Surplus & Equip. Co.
 Eaton's Cooper Lighting
 Edmunds & Associates, Inc.
 EIRC Technology Services
 Electronic Risks Consultants
 Elizabeth Development Company
 Elizabethtown Gas-Energy Smart
 eMaint
 Emerald Equipment Systems Inc.
 Emergi-Clean, Inc.

EMEX, LLC
 Emilcott
 Empower Retirement
 EMS Council of New Jersey
 Enfotech & Consulting, Inc.
 Enovative Technologies
 Enterprise Fleet Management
 Enterprise Holdings Inc.
 Environmental Resolutions, Inc.
 EnviroSight
 Enzo's Cleaning Solutions
 Eppy's Tool & Equipment
 EVideoProductions.net
 Excel Environmental Resources
 EZ Dock Mid-Atlantic
 EZ Street Company
 Facility Solutions Group
 Fair Safe Testing, LLC
 Fairleigh Dickinson University
 Family First Urgent Care
 FDR Hitches
 FDU Off-Campus/Online Programs
 Felician University
 Ferriero Engineering, Inc.
 FF1 Professional Safety Services
 Fieldturf
 Filebank Inc.
 Finch Services, Inc.
 Fincredit Inc.
 Fire & Safety Services, LTD.
 First Choice-OMER Hvy Duty Lifts
 First MCO
 First Priority Emergency Vehicle
 FKA Architects
 Flanagan Productions
 Foley Incorporated
 Force America, LLC.
 Forta Corporation
 Franklin-Griffith Electric
 FreeSpan Structures, Inc.
 French & Parrello Associates
 F-Secure, Inc.
 Fuel Ox
 FuelForce Multiforce Systems
 FuelMaster/Syntech Systems, Inc.
 Gabrielli Truck Sales
 GameTime Park & Playground Equip
 Garden State Bobcat Group
 Garden State Laboratories, Inc.
 Garden State Municipal JIF
 Gasboy
 Gates Flag & Banner Co.
 Gees Chasers, LLC.
 General Code
 General Recreation, Inc.
 GEOD Corporation
 George Jif Associates

Gillespie Group, Inc.
 Godwin, a Xylem Brand
 Golden Equipment Co. Inc.
 Good Energy, L.P.
 GoodMart Lighting & Electrical
 Gordian
 GovDeals, Inc.
 GovPilot
 Gramco Business Communications
 Grant Thornton Public Sector
 Granturk Equipment Co., Inc.
 Greyhawk
 Groff Tractor New Jersey, LLC.
 Grotto Engineering Assoc LLC
 Ground Works Solutions
 H. A. DeHart & Son, Inc.
 H2M Associates, Inc.
 Hackensack Riverkeeper Inc.
 Hanson Aggregates BMC
 Harbor Consultants, Inc.
 Harter Equipment, Inc.
 HCDNNJ
 Helac Corporation
 Heritage Business Systems
 Heyer, Gruel & Associates
 Hoffman Services, Inc.
 Holman Frenia Allison, P.C.
 Hoover Truck Centers
 Horizon BCBS of NJ
 Hudson County Improvement Auth.
 Hudson County Motors, Inc.
 Hunter Technologies
 Hunter Truck Sales
 Hydro International
 IAA Insurance Administrator
 IBEW Local 102
 IMEX Consulting Group, Inc.
 Info Tech, Inc.
 Info-Cop By GTBM, Inc.
 Inservco Insurance Services
 Insurance Design Administrators
 Integrated Technical Systems
 Integrity Health
 Inter City Tire
 InterClean Equipment, Inc.
 Interport
 Interstate Asphalt Products
 Investors Bank
 IPL Plastics Environment
 IPS Group, Inc.
 ITEM Ltd.
 J&J Bodies/USM/Bristol Donald
 Jack Doheny Companies
 Jasper Engines & Transmissions
 J-Dogs Amusements/Catering
 Jersey Access Group/NJ NATOA
 Jersey Central Power & Light
 Jersey Professional Management
 JESCO, Inc.
 Jewel Electric Supply Company
 John W. Kennedy Company, Inc.
 Johnston Communications
 Joshua Marcus Group Promotions
 JustServe.org
 Kapsch TrafficCom
 KC Sign
 Keller & Kirkpatrick, Inc.
 Keyport Army & Navy
 Keystone Purchasing Network
 Keystone Structures, Inc.
 Kiely Equipment Co., LLC.
 Kimball Midwest
 Kimco USA Inc.
 Kimley-Horn and Associates, Inc.
 Kubota Tractor Corporation
 Kueper North America
 L-3 Mobile-Vision, Inc.
 LAN Associates
 Langan
 Laurel Equipment
 Lending to America's Heroes
 Liberty Parks & Playgrounds
 LifeSavers, Inc.
 Lightpath
 Lincoln Financial Group
 Lions Tail Limited
 Lock-Tile Industries
 Lucky Dog Custom Apparel
 Mack Camera & Video Service Inc.
 Maco Office Source

MACO Office Source - Datum
 Madison Plumbing & Htg. Supply
 Magnum Piering
 Manheim Auto Auction
 Maser Consulting
 MassMutual
 Mateflex
 Max Spann Real Estate/Auction Co
 Mazza
 McCarthy Tire Service
 McGrath Municipal Equipment
 McIntosh
 McNeilus Truck & Manufacturing
 Mechanical Insulation Specialist
 MGL Printing Solutions
 Mid-Atlantic Truck Centre
 Mid-Atlantic Waste Systems
 MIDJersey Chamber of Commerce
 Mike's Better Shoes
 Millennium Communications Group
 Millennium Strategies, LLC.
 Mitchell Associates Architects
 Mitchell Humphrey & Co.
 Modern Equipment & Supply
 Monmouth Ocean Edu. Serv. Comm.
 Monmouth Truck Equipment
 Monmouth University
 Montana Construction Corp Inc.
 Mott MacDonald
 MTI America
 Muncie Power Products
 Municipal Clerks' Assoc. of NJ
 Municipal Excess Liability Fund
 Municipal Software, Inc.
 Municipity Software
 Munidex, Inc.
 Musco Sports Lighting
 My Downtown Mobile
 Najarian Associates
 National Water Main Cleaning Co.
 NetQ Multimedia Company
 New Jersey American Water
 New Jersey Beekeeper's Assoc.
 New Jersey Conference of Mayors
 New Jersey Library Association
 New Jersey Municipalities
 New Jersey Natural Gas
 New Jersey Natural Gas (NGV)
 New Jersey One Call
 New Jersey Planning Officials
 New Jersey Prevention Network
 New Jersey Wireless Association
 New Jersey YMCA State Alliance
 New York Life
 NJ - Board of Public Utilities
 NJ - Catastrophic Illness Fund
 NJ - Civil Service Commission
 NJ - Cooperative Purchasing & DSS
 NJ - DEP Local Gov't Assistance
 NJ - Dept of Banking & Insurance
 NJ - Dept of Children & Families
 NJ - Dept of Community Affairs
 NJ - Dept of Transportation
 NJ - Division of Taxation LPT
 NJ - DORES Records Mgmt Services
 NJ - Highlands Council
 NJ - Homeland Security (NJOHSP)
 NJ - Housing & Mortgage Finance
 NJ - Long-Term Care Ombudsman
 NJ - Motor Vehicle Commission
 NJ - Redevelopment Authority
 NJ - Unclaimed Property
 NJ Certified Animal Control
 NJ Clean Communities
 NJ Clean Energy Program
 NJ Emergency Preparedness Assoc.
 NJ GMIS
 NJ Police Chiefs Association
 NJ Propane Gas Association
 NJ Recreation & Park Assoc.
 NJ SEM
 NJ Shade Tree Federation
 NJ Society of Prof Land Surveyor
 NJ State Chamber of Commerce
 NJ Water Environment Assoc.
 NJEDA
 NJM Insurance Company
 NJMACC
 Norris Sales Co. Inc.
 North American Pipeline Services

North Jersey Friendship House
 Northeast Communications, Inc.
 Northfield Bank
 Novus AGENDA
 NozzTeg Inc.
 Office Business Systems
 Oldcastle Precast Easiset Bldgs
 ONSPOT Automatic Tire Chains
 Oxford Engineering Company
 P.L. Custom Emergency Vehicles
 Pabst Enterprises/Equipment Co.
 Palindrome Technologies
 Paper Mart, Inc.
 Party Perfect Rentals
 Pascack Data Services
 Passaic Valley Sewerage
 Payment Service Network, Inc.
 Peach County
 Peirce-Eagle Equipment Company
 Penn Globe Gaslight
 Penn Jersey Machinery
 Pennoni
 Perma-Liner Industries LLC
 Petro Choice
 PHASE Associates, LLC.
 Philips Lighting North America
 Phoenix Advisors, LLC.
 Piazza & Associates, Inc.
 Pinnacle Wireless
 PKA Technologies
 Plainfield M.U.A.
 PMA Management Corp.
 PMC Associates
 PNC Bank, N.A
 Point & Pay
 POM Parking Meters
 Presray Corporation
 Princeton Geoscience
 Print & Mail Communications
 Prior & Nami Business Systems
 Provident Bank
 Prudential
 PS&S Consulting Engineers
 PSE&G
 PSS
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 Public Works Association of NJ
 Pubworks
 Puro Clean
 QPR - Quality Pavement Repair
 Qscend Technologies, Inc.
 QualCare, Inc.
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 R&L Payroll
 Rain for Rent
 Ransome Cat
 Reclamation LLC
 Reed Systems LTD
 Remington & Vernick Engineers
 Remington, Vernick & Vena
 Republic Services of NJ
 RFP Solutions, Inc.
 RGA, Inc.
 Ricoh USA, Inc.
 Rileighs Outdoor Décor
 RIO Supply/Neptune
 RJP Hotsy
 Roberts Engineering Group LLC
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 Route 23 Auto Mall
 Rowan University - CREATES
 Russell Reid & Mr. John Co.
 Rutgers Continuing Education
 Rutgers SPAA
 Safe Traffic Operations Profes.
 Sanitation Equipment Corp.
 Santander Bank, N.A.
 Save H2O NJ
 Schaefer Systems International
 SealMaster
 Sensus USA
 Servpro of Freehold
 SERVPRO Team Green
 Seton Hall University
 Shaw Sports Turf
 SkyBitz Local Fleets
 Skyline Environmental, Inc.
 Smart Vent Products, Inc.

SmartProcure
 SNJ Today
 Snow Dragon Snow Melters
 SolarCity
 Sonitrol Security Systems
 South Jersey Fed. Credit Union
 South Jersey Gas, NGV
 Spatial Data Logic
 Specialty Automotive Equipment
 Spire IT, LLC.
 Stageline Mobile Stage
 StarNet Solutions Inc.
 Statewide Insurance Fund
 Statewide Traffic Safety
 Steered Straight, Inc.
 Stewart & Stevenson/Atlantic
 Stormwater Compliance Solutions
 Storr Tractor Company
 Suburban Consulting Engineers
 SUEZ
 Sunbelt Rentals, Inc.
 Sunrise Systems
 Supreme-Metro Corp.
 Sustainable Jersey
 Swiftreach Networks, Inc.
 T&M Associates
 T.M. Fitzgerald & Associates
 T.P. Bryan Electric Co., Inc.
 Tax Collectors & Treasurers NJ
 TD Bank, N.A.
 TEC Solutions Inc.
 Techo-Bloc
 Tennant Company
 The Difference Card
 The ESC of NJ Co-op Services
 The Goldstein Partnership
 The Shauger Group, Inc.
 The Stresscrete Group
 The U.S. Conference of Mayors
 Thomas Edison State University
 Titan Tool
 Trackless Vehicles, LTD
 Traffic Plan
 Training Unlimited, LLC.
 Triad Associates
 Trident Environmental
 Tri-State Safety Solutions
 Trius, Inc.
 Trumbull
 Turf Equipment & Supply Co.
 Turnkey Enterprises LLC
 Turn-Key Technologies
 U.S. Bridge
 U.S. EPA Region 2
 U.S. Municipal Supply, Inc.
 Unique Paving Materials Corp.
 United Concrete Products Inc.
 US Sports Institute
 USDA Rural Development
 USDA-APHIS Wildlife Services
 V.E. Ralph & Sons, Inc.
 Valk Manufacturing Co.
 Valley National Bank
 Value Lighting
 Van Cleef Engineering Associates
 Van Note-Harvey Associates, P.C.
 VCI Emergency Vehicle Specialist
 Verizon Wireless
 Vermeer North Atlantic
 Versalift East, LLC
 Virtual Towns & Schools
 VoIP Networks
 W. E. Timmerman Co, Inc.
 Warshauer Electric Supply Co.
 Waste Management of New Jersey
 WatchGuard Video
 Waters, McPherson, McNeill, P.C.
 Weather Works, LLC
 Whitemarsh Corporation
 Whitman
 Widmer Time Recorder
 Wilfred MacDonald, Inc.
 Wilmington Trust
 Winner Ford
 Winter Equipment Company
 Worknet Occupational Medicine
 Yannuzzi Group
 Yeager Engineered Systems
 Zumu Software



Affiliate Programs & Meetings

The 21 affiliated organizations form an integral part of the League Conference and their programs are open to all delegates. Meal functions normally require separate paid admission.

Tuesday, November 15

- 8:00 a.m.** Registrars
- 9:00 a.m.** Registrars
- 10:00 a.m.** Assessors • Municipal Clerks • Finance Officers • Planning Officials • Tax Collectors and Treasurers
- 10:15 a.m.** Registrars
- 11:30 a.m.** Registrars
- 12:00 Noon** Court Administrators
- 12:30 p.m.** Registrars Luncheon
- 1:00 p.m.** Building Officials • Finance Officers • Planning Officials • Tax Collectors and Treasurers
- 1:30 p.m.** Assessors
- 1:45 p.m.** Registrars
- 2:00 p.m.** Municipal Clerks • Finance Officers • Purchasing • Tax Collectors and Treasurers
- 2:30 p.m.** Recreation
- 3:00 p.m.** Planning Officials • Registrars
- 3:45 p.m.** Finance Officers • Jersey Access Group • Tax Collectors and Treasurers

Wednesday, November 16

- 9:00 a.m.** Assessors • Municipal Clerks • Court Administrators • Finance Officers • Fire Officials • Health Officials (NJACCHO) • Managers • Planning Officials • Purchasing • Recreation • Tax Collectors and Treasurers • Welfare
- 9:30 a.m.** Prosecutors
- 10:00 a.m.** Assessors • Building Officials • Electrical Inspectors • Fire Officials • Planning Officials • Tax Collectors and Treasurers • Welfare
- 10:30 a.m.** Finance Officers • Planning Officials
- 10:45 a.m.** Health Officials
- 12:00 Noon** Affiliate Luncheons (See program book for locations) Assessors • Building Officials • Managers • Planning and Zoning Administrators

- 12:15 p.m.** Prosecutors Luncheon
- 12:30 p.m.** Health Officials Luncheon
- 12:45 p.m.** Prosecutors
- 1:00 p.m.** Attorneys • Court Administrators • Finance Officers • Planning Officials • Tax Collectors and Treasurers
- 1:30 p.m.** Recreation
- 2:00 p.m.** Assessors • Municipal Clerks • Finance Officers • Health Officials (NJACCHO) • Purchasing • Tax Collectors and Treasurers
- 2:15 p.m.** Prosecutors
- 2:30 p.m.** Attorneys
- 3:00 p.m.** Finance Officers • Planning Officials • Plumbing Inspectors • Tax Collectors and Treasurers
- 3:30 p.m.** Fire Officials
- 3:45 p.m.** Health Officials • American Public Works–NJ Chapter
- 4:00 p.m.** Attorneys

Thursday, November 17

- 8:30 a.m.** Court Administrators
- 9:00 a.m.** Assessors • Attorneys • Finance Officers • Health Officials (NJACCHO) • Managers • Planning Officials • American Public Works–NJ Chapter • Purchasing • Tax Collectors and Treasurers
- 9:30 a.m.** Welfare
- 10:00 a.m.** Building Officials • Fire Officials
- 10:45 a.m.** Purchasing
- 1:00 p.m.** Attorneys
- 1:30 p.m.** Assessors
- 2:00 p.m.** Fire Officials
- 2:15 p.m.** Attorneys
- 3:30 p.m.** Attorneys
- 4:30 p.m.** Attorneys
- 5:00 p.m.** Attorneys



General Information

Registration

Pre-registration ended October 1. If you haven't pre-registered, you can register on site at the Conference Registration Desk in the Convention Center. Despite the fact that our conference is the largest of its kind in the nation, our on-site registration fees remain among the lowest: \$65 for municipal members and \$125 for all others. The registration fee is the same whether you attend functions for one day or all three days. Spouses attend free. (Full-time students can register for \$5 with proper school identification.)

Costs for meal functions are extra. Please visit njslom.org/2016conf/meal-functions.html for information on how to purchase tickets. Some tickets are only sold by our affiliated organizations.

Hotel Confirmation and Cancellation Policy

Any room cancellation made after Thursday, November 10, 2016 (the deadline is November 9, 2016 for Caesars and Bally's) will be required to pay for all cancelled room nights. In cases where the municipality pays for reservations, the municipality will incur this charge for late cancellations.

You should not call the hotels to check on your reservations. You will be issued an acknowledgement number that acts as your reservation confirmation. This number will be sent to you either by email, fax or regular mail and serves as your assurance of a room reservation.

Exemption From Occupancy Tax

The combined city and state sales and luxury taxes are 14 percent. This applies to hotel and motel rooms within the city boundaries of Atlantic City only. To avoid this tax you must pay by municipal voucher.

The New Jersey State Occupancy rate of \$5.00 to \$10.00 per room, per night is applicable to casino hotels. A \$1.00 fee

is applicable to non-casino hotels. There is no exemption from these fees. There may be other fees and assessments from which you will not be exempt.

CEU Information

CEU Listings The CEU's available at the conference are listed on the League website. Visit njslom.org/2016conf/CEU-listing.pdf

NEW Feature! Search & Save CEU Sessions on the new App.

CEU Scanning To make the CEU procedures more efficient and convenient, the League utilizes an electronic scanning system. Please note, these procedures only apply to educational sessions. Business Meetings and vendor sessions are not included in the scanning system.

There will be badge scanners in each room in the convention center. You will need to scan in and out to receive your credits.

You will not receive a paper certificate on the way out of the session. Instead, you will be able print your certificate from your home or office computer by logging on to njslom.org/2016conf/ceu-information.html

Transportation

Shuttles between the official Conference hotels and the Convention Center will be provided by Academy Bus Company. The shuttle service is paid through a \$7 per day, per hotel room fee. Limited on-site parking at the Convention Center is available starting at \$15.

For casino hotel parking rates and lot parking information, contact individual hotels or check the signs at the parking entrances. For full schedule go to njslom.org/2016conf/shuttle-schedule.pdf.

LEGISLATIVE UPDATE

A Long Road for Transportation Funding

By Michael F. Cerra, NJLM Assistant Executive Director; Lori Buckelew & Jon R. Moran, NJLM Senior Legislative Analysts, & Edward Purcell, Esq., Staff Attorney-NJLM Associate Counsel

The status of the State Transportation Trust Fund (TTF) remains the most significant legislative issue in Trenton and for local officials. Since July 1, vital work on New Jersey's roads and bridges has been stopped by order of the Governor. Our State's Transportation Trust Fund is running on fumes and the time for action is now.

The League identified three priorities to address these concerns:

1. Reauthorize the TTF to ensure adequate and reliable funding to meet State and local transportation infrastructure funding needs for the next 10 years.
2. Increase Local Aid funding to ensure funding to better meet local transportation infrastructure needs.
3. Increase the municipal share of Local Aid funding and ensure fair funding for all municipalities.

In late June, the General Assembly approved a plan to reauthorize the TTF at \$2 billion per year for eight years by increasing the motor fuels tax. This plan, which came at the agreement of the Governor and Assembly Speaker differed from the State Senate plan. Both plans would result in an increase of the 'pay at the pump' tax of up to \$0.23 per gallon. The Assembly plan reduces the State's sales tax from 7% to 6% over the next 18 months, and provides income tax exemptions for pension and annuity income. The agreement between the Governor and the Assembly Leadership did not include eliminating the estate tax, excluding certain charitable deductions from taxable income, increasing the earned income tax credit, or increasing jet fuel tax, key tax relief measures preferred in the Senate.

As a result of the deadlock, upon the signing the State's Fiscal Year 2017 budget, the Governor signed an Executive Order which freezes all non-essential state spending on transportation projects. In late July, Legislative Leaders unveiled a new bipartisan plan (A-10/S-2412 and A-12/S-2411) for a long-term, \$2 billion per year TTF.

The proposed increase in local funding addresses an immediate and critical need. As documented by the State Department of Transportation (DOT), municipal and county roads and bridges carry an estimated 55% of the State's overall traffic, yet receive only 12% of funding under the State's current Transportation Capital Program (TCP). Property taxpayers fund the balance. Thus, this bipartisan compromise represents not just

needed infrastructure funding but property tax relief as well.

The July agreement includes revenues for the TTF such as a 12.5% increase in the Petroleum Products Gross Receipts Tax; a \$.04 diesel surcharge; and a 7% tax on non-motor-fuel petroleum products. If the full amount of these increases is passed to consumers, it represents a \$0.23/gallon increase at the pump.

The local aid portion will be restored, as in earlier TTF reauthorization proposals. The agreement also includes tax relief components, such as an increase in the Earned Income Tax Credit to 40% of the federal benefit, starting in tax year 2016 and an increase in the NJ gross income tax exclusion on pension and retirement income, phased in over four years to \$100,000 for joint filers. In the fifth year, seniors earning up to \$125,000 can take a 50% credit on up to \$100,000 in retirement income. Those making up to \$150,000 can take a 25% credit. The Estate Tax would be phased out over over 3.5 years, ending Jan. 1, 2020. An annual income tax deduction on up to \$500 in state gas taxes paid for all New Jersey motorists with incomes up to \$100,000 and a \$3,000 personal exemption on state income taxes for all New Jersey veterans honorably discharged from active service in the military or the National Guard are also featured.

The Governor immediately stated his opposition to the concept agreed upon in the Legislature. On Aug. 17, Governor Christie issued Executive Order 213, directing the State Treasurer, the Director of the Office of Management and Budget, and the Commissioner of the DOT to identify funds that can be redirected to emergency road, bridge, and transit projects. This comes as the evaporation of the TTF continues and the moratorium on needed local work remains in place.

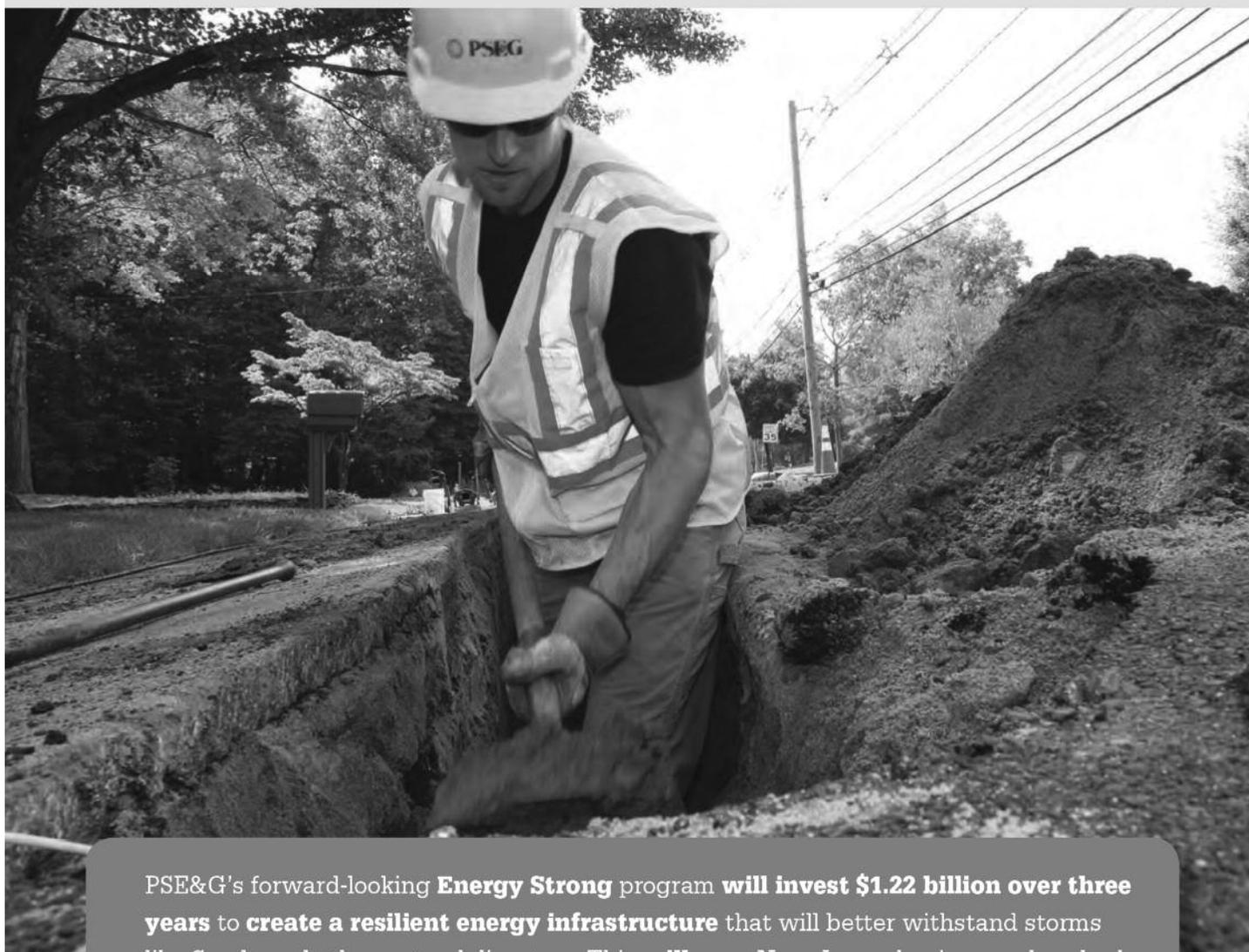
We are advised that the Executive Order allows money from the General Fund to be transferred to the DOT to pay for ongoing emergency operations only. The shutdown initiated by EO 210 remains in effect and the DOT advises that no projects should re-start. As we go to press, no solution appears imminent and a solution may not be found until after the November elections. Meanwhile, local governments are confronted with immediate transportation needs and concerns about a future funding source and funding that was already awarded but not yet reimbursed.

The League supports the immediate reauthorization of the TTF and suggests that you contact your State Senate and Assembly representatives and the Governor's Office asking them for their support for TTF reauthorization and the restoration of funding for local purposes. -MFC

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Investigatory Committees—A Powerful Tool That Should be Used Sparingly

By Edward Purcell, Esq.
Staff Attorney-NJLM Associate Counsel

One thing that we discussed in this column previously was local governing body members' ability to, either individually or collectively, access records from their municipality. This column will discuss another power, common to all New Jersey municipalities regardless of form—the ability to constitute an investigatory committee.

The decision to use such a committee should not be taken lightly. Pursuant to New Jersey law, governing bodies have access to extraordinary powers, in the appropriate circumstances, to assist them in decision making. The investigatory committee statute provides:

When the governing body of a municipality shall have appointed a committee of its members upon any subject or matter within its jurisdiction, the committee may issue a [subpoena for oral testimony], or [subpoena for the production of evidence], to any person within this state, to appear before it to give testimony or information required. The subpoenas may be served by any police officer or constable of the municipality. N.J.S.A. 40:48-25

A couple of points should be taken away from the statute. First, a wide scope of issues may fall within the investigatory committee's jurisdiction. If the matter being investigated is within the jurisdiction of the governing body, it is an appropriate matter for investigation. For example, if there is a serious, deep-seated problem in a municipal department, the governing body may constitute itself as an investigatory committee with the power to conduct formal proceedings and compel production of evidence under oath in order to sort out the facts. New Jersey Courts have recognized the ability of a properly constituted investigatory committee to investigate the actions of one of its own members, *Eggers v. Kenny*, 15 N.J. 107 (1954); and to investigate the conduct surrounding mayoral appointments, including subpoenaing the mayor to appear before it and give testimony under oath. *In Re: Shain*, 92 N.J. 524 (1983).

Another important point to remember is that a detailed resolution is necessary to constitute an investigatory committee. This means more than just a resolution memorializing the formation of the committee; it should detail the scope of the matter to be investigated.

The resolution should also detail the committee's authority to issue subpoenas and compel attendance of witnesses and documents because these details will get the attention of those who may not otherwise take the investigation seriously.

“Investigatory committees are a useful tool when there are systemic and long-term problems that need to be resolved. They should not be used frivolously.”

The resolution should recognize that after a committee issues its report, the governing body may then initiate and take separate action, including personnel action, which will be preceded by all of the substantive and procedural due process requirements that must be observed.

Lastly, the resolution should name a chairperson of the committee who will be the presiding officer at the hearings and possess the power to issue, execute or direct subpoenas.

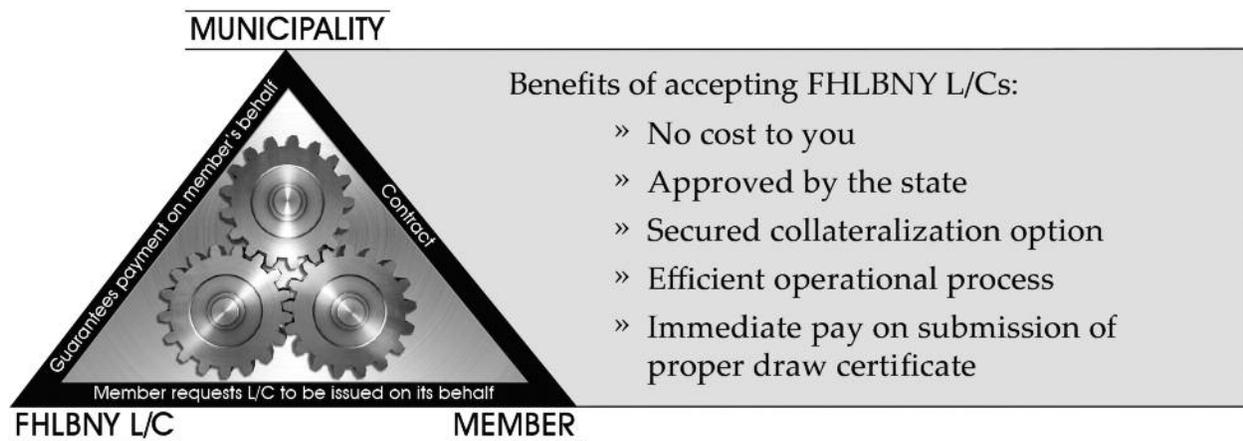
Investigatory committees are a useful tool when there are systemic and long-term problems that need to be resolved. They should not be used frivolously. It would be inappropriate to convene such a committee every time there is a problem in a municipal department or friction between governing body members. They shouldn't be used to settle political scores or cause embarrassment. But, investigatory committees are important and something you should be aware of. 📌



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GOLD DOME



Will 2016 Pave the Way in 2017...for a Woman?

By Benjamin Dworkin, Ph.D., Assistant Professor of Political Science (Adjunct);
Director of the Rebovich Institute for NJ Politics at Rider University

The 2016 presidential race is already historic. Donald Trump and Hillary Clinton are both icons and iconoclasts in their respective parties.

Given recent political trends, New Jersey is not expected to be a battleground state and therefore will not receive focused and sustained attention from either campaign.

Even as New Jerseyans hurtle towards selecting our next president, the politics on the ground is actually more focused on the big race in 2017 for governor. With the most powerful governorship in the nation up for grabs and no incumbent, the race has already attracted top-tier candidates on both sides, generated millions of dollars in fundraising activity, and sparked endless political maneuvering by key players. The presidential campaign in New Jersey, by comparison, is relatively staid.

And yet the presidential race may actually have a very real impact on the following year's gubernatorial contest because of the role of Hillary Clinton as the first woman to win a major party's nomination. A Clinton win—or a loss—could dramatically shape the political landscape in 2017 as both parties have female candidates considering the race: Republican Lt. Governor Kim Guadagno and Democratic Assemblywoman Shavonda Sumter, who represents parts of Passaic and Bergen Counties.

"A Clinton win would galvanize more women to get involved in politics, no question," explained Jean Sinzdak, Associate Director of the Center for American Women in Politics at Rutgers University. "Seeing women in positions of power means other women feel empowered themselves." Both Guadagno and Sumter, who are each likely to face a multi-candidate primary just months after a possible Clinton inauguration, may ride that wave of enthusiasm to victory.

A Clinton loss could go both ways. On one hand, it may be a huge disappointment and lead to discouragement among those who want to see a woman as the state's chief executive, thereby undermining support for the Guadagno and Sumter candidacies.

On the other hand, it could have an "Anita Hill effect," especially if, according to Sinzdak, "women, regardless of whether or not they support [Clinton's] policies, watch her bear the brunt of endless sexism and attacks during this presidential campaign." Anita Hill's testimony in 1991, before an all-male Senate Judiciary Committee, accusing U.S. Supreme Court nominee Clarence Thomas of sexual harassment, is often cited as the impetus for

1992 being "the year of the woman" in which a record number of female candidates ran for, and often won seats in, Congress.

New Jersey does not have a particularly great history of electing women. Christine Todd Whitman remains the only female governor in our history. Bonnie Watson Coleman (D) is the first female member of Congress since 2003.

Though the state has improved somewhat in recent years (New Jersey is currently ranked 11th in the nation in terms of female state legislators; a decade ago, we were 31st), there are a number of unique challenges faced by female candidates that are often cited as reasons for our lagging behind others. These include, but are not limited to, a very powerful county party organization system that tends to be dominated by men, the huge amounts of money needed to run, and—most recently—the advent of social media. While there certainly is social pressure to avoid sexist remarks by candidates, they still clearly happen and the democratization of social media means that almost anyone's misogynistic remarks can generate a huge following and dominate public conversation and mass opinion.

If there is going to be a benefit to women candidates in 2017 because of the Clinton candidacy in 2016, Sumter would be more likely to benefit than Guadagno. Democrats have, historically, elected more women to the New Jersey legislature than Republicans. This is actually part of a larger trend. For example, over the past decade, the percentage of GOP women in the House of Representatives has dropped to 9% of the Republican caucus from 11% in 2006. At the same time, Democratic women in the House are now 33% of the party's caucus, up from 21% a decade ago.

Across the nation, this kind of disparity can be seen at every level of government.

Again, New Jersey is making strides in terms of electing women, and the seriousness with which Guadagno and Sumter candidacies will have to be taken is a testament to that. They are not only qualified candidates, but their gender will allow them to stand out among their fellow male counterparts—a valuable political asset in a crowded field. A Clinton win or loss could help them even more.

With just months to go before the presidential election, the historic nature of the race is already clear, especially for the future of female candidates. This is why the first real impact of 2016 may well be felt in New Jersey in 2017. ♣

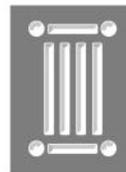
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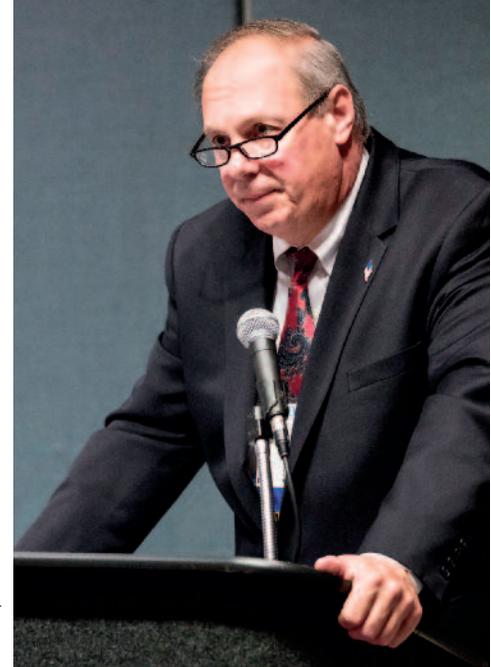
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Advancing Municipal Priorities

The League Conference Resolutions
Committee

By Michael F. Cerra, Assistant Executive Director



NJLM President, Mayor Joseph Tempesta of West Caldwell at the League's 2015 Resolution Committee Meeting.

With hundreds of municipalities in the courts to comply with state imposed affordable housing requirements and every municipality facing ongoing fiscal challenges, identifying and advocating for a proactive municipal agenda has never been more important. One such opportunity is the League Resolutions Committee, which typically considers approximately 20 resolution submitted from across the Garden State on a wide range of issues of general interest to municipal governments.

The Resolutions Committee offers our constituent municipalities the opportunity to shape League policy on issues in which we are not yet involved, or even unaware. For instance, at the League's 2015 conference, 16 resolutions were adopted as policy for the League.

A Review—And an Opportunity

As this article is published, the League is receiving new resolutions for consideration at the conference next month. Thus, this article's purpose is twofold; one, we would like to take this opportunity to update you on the progress of past resolutions, and two, we strongly encourage your interest and participation in this process.

Many of the League's most important legislative achievements resulted from the Resolutions Committee. For instance, both interest arbitration reform and "State-Mandate/State-Pay" were a result of the Resolutions Committee, and both took years to pass.

More recently, the League's advocacy of conference resolutions resulted in some high-profile legislative "wins" for municipal government and taxpayers.

Recent Resolutions

Let me provide you a brief overview of where we stand with some recent resolutions. Resolutions 2015-6 and 2013-15 call for the immediate and ongoing need for Substantial Investments in our Infrastructure.

The replenishment of the Transportation Trust Fund (TTF) remains a top priority for the League. League President Tempesta, League Immediate President Wahler, Past President McDonough, and Montclair Mayor Jackson have taken the

lead in advocating on behalf of the League and municipal government.

The TTF has been a major source of funding for local transportation projects for almost 30 years. Long-term reauthorization of the TTF, with assurances of sufficient, sustainable, dedicated funding for state and local needs is the arching issue in Trenton at the moment.

Please see our Legislative Update column (page 70) for more.

Resolutions 2015-11 and 2014-01 "Resolution Urging Governor and Legislature to Recognize and Preserve Strength of Local Pension Funding When Considering the Recommendations of the Pension and Health Benefits Study Commission."

The League has taken active role in responding to the report of the Governor's Pension and Health Benefit Study Commission Report, "A Roadmap to Resolution" and it remains an ongoing policy priority.

Resolution 2014-02 "Permitting Limited Inter-Municipal Transfers of Retail Liquor Licenses"

The League created a special Mayors Task Force, which is working closely with Legislators on a proposal that should be favorable to municipalities and help promote economic development. We expect advancement on this issue in the upcoming weeks and months.

Resolution 2014-05 "Resolution Calling Upon the Federal and State Government to Clarify Volunteer Positions Do Not Impact Retirement Benefits for Public Employees." In 2014, the Division of Pensions and Benefits issued guidance

on Post Retirement Employment Restrictions. The guidance noted that there must be a “bona fide severance of employment,” a complete termination of the employee’s employment relationship with the employer for a period of at least 180 days, in order not to jeopardize the employee’s retirement benefits.

If an individual returns to public employment with the former employer, even as a volunteer, prior to satisfying the requirements of a bona fide severance from employment, the employee will be required to repay all retirement benefits received from the date of retirement and may be required to re-enroll in the same or different retirement system.

As a result, public employees who volunteer as a firefighters or first aid workers have been required to resign as a volunteer in order to receive their retirement benefits.

There are currently two bills to address this problem. Senators Sarlo and Kean have introduced S-2107, which would permit a retired PERS or PFRS member to remain a volunteer firefighter, first aid worker, rescue squad worker, or emergency medical technician after retirement and still be considered to have a bona fide severance from employment. S-2107 unanimously passed the Senate and awaits consideration by the Assembly Law and Public Safety Committee. Assemblywoman Schepisi and Assemblyman Bucco have the companion bill A-536.

In addition to S-2107, Senator Van Drew is sponsoring S-2446, which would allow public employees in state-administered retirement systems who continue preexisting volunteer relationships with their employers to continue their volunteer status without jeopardizing their pensions. Assemblymen Dancer and Auth sponsor the companion bill A-3223. The bill awaits consideration by Senate State Government and Assembly State and Local Government committee, respectively.

The League supports both bills. Volunteers are the backbone of communities, providing services to the residents at no cost to taxpayers while freely giving of their time and expertise.

Employees affected by the Division of Pensions’ ruling generally are at least 55 years of age. In their volunteer positions, they often serve as mentors to the new and younger members, typically providing guidance and direction. While well-intended, the Division of Pensions has created an unintended consequence which, if not changed, will impact every public employee who volunteers in the state and will not only drive up property taxes, but would also reduce the quality and level of essential public services.

Resolution No. 2012-08
“Resolution Urging the State Legislature to Extend the 2% Cap on Police and Fire Arbitration Contract Awards.”

This was the League’s top legislative priority for the first half of 2014. P.L. 2014, c. 11, signed into law by the Governor in June, reinstated the 2% cap on

interest arbitration awards and helps provide needed relief for our taxpayers.

Resolution 2012-19 “Expand the Use of Snow Removal Trust Funds to Respond to Natural Disasters.”

Following Superstorm Sandy, Governor Christie signed Executive Order 111 permitting municipalities, by resolution, to utilize the reserves in their “Snow Removal Trust Funds” for storm recovery efforts.

Essentially, this resolution sought to make the Governor’s Executive Order permanent and provided needed flexibility for municipal emergency response. The resolution resulted in PL 2013, c. 271, which now permits counties and municipalities to use snow removal reserve funds for clearance of debris following declaration of emergency by the President or Governor. ❖



We encourage our member municipalities to submit their ideas for resolutions for consideration at the 2016 Annual Conference. A summary of a resolution should be provided to the League by October 7. The full draft of a resolution should be provided by October 21. Questions can be directed to Mike Cerra at either mcerra@njslom.com or 609-695-3481 Ext. 120.

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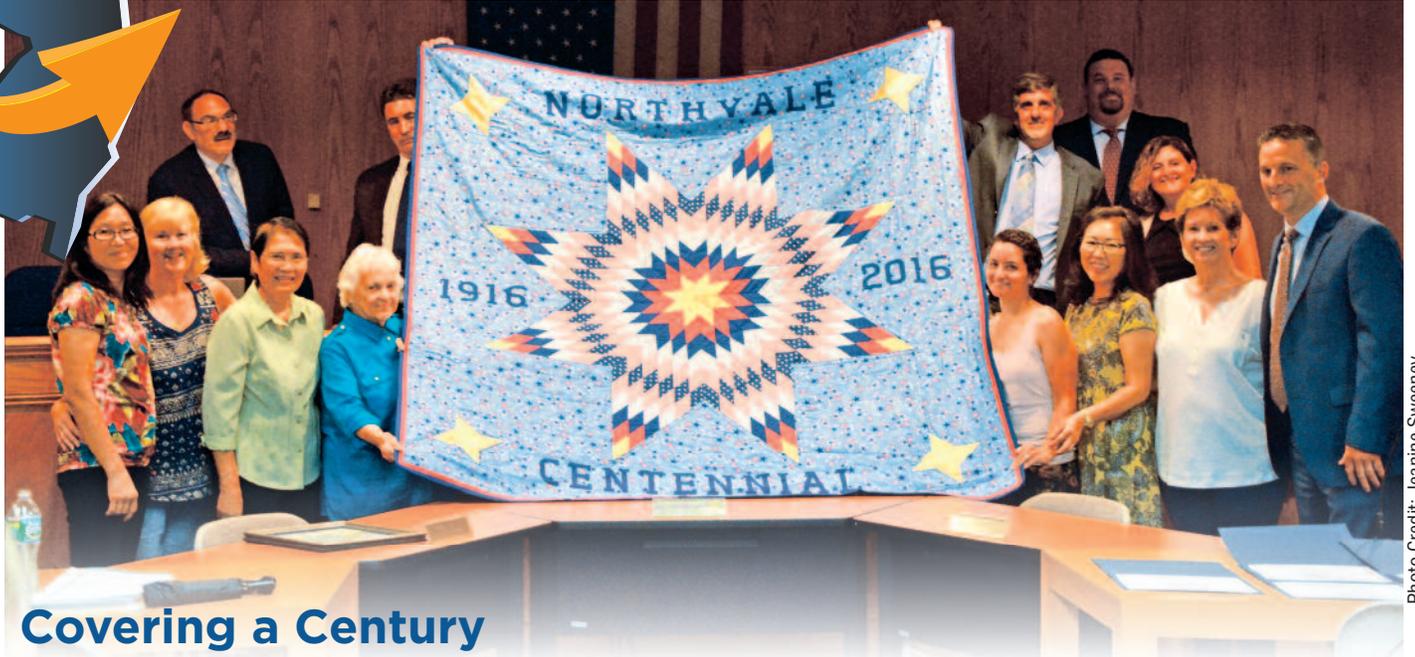


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Covering a Century

In honor of the Borough of Northvale celebrating its Centennial this year, the Northvale Quilt Club presented a hand-made Centennial Quilt to the Mayor and Council at their July 13, 2016 Meeting. The quilt will be displayed throughout the Borough and then be featured at the Historic Museum to be housed at the American Legion later in the year.

Pictured are members of the Governing Body (top row l to r: Council Members Roy Sokoloski, Peter Sotiropoulos, Ken Shepard, Michael Small, Toni Macchio, and Mayor Ed Piehler) and the Quilt Club (lower row l to r: Sim Png, Michelle Albanese, Lut Maclid, Marian Piehler, Jacklyn Modery, Joyce Oh, and Marianne Honey who is also the local historian).

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- New Jersey American Water
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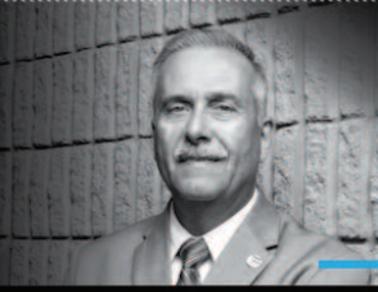
FUELING THE CHARGE

EMEX, a partner and trusted consultant putting the POWER to save money in the hands of the local decision-makers.



"EMEX provided the Township of East Hanover with the best combination of energy savings, ease of process, clear explanation of the reverse auction process, as well as a simple process to execute the necessary steps to take full advantage of the energy savings to the Township."

JOE PANNULLO
Mayor, Township of East Hanover, NJ



"The savings were remarkable, and the entire process was easy."

GARY PASSANANTE,
Mayor, Somerdale, NJ

"EMEX's reverse auction platform over-performed for us. The competition from suppliers was intense with savings beyond expectations."

ALBERT AKERMAN,
Mayor, Lakewood Township, NJ



"We knew we were in good hands with EMEX. During our first reverse auction, they constantly monitored the market and worked to get us the lowest Electricity rate possible, so when it came time to secure our next Natural Gas contract, there was no question which service we should use. The EMEX Reverse Auction continued to prove its effectiveness and uncovered the best prices in the market for our Natural Gas procurement decision."

JAMES MEEHAN,
Authority's Executive Director,
Rahway Valley Sewerage Authority, NJ