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Official Publication of the New Jersey State League of Municipalities

November 2017

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102ND ANNUAL NJ STATE
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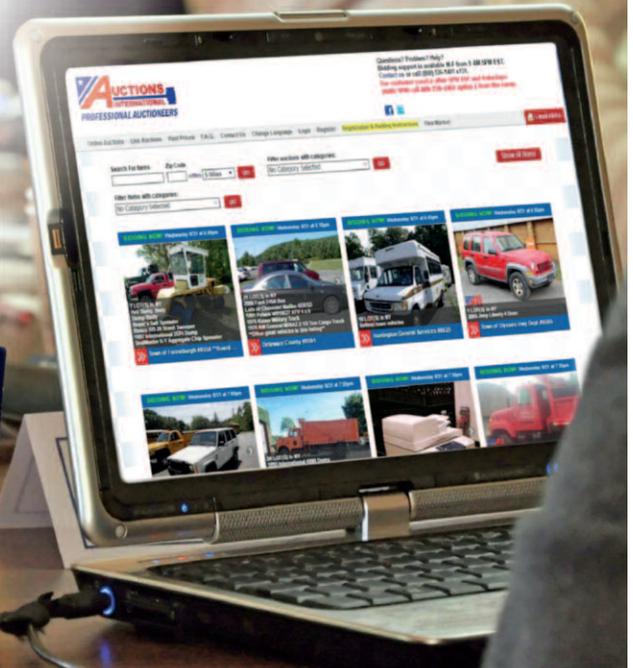
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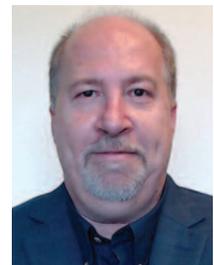
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Realizing Your Potential to Help Others

“This month take some time at the Annual League Conference to learn, plan and take steps to realize your potential. The ideas you acquire and the skills you perfect will help you take those steps.”

A monstrous fire destroyed seven apartment buildings and the North Carolina League of Municipalities’ offices in Raleigh, NC, on March 16. NCLM resumed work in borrowed space a week later.

Hurricane Harvey hit south Texas and Louisiana Aug 25 to 30. Houston had over 4 feet of rain. Oct. 3 through 6, the TML held its annual conference successfully in Houston at the George Brown Convention Center, which served as a hub of relief operations.

Hurricane Irma churned through Florida Sept. 9 to 11. Crews from across the country travelled to the Sunshine State to restore power to more than six million residents.

Hurricane Maria struck the U.S. Virgin Islands and Puerto Rico Sept. 20, inspiring the efforts of mayors and citizens throughout the Garden State and the country to supply the severely damaged islands.

In rebuilding, after disaster we often talk about resiliency. Local officials know that means putting your neighbor ahead of yourself and then planning for the future. Resiliency starts with, and finishes through, the work of people. We see our local government colleagues in other states work through adversity,

care for their neighbors, and then resiliently move ahead to realize their potential. We see that, and know we have been there and come through adversity, too. And we have reached out to help our colleagues and neighbors with our knowledge, our hands, and our financial resources.

Our neighbors to the south will have a long road of rebuilding. One way we can help them is to continue striving to realize our potential so we will be ready to help with current and future needs whether in our own communities or in communities a thousand miles away. This month take some time at the Annual League Conference to learn, plan, and take steps to realize your potential. The ideas you acquire and the skills you perfect will help you take those steps.

To help you plan we have posted a trove of information on the conference webpage njslom.org/2017conf/ and throughout this issue of *New Jersey Municipalities*. We have prepared tools for you such as the mobile app, online exhibit hall, and lists of experts ready to meet you at the Conference. This is your annual opportunity to take steps to realize your potential, and make ready for tomorrow when we will all surely need to continue helping our neighbors. 🍷

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Redevelopment: A Catalyst for Economic Growth

Plainsboro Township Committee helps transform a 156-acre former research campus into a medical arts campus for state-of-the-art healthcare and rehabilitation

By Peter A. Cantu, Mayor, Plainsboro, NJLM Past President; and Lester Varga, AICP/PP, Director of Planning and Zoning

In 2006, the Plainsboro Township Committee recognized an opportunity to transform a 156-acre former research campus owned by the FMC Corporation that was underutilized and redevelop it into a medical arts campus for state-of-the-art healthcare and rehabilitation. Today, that opportunity has been largely realized as the healthcare campus has been transformed to create an economic hub for the Township of Plainsboro, the counties of Middlesex and Mercer, and the entire central New Jersey region.



The idea to create an integrated healthcare campus came from the leadership of the then University Medical Center in Princeton in cooperation with the Plainsboro Township Committee. Together the two bodies collaborated on the joint vision to find a new location where the hospital could be modernized and expanded to offer a wide array of healthcare services all within the existing 156-acre campus.

As a result of those collaborative efforts, on June 13, 2007,

the Township Committee determined the FMC site to potentially be an Area in Need of Redevelopment pursuant the New Jersey Local Housing and Redevelopment Law (*N.J.S.A. 40:12A et seq.*). A Redevelopment Plan was prepared and adopted on January 23, 2008. The Redevelopment Plan created the various land use categories and corresponding zoning regulations, and put in place the standards to permit the new University Medical Center of Princeton at Plainsboro.



The plan also showcased how a major healthcare provider along with partner developers could establish a comprehensive healthcare campus from the ground up, as well as spur significant

complementary development, outside of the redevelopment area. This additional development has taken the form of new medical office buildings near the hospital and the conversion of portions of the

Princeton Forrestral Village to medical offices and services. Life Time Fitness has also chosen a site in proximity to the health-focused redevelopment area to build a new high-end, state-of-the-art health and fitness center.

The Healthcare Campus

In addition to the new hospital, the campus itself was broken down into different related uses such as an Adult Retirement Community, Fitness and Wellness Center, Skilled Nursing Facility, Child and Adult Daycare, and parkland.

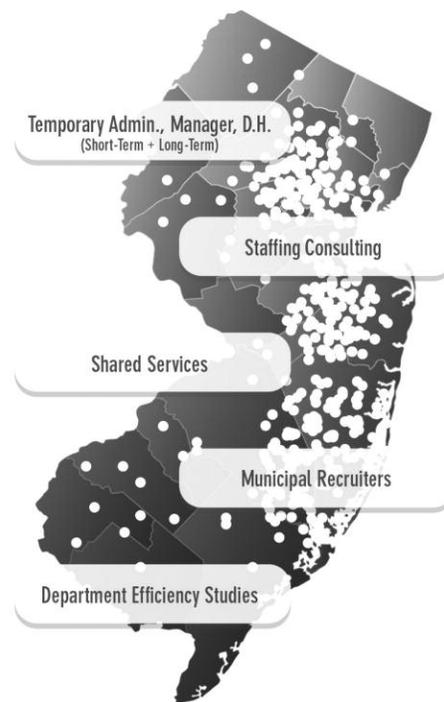
PHASE ONE The first phase of the hospital was planned for 636,000 square feet and 231 beds, with an additional 324,000 square feet in the second phase. The adjacent Medical Arts Pavilion was slated for a total of 120,000 square feet; about 95,000 square feet was completed in the initial phase. Structured parking is required if either the hospital or the medical arts pavilion build to full potential.

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Redevelopment

THE CENTER The Princeton Fitness and Wellness Center was also contemplated in the Redevelopment Plan. The Center was completed to its maximum size of 50,000 square feet and contains over 150 pieces of state-of-the-art strength and cardio equipment, as well as three pools—a lap pool, a therapeutic pool, and a spa pool. The Center is open to the general public.

CHOP FACILITY A pediatric medical office component was added during an amendment to the Redevelopment Plan. The Children's Hospital of Philadelphia (CHOP) facility now occupies that designated portion of the campus, with a 25,000 square foot specialty care center on 13 acres.

The site houses more than 16 medical and surgical specialties, including ear, nose and throat, ophthalmology, orthopedic surgery, neurology, and gastroenterology.

Two additional phases are approved and could add an additional 75,000 square feet of treatment and medical office space.

MERWICK CARE & REHABILITATION CENTER

The 6.5-acre site defined for a skilled nursing facility site now contains the Merwick Care and Rehabilitation Center. The facility totals about 107,000 square feet and offers 200 beds for long-term care and sub-acute care. A dialysis facility has also been added.

RIVERVIEW AT PRINCETON

An exciting new complex is planned to break ground this year. The 305-unit adult retirement community called Riverview at Princeton will be situated on about 36 acres. This age-restricted development is planned as a four- and five-story main building containing 260 rental apartments, including 15 studio units, 145 one-bedroom units, and 100 two-bedroom unit. Of the one bedroom units, 39 will be affordable units, which will be dispersed throughout the building.

This building also includes an indoor parking garage and a full range of indoor and outdoor amenities. In addition, there

Benefits of a Redevelopment Plan Approach

The choice to utilize a Redevelopment Plan approach to develop the healthcare campus has benefitted the community in several ways.

- Flexibility in permitting allowable and accessory uses for a medical/healthcare purpose
- Comprehensive nature of development allowing for a scheduled and phased approach
- Prevented arbitrary and capricious rezoning that can lead to unpredictable outcomes
- Clearly defined process permitted a means to amend the plan without changing intent

will be 45 two-story townhouse units for sale ranging in size from 1,954 to 2,124 square feet that include one- and two-car garage units and driveway parking. The development contains a large open space area served by walking paths connected to Millstone River Park.

MAPLEWOOD SENIOR LIVING

Another component of the Amended Redevelopment Plan encompasses an area designated as an Office and Residential Complex, which contains a variety of permitted uses. Currently, this area is slated for a 105-bed memory care facility—Maplewood Senior Living. This facility supports the underlying purpose of a complete healthcare campus that encourages the concept of aging in place. It is anticipated that Maplewood will break ground by the end of 2017 or early 2018.

Rounding out the designated uses are two day care centers, one for children and one for adults. Each is its own distinct facility in separate buildings of around 12,000 square feet each on a single parcel. Each will be open to the general public, but it is anticipated that each will initially serve the healthcare community.

MILLSTONE PARK Lastly, Millstone River Park lies between the hospital and the Millstone River. The 30-acre public park includes a paved circular scenic walking trail. The passive park is maintained in a natural state allowing wild flowers and native species to flourish. Access to the river is also provided via stone dust pathways.

Successful collaboration

The redevelopment plan option afforded the Township the opportunity to comprehensively plan for every facet of the project site including bulk standards, road layout, parking, pedestrian amenities, infrastructure location, floor-to-area ratios, setbacks, preservation areas, and subdivision and site plan standards.

In the end, over the 10-plus years after the vision, the plan has been implemented, becoming a reality. A few components of the plan have not been built yet, but approvals are in place for all but one of the designated uses. The planned collaborative approach using the redevelopment statute along with the Township's Master Plan has resulted in economic growth, jobs, a sound ratable base, and high-quality medical service to the Central Jersey region. 📍



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NOW & THEN



Planning for Tomorrow



Amy Spiezio
Managing Editor

Whether it's for economic growth or to ensure the population of a community remains happily in place, development and redevelopment are critical factors in planning for tomorrow. This month's focus topic is one that impacts communities of all sizes and all areas throughout the Garden State.

In the 1980s, communities were focusing on keeping towns safe for kids by regulating arcades and creating environmentally sound development for the future, leading by example with projects including municipal facilities.

Today, transforming unused or underutilized spaces creates improved environments and better quality of life. In Plainsboro, a 156-acre former research campus found new life as a state-of-the-art healthcare and rehabilitation campus. In Pleasantville, the opportunities derived from the UEZ program allowed the community to develop new relationships with companies that transferred their operations into town. There is work that

remains to be done, and hopes for ongoing improvements with a renewed UEZ and more creative interaction with businesses and residents.

This issue also touches on topics ranging from cyber security to online budget submissions. And the world beyond the computer also gets some attention as features from New Jersey Clean Communities and Sustainable Jersey each consider factors that are current and ongoing challenges to the environmental stability of the State.

Throughout this issue, we have again noted the features and departments that tie in with the League's 102nd Annual Conference, slated for Nov. 14-16 in Atlantic City. In addition, our expanded Conference section provides planning details that will help you in your ongoing efforts Realizing Tomorrow's Potential. Don't forget to hit the exhibit floor at the event and visit the *NJ Municipalities* booth as well as the magazine's 100th Anniversary Exhibit, we look forward to meeting you!

Time Capsule: 1980-1990



April 1984

Sending a message that a bike is not a toy and roads are not a playground, in 1983, Cranford transferred juvenile traffic offenses from juvenile court to municipal court.

This involved sending young bicyclists to a special session of traffic court for bicycle violations on Fridays at 3:30 p.m. where the police traffic safety officer showed a safety film and explained each violation.



February 1982

Video arcades were the must-go stop for a generation of youngsters who wouldn't have handheld devices until they had children of their own. In *NJ Municipalities*, then Delaware Township Planning Board Attorney Frederick H. Allen, III, Esq., explained that while municipalities couldn't run these centers out of town, "they could through its zoning ordinance, regulate dwelling and commercial ventures according to their nature and type of use." Or they could wait 15 years when the problem generally took care of itself.



May 1981

The League announced the addition of a new staff member, "Perdicaris" the cat. Discovered by then League Executive Director Jack Trafford, the lucky feline was hired after a brief interview on Perdicaris Place, the side street near the League's previous home. Trafford noted, "Perdicaris brings a refreshing, youthful vigor to League activities and moves from assignment to assignment with a certain cat-like grace."

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NOW

New Jersey Adds Puerto Rico to Recovery Support Efforts

Governor Chris Christie mobilized more than 1,100 New Jersey emergency responders and soldiers to assist Puerto Rico in recovering from its decimation by Hurricanes Irma and Maria.

In Executive Order No. 233, the governor designated municipal and county law enforcement and emergency responders as State Emergency Forces, which will be under the control and direction of the State Director of Emergency Management. These local officials will compliment forces from the New Jersey National Guard, State Police and the State Office of Emergency Management in the safe deployment of critical emergency response resources.

“I committed to the Governor of Puerto Rico that New Jersey stands ready to assist in their time of need, just as so many first responders helped New Jersey in the aftermath of Superstorm Sandy. We will continue to help Puerto Rico in its recovery from Hurricanes Irma and Maria, offering all available emergency response resources at our command,” Governor Christie said.

“We have seen time and again the generosity of New Jerseyans when disaster has struck elsewhere in our nation, and we wanted to effectively direct this outpouring of support for Puerto Rico.”

The State Police have deployed an advance team to San Juan, Puerto Rico, as the state OEM prepared to deploy a full complement of police and emergency members.

The Governor also announced the mobilization of more than 500 New Jersey National Guard members along with critical equipment to Puerto Rico. New Jersey’s National Guard, under the direction of the National Guard Bureau, also has contingency plans in place to deploy an additional 2,500 soldiers, if necessary, and has 10 % of its force working on deployment planning.

Two New Jersey National Guard armories have been used to warehouse donations gathered through a partnership among the state Office of Emergency Management, the Center for Hispanic Policy, Research and Development and the Governor’s Office of Volunteerism to assist the New Jersey for Puerto Rico



Hurricane Relief. The partnership also is working to inform the public of the specific supplies and items needed in Puerto Rico, and how to responsibly donate money and supplies.

“We have seen time and again the generosity of New Jerseyans when disaster has struck elsewhere in our nation, and we wanted to effectively direct this outpouring of support for Puerto Rico,” said Governor Christie. “We have joined with New Jersey for Puerto Rico Hurricane Relief to collect funds and specific items through various agencies in an organized fashion to assure our residents that their donations make it to those who need it most.”

What Can Municipalities Do?

The following are suggested items that elected officials, community leaders, and organizations should collect for donation:

- | | |
|---------------------------|----------------------------|
| Baby food | Flood pumps |
| Batteries | Hand sanitizer |
| Box fans | First aid items |
| Canned goods | Leather work gloves |
| Cots | New underwear & socks |
| Cleaning supplies | New bed pillows & blankets |
| Diapers | Toiletries |
| Feminine hygiene products | Utility knives |
| Flash lights | High-capacity generators |

@ To schedule a delivery of donated items to be transported to Puerto Rico or for information on how you can help with the efforts, please call **1-833-NJ-HELPS**.

Financial donations are being accepted by United for Puerto Rico, the Salvation Army, the Red Cross, and the Puerto Rican Congress of New Jersey/ New Jersey Puerto Rico Hurricane Relief to purchase products to quickly and efficiently meet the most urgent needs of disaster victims. When possible, such purchases are made near the disaster site to stimulate the local economy and ensure quicker delivery. All financial donations will be dedicated entirely to Puerto Rico Hurricane Maria Relief efforts.

@ For more information please visit www.NJ4PR.org.

NJBPU Approves PSE&G Energy Efficiency Program

The New Jersey Board of Public Utilities (Board) has approved a settlement authorizing Public Service Electric & Gas (PSE&G) to invest \$85.1 million to continue administering its Energy Efficiency Economic Stimulus Program.

PSE&G has been helping New Jersey residents save on energy through these programs since 2009, complementing New Jersey's Clean Energy Program™ (NJCEP) and supporting the goals of the Christie Administration's Energy Master Plan.

The money will be used to continue the Hospital Efficiency, Multi-family Housing, and Government/Non-Profit/Urban Enterprise Zone Direct Install Sub-Programs. Furthermore, the money will be used in the implementation of a new Smart Thermostat Sub-Program and a new Data Analytics Sub-Program.

"These energy efficiency programs help all customers by reducing demands on the electric power grid," said Richard S. Mroz, President of the New Jersey Board of Public Utilities. The residential impact of the petition will be minimal on PSE&G's rate payers. Residential electric customers using 7,200 kWh annually will experience an increase in their annual bill from approximately \$1,252.92 to \$1,253.60, or \$0.68 (about 0.05%). Residential Gas customers using 1,010 therms annually would experience an increase in their annual bill from \$861.02 to \$862.02, or \$1.00, or approximately 0.12%. ⚡



State Superlatives

Budget Travel has named Asbury Park the No. 1 destination on its "Coolest Small Towns in America 2017." Suggested by readers and selected by editors, the top towns are "lesser-known destinations that are just waiting around the next turn in the road. And it means being open to the cultural and ethnic diversity, the creative energy, and unparalleled natural beauty that have defined America for more than two centuries."

Cited as an easy road trip from Philly or NYC, Asbury was deemed the "coolest comeback in America" thanks to its lively Boardwalk with great shopping and dining, as well as its amazing music venues, the Stone Pony, the Paramount Theater, and Convention Hall. ⚡

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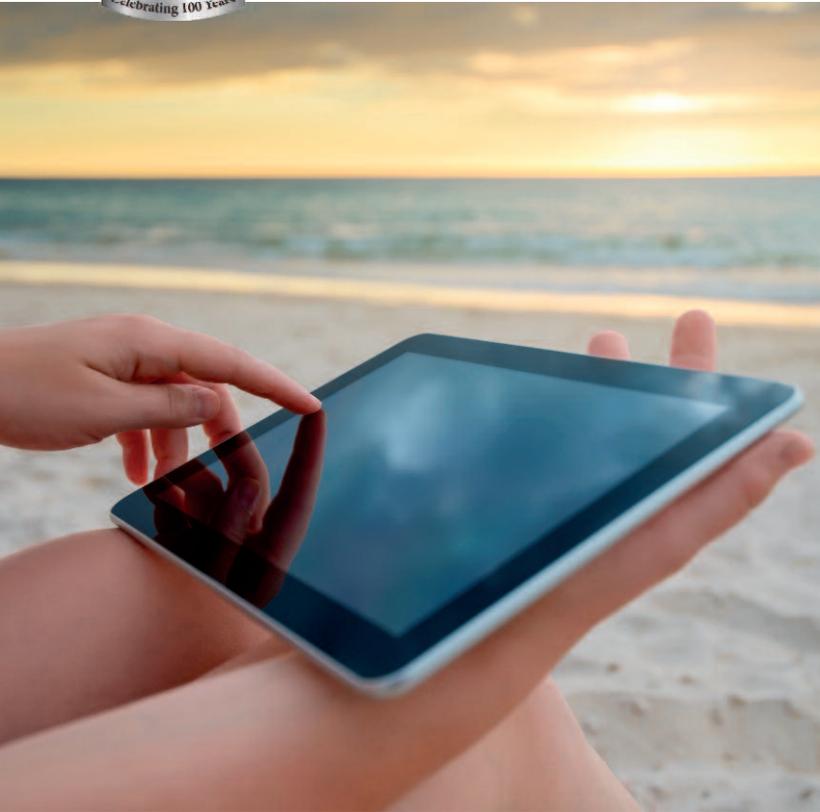
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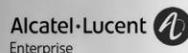


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Ted Dima, Military Order of the Purple Heart, presents a plaque marking Montgomery Twp.'s new status as a Purple Heart Town to (l to r): Twp. Clerk Donna Kukla, Mayor Ed Trzaska, and Administrator Donato Nieman.

Garden Statements

Montgomery Twp. Earns Purple Heart Designation

Montgomery Township's new designation as a "Purple Heart Township" was marked with a public ceremony at the Township building Sept. 19. This designation recognizes a township's support for the sacrifice of military members of a community wounded or killed while serving the nation in a time of war.

"Tonight was a special night for Montgomery. I am proud to be part of our community for many reasons, and on top of the list is how we embrace, honor, and recognize our veterans. God bless our veterans and those that earned the Purple Heart while protecting our freedom," said Montgomery Mayor Ed Trzaska.

Ted Dima, Senior Vice Commander Chapter 27 of the Military Order of the Purple Heart, presented the Township with a plaque signifying its new status, shared by only nine towns or counties in New Jersey. Montgomery Mayor Ed Trzaska, Administrator Donato Nieman, and Township Clerk Donna Kukla received the honor on behalf of Montgomery after Kukla read a resolution of acceptance.

A new street sign, designed by Rolling Thunder, was unveiled which will be placed along the entranceway to Montgomery High School, renaming it "1st Lt. Ashley Henderson-Huff Memorial Drive."

Montgomery Township's namesake, General Richard Montgomery, was killed in action during the Revolutionary War. The modern-day Purple Heart award grew out of the Badge of Military Merit, which was established by General George Washington in 1782.

Age-in-Place Project

Age-Friendly Teaneck is helping to ensure that Teaneck's older population has the services needed to stay in their homes and age in place. As the older demographic ages, their needs change, such as their need for emergency services, transportation, appropriate housing and activities.

The project aims to "shape the community to become more livable for people of all ages," making Teaneck an age-friendly community. After surveying residents and identifying their top concerns, which included staying in their current homes while coping with rising taxes with reduced incomes, transportation issues, social interaction and managing finances, the initial phase of the project's three-year start-up schedule included creating a steering committee and five task forces to address these topics.

These subgroups meet to develop strategies and ancillary programs that will enhance the social, economic, and physical environment for senior citizens. The group currently has a website and Twitter feed to publicize events specific to seniors and provide helpful resources.

@Visit agefriendlyteaneck.org.

West New York Assists Post-Quake Mexico

West New York Mayor Felix Roque, along with a group of volunteers, travelled to Mexico in September to assist in the recovery efforts after 7.1 magnitude earthquake hit September 19. The group began its journey in the capital of Mexico City, and will help local efforts in gathering and distributing supplies and food throughout the impacted areas. 🇲🇽

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Orientation for Newly Elected, Re-Elected, and Experienced Municipal Officials

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Budgeting for Elected Officials

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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.

Suburban Towns and Millennials: Perfect Together

By Gerry Scharfenberger, Mayor, Middletown Township

One of the common frustrations among mayors of suburban municipalities of late is the constant drumbeat that millennials, that coveted demographic of both business and Madison Avenue, want to live, work, and play in an urban environment that is walkable, close to public transportation and near the major employment centers. While that may be music to the ears of officials in historically urban areas, it also leads to officials in suburban and even rural areas to ponder the obvious question; what do we do next? The short answer is: don't panic.

It is my belief that the initial response from the suburbs to this phenomenon is to shift gears and "urbanize" traditionally suburban areas in an effort to replicate the look and feel of the big cities to which millennials are attracted. In so doing, they risk losing the very identity and character that has made them so attractive to millions of New Jerseyans for decades. This is not only ill-advised, but reckless and irreversible. The problems with this strategy are numerous.

First, the things that have attracted people to the suburbs for generations: open space, attractively laid out neighborhoods, low crime, good school systems, and community spirit, to name a few, are threatened when high-density development is forced into communities where transportation, utility, and service infrastructures are easily overwhelmed. The lament to local officials from residents then becomes, "you are turning our town into what we moved to get away from."

Second, the idea that municipalities must completely reinvent themselves every time a trend shifts is unnecessary and misguided. As history has shown, trends come and go—the only thing that is permanent is the inevitability of change. In the late 18th century, the largest population centers were the big port cities of New York, Philadelphia, and Boston. After the Revolutionary War, the United States' economy became mostly agrarian with westward expansion and the need for more agricultural land the trend for several decades. During the Industrial Revolution of the late 19th century, the movement shifted once again as younger workers from farming areas flocked to the cities for

work in the growing numbers of mills and factories. After World War II, returning servicemen eager to start families and live the American Dream for which they fought so bravely, populated suburban communities that were close enough to jobs, but far enough from the congestion of the big city.

Clearly, the present trend is for younger people first entering the workforce to prefer living in a more urban environment with all of the amenities that go along with it. However, this may not be the sign of a permanent condition, but more of a new stage of life, one that I call "adulthood." It has been well-documented that people are delaying marriage and having children much later than even the most recent past. Rather, many recent college graduates spend several years after college living in the new "work, live, and play" environment that the urban lifestyle offers, renting an apartment rather than owning a home, and utilizing mass transit or Uber, rather than having their own car.

Once millennials marry and begin to have children however, there is ample evidence that many end up moving back to a more suburban environment to raise their family in a house with a backyard, good schools, numerous parks, nature preserves, and all of the amenities that are unique to suburban and rural living. A good example of this suburban influx is the Bamm Hollow Estates development in the Lincroft section of Middletown. This 190-unit development on a former golf course was initially priced between \$700,000 and \$800,000 for a house on a one-acre lot. However, the response to the initial offering was so strong, the developer actually took them off the market and now they are selling for around \$1.3 million with the average age of the purchasers an astonishing 35 years old. Thus, if suburban municipalities morph into municipalities in a futile attempt to keep up with what may in fact, be just a fleeting trend, then an important lifestyle option will be taken away from future generations forever.

This is not to say that there are not smaller towns suited for the type and scale of development usually reserved for larger cities. Municipalities such as Bridgeton, Keyport, Newton, Atlantic Highlands, and the Campbell's Junction section of Middletown all have walkable downtowns along a main thoroughfare that have developed organically over tens, if not hundreds of years. Building upon already existing urban-like

attributes like these offers a manageable way to adapt older suburban communities to the current development trend without sacrificing the core character of these and other similar municipalities.

In summary, New Jersey's suburban towns are among the most desirable places to live in the country. Residents of those towns know that and are fiercely protective of the character and profile of their chosen municipalities.

Our cities are also magnificent places that offer a range of employment, entertainment and lifestyle options for every taste imaginable. Having that sort of divergent variety is a strength that must be lauded, rather than a dilemma that must be addressed.

Perhaps that is what makes New Jersey so special—the fact that there is a diversity of communities available to satisfy every manner of lifestyle. That is one trend that we can only hope will never change. 📌

Redevelopment Success

Another instance of a suburban town redeveloping to attract millennials can be found in the Bell Works site in Holmdel Township, Monmouth County. This facility was vacant for nearly seven years and had grown into a contentious issue for the township as it struggled to plan a direction for the future use of the site. In 2007, the New Jersey Historic Preservation Office had also determined that the Bell Labs facility was eligible for listing in the National Register of Historic Places. This added another dimension to the debate, as a historically important structure that many wanted to preserve, was situated on 473 bucolic acres of prime real estate located just minutes from the Garden State Parkway. The solution proposed by the developer, Somerset Development Corp, was a mixed use development that would incorporate the historic building as the centerpiece of the project. This magnificent site has attracted a number of high tech start-up firms, several who have relocated from smaller facilities in New York City. Bell Works also features heavily utilized co-working spaces exploited mainly by young entrepreneurs. Overall, Somerset Developers has succeeded in attracting new, up and coming businesses and millennial workers into a suburban setting.

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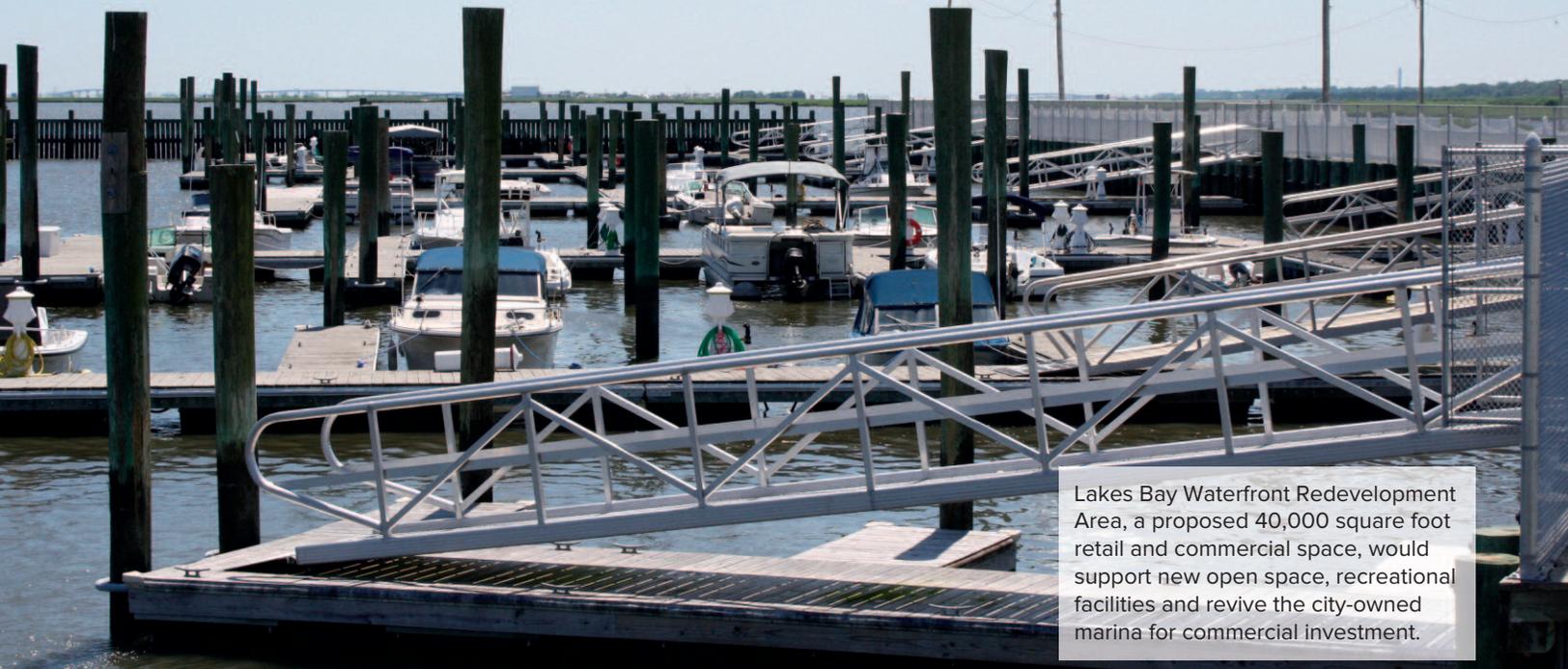
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Bring Back the UEZ

Why NJ should reinstate the Urban Enterprise Zone Program in the city of Pleasantville and around the state

By Jessie Tweedle, Sr., Mayor, Pleasantville, Member, NJLM Executive Board



Lakes Bay Waterfront Redevelopment Area, a proposed 40,000 square foot retail and commercial space, would support new open space, recreational facilities and revive the city-owned marina for commercial investment.

Like many of New Jersey's communities, the advent of malls and interstate highways negatively affected Pleasantville in Atlantic County. Retailers left for greener pastures, crime rose, and neighborhoods fell into disrepair as people left to find opportunity elsewhere.

The Urban Enterprise Zone (UEZ) program was created to reverse the depression happening in communities like Pleasantville. An important mainstay for the redevelopment of many communities throughout New Jersey since 1983, the program was discontinued February 2017.

With the UEZ designation, a city could reinvest UEZ funds and offer businesses loans through a specialized loan program, laying the groundwork for successful redevelopment in communities like Pleasantville. The program helped revitalize the community, stimulate growth, and encourage businesses to invest and create private sector jobs.

With the program now ended, further development is at risk.

Positive impact of UEZ funding

Phase One of the Master Plan was made possible primarily through UEZ funding, which was essential for the completion of the City Center Redevelopment Area, a 30-acre parcel in downtown. It entailed acquiring property, Brownfields cleanup, and relocating businesses around Main Street.

At the heart of the Redevelopment Area is the City Center, a mixed-use complex, featuring over 18,000 square feet of retail space and 270 workforce-oriented residential units.

Thanks to support from the UEZ, Main Street now has wider sidewalks, new bike racks, nostalgic street signs, repaved roads with bike lanes, and new businesses, restaurants, residential

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NEW ARRIVALS

Relocating from Atlantic City, One Stop Career Center transformed a once-blighted bank building at the center of Main Street into a thriving social services office, centrally located with easy access to public transportation for all of Atlantic County.

Also relocating from Atlantic City was ACLS Pleasantville, LLC, a commercial linen supply company servicing Atlantic City casinos. It renovated an abandoned industrial property in the City Center Redevelopment Area, creating over 150 new jobs for Pleasantville residents.

Further redevelopment

Phases Two and Three were to rely on UEZ funds to expand redevelopment efforts north and south of the downtown district right up to the water's edge, featuring a pristine city-owned marina overlooking the Atlantic City skyline.

Before the end of the program, Pleasantville planned to use UEZ funds to improve sewer infrastructure, dredge the marina and raise the 16-acre parcel to meet FEMA flood map specifications.

The UEZ and loan programs were the main reason developers, businesses, and entrepreneurs were attracted to Main Street's Redevelopment Area. In addition, businesses valued UEZ benefits like business-to-business tax exemptions, tax credits, unemployment insurance subsidies, and 50% off sales tax.

PLEASANTVILLE by the Numbers

Size: Approximately
7.3 square miles

Population: Approximately
21,000

Initial UEZ Designation: 1995

Loan Program: 1997

Total Number of UEZ Loans:
90+

First Generation Funds:
\$15.9 million

Total Loans Granted:
\$13.9 million



UEZ BENEFITS

UEZ benefits were the reasons the Billows Electric Supply built their new retail facility in Pleasantville. The \$5 million project brought a highly visible, 23,000 square-foot warehouse/retail space with access to the Atlantic City Expressway and created 21 new jobs. To the west of Main Street, a Brownfields site was remediated to construct The Cambria Commerce Center, a 175,000 square foot flex warehouse facility.

As those green pastures of malls shrivel, retailers are once again looking for opportunities on Main Street. With the location and natural assets of communities like Pleasantville, reinstating the UEZ program would strengthen these cities and make them more attractive for development. 📍

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Focus: Development/Redevelopment

Developing Downtowns

Attracting new residents and businesses

By Susan Adelizzi-Schmidt, President, Susion Communications Group



New Jersey is home to some of the most treasured downtowns. Many shine as crown jewels in their respective communities. Successful downtowns attract customers and businesses by executing a playbook of winning strategies.

Numerous viable downtowns have become so by establishing a Business Improvement District (BID) or Special Improvement District (SID). These districts create a stable funding source and administrative structure, while providing an organized approach for stakeholders to compete in a highly competitive environment. B/SID activities are paid through assessments (not taxes) on the businesses located within its jurisdiction. These funds pay for the operation of the organization. Additionally, Main Street, Historic, Tourism, Industrial, Neighborhood, and other types of formal districts exist across the Garden State.

The downtown niche allows communities to promote bustling commerce, host seasonal events and family-friendly activities. In some aspects, online shopping has increased the desirability of downtown commerce. Most major brick-and-mortar retailers such as Macy's, JC Penny, and Sears are shedding stores, because they cannot compete with the convenience of ordering online. Some retail and department stores are doing well, but their formats do not fit easily into the downtown arena. Therefore, downtowns are an emerging marketplace for small businesses that can flourish in a downtown environment.



Developing Downtowns

rich variety of stores that complement, as opposed to compete, with one another. Recruitment strategies differ from town to town. Some downtowns employ business recruiters and others may draw on a mayor or other local officials to generate interest from businesses to move into town.

Effective programs typically feature

While each downtown has its own distinctive charm and appeal, a combination of safety, cleanliness, convenience, quality, personalized service, parking and special events, along with a strong recruitment/retention strategy, are key ingredients for attracting both shoppers and businesses.

Safe & Clean

First and foremost, downtowns must be safe and clean—if safety is an issue or even a perceived issue, it will detract from the downtown reaching its full potential. Optics are important and addressing safety issues with a visible security force on foot, bike, or car will assist in keeping a downtown attractive to shoppers.

Attractive storefronts, keeping debris off the street and trash cans empty, all demonstrate that the downtown takes pride in its appearance.

Convenience, Quality, Personalized Service & Parking

It's a lot quicker to walk and shop downtown than travel to a mall. The name of the game is attracting shoppers with high quality merchandise, memorable experiences, and personalized service. Many downtowns offer experiences that can't be found or duplicated in a mall setting.

Shoppers benefit from the personal knowledge and care that an independent storeowner offers. Easily accessible parking gives downtowns a big advantage over trekking through long mall parking lots. Other attractive attributes feature a downtown's convenience-oriented amenities, including transit and major highway accessibility, overall quality of life, walk/bike-ability, and dog-friendliness.

Business Recruitment & Retention

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Developing Downtowns

strong relationships among the current governing body, landlords, commercial developers, existing tenants and B/SID officials. Targeting specific types of retail or professional businesses through a multi-channel approach tends to yield the best results.

One winning strategy for new business recruitment is to transform the downtown's 'biggest fans' into business owners. Those who already know and love it have great potential to become the downtown's new business owners.

While recruitment tends to receive the lion's share of attention, retention remains the key to long-term downtown success. The barrier to entry in opening a downtown business may be daunting, but keeping the business open and thriving poses an even greater challenge. Programs rewarding businesses that have remained in town for several years are paramount to build long-term relationships.

Special Events

A lively roster of special events can translate into increased foot traffic throughout the year. Annual and seasonal events in alignment with the town's brand will attract like-minded consumers and businesses.

Does your city have an up-and-coming restaurant district? Then a restaurant week will promote the visibility of these establishments.

Does your town have great hiking trails or bike paths? Then a 5k run or cycling event will boast these amenities.

Food truck events have proven to be popular crowd pleasers for many downtowns. Most festivals feature music and food, but arts & crafts events, car shows, concerts, block parties, parades, beer gardens and restaurant weeks, all draw crowds too.

Branding

Strong downtown brands are built on communicating distinctive experiences and assets. Downtowns reap major benefits when they integrate robust marketing, and public relations into their planning strategies. Whether your offerings include restaurants, recreational opportunities, theater, history/educational options, tours or entertainment,

Snapshot: Downtown Haddonfield— South Jersey's Premier Downtown

Haddonfield has earned a reputation as one of South Jersey's premier downtowns. Its picturesque tree-lined streets feature 200 shops, galleries and restaurants, with easy access to Philadelphia and the PATCO high-speed line. Downtown shopping is promoted through events like Girls Night Out, which offers a fun incentive for ladies to grab their friends and shop and dine in the downtown. Late Night Thursdays, when participating shops stay open until 7 p.m., along with a rich roster of events, boutique fashion trends, and award-winning dining are promoted through an ongoing publicity campaign, the downtownhaddonfield.com website and Facebook, Instagram, and Twitter social media pages.

In 2017, Shop Haddonfield, an innovative property tax program, was introduced. The program offers property tax credits for Haddonfield residents making downtown purchases at participating shops. The program also provides cash rewards to those who shop, but who do not reside in town.

Special programs such as Late Night Thursdays offer longer shopping hours. Haddonfield's signature events include Small Business Weekend, Candlelight Shopping throughout the holidays, Haddonfield Uncorked! (wine festival), Haddonfield Night Market (food truck festival), Fall Festival, Girls Night Out!, and the annual Crafts & Fine Art Festival.

Downtown Haddonfield's business recruitment is overseen by the downtown's business improvement district, the Partnership for Haddonfield. The downtown enjoys a bullish 95% occupancy rate and employs a retail recruiter who proactively recruits appropriate businesses to town and maintains strong communication among the downtown's current businesses.

Attracting consumers and businesses takes a long-term plan and involves some good hard work, but once a strategy is put into place, your downtown's distinctive personality will shine. Establishing your town's brand and communicating your story to visitors, investors and business owners through a well-designed campaign will keep your town top of mind.

the downtown's brand should accurately capture the essence of place.

A downtown can be unified with a common theme that starts with a simple logo design. Keep in mind that a great looking logo will be simple, reflective of your downtown's assets, and easy on the eyes. Taglines should be exclusive to your location and avoid anything generic like "It's all here," or "There's something for everyone." The tagline should convey something specifically compelling about your location.

Marketing your marketplace

Another marketing tool not to be ignored is social media. Outlets such as Facebook, Instagram, and Twitter are free, powerhouse platforms to promote ribbon cuttings, events, and trends in your downtown.

With clearly defined objectives, targets and tactical plans, an ongoing marketing and advertising campaign should be implemented to sustain messaging. Today, online digital ad campaigns are where many towns and destinations are spending their advertising dollars, however, including some traditional mediums (print, radio, TV) should still be considered as part of the mix.

Brands that resonate make an emotional connection with their customers. Establishing your town's brand and communicating your story to visitors, potential residents, investors, and business owners will keep your town top of mind. 📌

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ICE Homeland Security Investigations

Securing & protecting New Jersey's future

By Christopher B. Moriarty, Community Relations Officer, U.S. Homeland Security Investigations

New Jersey is home to over 8.9 million culturally diverse, vibrant residents. Its strategic location as a northeast megalopolis allows for its residents to act as the leaders and innovators in a prominent hub for trade, commerce, transportation, and technology. New Jersey has become the beacon for positive and progressive growth, both socially and economically.

When national pundits weigh in, the Garden State's multifaceted economy and robustly diverse populace get simplified into an all too familiar profile: bleak expanses of chemical and petroleum processing, the Jersey Shore, and a state living in the constant shadow of New York City. Without a second, more focused look, many miss out on the incredible opportunities that the state and its welcoming people have to offer.

Federal opportunities for municipalities

For municipal and civic leaders in New Jersey, a second, more-focused look at the many federal government agencies operating in the state may present a wealth of opportunities for new partnerships, shared initiatives, and efficient and effective utilization of resources. With regard to law enforcement, Homeland Security Investigations (HSI), the designated investigative arm of U.S. Immigration and Customs Enforcement (ICE), may prove to be an excellent candidate for enhanced federal collaboration and partnerships.

Since its formation in 2003, ICE HSI has emerged as an investigative force recognized worldwide for its expertise and effectiveness. In the immediate years after the terrorist attacks of September 11, 2001, the federal government, more specifically the newly created Department of Homeland Security, sought increased resolve and strength in its national security mission. Homeland Security Investigations has answered that call, and its successes in combating terrorism and enhancing



national security have resonated throughout the global law enforcement community, private industry and general public.

“There was a lot of movement and reorganization with the creation of the Department of Homeland Security in 2003,” states ICE Homeland Security Investigations Newark Acting Special Agent in Charge Debra Parker. “But Homeland Security Investigations rose to the challenge with intelligence, flexibility, and a commitment to excellence. We are now the tip of the spear when it comes to protecting the homeland.”

Parker, a 23-year law enforcement veteran, leads Homeland Security Investigations Newark covering all of New Jersey with investigations and operations stretching from Sussex and Passaic all the way to Cape May and Cumberland counties.

“We are at the forefront of transnational criminal investigations. If individuals are threatening our national security or seeking to exploit our immigration and customs laws around the world, we will bring them to justice,” said Parker.

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Homeland Security Investigations

HSI in action

The threats presented by criminals in these areas have far-reaching consequences. In response, HSI uses a versatile, multi-layered approach to conducting its operations so that it can protect the homeland. A prime example of this multidimensional approach was in the HSI Newark-led Operation "Triple Lindy."

In April 2016, HSI Newark arrested 21 brokers, recruiters, and employers across the United States who allegedly conspired with more than 1,000 foreign nationals to fraudulently maintain student and foreign worker visas through a "pay-to-stay" New Jersey college.

Under Operation Triple Lindy, HSI Newark undercover special agents spent three years investigating criminal activities associated with ICE's Student and Exchange Visitor Program (SEVP). Identifying and addressing the reckless exploitation of the U.S. immigration system for financial gain by these unscrupulous



Just the Facts: HSI

- HSI Newark has a staff of more than 200 federal agents, intelligence analysts, and professional administrative staff.
- HSI Newark is one of 200 Homeland Security Investigations domestic offices.
- As the largest investigative arm of the Department of Homeland Security, across the U.S., HSI deploys:
 - ✓ 6,500+ special agents
 - ✓ 700+ intelligence analysts across
 - ✓ Plus, 68 separate locations around the world.

individuals not only aided HSI Newark in protecting national security, but further supported the remarkable educational opportunities afforded to international students who play by the rules.

Web security

Homeland Security Investigations Newark is also at the forefront of Darknet investigations. In July 2017, two Indiana men pled guilty in federal

court, admitting to transporting weapons to New Jersey in connection with illegal firearms trafficking and sales activity they conducted on an underground internet based marketplace known as Alphabay.

Beginning in April 2013, HSI Newark special agents conducted an undercover investigation of illicit sales activity on various Darknet platforms. During the course of the investigation, Alphabay

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was identified as a website that provided a platform for vendors and buyers to conduct anonymous online transactions involving the sales of a variety of illegal goods, including firearms, ammunition, explosives, narcotics, and counterfeit items.

“The guilty plea serves as a stern warning about the consequences awaiting arms trafficking who think the Darknet is a safe haven to conduct illegal activities,” said Parker. “We will continue to work with law enforcement partners to hold criminals, who use anonymous internet software for illegal activities, accountable for their actions.”

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If you are interested in contacting Homeland Security Investigations Newark to learn more or to meet and discuss potential partnerships and collaboration, please contact Community Relations Officer Chris Moriarty at 973-776-3251 or via email at Christopher.B.Moriarty@ice.dhs.gov. Moriarty will be at the League Conference as a consultant. Please visit njslom.org/2017conf/conf-consultants.html.

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Cyber Best Practices

The New Jersey Cybersecurity & Communications Integration Cell shares insights

By Krista Mazzeo, Cyber Threat Analyst, NJCCIC

Profit-motivated cybercrime is big business these days for criminals across the globe and one of the most popular, effective, and lucrative forms is a cyber extortion tactic known as ransomware. Ransomware is type of malicious software, or malware, that attempts to extort money from victims by restricting access to a computer system, internet-connected device, or files.

The most prevalent form of this type of malware is known as crypto-ransomware, which encrypts files into encoded messages that can only be decoded, or decrypted, with a key held by the criminal behind the campaign.

Starting smart

In 2015, shortly after the New Jersey Cybersecurity & Communications Integration Cell (NJCCIC) was established, the agency's analysts recognized just how large of a threat this type of malware posed and could easily see how financially and operationally devastating a ransomware attack could be on businesses and organizations of any size and throughout every sector.

The NJCCIC began sounding the alarm early, creating and distributing threat intelligence products addressing the topic, and developing a Ransomware Threat Profile, made publicly available on its website, tracking multiple variants, and campaigns. They incorporated the topic into each brief and training they held, educating anyone willing to listen about ransomware and how to prevent and mitigate an infection.

Ransomware worries

Fast-forward to 2017 and the word ransomware is on the tip of everyone's tongue after collectively witnessing the two largest ransomware campaigns—WannaCry and NotPetya—the world has ever seen, impacting nearly every country and, in some cases, causing permanent damage to systems and data critical to the operation of many businesses and organizations.

Hospitals were forced to cancel surgeries and divert patients to other facilities, ports were unable to accept or track cargo, global shipping companies were unable to process deliveries, and a pharmaceutical company even had to halt the research, development, and production of some medications after their systems were impacted.



Of course, only the largest cases made headlines; however, there were many silent victims who struggled to deal with the aftermath, keen to stay out of the media spotlight fearing reputational damage as well as blame and liability for the breach of their networks. It is highly likely that some smaller businesses may have even had to close their doors for good as the data loss and remediation costs were too big of a burden for them to financially shoulder.

As this threat continues to grow and evolve and the attack methods used to penetrate networks become increasingly sophisticated, all organizations must understand that cybersecurity preparedness is no longer a luxury or something to be put on the back burner until a budget is allotted—it is an essential and critical element of business and operations planning.

Fortunately, not all cybersecurity solutions require a large financial commitment. By following some basic best practices, maintaining awareness of the current cyber threat landscape, and providing training to all levels of staff, organizations can effectively reduce their cyber risk.

The NJCCIC tirelessly works to provide timely cyber threat analysis, training, and mitigation strategies as a service to all of New Jersey's citizens and organizations and membership is free to all who are interested. 📌



NJCCIC Cyber Threat Analyst Krista Mazzeo and NJ GMIS President Shawn Hopkins will provide an

overview of this threat and recommendations on how to inoculate your organization at their session during the Annual League Conference, **Cybersecurity Issues: Ransomware** on Wed. Nov. 15., 2 p.m. 🍃

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Know What?

What government leaders need to know about cybersecurity and technology

By Marc Pfeiffer, Assistant Director, Bloustein Local Government Research Center, and Technology Consultant, NJ Municipal Excess Liability Fund

It is clear to any observer of municipal government operations that technology has become an integral part of most municipalities. The problem is, it is constantly evolving; this requires organization leadership to pay close attention. Unfortunately, many government leaders don't fully understand technology, the speed at which it changes, or the risks that poorly managed technology pose to the government and the public.

Lucrative and low-risk crime

Criminals have found that attacking computer systems is a lucrative and low-risk activity. Ransomware encrypts individual computers and networks, and requires payment to get the decryption key; hackers can infect systems to find personally identifiable data and sell it on the "dark web"; there are convincing-looking, but fraudulent emails designed to mislead recipients into unwittingly helping hackers compromise financial controls or steal user and banking credentials. In short, all users, their computers, and their networks are under attack, all the time.



Since 2016, the Municipal Excess Liability Fund (MEL) had 14 reported claims filed against their cyber insurance policies.



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Many municipalities have been successfully attacked. Those attacks shut down entire municipal systems for days. In addition to the successful attacks, there are dozens of other, less catastrophic incidents when an agency's IT staff detected the attack, responded to it, then limited and recovered from the damage.

Elected officials and senior managers need to put technology management on their agendas; it needs their time and attention. All municipal activities, such as police, land use, fire, housing and development, labor relations, etc., require advice from experts to help them determine what must be done now, and what will be required down the road. In addition, these experts can help them decide how to get there.

Minimum technology actions to protect yourself

There are a lot of experts offering lots of advice on technology management. Much of it is confusing to people who don't regularly deal with it, and frequently it is targeted to large organizations who have full-time, highly trained technology

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Cybersecurity and Technology

professionals on staff. For municipal officials whose experience lies in other areas, making technology decisions is complicated.

Over the last three years, working with the Rutgers Bloustein Local Government Research Center, the MEL has studied the risks and challenges of managing technology, with the goal of providing municipalities with practical guidance. These studies concluded that there are two key elements. The first is understanding technology risks. The second is a standard outlining the bare minimum a municipality must do to proficiently manage its technology.

There are professional organizations that can help municipalities understand and manage their technology risks:

- NJ-GMIS, the association of local government technology managers; njgmis.org.
- NJ Cyber Communications and Information Cell, cyber.nj.gov. (Free)
- MS-ISAC, a US Homeland Security funded national group, cisecurity.org/ms-isac (Free)

Identifying a minimum technology means a municipality should meet a standard to protect and manage its technology assets. NOT meeting these minimum standards exposes a municipality to unconscionable risks that can result in the loss of data and the inability to deliver services; it can also make the organization vulnerable to legal and financial repercussions. Some municipalities already safeguard their technology assets by doing more than the minimum. Doing more reduces risk and is in everyone's best interest.

The following summarizes the three areas of technological proficiency. More detailed information about the standards can be found online at bloustein.rutgers.edu/techrisk.

The first, technical competency, is composed of six actions:

1. Networks must have a competently designed backup system that permits recovery from ransomware or other forms of malware, mechanical failure, or any kind of disaster. The system also requires that backups are regularly verified and tested.
2. All devices must have actively maintained defensive software, i.e., anti-malware, anti-virus, anti-spam, and firewalls.
3. All servers must be protected from unauthorized access and secured from tampering. They cannot simply be left on a table in an unlocked basement or closet.
4. Access to applications must be limited to only those employees who need it, and access must be updated when jobs change or the individual leaves the organization.
5. System and application software must be patched with manufacturer recommended updates as soon as they are released; this takes technical expertise, testing, and good system management to ensure that updates are properly installed.
6. Experts must be available to support the deployment of technology and respond to security incidents.



Technology risks fall into six categories: cybersecurity, operational, financial, legal, reputational, and societal. These issues are detailed in a Bloustein Local report, available online at blousteinlocal.rutgers.edu/managing-technology-risk/.

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

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Cyber hygiene and technology management

Cyber hygiene, or practicing safe computing, is the second area. Municipal staff members represent a critical line of cybersecurity defense. All computer users must understand that they will be attacked at some point; they need to protect themselves and the organization by knowing how to recognize and respond to attacks. They need to be trained to identify and respond to cybersecurity threats. This requires at least an hour of employee training spread over two years, although an hour of training every year is preferred to guard against ever-evolving cyber threats.

Municipalities must adopt and enforce sound internet and email use policies so that staff members understand their responsibilities and the risks they face if they violate them. Many municipalities have already done this; those that have not, need to. Today, it is as essential as employment practices liability training.

Many criminals focus on personal information. They invade vulnerable networks and look for files containing personally identifiable information or personal health information. These files need password protection or, even better, they should be encrypted.

Finally, systems and applications need a password policy that requires strong, unique passwords or pass phrases (an even more secure option) that are changed at least annually.

Managing technology and testing plans

Technology management is the final area. Every municipality needs a cybersecurity incident response plan, and it should be tested periodically. In addition, all municipalities need a process to assess technology risks, develop plans, make decisions, and fund their technology programs. The sophistication of the plan and its implementation need to be relevant to the organization's technological needs. This can include any combination of staff members, volunteers, or contractors working to guide and help make decisions.

Recognizing the importance of these standards, the MEL is providing an incentive to its members to meet them. The incentive is that the usual \$10,000 deductible for a cyber insurance claim will be cut in half if the basic standards are in place when a cyber incident happens, and that \$5,000 will be cut in half again if a slightly higher standard is met. In most cases, the cost of meeting the standards should pay for itself if a claim is made against the policy.

Municipal leaders must understand

that they need to pay ongoing attention to their technology assets as they evolve and their organizations provide more tech-based services. If your municipality (or any other organization) is not managing its technology proficiently, bring it up to speed. If it is, strive for improvement; there is always more to do. Remember, the criminals are smart and sophisticated; they only need to penetrate a network once; a successful technology program has to be successful 100% of the time. 🚀

Could This Happen to You?

Imagine walking into the borough hall of a town of 10,000 people, turning on a computer, and seeing a screen that says that the computer's files have been encrypted; to restore them, the town must pay a ransom of \$2,500 has to be paid in bitcoins, whatever those are. Then, you discover that every computer on the municipal network is affected. An uneasy feeling sets in. You call the local guy hired to manage the network and although he tries to restore the computers to the way they were before the ransomware attack, you discover that the backups are also encrypted. As it turns out, they were on the same network.

Calls to law enforcement have no result; they couldn't do anything because there is no way to identify the attacker or locate the source of the attack. However, someone remembers that the municipality has cyber insurance through their Joint Insurance Fund. After contacting the risk manager who notified the insurer, a cyber breach coach is assigned to manage the crisis. The coach in turn, brings in a national cybersecurity firm to work its technology magic. The malware that caused the problem is identified, but because the backups are bad, the ransom to restore the data must be paid anyway. Finally, in spite of several false starts resulting in days of downtime, the network is disinfected and data is restored, at the cost of agency productivity, unplanned spending, and several sleepless nights.

Once the network is restored, it is easy to conclude that the agency's technology needs an upgrade. The town has several generations of computers, different versions of software, limited network support, and a poor backup system. Now, municipal officials see the importance of investing in technology, developing a management plan, and protecting the system from criminal intruders. But the damage has already been done.

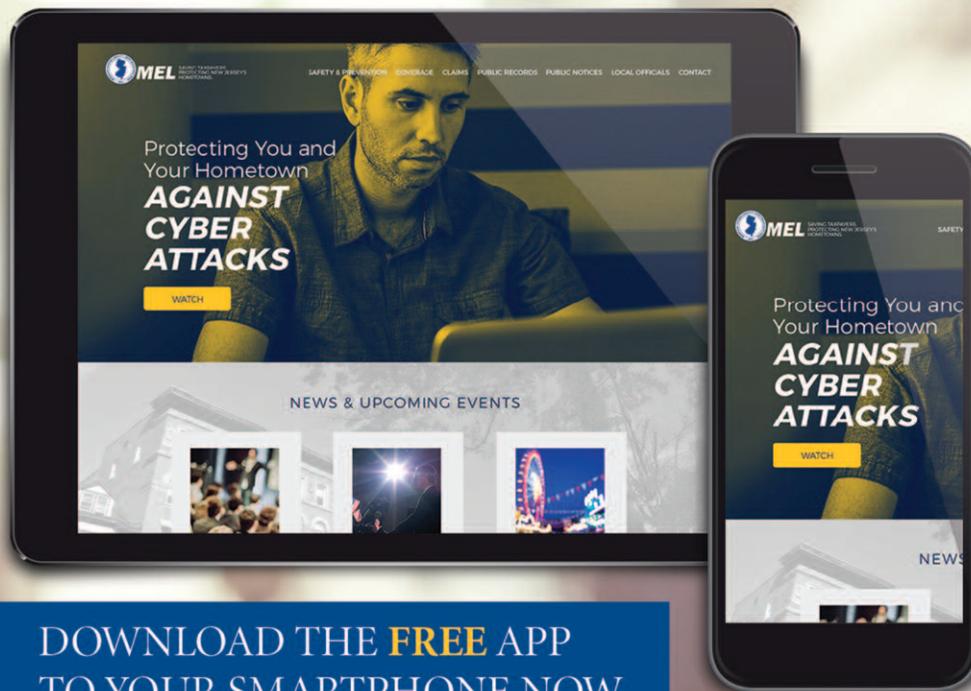
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Working Together to Save

DCA's investment in consolidation of authorities yielding significant returns for Woodbine

By William Pikolycky, Mayor, Woodbine;
NJLM Executive Board



In years past, Development Authorities, Improvements Authorities, Utilities Authorities, and Port Authorities serving as independent entities enabled municipalities and counties to carry out specialized services as self-liquidating, self-sustaining entities with limited or no financial liability to the host community or county. In some instances, activities could be undertaken in a more streamlined manner and with greater flexibility to implement municipal/county goals.

When created, these authorities made sense and served a useful purpose. Over time, however, statutes and regulations—particularly Civil Service—were put in place to protect the public interests, but which also resulted in the preclusion of operational efficiencies and an increase in expenses.

That being the case, the practicalities of maintaining more than one operating entity/authority entered into the equation when the Borough requested assistance from the New Jersey Department of Community Affairs (DCA) to conduct an objective study to determine the feasibility of authority consolidation. In order to properly deal with today's economy, governments need to become leaner, more streamlined, and more flexible if they are going to be able to continue providing services that the public has come to expect.

Proactive reductions

Until recently, Woodbine was supported by two local authorities: its Municipal Utilities Authority (WMUA) responsible for potable water and sewer system services, and its Port Authority responsible for operations and management of the Woodbine Municipal Airport and the Airport Business Park. For several decades, these authorities effectively carried out their duties and responsibilities, notwithstanding the ever-increasing administrative and management costs which ultimately impact ratepayers.

The Borough of Woodbine has been proactive in its efforts to reduce costs for essential services by participating in Interlocal Services Agreements with DCA for construction official services; Middle Township for court services; County-wide animal shelter

services; and, well over 25 years ago, the New Jersey State Police for police services. All of these efforts were designed to minimize municipal expenditures, avoid duplication of costs/services and rein in government spending to the fullest extent possible. In a similar manner, the Borough and the WMUA entered into an Intralocal Services Agreement that resulted in the sharing of a clerical staffing and equipment, as well as a single full-time person who served as Public Works Supervisor and Utilities Authority Plant Operator.

Civil Service challenges

There is one area where the current guidelines preclude similar cash-saving measures: Civil Service. In fact, it is ironic that Civil Service will require the Borough to incur additional costs when implementing the Authorities' consolidation. Allow me to elaborate.

Small municipalities of less than 5,000 in population that participate in the Civil Service Program are saddled with a bureaucratic layer that requires extraordinary human resources and administrative responsibilities to manage and comply with the applicable guidelines that have a one-size-fits-all approach. Most small municipalities lack the personnel with the experience and technical knowledge required by Civil Service. Moreover, most small municipalities have limited resources, which are needed to maintain the priority and statutorily certified positions, including registered municipal clerk, certified chief financial officer, tax assessor, tax collector, and the like. Therefore, they can ill-afford to either hire a human resources officer or incur the professional

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fees required to outsource this activity in order to address the mandated Civil Service responsibilities.

The current system under the Civil Service rules makes it especially difficult for smaller municipalities. For example, there are times of the year that are busier than others in most offices (e.g., tax collection time in the Tax Collector's office or Election Day in the Municipal Clerk's office). It would seem logical and efficient to be able to have a talented employee be assigned to work in more than one department to meet the influx in demands in certain departments. Under current Civil Service rules, this approach is not recognized.

As a result, the Authorities' consolidation took many extra hours of staff time resulting in less cost savings as we navigated the hurdles created by combining Civil Service with previously non-Civil Service employees. In Woodbine, because of our workforce size, there is a direct and open communication between staff and management. Civil Service regulations

Of the 565 municipalities in New Jersey:

90, or 16%, have a population of less than 5,000

Of that number, only 36 (6%), including Woodbine, are governed by Civil Service rules

just add another layer of bureaucracy that is as expensive as it is unnecessary, given the size of our municipality.

Savings lost in Civil Service would be the increase in vacation and sick time to

be compensated to the employees taken in from the Authorities. For this reason, I feel Legislative reform is needed to enable small Municipalities the ability to opt-out of Civil Service.

Despite the Borough's continued efforts to reduce the cost of government through its shared services agreements, it has become increasingly apparent that the continuation of the Municipal Utilities and Port Authorities was going to place an additional financial strain on the already stressed tax- and ratepayer. As was noted above, increased regulations effectively created duplicate services, including legal, audit, management, engineering, insurance, operations, and related expenditures.

In addition to duplicate costs, it was felt that dissolving these authorities and consolidating them as entities within Municipal Government would increase opportunities for transparency and accountability. This is not to suggest that there were any improprieties at either of the Authorities. Rather, the Mayor and



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Borough Council felt there was a fiduciary mandate to at least consider consolidation.

What was lacking was the ability on the part of the Borough, at the municipal level, to make an informed, objective, impartial and fact-based decision on cost savings without compromising the services provided by either of the Authorities. The point being that rather than have three “virtual” governments, consolidation could present economies of scale and perhaps even greater efficiencies in management. What was needed, however, was help from State Government to thoroughly assess this situation and present recommendations based on a detailed and comprehensive analysis.

DCA assistance

In years past, the DCA's Division of Local Government Services had offered grant funding to municipalities to study the feasibility of shared services. Funding for this program has long since been unavailable in spite of the ongoing need

to consider shared services and/or consolidation of agencies and authorities.

I reached out to DCA Commissioner Charles Richman with a special appeal for a modest grant to undertake a study that would provide factual conclusions and recommendations as to the feasibility of dissolving and consolidating Woodbine's two Authorities under the control and management of the Borough.

“ This is one success story that will pay multiple dividends for decades to come.”

Underlying the request to DCA was a commitment that, should the study demonstrate that there would be savings to accrue to the Borough, its residents,

and businesses as result of a consolidation without compromising services, he would carry out the recommendations. Not only would this be an important step in increasing the efficiency of operations and services, but it would be entirely consistent with State goals, even if not funded through regular programming and would serve as a model for other communities throughout New Jersey.

This is one success story that will pay multiple dividends for decades to come. DCA committed a grant of \$25,000 for this consolidation feasibility study. Through DCA's management, an RFP was issued and the Mercadien Group was retained to conduct the independent study that would analyze the projected effects of the melding of these entities with the Borough.

Comparison was done of aspects of operational components of each entity; the proposed governance and organizational structure of the consolidated entity; an assessment of the formulation and function of the entities and impacts of consolidation; and, especially, the net effect on the property taxpayers of the Borough and on the Borough's bond rating and bond capacity.

Outcomes

The outcome of the study was that overall savings to the Borough would amount to a minimum of \$150,000 annually. Employees were not terminated as the result of this process but were instead moved laterally into direct Borough employment.

There are very few investments, even in a robust economy, which can produce this kind of return year after year. The DCA, even in this austere time and with significant budget constraints, is to be commended for finding the funds to carry out this analysis. It presents an opportunity for fiscal prudence by taking deliberate steps to avoid duplication of services and corresponding costs.

For Woodbine, shared services have proven to be a useful tool and a cost-effective way of providing services. Sharing services, however, does have its limitations, which can be better addressed by dissolving authorities and consolidating within a municipality's jurisdiction, as was the case in Woodbine. ♣



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NJ Safety Institute Celebrates 20th Anniversary

Expands website to better educate and inform

By David Grubb, Executive Director, Municipal Excess Liability Joint Insurance Fund

The non-profit New Jersey Safety Institute has expanded its on-line information center to provide information and safety education to both governmental officials and citizens. All of the material on the website, including 15 videos, may be downloaded and used for non-commercial purposes. The website, njsafetyinstitute.org, is now also compatible with mobile devices.

Municipalities, Counties, and Boards of Education are the focal point for many serious safety issues impacting the public. For example, New Jersey has one of the highest pedestrian accident rates in the country. While there was a steady reduction in motor vehicle fatalities until 2014, the national auto accident rate increased 14% since then primarily because of distracted driving. The safety and health issues of an aging population have put a tremendous burden on municipal emergency responders. There is an epidemic of slips and falls in the country, especially among seniors.

EDUCATIONAL TOOLS

The Institute has a number of programs including the following.

Pedestrian safety One of the Institute's first programs focused on pedestrian safety. This program may be downloaded from the Institute's website and copies have been sent at no charge to every police agency in the State. The program includes a professionally recorded webinar entitled "Walk the Walk." The website also includes the previously released videos: "School Zone-Danger Zone" for Home and School Associations and "Street Smart is Street Safe" for training new crossing guards.

Concussion Another issue the Institute addresses is concussions through its working relationship with the Brain Injury Alliance of New Jersey. In conjunction with the Alliance, the Institute produced, "Brain Injuries, the Silent Epidemic."



Slips, trips, and falls Since the year 2000, the number of fatal fall down accidents has more than doubled in the United States. This can be attributed to the aging of our population and increased use (and often abuse) of prescription medication. Fall down accidents are the second-highest cause of on-the-job injuries in municipalities and one of the two largest causes of on the job accidents in schools.

The Institute's program includes a video, "Smart Moves to Avoid Falling Down" that can be used with both employee and citizen groups. This video can also be downloaded from the website.

Other website features

Another feature of the website is a large section on employee safety. To address the unique issues in public works, the website includes the award winning video, "Don't Get Caught in the Crush Zone" as well as the old classic, "The Color of Danger." This section also includes numerous "tailgate" safety talks.

GETTING STARTED

Twenty years ago, the Community Safety Leadership program was created to provide basic safety information to local officials. Initially, the program was an informal group of organizations including the Municipal Excess Liability Joint Insurance Fund (MEL), the Brain Injury Alliance of New Jersey, Munich-America Reinsurance of Princeton, the NJ State League of Municipalities, and the State Association of Chiefs of Police. This group distributed numerous booklets and videos to officials and conducted a series of seminars.

In 2013, this informal association was incorporated as the non-profit New Jersey Safety Institute. New members joining the program include the New Jersey Association of Counties, the NJ School Insurance Group, School Pool for Excess Liability Limits (SPELL), Safety National Casualty Corporation, and the GENESIS Insurance Company.

Every state needs an organization to lead the public safety program. The Safety Institute is helping to fill this need in New Jersey. Ultimately, success will be determined by dedicated officials, public employees and volunteers who are willing to address these issues. In local government, priorities are determined by what leaders decide to place on their agenda.

For police, fire and ambulance corps, the website streams another new release, "Safe Lifting for Emergency Responders." There is also extensive section for schools that is constantly being expanded.

To address vehicle safety, there is an entertaining video, "Surviving Urban Driving," with Bruce Blitz, the noted PBS

artist and presenter. He also narrated a unique video about vehicle safety during emergencies and natural disasters.



The MEL will hold its Annual Risk Management Session at the annual League Conference on Wed. Nov. 15, 3:45-5:15 p.m.

Recognition:

Bill Dressel, Consultant and Retired Executive Director of NJLM, was one of the critical figures when the joint insurance funds were first being discussed in the early 1980s and remained a strong supporter throughout the rest of his career with the League.

Dressel is one of the individuals who can rightly be credited with the MEL's savings of almost \$3 billion since inception, and his contributions will be recognized with a presentation at the 2017 League Conference in Atlantic City this month.



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DLGS launches streamlined FAST solution

By Timothy J. Cunningham, Director–NJ Department of Community Affairs, Division of Local Government Services

The Department of Community Affairs’ Division of Local Government Services (DLGS) is preparing to launch its new Financial Automation Submission Tracking portal (FAST) in January 2018.

FAST will provide an immediate benefit to local government units through an easy-to-use, web-based interface for the submission of all financial documents to DLGS. The efficient and time-saving system will serve New Jersey well as the foundation for the future of local government reporting, replacing paper and email file submissions.

Moving forward

DCA Commissioner Charles A. Richman announced the plans for this significant initiative at the New Jersey League of Municipalities 2016 Annual Conference last November. “New Jersey has always been at the forefront of States in protecting our municipalities from making costly mistakes,” stated

Commissioner Richman. “The value of our oversight is widely recognized by the various rating agencies. The FAST initiative employs significant technology advancements that will allow us to improve our interaction with local government units and better analyze submitted data to make our oversight function more effective and efficient.”

FAST will be utilized by all municipalities, counties, authorities, and fire districts within the State of New Jersey, and implementation will be staged throughout 2018.

Tech details

FAST is designed on the Microsoft Dynamics 365 Cloud platform and requires nothing but internet access; special software

TRAINING TIMELINE

Municipalities and counties will be the first to learn how to use FAST.

FAST training will be made available to local government units through multiple platforms. Live webinars will be conducted for local officials. They will be uploaded to the DLGS website for future reference. In addition, DLGS will host informal, hands-on training sessions throughout the State; local officials will have the opportunity to use the system in real time at a computer lab with the benefit of onsite DLGS staff to assist users and answer specific questions about FAST functionality. Additional training aids will include user guides and website help files as well as a telephone help desk, offering live assistance during business hours to address questions as they arise.



is not required. FAST's structure includes a web portal with user authentication security through which local government units' users will submit their data and financial reports to DLGS. There will also be a public access web portal that will centralize the collection and storage of all reports submitted to DLGS, including budgets, audited financial statements, annual debt statements, and other financial reports, to provide Open Data access.

Additionally, FAST includes an internal, secure access component for DLGS use only that will improve workflow and communication during the DLGS review and approval process.

"This initiative was envisioned several times in the past under prior Commissioners but never reached a point of critical mass to achieve implementation," said Commissioner Richman. "Now, with the availability of more affordable web-based technology options, and the dedication of our top-notch project management team, we will usher DLGS

and local government units into a new era of automation and 'big' data."

Intuitive design

DLGS has benefitted from the feedback received from stakeholder groups who have been kept apprised of progress on FAST. Some stakeholders have participated in pilot testing, which has been positive, specifically on FAST's ease of use. DLGS intentionally designed FAST to mirror the current paper documents that DLGS has utilized for decades to ensure that CFOs would feel comfortable with the layout of the web portal.

Pilot users were also pleased that FAST eliminates the need to prepare a separate User Friendly Budget. With FAST, all budget information is entered once, and the system generates the entire budget document as well as a User Friendly Budget. Pilot users were also impressed with FAST's internal workflow and communication functions. Users receive immediate confirmation when information is submitted, and follow-up correspondence

with DLGS is tracked within FAST.

Once all local government units are trained and have some experience with FAST, DLGS will implement subsequent phases of FAST to improve transparency, auditing, reviewing, and analytics of the data collected. According to Commissioner Richman, "Implementation of financial reporting on FAST only scratches the surface of what we have planned for the next phases of the system."

Users should stay tuned for announcements for Phase II functionality, which will include providing analytical tools to users as well as automating other functional areas that DLGS oversees.

Contact the Division to sign up for Gov.Connect and stay up to date on FAST announcements. 📍



A FAST update session will be held at the League Conference on Thurs. Nov. 16, 10:45 a.m.



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Sustainable Jersey

Making an impact at the local level

By Randall Solomon, Director,
Sustainable Jersey



Sustainable Jersey has almost hit the 80% participation mark this year, with 445 of New Jersey's 565 towns engaged in the municipal certification program. Also, nearly 1,000 school districts and schools are participating in the Sustainable Jersey for Schools certification program.

Sustainable Jersey participants have successfully implemented and documented over 7,000 sustainability actions. Over \$4.2 million in grants have been provided by Sustainable Jersey to towns, school districts, and schools for community-based projects that create healthy and sustainable communities in New Jersey.

Where once sustainability was not present in the local conversation, now there are hundreds of new green teams and sustainability commissions created as formal bodies of local government and charged with driving change on these issues. The Sustainable Jersey program culminates in a certification award to municipalities and schools that have documented meeting a set of rigorous standards.

Sustainable Jersey will celebrate the certified and participating municipalities at its Annual Sustainable Jersey Awards Luncheon held on the first day of the New Jersey State League of Municipalities (NJLM) Conference on November 14, 2017. The luncheon brings together nearly 400 local and regional government

officials, green team members, industry professionals, and sustainability leaders. We will celebrate sustainability excellence, innovation, and leadership in New Jersey. Sustainable Jersey is proud of the progress being made at the local level. Park Ridge Borough and Sustainable Downbeach are two of many success stories happening across New Jersey.

Electric vehicle charging stations planned for Park Ridge Borough

Since 1904, Park Ridge Borough has been at the forefront of energy innovation; it is one of nine municipalities in New Jersey that has its own electric utility. Now, thanks to the leadership of its green team, Park Ridge has two grant-funded energy efficiency projects to enhance the community while saving money.

The Park Ridge Green Team was formed in 2010 to lead and implement sustainability initiatives for Sustainable Jersey certification. The borough achieved certification in 2011 at the bronze-level and was awarded the 2015 Sustainable Jersey Collaboration Award.

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Sustainable Jersey

In 2014, the Park Ridge Board of Public Works, in collaboration with the green team, applied for and received a \$10,000 Sustainable Jersey grant funded by the Gardiner Environmental Fund. The grant paid for the replacement of 36 of the existing High-Pressure Sodium (HPS) streetlights with more energy efficient Light Emitting Diode (LED) streetlights. The Park Ridge Electric Department installed the LED streetlights which provide improved lighting and use 50% less energy than the existing fixtures. The lights last for eight to 10 years, as opposed to four years for the HPS streetlights.

Building on the success of the LED streetlight project, the Park Ridge Green Team recommended another proposal to borough leadership and was given the go-ahead to apply for a grant to install three electric vehicle (EV) charging stations. In 2016, the borough was awarded a \$10,000 Sustainable Jersey grant, funded by the Gardiner Environmental Fund, to install three EV charging stations. Park Ridge received an additional \$15,000 for the EV charging stations from the New Jersey Department of Environmental Protection's (NJDEP) "It Pays to Plug In" grant program. The combined \$25,000 in grants will offset the cost of the charging stations.



“ Our green team has continually led the way in green initiatives and this grant for the EV charging stations will allow the borough to highlight the need to use cleaner energy. In a world that keeps showing us that climate change is real, we must change the thinking of our population.

The EV charging stations will help to make electric vehicles a better option and will be a wonderful addition for our residents, helping us become a truly greener community. We will not stop here, this will be another step toward our goal of becoming a completely environmentally-friendly community! **”**

—Keith Misciagna, Mayor, Park Ridge

The planned locations of the charging stations are at the municipal complex, the business district and the Department of Public Works, which sits near borough recreational fields, allowing for use by both the municipal fleet and users of the recreational area. The charging stations will be three-foot-tall vertical posts with retractable cords that extend into a car's outlet. Electricity will be paid by the users with a smartphone application.

Park Ridge Green Team Chair James McDermott helped write and secure the grant funding. He explained, "Our goal is to promote the use of electric cars, resulting in cleaner air for all of us. Charging stations will also draw visitors to our downtown, increasing economic advantages." As EV adoption increases,

drivers may elect to shop where they can also refuel their electric vehicles.

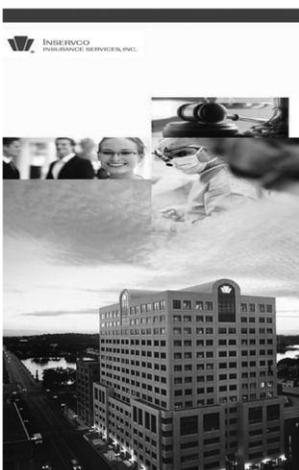
In September 2017, the green team collaborated with the Borough's Recreation Committee and Paramus Chevrolet to demonstrate the Chevy Bolt at the annual car show as part of the National Drive Electric Week. McDermott said, "We always include an educational component to our projects to help the community understand the purpose. For example, once the EV charging stations are installed, the borough plans to monitor usage to share with residents. We also hope to see how EV technology can be incorporated into the high school curriculum." McDermott will be speaking on a Sustainable Jersey panel at the NJLM Annual Conference. The workshop panel titled, "Programs to Promote a Clean Energy Future Today," is on November 16, 2017. The other panelists include: Chuck Feinberg of the NJ Clean Cities Coalition, Andrea Friedman of the NJDEP Division of Air Quality, Ryan Gergely of the NJDEP Bureau of Energy and Sustainability and more. This panel is one of nine Sustainable Jersey sessions taking place at the conference.

Sustainable Downbeach unites four municipal Green Teams

Realizing that sustainability issues do not stop at the town line, four municipal green teams have joined forces to increase the quality of life on Absecon Island. Sustainable Downbeach is comprised of the Longport, Margate, Ventnor, and Atlantic City green teams. The collaboration is new, but the four Atlantic County municipalities have been active with Sustainable Jersey; all four towns have achieved Sustainable Jersey certification

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Sustainable Jersey

at the bronze-level. Sustainable Margate Chair Monica Coffey said, “Rather than each town working in its own silo, it has been empowering to work together and share resources for a larger impact.”

Since plastic constitutes the biggest source of marine litter, Sustainable Downbeach targeted efforts in this area. Sustainable Downbeach was instrumental in helping Longport become the first municipality in New Jersey to adopt a carry-out bag fee ordinance in November 2015. Joining forces with the Surfrider Foundation, Sustainable Downbeach hopes to propose a charge on single-use bags at retail outlets in the other shore towns.

Coffey said there have been about six major initiatives that the green teams have worked on together. In 2016, Sustainable Margate and Ventnor City participated in a bike and pedestrian plan funded by New Jersey Department of Transportation. The plan was unique because it was the first time two contiguous towns have been studied simultaneously.

During the fall of 2016, four Absecon Island communities coordinated on the first major cleanup of Absecon Island Back Bay areas. Approximately 170 volunteers participated, collecting more than 13,700 pounds of debris. Margate applied and received a \$10,000 Sustainable



“ We believe that by partnering together for greater good, we can achieve so much more for Absecon Island. We hope to continue this partnership on other projects and I know that my fellow mayors feel the same. It just makes sense. ”

—Michael Becker, Mayor, Margate

Jersey grant funded by the PSEG Foundation that will be used to complete a Watershed Management Plan for the Downbeach area. Coastal resiliency is one of the major issues facing these green teams and this grant will provide a plan for the actions to be taken to make the Downbeach area more sustainable.

Working together, Margate, Ventnor, Longport, and Caesar’s Entertainment properties in Atlantic City participated in the World Wildlife Fund’s Earth Hour, a symbolic lights-out event that focuses the world’s attention on the planet and the need to protect it. The local landmarks that went dim included Lucy the Elephant, Ventnor City Hall, the Ventnor Fishing Pier, the Longport water tower, and select local businesses.

Led by Coffey, Sustainable Downbeach and the Surfrider Foundation worked to have all Atlantic and Cape May County coastal communities pass an ordinance that prohibits the intentional release of balloons. Atlantic City, Margate,

Longport, Ventnor and approximately seven other coastal communities have adopted an ordinance. The ordinances impose a \$500 fine for anyone who intentionally releases balloons into the atmosphere. “Now that we have most of the Cape May and Atlantic County coastal communities on board, we are focusing on statewide legislation,” Coffey said.

Residents and government officials in Sustainable Jersey towns are showing that cost savings and environmental awareness go hand-in-hand and result in thriving communities. ♻️



Sustainable Jersey holds a full slate of joint sessions

with NJLM at the Annual New Jersey State League of Municipalities Conference:

Annual Sustainable Jersey Luncheon, Sheraton Crown Ballroom, Nov. 14, 10:30 a.m. (tickets required). **Sessions include:** *Tuesday, Nov. 14,* 2 p.m.: Water Management Strategies That Yield Results; 3:45 p.m.: You Can Dream Big with a Small Grant. *Wednesday, Nov. 15,* 9:00 a.m.: 2017 Sustainable Jersey Program Update: New Actions and Initiatives; 10:45 a.m.: Environmental Justice in Planning and Zoning; 2 p.m.: Waste Not, Recycle More! Effective Local Waste Management; 3:45 p.m.: Local Sustainability & Public Engagement Technology Solutions. *Thursday, Nov. 16,* 9 a.m.: Municipal Leadership Strategies for Community Energy Efficiency; 10:45 a.m.: Programs to Promote a Clean Energy Future Today, 2:00 p.m.: Complete Streets: Safe, Healthy, and Green Streets for All. (All sessions held in Room 421). Download the Conference Mobile app for full details.



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How Much Trash Is in New Jersey?

State to launch statewide litter survey in 2018

By Sandy Huber, Executive Director, Clean Communities; and Jonathan Jaffe, Jaffe Communications



Next spring, thousands of volunteers will be on New Jersey’s streets, beaches, waterways and other public places to track the location of littered trash.

It is part of a unique statewide project through the New Jersey Clean Communities Council (NJCCC), known as a “Visual Litter Survey.” The last—and only—litter survey conducted in New Jersey occurred in 2004. Organizers are eager to learn how ongoing litter abatement efforts over the past 13 years have made an impact in areas of the state that were identified as top spots for trash.

“The 2018 New Jersey Litter Survey will serve as a model for states and cities nationwide, incorporating all that we have learned about litter through the many surveys we have conducted,” said Steven Stein, principal of Environmental Resources Planning in Maryland, which is overseeing the project.

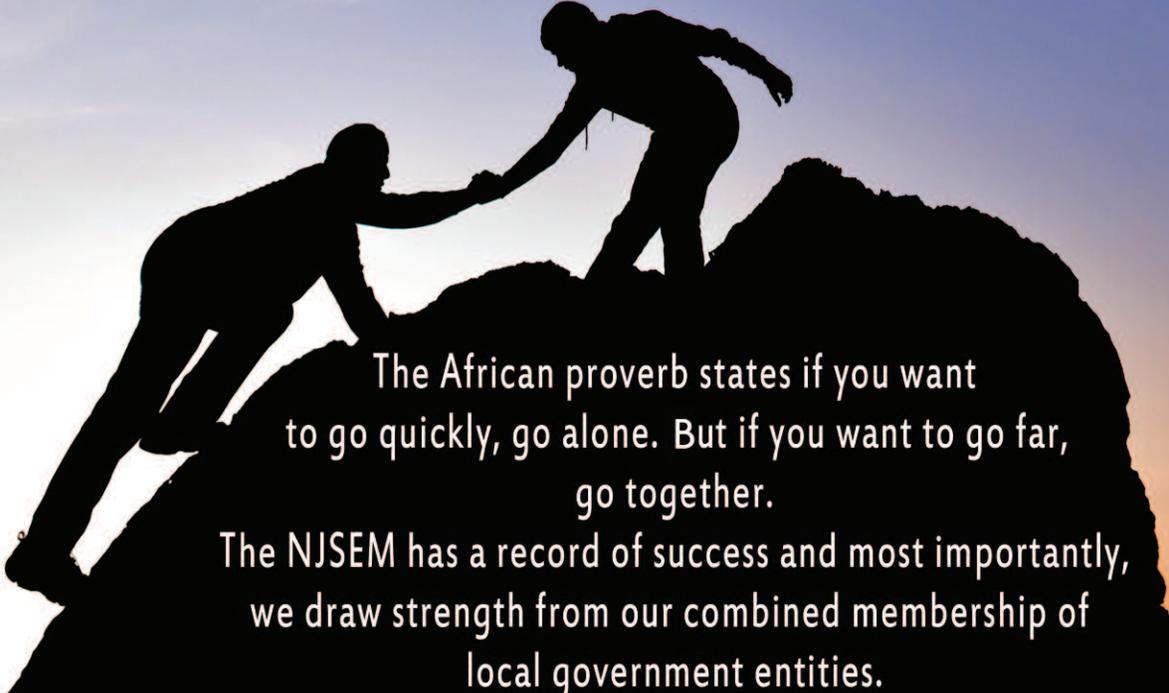
“We will also provide unique training to community coordinators

statewide on the most effective methods of surveying litter,” he said. “We will provide them with tools and use proven analytics to yield actionable findings for them and their communities.”

The litter survey—one of only a handful in the entire country—is set to launch at the New Jersey State League of Municipalities Conference session on November 14 at the Atlantic City Convention Center. All conference attendees are urged to attend.

“Understanding the types and sources of litter, as well as the demographics of litterers, is crucial to managing effective Clean Communities programs and spending Clean Communities grant money wisely,” said Sandy Huber, project manager and NJCCC executive director.

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How Much Trash is in NJ?

“With information gleaned from these surveys, we will be able to develop programs, policies, and procedures that will regulate and reduce litter across the state,” she explained. “We are calling on communities to join this effort to fight litter blight. We are looking for partners who can provide volunteers for the local litter surveys and public officials who can stand at the ready to implement litter-fighting programs.”

Foundation for future efforts

The 2018 NJCCC Visual Litter Survey is unique because it features a curriculum for New Jersey Certified Clean Communities Coordinators, the first of its kind in the nation, offering comprehensive litter abatement education and strategies to combat litter.

“This is a very aggressive survey, with the impressive task of assessing every part of New Jersey,” Huber said. “When the



What is a Visual Litter Survey?

This is an assessment of common locations for litter, such as roadsides, streams and beaches.

The survey is vital because results yield answers to questions such as:

- What items are most commonly littered?
- Where is littering most likely to occur?
- What are the most likely sources?
- How can litter reduction efforts be targeted in a cost-effective manner?

A statewide survey can also be used to develop a master plan for litter abatement that can demonstrate measurable results.

survey is completed, it will determine the effectiveness of the Clean Communities program and other statewide litter abatement initiatives that are now underway. We are excited to learn the results.”

The information is invaluable for the NJCCC. It will be the key for the NJCCC to formulate a long-term plan of action, as it plots a strategy to significantly reduce the amount of statewide litter over the next 10 years. The survey will also help establish program standards in which Clean Communities Coordinators and other supporters will attend training workshops, survey field sites, document the results, and submit final reports.

“This survey is really about developing a process for problem solving, which can be a model for New Jersey and can be shared with other entities nationwide,” Huber said.

Getting Involved in the Survey

Hundreds of volunteers are needed for the litter survey, including dozens of coordinators.

In order to participate in the Litter Survey curriculum, coordinators must be certified through the NJCCC and in good standing. Coordinators must also agree to adhere to the course requirements, including a full review and strong understanding of the 2004 survey.

The NJCCC is already preparing for the coordinators’ “Launch Seminar,” to be held on January 18 at the Rutgers EcoComplex in Bordentown, with the



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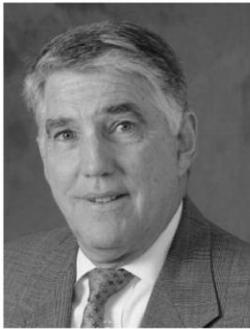
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How Much Trash is in NJ?

coordinators earning five credit hours. The seminar also includes a course overview, methodology, case studies, panels, and discussions—all aimed at educating coordinators about the project.

From there, coordinators will participate in regional training workshops to earn an additional five credit hours. Coordinators, who can choose which regional event to attend, will learn all they need to know about how to conduct a survey and train volunteers.

Then, the real work begins. Coordinators can earn three or more credit hours by organizing at least one cleanup and conduct a litter survey in their local community. Volunteers are needed from schools, community groups, or local businesses, all of whom can register at the NJCCC website, njclean.org

Coordinators will play a key role, ensuring volunteers follow all safety guidelines, sign the necessary waivers, and track attendance. Each coordinator will receive trash and recycling bags, safety vests, pick up sticks, gloves, and safety kits. Supplies will be mailed to coordinators prior to the cleanup.

And, coordinators will be assigned the most important part of the project: providing data to NJCCC of the litter they see.



“For these coordinators to receive credit through the program, we will ask them to prepare a paper showing how the data they collect will be used to reduce litter and expand the Clean Communities program in New Jersey,” Huber explained. “We will be eager to review the information, as it will help us complete this litter survey, as well as create additional programs and projects throughout the state.” 🍌



Join the Kickoff!

The NJCCC is urging

local officials statewide to attend the kick-off of the litter survey at the League of Municipalities Annual Conference on *November 14* at 2 p.m. National-accredited experts will appear on a panel titled, “The Visual Litter Survey: Tracking Trash in New Jersey and Across the Globe.”

Panelists include: Anna Cummins, Co-Founder & Global Strategy Director of The 5 Gyres Institute; Marcus Eriksen, Co-Founder & Research Director of The 5 Gyres Institute; Morris A. Enyeart of Digital Drifting LLC; Stewart Harris, Director of Marine and Environmental Stewardship of the American Chemistry Council Plastics Division; Sarah Kollar, Project Outreach Coordinator of the Trash Free Seas Program; Sandra Meola, Communications and Outreach Director of NY/NJ Baykeeper and Steven Stein, Principal of Environmental Resources Planning, LLC.

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The New Jersey Economy

The expansion continues

By James W. Hughes, Professor, Rutgers,
the State University of New Jersey

The New Jersey Economy: The Expansion Continues is Volume 9, Number 1, in the Friends of Local Government Policy Paper Series presented by the NJLM Education Foundation. The following is an excerpt from the paper. The full piece can be found at NJLMEF.org.

As the Great Recession slips deeper into the past, it is important to remain aware of our current position in the business cycle. Benjamin Franklin was once quoted: “In this world, nothing can be said to be certain, except death and taxes.” To these two basic certainties, a third should be added. It would then read: “In this world, nothing can be said to be certain, except death, taxes, and a continuation of the business cycle.” The business cycle (or economic cycle) never pauses, never stops, and is always defining and redefining our fiscal status and economic health. The only way not to be completely subject to it is via Franklin’s first certainty—death—which is not a very attractive option. So, where exactly are we as the second half of 2017 unfolds?

Currently, we are still comfortably riding the steep upcycle of the 2009-2017 economic expansion (chart 1). The beginning of the expansionary phase of the business cycle started at the end of the Great 2007-2009 Recession. The latter was the worst downturn since the Great Depression; it lasted 18 months, starting in December 2007 and ending in June 2009. At that time, it is not an exaggeration to say that both the nation and New Jersey were staring into the economic abyss. By the time the recession and its harsh aftermath had run its course, the nation had lost an astonishing 8.7 million private-sector jobs, while New Jersey had lost an astonishing 259,000 private-sector jobs. Municipal and state budgets and employee rolls were devastated.

Nothing lasts forever

But, fortunately, we have yet to invent a recession that lasts forever. In June 2009, contraction was finally supplanted by recovery. Consequently, June 2017 marked the eighth anniversary of the current economic expansion (June 2009-June

2017)—at that point, it had reached 96 months in length or a full eight years. July 2017 then marked the first month of its ninth year (97 months old). Many state and municipal officials are astonished to find that we are now in the midst of the third longest expansion in the nation’s history, according to the Business Cycle Dating Committee of the National Bureau of Economic Research.

The average length of the 11 post-World War II economic expansions in the United States has been 58 months, according to the Business Cycle Dating Committee of the National Bureau of Economic Research. So, via this metric, at 97 months (as of July 2017) our current expansion appears to be quite mature. But, expansions rarely die of old age. They usually come to an end because of three possibilities.

- First are actions taken by the Federal Reserve: sharply raising interest rates and tightening credit to combat inflation (such as it did to counter rampant late 1970s inflation which led to the 16-month long 1981-1982 recession).



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- Second is the bursting of unforeseen economic bubbles (such as the collapse of the housing-credit bubble in 2007 which led to the 18-month long 2007-2009 recession).

- Third is a major external shock (such as the 1973 OPEC oil embargo which led to the 16-month long 1973-1975 recession). Currently, an external shock would be the likely suspect to undermine the current expansion. Absent such an event, the expansion should continue into 2018.

The Current National Picture

The national economic situation remains positive: a six-year period (2011-2016) where private sector employment growth averaged 2.4 million jobs annually. This stands as a robust annual growth metric. But the United States economy has started to hit labor force constraints. This is evidenced by a national employment growth slowdown during 2016 and the first half of 2017 to an annual pace of 2 million jobs.

However, this slowdown in employment growth is not due to a weakening economy but is the result of labor shortages and skill mismatches. According to data from the U.S. Bureau of Labor Statistics Job Openings and Labor

The Business Cycle Roller Coaster Ride

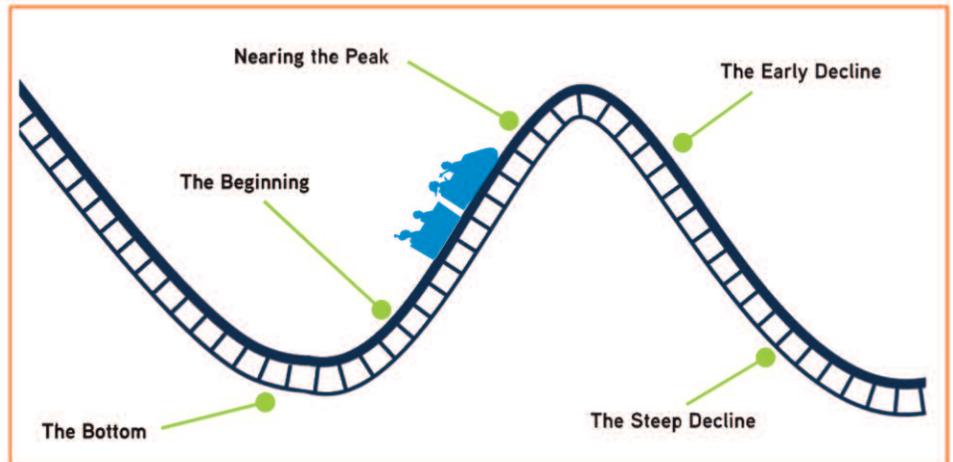


Chart 1: An illustration of the business cycle.

Turnover Survey (JOLTS), at the peak of the last business cycle—2007—job openings were in excess of 4 million per month, 4 million unfilled jobs per month. At the time, that represented a very tight labor market. During the depths of the Great Recession and its aftermath—2009 and 2010—unfilled openings fell to the 2 million monthly level. But by 2016, monthly unfilled job openings were above 5 million, a near record level, far greater than the 2007 business cycle peak. The last available data, April 2017, produced a new record level—6 million unfilled job open-

ings. Employers apparently are having a very hard time filling open positions, with a mismatch between worker skills and job requirements, as well as geographic mismatches.

Slow-Go New Jersey

Within this national context, what about our beloved Garden State? In contrast to the nation, New Jersey—while showing improvement—has yet to achieve the economic traction shown by the nation for any sustained period of time. It has been an elusive recovery for the state—an expansion that is finally starting to shed its training wheels. The chart shown on (page 68) presents New Jersey’s annual private-sector employment change from 2009 to 2016. A key metric is New Jersey’s share of the national employment gain. The state has historically accounted for 3% of the employment base of the United States. So, if New Jersey grew at the same rate as the nation, it would secure 3% of the nation’s job growth.

As pointed out earlier, the nation’s annual private-sector employment gain of the past six years was 2.4 million jobs per year. The state’s 3% share of this 2.4 million annual growth would be 72,000 jobs per year, as shown in the boxed area in the chart. However, New Jersey’s actual annual employment increase has fallen considerably short of that mark. The horizontal line in the slide indicates the average annual employment gain from 2011 through 2016: 45,400 jobs per year. This

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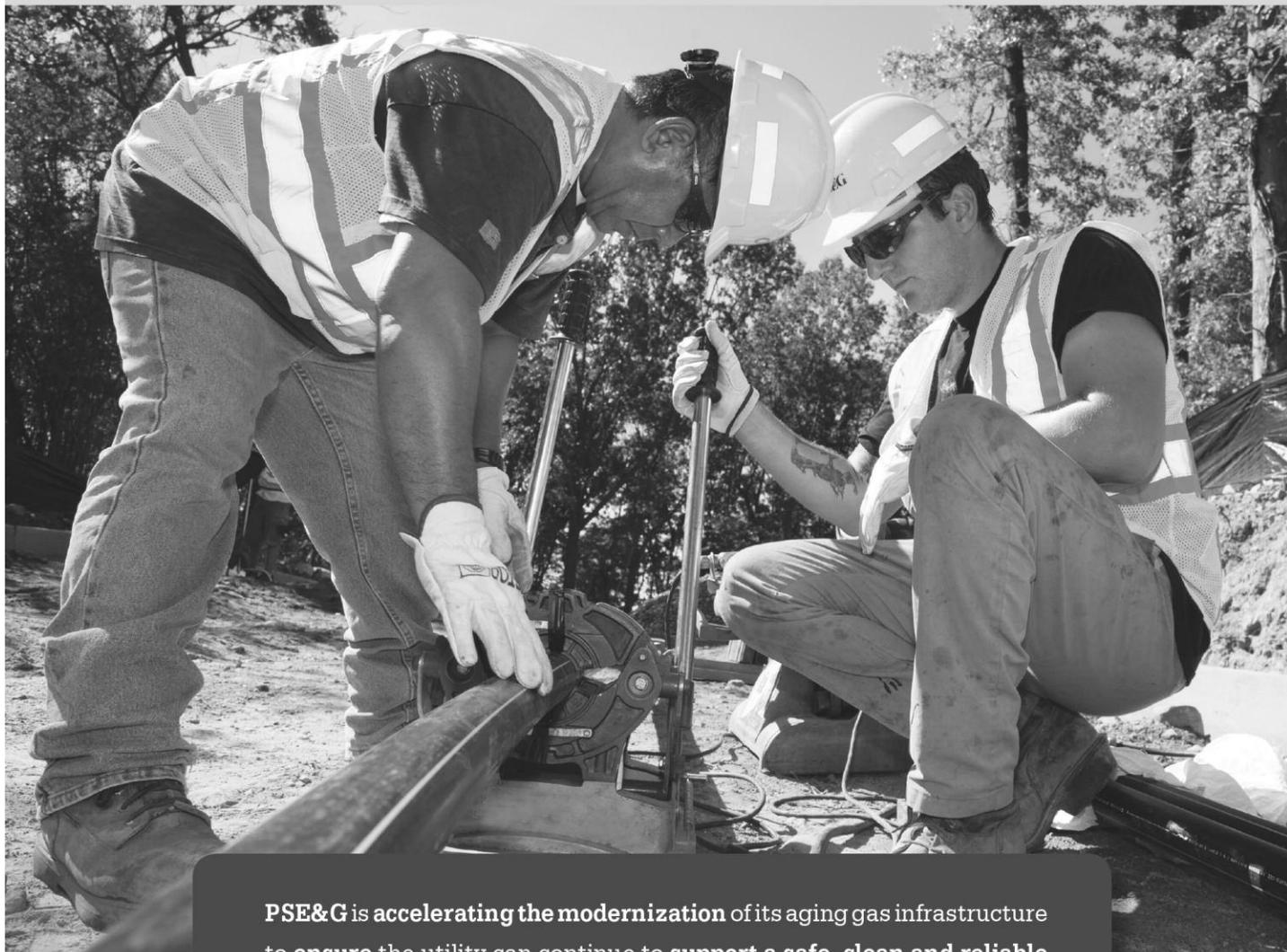
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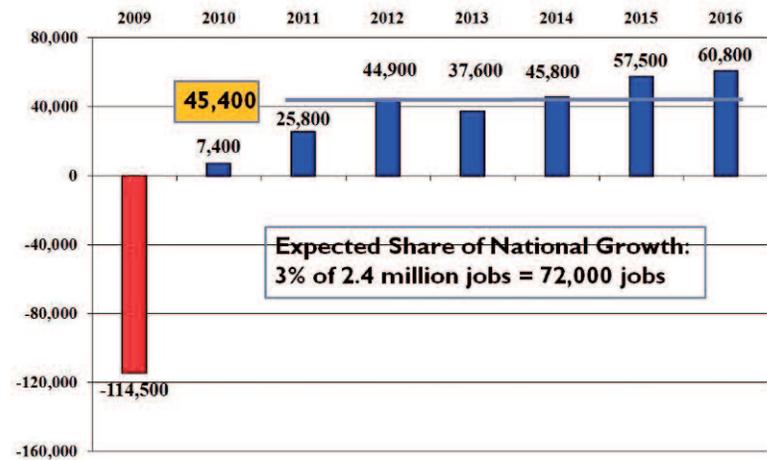
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New Jersey Private-Sector Employment Change 2009 - 2016



Source: U.S. Bureau of Labor Statistics.
Note: Employment change measured from December to December, seasonally adjusted.

Chart 2: New Jersey shows improvement, but at a slower than historic pace.

is far short of the 72,000 annual gain needed to keep pace with nation. So the state has been an economic laggard during the long national expansion.

However, the New Jersey growth trajectory from 2013 to 2016 shows sustained improvement, from a gain of just 37,600 private-sector jobs in 2013 to 60,800 jobs in 2016. In 2013, the state accounted for just 1.6% of the nation's private-sector employment increase (37,600 of 2,370,000). In 2016, the state's share had actually jumped to 3% (60,800 of 2,039,000). So, for the first time in the current expansion, New Jersey's job growth kept pace with that of the nation.

But, the monthly employment data in 2017 failed to show a continuation of this positive development. For the first half of the year—measured from a December 2016 base to June 2017—the state added only 15,600 private-sector jobs. This translates into an annual gain of 31,200 jobs. Does this signal trouble in the Garden State? Possibly, but probably not, because monthly state employment figures have been particularly volatile the past several years and they have been subject to substantial revisions during the annual re-benchmarking that takes place after the full year is completed.

For example, last year (2016) at this time, data for the first six months (measured from December 2015 to June 2016) showed an increase of 24,500 jobs, or 49,000 jobs annualized. But, when the re-benchmarked data were released in March 2017, the actual 2016 annual growth considerable higher—60,800 jobs. So, caution is warranted in reading too much into short-term, state-level monthly employment tabulations.

The economic bottom line is New Jersey stands as an improving participant in a

national economic expansion that shows no sign of ebbing anytime soon. However, this may not prove to be sufficient to ameliorate any of the state's long-standing fiscal problem. ↴

The History of Business Cycles

Business Cycle Dating Committee of the National Bureau of Economic Research reports that since 1854 there have been 33 business cycle phases prior to the current expansion.

The longest expansion and current record holder is the March 1991 to March 2001 expansion, which lasted 120 months, a full 10 years.

The second longest was the February 1961–November 1970 expansion—106 months in length. However, there is an asterisk often associated with this event: it was supported by the massive Vietnam War effort.

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A Most Unusual Tree

Buena Vista Township creates a permanent marker from a beloved tree

By Chuck Chiarello, Mayor, Buena Vista; League Past President

A giant white oak tree located in the Richland Village section of Buena Vista Township in Atlantic County stood witness to 235 years of history in its lifespan from approximately 1780 to 2015. More than a year was spent trying to save the once-vibrant tree. By 2017, it was turned into “The Tree Monument,” perhaps, the most unusual tree in the State of New Jersey. There are famous trees all over the world, but ours is unique since it contains 44 chainsaw carvings depicting Buena Vista’s history, just in time to celebrate the Township’s 150th Sesquicentennial Birthday!

The white oak tree stood next to a saw mill that led the way for the once mighty railroads to crisscross here in the Richland part of Buena Vista. At one time, trains ran East and West through Richland, but that track is now long gone. Trains also ran North and South through Richland and those tracks still exist from Winslow to Cape May. In the prime of our white oak tree’s life it was 50-ft. high and had a 125-ft. wingspan. It was located in an area that became locally known as Saw Mill Park.

What brought about the end of life to this tree is truly unknown. Three tree surgeons visited the ailing tree and came

up with different thoughts, none of which would save the life of the tree. The Rutgers Cooperative Extension also visited the tree and discussions were held with many people including a professor from Boston University about the potential of a natural gas leak causing the death. A company in Oklahoma even donated several special fertilizer applications to help revive the tree after reading about it in an issue of *USA Today*. Too much rain, too little rain, too many storms, we will never know. There was no success in bringing the tree back to life but the memory lives on.



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Most Unusual Tree

Making a monument

The process that led to this tree becoming a monument is a very interesting one. Hoping to allow the tree to remain standing in its original location and become a lasting memorial of its days of glory, my idea of “The Tree Monument” was born and gained the support of the Township Committee.

With the help of local tree surgeon Gary Heitz, the highest and weakest branches of the tree were trimmed and the remainder of the tree transformed into a stylish contemporary piece of art.

A talented chainsaw artist by the name of Brian Ackley of Ackmonsters, LLC—whose work we’d seen on a similar older tree featured on Channel 6 Action News—



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was hired to remove all of the bark on the tree and create chainsaw carvings.

The Mayor’s Office gathered pictures from Buena Vista Township’s history to inspire carvings. Ackley found the right branches and positioned the carvings of these images where they belonged on the tree.

Ackley started working on the project in late November 2016, finishing January 2017. During that time, we invited school children to come see the work in progress, meet the artist, and take home a souvenir piece of wood from one of the upper branches that had been taken down.

Centerpiece for a park

When the tree was completed in the beginning of 2017, plans were then made to finish the site and the surroundings at Saw Mill Park. A company in nearby Hammonton termite proofed the tree at no cost. When the weather became warmer, the tree was completely coated with Cabot’s Australian Timber Oil Stain to preserve the wood and the carvings at Ackley’s recommendation. Plans were made to build a circular walkway at the base of the tree with personalized brick pavers that would be sold to help pay for some of the improvements. A connecting walkway was built to link the main walkways of the park. Local contractor Gary Frank of Frank Masonry did that phase of the job.

A wrought iron fence went around the base of the tree to keep people back a short distance so they would not make their own carvings. Signage was developed for a self-guided tour of the tree. Seven young white oak trees were planted behind “The Tree Monument” so that someday the monument will be in between other white oak trees again.



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Most Unusual Tree

Those trees were purchased by the community. A dedication stone was donated to the Township by the Rone Funeral Service of Vineland on which a 2 feet square laser-cut inscription was placed showing pictures of the original tree and the new Tree Monument along with a brief history of the tree, dedication information, and acknowledgment of the main contributors to the project.

Dedicating the monument

On May 27, "The Tree Monument" was dedicated in front of several hundred people. An informational brochure was distributed at the ceremony allowing for self-guided tours with photos to explain the carvings on the tree.

The brochure can be found on our Township's website buenavistanj.com and at our Township buildings.



Adding to the Celebrations

The tree dedication ceremony was part of a larger day of activities celebrating our Sesquicentennial including a 100 Vendor Toy Show, Car Show, train rides on the Cape May Seashore Lines (a real railroad train), live music featuring three bands, fun things for the children, 16 food vendors, and more than 50 other vendors and crafters.

At the dedication ceremony, the stone monument was unveiled by the Township Committee members Deputy Mayor Teresa Kelly, Committeemen John Williams, Steve Martinelli, and John Armato. Greeting the crowd, I introduced Brian Ackley. Pieces of wood cut from the removed tree branches were distributed to the crowd. Over 200 postcard-size tree puzzles that were donated to the Township by a local business called the Missing Piece Puzzle Company were given to those in attendance. The puzzle depicted a beautiful picture of the tree taken by local Photographer Dave Griffin. Flyers were given out for those gathered to buy brick pavers. Over \$20,000 was raised from the community to complete the project without a substantial burden on our taxpayers.

Saw Mill Park is just over an acre in

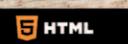
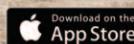
size and features a children's play train, a real Pennsylvania Railroad steel caboose from the 1930's, a gazebo, a Veteran's Memorial, and a 9-11 Memorial along with a small piece of steel from the World Trade Center.

The park is nicely landscaped with park benches and concrete benches that surround the tree. The tree is still lit at night as it was when it was a living tree, and people continue to stop daily to look at our unusual tree. Visitors may also stop into the Patcong Valley Model Railroad Building and see an original painting of the Saw Mill that once stood on this site and the same white oak tree that stood nearby. The painting was done by a family member of the Smith Family who were the early settlers in Richland in the late 1800s. 📍

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Welcome to the 102nd Annual New Jersey State League of Municipalities Conference!
Use this reference guide as a tool to plan your experience and move closer to
Realizing Tomorrow's Potential!

Tuesday, November 14

- 8:00 a.m. Affiliates' Meetings (see listing of all Affiliates' meetings on page 86)
- 9:00 a.m. Registration and Exhibits Opens
- 12:00 Noon 9th Annual Sustainable Jersey Awards Luncheon
- 2:00 p.m. Coffee with Your Colleagues: Networking and Orientation
- 2:00 p.m. Select from concurrent sessions and meetings
- 3:00 p.m. NJLM Resolutions Committee meeting
- 3:45 p.m. Select from concurrent sessions and meetings
- 5:00 p.m. Registration and Exhibits close

Wednesday, November 15

- 7:45 a.m. Mayors Wellness Campaign—Fitness with an Olympian
- 8:30 a.m. Registration and Exhibits Open
- 9:00 a.m. Select from concurrent sessions and meetings
- 10:45 a.m. Select from concurrent sessions and meetings
- 12:00 Noon Exhibitor Learning Sessions
- 12:15 p.m. Mayors Box Luncheon (ticketed)
- 1:00 p.m. Exhibitor Learning Sessions
- 2:00 p.m. Select from concurrent sessions and meetings

- 3:45 p.m. Select from concurrent sessions and meetings
- 5:00 p.m. Registration and Exhibits Close
- 5:15 p.m. Women in Municipal Government Networking and Awards Event, Crown Ballroom (ticketed)

Thursday, November 16

- 8:30 a.m. Registration and Exhibits Open
- 9:00 a.m. Select from concurrent sessions and meetings
- 10:45 a.m. Select from concurrent sessions and meetings
- 12:15 p.m. League Luncheon for all Delegates (ticketed)
- 1:00 p.m. Exhibits Close
- 2:00 p.m. Select from concurrent sessions and meetings
- 3:00 p.m. Registration Closes
- 3:30 p.m. League Business Meeting (Sheraton)



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INFORMATION CENTER

Conference Business Highlights

It's that time of year again: Time to make your plans for the 102nd Annual League Conference! This month's event hosts more speakers and sessions than ever, with many sessions running concurrently. Ensure you won't miss any events by setting up a daily agenda. For a detailed description of each session, along with the presenters, visit the searchable program at njslom.org/2017conf or download our useful Conference App (see page 82 for a rundown). The program book will also be distributed on site at the Conference.

NJLM Resolutions Committee Meeting

All interested delegates are invited to attend the NJLM Resolutions Committee Meeting Tuesday, Nov. 14 at 3:00 p.m., in Room 320 at the Convention Center as resolutions that were submitted on or before Oct. 6 are considered. Only members of the Resolutions Committee may vote. The committee's recommendations will be voted on at the Annual Business Meeting on Thursday, Nov. 16. A synopsis of all resolutions submitted for committee action is available at the League Information Booth across from the registration counters.

Annual Business Meeting

Open to all delegates, the Annual Business Meeting will be held at 3:30 on Thursday, Nov. 16 in the Pearl Ballroom at the Sheraton Hotel. Voting is restricted to only the Mayor or his/her designee. Credentials will be checked at the door and voting cards will be distributed.



Shuttle Service

Transportation between the casino hotels and the Convention Center will be provided by Academy Bus Company. The shuttle service is paid through a \$7 per day, per hotel room fee. Limited on-site parking is available starting at \$15. For casino hotel parking rates and lot parking, contact individual casinos or check the signs at the parking entrances.

For a full schedule visit njslom.org/2017conf/shuttle-schedule-2017.pdf

Onsite Registration

Not pre-registered? Visit the registration desk on the second floor of the Convention Center.

Exemption from Occupancy Tax

Municipal officials paying hotel room bills by cash or personal check are not entitled to an exemption from the luxury tax. For the exemptions, you must pay with a voucher from the municipality.

CEU Information

The CEU's available at the conference are listed on the Conference app as well as the League website, njslom.org/confceu, and in the printed Conference Program. To earn CEU credits, be sure to scan in and out of your session. You will not receive a paper certificate on the way out of the session. You can print out your CEU certificates beginning November 20 by visiting njslom.org/confceu. They will be available until May 2018.



INFORMATION CENTER

CITY OF ATLANTIC CITY



November 14, 2017

Greetings Everyone,

On behalf of our wonderful residents and the City of Atlantic City, I want to welcome you to the 102nd Annual New Jersey State League of Municipalities Conference hosted in our spectacular Convention Center. We are excited to see you again this year!

Over the years, Atlantic City has shined as a symbol of resilience within the State of New Jersey. The title of the League's 102nd Annual Conference is "Realizing Tomorrow's Potential." Today, we are undergoing a historic change that we intend to meet with bold and forward thinking leadership. As we embrace these challenges and opportunities, we invite you to become part of our bright future.

The League has put together over a hundred educational sessions and an exhibition floor that will feature over 1,000 exhibit booths, providing information on a vast array of topics and services that concern local officials like us. Together, we can all learn from each other.

Atlantic City is a unique destination that offers an array of options fitting for every convention delegate's personality. We encourage you to enjoy all the fun hospitality that Atlantic City has to offer. Whether you want to enjoy our famous beaches and Boardwalk, world class dining, premier outlet shopping, or show stopping entertainment, we offer you round-the-clock fun and excitement that will give you an unforgettable experience in Atlantic City.

As Mayor of Atlantic City, I want to personally thank you again for attending the 102nd Annual New Jersey State League of Municipalities Conference. We look forward to seeing you around Atlantic City this week.

Sincerely,

Donald A. Guardian
Mayor



SAFETY FIRST!

Public safety is a complex set of issues for today's communities. For the latest outlooks, consider the following sessions:

Tuesday, November 14

3:45 p.m. Bail Reform:
Room 412 Impact on Municipalities

Wednesday, November 15

2:00 p.m. Cyber Security Issues:
Room 420 Ransomware

3:45 p.m. Shared Services:
Room 311 Merging Public Safety Functions

Thursday, November 16

9:00 a.m. Police Community
Room 411 Relations

10:45 a.m. Traffic Safety:
Rooms 408/9 Engineering, Education and Enforcement

NJLM PROGRAMS, SESSIONS & WORKSHOPS

All sessions are held in the Atlantic City Convention Center unless otherwise noted.

Tuesday, November 14

Registration and Exhibits Open

9:00 a.m.

2:00 p.m.-3:40 p.m. Sessions

Room #

Budget & Audit Update	302
The Role of the Mayors Wellness Campaign in Your Community	307
Creative Partnerships that Transform Neighborhoods	308
Coffee With Your Colleagues: Networking and Orientation	319
The Visual Litter Survey – Tracking Trash in New Jersey & Across the Globe	401
Liquor Licensing & Economic Development	404
Punchlines & Politics: Perfect Together!	411
Innovative Mental Health for Teens	416
Water Management Strategies that Yield Results	421

Resolutions Committee

3:00 p.m.-5:15 p.m.

320

3:45 p.m.-5:15 p.m. Sessions

Room #

The Employer's Role When a Member Retires	303
Schools & Municipalities: Working Together for Children's Health	312
Next Generation of Professionals for Electeds	315
The New Downtown Paradigm – Attracting Customers & Business	318
From Boomers to Beachers: Who is Filling the Roles (Holes?)	408
Bail Reform: Impact on Municipalities	412
The Role of Underserved & Historically Disadvantaged	417
You Can Dream Big With a Small Grant	421

Registration and Exhibits Close

5:00 p.m.



Wednesday, November 15

**Mayors Wellness Campaign:
Fitness with an Olympian** **7:45 a.m.-8:45 a.m.** **Atrium
Galleria**

Registration and Exhibits Open **8:30 a.m.**

9:00 a.m.-10:40 a.m. Sessions	Room #
Pension & Health Benefits Reforms Update	301
Solving the Problem of Vacant Properties	303
Building Healthy Communities: Today's Youth, Tomorrow's Leaders	309
Affordable Housing Update	401
Creating Dynamic Content with Social Media	402
Key Principles for Effective Community Engagement	404
2017 Sustainable Jersey Program Update: New Actions & Initiatives	421
10:45 a.m.-12:00 noon Sessions	Room #
The Past is Prologue: Christie's Legacy & the Next 4 Years	201/202
NJ DEP Storm Water (Updates to MS4 Permits)	304
Improving Population Health in New Jersey	312
Municipal Bonds 101	408/409
The New Challenge of the Sharing Economy & Municipal Regulations	411
Elected Officials Primer – Ethics	417
Urban Mayors – Cities in Economic Transition Under a New Paradigm	419
Environmental Justice in Planning & Zoning	421

2017 Conference Consultants

A list of consulting contacts has been made available at njslom.org/conference2017, in the app, and in the printed Session Program, allowing conference attendees the opportunity to schedule face-to-face meetings with State program directors, area experts, and grant givers to occur during Conference week.

Take advantage of the ample space for one-on-one and small group meetings in the Exhibit Hall lounges and in the Atrium lobby.

The environment and our environmental infrastructure are subjects that present contemporary challenges with impacts lasting well into the future. Catch up on the latest with the following sessions.

Tuesday, Nov. 14

2 p.m. Room 401
The Visual Litter Survey – Tracking Trash in NJ & Across the Globe

Wednesday, Nov. 15

10:45 a.m. Room 304
NJDEP Storm Water (Updates to MS4 Permits)

2 p.m. Room 416
Towns Center MicroGrids

3:45 p.m. Room 303
Pipelines & Compressors – What You Need to Know

Thursday, Nov. 16

9 a.m. Room 301
Water Infrastructure – Proposed Solutions

10:45 a.m. Room 418
Major Changes to Flood Hazard Area Control Act

2 p.m. Room 309
Becoming Energy Efficient Without Affecting Your Budget

For more information on these and other sessions, visit the League's Conference app or website at njslom.org or 102nd Conference Session Program. You can also go to 2017 Conference CEUs for the latest listing of seminars offering Continuing Education Units.

MAYOR'S BOX LUNCH



Download ticket order forms from njslom.com/2017conf/meal-functions.htm

26th Annual Mayor's Box Luncheon

Wednesday, November 15, 2017

12:00 noon - 1:45 p.m.

Crown Ballroom, 2nd Floor

Sheraton Hotel, Atlantic City

Tickets: \$25 per person



Presiding:

Honorable Albert B. Kelly, *Mayor, Bridgeton, League President*

Presentations:

Mayors' Hall of Fame Presentation
Innovation in Governance Awards Presentation

Welcome:

Honorable Donald A. Guardian, *Mayor, Atlantic City*

Guest Speakers:

Honorable Charles A. Richman, *Commissioner, State Department of Community Affairs*

Honorable Bob Martin, *Commissioner, State Department of Environmental Protection*



12:00 noon-1:45 p.m. Sessions



26th Annual Mayors Box Luncheon

12:00 p.m.

Sheraton Crown Ballroom

2:00 p.m.-3:40 p.m. Sessions

Session	Room #
Legislative Leadership in 2018: Working With a New Administration	201/202
Addressing Heroin & Opiate Abuse in Your Community	301
Siting Wireless Facilities in the Rights-of-Way	304
Recent OPRA Decisions	402
Purchasing Doesn't Always Mean Formal Bidding	403
Chapter 78 – What Does the Future Hold?	404
Economic Development: Repurposing Vacant Suburban Offices	411
Towns Center Microgrids	416
Elected Officials Primer – Budget and Procurement	419
Cybersecurity Issues: Ransomware	420
Waste Not, Recycle More! Effective Local Waste Management	421



NJLM PROGRAMS, SESSIONS & WORKSHOPS

CONTINUED

3:45 p.m.-5:15 p.m. Sessions	Room #
Annual Risk Management Session	302
Pipelines and Compressors: What You Need to Know	303
NJ Lands Blueprint Updates & Utilization by NJ Land Professionals	310
Shared Services Merging Public Safety Functions	311
It's A Shore Thing – Public Access & Resiliency	318
On the Road Again – TTF	408/409
Local Sustainability & Public Engagement Technology Solutions	421
Municipal Ethics Programs & the DCA Local Finance Board	Hall A
Registration and Exhibits Close	5:00 p.m.



**Women in Municipal Government –
Networking & Awards Event**

5:15 p.m.

**Sheraton
Pearl Ballroom**

Thursday, November 16

Registration and Exhibits Open	8:30 a.m.
9:00 a.m.-10:40 a.m. Sessions	Room #
Water Infrastructure – Proposed Solutions	301
Interest Arbitration & the 2% Cap	302
The Approaches to Tax Assessing	312
Police-Community Relations	411
Public Contracts Law & Regulation Update	412
Municipal Leadership Strategies for Community Energy Efficiency	421
10:45 a.m.-12 noon Sessions	Room #
OPMA/Civility/Administration of Public Meetings	201
Lighting the Way – Street Lighting That Saves	305/306
Municipal Animal Control Function & Wildlife Management	308
Reasonable Workplace Accommodations	313
Ratable Base Changes Can Happen in Any Municipality	402
Traffic Safety: Engineering, Education, & Enforcement	408/409

NJLM PROGRAMS, SESSIONS & WORKSHOPS

CONTINUED

Tourism 2.0 – Attracting Niche Travelers to Your Town 414

Major Changes to Flood Hazard Area Control Act 418

Programs to Promote a Clean Energy Future Today 421

12:00 noon-1:30 p.m. Sessions

Room #

**League Luncheon
for all Delegates**



12:15 p.m.

**Sheraton
Crown Ballroom**

Exhibits Close

1:00 p.m.

2:00 p.m.-3:40 p.m. Sessions

Room #

Using Technology to Improve Everyday Efficiency 304

Natural & Historic Resources 305/306

Becoming Energy Efficient Without Affecting Your Budget 309

Farmland Preservation & Right to Farm: Strategies to Succeed 411

Complete Streets: Safe, Healthy, & Green Streets for All 421

Registration Closes

3:00 p.m.

**League Annual
Business Meeting**

3:30 p.m.

**Sheraton
Pearl Ballroom**



EXHIBITOR LEARNING SESSIONS

Conference exhibitors share their expertise and insights with free, informative sessions open to all conference delegates on Wednesday, November 15.

Wednesday, November 15

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

Room

AARP Creating Livable Communities: From Parklets to Form-Based Codes 310

Concentra Creating a Best-in-Class Occupational Medicine Program for Municipalities 316

Concord Energy Services Community Energy Aggregation: The Benefits and the Process 313

Fire & Safety Services, Ltd. Cooperative Purchasing & Compliance with LFN 2012-10 317

Lincoln Financial Group The Future of 457b Plans 416

Whitman Are You at Risk? Health, Safety, & Environmental Issues Facing Your Community 420

1:00 p.m.-1:50 p.m. Sessions

Room

Energy Systems Group Pay for Facility Upgrades Without Raising Taxes 322

GovPilot Leveraging the Cloud for Less Taxing Tax Assessment 318

IXP Corporation Managed Services 321

Joy Systems Stretching Your IT Dollar with Refurbished Technology 406

Hop on Social Media for Updates During Conference Week!

Follow NJLM on Facebook and Twitter by using **#njleague** or downloading the Conference App and opting for push notifications!

We'll be providing immediate notices of:

- Changes to the League's educational sessions schedule
- Shuttle bus changes
- Sold-out League events
- Daily highlights
- View NJLM's profiles at [facebook.com/njleague](https://www.facebook.com/njleague) and twitter.com/nj_league



Back for 2017: Conference App

Back by popular demand, the 2017 Conference app is now available through iTunes, GooglePlay, and Microsoft app stores. Download the app to access a fully searchable session schedule, interactive map of the exhibit floor, listing of exhibitors, and up-to-date event information. Please note: this year you'll need to re-upload the app as it is entirely new for 2017.

Getting Started

Once you've downloaded the app, select a user name and password that will be used to access your saved information on all of your devices. To get going, you'll review OPRA and security messages, then get a brief tutorial featuring the highlights of the app. Once you're into the app, it's time to explore all of the beneficial options at hand!



 Schedule	General, searchable list of conference events
 MyEvent	Your personal schedule selected from the app features
 Consultants	A check adds to your contact list. "Let's Meet" creates an email link for consulting meetings
 Floor Plans	Interactive maps of floors 2-4 of the ACCC and Exhibit Hall
 Sponsors	Visit those who support the League Conference!
 Exhibitors	Exhibitors filters by category, name, or booth #
 Speakers	Speakers with their titles and links to their sessions
 Social	Sign in to view the League's latest feeds
 Highlights	The highlights of what's happening each day at the conference.
 FAQs	Conference and Attendees' information
 Venues	Official conference hotels & facilities
 About	A welcome message from NJLM President Mayor Albert Kelly
 Help Desk	Visit our info booth on-site for conference-related issues or contact the app developer for app related issues
 Settings	Select options to add MyShow events to your personal calendar and opt for push notifications for the latest news
 Atlantic City, NJ	A city guide to Atlantic City
 Feedback	Fill out this survey to let us know how much you like the new app.
 Logout	Optional, but not necessary to exit the app.

QUICK GUIDE: Navigating the App

-  Show/Hide icons
-  Check for alerts/updates
-  Sync/update the app
-  Information about the app
-  Tips for app functions
-  Filter Schedule by CEU, Event Type, or Affiliate Group
-  Search by keyword, speaker, or exhibitor

EXHIBITORS

(AT PRESS TIME)

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

A & K Equipment Company, Inc.
A&M Industrial
A+ Technology and Security
AARP
AB Energy USA, LLC
Abacus IT
Abbington Engineering, LLC
ABC Emergency Rental/Leasing
Absolute Fire / First Choice
AC Power & Re-Imagine RE
Accelerated Information Systems
AccessRec, LLC
ACCSES NJ/ CNA Services
AccuScan
Action Data Services
ACV Enviro
Adams, Rehmann & Heggan Assoc.
AdComp Systems
Adsorbed Natural Gas Products
Advanced Card Systems
Advanced Computer Solutions
Advanced Infrastructure Design
Aetna
Affordable Housing Alliance
Air & Gas Technologies, Inc.
All Covered
Allan Briteway Electrical/Utility
Allen Associates
Alliance Bus Group
Allstate Office Interiors
Altec Industries Inc.
Altice Business
American Hose & Hydraulics
American Littoral Society
American Pipe Cleaning, LLC
American Recycling Resources
American Recycling Technologies
American Red Cross NJ Region
American Tennis Courts, Inc.
American Water Resources
AmeriHealth New Jersey
Amish Country Gazebos
Amramp
AMTEC
Amy S. Greene Environmental
Ancero
AP Certified Testing LLC
APWA - NJ Chapter
Aqua New Jersey, Inc.
Aqua Patch Road Materials, LLC.
AQUATECH-USA.com
Art Pride New Jersey
Asphalt Paving Systems, Inc.
Asplundh Tree Expert Co.
Associated Asphalt
AstroTurf
AT&T
Atlantic Coast Recycling
Atlantic County Government
Atlantic Plumbing Supply
Atlantic Switch & Generator
Atlantic, Tomorrows Office
Auctions International
Aurora Environmental, Inc.
AVS Technology
AXA Equitable
Badger Meter, Inc.
Balady Promotions, Inc.
Barber Beach Cleaners
Bayshore Recycling Corp.
BeachTech
Beam Clay / Partac
BEM Systems, Inc.
Bemrose Booth Paragon
Ben Shaffer Recreation Inc.
Benecard Services, LLC
Bergen County Dept Plan/Engineer
BEST Access Solutions
Bethlehem Precast, Inc.
Beyer Bros. Corp.
Beyer Chrysler Dodge Jeep Ram
Beyer Fleet
Beyer Ford
BGIA
Bloom Energy
Bob Johnson's Computer Stuff

Bobcat of North Jersey
Bollinger Specialty Group
Bortek Industries, Inc.
Bosch Rexroth Canada
Bowman Consulting Group
Boyce Associates, Inc.
Brinkerhoff Environmental Svcs
Britton Industries
Broadview Networks
Brown & Brown Insurance
BRS, Inc.
Bruno Associates, Inc.
Bryan Electric Co., Inc.
Bulk Storage
Burlington Co. Bridge Commissn.
Buyers Products
CAIT Technology Transfer Group
Cambria Truck Center, Inc.
Camerota Truck Parts
Campbell Freightliner, LLC.
Cape May Convention Hall
Capital Benefits, LLC.
Carbtrol Corporation
Card Data Systems /Toshiba
Cardno, Inc.
CASA Payroll Services
Cascade Cart Solutions
CEMCO
Center State Engineering
Central Jersey Equipment
Certified Cirus Control Systems
CFG Health Network
CGI Communications, Inc.
Chambers Architecture, Inc.
Check Point Software Technologie
Chemung Supply Corp.
Cherry Valley Tractor Sales
CIANJ/Commerce Magazine
CIT-E-NET
City Fire Equipment Co., Inc.
City of Atlantic City
City of Long Branch
City of Plainfield
CivicPlus
Civil Solutions
CJIS Solutions
Classic Turf Company
ClearSpan Fabric Structures
Cliffside Body Corp.
Cm3 Building Solutions, Inc.
CME Associates
Cobra Power Systems Inc.
Coded Systems, LLC.
Comcast Business
Commercial Recreation Specialist
Community Associations Inst. NJ
Concentra Medical Centers
Concord Energy Services
Concrete Pipe Assoc. of NJ
Conestoga Buildings
Conner Strong & Buckelew
Consolidated Fence Co.
Contemporary Sprinter/Metris
Control Point Associates, Inc.
Convault/Dieselpure
Cooper Electric Supply Co.
Cooper's Office Furniture
County of Union
Covanta Energy/ECovanta
CRAM-A-LOT/J.V.Mfg
Crane Materials International
CRC
Creative Marketing Alliance
Creston Hydraulics, Inc.
CSBK - Your Forever Bank
CTCI
CUES
DAG Onsite Crushing
DARE America
Data Network Solutions
DCO Energy, LLC
DDS Services
Dejana Truck & Utility Equipment
Dell/Ocean Computer Group Inc.
Delta Dental of New Jersey, Inc.
Deluxe International Trucks

Deschamps Mats Systems, Inc.
Designed for Fun, Inc.
DEV0 & Associates, LLC
DewEze Mfg./Harper Ind.
Diamond Pharmacy Svcs/Med Supply
Direct Energy
Direct Flooring
Discount Playground Supply
DMR Architects
DocuSafe Records Management
Domain Tech Academy at Mercer
Dome Corp. of North America
DONG Energy
Donnelly Energy
Dossier Systems, Inc.
Downes Forest Products, LLC
Downtown Decorations, Inc.
Downtown New Jersey
Dragon Asphalt Equipment, LLC
DRS Imaging
Dude Solutions
Dunrite Sand & Gravel
Durabrite Lights
E. O. Habhegger Co., Inc.
Eagle Wireless Communications
Earth Materials, LLC (Copertino)
Eastern Armored Services, Inc.
Eastern DataComm, Inc.
Eastern Lift Truck
Eastern Surplus & Equip. Co.
Eaton's Cooper Lighting
EAW Security
Edmunds & Associates, Inc.
Electronic Risks Consultants
Elizabeth Development Company
Elizabeth Truck Center
Elizabethtown Gas
Elizabethtown Gas-energy Smart
Elliott-Lewis Corporation
eMazzanti Technologies
Emerald Equipment Systems Inc.
EMEX, LLC
EMS Council of New Jersey
Energy Systems Group
Enfotech & Consulting, Inc.
Engineering & Land Planning Asso
Environmental Equipment Co.
Environmental Resolutions, Inc.
Envirosight
Eppy's Tool & Equipment
ESCNJ Co-op Services
Excel Environmental Resources
EZ Docks Mid Atlantic
EZ Street Company
Facility Solutions Group
Fail Safe Testing, LLC
Fairleigh Dickinson University
Farm-Rite, Inc.
Fastenal-MRO Contract A79873
Fathom
FDR Hitches
FDU Off-Campus/Online Programs
Ferriero Engineering, Inc.
FieldTurf
Filebank Inc.
Finch Services, Inc.
Fincredit Inc.
Fire & Safety Services, LTD.
Fireworks Extravaganza
Flemington Car & Truck Country
Foley Incorporated
Force America, LLC.
Ford Fleet Parts & Service
Foveonics Imaging Technologies
Franklin Trailers, Inc.
Franklin-Griffith Electric
FreeSpan Structures, Inc.
French & Parrello Associates
Fuel Ox
FuelForce Multiforce Systems
FuelMaster/Syntech Systems, Inc.
Gabrielli Truck Sales
GAF
Gallagher Asphalt Corporation
GameTime Park & Playground Equip
Garden State Bobcat Group

Garden State Laboratories, Inc.
Garden State Municipal JIF
Garden State Precast
Gates Flag & Banner Co.
Geese Chasers
General Code
General Recreation, Inc.
Geo3.0 by Jungle Lasers
GEOD Corporation
George Ely Associates
Godwin, a Xylem Brand
Golden Equipment Co. Inc.
GovDeals, Inc.
Government Forms & Supplies
GovPilot
GovSites
Gramco Business Communications
Granite Sky Civic
Granturk Equipment Co., Inc.
Greenfields Outdoor Fitness Inc.
Greyhawk
Groff Tractor New Jersey, LLC.
Grotto Engineering Assoc LLC
G-S Products
H. A. DeHart & Son, Inc.
H2M Associates, Inc.
Hackensack Riverkeeper Inc.
Hale Trailer Brake & Wheel
Halco Industries, Inc.
Hapco
Harbor Consultants, Inc.
Harter Equipment, Inc.
Helac Corporation
Henke Manufacturing
HERC Rentals
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Hionis Greenhouses Inc.
Hoffman Equipment
Hoffman Services, Inc.
Hogan Security Group
Holman Frenia Allison, P.C.
Hoover Truck Centers
Horizon BCBS of NJ
Housing & Com.Dvlp Network NJ
Hudson Community Enterprises
Hudson County Improvement Auth.
Hudson County Motors, Inc.
Hudson Machinery LLC
Human & Civil Rights Assoc of NJ
Hunter Technologies
Hunter Truck Sales
Hydro International
I.M.S.A. New Jersey
IAA Insurance Administrator
IAPMO
IBEW Local 102
IBEW Local 102 JATC
Icon/EPA-Comp/Universal Valve
ILA Lighting & Controls
Impactivete Networks Inc.
Infinity Air LLC
Info-Cop By GTBM, Inc.
Inservco Insurance Services
Instant Verificat. Child Protect
Insurance Design Administrators
Integrated Technical Systems
Integrity Health
IntelliMap Consulting
InterClean Equipment, Inc.
International Code Council
Interport
Interstate Aerials
Interstate Asphalt Products
Investors Bank
IPL Plastics Environment
IPS Group
Island Tech Services
ITEM Ltd.
Ivy Rehab Physical Therapy
IXP Corporation
J&J Bodies/USM/Bristol Donald
Jack Doheny Companies
Jasper Engines & Transmissions
JD Sound & Video
Jersey Access Group/NJ NATOA
Jersey Central Power & Light

(continued)



New Time, New Event!

WIMG

Women in Municipal Government Networking & Awards Event

Wednesday, Nov. 15, 2017 • 5:15 p.m.

Pearl Ballroom, 2nd Floor, Sheraton Hotel • Tickets: \$30 per person

To encourage the active involvement and full participation of elected female municipal officials, the League of Municipalities Executive Board established the Women in Municipal Government Committee (WIMG). For the past several years, WIMG has hosted an annual breakfast to highlight of women in municipal government. This year WIMG is kicking off a new networking event during the League's annual conference honoring women who have dedicated their time and energy toward the advancement of women in municipal government and creating an environment for building new and deeper connections by hosting a Networking and Award Event.



Did you know:

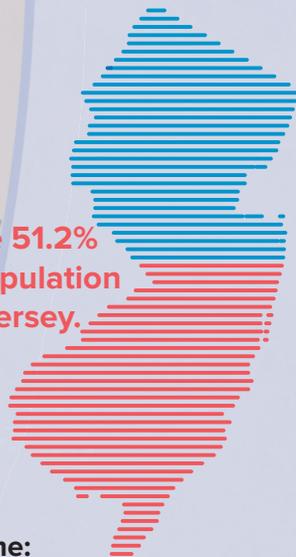
Out of the 565 municipalities, only 85 Mayors are female?



Out of the 2,878 governing body members, only 696 are female?



Females
comprise 51.2%
of the population
in New Jersey.



15.04% Mayors
and 24.18% of
governing body
members are
female.



Presiding/Wecome:

Susan Howard, *Mayor, Monmouth Beach; League Executive Board*

League President's Welcome:

Albert Kelly, *Mayor, Bridgeton; League President*

Outstanding Women in Municipal Government Awards:

- Colleen Mahr, *Mayor, Fanwood; League 2nd Vice President*
- Stephanie C. Murray, *Deputy Mayor, Middletown*
- Stephanie McGowan, *Councilwoman, Ruthorford*
- Sharon McCullough, *Administrator and Chief Financial Officer, Haddonfield*
- Gabriela V. Simoes Dos Santos, *Chief Financial Officer, Harrison Town*

Download and return ticket order forms from njslom.org/2017conf/meal-function-form.pdf

- Jersey Mail Systems
- Jersey Professional Management
- JESCO, Inc.
- Jet Vac Equipment
- Jewel Electric Supply Company
- JOBS4BLUE
- John Guire Supply
- John W. Kennedy Company, Inc.
- Johnson & Towers, Inc.
- Johnston Communications
- Joshua Marcus Group Promotions
- Joy Systems, Inc.
- JP Patti Tecta America Roofing
- Kamstrup Water Metering
- Kapsch TrafficCom
- KC Sign
- Kean University
- Keller & Kirkpatrick, Inc.
- Keyport Army Navy
- Keystone Purchasing Network
- Keystone Structures, Inc.
- KI by Maco Office Source
- Kiely Equipment Co., Inc.
- Kiely Family of Companies
- Kimball Midwest
- Kimco USA Inc.
- KOMPAN Playgrounds
- Kueper North America
- L.E.A.D. Inc.
- LAN Associates
- Laurel Equipment
- LEDLights/Phantom
- Lexipol
- Liberty Parks & Playgrounds
- LifeSavers, Inc.
- Lincoln Financial Group
- LTW
- M2M Spectrum Networks
- MacKay Meters, Inc.
- Madison Plumbing & Htg. Supply
- MagiaCX
- Magnum Piering
- Maplecrest Ford Lincoln of Union
- Marbelite Co., Inc.
- Maser Consulting
- Mateflex
- Max Spann Real Estate/Auction Co
- Mazza

McCarthy Tire Service

- McGrath Municipal Equipment
- McIntosh Rain Barrels
- McNelis Investigative Services
- MetLife
- MGL Printing Solutions
- Mid-Atlantic Truck Centre
- Mid-Atlantic Waste Systems
- Mike's Better Shoes
- Millennium Communications Group
- Millennium Strategies, LLC
- Mitchell Associates Architects
- Mitchell Humphrey & Co.
- Modern Equipment & Supply
- Momentum Solar
- Monmouth Truck Equipment
- Monmouth Univ. Urban Coast Inst.
- Montana Construction Corp Inc.
- Mott MacDonald
- Muncie Power Products
- MunciPAY
- Municipal Clerks' Assoc. of NJ
- Municipal Code Online (MCO)
- Municipal Excess Liability Fund
- Municipal Software, Inc.
- Munidex, Inc.
- Muscle Wall
- Musco Sports Lighting
- My Downtown Mobile

Najarian Associates

- National Water Main Cleaning Co.
- New Jersey American Water
- New Jersey Beekeeper's Assoc.
- New Jersey Business Systems
- New Jersey CannaBusiness Assoc.
- New Jersey Conference of Mayors
- New Jersey Farm Bureau
- New Jersey Library Association



#njleague

New Jersey Natural Gas
 New Jersey Natural Gas (NGV)
 New Jersey One Call
 New Jersey Parking Institute
 New Jersey Planning Officials
 New Jersey Prevention Network
 New Jersey's Clean Energy Prog.
 New York Life
 NJ - Board of Public Utilities
 NJ - Career Connections
 NJ - Catastrophic Illness Progm
 NJ - Cooperative Purchasing& DSS
 NJ - Council on Dev Disabilities
 NJ - DEP Local Gov't Assistance
 NJ - Dept Health Child/Lead Prev
 NJ - Dept of Agriculture
 NJ - Dept of Children & Families
 NJ - Dept of Community Affairs
 NJ - Dept of Labor PEOSH
 NJ - Dept of Transportation
 NJ - DEPTCOR/State UseIndustries
 NJ - Div. of Travel & Tourism
 NJ - Division of Taxation LPT
 NJ - DORES Records Mgmt Services
 NJ - Highlands Council
 NJ - Homeland Security (NJOHSP)
 NJ - Housing & Mortgage Finance
 NJ - Long-Term Care Ombudsman
 NJ - Motor Vehicle Commission
 NJ - Redevelopment Authority
 NJ - State Library
 NJ - Unclaimed Property
 NJ Certified Animal Control
 NJ Clean Cities Coalition
 NJ Clean Communities
 NJ GMIS
 NJ Municipalities Magazine
 NJ Police Chiefs Association
 NJ Recreation & Park Assoc.
 NJ SEM
 NJ Shade Tree Federation
 NJ Society of Prof Land Surveyor
 NJ State Chamber of Commerce
 NJ Water Environment Assoc.
 NJEDA
 NJHCQI Mayors Wellness
 NJM Insurance Company
 Norris Sales Co. Inc.
 North American Pipeline Services
 Northeast Communications, Inc.
 Northeast Sweepers & Rentals
 Northfield Bank
 Nova Environmental Products
 NozzTeq Inc.
 NuPark
 OceanFirst Bank
 Odyssey Battery
 Office Business Systems
 Oldcastle Lawn & Garden
 Oldcastle Precast Easiset Bldgs
 Olympia Lighting
 Omega Environmental Services
 OMER/First-Choice
 One Source of New Jersey
 Onspot Automatic Tire Chains
 Open Systems Integrators
 Optimum Business
 OSI Technology
 Oxford Engineering Company
 P.L. Custom Emergency Vehicles
 Palindrome Technologies
 Paper Mart, Inc.
 Party Perfect Rentals
 Passaic Valley Sewerage
 Payment Service Network, Inc.
 Peach Country
 Peirce-Eagle Equipment Company
 Pemberton Electrical Supply
 Penn Jersey Machinery
 Pennoni
 PennSMART
 Perma-Liner Industries LLC
 Perma-Patch
 PF Parking Corp.
 Philips Lighting North America
 Phoenix Advisors, LLC.
 Phone.com
 Piazza & Associates, Inc.
 Pinnacle Wireless
 Pitney Bowes Inc.

PKA Technologies
 Plainfield M.U.A.
 PMA Management Corp.
 PNC Bank, N.A
 POM Parking Meters
 Preservation New Jersey
 Presray Corporation
 Print & Mail Communications
 Prior & Nami Business Systems
 Provident Bank
 Prudential
 PS&S Consulting Engineers
 PSE&G
 Public Safety Institute
 Public Works Association of NJ
 Pubworks
 Purazzo Ins-Voluntary Specialist
 Qscend Technologies, Inc.
 QualCare, Inc.
 R&L Payroll
 R.S. Knapp/Hewlett Packard
 Rain for Rent
 Ransome Cat
 Reclamation LLC
 Recreation Resource USA
 Recycle Track Systems
 Reed Systems, LTD
 Remington & Vernick Engineers
 Remington, Vernick & Vena
 Rental Country Inc.
 Report It, LLC.
 Republic First National
 Republic Services of NJ
 Rescue Leaders LLC.
 RFP Solutions, Inc.
 RFS Commercial, Inc.
 RGA, Inc.
 R-Health
 Ricoh USA Inc.
 Rileighs Outdoor Décor
 RIO Supply/Neptune
 River Front Exterior Services
 RJP Hotsy
 Roberts Engineering Group LLC
 Robinson
 Rohrer Bus Sales
 Rosco, Inc.
 Rotochopper, Inc.
 Route 23 Auto Mall
 RPM Development Group
 Rudco Products Inc.
 Russell Reid / Mr. John Co.
 Rutgers Continuing Education
 Rutgers SPAA
 Sanexen Water Inc.
 Sanitation Equipment Corp.
 Santander Bank, N.A.
 Save Barnegat Bay
 Save H2O NJ
 Scale Computing
 SealMaster
 SeamlessGov by SeamlessDocs
 Secdo
 Sensus USA
 ServiceMaster Restore
 Servpro of Freehold
 SERVPRO Team Green
 Seton Hall University
 Sharp Business Systems - NJ
 Shaw Sports Turf
 Sidewalk Buttler
 Signature Sites LLC
 Simplicity Engineering (NE), Inc
 SiteOne Landscape Supply
 Smart Tech-Keyboard Consultants
 SmartProcure
 sofSURFACES
 Sonitrol Security Systems
 South Jersey Fed. Credit Union
 South Jersey Gas
 Spatial Data Logic
 Specialty Automotive Equipment
 SSI SCHAEFER
 Stageline Mobile Stage
 StarNet Solutions Inc.
 Statewide Insurance Fund
 Statewide Traffic Safety
 Statile Associates
 Sternberg Lighting
 Stewart & Stevenson/Atlantic

Stormwater Compliance Solutions
 Storr Tractor Company
 Suburban Consulting Engineers
 SUEZ
 Sunrise Systems
 Superior Play Systems
 Sustainable Jersey
 SwiftReach
 T&M Associates
 T. Slack Environmental Services
 T.M. Fitzgerald & Associates
 Tax Collectors & Treasurers NJ
 TD Bank, N.A.
 TenFour
 Tennant Company
 The Difference Card
 The Gillespie Group
 The Goldstein Partnership
 The LandTek Group
 The Pothole Killers
 The Shauger Group, Inc.
 Thomas Edison State University
 Thomas/Boyd Communications
 Timtrak Systems
 Topology
 TPx Communications
 Trackless Vehicles, LTD
 Traffic Systems Inc.
 TransAxle LLC
 Transparent Energy
 Triad Associates
 Tristate LED
 Tritex Office Equipment Inc.
 Trius, Inc.
 Truck Permits Express
 Tullo DEF
 Turf Equipment & Supply Co.
 Turnkey Enterprises LLC
 Turn-Key Technologies
 U.S. Conference of Mayors
 U.S. HealthWorks
 U.S. Municipal
 Ultra Equipment LLC
 UMH Properties, Inc.
 Unicorn HRO
 Unique Paving Materials Corp.
 United Rentals Pump Solutions
 United States Recycling Inc.
 US Sports Institute
 USA Notify
 USDA Rural Development
 USDA-APHIS Wildlife Services
 V.E. Ralph & Sons, Inc.
 Valic
 Valk Manufacturing Co.
 Valley National Bank
 Van Cleef Engineering Associates
 Van Note-Harvey Associates, Inc.
 VCI Emergency Vehicle Specialist
 Veeder-Root/Gasboy
 Vehicle Tracking Solutions
 Verizon Networkfleet
 Vermeer North Atlantic
 Versalift East, LLC
 Victory Gardens Inc.
 Virtual Towns & Schools
 VoIP Networks
 W. E. Timmerman Co, Inc.
 Warshauer Electric Supply Co.
 Waste Management of New Jersey
 Wastequip/Toter
 WatchGuard Technologies, Inc.
 Waters, McPherson, McNeill, P.C.
 Weather Works, LLC
 West Shore Night Cap
 Whitmarsh Corporation
 Whitman
 Widmer Time Recorder
 Wildco PES
 Wilfred MacDonald, Inc.
 Willdan
 Wilmington Trust
 Winner Ford
 WM Policy
 Work Zone Contractors
 Xrcise Gym
 Zero Surge Inc.
 Zoll Medical Corporation

DELEGATES LUNCHEON



League Delegates Luncheon

Thursday, November 16, 2017

12 noon-1:30 p.m.

Crown Ballroom, 2nd floor,

Sheraton Hotel

Tickets \$40 per person



Presiding:

Honorable Albert B. Kelly,
Mayor, Bridgeton, League President

Invocation:

Monsignor
 Philip Lowery,
St. James Catholic Church, Red Bank and New Jersey Chaplain, New Jersey State Police



Welcome:

Honorable Donald A. Guardian,
Mayor, Atlantic City

Invited Guest Speaker:

Governor Elect

**Official Towne Crier of the
 New Jersey State League of
 Municipalities:**
 Richard LaLena

AFFILIATE PROGRAMS & MEETINGS

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

Assessors | Association of Municipal Assessors of New Jersey

Tuesday, November 14, 2017		Room #
10:00 AM - 12:00 PM		
Legislative Update - Joint Session with MCANJ, GFOANJ, and TCTANJ		402
1:30 PM - 3:30 PM		
Understanding Tax Appeal Appraisals		313
Wednesday, November 15, 2017		
9:00 AM - 10:00 AM		
NJIAAO Annual Membership Meeting	Dennis Ballroom, Bally's	
10:00 AM - 12:00 PM		
AMANJ General Membership Meeting	Dennis Ballroom, Bally's	
12:00 PM - 2:00 PM		
AMANJ Business Luncheon	Blenheim Ballroom, Bally's	
2:00 PM - 4:00 PM		
Waterfront Property Evaluation	Dennis Ballroom, Bally's	

Thursday, November 16, 2017		
9:00 AM - 12:00 PM		
The Approaches to Tax Assessing - Joint Session with League/NJILGA		312
1:30 PM - 3:30 PM		
Chapter 91: Methodology & Reasonableness		410

Municipal Attorneys | New Jersey Institute of Local Government Attorneys

Wednesday, November 15, 2017		
10:00 AM - 10:15 AM		
ILGA Welcome & Introduction to Programs and CLE Requirements		314
10:15 AM - 11:30 AM		
Cybersecurity Issues Facing Municipalities		314
1:15 PM - 2:30 PM		
Topics in Local Government Ethics		412
2:30 PM - 3:30 PM		
Recognizing, Avoiding & Remediating Conflicts of Interest - Joint Session with NJSME		418
4:00 PM - 5:00 PM		
New Jersey Public Sector Law Update		412
Thursday, November 16, 2017		
9:00 AM - 12:00 PM		
The Approaches to Tax Assessing - Joint Session with League/AMANJ		412
10:00 AM - 11:30 AM		
SADC/Agricultural Properties: Green Acres/Open Space Issues, ROSI Consequences		415
1:00 PM - 2:15 PM		
Avoiding & Defending Claims Against Local Governments		417
2:30 PM - 3:30 PM		
OPRA & Right to Know: Recent Developments & Strategies		418
3:30 PM - 4:30 PM		
Municipal Law Update 2017		417
5:00 PM - 7:00 PM		
NJILGA Annual Social Event	Spartucus Room, 3rd Floor, Caesars	

Building Officials | New Jersey Building Officials Assoc.

Tuesday, November 14, 2017		
1:00 PM - 5:00 PM		
Ethics and the Uniform Construction Code		415
Wednesday, November 15, 2017		
10:00 AM - 11:30 AM		
NJBOA Election of 2017 Officers and General Meeting	Imperial/Berkshire Room, Bally's	
12:00 PM - 3:00 PM		
NJBOA Annual Luncheon & Swearing In of Officers	Marlborough ABC, Bally's	



Thursday, November 16, 2017

10:00 AM - 12:00 PM

NJBOA 2015 International Swimming Pool and Spa Code 316

Municipal Clerks | Municipal Clerk's Association of NJ, Inc.

Tuesday, November 14, 2017

10:00 AM - 12:00 PM

Legislative Update -
Joint Session with AMANJ, GFOANJ & TCTANJ 402

2:00 PM - 3:40 PM

Election Law Update 409

Wednesday, November 15, 2017

9:00 AM - 10:40 AM

OPRA & the Press 414

2:00 PM - 3:40 PM

Games of Chance Licensing 414

Court Administrators | Municipal Court Administrators Association of New Jersey

Tuesday, November 14, 2017

12:00 PM - 1:00 PM

Docket Books/Retention Schedule 418

1:10 PM - 2:10 PM

Judiciary Code of Conduct 418

2:30 PM - 4:30 PM

NJMVC Updates 418

Wednesday, November 15, 2017

8:00 AM - 12:00 PM

MCAANJ Installation Brunch Grand Exhibition Center, Tropicana

8:30 AM - 8:45 AM

Opening Discussion Grand Exhibition Center, Tropicana

8:45 AM - 9:00 AM

MCAANJ Swearing in Ceremony Grand Exhibition Center, Tropicana

9:00 AM - 9:15 AM

MCAANJ Update Grand Exhibition Center, Tropicana

9:15 AM - 9:45 AM

MCAANJ Keynote Speaker Grand Exhibition Center, Tropicana

10:30 AM - 12:00 PM

AOC Updates Grand Exhibition Center, Tropicana

1:00 PM - 2:30 PM

Hot Topics in the Judiciary Part I 320

2:30 PM - 4:00 PM

Hot Topics in the Judiciary Part II 320

4:00 PM - 6:00 PM

League Court Race Havana Tower, Tropicana

Thursday, November 16, 2017

8:00 AM - 9:00 AM

MCAANJ Continental Breakfast Royal Swan Ballroom, North Tower, Tropicana

8:30 AM - 9:00 AM

MCAANJ November Meeting Royal Swan Ballroom, North Tower, Tropicana

9:00 AM - 10:00 AM

Getting Rid of Your Baggage Royal Swan Ballroom, North Tower, Tropicana

10:00 AM - 1:00 PM

Unconscious Communication: The Roles We Play
Leading to Intended & Unintended Results Royal Swan Ballroom, North Tower, Tropicana

Budget matters permeate local government policies. It follows that many of our Conference sessions, focused on other specific topics, will deal with budget and finance matters. The sessions listed below, however, will deal directly and in detail with this most important subject.

Tuesday, Nov. 14

2 p.m.

Room 302

Budget and Audit Updates

Wednesday, Nov. 15

10:45 a.m.

Rooms 408/9

Municipal Bonds 101

2 p.m.

Room 419

Elected Officials Primer:
Budget and Procurement

Thursday, Nov. 16

9 a.m.

Room 412

Public Contracts Law and
Regulation Update

AFFILIATE PROGRAMS & MEETINGS CONTINUED

Electrical Inspectors | NJ Municipal Electrical Inspectors Association of NJ, Inc.

Wednesday, November 15, 2017

10:00 AM - 12:00 PM

Annual Construction Permits for Government Facilities 318

Municipal Engineers | NJ State Municipal Engineers

Wednesday, November 15, 2017

8:30 AM - 9:30 AM

NJSME Past Presidents' Breakfast Pearl Ballroom, Sheraton Convention Center Hotel

10:00 AM - 12:00 PM

NJSME Business Meeting 305

10:45 AM - 12:00 PM

NJ DEP Storm Water (Updates to MS4 Permits) 304

12:00 PM - 2:00 PM

NJSME Annual Luncheon & Awards Presentation 302

2:30 PM - 3:30 PM

Recognizing, Avoiding, & Remediating Conflicts of Interest - Joint Session with NJILGA 418

3:45 PM - 5:15 PM

On the Road Again - TTF 408/409

Finance Officers | Government Finance Officers Association of New Jersey

Tuesday, November 14, 2017

10:00 AM - 12:00 PM

Legislative Update - Joint Session with TCTANJ, MCANJ and AMANJ 402

2:00 PM - 3:40 PM

Budget & Audit Update - Joint Session with League/TCTANJ 302

3:45 PM - 5:15 PM

The Employer's Role When a Member Retires - Joint Session with League/TCTANJ 303

Thursday, November 16, 2017

9:00 AM - 10:40 AM

Public Contracts Law & Regulation Update - Joint Session with League/TCTANJ/GPANJ 412

Fire Officials | New Jersey State Fire Prevention and Protection Association

Wednesday, November 15, 2017

10:00 AM - 12:00 PM

Regular Meeting of the New Jersey Fire Safety Commission Hall A

3:30 PM - 5:00 PM

NJSFPPA Regular Business Meeting 316

Thursday, November 16, 2017

10:00 AM - 12:00 PM

Fireworks in NJ 317

2:00 PM - 4:00 PM

Wood & Gas Fireplaces 317

Health Officers | NJACCHO

Wednesday, November 15, 2017

9:00 AM - 10:30 AM

NJACCHO Business Meeting & Osborne Award 313

10:45 AM - 12:00 PM

Improving Population Health in New Jersey - Joint Session with League 312

12:30 PM - 2:00 PM

NJACCHO Luncheon Olon Restaurant, Tropicana

2:00 PM - 3:00 PM

NJACCHO Leadership Exercise Escape Room, Tropicana

3:45 PM - 5:15 PM

The Role of Municipal Leaders in Community Health 312

Thursday, November 16, 2017

9:00 AM - 11:00 AM

NJACCHO Annual Brunch Aqua Room, Water Club, The Borgata



JAG | Jersey Access Group

Tuesday, November 14, 2017	
2:00 PM - 3:40 PM	
What Is 5G?	301

Thursday, November 16, 2017	
9:00 AM - 10:40 AM	
Community Content Designed for Your Town to Inform Your Citizens	318

Managers & Administrators | New Jersey Municipal Management Association

Wednesday, November 15, 2017	
12:00 PM - 2:00 PM	
NJMMA Annual Awards Luncheon	Ballroom 1, 2, Sheraton Convention Center Hotel
3:45 PM - 5:15 PM	
An Agenda for the New Governor	308

Thursday, November 16, 2017	
10:45 AM - 12:00 PM	
Modern Police Training - Using Errors to Accelerate Experience	413

Planning Officials | New Jersey Planning Officials, Inc.

Tuesday, November 14, 2017	
10:00 AM - 11:30 AM	
Planning Gremlins	308
10:00 AM - 11:30 AM	
Short Term Rentals & What To Do About Them	405/406
10:00 AM - 4:00 PM	
Mandatory Certification Class for New Board Members (5 hours)	305
1:00 PM - 2:30 PM	
Staying Out of Trouble	405/406
3:00 PM - 4:30 PM	
Inherently Beneficial, Inherently Problematic	310

Wednesday, November 15, 2017	
9:00 AM - 10:40 AM	
Affordable Housing Update - Joint Session with League	401
9:00 AM - 3:00 PM	
Mandatory Certification Class for New Board Members (5 hours)	410
10:00 AM - 11:30 AM	
A 2017 Update On Repurposing Retail/Commercial Space	306
10:00 AM - 11:30 AM	
Planning for Elected Officials	406
10:30 AM - 12:00 PM	
Variances: Proofs & Case Law	405
12:00 PM - 3:00 PM	
NJAPZA Luncheon	Palladium Ballroom C, Caesars
1:00 PM - 2:30 PM	
Ethics: Professional Planners	314
1:00 PM - 2:30 PM	
Planning for Millennials	405
3:00 PM - 4:30 PM	
Impact of Micro-Breweries	305
5:15 PM - 6:00 PM	
NJPO Annual Board Meeting	306

Thursday, November 16, 2017	
8:00 AM - 9:00 AM	
Attorneys' Breakfast - "Invitation Only Event"	Pre-Function 413 Treehouse

Land use and community development help the economy, the environment, and the community by laying a good foundation for the future. Attend these sessions for inspirational ideas and more.

Tuesday, Nov. 14
2 p.m. Room 308
 Creative Partnerships That Transform Neighborhoods

3:45 p.m. Room 318
 The New Downtown Paradigm – Attracting Customers and Business

Wednesday, Nov. 15
9 a.m. Room 401
 Affordable Housing Update

2 p.m. Room 411
 Economic Development: Repurposing Vacant Suburban Offices

3:45 p.m. Room 310
 New Jersey Lands Blueprint Updates & Utilization by NJ Land Professionals

Thursday, Nov. 16
2 p.m. Room 411
 Right to Farm: Farmland Preservation & Strategies to Succeed

AFFILIATE PROGRAMS & MEETINGS CONTINUED

Planning (continued)

	9:00 AM - 10:40 AM	
Water Infrastructure - Proposed Solutions - Joint Session with League		301
	9:00 AM - 12:00 PM	
William M. Cox Symposium		416

Plumbing Inspectors | NJ State Plumbing Inspectors Association, Inc.

Wednesday, November 15, 2017

2:30 PM - 4:30 PM

HVACR Contractors License & Mechanical Permits Update		317
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Prosecutors | NJ State Municipal Prosecutors Association

Wednesday, November 15, 2017

9:30 AM - 12:00 PM

Professionalism for the Municipal Prosecutor		413
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12:15 PM - 12:45 PM

NJSMPA Members Luncheon		319
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12:45 PM - 1:45 PM

NJSMPA Business Meeting		319
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2:15 PM - 4:55 PM

Problem Prosecutions in the Municipal Courts: Areas of Concern		413
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Public Works | American Public Works Association – NJ Chapter

Tuesday, November 14, 2017

2:00 PM - 3:40 PM

ADA Self Evaluations & Transition Plans for Your Roads		306
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Wednesday, November 15, 2017

10:45 AM - 12:00 PM

Federal-Aid Compliance for Local Projects		308
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2:00 PM - 3:40 PM

Public Works Project Cost Estimating		306
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Thursday, November 16, 2017

9:00 AM - 10:30 AM

APWA NJ Annual Awards Meeting & Breakfast		404
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Purchasing Agents | Government Purchasing Association of New Jersey

Tuesday, November 14, 2017

2:00 PM - 3:40 PM

Pay-To-Play		413
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Wednesday, November 15, 2017

9:00 AM - 10:40 AM

The Bidding Process From Advertising to Award		316
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2:00 PM - 3:40 PM

Purchasing Doesn't Always Mean Formal Bidding - Joint Session with League		403
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Thursday, November 16, 2017

9:00 AM - 10:40 AM

Public Contracts Law & Regulation Update - Joint Session with League/GFOANJ/TCTANJ		412
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Recreation | Community Recreation Society of New Jersey

Tuesday, November 14, 2017

2:30 PM - 4:30 PM

Sustainability: Best Practices for Parks & Recreation		316
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Wednesday, November 15, 2017

9:00 AM - 11:00 AM

An Eye in the Sky: Benefits of Drone Use		315
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1:30 PM - 3:30 PM

Food for Thought: Growing Healthier Communities		315
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Registrars | Registrars Association of New Jersey

Tuesday, November 14, 2017

8:00 AM - 8:45 AM

Registrars Registration & Breakfast

Traymore A, Bally's



	8:45 AM - 9:00 AM	
RANJ Business Meeting		Traymore A, Bally's
	9:00 AM - 9:30 AM	
OVSR Email Blasts		Traymore A, Bally's
	9:45 AM - 11:15 AM	
Fraud ID Training		Traymore A, Bally's
	11:30 AM - 12:30 PM	
Customer Service		Traymore A, Bally's
	12:30 PM - 1:30 PM	
Registrars Lunch		Traymore BC, Bally's
	1:45 PM - 2:45 PM	
New CMR Class		201/202
	3:00 PM - 4:00 PM	
Disaster Recovery for Records		201/202

Tax Collectors and Treasurers I Tax Collectors & Treasurers Association of NJ

Tuesday, November 14, 2017		
	10:00 AM - 12:00 PM	
Legislative Update - Joint Session with AMANJ, MCANJ & GFOANJ		402
	1:00 PM - 1:50 PM	
Examining the Threads of the Finance Department		402
	2:00 PM - 3:40 PM	
Budget & Audit Update - Joint Session with League/GFOANJ		302
	2:00 PM - 2:50 PM	
InRem Foreclosure Review		410
	3:45 PM - 5:15 PM	
The Employer's Role When a Member Retires - Joint Session with League/GFOANJ		303

Wednesday, November 15, 2017		
	9:30 AM - 10:20 AM	
Ethics for Local Government Employees		Castanet Room, Tropicana- Havana Tower
	10:30 AM - 12:00 PM	
TCTANJ Business Mtg & Installation of 2018 Officers Breakfast		Mambo Rm, Tropicana- Havana Tower
	1:00 PM - 1:50 PM	
Bankruptcy Review		309
	1:00 PM - 2:20 PM	
It's Your Deal: Roles & Responsibilities in a Municipal Issuance		415
	2:00 PM - 2:50 PM	
Technology in Municipal Revenue Billings & Collection		417
	3:00 PM - 4:20 PM	
Electronic Tax Sale Update		417

Thursday, November 16, 2017		
	9:00 AM - 10:40 AM	
Public Contracts Law & Regulation - Joint Session with League/GFOANJ/GPANJ		412
	10:45 AM - 11:35 AM	
FAST (Financial Automation Submission & Tracking) Update		310

Welfare Association I Municipal Welfare Association of New Jersey

Wednesday, November 15, 2017		
	9:00 AM - 9:30 AM	
MWANJ Registration & Light Breakfast		307
	9:30 AM - 11:00 AM	
Opiate Epidemic: Addiction to Recovery		307
	11:00 AM - 1:00 PM	
Client Incarceration: Local-County-Federal		307
Thursday, November 16, 2017		
	9:30 AM - 1:00 PM	
MWANJ Brunch/Business Meeting		Country Kitchen-Days Inn

Citizen confidence in public officials and in political institutions is the foundation of civil order. That confidence erodes with even the appearance of a conflict of interests. Many of our Conference sessions, focused on other specific topics, will deal with potential conflicts and how to eliminate or avoid them in the course of your public duties. The following sessions will deal directly and in detail with this most important subject.

Wednesday, Nov. 15

10:45 a.m. **Room 417**
Elected Officials Primer: Ethics

3:45 p.m. **Hall A**
Municipal Ethics Programs and the DCA Local Finance Board (Produced in cooperation with the Arthur J. Holland Program on Ethics in Government at the Eagleton Institute of Politics).

GOLD DOME



Four Decisions That Will Shape the Christie Legacy

Benjamin Dworkin, Ph.D., Director of the Rebovich Institute for New Jersey Politics and Adjunct Assistant Professor of Political Science at Rider University

With just a few months to go in Chris Christie's tenure, it's a good time to start considering his legacy. After all, how one views the last eight years in New Jersey will have a major impact in the election results this November, and how the new administration will govern come January.

Certainly, in judging Christie, some will not see beyond the "gates"—both Bridge and Beach—and that he is leaving office as the most unpopular New Jersey governor in modern history.

Nonetheless, the governor's political skills are undeniable and his accomplishments are significant: changing the culture in Trenton, state pension reform, teacher tenure reform, advancing charter schools, holding the line on income and corporate taxes, and even slightly lowering the sales tax, slowing the growth of property taxes, reconfiguring the state's medical school, financing the Transportation Trust Fund (TTF), and addressing the scourge of the opioid epidemic.

While Christie partnered with the Democratic-controlled legislature, history remembers those who actually sign the law. He will get the credit.

At the same time, the Christie legacy will be shaped in part by four controversial decisions:

The Wallace Non-Reappointment By not reappointing Associate Justice John Wallace to the New Jersey Supreme Court in 2010, Christie asserted his constitutional prerogatives. He also antagonized the state Senate, led by Steve Sweeney, leading to the deterioration of more than 60 years of relative harmony over judicial appointments. Wallace would have been forced to retire less than two years later at the age of 70, but by moving early, Christie invited intransigence among those who could have been partners in his effort to reshape the court.

The ARC Tunnel Cancellation After nixing the proposed ARC Tunnel, a new railroad passage connecting New Jersey and New York City, the Governor was able to divert the money generated by increased tolls on the New Jersey Turnpike and Garden State Parkway to the depleted Transportation Trust Fund. He thus avoided having to generate revenue from a gas tax hike in his first term, though that was merely putting off the inevitable. The tunnel would have generated 6,000 construction jobs and 40,000 permanent jobs, just as the state was emerging from the Great Recession.

The Gateway Project, a new tunnel now being considered, is a

better alternative on paper, but that's all it is: on paper. The funding isn't in place and it remains years away from actual construction, leaving commuters to struggle for another generation.

The Trump Endorsement With a distant 6th place finish in the New Hampshire primary, Christie's presidential ambitions were clearly going to be put on hold. The chance to have such a dynamic political leader back in the state and free of the burdens of seeking re-election or higher office excited many of his biggest supporters.

Being a lame duck governor can be tough, but having a dismal approval rating makes accomplishing anything even tougher, and certainly weighs heavily on the party's chosen successor, Lt. Governor Kim Guadagno.

The Lack of Party Building One part of the Christie legacy is that the state's Republican Party is in a weaker position than when Christie arrived in Trenton. Of course, no one "decides" to undermine party strength, but the NJGOP's fortunes under Christie have clearly suffered.

Critics will most often cite the governor's presidential ambitions and Bridgegate (the state party had to raise money to cover significant legal bills) as reasons resources were diverted away from party building.

Consider that between 2007 and 2017, Democrats doubled their registration numbers in New Jersey, from 1 million to 2 million, while registered Republicans increased from 800,000 to 1.2 million. The number of unaffiliated voters remained around 2.4 million. In other words, the Democratic voter margin over Republicans went to 800,000 from 200,000 at the same time that New Jersey GOP had their most politically talented leader in a generation.

Even as Democrats across the nation lost more than 900 legislative seats, they won in New Jersey. Democratic majorities expanded from 48 to 52 seats in the 80-member Assembly and from 23 to 24 seats in the 40-member Senate. Republicans blame the legislative map of 2011 while Democrats like to promote their own campaign strategies—and there is validity to both. Nonetheless, a governor as wildly popular as Christie has been, with his political skills, has, ironically, overseen a greatly diminished state party.

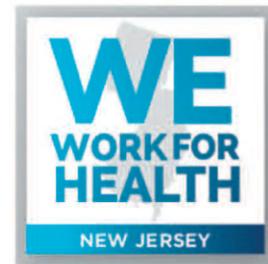
There is plenty of room for debate among historians and advocates over the Christie legacy. In the more immediate future, consideration of the governor's two terms is the underlying theme in the 2017 gubernatorial election and these four decisions will most assuredly help shape the political landscape for the next administration. 🗳️

The views expressed and the data presented by contributors are theirs and are not necessarily shared by the League.



Mayors Committee on Life Sciences

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



Since its founding in 2010, the Mayors Committee on Life Sciences has worked to promote economic development and innovation, educate legislators, policy makers and the public about the importance of the life sciences industry to our state and its local communities, and benchmarked best practices within host communities that help grow and nurture the industry. The Committee is a joint venture of the New Jersey State League of Municipalities and We Work for Health New Jersey.



On June 13, 2017, Franco Juricic received the Mayors Committee on Life Sciences Patient Courage Award for his work in pancreatic cancer advocacy. (Pictured left to right) – Dean Paranicas (President and CEO, HealthCare Institute of New Jersey and Co-Chair of We Work for Health New Jersey); Gayle Brill Mittler (Mayor, Borough of Highland Park); Franco, Ana, Noah and Jacquelyn Juricic. To nominate someone from your community please visit:

<http://www.njslom.org/2017patientcourageaward-info.pdf>



My Fellow Mayors:

Now more than ever, New Jersey needs to support the Life Science industry and preserve its ability to discover new life-saving treatments and cures. It is critical that we continue to advocate for policies that will grow and nurture the state's largest economic driver. We invite you to help us support this endeavor by joining the Mayors Committee on Life Sciences.

Sincerely,

Joseph Pannullo

Mayor, East Hanover Township New Jersey
Chair, Mayors Committee on Life Sciences
Co-Chair, We Work For Health New Jersey

For more information or to join the Mayors Committee on Life Sciences
Please contact Terri O'Connell at 856.740.3666 or terioconnell@comcast.net

www.weworkforhealth.org

FINANCE CENTER

Public Finance

Borrowing through Bond Anticipation Notes Requires Advice and Planning

By Edward J. McManimon, III, Partner,
McManimon Scotland and Baumann; League Bond Counsel

For the most part, municipalities tend to borrow money and issue bond anticipation notes for their capital projects without a lot of thought as to timing in the credit and bond markets or the impact on the ultimate long term financing through the issuance of bonds. For the past several years, the short-term bond anticipation note interest rates were often well below 1%, so it was easy to just proceed as funds were needed for individual projects and to roll those over annually when they became due.

This also, however, led to many municipalities extending the number of times it remained in bond anticipation notes without considering long-term financing, since the budget impact of bond anticipation notes was relatively minimal.

During that same period, the interest rates on long-term bonds were also extremely low. For projects that were ultimately going to be financed with bonds, delaying that decision while remaining in bond anticipation notes for the short-term budget benefit risked the long-term budget impact if interest rates on bonds increased.

With all that being said, the municipality needs to recognize that there are market as well as budget considerations in the decisions it makes and it needs to consider those at the outset as well as the way it crafts its annual financial plan for its capital financing.

This is not an advertisement for public finance professionals, but the professionals involved whose advice could be critical on many levels include a financial advisor, auditor, and bond counsel.

Some simple straight-forward things to think about include:

1. Bond anticipation notes can only be issued for one year at a time. They can be rolled over annually year after year up to 10 years, after which time bonds must be issued. After three years, the municipality must budget a principal paydown as part of the rollover, so most municipalities do not extend out the bond anticipation notes for the full 10-year period before issuing bonds, but that requires some thought and consideration of both the note and bond markets.

2. When it's time to finance a capital project, the municipality should avoid interfunding from some other account instead of issuing bond anticipation notes to finance such costs. There are tax implications to such interfunfs that may impact on the tax

exemption on such notes. If the municipality, nevertheless, finds it necessary (or convenient) to interfund to pay certain costs, the interfund should be from another capital account and not from the current fund. To avoid these tax issues, the municipality should not carry the interfund over to a subsequent year.

3. The municipality should determine if other capital projects already authorized should be combined with any new capital projects to avoid duplication of costs and process. If the municipality has other bond anticipation notes outstanding, it should consider structuring the maturity on the new note so that it matures the same time as the existing note.

4. Since notes that are less than \$10 million are qualified for direct purchase and holding by banks, the municipality should take that into consideration. There are some complexities in this calculation which are better left to a discussion with the municipality's advisors.

5. The municipality should discuss whether to prepare an Official Statement in connection with any offering of bond anticipation notes since it tends to expand the market for bids. Generally, there is relative ease of access to the market without an Official Statement, but it is worth considering, particularly if the municipality maintains annual disclosure information for filing with the Electronic Municipal Market Access system (EMMA) pursuant to its secondary market disclosure obligations in connection with any outstanding bonds.

6. Presumably, the municipality will solicit the bond anticipation note market with a Notice of Sale, but it is not legally necessary to conduct a public sale of bond anticipation notes. It is not even necessary legally to award to the bidder with the lowest interest rate bid since the municipality can negotiate any such sale, but it is commercially responsible to award to the lowest bidder if the municipality wants to continue to have access to such bidders in the future.

7. Generally, the sale of bond anticipation notes in the note market occurs over a short period of time. Notices are sent out about a week before the requested bid rate and the closing usually occurs within a week of the bid.

There are factors that evolve during the process that are too cumbersome to lay out in an article like this, but the flexibility legally as to bond anticipation notes vs. bonds enables any problems to be resolved without much complication by the advisors advising the municipality. ❧



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Solemnizing Marriages & Filming Council Meetings

By Frank Marshall, Esq., NJLM Staff Attorney



Residents wish to film our council meetings, but some worry that allowing this will disrupt the meeting or, even worse, discourage some of our citizens who do not wish to be filmed from expressing themselves at our meetings. Can we set limitations addressing these concerns for filming our council meetings and if so, what kind of limitations can we set?



First, it should be made clear that under the common law right to public access to governmental proceedings, the public has a right to videotape all public council meetings. This right to videotape, however, is neither absolute nor unqualified. Meaning, a public body is able to set reasonable limitations on the videotaping of its meetings.

The right to videotape meetings was addressed by the New Jersey Supreme Court case, *Taurus v. Borough of Pine Hill*. Along with specifically allowing for public meetings to be videotaped, this 2007 case provided some guidance concerning what limitations a municipal council can place on videotaping to ensure that recording does not lead to disruption.

The Court found some permissible limitations on recording to include: the number and types of cameras permitted, the positioning of the cameras, and, the activity and location of the operator and lighting apparatus. The Court also found that it would be reasonable for guidelines to be created that would safeguard public facilities against damage, or require fair payment for any electricity used by the wielder of any recording device. It should be noted that this is not a complete list of all permissible limitations on videotaping and your municipality is free to develop their own. However, any limitation you set should be done for the purposes of eliminating disruptions and should be the least restrictive means necessary. Regardless of what guidelines your municipality comes up with, they must first need to be formally established before the limitations can become enforceable.

In regards to limiting the videotaping of a public meeting because of another's dissatisfaction with being recorded or over the fear that recording will have a chilling effect on public discourse; the Court has found these concerns to be without merit. In various cases the courts have ruled that there is no right to privacy that would protect a citizen's public comment, especially considering that comments made at a public meeting

are heard by all in attendance and are memorialized within the recorded minutes of the meeting. So, while it is permissible to set restrictions on videotaping meetings in order to prevent disruptions, a public body may not limit the use of recording devices based on a perceived privacy right of those who wish to speak at the public meeting.

In conclusion, you should review what if any limitations your municipality has established regarding the recording of your public meetings. It is important to remember that any limitations you set cannot be done simply to prevent the meeting from being recording. Instead, the limitations created should have a legitimate purpose related to preventing the disruption of the meetings. Any limitations your municipality wishes to establish should be reviewed by your municipal attorney to ensure that they do not infringe on the public's right of access.



As a former mayor, am I authorized to solemnize marriages?



Yes—with a bit of a caveat. As a former mayor you are permitted to solemnize marriages in NJ so long as you are not currently serving on a municipal governing body in some other capacity. This means that if you previously served as mayor but are now currently serving as a councilperson, you are not authorized to solemnize marriages.

Allowing former mayors to solemnize marriages is relatively new. The law (*N.J.S.A. 37:1-13*) was changed in 2014, adding former mayors to a host of other authorized individuals. Prior to the law's change, mayors could solemnize marriages only if they were currently serving in that role.

If you decide to solemnize marriages, you should take note that if anyone authorized to solemnize marriages does so without the marrying couple having a presently valid marriage license, you are guilty of a disorderly persons offense and may be subject to a fine of up to \$500, or imprisonment for up to six months, or both. So, should you as a former mayor decide to perform marriages you should take care to review the law and ensure you are complying with all other requirements. ♣

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LEGISLATIVE UPDATE

Governor's Appointees to the Interest Arbitration Task Force 2017 Report

Michael F. Cerra, NJLM Assistant Executive Director;
Lori Buckelew & Jon R. Moran, NJLM Senior Legislative Analysts;
Frank Marshall, Esq., NJLM Staff Attorney; and Ciara Bradley, Legislative Administrator

On September 28, the 2017 Report of the Governor's appointees to the Police and Fire Public Interest Arbitration Impact Task Force was released. The report was issued, following the Task Force's September 25 meeting, where the eight-member committee was deadlocked on adopting the report and delivering it to the Governor and Legislature.

All four of the Governor's appointees supported the adoption and release, while all four legislative appointees were against the adoption and release. The Governor's appointees decided that the "information was too important to keep from the public" and released the report.

Visit njslom.org/interest-arbitration.html for links to the report and more 2% Interest Arbitration Extension information.

The Legislative appointees, who are all public safety union representatives, released a statement denouncing the release of the report without their consent. The Legislative appointees stated that at the same September 25 meeting, a motion was also "made to obtain additional information to provide for a clear and concise final report." That vote resulted in a 4-4 tie, as well.

The Governor's appointees to the Police and Fire Public Interest Arbitration Impact Task Force made the following recommendations:

- Permanently impose the 2% cap well in advance of the current December 31, 2017 expiration.
- Eliminate the dynamic status quo doctrine to require that increment and longevity schemes cease upon the expiration of a collective negotiations agreement.

The cap works

This most recent report continues to again demonstrate what the previous Interest Arbitration Task Force reports found—that

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the “amendments have had a profound effect on limiting interest arbitration to a procedure of last resort, leaving it to the parties to settle labor contracts through direct negotiation and within budgetary constraints.”

In addition, the underlying data continues to show that Interest Arbitration cap works and has not adversely impacted crime rates or recruitment of public safety personnel. In fact the report also found that while the rates of the police and fire salary increases have slowed, New Jersey firefighters’ average salaries remain the highest in the nation while police officers’ salaries is the second highest in the nation.

The report noted that from 2012 to 2016 there were 90 interest arbitration awards. From those, 36 of the 90 awards were subject to the 2% cap, with an average salary increase of 1.6%. Over the same period of time, 46 voluntary settlements were reached with an average increase of 1.80%.

Using Civil Service data, the report found that there has been an increase in the number of individuals taking both the police and fire exams—a 43% increase in the number of applicants and eligible candidates for police, and a 90% increase in the number of applicants and eligible candidates for fire. The increase

in candidates is at a time when NJ’s unemployment rate dropped from 9.5% to 5%.

In addition, the caliber of candidates has not suffered. In fact the number of applicants with Bachelor’s, Master’s or Doctorate degrees has increased as shown below and on page 102.

Police:

Year	Applicants	Admitted to Exam	Eligible Candidates	Applicant with Bachelor’s Degree	Applicants with Master’s or Doctorate
2010 (pre cap)	26,066	25,526	18,568	4,941	311
2013 (cap)	27,852	26,763	20,443	6,016	511
2016 (cap)	37,393	36,117	26,696	7,812	608

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Legislative Update

The report found that, using data from the Division of Pensions, the average annual pay for all police pre-cap (2006-11) increased 18.3%, from \$75,301 to \$89,066. Post-cap (2011-16) it increased 4.8%, from \$89,066 to \$93,360.

the highest in the nation. In 2015-16, New Jersey moved to second place behind California.

For all fire personnel, using data from the Division of Pensions, the report found that the average annual pay for all fire pre-cap (2006-11) increased

2013-16 the average mean wage of fire service employees in New Jersey was the highest in the nation.

In regards to crime rates the report found, using data from the Uniform Crime Report, that crime rates fell before and after the cap. Pre-cap (2006-11), there was a 5.8% decrease in crime rates. Post cap (2011-16), crime rates decreased by an additional 22.3%.

Property tax impacts

Finally, the report notes “it was impossible to cull out and quantify the precise impact of any single one of the major reforms enacted in 2010 and 2011, the dramatic significance of the arbitration award and property tax caps is undeniable.”

The report found that the average annual increase in municipal property taxes from 2005-10 (pre-cap) was 7.19% or \$129 average per year per taxpayer, compared to 2.41% or \$56 per year per taxpayer from 2011-16.

Once again, the underlying data

Fire:

Year	Applicants	Admitted to Exam	Eligible Candidates	Applicant with Bachelor's Degree	Applicants with Master's or Doctorate
2010 (Pre cap)	18,170	17,606	6,392	1,984	116
2015 (cap)	19,075	18,365	12,272	2,988	229

In addition, using data from the US Bureau of Labor Statistics from 2012-14, the report found that the average mean wage of police in New Jersey was

21.8%, from \$78,079 to \$95,107. Post cap (2011-16), it increased 4.8% from \$95,107 to \$99,674. In addition, using US Bureau of Labor Statistics data, from

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reaffirms the continued success of the interest arbitration cap in containing property tax increases and facilitating negotiations between local governments and the respective public safety unions, including a reduction in the number of petitions, a reduction in open interest arbitration matters, and a reduction in appeals.

Further, the data demonstrates that not only has the number of recruits for both police and fire increased, but the number of applicants with Bachelor, Master

or Doctorate degrees has also increased, and crime rates have continued to fall.

Beating sunset

It is imperative that the Legislature take prompt action to extend the cap when they reconvene.

The possible sunset of the interest arbitration cap in December is of great concern, and we look forward to working with our state and public safety union leaders on this issue. 🍂

@ For more information on this topic, contact Michael Cerra, Assistant Executive Director, mcerra@njslom.org, 609-695-3481, Ext. 120; Lori Buckelew, Senior Legislative Analyst, lbuckelew@njslom.org, 609-695-3481, Ext. 112.



NJLM Legislative and Special Events

As the host of the Annual League Conference, NJLM is in the unique position to maximize its interaction with members to ensure that the organization is moving together with municipalities in the best directions for their needs. Consider attending these functions while at the can't miss annual event in Atlantic City this month.

Tuesday, Nov. 14:

2 p.m. Coffee with Your Colleagues: Networking and Orientation

3 p.m. League Resolutions Committee (open to all delegates for attendance and commentary on proposed resolutions, voting by committee members only).

Wednesday, Nov. 15:

7:45 a.m. Mayors Wellness Campaign: Morning Fitness Workout with an Olympian

10:45 a.m. The Past is Prologue: Christie's Legacy & the Next 4 Years

12:15 p.m. Mayors Box Lunch and Executive Briefing (ticketed event)

2 p.m. Legislative Leadership in 2018: Working with a New Administration

5:15 p.m. Women in Municipal Government Networking and Awards Event (ticketed event).

Thursday, Nov. 16:

12:15 p.m. Delegates Luncheon (ticketed event)

3:30 p.m. NJLM Annual Business Meeting. 

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Around the State



Renewing a Memorial

The Chatham Historical Society commemorated the 100th anniversary of the United States entering World War I by remembering Lt. Eugene P. Hubbard, Sgt. Van Horn D. Wolf, and Privates Paul Van Fleet, Fred Reinhold Pihlman, and Frederick Percy Parcels, the five Chatham soldiers who lost their lives in France during the “war to end all wars.” In 1919, a year after the WWI ended, the Chatham community planted five red oak trees on the front lawn of Public School #1, now Borough Hall, but time and construction took their toll and none of the original trees survived. A new red oak, with a memorial boulder beneath it listing the names of Chatham’s fallen soldiers, was dedicated on Chatham Borough Hall grounds. Jackie Pindak, a trustee of the Historical Society, welcomed residents and local and state officials, including Sen. Thomas Kean, Jr., Assemblywoman Nancy Munoz, Madison Mayor Robert Conley, Chatham Township Committee member Michael Kelly, Chatham Borough Council President Victoria Fife, and Councilmember Peter Hoffman. Pindak thanked the mayor and council for their support of this project, and the Shade Tree Commission and Department of Public Works for their help. 🍂

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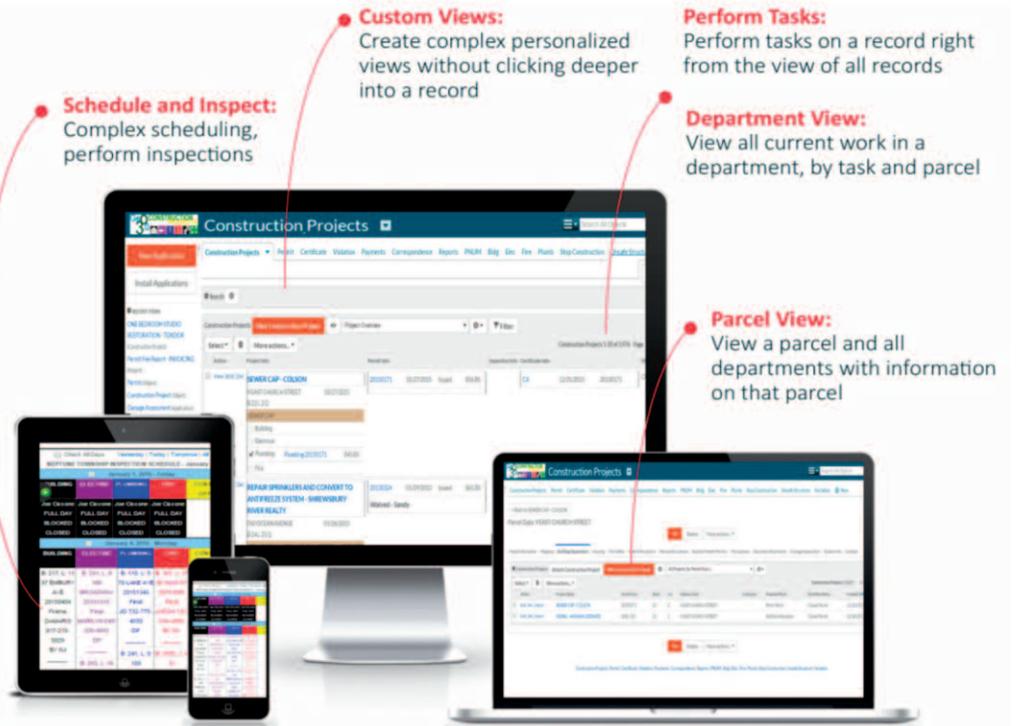


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