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June 2014

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New Jersey Municipalities Magazine

Volume 91 | Issue 6

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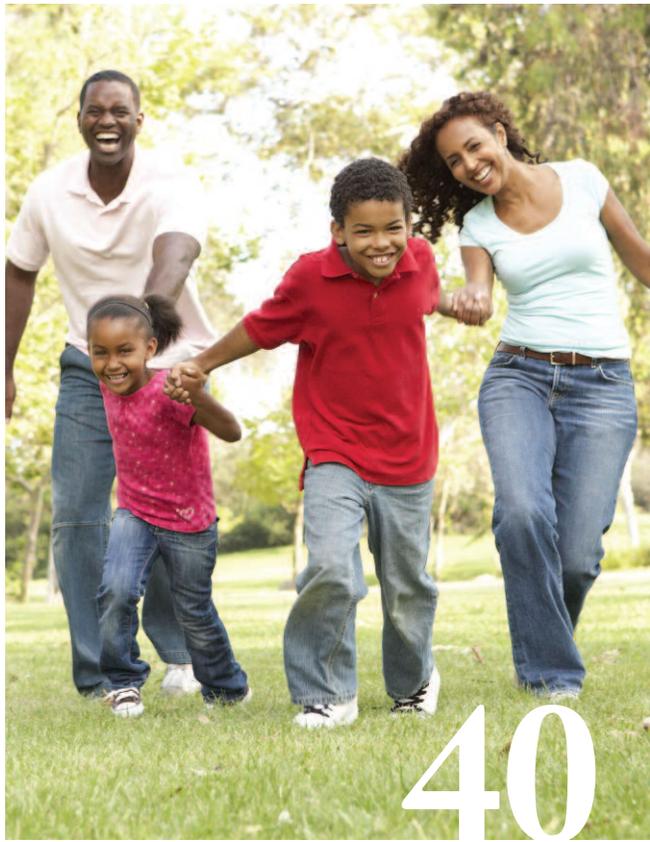
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NEW JERSEY MUNICIPALITIES (ISSN 0028-5846) is published monthly (except July, August and September) by the **New Jersey State League of Municipalities, 222 West State St., Trenton, NJ 08608. Telephone: (609) 695-3481, FAX: (609) 695-0151, Website: njslom.org, Email: njm@njslom.org.** Periodicals postage paid at Trenton, NJ 08608. Postmaster send address changes to *NEW JERSEY MUNICIPALITIES*, 222 West State St., Trenton, NJ 08608. Print subscription rates (nine months) \$24.00; League members \$19.00; foreign \$41.00. Single copies League member officials, \$6.00; others, \$8.00; foreign, \$27.00. For digital subscription rates visit njslom.org/subscriptions. Publication No. 380460.

NEW JERSEY MUNICIPALITIES serves as a forum for the exchange of ideas and information on municipal affairs for the public officials of New Jersey. The views expressed and the data presented by contributors and advertisers are theirs and are not endorsed by the League, unless specifically stated.

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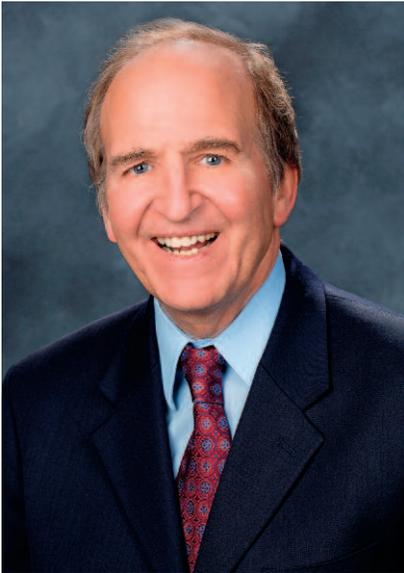
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It Could Be Worse

“**W**hen the burdens of the presidency seem unusually heavy,” joked President Lyndon Baines Johnson a half a century ago, “I always remind myself it could be worse. I could be a mayor.”

Next month, America celebrates the Fiftieth Anniversary of President Johnson’s greatest achievement—the Civil Rights Act of 1964. That civil rights issue would never have emerged in our nation, as it did, without the persistent peaceful protests of ordinary Americans, boarding buses and standing in solidarity and linking arms and marching against bigotry and brutality. And that Act—that victory for simple justice—would have been impossible without the President’s passionate leadership and the support of a bipartisan coalition in Congress. That combination was needed to break the filibuster launched and sustained for over 75 days by members of the President’s own party. And that law has helped to make our nation a nobler and a better place.

On the much more mundane matters that confront local officials, year-in and year-out, the same focus on cooperation and mutual respect produces the best results. But one of the things that make the burdens of local office “unusually heavy”—even by Presidential standards—

is the fact that officials at other levels of government—those on the state or the federal level—have the power to make things more difficult. They can do so by imposing new responsibilities on local government. They can do it by refusing to advance needed reforms. And they can do it by taking resources away. Those are the sad facts of local life in our federal system.

Thankfully, the cases are rare. On the vast majority of issues, our state policy makers and our delegation in Congress pay careful attention to your positions and concerns. We regard them as valuable partners in New Jersey municipal government.

On the state level, as budget deliberation lead steadily toward the summer recess, local officials need to let their legislators know that the partnership—as strong as it is—can be made even stronger. On matters like the energy receipts, arbitration award limits and unfunded mandates, their consideration would be greatly appreciated.

Contact them this month. Thank them for their partnership. Ask them to consider your priorities.

Yes. It could be worse. But you need to remind them, for your taxpayers’ sakes, that it could and should be better. ❧

Bill Dressel

“Local officials need to let their legislators know that the partnership—as strong as it is—can be made even stronger.”

NEWARK CELEBRATES EARTH DAY

Mayor Announces the Planting of 1,000 Trees

Mayor Luis A. Quintana, members of the Newark Municipal Council, Deputy Mayor for Economic and Housing Development Dan Jennings, Acting Neighborhood and Recreational Services Director Amos Crudup, the Newark Environmental Commission, the Newark Office of Sustainability, Greater Newark Conservancy, and other community partners observed Earth Day 2014 with a ceremony on the front steps of City Hall.

At the ceremony, Mayor Quintana accepted a large check to represent the \$1 million the city has saved with environmentally-friendly energy and recycling programs. He then joined Clean and Green crewmembers from Greater Newark Conservancy to plant a new redbud tree on the Franklin Street side of City Hall, and announced the planting of 1,000 more shade trees on the streets of Newark.

The city has invested in energy efficiency improvements to municipal buildings and purchased five Compressed Natural Gas sanitation vehicles as part of its commitment to use less energy and cleaner fuel. The Newark Sustainability Office has also supported community partners to weatherize and retrofit hundreds of homes, recycle electronics, turn food scraps into compost, convert vacant lots to community gardens, create two urban farms, improve indoor air quality, and plant trees in all five wards over the last year.



League President Suzanne Walters, Mayor of Stone Harbor, delivers comments in support of the extension of the interest arbitration cap in Trenton on April 14.

NJLM PRESIDENT SPEAKS OUT

Supports Extension of the Interest Arbitration Cap

In April League President Suzanne Walters, Mayor of Stone Harbor; and Wilda Diaz, Chair of the NJLM Management Reform Chair, Mayor of Perth Amboy and President of the Urban Mayors Association joined other local and county officials, state Legislators, the Lieutenant Governor and the Governor in urging the General Assembly to reconvene and reinstate the 2 percent cap on binding interest arbitration awards.

In her remarks, Mayor Walters noted that “We all depend on the service of our police, firefighters and first responders, and greatly respect and admire their service. But we also respect and admire the service of all public employees, and a failure to extend the cap on interest arbitration will force local budget makers to make deep cuts in services.

“The Interest Arbitration cap is about budgeting within our means, keeping a control on local taxes and providing a level playing field at the bargaining table. We call on the Assembly to return to Trenton as soon as possible and approve the extension of the interest arbitration cap,” Mayor Walters said.

It has been over two months since the Governor conditionally vetoed and the state Senate immediately approved the bill extending the 2 percent cap on interest arbitration awards. The League supports the Governor’s recommendations and Senate’s action to advance the interest arbitration reform.





BREAKFAST AFTER THE BELL

New Brunswick Mayor Jim Cahill Sits Down with Students

The students of Ms. Ilisa Grodman’s third grade class had some special guests join them for breakfast on a Tuesday morning in April.

Mayor Jim Cahill, Superintendent Richard Kaplan and members of the New Brunswick Community Food Alliance visited Paul Robeson Community School for a morning meal in recognition of the school district’s implementation of “Breakfast after the Bell.”

students, regardless of economic income. The meal is distributed to each classroom at the beginning of every school day. Students eat together at their desks for the first few minutes of class.

New Brunswick currently offers the program in all of its elementary schools.

“Breakfast is truly the most important meal of the day, especially for young students,” Cahill said. “Through this program, we ensure that all students are

given the tools they need to ensure proper learning, which includes a full stomach and a focused mind. No longer will any of our young students struggle to learn while dealing with hunger.”

“Breakfast after the Bell” is funded through the Federal School Lunch program and overseen by the school district’s Dining Services department. It is the product of collaboration between the City of New Brunswick and New Brunswick Public Schools with the support of the New Brunswick Community Food Alliance. ♣

COMMUNITY GARDENING

Horses Plow in Trenton

On Thursday, April 10, a team of horses from Howell Living History Farm plowed the community garden at 81 Chestnut Avenue (between Walnut Ave. and Greenwood Ave.). The event was free and open to the public.

The Howell Living History Farm, a facility of the Mercer County Park Commission, demonstrated how farmers plowed at the turn of the 20th Century. During the event, Trenton students were invited to direct the horses, shell corn and compost soil.

“There’s no better way to start off the year for us than by sharing this tradition with Howell Farm and our community. It helps remind us of our agricultural heritage, and allows us to reconnect with the soil and our food that comes from it,” said Jim Simon, Urban Agriculture Manager at Isles.

Through the Isles Garden Support Network, Isles provides technical support and training to people who grow their own fresh fruits and vegetables in 50 community and school gardens throughout Trenton. Gardeners in the Isles Garden Support Network harvest more than 50,000 pounds of fresh produce each year, increasing Trenton’s food supply and the food security of community residents.



For this event, the City of Trenton issued a permit and approved street closures. In general, the City is very supportive of community gardening on vacant city property, and they facilitate garden leases and water access. Isles works with Trenton’s Public Works Department to manage compostable materials and get compost for its gardens. A number of gardens, including this one, are preserved through the New Jersey Department of Environmental Protection’s Green Acres program. ♣

@ For more information on the event or the Isles Garden Support Network, please call 609-341-4724.

A Tax Cut in Bordentown

The proposed Bordentown Township Municipal Budget will result

in lower taxes for residents. The township has lowered its costs as a result of several projects, including moving payroll from an outsourced company to an in-house operation (saving \$15,000), lowering utility bills, reducing debt, and encouraging employees to participate in a JIF wellness program to lower medical costs. At the same time new ratables have provided an increase in revenue.

Based on the average assessment, residents will see a decrease of three to four dollars per household. The decision was made to implement a modest decrease in 2014 in order to avoid a significant increase in 2015. The township has also worked on building up reserves by putting money away for tax appeals, setting up an emergency reserve fund, as well as increasing their budget surplus. This action has helped to improve the township's bond rating from AA- rating with a negative outlook to AA with a stable outlook.

They have also taken a very conservative outlook on "unanticipated revenue," or revenue that is expected, but has not yet been generated. Together, all of these measures will serve to guarantee the financial health of the township for the long term. 



Weight Loss Challenge

The goal of Lighten Up Ramsey is to help participants collectively lose 450 pounds in 12 weeks through healthy eating and exercising. The challenge is open to those over age 18, who live or work in the borough. Participants were able to register online or in person for this free program. The challenge included weekly weigh-ins for participants, whose weights

were recorded by a nutritionist, Eastwick College staff member or nurse to ensure confidentiality. The program also offered health-related lectures, nutrition advice, motivational events and prizes for active participants. To learn more visit lightenupramsey.com. 

OVERDOSE PREVENTION

Waiver Allows EMTs to Administer Narcan

The Christie Administration has issued a waiver to more than 28,000 certified EMTs to allow them to administer Narcan, a medication used to treat drug overdose patients in emergency situations statewide.

"Allowing first responders to administer Narcan will save lives," said Governor Christie. "We want to encourage people to seek medical assistance when a drug overdose occurs. This action by the Department of Health is consistent with the Overdose Prevention Act I signed into law last year."

The Overdose Prevention Act provides civil, criminal and professional disciplinary liability, under certain circumstances, for health care professionals and pharmacists involved in prescribing or dispensing the opioid antidote. It also provides immunity from civil and criminal liability for non-health care professionals who administer the medication in emergency situations.

Health Commissioner Mary E. O'Dowd signed the waiver because current Department of Health regulations for EMTs do not include administration of Narcan.

"Every minute counts in an emergency overdose situation so having first responders carry and administer this medication may mean the difference between life and death," said Commissioner O'Dowd.

The waiver also applies to police officers who are also EMTs. The Attorney General's Office and Departments of Health and Human Services have been working alongside the Ocean County Prosecutor's Office to effectively equip officers with Narcan, while ensuring the safety of first responders.

In order to administer the opioid antidote under the waiver, EMTs would have to complete a training course approved by the Department of Health; administer the medication according to established clinical protocol; and generate a report detailing the circumstances of the overdose and the patient's reaction to the medication.

According to the Office of the State Medical Examiner, drug-related deaths have increased from 1,026 deaths in 2011 to 1,294 deaths in 2012. 



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"... [The EMPA program] provided me with both an opportunity to improve my skills and the flexibility to continue working alongside my family responsibilities."

– EMPA graduate

Newton Cleans House

Newton's Neighbors Helping Neighbors Event is a town-wide community service clean-up for residents, businesses and groups to volunteer and clean up parks, schools, streets and parking lots of litter. During the event, which occurred in May, volunteers also went to the homes of senior citizens, veterans and disabled residents to assist with their individual property maintenance and clean-up issues, such as mowing the grass, weeding, painting and planting. The volunteers' day started with an appreciation continental breakfast



and the first 100 arriving participants received a free t-shirt. Assignments were given according to age, and garbage bags, rakes and gloves were provided. The event concluded at noon, with pizza and refreshments for the participants. ♣

Campaign to End Distracted Driving



Sayreville voted unanimously to join "UDRIVE. UText. UPay.," a national campaign aimed at raising awareness and ending distracted driving. During the three-week initiative the Sayreville Police Department targeted motorists talking on hand-held cellphones and texting while driving. The Department modeled this campaign after similar enforcement campaigns, such as "Click it or Ticket."

Held during National Distracted Driving Awareness Month in April, the nationwide campaign was developed by the National Highway Traffic Safety Administration (NHTSA). Although it is illegal to drive in New Jersey while using a hand-held electronic device, according to a 2013 survey conducted by Farleigh Dickinson University's PublicMind, co-sponsored by the state's Division of Highway Traffic Safety, 72 percent of those surveyed responded that they saw others talking on a hand held cellphone "very often." Thirty-four percent of respondents answered that they frequently see other people texting behind the wheel.

The survey also found that younger drivers are 48 percent more likely than those in all other age groups to text. To view the survey's results visit publicmind.fdu.edu/2012/rolldice/final.pdf.

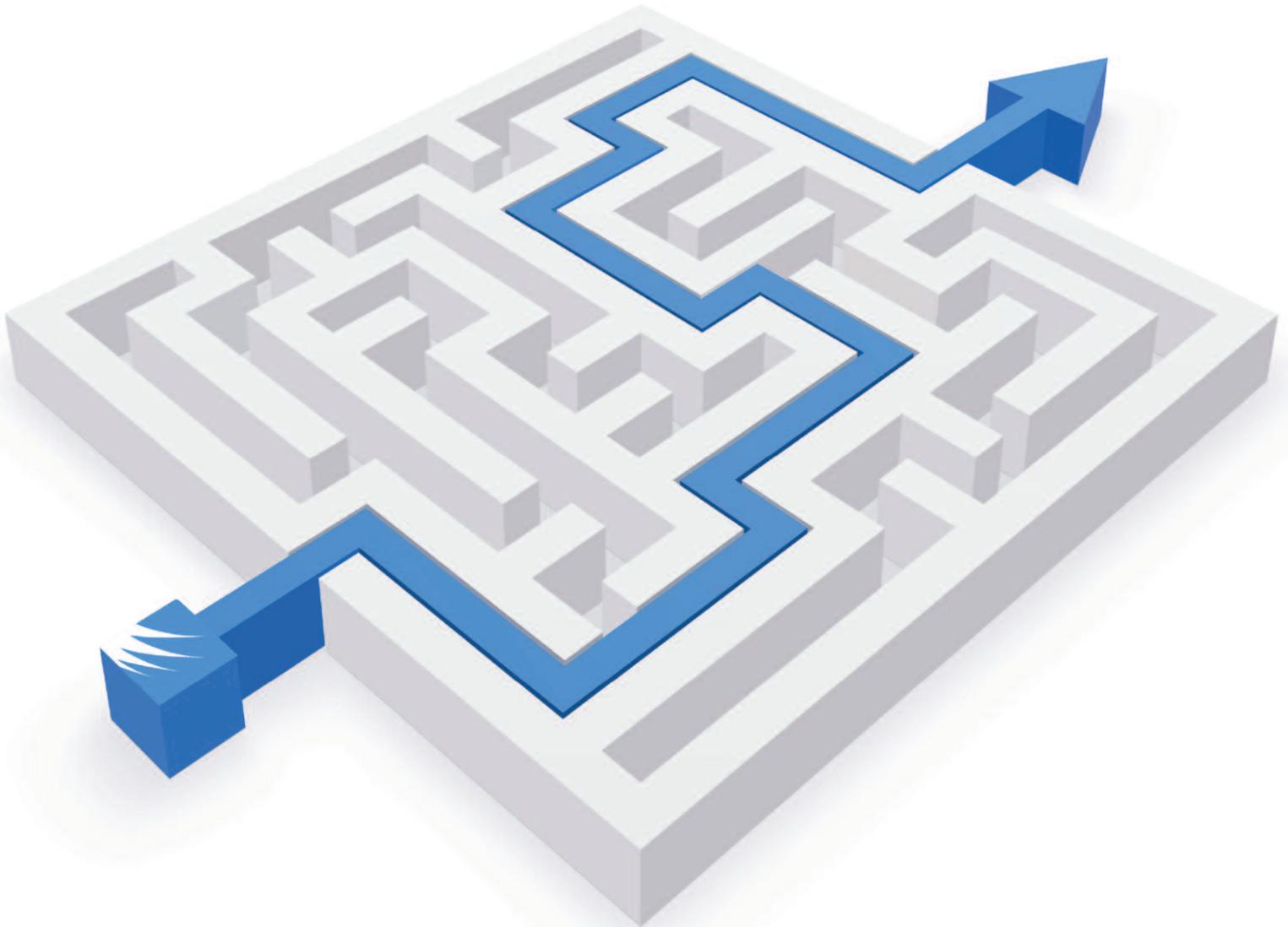
Sixty New Jersey police departments were awarded part of a \$300,000 grant to support this effort; \$50,000 of which was received by Middlesex County. Other municipalities that participated in the county included Dunellen, East Brunswick, South Brunswick and Spotswood. ♣



NLC PROGRAM

Women in Municipal Government Meeting Date Change

The National League of Cities National Summer Meeting for Women in Municipal Government, scheduled for June 4-7 at the Robert Trent Hotel in Newark will be rescheduled for some time in September. NJ Now featured a news item on it in the May issue. For information on the program, visit nlc.org. ♣



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COMMUNITY RECOGNITION CONTEST

Be Named One of NJ's Great Places



From the Highlands to the Atlantic coastline, New Jersey's terrain is dotted with great places: lively streets, downtowns, and public spaces; and neighborhoods that are safe and encourage social activity.

Such places are far from ordinary. They are visually interesting and memorable. They support their local economies and add value to their communities. Great places help their communities to weather economic downturns and even prosper in hard times.

In 2012, the New Jersey Chapter of the American Planning Association ("APA-NJ") launched Great Places in New Jersey awards, to recognize outstanding places. To date, APA-NJ has designated a total of 13 distinctive and exemplary Great Places.

A Great Place designated within your municipality brings welcome media attention. The 2013 designation ceremony for Cooper River Park in Camden County was broadcast by the local ABC news affiliate. Ceremonies conducted at municipal council meetings have aired on public cable stations. Press releases co-authored by APA-NJ and local officials prompted numerous articles.

In addition, communities earn a place on the Google Map of Great Places in New Jersey. The Google Map appears on APA-NJ's website at njplanning.org/about/greatplaces/.

The deadline for submitting nominations under this year's program closes on July 15, 2014. For more information, visit: njplanning.org/about/greatplaces/ or contact Linda E. Wills, PP, AICP, Chair, APA-NJ Great Places in New Jersey at greatplaces@njplanning.org.



12TH ANNUAL MICHAEL A. PANE AWARD

Nominations Being Accepted

The League is now accepting nominations for the prestigious Michael A. Pane Award. Please send your nominations for local government attorneys, planners, or engineers who are outstanding in terms of their ability, integrity, and

ethical standards to Gayle Krygier at gtkrygier@njslom.org.

Michael A. Pane was a member of the League's Legal Team who set the standard for excellence as a municipal attorney. The award includes a \$500 honorarium.

"The League thanks the NJLM Educational Foundation for making this award possible. We are honored to support this Award that recognizes the contributions of the late Michael A. Pane," said League Executive Director William G. Dressel Jr.

"Mr. Pane was a major advocate of integrity in local government, and the award seeks to recognize those who continue to serve as role models for the local government community," noted Dressel.

The award will be presented at the League's annual conference in Atlantic City, on Thursday, November 20 during a session of the New Jersey Institute of Local Government Attorneys. The deadline for nominations is September 30, 2014.

Free Smoke and CO2 Detectors



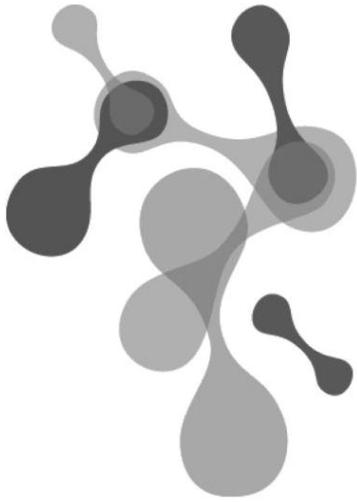
In March Roselle took proactive steps to keep its community safe and healthy by handing out free smoke and carbon monoxide detectors to residents. Those interested were able to claim a detector by contacting the Fire Prevention Office.

In May, the borough held two free anti-rabies vaccination clinics for dogs and cats. In order for dogs to receive the vaccine, a license was required. The event was held in an attempt to keep area animals up to date with their rabies vaccination, which is in the best interest of other animals and the community, and is required by law.

Municipal Directory Updates

For Updates to the League's 2014 Municipal Directory go to njslom.org/publications/2014-Directory-Updates-May.pdf.





Mayors Committee on Life Sciences

A partnership of the New Jersey State League of Municipalities
& We Work for Health New Jersey

The Mayors Committee on Life Sciences was established as a joint endeavor of the New Jersey State League of Municipalities and We Work for Health New Jersey. The group works to promote economic development and innovation, educate legislators, policy makers and the public about the importance of the life sciences industry to New Jersey and its local communities, and benchmarks best practices within host communities that help grow and nurture the industry.

In support of this mission, the Mayors Committee launched the Mayors Committee STEM Certificate Program. The award will honor educators and students in K-12 who are involved with STEM (Science, Technology, Engineering and Math) education programs. Individual schools, academic or extra-curricular programs, teachers and/or students can be recognized for their efforts in this important academic pursuit.

Those interested in applying for the STEM Certificate should download a copy of the application from <http://www.njslom.org/Committee-Life-Sciences.html>, complete the form and return it as directed.

For more information or to find out how to join the Mayors Committee on Life Sciences, please visit the web page referenced above, or contact Lucy Montgomery at lucymontgomery@gmail.com or 215-766-7951.

Phillip Pittore



League Past President and Lambertville Mayor Emeritus Phillip L. "Phil" Pittore, whose lifetime of public service included 24 years as a city commissioner and mayor, died on May 9 at the Hunterdon Care Center in Flemington. He was 90.

Mayor Pittore was president of the New Jersey State League of Municipalities in 1982. He also served as president of the Hunterdon County Municipal Officers and as a commissioner on the Delaware River Joint Toll Bridge Commission.

"He was very active president. Mayor Pittore served as a mentor to the next generation of New Jersey's local leaders and to numerous members of the League's staff. His knowledge of New Jersey local government and his generous willingness to share that knowledge were deeply appreciated. He will be sadly missed and fondly remembered," noted League Executive Director Bill Dressel.

Except during the years of his Army service in World War II, Mayor Pittore was a lifelong resident of Lambertville. In addition to working as an appropriations analyst for the former John A. Roebing & Sons Company of Trenton and as superintendent of maintenance and operations for the Delaware River Toll Bridge Commission, Mayor Pittore operated his own hometown businesses—Phil's Shoes and The People's Store.

Lambertville was a little-known mill town in need of improvements when Mayor Pittore was first elected in 1964. He sought federal funding and advocated city improvements that helped draw more restaurants, businesses, and eventually, visitors, to the town. While a commissioner, he also served as the city's director of public affairs and public safety, director of revenue and finance, and treasurer.

Prior to running for commissioner, he was a member and president of the South Hunterdon Board of Education, and a board member for the Lambertville Public School.

At the end of his term as mayor, Mr. Pittore was instrumental in changing the city's charter from the commission form of government to its current mayor-council makeup. Last year the city repaid him for his years of service and dedication by renaming the local courthouse the Phillip L. Pittore Justice Center.

The grandson and son of Italian immigrants, Mayor Pittore married his high school sweetheart, Bertha Fay Parsons. On Nov. 6, 2013, the couple celebrated 70 years of marriage. In addition to his wife, he is survived by the couple's four children and their spouses, by a brother and two sisters, by 10 grandchildren, and by four great-grandchildren.

Donations in Mr. Pittore's name may be made to the New Hope Ambulance and Rescue Squad, P.O. Box 237, Lambertville, NJ 08530. 📧

Col. Peter J. O'Hagan, Jr.



A former Morris County freeholder and mayor of Morris Township died April 12 at Morris-town Medical Center. He was 81.

Col. Peter J. O'Hagan Jr. was born in Harding and lived in Morris Township since 1958. He was a longtime member of NJLM's Legislative Committee.

"Peter served on our Legislative Committee for many years and his expertise was very much appreciated," said NJLM Executive Director Bill Dressel, Jr.

O'Hagan served as a committeeman and three terms as mayor in Morris Township for 13 years, and 10 years as police chief.

He was a decorated U.S. Marine who started his career as second lieutenant when he graduated from St. Mary's College, in Emmitsburg, Md., in 1954. He went on to become deputy provost marshal at Camp Lejeune, NC, between 1955 and 1956., and was a special agent for the CIA, in Washington, D.C., from 1956 to 1958.

His military career included becoming a captain in 1959, a major in 1966 and adviser in the Vietnam War from 1969 to 1970. He was also a security officer at the American embassy in Saigon, Vietnam before being promoted to lieutenant colonel in 1971, and then again to colonel in 1976, when he served as commanding officer of the Mobilization Training Unit-1, at Picatinny Arsenal in Dover.

After retirement, O'Hagan was recalled to active duty for Operation Desert Storm in 1991 as the casualty assistance officer for the U.S. Marine Corps and for the State of New Jersey.

In his civilian career, O'Hagan was a special agent for the U.S. Department of Defense, Security Services Division, a special assistant to the commissioner of the state's Department of Environmental Protection, and commissioner and chairman of the New Jersey Lottery Commission.

He was vice president of support services at Morristown Medical Center and was appointed by Governor Christine Todd Whitman as director of the New Jersey Division of Highway Traffic Safety.

Donations can be made to the Marine Corps Law Enforcement Foundation, P.O. Box 37, Mountain Lakes, NJ 07046 or to the Morris Minute Men, P.O. Box 192, Morris Plains, NJ 07950. 📧

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Sharing & Saving in Stone Harbor

How cooperative agreements have lowered the cost of providing everything from animal control to local television

By Suzanne Walters, Mayor, Stone Harbor;
NJLM President



challenges. Stone Harbor is the southern portion of the Seven Mile Island that we share with our neighbors to the north, Avalon. Both communities have partnered on major projects including a recent beach fill in 2013 that restored our beaches to conditions that existed before hurricanes Irene and Sandy. We have shared various other municipal services including everything from animal control to our local cable public access television channel. Two other shared services agreements made perfect sense to both communities, and we embarked on both over the past 18 months.

Joint dispatch service The most recent shared services agreement that reduced costs while improving the level of services officially began during the first week of January, 2014. Stone Harbor and Avalon launched a unified dispatch service for the entire Seven Mile Island. Up until now, both communities had their own dispatching centers to handle their police, fire, medical, and emergency telephone calls. During the busy summer months, the dispatch centers in both towns are very active due to our seasonal populations. For more than half of the year, not so much.

Over the three years of
our current joint dispatch center
agreement, Stone Harbor and
Avalon will save local taxpayers
over \$1 million.

We became engaged in conversations with elected officials and management in Avalon to see if a joint dispatch service made sense for both communities. I have worked with Avalon Mayor Martin Pagliughi on a variety of other issues to benefit both towns. Mayor Pagliughi also serves as the Emergency Management Director for Cape May County. We developed a new plan that has resulted in all dispatch calls for Stone Harbor and Avalon being handled at the Avalon dispatch center. Manpower adjustments are made during the peak tourism season to handle the call demand.

Undivided attention We've found the joint dispatch service is superior to our previous system. Now, any emergency call made to the new joint dispatch center is instantly sent to the Cape May County dispatch center where specially trained dispatchers handle the call and dispatch services that are needed. That county dispatcher stays with the emergency call/event for

Elected officials throughout the State of New Jersey face daunting challenges in 2014. The state's economy is starting to rebound, the Jersey Shore continues its rebirth, and housing prices are on the rise. Despite these positive trends, the economic challenges facing our municipalities, both small and large, is to increase the level of services we provide at a reasonable cost.

Governor Chris Christie has maintained from his first term in office that it is incumbent on municipalities to share or combine services in order to save money. This is not a difficult strategy to embrace; thousands of small businesses throughout the Garden State have daily conversations on how they can do more with less.

Unique challenges to these goals exist in government but in Stone Harbor, we have been able to overcome many of those

Sharing & Saving

its duration. Previously, dispatchers in our individual dispatch centers would handle emergency calls but could easily

I encourage elected officials to have conversations with their department heads as a starting point to further improve services and save valuable revenue.

be redirected to another non-emergency call in either borough. No more. Now a

specially-trained dispatcher will handle the emergency call from start to finish with undivided attention.

Savings Does this new joint dispatch agreement work for both Stone Harbor and Avalon? Absolutely. Stone Harbor pays Avalon \$275,000 to handle all dispatch-related expenses and management with two percent annual increases in payments for every year following 2014. Our borough will save \$180,617 in dispatching services. Over the three years of our current joint dispatch center agreement, Stone Harbor and Avalon will save local taxpayers over \$1 million. That is a tremendous and meaningful savings for two beach towns in the State of New Jersey.

Joint Court Administrator The joint dispatch agreement with Avalon followed another shared services agreement in 2012 that has worked very well. In July, 2012 both communities agreed to

share the services of a court administrator. Both communities maintain their own municipal courtrooms and court officers, and both communities continue to appoint their own judge, prosecutor, and public defender. This agreement requires Avalon to pay Stone Harbor for the use of our court administrator, resulting in revenue for Stone Harbor and cost savings for Avalon.

Our work is not completed. Stone Harbor faces an ambitious capital budget request for 2014 which requires us to look at every facet of municipal government to see if we can develop further plans to share or combine services with neighboring communities. That is our responsibility. As President of the New Jersey League of Municipalities, I encourage elected officials to have conversations with their department heads as a starting point to further improve services and save valuable revenue. 📞



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Delivering the Biggest Tax Cut in Bergen

In Montvale, shared services and an emphasis on business are paying off

By Roger Fyfe, Mayor, Borough of Montvale



Many Bergen County boroughs were developed during the same era. Hence, we share many of the same problems today--aging infrastructure, effects of evolving development, lower revenue and higher taxes. Some of us have been running our services the same way for so long, it's difficult to see the forest for the trees.

In Montvale, we are discovering that the solution could be as easy as taking a proactive stance on shared services and revenue development.

Shared services One area we have found for savings is shared services. Many municipalities are exploring these opportunities because it just makes sense. However, in order for this to work successfully, municipal governments have to lay down their bi-partisan swords and foster a culture of cooperation and communication.

Through regular meetings with our neighbors, Montvale officials have been sharing knowledge, problems and solutions. As a result of communications with River Vale Mayor Joe Blundo, the Pascack Valley DPW was created to share public works services and equipment between River Vale and Montvale. In addition, Montvale, Park Ridge and Woodcliff Lake formed the first joint court system in the county. We have also been sharing the Tri-Boro Ambulance and the first joint emergency dispatch center in New Jersey for over 70 years.

After we combined our recycling drop-off center with River Vale, the facility's hours have been extended. As a result, more residents are dropping off material for recycling. The efficiency created by this consolidation is enabling us to increase other services at a lesser cost.

This isn't to say that there haven't been a few hiccups along the way. Our new DPW was tested immediately by the worst winter in decades. Yet, with each storm we learned a little more about how to improve. We are planning to use the savings we've realized through our joint DPW program to fund an aggressive road paving program.

Between shared services and new revenue streams, Montvale is saving an estimated \$850,000 annually.

Recruiting ratables Historically, Montvale has maintained a business-friendly reputation. When I came into office in 2008, we found that our wealth of commercial space was not being used to its maximum benefit. The revenue from the commercial properties was down, taxes were rising and we had a low surplus. We knew we needed to shift the balance of ratables to ease the burden on homeowners by proactively generating revenue from corporate tenants.

So we and formed a team to change the situation that included myself, Borough Planning Board Chairman John DePinto, Borough Engineer Andrew Hipolit (Maser Consulting P.A.), Borough Planner Richard Preiss (Phillips Preiss Grygiel), and Planning Board Attorney Robert Regan. Our first step was to take a fresh look at Montvale's assets and to revise our master plan. This process went more smoothly thanks to a decision to combine our planning and zoning boards into a one-stop land use board.

One long-time tenant, Mercedes-Benz was able to make some changes that

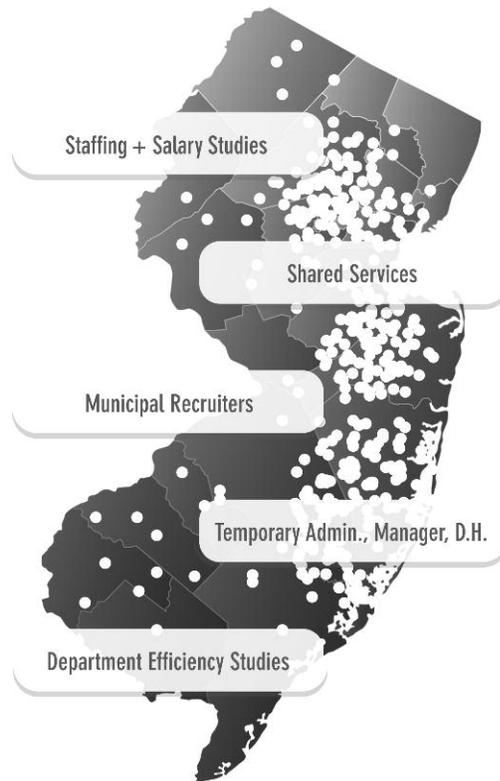
enabled them to grow their facility to encompass five buildings. While the zoning for this corporate space worked initially, today's workplaces are designed to accommodate more people per square foot. The result was that Mercedes-Benz had too little parking. With Maser Consulting's help and a little zoning rearrangement, we made this footprint

work better by reducing their frontage to provide more parking and landscaped it to appear more like one campus.

Another opportunity we were able to seize was the conversion of an old office building into an extremely popular, state-of-the-art Lifetime Athletic fitness center. A parcel that was bringing in no tax revenue is now a \$60 million ratable.

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Biggest Tax Cut in Bergen



Montvale Mayor Roger Fyfe poses in front of the new Lifetime Athletic fitness center. Town leaders helped to facilitate the transition of an old office building, which generated no tax revenue, into a state-of-the-art facility that is now a \$60 million ratable.

In addition, a former farm property is slated to be anchored by a 140,000 square foot Wegmans with 100,000 square feet of additional retail space. We expect the space to attract high-end eateries to serve our corporate base and specialty retail clients. This under-valued farm land has turned into a commercial project that will create well over \$100 million in ratables. Revenue from these

two properties will greatly contribute to much needed traffic improvements.

Dollars and sense Public buy-in was slow at first. But once residents saw what we had accomplished, this changed. Between shared services and new revenue streams, Montvale is saving an estimated \$850,000 annually. According to an article in *The Record* (March 20, 2014), out of 70 towns in Bergen

County only five had tax decreases, two of them were significant, and Montvale had the largest decrease (approximately \$499/household) more than double of runner-up Saddle Brook (\$237). This is a significant number and a direct result of some of the changes we made.

Future Another way we are using existing resources is by seeking grants beyond the usual county and state grants. For instance, Maser Consulting, our engineers, helped us submit an application to FEMA for an Assistance to Firefighters Grant Program that we may never have found. We hope to use funding from this nationwide grant program to help purchase a combined rescue pumper vehicle and to provide mutual aid for surrounding towns. We also have grant applications in progress that will help us address our aging sanitary sewer infrastructure. We currently make approximately \$30,000 annually by leasing a cell tower on Montvale property. New ideas present themselves all the time—you just have to be creative and receptive to innovation.

Keeping costs in-line To provide our communities with the services they need is becoming increasingly more difficult. Innovative thinking and taking that fresh look at our existing resources has changed the way Montvale is running its community services. We've found that savings can be uncovered when we step back and adjust our perspective. In Montvale a little ingenuity and municipal cooperation have gone a long way. 🍷

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Consider Liability When Crafting Agreements

With everyone's attention directed at the bottom line, it's important to also consider the potential for liability claims

By Gregory C. Fehrenbach, NJLM Interlocal Cooperation and Management Advisory Service Coordinator

Liability is a constant concern for municipalities. Recently, there has been some concern over the expansion of liability for a municipality when acting as the lead agency in a shared service agreement. One municipality posed a question to the League regarding the added liability exposure that the municipality would assume by providing engineering services to another municipality under a shared services agreement.



Municipalities should not be overwhelmed by this issue. It is simply a matter of outsourcing a service previously handled by a municipality. Municipalities do this all the time when, for example they contract with a private hauler to collect and dispose of municipal solid waste. Outsourcing a municipal service can be done in a number of ways, including buying the service from a private independent contractor. Arranging for the service to be supplied by another governmental entity, or even cooperating on the purchase of a vital piece of equipment to supply the service, presents similar liability issues.

Private contractor liability When a municipality outsources to a private contractor, our natural inclination would be to assume that liability would be dictated by the terms and conditions of the contractual relationship. The same construct often applies to a professional contractual relationship. The standard provisions for the services of a consulting engineer, or any other consultant, state that the independent contractor must hold the municipality harmless and name the municipality as an additional insured on their general and/or auto liability policy, and other forms of insurance. This is the way that

municipalities should approach the issue of liability through shared services agreements.

Reasonable and proper allocation of liability enhances accountability and should result in lower costs for all parties.

Addressing liability In crafting a shared services agreement, municipalities should clearly show in their contracts that the party responsible for the potential exposure takes responsibility, in advance, so there is no question following a liability claim. Again, this contractual framework need not be any dif-

ferent than when a municipality outsources a service to a private contractor. A contractor providing solid waste collection and disposal services would not want to be held responsible for denying services to a commercial property owner if the municipality had directed that service not to be supplied to commercial properties. Similarly, a municipality would not want to be responsible for the errant actions of the employees of the solid waste contractor. Contracts typically will have language that assigns responsibility for claims of injury or damage to the party responsible for the actions that led to the claim.

Let us assume that one municipality enters into shared services negotiations with one or more other municipalities, with the intention of serving as the lead agency. How should this municipality and the receiving municipalities envision the assumption of added liability?

- As part of the negotiations process, the

parties must come to a mutual agreement on the matter of assumed liability, and transmit this to their respective insurance risk managers and carriers.

- It is reasonable that receiving municipalities will expect the lead agency to assume responsibility for the provision of the subject services, and the attendant liability.
- It is also reasonable to expect that when the lead municipality contracts with a third party to provide the service, that the municipality will transfer the liability to the third party provider.

Therefore, to return to the question regarding engineering services being provided under a shared services agreement, the same rules as outlined above should apply to shared services agreements.

Key considerations First, the shared services agreement should clearly set forth the respective liability of the municipal parties to the agreement.

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Second, the contractual relationship between the lead municipality and the independent contractor supplying engineering services should be revised to recognize the responsibility of the engineering firm for its broader exposure, because of the shared services agreement.

Third, it is important to note that added liability exposure comes with a cost, one

which insurance companies have become more knowledgeable at estimating and incorporating into premiums. This added cost must be factored into the cost of supplying the service by the lead agency and/or the independent contractor.

With everyone's attention directed at the bottom line cost of government, the potential costs of liability claims must be

on the minds of both providers and receivers of shared services. Reasonable and proper allocation of liability enhances accountability and should result in lower costs for all parties. ❧

Edward Purcell, Staff Attorney for the League of Municipalities and Wayne F. Dietz, CEO, D&H Alternative Risk Solutions, Inc. assisted with this article.

The writer is neither a licensed risk manager nor an attorney. The approach contained in the article is based on many prior experiences working in the capacity of a Municipal Manager and Administrator and serving with the League.

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Sample Liability Language for Shared Services Indemnification & Defense of Personnel

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- Lead Municipality will cause Municipality B to be named as an additional insured on Lead Municipality's liability policy(s), on a primary, non-contributory basis. Lead Municipality and Municipality B shall name each other as an additional insured on its general and/or auto and/or other liability insurance policy. Lead Municipality will provide proof of valid liability insurance.

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An Era of Enhanced Shared Services

Maplewood's Library is the latest in a long line of successful shared service initiatives

By Joanne Beckerich, Publicity and Adult Programming Coordinator, Maplewood Memorial Library

The Township of Maplewood, in Essex County, has been an emerging leader in the area of shared services in New Jersey. Currently, Maplewood, with a population of 23,867, shares the following services with surrounding municipalities: fire and EMS dispatch, information technology, code enforcement, vehicle maintenance, purchasing and grass cutting. Maplewood and the Village of South Orange share one Municipal Court and operate a joint school district.

The township is committed to our current shared service agreements and to seeking additional shared-service opportunities with other agencies.

Maplewood Memorial Library is furthering this important mission. On March 12, the library became the 75th member of The Bergen County Consortium of Library Systems (BCCLS). The consortium includes 61 libraries in Bergen, nine in Essex, four in Hudson, and one in Passaic.

Maplewood Library cardholders can now use their cards at any of the BCCLS member libraries and place requests for any of the more than 5 million items available within the system. Their cards can be used in person at an additional 80 libraries through the Open Borrowing System, which expands the service over an additional seven counties, including Middlesex, Monmouth, Somerset, Morris, Union, Sussex and Warren.

For Maplewood Library, the transition to BCCLS was a two-year process, which included a membership application, an appeal to the township governing body, and the acquisition of funding. The Maplewood Township Committee, under the leadership of Mayor Victor DeLuca, recognized the importance of this shared service when Library Director Sarah Lester presented the idea in 2012. The capital funding necessary for the implementation of this shared service was set aside with this goal in mind.





BCCLS member libraries on a daily basis. Over 12,000,000 items circulate annually. More than 600,000 registered BCCLS cardholders share a wealth of research resources, including business, academic and world language databases. Other shared offerings include downloadable e-books and music, job and career tools, book clubs, e-newsletters and readers advisories.

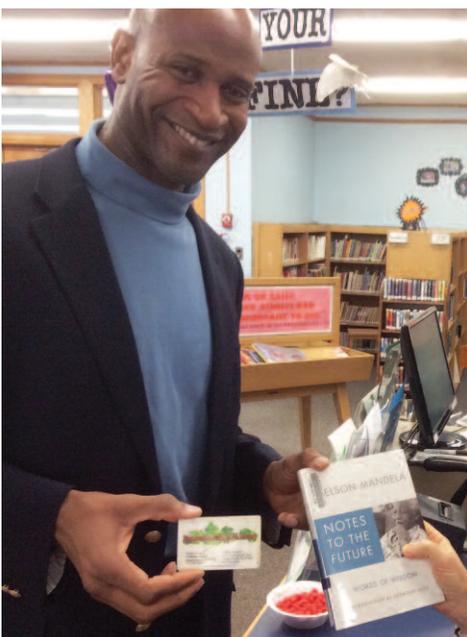
The library's two locations, a main building and the Hilton Branch, are located near commercial centers, public transportation and schools. The Maplewood Library recently celebrated its Centennial Year with a Centennial Quiz Bowl, a community quiz show fundraiser; 'Death in the Stacks,' a murder mystery fundraiser; and the First Annual Ideas Festival, modeled on the New Yorker Festival. The library system is fortunate to have financial and political support from the Friends of the Maplewood Library and the Maplewood Library Foundation.

Maplewood Library, by becoming the newest member of the BCCLS system, is furthering its mission to "...serve as a place for life-long learning, intellectual freedom and cultural stimulation" and to be "the heart of the community: a place to participate, connect and discover." ♣

As many as 3,500 books, movies, music CDs and audiobooks travel between BCCLS member libraries on a daily basis.

VIP's cut a ribbon to mark Maplewood Libraries entry into The Bergen County consortium of Library Services. Pictured, from left to right are BCCLS Executive Director Robert White, Maplewood Mayor Victor DeLuca, Assemblywoman Mila Jasey, Library Board of Trustees President Katherine McCaffrey, and Library Director Sarah Lester.

A dedicated transportation network moves as many as 3,500 books, movies, music CDs and audiobooks among



Maplewood Township Committee member Marlon Brownlee proudly displays his Maplewood Library card.

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New Jersey State League of Municipalities

The Quest for Greater Transparency Has a Cost

By Chuck Chiarello, Mayor, Buena Vista Township;
NJLM Past President

Buena Vista Township, like every municipality in the State of New Jersey, is obligated to provide certain documents to the public when requested within a specific time frame and under certain provisions. The law commonly known as the Open Public Records Act (OPRA) has been an opportunity for more transparency in government. The public can obtain government records that are legally allowed to be released in any town in the State of New Jersey.

However; despite its good intentions, the law is causing a strain on municipal resources. OPRA requests for documents generally flow through the Township Clerk's Office. There is a nominal charge of 5 cents per copy for a letter size page and 7 cents to copy a legal size page when applicable.

While the price per page is fair, the hidden cost is in the salary of the employee to locate documents that may span several years and in some cases may take several hours to locate. This process is often very time consuming--and under certain circumstances the documents may no longer be available because state law allows them to be destroyed after a certain date.

The Township Clerk's Office in Buena Vista offers a large variety of services. Time spent processing OPRA requests takes away from the time available to accomplish other statutory duties related to that office. The Clerk's Office is the main check point for our citizens in obtaining information about township programs, including services related to vital statistics.

Our Township Clerk's Office currently operates with three full-time employees. But; depending on vacation, training, and health issues; the office may only have two employees available to provide these functions at any given time.

When individuals request documents through the OPRA process it immediately creates a time constraint on our employees.

Recently, locating documents for several individuals' OPRA requests potentially cost the taxpayers of Buena Vista approximately \$500 in salaries and wages. Expenses at this level have been increasingly occurring on a daily basis.

Frequently the individuals who request these documents under OPRA appear unsatisfied with the responses. And this has led to repeated requests, which again strain our financial resources.

Some towns have been so besieged by OPRA requests that they have had to bring additional staff onboard at the taxpayers' expense to meet the demands.

Some towns have been so besieged by OPRA requests that they have had to bring additional staff onboard at the taxpayers' expense to meet the demands.

I think it is important to know about OPRA, but you need to understand the downside as well. There are some legislators who are calling for greater "transparency." If that comes to fruition it will certainly lead to Buena Vista having to increase our staffing. By the end of April 2014, the Buena Vista Township Clerk's Office has already exceeded the total amount of OPRA requests received in the previous year. We've processed 42 OPRA requests, an approximate increase of 28 percent over 2013's total.

Perhaps it is time to consider whether the goal of creating even more "transparency," is worth the very real costs to already cash-strapped municipal governments. 📌



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Red Light Cameras Save Lives

By Richard Gerbounka,
Mayor, Linden



As Mayor of Linden, I support Red Light cameras. Being a former police officer, I've experienced firsthand how devastating it is to administer first aid to a critically injured passenger or driver involved in a serious and senseless motor vehicle accident. Worse yet, put yourself in the place of a police officer who has to tell a family that their loved one is dead due to someone running a red light.

Although I can't speak for the entire State of New Jersey, I can speak for Linden. Route 1 & 9 is a 6 lane highway that bisects our city. Four out of five of our safety camera intersections are on that U.S. highway. These intersections were not picked randomly. They were installed only after education, engineering and enforcement failed.

The State of New Jersey reviewed five years of accidents and chose intersections that showed an extremely high rate of serious accidents and fatalities. One unfortunate characteristic that may be unique to Linden is that all left turns on this State Highway are done by cutting across 3 lanes of on-coming traffic. There are no jug handle turn lanes on this roadway. These turns are regulated by a left hand turn arrow signal, which careless drivers violate just as easily as they violate the red traffic light. The results are right angle accidents. These accidents are certified as having a high risk of serious injury to vehicle occupants.

Using proven technology to reduce crashes and save lives should be an option for any municipality that wants to employ these resources.

Our Red Light safety camera program began in August 2010. Since this programs inception, the average red light safety camera violations decreased by 84 percent. Repeat violations are low in Linden also. Our recidivism rate is 12 percent. This means 88 percent of all violators who received a ticket and pay it do not get another violation. This low rate of repeat behavior indicates that the program is working to improve drivers' behavior.

I can speak from personal experience that my behavior has been changed for the better due to this program. Every morn-

ing when I go to my office, I pass a red light safety camera intersection. Before the cameras were installed, I have to confess I pushed the amber signal and sped up to "beat" the red light. Now when the amber light flashes I do what a good driver should—slow down and get ready to stop. What is even more interesting is I react the same way at intersections without red light safety cameras.

The Linden police accident investigation team are trained experts in traffic investigation. They are called out only for fatalities or extremely serious injuries sustained in a motor vehicle accident that may result in death. Before Linden had red light safety cameras, this unit averaged 15 "call outs" per year with a high one year of 24. Since this program has been instituted "call outs" have dramatically declined. In 2013 our accident rate investigation unit was called out six times. And they weren't needed even once on the Route 1 & 9 corridor.

In 2010 Linden experienced two fatalities on this State Highway. In 2011, 2012, and 2013 there were none. These examples prove that this program is working in Linden and why it is important that the State of New Jersey continue this program.

Our traffic laws have been put in place for the safety of the public. Red light cameras help police enforce traffic laws more consistently in more locations than the Linden Police Department or any police agency can do in their community.

To say "no" to red light safety cameras that act as deterrent to dangerous red light running is to say "yes" to drivers that break the law and drive recklessly. That to me, is just not acceptable.

Using proven technology to reduce crashes and save lives should be an option for any municipality that wants to employ these resources.

To naysayers who claim that this program is solely for making money, I suggest this as a good way to get even with us when you drive through Linden. All you have to do is obey our traffic laws—you will not get a ticket—and Linden will have safer streets.

It is that simple. I say "yes" to red light safety cameras. 🍀

Removing Red Light Cameras Was an Easy Decision

By John G. Ducey,
Mayor, Brick Township

As I was campaigning for Mayor of Brick Township last year, one of the major concerns I heard at door after door was about the red light cameras in our town. Brick Township was the first town that was approved by the state to take part in the pilot program. I am proud to say we are also the first town in the state to leave the program.

The cameras were removed on February 18, 2014, less than 50 days after I took office. I made the announcement in a joint press conference with Assemblyman Declan O'Scanlon who assisted me in reviewing the research from around the country.

The first thing we looked into was our contract with the red light camera company. Escape clauses, possible penalties and termination notice all had to be looked at to make sure the taxpayers would not be at risk for any type of penalty should the decision be made to end the program. Next I met with the company's representatives. I wanted to hear firsthand what the advantages and disadvantages of the program were.

At the meeting I found the company's information to be incomplete and misleading. The first information provided was that most of the tickets were given to out of town drivers, so the residents of Brick are not being impacted. The claim was that 70 percent of the summonses written were to out of town drivers. This of course, would mean that 30 percent of the tickets were given to residents of our town. They also said that there was a 5 to 7 percent recidivism rate, meaning that very few drivers had received more than one ticket.

When those percentages were computed we determined that approximately 21,000 residents of Brick received tickets from these cameras. Of our 75,000 residents (including non-drivers) roughly 50 percent had to pay \$85 of their hard earned money for one of these tickets.

The second and most important claim made by the company was that the program is in place for safety. We had cameras at three different intersections, but the company claimed that crashes at only one of the intersections were reduced. The other two intersections were not mentioned at all. This was a clear red flag to me.

The last information given was that over \$700,000 was collected from the tickets and, although not the reason for the program, it was a nice unintended perk.

After the meeting I requested the actual crash statistics from our police department. The figures given to me were so outrageous that the decision to remove the cameras was a no brainer. Before the cameras were installed at the first intersection there were 13 total and five of the more serious T-bone or right

angle crashes. In the last year of the cameras the numbers rose to 28 total and 8 right angle crashes. At the second intersection with cameras the total number of crashes went from 35 with 1 right angle crash the year before cameras to 36 and five right angle crashes in the last year. The third intersection, where cameras were placed for the sole purpose of cutting down on the T-bone /right angle crashes, it was found that there were no right angle crashes in the year before or the year after the cameras were installed. How can right angle crashes be cut down when they were zero before the cameras were installed?

I encourage other Mayors to look at the actual statistics from your police departments and not rely on propaganda supplied by the camera companies.

As it turned out, the red light camera program was merely a money grab based on misinformation. So I made a firm decision that the cameras would be removed as soon as possible. This was an easy decision when the guise of the program is safety and the exact opposite of safety is occurring.

Now drivers, both from out of town and residents, no longer have to drive with fear as they approach these intersections.

The natural instinct of drivers has been returned to them. People who have been avoiding shopping or dining in my town are welcomed back with open arms. Insurance rates can decline because the increased accident claims at the intersections will no longer need to be paid out.

I encourage other Mayors to look at the actual statistics from your police departments and not rely on propaganda supplied by the camera companies.

It is difficult to turn your back on this easy money source, but we were each elected to make difficult choices. Ultimately, my decision was easy. 🍀

WASHINGTON



Apprenticeship Programs Can Boost Employment and Earnings

By Cory Booker, U.S. Senator

The U.S. has seen 49 straight months of private sector job growth, but some of the scars of the Great Recession run deep.

For many young Americans, it continues to be difficult to find work. Sixteen percent of workers between the ages of 16 and 24 are unemployed, compared to 6.7 percent of all workers, and the numbers are even worse for young people of color.

The plight of our youngest workers matters. Unemployment early in life has long-term negative effects. Young people who have been unemployed for six months or more earn tens of thousands of dollars less over the next 10 years than they would have earned had they not endured a lengthy period of unemployment.

But youth unemployment not only hurts the individuals who can't find work; it takes a toll on our whole country.

High unemployment among young adults costs the federal and state governments as much as \$25 billion every year, and the vast majority of that comes from lost revenue. That amounts to \$171 out of every American's taxes. Youth unemployment has also been shown to increase the cost to government of health care, crime and social assistance programs.

We have to change this. As a country, we must make a commitment to ensuring young Americans who want to work are able to find jobs. More than that, we need to set young people up with skills that promise success.

While there are a number of potential strategies to reduce youth unemployment, there's one particularly valuable training model that can set a young person on course to thrive professionally: apprenticeships.

A registered apprenticeship is a unique system that couples paid, on-the-job training from an assigned mentor with structured learning. Together, the Department of Labor Office of Apprenticeship and state apprenticeship agencies administer the registered apprenticeship program nationwide. Once an apprentice completes a program, they are issued a nationally recognized credential that certifies their skills and proficiency.

Earlier this month, together with Senator Tim Scott of South Carolina, I introduced The Leveraging and Energizing America's Apprenticeship Programs—or LEAP Act, an initiative that

creates a federal tax credit of up to \$1,500 per person to help encourage more employers to hire apprentices.

Today, employers report 4 million unfilled jobs in part because key gaps persist between the skills of young adults and workforce needs. By 2020, America is expected to experience shortages of three million workers with associate's degrees or higher and five million workers with technical certificates and credentials.

Apprenticeships are a proven way to help young people develop the skills required by employers.

Apprenticeships are a proven way to help young people develop the skills required by employers. I want to make growing registered apprenticeship opportunities in the U.S. a priority. The LEAP Act seeks to expand private-sector-led apprenticeship strategies, just as Senator Scott's South Carolina did. That state saw a 580 percent increase in apprenticeships in recent years.

The apprenticeship experience not only enhances productivity and boosts earnings; it equips workers with the tools they need to secure well-paying, middle-class jobs. According to the U.S. Department of Labor, workers who completed apprenticeship programs on average earned more than \$51,000 a year and increased their lifetime earnings by up to \$300,000.

Nearly all countries that extensively use apprenticeships also have relatively low youth unemployment rates, but the U.S. had just 358,000 active, registered apprenticeships in 2012. That's just 7 percent of what England offered when adjusted for population. And in Germany, nearly 50 percent of all young people go through apprenticeship programs.

It's my hope that the LEAP Act, which has already generated bipartisan support, increases the number of apprenticeships in America and sparks a broad interest in starting these sorts of programs across the country. Helping young people acquire the skills they need to join a 21st century workforce is key to our country's long-term economic health. 🇺🇸

Consider Some Summer Reading...

Publications on Over 25 Topics Are Available

Prepare for Bargaining

Police and Fire Labor Data Contract Service

Annual series tracks trends in police & fire contract settlements and arbitration awards.
Full series includes 8 books total.

- Selected Police Officer Contract Provisions (1 book)
- Selected Firefighter Contract Provisions (1 book)
- Selected Police Officers' Salary Scales (1 book)
- Selected Firefighters' Salary Scales (1 book)
- Quarterly Arbitration Newsletter (published quarterly, 4 emails total)
The newsletter is emailed to subscribers.

Salary Survey

Salaries for selected municipal positions, elected officials and superior police officers.

Respond Correctly to OPRA Requests

Open Public Records Act - OPRA

Short, quick guide provides introduction to the Right to Know law.

Make the Right Decisions on Energy and the Environment

An Energy Policy Primer for New Jersey Municipalities

This Primer will give local government leaders a strong understanding of how electric energy is generated and distributed in their communities.

Protecting Your Town's Environment

Provides overview of key environmental issues confronting New Jersey's municipalities.

Find Out What Other Towns Are Charging

Liquor License Fees

Selected Municipal License Fees

Fees for mercantile, peddler, solicitor, canvasser, itinerant vendor, taxi, limousine and vending machine licenses.

Garage Sale, Flea Market & Auction Fees

Landlord Registration Fees

Dog & Cat License Fees

Don't forget to restock your bookshelves with NJLM's Municipal Directory and Legislative Directory.



To order, or for information on other publications, visit njslom.org/Publications.html or contact Becky Wright at (609) 695-3481, Ext 110, or bwright@njslom.org.

99th Annual League Conference

Building 'Partnerships for Prosperity'

By Bill Dressel,
NJLM Executive Director



Pretty much every year I say that attending the League's Annual Conference in Atlantic City is more critical than ever. And each year, as local government faces more complex challenges, it is true.

However, given the budget pressures that many of you are facing and the ongoing efforts to recover from Superstorm Sandy, we will need to work together as never before to meet the needs of New Jersey's citizens.

This year's programs will focus how you can work with experts from the state and federal government, academia, arts and public health organizations and businesses to make the most of your resources. We'll also be sharing practical ways to make your taxpayers dollars go further. And, as always, the conference is an opportunity to meet and learn from other leaders.

The 99th Annual Conference of the New Jersey State League of Municipalities will be held November 18, 19 and 20 at the Atlantic City Convention Center. The Conference attracts 20,000 visitors and is the largest of its kind in the nation. And our fee for the three days is the lowest in the nation.

So clear your calendar and review the Conference Preview information provided in this issue. Encourage your fellow municipal leader to attend the conference with you.

Finally, you'll want to head home ready to share your experience. Also, consider writing a report or press release to share with other Council members and the media. The League provides forms at the conference that make it easy to make local newspapers aware of your involvement. We'll even send the press release out for you!

Here are the benchmarks I use to value my League Conference experience:

- I met at least one new person every day.
- I learned at least one useful thing I didn't know in a session every day.
- I had at least one substantive discussion with a vendor about a new product that I might need.
- I had fun, every day.

And for the past 40 years, the conference has exceeded my expectations. Hope to see you in November! 🍷

Looking Forward to Our 99th Annual Conference

By Samuel S. Raia,
Mayor, Saddle River

The 99th Annual New Jersey League of Municipalities Conference promises to be another great opportunity for New Jersey municipal leaders to meet in Atlantic City and discuss ideas that can help our respective towns. As Mayor of Saddle River, I look forward to participating in some of these important Conference discussions.

Consolidation We will consider the continued effort on the part of the majority in the Legislature to press for municipal consolidation, and look to more effectively and efficiently operate our municipalities. Like many other small-town mayors, I will continue to maintain that small, doesn't mean inefficient. From my experience, small-town mayors are better able to stay close to the action, where the "rubber meets the road," and operate towns with high levels of efficiency. On the other hand, some towns may benefit from consolidation. So we should have a discussion about how "one size does not fit all."

The 2 percent cap Of course we will have discussions about the 2 percent cap. I am a strong supporter of Governor Christie's initiative to cap taxes at 2 percent because this puts the burden on mayors to work harder at running more efficient communities. In Saddle River we use "zero-based budgeting" every year. We review every single expense line item. As a result, the municipal portion of our tax in Saddle River has not increased for the last three years. We accomplish this by sharing employees and services with other communities and we outsource a great deal of duties to private contractors. This combination of public and private services keeps our costs to a minimum.

Shared experiences The Conference is also a chance to share our experiences with others. I look forward moderating an educational panel entitled, "What is needed for a successful political career." The panel includes Bart Rossi of Rossi Psychological Group PA, Dale Florio, Partner at Princeton Public Affairs Group, and Peter Woolley, professor of politics at Fairleigh Dickinson University. I plan to share my experiences using social media and websites such as mayorsamraia.com to help inform residents, and how we can stay more actively engaged with residents using "frequently

asked questions" to clarify current issues in the community.

Plan to attend All in all, the Conference offers a lot of good give and take with fellow municipal leaders. Please plan to attend this most important Conference, and join in the discussion. See you in November. 🍷

Samuel Raia has over 30 years of experience as a business owner in real estate and construction. He has served as NJGOP State Chair from 2010-2013, and serves on the boards of the Hackensack University Medical Center and the New Jersey Commerce and Industry Association.

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NJMDA

New Jersey Managed Districts Association

A professional trade association representing special and/or business improvement districts, district organizations and district managers.

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Downed Poles/Cables:	(800) 787-6701
Verizon Non FiOS High Speed Internet/DSL:	(800) 567-6789 or www.verizon.net
Verizon Wireless Customer Service:	(800) 922-0204 or www.verizonwireless.com
Center for Customers with Disabilities Voice & TTY:	(800) 974-6006 or www.verizon.com/disabilities
NJ Video Franchise Inquiries:	E-mail: gwendolyn.i.cogan@verizon.com
Verizon Wireless Crisis Response Team (V-CRT):	(800) 981-9558





Partnerships for Prosperity



HIGHLIGHTS

Tuesday, November 18

Exhibit of Products and Services (9 a.m. - 5 p.m.)

Workshops and Meetings

Newcomers Conference Orientation Session

Fifth Annual Sustainable Jersey Luncheon and Awards

Consulting Period with Topic Experts

Meeting of the League's Resolution Committee

Session on the Responsibilities of Municipal Governing Body Members

Wednesday, November 19

Exhibit of Products and Services (8:30 a.m. - 5 p.m.)

Sessions and Meetings

Affiliates Luncheons

League's Mayors Box Luncheon

Annual Legislative Update Session

Thursday, November 20

Exhibit of Products and Services (8:30 a.m. - 1 p.m.)

Sessions and Meetings

Women in Municipal Government Breakfast

League Luncheon for All Delegates

NJLM Business Meeting



99TH ANNUAL NEW JERSEY LEAGUE OF MUNICIPALITIES CONFERENCE AND EXHIBITION

ATLANTIC CITY CONVENTION CENTER • NOVEMBER 18-20, 2014

NJLM CONFERENCE PREVIEW

Online & Paper Registration Opens August 1.

Register by October 1 for Reduced Rates

99th Conference Headquarters

The 99th Annual League Conference will be held in the Atlantic City Convention Center, located at the foot of the Atlantic City Expressway.

Events occur in the Atlantic City Convention Center Tuesday, November 18 through Thursday, November 20 with a business meeting Thursday, November 20, 3:30 p.m. at the Sheraton Hotel.

Transportation from hotels to the Convention Center will be provided by chartered shuttle service. The shuttle service is paid for through a \$7.00 per day hotel room fee. Shuttle schedules will be publicized prior to the Conference and at each hotel during the Conference week.

Room Reservation Procedure

Under the League's policy, only room reservation requests from municipal officials will be processed from June 1 through August 4. These room requests may be done online at njslom.org or on the "Municipal Use Only" forms available from your municipal clerk or the League office. General room reservations for county and state officials and other interested parties will commence August 5. The form in this issue is for the convenience and use of non-municipal and non-exhibitor guests only.

Any room cancellations after Thursday, November 6, 2014 will require payment for all cancelled room nights. This is an important procedure designed to reduce the occurrence of double booked rooms and no-show reservations.

Room changes or cancellations should be made by directly contacting the Housing Department before 11/6. All accommodations require a one-night deposit to hold rooms.

Earlier this month, a municipal housing form was mailed to each municipal clerk. The Housing Department reserves blocks of rooms for assignment only to League delegates using the official form or website. Please use only the municipal form or website for municipal housing requests.

For a full list of League and Affiliate conference sessions and lists of exhibitors, consult njslom.org or the October issue of New Jersey Municipalities Magazine. Full details of each League and Affiliate program including CEUs and speakers will be in the November issue.

Social Media and Conference Apps

While attending the conference, follow us using #njleague on Facebook and Twitter for immediate notices on changes to the schedule of League educational sessions, shuttle bus changes, announcements about sold out League events and important attractions. The exhibit floor plan and searchable list of exhibits may be viewed on smart phones. Find it at njslom.org/exhibit.

Consulting Period Round Tables

Tuesday, November 18, 2-4 p.m. – Hall A

Over 70 Experts on Key Local Topics Answer Your Questions

Annual Business Meeting

Thursday, November 20, 3:30 p.m.

Sheraton Hotel, Pearl Ballroom – 2nd Level

Includes Elections, Resolutions and Special Recognitions



FOR NON-MUNICIPAL USE ONLY

Forms will be processed beginning August 4, 2014

HOTEL & MOTEL RESERVATION FORM

NEW JERSEY STATE LEAGUE OF MUNICIPALITIES

THE ATLANTIC CITY CONVENTION CENTER – NOV. 18, 19, 20, 2014 – ATLANTIC CITY, NJ

MAIL TO:
 NJLM 99th Annual Conference
 201 Tilton Road, Suite 17B
 London Square Mall
 Northfield, NJ 08225

OR

FAX TO: (609) 383-8616
Online: NJSLOM.org then click on
 “Annual Conference”
 PAYMENT REQUIRED TO HOTEL BY OCT. 10th

LAST DAY TO USE THIS FORM IS FRIDAY, OCTOBER 10TH.

HEADQUARTERS – ATLANTIC CITY CONVENTION CENTER – 99TH ANNUAL LEAGUE CONFERENCE

SPECIAL NOTE: Please make firm decisions early and realistic reservations. CANCELLATIONS MADE AFTER THURSDAY, NOVEMBER 6th, WILL BE REQUIRED TO PAY FOR ALL CANCELLED NIGHTS. GOVERNMENT AGENCIES SEND VOUCHERS IMMEDIATELY TO ASSIGNED HOTEL AFTER RECEIVING HOTEL ASSIGNMENT. CANCEL DEADLINE IS NOV. 5th FOR CAESARS, HARRAH'S AND BALLY'S.

Hotel Choice(s):

1st _____
 2nd _____
 3rd _____

4th _____
 5th _____
 6th _____

Number of Rooms Requested: _____ Number of Beds: _____ Number of Persons Per Room: _____

Special Request: Smoking Non-Smoking Handicapped Other _____

***PAYMENT INFORMATION** (please check):

____ CREDIT CARD TYPE: _____ # _____ Exp. _____
CANCELLATION AND DATE CHANGES MUST BE COMPLETED NO LATER THAN NOVEMBER 6th. CANCELLATIONS AFTER THAT DATE, WILL BE CHARGED. _____ Initial/Acknowledgement

____ VOUCHER/PURCHASE ORDER – **SEND P.O./VOUCHER IMMEDIATELY AFTER RECEIVING HOTEL ASSIGNMENT. PAYMENTS MUST BE MADE TO HOTEL NO LATER THAN OCTOBER 10th. CANCELLATIONS AND CHANGES TO # OF NIGHTS MUST BE COMPLETED BY 11/6. CANCELLATIONS AFTER NOVEMBER 6th WILL NOT BE REFUNDED. CANCEL DEADLINE IS NOV. 5th FOR CAESARS, HARRAH'S AND BALLY'S.** _____ Initial/Acknowledgement

ARRIVAL AND DEPARTURE DATES ARE ESSENTIAL!

Arriving Atlantic City: _____ Departing Atlantic City: _____

If accommodations at the hotel/motel of my choice(s) are not available, I understand the Housing Dept. will make comparable reservations elsewhere and that I will receive acknowledgement directly from the Housing Department and/or assigned property. Acknowledgements will be sent after each reservation booking, modification and/or cancellation. **REVIEW FOR ACCURACY.**

Rooms will be occupied by: (Names **MUST** be supplied for each room reserved.) **PLEASE PRINT LEGIBLY! DO NOT OVERBOOK!**

Name of Occupant	Smoking Y or N	# of Beds	Dates of Stay if Different Than Above
Room 1			
Room 2			
Room 3			
Room 4			

(PLEASE ATTACH LIST OF ADDITIONAL NAMES, IF NECESSARY – PLEASE, IN ARRIVAL DATE ORDER)

CONFIRM TO: ALL CONFIRMATIONS WILL BE ADDRESSED TO THIS PERSON.

Name (please print): _____

Company/Organization: _____

Company Street Address: (No P.O. Box) _____

City: _____ State: _____ Zip: _____

Telephone: _____ Ext. _____ Fax: (Required) _____

Email: _____

NOTE: OPEN YOUR SPAM FILTERS TO ALLOW ACKNOWLEDGEMENTS FROM SERVICE@ACROOMS.COM

*** HOTEL LOCATION & RATES ON BACK ***

HOTEL RATES & INFORMATION

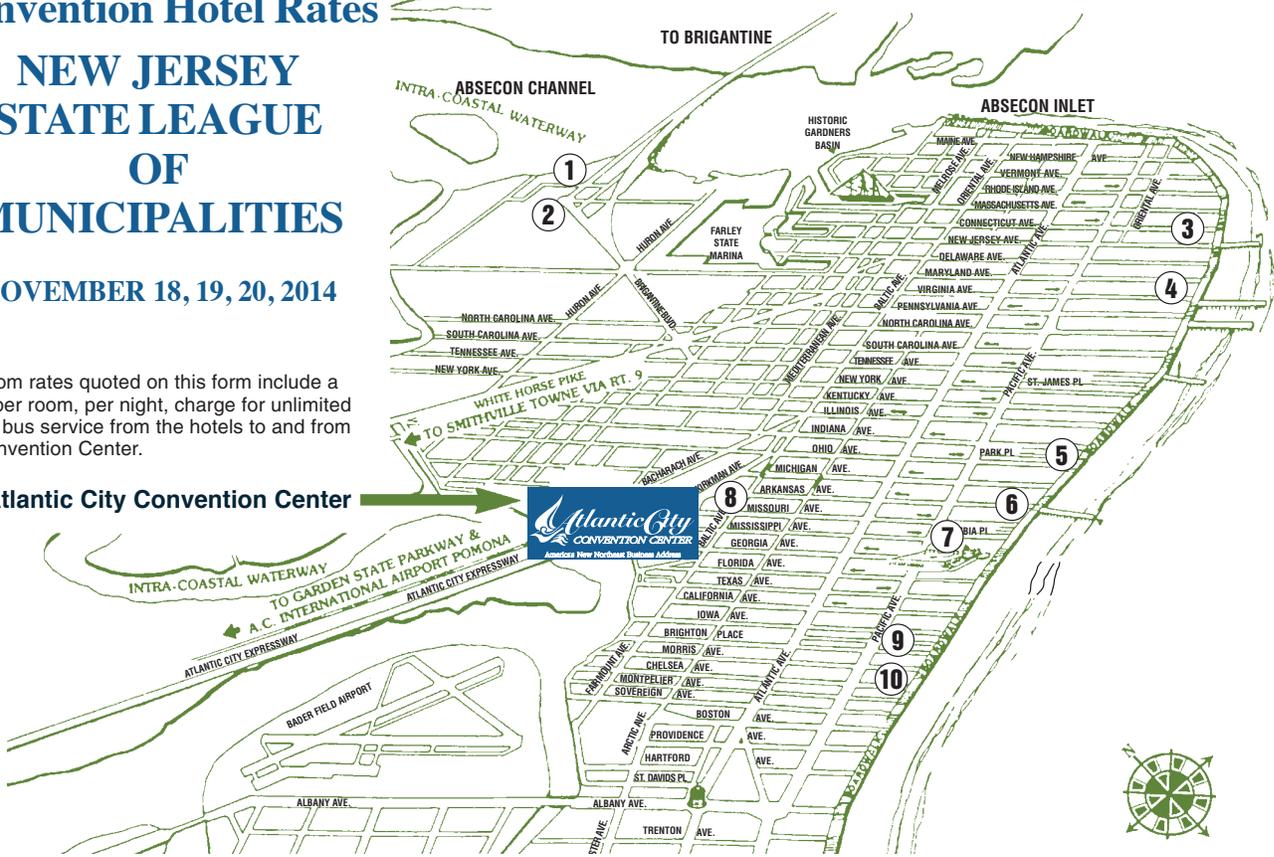
Convention Hotel Rates

NEW JERSEY STATE LEAGUE OF MUNICIPALITIES

NOVEMBER 18, 19, 20, 2014

The room rates quoted on this form include a \$7.00 per room, per night, charge for unlimited shuttle bus service from the hotels to and from the Convention Center.

The Atlantic City Convention Center



THE ATLANTIC CITY CONVENTION CENTER • ATLANTIC CITY, NJ

MAP #		SINGLE/DOUBLE
5	Bally's Atlantic City (ROH) (1, 2, 3, 4)	\$129
2	Borgata Hotel Casino & Spa (1, 2, 3, 4)	150
6	Caesars Atlantic City (ROH) (1, 2, 3)	149
1	Harrah's Marina (1, 2, 3, 4)	89
3	Revel (1, 2, 3, 4) 100% Non Smoking	119
8	Sheraton A.C. Convention Center Hotel (1, 2, 4, 5) 100% Non Smoking	140
	172 Club Level
4	Taj Mahal (1, 2, 3, 4)	89 Chairman Tower
	79 Taj Tower
10	The Chelsea (1, 2, 4, 7) 100% Non Smoking	89/99 Luxe King/Two Queens
9	Tropicana Casino Resort (1, 2, 3, 4)	85 Standard
7	Trump Plaza Hotel & Casino (1, 2, 3, 4)	80

One bedroom junior suites and larger hospitality type suites vary in price and hotel location. Rates range from \$153 for a junior type suite to \$475 for a hospitality type suite. Suites are on a "first come" basis per hotel. Please identify if you desire a junior suite or a hospitality suite type on your form. You will receive a call from the reservation office to discuss details prior to booking if we do not have information from prior years.

- 1. Restaurant and/or Coffee Shop
- 2. Cocktail Lounge and Bar
- 3. Room Service

- 4. All Year Pool
- 5. Non-Casino Hotel



2014 NJLM Annual Conference EXHIBITORS

(Visit njslom.org for updated list.)

3M TRAFFIC SAFETY AND SECURITY
 A&K EQUIPMENT COMPANY INC.
 ABBINGTON ENGINEERING LLC
 ACCESSREC, LLC
 ACCSES NEW JERSEY/CAN SERVICES
 ACM/ELINGO FLAGPOLES
 ADAMS, REHMANN & HEGGAN ASSOC.
 AFLAC - GINA CANDURA PURAZZO
 AIA NEW JERSEY
 AIR & GAS TECHNOLOGIES INC.
 ALL COVERED
 ALL TRAFFIC SOLUTIONS
 ALLEN ASSOCIATES
 AMERICAN FREEZE DRY OPERATIONS
 AMERICAN PIPE CLEANING LLC
 AMERICAN RECYCLING TECHNOLOGIES
 AMERICAN ROLL OFF
 AMERICAN TENNIS COURTS, INC.
 AMERICAN TRAFFIC SOLUTIONS
 AMERICAN UNIFORM & SUPPLY
 AMERIHEALTH CASUALTY SERVICES
 AMERIHEALTH NEW JERSEY
 AMY S. GREENE ENVIRONMENTAL
 AP CERTIFIED TESTING LLC
 APPLIED LANDSCAPE TECHNOLOGIES
 AQUATECH-USA.COM
 ARSENAULT ASSOCIATES
 ARTPRIDE NJ FOUNDATION
 ASTROTURF
 ATLANTIC - TOMORROWS OFFICE
 ATLANTIC AQUATIC ENGINEERING
 ATLANTIC COAST RECYCLING
 ATLANTIC COUNTY GOVERNMENT
 AURORA ENVIRONMENTAL, INC.
 AXA EQUITABLE
 BADGE COMPANY OF NEW JERSEY
 BADGER METER, INC.
 BALADY PROMOTIONS, INC.
 BARBER BEACH CLEANERS
 BARNEGAT BAY COALITION
 BAYSHORE RECYCLING CORP.
 BEN SHAFFER & ASSOCIATES, INC.
 BENECARD SERVICES, INC.
 BETHLEHEM PRECAST INC.
 BEYER BROS. CORP.
 BEYER FLEET
 BOLLINGER SPECIALTY GROUP
 BORTEK INDUSTRIES, INC.
 BOSCH REXROTH CANADA
 BOYCE ASSOCIATES, INC.
 BRINKERHOFF ENVIRONMENTAL SVCS
 BRITTON INDUSTRIES, INC.
 BROWN & BROWN BENEFIT ADVISORS
 BROWNFIELD SCIENCE & TECHNOLOGY
 BRUNO ASSOCIATES, INC.
 BURLINGTON CO. BRIDGE COMMISSN.
 BUYERS PRODUCTS
 C.T.M. BULK HANDLERS, INC.
 CABLEVISION SYSTEMS CORPORATION
 CAMBRIA TRUCK CENTER INC.
 CAMPBELL FREIGHTLINER, LLC.
 CAPEHART SCATCHARD
 CAPITAL BENEFITS, LLC.
 CARD DATA SYSTEMS
 CARUCCI SAFETY & EQUIPMENT
 CASCADE CART SOLUTIONS
 CEMCO
 CERTIFIED POWER, INC.
 CFG HEALTH NETWORK
 CHAMBERS ARCHITECTURE, INC.
 CHAPMAN FORD SALES
 CHEMUNG SUPPLY CORP.
 CHERRY VALLEY TRACTOR SALES
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Building a Healthier Jersey City

Creating a health department that ensures healthier and longer lives for residents

By Steven M. Fulop,
Mayor, Jersey City



When we took office last summer, we saw a great need to do more for our residents in terms of health and wellness. Previously, the Health Department served as more of a pass through for permits and certain services.

This was not enough. Simply put, the Jersey City Department of Health & Human Services needed a new mission. Now, the department's goal is to build a healthier Jersey City. The Health Department is engaging the community by developing policies, programs and partnerships that help our residents to live healthier and longer lives.

We began our campaign to build a healthier Jersey City (#healthierJC) by joining the Mayors Wellness Campaign, a statewide effort to improve community health and more broadly to limit the increasing costs of health care related to obesity and chronic disease. The Mayors Wellness Campaign is

an initiative of the New Jersey Health Care Quality Institute and a partner of the New Jersey League of Municipalities. Its mission is to equip mayors and other local leaders with the tools to develop and implement active-living initiatives in their communities. Currently, more than half of the New Jersey's 565 municipalities participate.

Jersey City also joined First Lady Michelle Obama's Let's Move initiative, a comprehensive approach that seeks to solve the problem of childhood obesity within a generation. Both through the Mayors Wellness Campaign and Let's Move, we have been working to increase activity with our youth, our adult and senior

populations. For example, we have been working with all of our daycare centers, more than 130, to increase exercise in the classroom.

Fitness Classes Our Recreation Department has developed a new fitness boot camp that meets twice weekly in two locations, as well as yoga and Zumba classes. The department expanded to host programs for people of all ages, from open-play in schools to a senior power walk and other activities. We've also improved the diversity of our offerings to reflect our citizen's interests. That has meant adding boxing, cricket, and scuba offerings—amongst other programs. All are enjoying record enrollment.

Wellness policy Jersey City is encouraging residents to be healthier through our policies as well. We are developing poli-

Through sponsorships and community partnerships, we can develop Jersey City into a healthier place to live, work, and play.

cies and initiatives that engage the community to live sustainable and healthy lives. We will launch a new bike share program this summer. The city also has a campaign to Keep Jersey City Beautiful and Community Gardening initiatives.

Earned sick leave Another example is our Earned Sick Leave ordinance that became law on January 24, 2014. The new legislation, the first in New Jersey, requires businesses with ten or more employees to provide up to five days of paid sick leave to workers. Businesses with fewer than ten employees must provide up to five days of unpaid sick leave. Jersey City hopes to act as a model for other cities in New Jersey and across the nation to consider Earned Sick Leave. This is not just a “women’s equity issue” or a “workers’ issue.” It is

a quality of life issue for individual health and public health at large.

The Partnership for a Healthier New Jersey Another example of our expanded effort to improve the health and well-being of our residents is the introduction of The Partnership for a Healthier Jersey City. Next month, the Department of Health & Human Services will hold its first meeting of The Partnership, modeled on the CDC’s grant program that inspired the Partnership for a Healthier NYC in 2011.

HHS has developed its program to link community groups through ward-based Health Action Coalitions to provide guidance, support, and incentives for residents to meet their health and wellness goals. The Partnership has five focus areas—based both on state mandate and community input: Expanded Community Education, Increased Active Living, Greater Healthy Food Access, Awareness of Child Immunization Issues, and Improved Pet Wellness.

Community education Through expanded community education, the Health Department will provide a minimum of one workshop per week, per ward, and engage in new programming that is community driven. To provide better access to healthy foods, the Health Department is expanding the Farmers' Market to bring fresh produce into low-income neighborhoods. And it will soon begin offering classes in supermarkets to help people shop better, along with a series of cooking classes. To raise awareness about the important role of child immunization in public health, Jersey City is working closely with the state to educate parents.

Funding In many cases, the city has sought private grants and funding for these new programs and activities so we can offer more without increasing the cost to residents. For example, Pet Smart Charities, Inc. has provided \$99,990 to support the goal of improved pet wellness. Share Our Strength has committed \$80,000 in cash and in-kind support the goal of greater healthy food access. In addition, cross-sector partnerships with companies like City Challenge and

Golden Gloves are enabling us to expand our goal of active living.

Through sponsorships such as these, and through true community partnerships, we can develop Jersey City into a healthier place to live, work, and play. 🍷

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GOLD DOME

Trenton is Mired in Multipolar Politics

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

The ascension of Democratic Assemblyman Vincent Prieto to Speaker of the Assembly—coupled with his assertion that “the people’s house” has been too often ignored in recent years—has created a multi-polar political world in New Jersey.

This is a dramatic shift away from the powerful Governor Christie-Senate President Steve Sweeney “bromance” that has dominated Trenton decision-making since January 2010.

For Prieto, 53, politics was never a lifelong pursuit. Born in Cuba in 1960, he and his family escaped ten years later and settled in Union City. Trained as a plumber, Prieto moved to Secaucus in 1990, where he soon became a construction code official. By 1988, he was serving on the city’s planning board. And in 2004, he suddenly found himself in the Assembly with the strong backing of powerful state Senator and North Bergen Mayor Nicholas J. Sacco.

The rise of Prieto to one of the big three seats in Trenton should be seen in the context of his predecessor, Speaker Sheila Oliver. Her story was both typical and unique. Typical because it was the result of a deal among various power brokers, including Democratic party boss and Essex County Executive Joseph N. DiVincenzo, Jr. (Oliver’s boss in county government where she continued to work), and unique because she was the first African-American woman to be Speaker of the Assembly.

In his first years in office, Christie found a willing partner on key issues—most notably, pension and health benefits reform—in Sweeney. Oliver was not nearly as ready to accommodate the popular Governor. She also headed a bitterly divided caucus. For these and perhaps some other reasons, Oliver was unable to consistently influence the final backroom deal making on major legislation. For their part, Christie and Sweeney insist they didn’t do anything to shut out Oliver or the Assembly majority from negotiations.

In contrast, Prieto is in a better position to re-assert the Assembly’s role in the policymaking process, largely because Governor Christie is now a lame duck, battling Bridgegate and Sandy Aid controversies. The new Speaker has made it his mis-

sion to unify the Assembly caucus. He plans to assert his members’ influence on any closed door negotiations between the Senate and the Governor’s office. The view of Prieto and his allies is that over the last four years, there has been an unequal relationship in Trenton—one that needs to be corrected.

Welcome to the new multipolar world of New Jersey politics.

Nowhere was this bold insistence more glaring than in the debate over arbitration award caps. Currently, when municipalities reach an impasse in contract negotiations with police and fire unions, the two sides are allowed to present their cases before an independent arbitrator. The original law, passed in 2010, limited the arbitrator’s decision by capping wage increases to 2 percent over the life of the contract. This law expired in April 2014.

To extend the cap, the Senate and the Assembly passed a bill to extend the cap to 2017. It also provided for either necessary and fair adjustments or property tax-busting loopholes, depending on who you asked.

Governor Christie conditionally vetoed the renewal legislation. The Sweeney-led Senate quickly approved the Governors’ conditions, while the Prieto-led Assembly was in no hurry to follow suit. Instead, the Speaker repeatedly said he wanted good faith negotiations on the bill to address the concerns of both taxpayers and police and firefighters.

Using a tactic that worked well for him in his first term, Christie began attacking Prieto and legislative Democrats at every turn. In addition to allowing the Governor to be portrayed as the defender of overburdened taxpayers, the strategy shifted attention from the ongoing George Washington Bridge and Sandy Aid investigations.

The Governor, however, faces a much different political and media environment today. His ability to garner press attention and mobilize public opinion has diminished. Christie and Sweeney were unable to move forward based on their own handshake agreement, as they might have done previously. In this case, the Assembly, under Prieto, is re-asserting its own prerogatives and power. It won’t be the last time we see this happen. ❖

The views expressed in this column are those of the author and are not endorsed by the League.

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A Successful Town-gown Collaboration

Glassboro and Rowan University are working to create a new commercial hub in South Jersey

By Leo J. McCabe, Mayor, Glassboro; Member, NJLM Executive Board
& Ali A. Houshmand, President, Rowan University



Over 880 students live in the Rowan Boulevard Apartments, which opened in phases starting in 2009. The complex houses upperclassmen.

Rowan University, the Borough of Glassboro and private developers are reinventing the municipality and creating a new commercial hub in South Jersey.

Starting in 2008, the university, borough, and private developers partnered in the \$300 million Rowan Boulevard project, the largest single municipal redevelopment plan in New Jersey. The joint endeavor has transformed a suburban downtown into a walkable cityscape.

The privately-funded boulevard project connects Rowan's main Glassboro campus with shops, luxury housing for 1,300 students, a Barnes & Noble Collegiate Superstore and a new 129-room Marriott hotel.

Best of all, every new building along Rowan Boulevard is privately built, owned and operated, so even properties leased by the public university support the local tax base.

This project works because from the start local government officials (assisted by county and state legislators), university administrators and trustees and private developers committed to a partnership. It's a partnership that's fast bearing fruit. Driven by a desire to be near and affiliated with a growing, dynamic university, new business is exploding on and off Rowan Boulevard.

A new downtown Construction of Rowan Boulevard involved the purchase of dozens of older private homes, many of them student rentals. Developers provided sales incentives to homeowners and helped businesses and residents relocate to promote good will in the community.

With Rowan Boulevard now about half-completed, construction is starting on a 315,000 square foot building that will include street-level medical/professional suites, retail and restaurants, and upper level housing for both residents and students. Construction of a public park is also scheduled to begin this spring.

The joint endeavor has transformed a suburban downtown into a walkable cityscape.

In addition to national retailers like Barnes & Noble, Pizza Hut, Dominos, 7-

11, Marriott, and Sun National Bank, the Boulevard is home to Prime hamburger restaurant, the gift shop Forever Young Emporium, Ry's @ Rowan bagels, Green Zebra eatery, YoGo Factory dessert parlor and The Boulevard Salon.

Rowan Boulevard developers have included Nexus Properties of Lawrenceville (COO Dante Germano is a Glassboro native), SORA Holdings of Towson, MD, and Kinsley Construction of York, PA.

A growing university As we like to say in the southern part of the state, what's good for Glassboro is good for Rowan, and vice versa. The commercial and residential development is complementing a new phase of growth for the university.

Following a 1992 gift of \$100 million from Henry and Betty Rowan, the university opened a College of Engineering and began to expand rapidly. In 2012 the school celebrated another milestone when the New Jersey Medical and

Health Sciences Education Restructuring Act became law.

Under the restructuring act, Rowan became a comprehensive public research university and acquired the School of Osteopathic Medicine in Stratford, becoming just the second university in the nation to offer both M.D. and D.O. medical programs. Rowan also partnered with Cooper University Health Care to create the Cooper Medical School of Rowan University in Camden.

The growth continued in 2013 thanks to the success of the Building Our Future Bond Act. Rowan was awarded \$117 million in construction funding. The money will help to build new buildings for the College of Engineering and the Rohrer College of Business. In addition, improvements to Rowan's Camden Campus and other infrastructure updates are planned.

Beyond the boulevard Off the boulevard, new properties and businesses are

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Town-gown Collaboration

popping up. An Arts District is growing along High Street. A multi-level dance studio has opened, a new florist took root in an unused bakery shop, and Rowan has purchased an unfinished condominium project to showcase the work of faculty, students and visiting artists.

Apart from Rowan Boulevard, retailers including Hand & Stone, Wawa, AT&T, Jimmy John's Gourmet Sandwiches and restaurants Think Greek Grill and Grilly Cheese have located or expanded in Glassboro in the past year.

This winter, a local businessman opened Winterland Ice Rink on Rowan Boulevard—the first public outdoor ice rink in borough history.

Awards The boulevard project has already won a Smart Growth award from NJ Future, a statewide policy and research group that promotes responsible planning.

“Progress of this magnitude is hard work,” said Glassboro business administrator Joseph Brigandi, Jr., a lifelong



Rowan University students enjoy Glassboro's growing downtown.

borough resident and one of the key drivers of the Rowan Boulevard project. “On paper there's a partnership between Rowan, the Borough of Glassboro, and private developers but retailers and residents have an ownership stake too.”

The Rowan Boulevard project is already transforming this historic college town. It is evidence of what can be accomplished when business people, academic leaders and local officials work together. ♣

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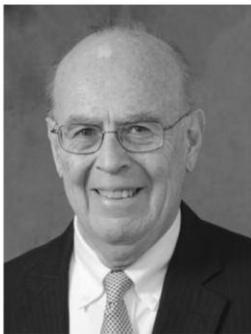
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LEGISLATIVE UPDATE

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

A-2779/S-1480



Contributions to Fire Companies

Status: Assembly Homeland Security and State Preparedness Committee; Introduced and referred to Senate Community and Urban Affairs

The League of Municipalities supports A-2779/S-1480, which increases the maximum municipal contribution to fire districts and volunteer fire companies and indexes the amount biennially for inflation.

Specifically A-2779/S-1480 will increase the maximum annual contribution a municipality may make to any fire district or volunteer fire company from \$90,000 to \$120,000. In addition, the maximum threshold of \$120,000 will be adjusted by the Division of Local Government Services every two years for inflation.

Municipalities are able to make contributions to the fire districts and volunteer fire companies annually based on their budgetary restrictions and their communities needs. A-2779/S-1480 is a common sense approach to increase a threshold while still providing municipalities flexibility.—LB

A-2459/S-278



One-Year Moratorium on Copper Telephone Lines

Status: Assembly, Second Reading; Senate Economic Growth Committee

The League of Municipalities supports A-2459/S-278, which would establish a one-year moratorium on the replacement of copper landline telephone service with wireless technologies, pending a BPU study. The bill would allow an exception to the moratorium and permit the new technology to be installed at the request of any customer or when authorized in writing by a customer.

While the new technology holds great promise, the people of

New Jersey need to be assured that it will provide reliable, safe and secure service at affordable rates. Questions regarding its suitability for use by public safety agencies, for personal medical monitoring, for property security services and for data transmission deserve careful consideration. The legitimate privacy of information transmitted over the new technology must be guaranteed, as much as possible.

We commend the sponsors for their leadership on this reasonable delay, pending professional regulatory evaluation of the value of the new technology. —JRM

S-1510/A-2579



Authorizes Financing for Various Water Projects

Status: Senate Budget and Appropriations Committee; Assembly Environment and Solid Waste Committee

On April 28, the Senate Environment and Energy Committee unanimously approved S-1510. S-1510 will permit municipalities to finance water conservation, storm shelter construction, and flood and hurricane resistance projects by expanding the “clean energy special assessment,” established in current law pursuant to P.L.2011, c.187.

Specifically, S-1510 would expand the NJ PACE program, established by 2011 law, which allows municipalities to finance renewable energy systems and energy efficiency improvements made by property owners. Under the current law, the municipality may provide for a “clean energy special assessment” to be imposed on those properties when the property owner has requested the assessment in exchange for receiving assistance with the initial financing. The only types of projects eligible for this treatment are the installation of renewable energy systems and energy efficiency improvements.

S-1510 will expand the law to finance water conservation projects, flood resistant construction projects, hurricane resistant construction projects, storm shelter projects, and safe room projects.

S-1510 is permissive for the municipality and the property owner, and will provide municipalities a variety of options to address a number of post-Sandy concerns.—MFC

A-2280/S-1305



Mandates Video Recordings of Traffic Stops

Status: Assembly Appropriations Committee; Senate Budget and Appropriations Committee

The League of Municipalities opposes A-2280/S-1305, which requires certain new or used municipal police vehicles that are purchased, leased, or otherwise acquired on or after the bill's effective date to be equipped with mobile video recording systems. The bill also provides that a mobile device video recording systems worn or otherwise used by a police officer would qualify in lieu of a device placed in a vehicle.

In addition, the bill increases by \$25 the surcharge imposed on persons convicted

of driving while intoxicated. The additional surcharge is payable to the municipality where the conviction was obtained for the cost of equipping police vehicles with video recording systems, as required by this bill. If the summons is issued by a county's law enforcement agency or a state law enforcement agency, the additional surcharge will be directed to the entity that issued the summons.

We appreciate the sponsor's desire to better document the administration of justice, as it relates to traffic stops. And we appreciate the surcharge provisions, which are intended to protect our taxpayers from the costs associated with this new mandate.

However, according to the Fiscal Estimate, prepared earlier by the Office of Legislative Services on this bill's predecessor the, "... total municipal costs associated with the enactment of this bill will likely be higher than the municipal share of revenue raised by the increased

fee on DUI convictions." The bill would, therefore, represent an unconstitutional unfunded mandate, pursuant to Article VIII, Section II, paragraph 5.

For that reason, the League of Municipalities opposes A-2280/S-1305.—JRM

A-2912



County Recording Fee to Support Affordable Housing

Status: Assembly Housing and Community Development Committee

A-2912 would establish a \$75 county recording fee to be collected by county clerks for deposit to the State Affordable Housing Trust Fund. While we appreciate efforts to bolster the State Housing Trust Fund, the League does not support the legislation in its current form.

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Legislative Update

The League has opposed, both in legislation and litigation, attempts to forfeit local affordable housing trust funds to the state. To date, working alongside housing advocates, we have been able to protect the funds from lapsing to the state and hope to assure that the funding is retained and used locally. So the League certainly can appreciate the sponsors' intentions of identifying additional revenue streams for affordable housing. However, the League is very much concerned that ultimately most of this funding will not be used for affordable housing but rather will be used for general purposes.

Further, the League continues to call for reform to the Fair Housing Act and for the implementation of a rational, sustainable and achievable affordable housing program. The identification of new funding sources for affordable housing should be part of a larger, comprehensive reform and not done in a piecemeal manner.

A-2912 is referenced to the Assembly Housing and Community Development Committee. As of yet, there is no Senate companion.—MFC

A-2939/S-248



Restoration of Reduction to Garden State Preservation Trust

Status: Assembly Agriculture & Natural Resources Committee; Senate Budget and Appropriations Committee

The League of Municipalities supports A-2939/S-248, which restores state fiscal year 2011 reductions to Garden State Preservation Trust payments in lieu of taxes and appropriates \$3,400,000 to

the Department of Community Affairs. Specifically, A-2939/S-248 would distribute to each eligible municipality the difference between the Open Space Payment In Lieu of Taxes (PILOT) paid to that municipality in SFY 2010 and the Open Space PILOT paid to the municipality in SFY 2011.

The preservation of open space benefits all New Jersey citizens. However, it does impose costs on the residents of the host municipality by denying them the economic, budgetary and property tax rate benefits of developed ratables. In recognition of this, the state has pledged to provide host municipalities with PILOT.

PILOT's serve two crucial public policy purposes, providing property tax relief and promoting environmental protection. A long line of governors, legislatures and Department of Environmental Protection commissioners have seen the fairness of consistently making the

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promised PILOT. This policy has been embraced by the citizens of New Jersey, who have consistently approved ballot questions that would provide funding to meet the needs of the Open Space PILOT.—LB

A-1726/S-308



Requires DEP to Delineate Flood Plains in Concert with Federal Limits

Status: Assembly Second Reading; Senate Environment and Energy Committee

On May 8, the Assembly Appropriations Committee approved A-1726, which would amend the “Flood Hazard Area Control Act,” N.J.S.A.58:16A-50 et seq., to direct the Department of Environmental Protection (DEP) to:

- 1) update its delineations of flood hazard areas as frequently as may be necessary to incorporate federal floodplain delineations;
- 2) update its delineations of flood hazard areas at least once every 15 years and to prioritize the preparation of these updates based upon flood risk;
- 3) update its delineations upon adoption by the Federal Emergency Management Agency (FEMA) of a new floodplain delineation. The bill directs the DEP to incorporate that federal floodplain delineation into the department’s flood hazard area delineation for that watercourse, provided the DEP determines that the federal floodplain delineation is sufficient to carry and discharge the flood flow of the watercourse and is at least as protective of the public safety, health, and general welfare as the department’s delineation.

Under current law, DEP is required to study the nature and extent of the areas affected by flooding in the state and to “delineate as flood hazard areas such areas as, in the judgment of the department, the improper development and use of which would constitute a threat

to the safety, health, and general welfare from flooding.” Also, the current law states that the DEP, wherever practicable, is to make floodway delineations identical to the floodway delineations approved by the federal government for the National Flood Insurance Program (NFIP).

A-1726 is second referenced to the Assembly Appropriations Committee. The Senate companion, S-308, is referenced to the Senate Environment and Energy Committee.—MFC

A-3052



Prohibits the charging of interest on delinquent property tax bills in certain circumstances

Status: Assembly Homeland Security and State Preparedness Committee

The League of Municipalities Legislative Committee has reviewed and opposes A-3052. The bill would prohibit a municipality from charging interest on a late property tax bill if 30 days prior to the property tax payment date the Governor declared a State of Emergency due to a significant weather event or natural disaster only if payment is made on or before the 1st day of the next calendar month from which the bill was initially due.

A-3052 is well-intended; however, it is mandating a one size-fits-all approach. In the aftermath of Superstorm Sandy, the Governor issued Executive Order 113, which extended the grace period for the payment of the fourth quarter property tax payments. While the date to pay property taxes was extended, the statutory date for municipalities to remit the county and school district their portion of the levy remained the same. N.J.S.A. 54:4-74 requires that the municipality pay to the county, in four installments, the amount of county tax due, and the other county taxes required to be assessed and raised in such municipi-

ality, on the 15th day of the month in which each installment of taxes shall become payable. In addition, N.J.S.A. 54:4-75 requires that the municipality pay to the school 20 percent of the moneys due from school tax within 40 days after the beginning of the school year and thereafter, but prior to the last day of the school year, the balance of the moneys from school tax due for school purposes in such amounts as may be requested from time to time by the Board of Education, within 30 days after each request.

Municipalities, which are typically not all affected in the same manner after a natural disaster, should have the ability to determine the needs of the community and how long they can afford to extend the grace period based on the impact of a natural disaster on the community and their financial obligations.—LB

S-79



Limits Unused Sick Leave Payments

Status: Senate State Government, Wagering, Tourism and Historic Preservation Committee

The League of Municipalities supports S-79, which eliminates payments for unused sick leave earned in the future; limits the annual carry forward of unused vacation leave; requires suspension of payment for unused accumulated sick leave and vacation leave for an individual indicted for official misconduct; forfeiture of those payments, if convicted; and limits use of unused sick leave in the year before retirement.

This common-sense initiative will result in significant savings for our taxpayers and ensure the productive use of limited municipal revenues. It will, over time, end excessive payouts for retiring public servants. It will promote predictability in staffing. And it will protect the public from providing compensation to those who abuse their power and offices.—JRM

Tracking Township Vehicles

Woodbridge Township employs a state-of-the-art vehicle routing and tracking program to cut costs

By John E. McCormac, Mayor & Dennis Henry, Director,
Department of Public Works; Woodbridge Township

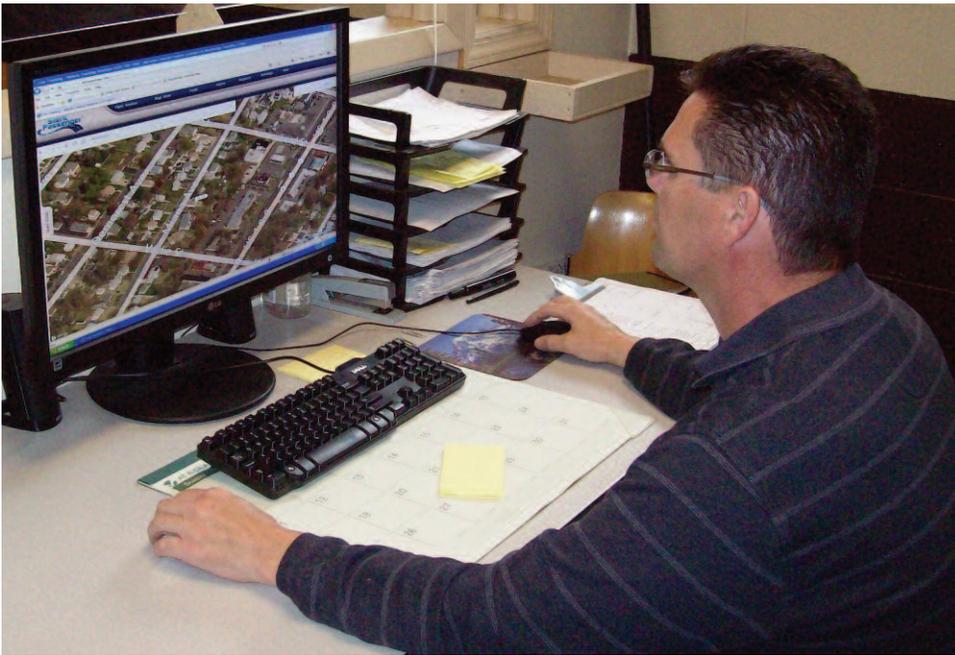


Woodbridge Township, Middlesex County, the sixth largest municipality in New Jersey with a population of nearly 100,000 residents, is comprised of ten separate towns—Avenel, Colonia, Fords, Hopelawn, Iselin, Keasbey, Menlo Park Terrace, Port Reading, Sewaren, and Woodbridge.

In January 2013, the township adopted a state-of-the-art vehicle tracking system with the installation of 95 GPS units on selected vehicles in the DPW fleet. The vehicle tracking system reports the exact position and speed of each vehicle and allows DPW supervisors to view the color-coded status online: either moving, stopped, idling time, or in vehicle on/off mode. The system also allows DPW to set GEO fencing for approved travel areas. The department receives an alert when a vehicle travels out of the assigned area. In addition, the township is able to monitor unauthorized after hours use and is notified by e-mail

or text message when a vehicle is moved during off hours.

The township's objective, when comparing and selecting a tracking vendor, was to have an accurate system that assisted in the day-to-day activities managed by Public Works. Vehicle Tracking Solutions with Silent Passenger has delivered the highest levels of service, safety and budget efficiencies. It has also helped eliminate wasteful idling time, unauthorized use, and unnecessary start/stops. Fuel consumption has dropped by an average of 20 percent in the vehicles equipped with the units.



A DPW supervisor oversees the movement of the department's vehicles. The system also provides reports on township vehicles equipped with GPS tracking.

Tracking Township Vehicles

and recycling routes.

Today garbage or recycling areas with a specific zip code are serviced on the same day. Trucks are no longer in the same area on different days, which has significantly reduced fuel consumption, man hours, and noise pollution.

Today, DPW operates 14 collection vehicles working three days, which replaced 20 outdated, rear-load trucks which covered two routes each week over a four day period. And, instead of using 26 collection vehicles once a week to collect recyclables, the Township can use the same 14 vehicles to collect recyclables on Thursdays and Fridays. By automating and expanding the service footprint of each DPW vehicle, Woodbridge Township has saved more than \$4 million dollars a year on garbage and recycling collection.

Routing With the 2007 realignment of operating divisions, the township was able to make garbage collection much more efficient. Using RouteSmart routing software allowed the DPW to build

address-based routes using turn-by-turn technology. This change, in conjunction with automation, resource management, and improved scheduling, made real savings possible for both the solid waste

Storm response Woodbridge Public Works is the agency exclusively responsible for all storm-related operations throughout the township. Vehicle track-



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Tracking Township Vehicles

ing has been essential to Emergency Management and Public Works operations during 2014's numerous snow storms. The Road Division, our first line of defense, maintains a fleet of 35 snow plow/salt trucks. The township has four additional Divisions with snow fighting equipment—Parks, Sanitation, Waste Water and Police Maintenance. During

We lost precious time looking for equipment. Thanks to the software, we know where our trucks are at a glance.

plowing operations, equipment is assigned to every area of town via the web-based tracking system. This enables the DPW management team to track vehicles from any computer or cell phone with internet access.



Fuel consumption has dropped by an average of 20 percent in the vehicles equipped with the units.

Fleet status The Fleet Status program displays the exact location of all vehicles with the capability of zooming into any vehicle at street level at any time. The screen also updates automatically when vehicle locations change. By using only

township equipment and personnel during storm operations, the township maintains a higher level of vehicle management and control.

At the same time, DPW had to find ways to rotate and rest vehicle crews and administrative employees. We also needed to encourage the DPW "snow team" to maintain longer (and safer) operating shifts while meeting the requirements of Maggie's Law. To help accomplish both goals, the township opened its two community centers to serve as warm, quiet places for plow crews to rest and enjoy refreshments. Since the two facilities are on opposite sides of the township, crews were scheduled for rest periods at the closest facility to their work areas.

By using both the Fleet Status and Landmark tools, the DPW management team can monitor both the plow vehicles at the community centers and those still in the field. The DPW can also see where equipment needs to be reassigned due to breakdowns and/or during fire, police, and first-aid emergencies. In previous storms, it was very difficult to keep track of the location of equipment



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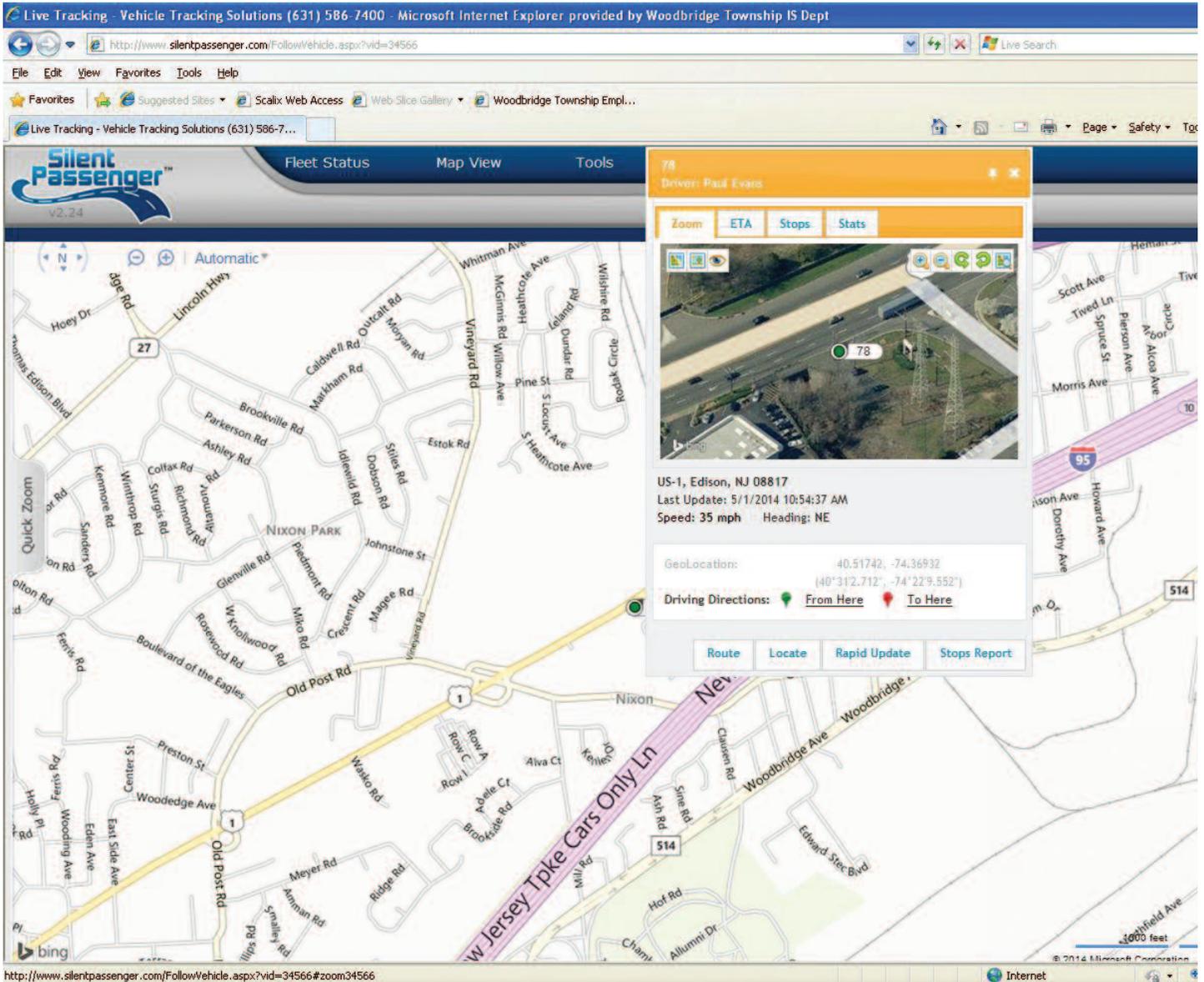
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The Fleet Status program displays the exact location of all vehicles with the capability of zooming into any vehicle at street level at any time. The screen also updates automatically when vehicle locations change. The letter-number icons show the location of DPW vehicles in “real” time as workers move through pre-scheduled routes.

and personnel. We lost precious time looking for equipment. Thanks to the software, we know where our trucks are at a glance.

In addition to hundreds of miles of roadways, Woodbridge Township also serves as a commuter hub with six major highways and two train stations. Public Works is responsible for clearing and maintaining commuter lots near the Woodbridge Train Station, four downtown New Jersey Transit (NJT) parking lots, and two community center lots. The Township also has an inter-local

agreement for snow and ice control at 27 school lots. By using the Landmark and the breadcrumb trail feature we can monitor the time of day and the amount of times our vehicles service each of our roadways and parking lots.

Both the vehicle routing and tracking programs are tremendously valuable tools. The software has exceeded our expectations in the management of fleet operations. The township plans to expand the use of both programs to include additional vehicles and services in the future. 📍

Dennis Henry, Director, Department of Public Works, Woodbridge Township, delivered the keynote address on the Economy of Automated Trash Collection & Single-Stream Recycling at the annual New Jersey League of Municipalities Public Works Association conference. Additionally, Director Henry previously received the prestigious Richard Rohrbach Public Works Leader-of-the-Year Award from the New Jersey Chapter of the American Public Works Association. The award, presented at the annual League of Municipalities Conference, lauded Director Henry for his leadership and innovative management of the Woodbridge Township Department of Public Works.

Government 'At Your Fingertips'

Why high-tech communication is essential to good governance

By Richard DiFolco, Mayor,
Mount Holly Township



In the latest media frenzy, members of our Governor's administration were singled out and the contents of text messages and personal emails were left open to interpretation. While these situations do not occur all the time, we all must have a watchful eye on how and what we say through communication technologies.

As public officials, we must be aware of the legal implications of the Open Public Meetings Act and Open Public Records Act. The risks associated with the use of electronic communications were discussed in a November 2010 League Magazine article, "E-Mailers Beware" by Stuart R. Keonig.

Although these technologies have their downsides, the positives far outweigh some of the negatives. Our constituents want information. Today, people's lives are busier than ever—many hold two jobs, and some are working parents who are always on the go. We cannot expect to have large audiences at

our meetings. Does this mean that there isn't any interest in topics we discuss? The answer is no. Our residents are very interested; we just need to communicate in a way that fits in with their busy lives.

As of June 2013, 56 percent of adults were smartphone owners, according to a study by the Pew Charitable Trust. Currently in the U.S., 91 percent of people own a cell phone and at least 40 percent use some sort of app on their phone. And 18 percent of people over 65 own a smartphone, compared with 13 percent last year.

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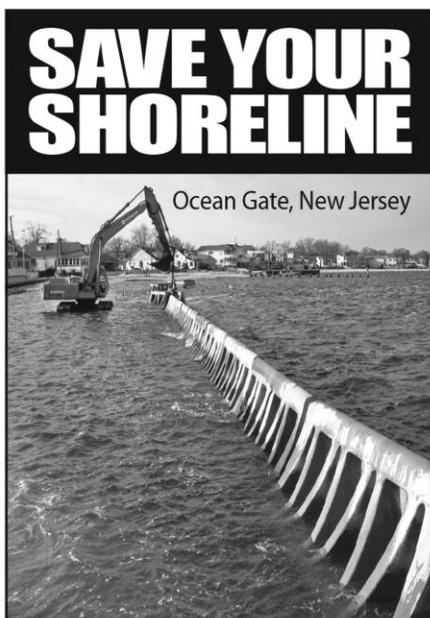


High-tech Communication

What does this mean for you, your administration and your residents?

Our residents are very interested; we just need to communicate in a way that fits in with their busy lives.

Web presence Having a well-designed, functional website that provides updated



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news, alerts, and the ability to interact with residents is key. Mount Holly Township's website had none of these attributes. If you were fortunate enough to get to the township's website a year and a half ago, you would have been offered a confusing, disorganized, and outdated wall of information. This results in more work for township staff, who need to address questions over the phone or in the office. This is time your staff and residents don't have, so it makes sense to provide quality online information.

Our township decided to make the leap to a more user-friendly, information-rich website using web design and hosting services from QScend Technologies, Inc., a leading e-government services software provider with more than 45 customers in New Jersey. Now our residents have our information right at their fingertips.

Another way you can greatly improve your site is to provide a digital recording of your meetings. Residents want to be involved. Give them that conduit and you'll be surprised by the outcome.

Providing information online not only helps with questions; it also provides transparency of government which leads to fewer OPRA requests for information.

Online reporting tool In the past, a complaint to the township resulted in staff answering phone calls or taking walkups, writing information down on paper and doing their best to remediate the issue at hand. Because our residents and staff are busy, Mount Holly incorporated QScend's QAlert municipal CRM system to take inquiries online, through the website, or via a smartphone app.

Imagine for a moment you are walking downtown and notice a pothole on one of your streets. As a resident with a smartphone you have the ability to report it right there on the spot. Once reported, a ticket number is assigned and an email is generated to the submitter. The administration now has the ability to assign the ticket to the proper department for the work to get done. This provides a quicker turnaround, and keeps your constituents informed about the process through completion.

Communication is key, and you just made a resident very happy.

iPads for governing body How many of you reading this have bins of paperwork in your office pertaining to your local government? How many copies of the same ordinance do you have—including revisions, final copies, and background information?

Your staff spends a lot of time copying, printing, and drafting all these documents so that you can govern the best you can. In order to save time, money, and deliver instant updates anywhere, Mount Holly Township invested in iPads for the governing body and township administration including an online meeting agenda software package. The iPads not only help with the electronic delivery of all township documents, but also allow us to keep our township email on one device. Remember, a separation should be maintained from your personal equipment.

Social Media Facebook, Twitter, YouTube and other sites have grown by leaps and bounds. Your residents are using these tools every day to communicate. My recommendation is to create an official Facebook page, Twitter account and YouTube account. Have the accounts linked to a responsible party on the township staff and post official notifications, news, and events that help reach residents that may not read the traditional papers or visit the website. Because users have the ability to share your posts, your reach is limitless.

So in conclusion, what does this all really boil down to? New technology is becoming more cost-effective to own every day. Your constituents want information and are interested in what goes on at town hall. They may even be one of the next planning board, historic commission, or advisory committee member applications you see. Delivering information through electronic means provides real-time, cost-effective solutions for you and your administration.

Spend some time discussing these options. Providing "at-your-fingertip" tools will work for the betterment of your administration and your community. 📱

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LABOR RELATIONS

Layoffs

PERC Affirms the Consideration of Special Skills

By Joseph M. Hannon, Esq., NJLM Labor Counsel;
Genova Burns Giantomasi Webster, LLC

Hopefully, your municipality is escaping from the doldrums of the economy and regaining financial stability and security. In that process, hopefully you have not had to revert to the drastic, but sometimes necessary, act of a layoff.

Of course, layoffs can occur for efficiency purposes as well. So, in any layoff, crucial decisions must be made by management to not only cut costs, but also ensure that the operations continue to run effectively. A recent Public Employment Relations Commission decision upheld the ability of the public employer to make determinations as to skill set and qualifications in determining which employees should be laid off, rather than strict seniority.

In State of New Jersey and New Jersey Division of Criminal Justice Non-Commissioned Officers Association, et.al., the Commission reviewed, among other things, a proposal by the unions setting forth a layoff and recall criteria. The unions' proposed criteria sought to have layoffs be accomplished through seniority regardless of the employees' titles. Seniority, as stated in the proposal, "...shall be the determining factor in identifying those to be affected by the layoff." Layoffs were to be "last in, first out." Those laid off would be placed on a special reemployment list. When hiring, those on the special reemployment list would be given special consideration.

The state challenged this proposal on negotiability grounds, claiming it had the managerial prerogative to retain personnel with special skills irrespective of seniority. The Commission reaffirmed its prior decision a couple of years earlier in *Union County Prosecutor's Office*, which had overturned prior Commission decisions on this issue.

In *Union County Prosecutor's Office*, the PBA, which represented the Detectives and Investigators, provided a similar proposal as in the State of New Jersey case regarding layoffs and recall by strict seniority. The PBA's argument was essentially that detectives and investigators were interchangeable with similar skill sets and that a layoff in reverse order of seniority was an appropriate offer. The Prosecutor responded that there were different functions within the office in which different skill sets were needed. The inability for the Prosecutor to give any consideration to necessary skills would hinder his ability to manage and operate the office.

The Commission decided that the public employer has the managerial prerogative to determine if a less senior employee with particular skill sets should be retained. In areas such as law enforcement in these contexts, employers were properly provided with the ability to determine which employees are necessary to effectively perform the jobs. This decision was based, in part, on the actual differences of the position in question.

This decision goes to the heart of the continuing discussion between unions and employers in negotiating issues concerning the workforce. Clearly, the union position is looking to protect its workers under the consistent approach of seniority. This approach does not distinguish between individuals and is predictable. From the union's perspective it creates a system whereby all workers are considered equal as they are all part of the same group. Therefore, the unions' views on these issues are very understandable.

However, a system which creates consistency and predictability is not always the best system for managers. The key phrase in establishing a layoff is that it must occur for reasons of "economy" and "efficiency." Both words are important. During layoffs management must determine how it can still operate efficiently and effectively without some of its workforce. These decisions are made from observation, actual performance and the needs of the municipality. It is difficult for any person not involved on a daily basis to make the appropriate determination.

Accordingly, the Public Employment Relations Commission protected this managerial prerogative for public employers. Such a right is inherent in these determinations and has alleviated the need to negotiate these provisions at the table.

Of course, these decisions were made in the context of unclassified titles in the Civil Service System. In non-civil service jurisdiction the decisions *State of New Jersey* and *Union County Prosecutor's Office* cases would have the same effect. However, for classified positions in the Civil Service, any layoffs still must be done in accordance with the Civil Service rules and regulations.

In the end, public employers must make difficult decisions in a responsible manner. If you are faced with the prospect of layoffs, these recent decisions of the Public Employment Relations Commission give public employers the necessary flexibility to make these difficult decisions and maintain operational efficiency.

If you are considering a layoff, you should consult with counsel as to appropriate ways to effectuate it and whether the issues addressed by the cases cited herein apply as well as any new developments in this area. ❧



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East Meets West at Community Summer Camp

Highland Park invites foreign students to increase camper's cultural awareness and promote international friendships

By Gary Minkoff, Mayor, Borough of Highland Park



Students from China and Highland Park learned new games and forged lasting friendships at Camp Discovery.

For a culturally diverse community such as Highland Park, hosting students from around the world is a natural fit. That's likely why the Highland Park Camp Discovery Immersion Program has been such a success.

Highland Park has run a community summer camp for local children, called Camp Discovery, for many years. In 2010, the borough approached Council Member Elsie Foster-Dublin, Liaison to the Recreation Department, to reorganize the traditional camp in the hopes of generating more excitement. Foster-Dublin did more than that—she reinvigorated and expanded the program, infusing it with a spark of culture that transformed the camp into a unique and extraordinary summer experience.

Foster-Dublin developed a cultural exchange and immersion program between Highland Park and countries throughout the world. The idea was to bring students and chaperones from other countries to Highland Park for one to two weeks at a time. The students would attend Camp Discovery with local children, allowing them to learn about each other in a fun, relaxed atmosphere, while giving the camp an international flavor.

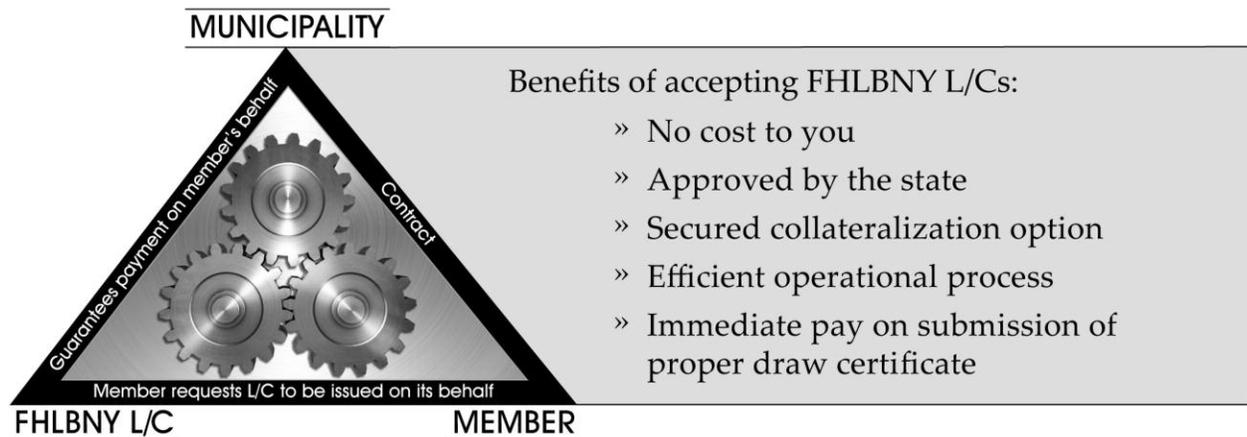
Foster-Dublin, who runs Aunt Elsie's Homestays, a student housing program, coordinated with schools and organizations



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in other countries, many of whom she works with on a regular basis. She located host families in Highland Park and surrounding communities. The host families received a stipend to provide room and board, but also to introduce the visitors to American culture. Guests were exposed to a variety of new experiences at their hosts' homes, from BBQ cookouts, a night at the ball game, or a special day or weekend trips with their host families.

The shared experiences enabled students to forge friendships and exchange ideas and traditions.

In its first two years, Camp Discovery Immersion Program has welcomed students from France and Spain. Last summer, Highland Park welcomed 158 students and 21 teachers and parents from China as well. The experience had a profound impact on both the American and the Chinese students, who discovered things about each other's cultures that were sometimes surprising, sometimes humorous, and often eye-opening.

During the camp day, students participated in sports, cooking projects, trips and arts. With the inclusion of foreign students, a special Civics component was added, in which campers learned about government and society. In addition to the daily activities, the exchange students enjoyed American food and visited key sites, such as Central Park, the Statue of Liberty, and Rutgers and Princeton universities.

The shared experiences enabled students to forge friendships and exchange ideas and traditions. The result was more extensive and significant than anybody could have imagined, noted Foster-

Dublin. There were the amusing instances, such as when a Chinese student asked if the Americans liked Chinese food. When one boy answered that he liked General Tso's Chicken, his Chinese counterpart had no idea what that was! Or, when the Chinese students expressed their appreciation for the ease and speed at which Americans accomplish everyday tasks, thanks to our use of machines. "Americans have a machine for everything," one student said, amazed at how breakfast can take only five minutes with the use of ovens, toasters and microwaves.

Common American phrases were sometimes humorously misunderstood. In the mornings when a host mother would say, "Go get dressed," the boys would sometimes respond, "But we don't wear dresses!"

Then there were the thought-provoking revelations, such as when a Chinese student said her favorite thing about the United States was the air quality, noting that she didn't need to wear a mask here. And, the Chinese students' appreciation of our parks and open spaces was surprising to local students, who are accustomed to large fields in which they can run, bike or play sports.

Perhaps the most surprising concept to the Chinese students was the accessibility of authority figures in the United States. They were shocked when Council Members and myself visited the students at camp, shaking their hands and spending time talking with them. During a visit to Borough Hall and the Police and Fire Departments, students were surprised not only that they were allowed to enter the building, but also that the officers were friendly and welcoming. A visit to the Borough's Courtroom was a learning opportunity for both the foreign and American campers, many of whom left with a better appreciation of our freedoms and liberties.

The Camp Discovery Immersion Program not only had an impact on the student participants, but the adults as well. Wu Jiancheng, President of the Beijing Schools, who heads four districts and approximately 1.5 million students, made a special trip to the camp, and was

most impressed with the freedom of expression among American students. He remarked on their ability to think critically without being forced to conform to certain behaviors or ideals.

The parents and teachers of the Chinese participants also complimented the positive influence of the American students. They were delighted by the newfound confidence they noticed in many of the participants upon their return to China. They reported that the Chinese students were more willing to ask questions of their parents and teachers and expressed their viewpoints with maturity and confidence. They "walked more upright" and gave "firmer handshakes," some parents commented, and they were more independent in their opinions and more self-assured in their conduct.

Local Highland Park students said that getting to know students from China was the highlight of their summer camp experience. Not only did they learn about a different culture, but many made friends with whom they remain in contact. Their exposure to the foreign students furthered their appreciation for diversity, and strengthened their interest in learning about other countries and cultures. The Highland Park students enjoyed sharing their customs, and they learned about those of China, which was fun for them. Moreover, thanks to the additional funding from visitors, Camp Discovery was able to include more programs and activities for all of the campers.

The enormous success of this program was no surprise to Foster-Dublin, who recognizes Highland Park as a welcoming community with a diverse population of residents. Noting the enormous benefits to both the exchange students and local Highland Park children, she plans on continuing the program in the future.

Camp Discovery, a six-week community day camp directed by David Lexenberg and under the auspices of the Highland Park Recreation Department and Andrea Baay, is open to students age 5-18. 📍

Gary Minkoff has served as Mayor of Highland Park since 2012; prior to that he served as a Councilman from 2002 until he became Mayor.



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Controlling Independent Authorities and Borough History

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

Recently, the Governor vetoed the minutes of the Delaware River and Bay Authority. In the past I recall previous Governors vetoing the minutes of other state commissions and authorities. What does this mean? Is there an equivalent power for a Mayor in dealing with local agencies like a Municipal Utilities Authority or a Board of Health?

No, this is a statutory power which exists solely on the state level. To be clear, the ability of the Governor to “veto minutes,” is the ability, in effect, to abrogate any decisions made by commissions or authorities at their meetings. This power is granted to the Governor through numerous statutes that create these separate authorities and commissions. Put another way, there is no particular statute that gives the Governor the ability to veto any commission’s minutes, rather the statutes that create the commissions give the Governor that power.

Just a cursory glance at the statute books provides us with a number of examples of commissions or authorities, the minutes of which, the Governor can veto. Of course, you mentioned the Delaware River and Bay Authority. The Governor can also veto the votes of New Jersey’s representatives on the Port Authority of New York and New Jersey and the minutes of the Delaware River Port Authority.

There is no analogous power for Mayors in relation to autonomous agencies on the local level. These agencies, whether they are created by statute or by municipalities, are insulated from direct control by the municipal governing body. For example, a local Board of Health’s autonomy is inherent in statute. A utility, however, may be part of the basic municipal structure. However, the municipality has the option of creating an independent Municipal Utility Authority (MUA), over which it can exert little control.

A few words about MUA’s and municipal control. Once a municipality creates an MUA it cannot maintain control or retain substantive power in the municipal governing body. *Browning-Ferris Industries of North Jersey, Inc. v. City of Passaic*, 116 N.J. 83 (1989). Municipalities do, however, appoint the members of MUA’s. Indeed, members of the governing body which has created an authority may serve on the authority. N.J.S.A. 40:14A-5(c); 40:14B-15. So, while there is no direct control over an MUA, a municipality can

still exert some control over it through careful appointments to an MUA’s board.

What is the history of the borough? Why are there so many of them in New Jersey?

There are currently 217 boroughs in New Jersey. The word borough comes to us from the old English word burh, a fortified settlement. In medieval England, boroughs were independent political entities chartered by the king. Generally, they were centers of trade populated by merchants. Rather than having to provide service to a lord or knight, as was the feudal norm, boroughs paid taxes directly to the king. In this sense, the borough was the first “modern” form of taxation.

In 1664 King Charles II granted his brother James, Duke of York, the authority to create forms of government in New Jersey. The original proprietors, and later colonial legislatures, adopted the borough form of government from England. In this early period municipalities could only be chartered through special legislation and consequently by the 1870’s there were only 17 boroughs. The 1875 constitution put an end to this practice and a “general law” was passed that allowed for the creation of boroughs.

The expansion of railroads was one major factor in the proliferation of boroughs. As railroads expanded into rural areas, new train stations sprung up. Around these stations developed depots and mercantile facilities. Soon, people began commuting from their homes to where they worked in the big city. These “commuters” wanted improvements like sidewalks and streetlights. Such improvements were all well and good but the residents of rural areas in which these commuters shared their municipalities, were unwilling to see their tax dollars pay for them. Rather than pay for sidewalks in the area near the train station, farmers wanted better paved roads to bring their agrarian products to market. People wanted their tax dollars to directly benefit them and not somebody else. Thus, many boroughs were created as a consequence of the tension between these two groups. 📌

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Don't Waste Open Space

The DEP has launched an initiative to end illegal dumping in parks and wildlife management areas

By Mark Texel, State Park Director
& Dave Chanda, Director of the Division of Fish and Wildlife



Volunteers and DEP staff perform a cleanup at Brendan Byrne State Forest in Woodland Township, one of two locations the "Don't Waste Our Open Space" initiative was publicly launched.

As you walk, hike or ride through your favorite New Jersey state forest, park or wildlife area, you can simply allow the abundance of nature to transport you from the rigors of everyday life. You are surrounded by trees and flowers, beautiful lakes or brooks and vistas that have been created or preserved through taxpayer dollars. Quite an experience, and many times very close to home.

But sometimes, just around that bend in a trail is a jolt of reality. In the midst of beautiful green spaces you can be confronted with unsightly piles of trash or debris, anything from household garbage and piles of automobile tires to mattresses and construction materials and even intact old vehicles, which have been dumped in our natural spaces.

Sadly, this has become a somewhat common occurrence across our state, one that never ceases to anger or disappoint us. These are acts obviously done by people with no regard for

our environment, certainly with no thought to the potential negative impacts to the safety of people using our parks or wildlife management areas, or to the potential negative impacts to the flora and fauna, or to our wallets—as cleanups of this debris often come at great cost to taxpayers.

Here at the Department of Environmental Protection, we certainly take these blatant offenses to our properties to heart. Yet, we're also confronted with the reality that we have more than 813,000 acres of publicly-owned lands—including state

Initiative to End Illegal Dumping



An illegal dump site at a portion of D&R Canal State Park in Somerset. State Park Police investigated the site and charged a Franklin Township man with several counts of illegal dumping as part of the DEP's "Don't Waste Our Open Space" initiative.

parcs, state forests, wildlife management areas and natural lands—to preserve and protect.

“Don't Waste Our Open Space” is both a major enforcement and education effort involving ten different programs within DEP.

So in April, the DEP launched a one-year pilot program, which we are calling the “Don't Waste Our Open Space” initiative, to help combat illegal dumping on our state lands. Though it is being spearheaded by the DEP, especially by our State Parks and Fish & Wildlife teams, we need the help of our towns and counties across the state to make it a real success.

“Don't Waste Our Open Space” is a major enforcement and education effort involving ten different programs within DEP. On the enforcement side, we have strategically deployed motion-sensor cameras in select state parks and wildlife

management areas to help nab violators. We are also having our State Park Police

and Conservation Officers, as well as our Compliance and Enforcement personnel in our Solid Waste Division, commit more time and resources to investigations of dump sites.

Our pursuit of civil and criminal complaints against violators will be more aggressive. Penalties for illegal dumping in state parks and in fish and wildlife areas will include criminal fines of up to \$5,000 and civil penalties of up to \$1,500 per violation. Violators also face forfeiture of vehicles they use to commit crimes. In addition, the state also will seek stiffer penalties for major violations through the Solid Waste Management Act, which authorizes the DEP and county health departments to initiate civil actions for illegal dumping violations.

Secondary deterrents, such as new road barricades and new or enhanced lighting, have been added in some of our green spaces.

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Initiative to End Illegal Dumping



More than 300 tires, illegally dumped at Brendan Byrne State Forest, were collected over the winter.

We also have created a website—www.stopdumping.nj.gov—which serves as a hub for the initiative and will list the names of people who have been charged or convicted of illegal dumping. In fact, since our program’s launch, investigations already have led to charges for illegal dumping in several of our parks. In addition, we will post photos from our hidden cameras of those caught in the act of illegal dumping.

No longer will illegal dumpers in the state be nameless and faceless. They will

be identified and reported on by the media through our communication efforts. We hope these steps will act as a strong deterrent and make potential illegal dumpers think twice before trashing our parks and natural areas.

The education and public outreach component of this initiative also is crucial to its success. By visiting www.stopdumping.nj.gov you can learn how to inform the DEP of illegal dump sites that you discover and what to do if you see illegal dumping as it happens. The

site also offers information on how to legally and properly dispose of various materials and to learn about clean-up events and opportunities around the state. We ask that towns and school districts across the state help us in this public education effort.

The DEP believes the success of this program will be founded on raising awareness. If someone who is about to trash our pristine lands is cognizant of the potential ramifications to themselves and the environment, maybe they’ll think twice about it. We feel the more people we reach with this education and enforcement effort, the better the chances that people do the right thing.

At the end of year one, we intend to evaluate the progress of the “Don’t Waste Our Open Space” initiative. Did we see less illegal dumping? Can we enhance our effort? What other measures can we take to curtail this ugly practice? These are just some of the questions that will be asked by our team.

As stewards of the state’s parks, wildlife management areas and open spaces, we have a duty to provide our residents and visitors with a safe and enjoyable recreational, learning and contemplative experience, free from trash and debris that pollute these wonderful lands. It is simply wrong to allow a small minority of people in our state to shirk the law and ruin what should be a great experience. ♻️

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Back to the Waterfront

Low-income tax credits are enhancing the community and increasing tax revenue in Pennsauken

By Anthony L. Marchetta, Executive Director,
New Jersey Housing and Mortgage Finance Agency



Many of New Jersey’s historic municipalities are fully developed. Yet, they are desperate for new construction to help underwrite the tax burden of their growing populations. For towns with little open land, redevelopments focused on increasing housing diversity may be a solution to the ratables chase.

These towns often have access to high quality mass transit systems and waterfronts. Pennsauken Township, an aging, blue-collar community of about 36,000 on the Delaware River is on the forefront of this strategy.

Bringing back Fish House Cove Pennsauken’s beautiful marsh, “Fish House Cove,” was designated a Natural Heritage Priority Site by the New Jersey Department of Environmental Protection. Although it remained a popular destination for recreation, the land surrounding this freshwater tidal marsh became an eyesore when industries left behind blighted, vacant properties.

Pennsauken’s leaders hope to transform the riverfront into a trendy enclave. In 2004, they created a waterfront plan that encouraged a variety of infill developments. Their goal was to enhance the community and increase tax revenues.

One of the properties included in the plan was a blighted former supermarket, located steps away from a light rail station and bus

stop. Conifer Realty LLC, a real estate developer and construction firm based in Mount Laurel, recognized the site’s potential for much needed affordable housing. Once they were designated as the redeveloper in February 2013, Conifer made plans to transform the dilapidated, 24,000-square-foot site into a vibrant 75-unit affordable rental community overlooking the river and Philadelphia skyline.

Affordability and great views Dubbed Riverfront Village at Pennsauken, the project will redevelop approximately nine acres by demolishing the former supermarket, excavating a large parking lot, and clearing overgrown vegetation. The project will include several walk-up townhomes over flats; and a clubhouse with an exercise room, computer lab, kitchenette, laundry facilities, and a management office. Each apartment will have a full kitchen, full baths, and heating and cooling systems that meet the Energy Star Homes Program requirements.



Dubbed Riverfront Village at Pennsauken, the project will redevelop approximately nine acres by demolishing the former supermarket, excavating a large parking lot, and clearing overgrown vegetation. The project will include several walk-up townhomes over flats; and a clubhouse with an exercise room, computer lab, kitchenette, laundry facilities, and a management office.

Of the 75 units, 30 will be affordable to individuals at or below 60 percent of the Area Median Income (AMI), 37 will be affordable to individuals at or below 50

of the light rail station. Family amenities, such as daycare centers and a physician's office, are located across the street. The development also is within walking distance of schools, parks, places of worship and township facilities.

HMFA financing Riverfront Village, which recently broke ground, was financed by the New Jersey Housing and Mortgage Finance Agency (HMFA), an independent state agency under the New Jersey Department of Community Affairs

HMFA estimates that the project will generate approximately \$31 million in one-time economic output and approximately 186 full-time jobs during construction.

percent of AMI, three will be affordable to individuals at or below 30 percent AMI, and five will be set aside for homeless veterans at or below 20 percent AMI. Conifer has partnered with Volunteers of America Delaware Valley to provide support services for the veterans. Social services for the general residents will be provided by the Center for Family Services.

Transportation friendly Residents will have convenient access to jobs in Trenton, Camden, Atlantic City, and Philadelphia via the NJ Transit River Line and the NJ Transit bus stop at 47th Street and River Road. The project will include sidewalks along River Road to encourage use

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Low-income Tax Credits

(DCA) that administers the federal Low Income Housing Tax Credit (LIHTC) Program in New Jersey. HMFA also provides funding for the construction and rehabilitation of housing for individuals with special needs. HMFA awarded the redevelopment project LIHTCs that have generated approximately \$15.5 million in private equity, and provided over \$1.8 million in permanent financing.

“Riverfront Village is an excellent example of how the federal, state, local and private sectors work together through the LIHTC Program,” said DCA Commissioner Richard E. Constable, III, who also serves as Chairman of the HMFA. “Projects like this help meet the demand for affordable rentals in New Jersey while serving hardworking families as well as those with special needs.”

Other funding sources for the development of Riverfront Village include a construction loan from Wells Fargo, Camden County HOME funds, and a municipal contribution from Pennsauken Township.

Boosting Camden County's economy

The project, which cost approximately \$19.6 million, will not only provide affordable housing for working families in New Jersey. It will also have a positive economic impact on the greater Camden County community.

RIVERFRONT VILLAGE BY THE NUMBERS

Number of Units	75
Total:	
LIHTC Allocation	\$1.5 million
LIHTC Equity	\$15.5 million
Development Cost	\$19.6 million
One-Time:	
Estimated Jobs Created	186
Economic Output	\$31.1 million
Ongoing:	
Estimated Jobs Created	20
Economic Output	\$3.5 million

Source: HMFA

HMFA estimates that the project will generate approximately \$31 million in one-time economic output and approximately 186 full-time jobs during construction. The project is also expected to produce approximately \$3.5 million in ongoing economic output and 20 full-time jobs annually upon completion.

Low-income Housing Tax Credits

Annually, states are allocated low-income housing tax credits by the federal government on a per-capita basis. HMFA allocates approximately \$20 mil-

lion in 9 percent credits annually, which generate over \$190 million in equity for the development of affordable housing in New Jersey. Riverfront Village at Pennsauken was awarded extremely competitive 9 percent credits last year. These low-income housing tax credits have provided close to 79 percent of the funding for the project. 📌

How Do Tax Credits Work?

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- The equity generated from the sale of the credits can fund approximately 70 percent of the total development costs. The reduced funding gap allows the project to carry a smaller mortgage and to charge less rent.

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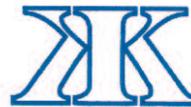
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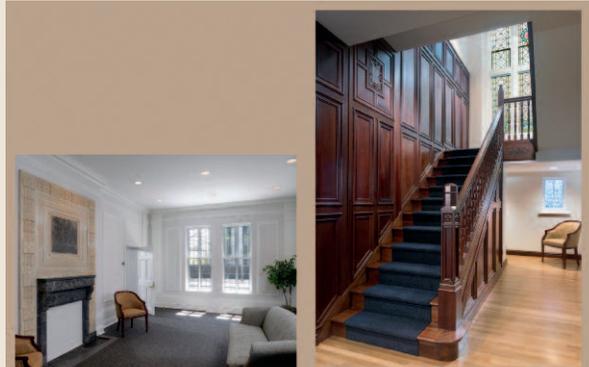
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JUNE

June 4

**Review of the New
COAH Legislation**
Webinar

June 13

**NJLM
Mini Conference**
The Conference Center at Mercer,
West Windsor

June 17

Energy 101
Bloustein School at Rutgers,
New Brunswick

June 20

**A Review of the
Open Public Records Act**
Deptford Township
Recreational Center, Woodbury

NOVEMBER

November 18-20

**99th Annual
League Conference**
Atlantic City Convention Center,
Atlantic City

Visit njslom.org/seminars for changes and updates. For more information on seminars, contact Danielle Holland-Htut at dholland@njslom.org or (609) 695-3481, Ext. 118.

Looking Forward

Get Ready for a Great Summer!

Now is the time to relax and renew your commitment to public service. Over the summer many of your boards may not be meeting and *NJ Municipalities* magazine is not published in July, August or September. We wish you all a safe and happy summer and look forward to seeing you at the League Conference in the fall.

Pull up your calendar now and highlight November 18, 19 and 20, the dates of the 99th Annual New Jersey League of Municipalities Conference. This issue of *NJ Municipalities* includes a summary schedule of the conference that notes important League lunches, special session and meetings. Also take a few minutes to review the list of more than 400 companies that have already registered to exhibit products and services. Make a note of those that may be able to help with the challenges your town is facing.

Despite the break in our publishing schedule, your League stands ready to assist you—both through our website, njslom.org, and in person. Just call 609-695-3481 to speak with a member of the League staff or send an e-mail. Their names and areas of expertise are listed below.

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