

nj municipalities

Official Publication of the New Jersey State League of Municipalities

Your Municipality

October 2019

How Cyber Risk Management Can Help

Cyberattacks Pose Increasing Challenges for Public Entities

Connecting Enforcement to Safety

2019 Conference Preview

Focus on

Localizing Tech

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- * Patricia Perkins-Auguste, Councilwoman-at-Large,
Elizabeth
- * Caroline Ehrlich, Executive Director, Woodbridge
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Focus: Localizing Tech

6 UpFront:

FOCUS: Connecting Enforcement to Safety

How Wyckoff's team uses social media to drive law enforcement

Robert J. Shannon, Township Administrator, Wyckoff

Features

16 Newark's Lead Outlook

24 Let's Take a Fresh Look at Affordable Housing

Anthony P. Mercantante, P.P. AICP, Township Administrator, Middletown Township

26 FOCUS: How Cyber Risk Management Can Help

Cyberattacks pose increasing challenges for public entities
Edward Cooney, MBA, Vice President, Account Executive/Underwriting Manager, Conner Strong & Buckelew, MEL Underwriting Manager; Joseph Hrubash, Deputy Executive Director, MEL

30 FOCUS: Attention Elected Officials

Are your municipality's technology management practices putting it (and you) at risk?

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

34 FOCUS: Cyber Storage Solutions

Compression algorithms and cloud based data storage in government technology and public administration

Ronald C. Simone III, BSBA, MPA, Business Administrator, North Wildwood

ABOUT THE COVER

Local governments are at increasing risk of cyberattack. This month's issue provides tips and tools for boosting security with articles on pages 26 and 30.



contents

Volume 96 | Issue 7, October 2019



38

36 Bond Disclosures

Improved experience for bond issuers now offered at EMMA Website

Leah Szarek, APR, Director, Communications, Municipal Securities Rulemaking Board

38 Student's Insights

Winners of 25th Anniversary of Annual Louis Bay 2nd Future Municipal Leaders Scholarship Competition named Simrit Grewal, East Windsor Township; Evan Michael Holmes, Upper Township; Alexander Sullivan, Wyckoff Township

44 Project Report: Borough of Carteret

Innovative strategy to provide major stormwater system improvements and Green Acres recreational park

Daniel J. Reiman, Mayor, Borough of Carteret; Nick Rotonda, PE, PP, CME, LEED-GA, Vice President, T&M Associates

48 Supreme Court Review for Local Governments 2019

How Federal decision may impact municipalities
Lisa Soronen, Executive Director, State and Local Legal Center

52 Social Services

Mayors Wellness Campaign helps residents tap into community resources

Adrian Diogo, Mayors Wellness Campaign Director, New Jersey Health Care Quality Institute



NJLM

68 Conference Connections: Have Your Municipal Voice Heard

League Conference Resolutions Critical Part of NJLM Municipal Advocacy Agenda
Frank Marshall, Esq., League Staff Attorney

54 NJLM Executive Board Members

64 NJLM Educational Foundation Board

69 104th Annual Conference Preview

Departments

4 222 West State Street
Michael J. Darcy, CAE

10 Now & Then
Amy Spiezio

12 NJ Now
Taran Samhammer & Amy Spiezio

18 Member Op-Ed
Michael Wildes

20 Trenton Op-Ed
Senator Tom Kean, Jr.

22 Washington Op-Ed
Congressman Frank Pallone, Jr.

56 Finance Center
Mary Jones-Schaming, CMFO, CCFO

58 Gold Dome
Benjamin Dworkin, Ph.D.

60 Legal Q&A
Frank Marshall, Esq.

62 From the Desk Of...
Bob LaCosta

66 Legislative Update
Michael Cerra, Lori Buckelew, Frank Marshall & Jon R. Moran

77 Business Card Directory



Preparation and Protection at Heart of the Local Government

October is Cybersecurity Awareness Month. Unfortunately, since *NJ Municipalities* last focused on this topic in 2018, the problems have only grown. Currently, ransomware is the predominant trend local governments throughout the country are facing. At the heart of this matter is the need for training and education for municipal staff, both in the areas of prevention and preparedness for the inevitable. Local leaders would never let their community's guard down when they see a storm coming or if there was a public health crisis. Similarly, we need to prepare and be ready for cyberattacks.

Other areas of technology are more positive for municipal governments, such as expanded use of social media and implementing new technology efficiencies. In addition to considering the tech articles you read in this issue, take advantage of the League's technology management support service. This service is provided in partnership with NJGMIS and is explained at our website, www.njlm.org/516/Technology-Management-Support-Service. And be sure to take a look at the preview on page 69 for the Annual Conference. We have a number of educational sessions on a wide range of technology issues planned for the Annual Conference and, as usual, we have a Smart Cities Pavilion located in the exhibit hall where you can speak to

providers of products and services designed to address these needs.

We know that all in local government is not doom and gloom. For example, read the three high school students' scholarship winning essays on "What My Local Government Does Best." And I would be remiss if I didn't mention that you will find photo displays in this magazine of the executive boards that guide the League of Municipalities and the NJLM Educational Foundation. These leaders give of their time and talents to help make both of our boards productive in advancing the mission of the League, its Foundation, and municipal government across the state. We owe these board members a debt of gratitude for all they continue to do to keep our organizations running smoothly and successfully.

Lastly but certainly not least, as this written Hurricane Dorian has churned up the Caribbean and is bearing down on the US East Coast. We have, unfortunately, become well practiced in preparation, response, and recovery from storms that seem to be more intense each year. New Jersey has already deployed resources and personnel to the impacted areas. We thank our first responders at the local, state, and federal levels for their selfless dedication to public service. We pray for their safety and the safety of those residents' caught in the storm and reflect back to 2012 when we were in their place. Our hearts ache for them knowing the long road to recovery they have ahead as we extend a neighbor's hand. 🇺🇸

Michael Darcy

“In addition to considering the tech articles you read in this issue, take advantage of the League's technology management support service.”

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Connecting Enforcement to Safety

How Wyckoff's team uses social media to drive law enforcement

BY ROBERT J. SHANNON, *Township Administrator, Wyckoff*



In this age of instant information and the endless exchange of opinions, the Township of Wyckoff aspires to utilize those same information/social media tools to actually achieve fact-based communication.

These days, most communities have resident blogs and websites where information is exchanged. The information can vary widely, such as an inquiry seeking recommendations for a qualified locksmith or it can be a vitriolic opinion of the police who gave them a summons for parking in a no-parking zone (in front of a school or elsewhere around town). This opinion displays a fundamental lack of knowledge regarding the purpose

of enforcement, and misplaces a person's individual right by acting in their own self-interest without regard for public safety. Our entire community benefits through law enforcement, which, at its heart, intends to keep our citizens, both young and old, safe.

While reviewing this matter, an in-house project team came to believe that local government works best when residents

Social Tools Expand

FOCUS: Enforcement to Safety

Facebook is rolling out a new tool that local officials can use to create alerts. The Local Alert is designed to help local governments and first responders keep people in their communities safe and in-the-know and will be available to any eligible Facebook Page in the U.S. by the year-end, Facebook's representatives note.

Tested for the past year, the free tool helps officials communicate urgent, need-to-know information when it directly affects people in their communities or requires them to take action.

When authorities mark posts as local alerts, Facebook amplifies, making residents more likely to see them. Facebook sends notifications to people living in the affected area, and shows that information on Today In, a new community forum. The Local Alert indicator is also placed next to that post in News Feed.

How it Works

Pages serving a single city or municipality will have the option to send notifications to all the Page followers living within 150 km of your Page's city or to Page followers living in a specific neighborhood within your Page's city. Notifications will not be sent to Page followers who live outside your city.

EDITOR'S NOTE: *In addition to efforts like those by Wyckoff, social media is expanding in the municipal sphere. Facebook recently announced the launch of the Local Alert social media tool that helps get your municipalities in quick contact with residents.*

Pinpoint You will be able to drop a pin and customize the size of the radius (down to a minimum of 1 mile) to send local alerts to people living within a specific neighborhood.

Location History Only those Page followers and Today In subscribers who have Location History turned on and who live in that neighborhood will receive notifications from you. If you are trying to reach people with information that is life-or-death, you should select the "All of [your city]" option because that will ensure the broadest possible reach.

How to Sign Up

If you manage a Facebook Page associated with a city or county government, local emergency management or fire department, or local law enforcement in the US and you'd like access to Local Alerts, please fill out the form at <http://bit.ly/FacebookLNform> and you'll be notified when coverage has expanded to your region.

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Mayor John McCormac
Township of Woodbridge

JPM helped us hire two members of our Senior Management Team and handled everything tremendously.

Mayor Thomas Andes
Township of Denville

Dan and his team at JPM were instrumental in recruiting exactly the right person as our first Executive Director of our newly created Business Improvement District.

Mayor Fred Tagliarini
Township of Aberdeen

JPM provided an outstanding Temporary DPW Director, and completed an outstanding Efficiency Study of our DPW.

Mayor Beth Holtzman
City of Ventnor

Best decision we made; Maria Mento and Joe Verruni are very knowledgeable and always accessible.

Stephen Mountain
Manager, Township of Randolph

JPM was very responsive to our needs and utilized a process that was fair and organized. They helped us select the best professional for the position.

Mayor Richard Onderko
Borough of Marlville

Best Municipal Government Advisors I've met in 10 years in elected office. Helped us recruit a fantastic Administrator. Thanks Dan and JPM.

George Jackson
Administrator, Borough of Eatontown

JPM's thorough recruitment and selection process led us to just the experienced professional we were looking for.

Mayor Dina Long
Borough of Sea Bright

One of the best decisions we made after Sandy was bringing experienced professionals from JPM onto our team. Joe Verruni and Debbie Smith provided the expertise and guidance we needed to navigate the recovery and rebuilding.

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and taxpayers understand the purpose of programs and the public benefit they are designed to achieve. We also believe that these same social media tools could be utilized to achieve fact-based communication and understanding and is not simply an exchange of opinion.

Enforcement events

A straightforward communication program was put in place that used the township’s weekly e-news communication and social media sites to post announcements explaining recent enforcement assignments and the number and type

of summonses issued. When the project team reviewed the summonses issued in these three-hour enforcement events, the results were alarming. A majority of the summonses issued included vehicles operating with expired registrations, intoxicated drivers, failure to perform required motor vehicle safety repairs, and driving with a suspended license, as well as other violations.

Our entire community benefits through law enforcement, which, at its heart, intends to keep our citizens, both young and old, safe.

The most important thing to keep in mind is that these enforcement actions contribute to the safety of our residents, who typically drive to and from activities in our community, to schools, and to stores and businesses with their families, and who also walk on our sidewalks and in our crosswalks.

Our communications include statistics that we consider to be “alarming statistics,” which provide a broader view of motor vehicle occupant injuries and fatalities to underscore the purpose of enforcement actions.

Our experience has been positive. Since we are cognizant that residents typically access one social media outlet and not all that are available, it was critical that we post this information across all of the township’s social media accounts.

Three samples of social media releases from Wyckoff regarding important public safety issues. Releases include recent local police data and enforcement information for the public.

January 25, 2018

WYCKOFF POLICE DEPARTMENT PERFORMING VEHICLE SAFETY INSPECTIONS TO INSURE VEHICLES TRAVELING THROUGH WYCKOFF ARE SAFE AND MOTORISTS DO NOT POSE A RISK TO RESIDENTS AND PEDESTRIANS



On Friday, January 25, 2018 the Wyckoff Police Department, with the assistance of the New Jersey Motor Vehicle Commission (NJMVC), conducted a three (3) hour safety check point. The goal of the safety check is to ensure that motorists operating vehicles in Wyckoff are operating vehicles safely and with vehicles inspected for safe driving by the New Jersey Motor Vehicle Commission. These enforcement actions contribute to the safety of our residents whom typically drive to and from activities in our community, to the library, recreation programs, schools, and stores with their families and who walk on crosswalks and sidewalks.

AN ALARMING TREND
Similar to the national trend, the number of traffic deaths in New Jersey rose again to 635, considerably higher than the record low of 542 set in 2013. These enforcement actions taken by the Wyckoff Police Department are intended to reverse this trend by changing motorist's behavior in Wyckoff. Statistics reveal that most accidents occur within a five (5) mile radius of your home.

Thirty-four (34) vehicles were inspected during the three-hour checkpoint and twenty-five (25) summonses were issued.

- Failure to obtain a current vehicle safety inspection 18
- Failure to repair inoperable head lights or brake lights 3
- Operating unregistered vehicle 3
- Operating vehicle without proof of valid insurance 1

Residents and motorists are encouraged to drive safely, plan for extra travel time, do not drive and text, and obey speed limits for the safety of our families traveling through Wyckoff and the safety of pedestrians utilizing our crosswalks.



Wednesday, May 7, 2019

WYCKOFF POLICE DEPARTMENT UTILIZES GRANT FUNDING TO PARTICIPATE IN DISTRACTED DRIVING CAMPAIGN



From April 1, 2019 through April 21, 2019 the Wyckoff Police Department participated in New Jersey's Department of Highway Safety distracted driver campaign also known as "U-Turn, U-Drive, U-Play". The Wyckoff Police Department was awarded a \$5,500 grant to participate in this safety initiative. During the twenty-day campaign officers were specifically detailed daily to the township roadways to educate and enforce this important message: These enforcement actions contribute to the safety of our residents whom typically drive to and from activities in our community, to the library, recreation programs, schools, and stores with their families and who walk on crosswalks and sidewalks.

These enforcement actions taken by the Wyckoff Police Department are intended to decrease the national trend of traffic deaths by changing motorist's behavior in Wyckoff. Statistics reveal that most accidents occur within a five (5) mile radius of your home.

One hundred sixty-six (166) summonses were issued during the campaign:

- Cell phone use 54
- Failure to Obtain a Current Motor Vehicle Safety Inspection 7
- Failure to Produce License, Registration, Insurance Cards 7
- Failure to repair inoperable head lights or brake lights 7
- Failure to Obtain Motor Vehicle Registration 7
- Careless Driving 6
- Reckless Driving 3
- Speeding 2
- Driving While Intoxicated 2
- DWI School Zone 1
- DWI Refusal to Submit to Testing 1
- Operating without a Driver's License 1
- Other: Moving/Non-Moving Violations 37
- Criminal Arrests 11

Residents and motorists are encouraged to drive safely, plan for extra travel time, do not drive and text, and to obey speed limits for the safety of our families traveling through Wyckoff and the safety of pedestrians utilizing our crosswalks.



25

of summonses issued for safety violations on Friday, January 25, 2019 at a three-hour Wyckoff Police Department Motor Vehicle Safety Check Point.

For more information, read on/swipe left.

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Entries will be posted on the League's Facebook page, website and some featured in the April issue of *NJ Municipalities*, and possibly other issues. A winner will be chosen and receives a free League publication of their choice!

Photos should be high resolution JPEGs, at least 1MB in size. Please provide photo credit if necessary.

Photos can be submitted to aspiezio@njlm.org, or mailed on CD or flash drive to 222 West State Street, Trenton, NJ 08608.

Deadline to submit is February 3.

Entry details: Unfortunately stockphotos and images that are too low resolution will not be considered. By submitting a photo you are agreeing that you own the rights to the photo and that NJLM has permission to use the photo in *NJ Municipalities*, on NJLM's social media and website, and on other printed materials. A winner will be chosen on February 15. Please include your Facebook profile name and we will tag your photo on Facebook!



NOW & THEN



Tech Outreach, Social Outreach, Government Outreach

AMY SPIEZIO,
Managing Editor

Local governments walk a fine line between openness and privacy, particularly in matters of technology. This month, *NJ Municipalities* discusses what municipalities should have in their tool kits when it comes to cybersecurity. The Municipal Excess Liability Joint Insurance Fund (MEL JIF) has developed a model Cyber Risk Management Program, about which they provide information on page 26, noting “Cyber threats are quickly moving away from the category of something that ‘may happen’ to something that ‘will happen,’ making it a higher priority for public entities to take active steps to prevent and prepare for cyber-attacks.”

But technology can, when used thoughtfully, also be an opening into enhanced communication with residents, as is the case in Wyckoff, where Town Administrator Bob Shannon notes, “local government works best when residents and taxpayers understand the purpose of programs and the public benefit they are designed to achieve. We also believe...social media tools could be utilized to achieve fact-based communication and understanding and is not simply an exchange of opinion.” (see page 6).

This month, we’re also rolling into fall by honoring our Louis Bay 2nd honorees, Alex Sullivan of Wyckoff, Simirit Grewal of West Windsor, and Evan Holmes of Upper Township, as well as the inspiring number of Finalists and Semi-Finalists from around the state. These young adults are moving on college to this fall with the League’s best wishes and a greater understanding of “What My Municipal Government Does Best.”

As Evan Holmes put it, “The people that lead, lead well through being present in their service to us.” In our timeline, we look back at some highlights from 25 years of essays from bright young minds around the Garden State.

For those who want to sharpen their local government skills and continue to lead well, the League 104th Annual Conference is set to run next month in Atlantic City. Throughout this issue, we’ll be highlighting sessions and speakers who will make the event a must-attend. 🇺🇸

TIMELINE: Louis Bay 2nd Award 25 Years of Student Excellence

1995 Theme: **Serving Your Local Community**

Winners: GREGORY DeGRANPRE, *Mountain Lakes*
STACEY A. GALLINO, *Highland Park*
MICHAEL JEREMY BARATZ, *Cherry Hill*



In this great country, democracy allows us to participate in the process of change. I have seen firsthand the power of government to make change for the better.

-Michael J. Baratz

2005 Theme: **What My Mayor and Governing Body Do Best**

Winners: TIM BURKLY, *Mount Olive Township*
ELLIOTT FRIEDMAN, *Livingston*
JOEL LIEBMAN, *Fair Lawn*



‘The leaders of tomorrow attend Fair Lawn schools today.’ This axiom, displayed throughout all Fair Lawn schools, is not only one that students live by, but is one that our governing body strives to ensure.

-Joel Liebman

2012 Theme: **What My Mayor and Governing Body Do Best**

Winners: FREDERICK JIMENEZ, *Bethlehem*
JERRICA PFANNERER, *Elmer Borough*
BLAIN BRADLEY, *Wyckoff Township*



Today you hear a lot about shared services. Well Bethlehem Township has been doing this from before I was born.

-Frederick Jimenez

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NJLM Officials at Work

Throughout the summer, NJLM's leadership was hard at work on municipal hot topics. Shown here:

1. During the Sustainable Jersey 10th Anniversary Summit, Mayors were on hand to discuss the ongoing greening of the Garden State in the panel "A Mayor's Perspective: Advancing Sustainability Initiatives at the Local Level" with Mayor Mahr; Mayor Christopher Bobbit, Lawrence Township (Mercer); Mayor Michele Lee, Borough of High Bridge; Mayor William Richardson, Waterford Township, and Mayor Anthony Talerico, Jr., Borough of Eatontown.

2. Mayor Mahr was a featured speaker at the Commerce and Industry Association of New Jersey's Transportation Forum: The Road Ahead-Issues Impacting Transportation discussing how the state's roads and rails are critical to the state's success.

3. NJLM President Mayor Colleen Mahr of Fanwood at the 2019 Spring Conference of the NJ Municipal Management Association, a League affiliate, with Bloomfield Administrator, Matt Watkins, President of the NJMMA.

4. NJLM First Vice President, Committeeman Jim Perry of Hardwick spoke with Acting NJ Department of Health Commissioner Judith Persichilli at the Fighting Stigma to End the Overdose Epidemic: A Harm Reduction Workshop, which highlighted harm reduction as a life-saving, evidence-based public health tool for NJ communities. 🇯🇵

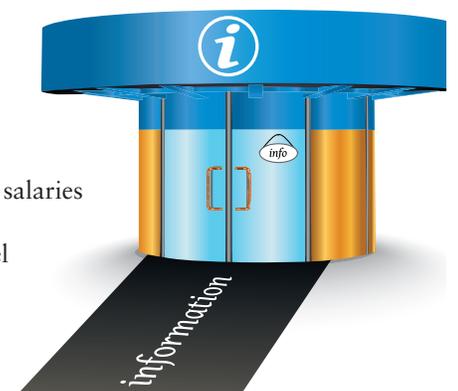


NJLM Salary Survey Now Available

The latest edition of the New Jersey Municipal Salary Survey is available, and includes salaries for more than 40 municipal positions.

This digital report offers valuable data from 244 municipalities in a Microsoft Excel Spreadsheet, allowing you to sort and compare data according to your municipality's needs. The data was gathered from a recent survey conducted by the League.

A full list of positions and municipalities included in this survey is available on the League's website. For a full list, or to order you copy, visit www.njlm.org/SalaryReport. 🇯🇵



NJLM, NJAC, NJMMA & NJGFOA Conduct 2% IA Cap Seminar



The NJ Association of Counties, NJ State League of Municipalities, NJ Municipal Managers, and NJ Government Finance Officers Association jointly held the Navigating Collective Bargaining Without the 2% Cap management workshop at the State House Annex in Trenton. Speakers included Senator Declan O'Scanlon, who noted in his introduction, "We let the cap expire in one of the most outrageously irresponsible lacks of action of the state legislature, maybe in its history."



The workshop featured Matthew Giacobbe, Esq., Principal Partner, Cleary, Giacobbe, Alfieri, & Jacobs; Joseph M. Hannon, Esq. Counsel, Genova Burns; Neil Henry, Business Administrator, Town of Boonton; Gabriela Simoes Dos Santos, Chief Financial Officer, Town of Harrison & 3rd VP, GFOA of NJ; and Jon Rheinhardt, Chief Financial Officer, Borough of Wharton & President, GFOA of NJ. Topics included the current state of negotiations, a case study, preparing and analyzing financial data, and best practices.



1. Mayor Mahr and Senator Declan O'Scanlon; **2.** NJLM President Mayor Colleen Mahr, Matthew Giacobbe, Long Hill Deputy Mayor Guy Piserchia, NJAC Executive Director John Donadio, NJLM 3rd Vice President Wharton Mayor William Chegwidde, Daniel Zwillenberg, Chief Counsel, Bergen County, and Bergen County CFO Joe Luppino. **3.** Assemblywoman Verlina Reynolds-Jackson and East Orange Mayor Adrian Mapp; **4.** Panelists (l to r) Jon Rheinhardt, Gabriela Simoes Dos Santos, Neil Henry, Joseph M. Hannon, Matthew Giacobbe were introduced by NJAC's John Donadio; **5.** Mayors Mapp and Mahr, Deputy Mayor Piserchia, and Mayor Chegwidde took in the information at the workshop.

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(1)	Free or Nominal Rate Outside-County Copies (Include all PS Form 3847)	278	277
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Remembering Senator Anthony R. Bucco

Senator Anthony R. Bucco, 81, a lifelong resident of Boonton and representative of the 25th District, died on September 16, 2019.

Senator Bucco's career in public service began when he served as an Alderman in the Town of Boonton and later as Mayor. He served on the Morris County Board of Freeholders and the General Assembly. During his time in the Assembly, Senator Bucco was the Assistant Majority Whip. He was a member of the State Senate from 1998 and was most recently the Republican Budget Officer. He previously served in the Senate as Deputy Minority Leader, Assistant Minority Leader, Co-Republican Majority Leader, and Assistant Majority Leader.

The Senator was especially proud of his work on "Teri's Law," which requires stiffer penalties for those caught driving while intoxicated and the "Safe Haven Infant Protection Act," which allows an individual to bring a baby less than 30 days old to any hospital emergency room or police station safely, legally, and anonymously.

Beyond his legislative service, Bucco was President of Baker Titan Adhesives, a manufacturing company based in Paterson; served as a volunteer and board member for countless non-profit organizations; and as a member of the US Army Reserves, 1957-1965.

He is survived by wife of over 60 years Helen (nee Jayne) and their son, Assemblyman Anthony M. Bucco, and his wife Amy, grandchildren, Anthony II, Lauren Haggart, Jenna Bucco, and his step grandchildren, John Ciamillo, Sarah Ciamillo, DVM, and Emily Cadematori; and great grandchildren Declan, Kaid, and Valentina. He was predeceased by his sister, Anna Marie Bucco.

The public is invited to a remembrance service on Sunday, Oct. 6 at 2 p.m., at the County College of Morris Student Center Auditorium, Center Grove Road, Randolph. In lieu of flowers, donations are requested in his memory to the Boonton Kiwanis First Aid Squad, PO Box 16, Boonton, NJ 07005, or to the Boonton Fire Department. ♡

One Day Mini Conference Draws Officials for Education

The League's One Day Mini Conference, held in June at Conference Center at Mercer in West Windsor, attracted a full house of elected and professional municipal officials ready to learn the latest on topics ranging from cybersecurity and sexual harassment to budget forecasting and recycling options.

Next year's event will be held Friday, June 12, 2020. ♡

1.



2.



1. DLGS Legislative & Regulatory Affairs Officer Jason Martucci provides a Procurement Update to interested attendees. 2. NJLM Staff Attorney Frank Marshall and Sr. Legislative Analyst Lori Buckelew run audience members through an election quiz.

OCTOBER

October 18

Down the Rabbit Hole: Exploring Ethics for Government Employees and Elected Officials
Holiday Inn, Hasbrouck Heights

October 22

Understanding Collective Negotiations, Interest Arbitration and Chapter 78 Update and Recent Legislative Enactments Affecting the Employer-Employee Relationship
DoubleTree Hotel, Tinton Falls

October 29

Down the Rabbit Hole: Exploring Ethics for Government Employees and Elected Officials
Hotel ML, Mount Laurel

NOVEMBER

November 19-21

104th Annual League Conference
Atlantic City Convention Center, Atlantic City

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In Remembrance:

Former Mayor, NJLM Board Member Leo McCabe Passes



After a distinguished career in both public service and in the private sector, former Mayor Leo McCabe of Glassboro has passed away.

A native of Rhode Island, Dr. McCabe settled in the Borough in 1962. He began his service to the people of Glassboro as a member of the Planning Board in 1964. He served on the Board of Education from 1973 to 1992, and as President of the Glassboro Education Foundation from 1998 to 2001. In 2002, in addition to helping to found the Boys and Girls Club of Glassboro, he was sworn in as Mayor.

During his four terms as Glassboro's Chief Executive, the small city in South Jersey made a dramatic comeback—going from an area in need of redevelopment at the millennium to being recognized as one of the most livable and sustainable cities anywhere. From nationally recognized school gardens which educate and feed thousands of children yearly and a new Town Square that recently won a

2018 NJASLA Honor Award, to the \$400-million, LEED Certified, Boulevard Redevelopment Project, Mayor McCabe made sustainability the clear direction for the future of his community.

He was an active Member of the Gloucester County Mayor's Association, including a term as its President and volunteered his time and talent to the League's Legislative Committee and Executive Board.

Mayor McCabe had previously retired from Mobil Oil as Senior Consultant and Manager of Fuels and Air Quality Research. An international expert in fuels and air quality, with a Ph.D. in Organic Chemistry from The Ohio State University and a BS in Chemistry from Providence College, he holds numerous patents.

Mayor McCabe and his wife Mary (also deceased) have three children and five grandchildren.

"Mayor McCabe was a inspiration to local governments around New Jersey and the United States with his great successes in the redevelopment of Glassboro and its environmental sustainability," notes NJLM Executive Director Michael J. Darcy, CAE. "We remember his efforts on behalf of local

government as an NJLM Executive Board Member with gratitude and appreciation and extend our deepest sympathy to the McCabe family and Glassboro." 🇯🇵

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From the Lenape women who first

inhabited the land we call New Jersey and artist and spy Patience Lovell Wright to suffragist Reverend Florence Spearing Randolph and Seabrook community leader Ellen Noguchi Nakamura, the history of the Garden State is a history of women breaking barriers and leading change. The 2019 conference

presented by the New Jersey Historical Commission (NJHC) will explore and celebrate the stories of the diverse women who made and continue to make New Jersey history.

Conference registration opens Tuesday, Sept. 3. For more information and updates, including a conference preliminary program, please visit www.history.nj.gov and follow the NJHC on Twitter @OfficialNJHC and Facebook @NewJerseyHistoricalCommission. 🇯🇵

State's Mayors, Officials Support Newark Lead Remediation

COLLEEN MAHR, Mayor, Fanwood, President, New Jersey State League of Municipalities;
ALBERT KELLY, Mayor, Bridgeton, President, New Jersey Urban Mayors Association;
WILLIAM CHEGWIDDEN, Mayor, Wharton, President, New Jersey Conference of Mayors

The lead issue in Newark touches municipalities around the state. The New Jersey State League of Municipalities, New Jersey Urban Mayors Association, and New Jersey Conference of Mayors jointly released the following statement in support of the resolution of Newark's lead levels in drinking water. In addition, Newark Mayor Ras Baraka has responded to the situation with a plan for the future.

One of New Jersey's favorite sons, Bruce Springsteen, frequently says, "Nobody wins unless everybody wins." That is how New Jersey mayors view the issue of lead in our drinking water and the current situation in Newark. We are in this together and we must find solutions collectively. Eliminating lead in our drinking water is too critical and the problem too widespread for any one municipality to tackle alone, even our largest city, Newark.

If any issue should unite us all, it's our drinking water. An estimated 350,000 New Jersey homes and businesses have lead service lines. Over 1.5 million New Jerseyans, throughout the State, run the risk of exposure to lead poisoning every time they open the tap. We stand with

mayors across the state, who are finding elevated lead levels in their drinking water. But this is not only a Garden State problem—as we speak to mayors across the country, it becomes crystal clear that this is a national problem.

Water knows no boundaries, but pipes

certainly do, and any solution must be a collaborative one that flows first from our mayors and New Jersey's local leaders. They know our communities, they know our residents, and they know that the long-term solution demands the necessary funding to make the long-overdue upgrades to our infrastructure. Local leaders must be provided the necessary tools. Like many older cities, Newark needs immediate funding to modernize its water distribution system. We join our representatives in both Trenton and Washington in calling for immediate additional investments.

Newark is not alone. Like many older cities and centers, Newark needs the federal and state governments to invest in infrastructure improvements. The failure to act falls disproportionately on our cities and centers, often on low-income communities of color.

We commend the actions taken by Mayor Baraka to minimize risks for residents. The city took early steps in creating its Lead Service Line Replacement Program, which started the replacement of the service lines at a reduced cost to residents. In addition, the city launched a new corrosion control treatment in the Pequannock service area in May, which experts believe will help reduce lead levels by the end of the year. Further, the city has worked closely with the Governor's office, the New Jersey Department of Environmental Protection, the U.S. Environmental Protection Agency to take immediate steps to protect its residents. While this issue will not be resolved overnight, these are positive steps in the right direction.

But ultimately, the solution is long-term and requires elected officials at all levels of government to take leadership in advancing 21st century infrastructure, be it rail, energy, roads, or simply the ability to turn on the faucet for safe drinking water. We call on all of our elected officials to come together to be part of the solution to provide access to clean drinking water and invest in modernizing our state and nation's aging infrastructure. 🇯🇵

2019
Municipal Salary Survey

The latest edition of the New Jersey Municipal Salary Report is now available, including salaries for over 40 municipal positions.

This is a digital report that includes data for 244 municipalities in a Microsoft Excel Spreadsheet. The data was gathered from a recent survey conducted by the League. View the full list of positions and municipalities included in this report on the League's website at www.njlm.org/SalaryReport.

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Newark Mayor Baraka: A Solution to the Lead Service Line Issue

I was honored to join Governor Phil Murphy and Essex County Executive Joseph N. DiVincenzo to announce that we are expediting the replacement of every lead service line in the City of Newark.

Thanks to the \$120 million low-interest loan, made possible by the Essex County Improvement Authority, we will be able to achieve our goal of replacing every lead service line in Newark by expediting the process tremendously and at no cost to homeowners. This is big news for the City of Newark but also sets a precedent across the country about how New Jersey is stepping up to the plate to address water infrastructure challenges for its residents.

This is the culmination of all of our efforts to create a permanent solution to eliminate the risks of lead by replacing all lead service lines in our City.

We have been working tirelessly to address this issue, which is why we launched the Lead Service Line Replacement in March. Since then, we have replaced more than 770 lead service lines, and we are so grateful for this additional support to help us dramatically accelerate this important work.

Our efforts to distribute bottled water to residents in the Pequannock service area will continue out of an abundance of caution and until we receive additional testing back. The City is working around the clock with the New Jersey

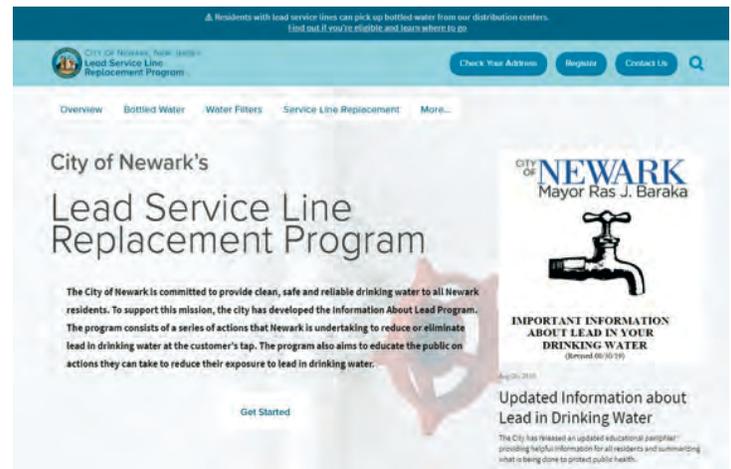
Department of Environmental Protection (NJDEP), U.S. Environmental Protection Agency (US EPA) and the filter manufacturer to conduct additional testing and is committed to finding answers.

Recently, the Local Finance Board approved the \$120 million bond to replace every single lead service line in the City of Newark, which will enable the city to accelerate the process of removing 18,000 such lines throughout Newark.

The city has committed itself to replacing lines at no cost to the landlord or homeowner. Landlords and homeowners can sign up for the process at the city's website, www.newarknj.gov. In addition, volunteers are canvassing

neighborhoods, going door-to-door to get landlords and homeowners to sign up for the program.

The permanent solution is to replace our lead service lines and expedite this process. The Local Finance Board's adoption of the bond provides us with the financial backing to do so, and significantly increase the pace of our work. 🇺🇸



What You Can Do

There is something we can all do to help now. The City has partnered with the United Way of Essex and West Hudson and the Community Food Bank of New Jersey to coordinate bottled water donations to city residents. You can visit <https://uwewh.org/water> to make online donations for the purchase of bottled water.



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Leading by Example: Local Response to Immigration

MICHAEL WILDES, *Mayor, Englewood*

With the news of the senseless violence in El Paso and the recent mass roundup of undocumented workers in Mississippi, it's impossible to ignore the often-heartbreaking challenges immigrants face in the United States. With a Congress that is either incapable or unwilling to compromise on legislation that effectively addresses the weaknesses in our current immigration policy and a president more interested in inflaming an increasingly radicalized base for political gain, the burden of protecting at-risk populations while simultaneously enforcing the law is increasingly falling on local governments in communities across America. The question is: how can we make the global local?

As an immigration attorney and mayor of a city blessed with a flourishing immigrant population, I have seen first-hand how action—or inaction—can impact a community. Elected representatives of local governments need to understand that immigrants are members of the community and are due the same dignity, respect, and right to safety as their native-born neighbors. Across the country, lawfully admitted aliens add to the richness of experience and promote shared values. This is not a recent development—integration is embedded in the DNA of the USA. Responsible governance requires us to make sure that recent immigrants are encouraged to engage with their communities in order to fully integrate and contribute. While critics of immigration claim that newcomers threaten to dilute some unarticulated notion of “American-ness,” the reality is that these citizens readily embrace our customs and traditions, bringing vibrancy and depth to their adopted communities.

Things become more complex when we're asked to examine unlawful immigration and how it effects the management of a small town or city. In the face of increasing strains on services and the difficulty that comes from governing individuals who frequently do not want to be found, leaders are forced to make tough decisions when allotting resources or enacting policies that are fair and in keeping with the spirit of the law. In sanctuary cities, for example, we understand that even the undocumented



Englewood Mayor Michael Wildes greets local family who hail from Kenya at a sidewalk sale in Englewood.

Photo credit: Hillary Vidars

are important members of the community, and we take pains to dexterously advise the population to ensure that everyone knows their rights and can safely raise their children. While no one wants open borders, we need to exercise deliberate compassion when dealing with hard-working families who often toil in the shadows and contribute vital services.

At the same time, we have to be mindful that this spirit of inclusion can be stunted by fear, intolerance, or simply misinformation, particularly when those sentiments are spewed by so-called leaders. And no matter how effective we are at managing complicated immigration issues, there are cities and towns in other parts of the country that actively work with ICE and CBP to limit the undocumented living amongst them.

The Bible teaches us to befriend the stranger, as we were once strangers ourselves. Now more than ever, we need to encourage the kind of cultural and economic vitality that comes with welcoming new neighbors. We cannot hope for addition by subtraction, and if we want to build a country that truly is first among nations, we need to show that our identity is not based on lineage, but a commitment to the principles that guide us—fairness, bravery, and generosity. The Congressional silence has been deafening, and we will remain a nation divided without decisive action in Washington. Until then, small towns must look inward to find a direction. It's a journey that can only start at home. 🇺🇸

Michael Wildes is the Mayor of Englewood, and the author “Safe Haven in America: Battles to Open the Golden Door.” He is an immigration lawyer, former federal prosecutor, and an adjunct professor of immigration law at the Benjamin N. Cardozo School of Law.

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Municipalities Must Not Be Afraid of Digital Revolution

TOM KEAN, JR., *Senate Republican Leader, District 21*

Government use of technology may often seem to be a double-edged sword. The systems that facilitate important transactions for residents, like those that process online property tax payments, can cause major disruptions when they fail.

One need only look at the Motor Vehicle Commission's challenges to understand this dilemma. An investment by the agency in developing and expanding its ability process license and registration renewals online has allowed more drivers to "Skip the Trip" and avoid the dreaded visit to the MVC. Those new capabilities are great when they work. They save many drivers the inconvenience of going to their local agency and waiting in line for hours. When the MVC's computer systems fail, however, it's a leading story in the news.

Does the potential for infrequent problems mean that the risk of implementing new technologies to better serve residents outweighs the benefits for the State and local governments? Far from it. Systems that work 99.9% of the time provide substantial value and convenience to the public.

Even with the possibility of unexpected downtime once in a while, how many people would suggest that the MVC abandon their online processing systems to go back to the old way of doing business? How many would prefer the guarantee of long lines and multi-hour waits in a crowded agency lobby? Probably none.

For municipal governments, the employment of technology invites greater civic engagement, increased transparency, and improved convenience for residents.

The web streaming and online archiving of council meetings, for example, allows more people to stay informed about important matters that impact their towns and neighborhoods. The posting of budgets and meeting minutes on municipal websites allows for greater transparency about local government operations for the public. And the ability to pay property tax bills online and potentially even file important forms and permits digitally allows busy residents the opportunity to act when they have the time.

The challenges of increasingly computerized government, however, are significant. City and municipal governments around the country are facing increased threats from bad actors who are looking to exploit government computer systems for profit. In 2017, for example, a pair of hackers from Iran managed to infect one New Jersey city's computers with so-called "ransomware," which shut down the city's network until a payment of \$30,000 was made to decrypt its computers. Other municipalities around New Jersey and the United States have been hit with similar

attacks, and we have signs that the costs are escalating.

Within a single week this June, a pair of cities in Florida approved ransom payments of \$460,000 and \$600,000 to hackers to regain control of their computer systems. When Baltimore's computers were attacked in May, a \$76,000 ransom was demanded. The city refused to pay, with the resulting damages reportedly topping \$18 million.

These attacks illustrate the importance of training every staff member about good cybersecurity habits, including not clicking links in email or opening unexpected attachments. They also demonstrate the need for municipalities to employ good data management policies, including the production of frequent backups of important files and databases.

At the State level, we've begun to explore how the use of blockchain technology can help modernize government systems, safeguard personal data, and protect local governments and their taxpayers from the growing frequency and escalating costs of cyberattacks.

Blockchain is most commonly known for its use in recording cryptocurrency transactions, such as those involving the exchange of bitcoins. It works as a form of distributed ledger, typically managed by a peer-to-peer network, which is virtually immune to malicious attack.

A new law that I sponsored with Senator Jim Beach was recently enacted creating the NJ Blockchain Initiative Task Force to explore how blockchain technology might be employed by governments across New Jersey.

The possibilities offered by this new technology are exciting. An application of blockchain in Brazil is helping to monitor public bidding on contracts. The United Kingdom's National Health Service has launched a blockchain system to protect and provide patients with access to their digital health records. Switzerland is using blockchain to create a hack-proof electronic voting system.

The key trait of blockchain technology that supports these varied applications is the cryptographically secure distributed ledger system that prevents unauthorized manipulation while protecting the integrity of stored data. For municipalities, blockchain technology may help to store important records and process transactions in a way that minimizes the disruption and cost of hackers.

Our State and local governments in New Jersey should not be afraid to be at the forefront of the digital revolution, but that requires us to explore and employ sufficient safeguards, like blockchain. While the threats of the online world may seem daunting for municipalities, as with the MVC, there's no going back to the old way of doing business. 🦋

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The Climate Crisis is Here and Local Governments Can't Combat It Alone

FRANK PALLONE, JR., *U.S. Representative, District 6*

This summer, record-breaking rainfall flooded communities in eight states along the Mississippi River, leading to the longest-lasting flood the Midwest has seen in nearly a century. A series of strong storms wiped out power to over 300,000 households in New Jersey. The Southeastern United States witnessed some of the hottest weather the region has ever seen. All this on the heels of California's deadliest and most destructive wildfire season in recorded history, which last year scorched more than 1.8 million acres of land.

The climate crisis is here. Combating it is a matter of urgency, and it is not a fight we can simply leave to state and local leaders. By recent estimates, it will soon cost New Jersey \$25 billion to protect our state's coastal communities from sea level rise and storm surge. That's nearly half of New Jersey's annual budget. New Jersey cannot bear this burden alone—we need federal leadership.

That's why in July, I announced that the House Energy and Commerce Committee, which I Chair, is adopting a goal of a 100% clean economy by 2050 and developing comprehensive climate legislation to achieve it. This ambitious target of net zero carbon pollution will require bold, scientifically grounded, consensus-driven ideas, and I'm committed to meeting this goal.

One issue on which there is already widespread consensus is the need to repair and modernize our nation's infrastructure. We don't have to choose between combatting the climate crisis and growing the economy. Efficient, state-of-the-art infrastructure will reduce our carbon footprint and create local, good-paying jobs.

I introduced the LIFT America Act earlier this year with just that in mind. It is a comprehensive infrastructure package, investing in much-needed repairs and upgrades that are deliberately aimed at reducing our nation's carbon pollution and expanding our use of renewable energy.

The LIFT America Act invests \$33 billion in clean energy—\$4 billion of which would be used to upgrade our electric grid to accommodate more renewable sources of energy, like wind and solar. These funds will make sure that more everyday Americans can power their homes with clean energy, while they watch their energy bill go down. It also includes \$1.5 billion to facilitate the replacement of leaking gas pipelines, which emit methane—a potent greenhouse gas—into the air.

LIFT America also invests in empowering communities to

combat the climate crisis. It reauthorizes the Energy Efficiency and Conservation Block Grant program to the tune of \$23 billion, which would go toward supporting state and local governments' energy efficiency efforts—primarily toward retrofitting and weatherizing New Jersey's schools and buildings—to ensure they produce less carbon pollution.

LIFT America would restore funding to this important program that has not received any money since 2009, despite the success it has had in creating new local jobs. The block grant program has been hugely beneficial to New Jersey in particular. Piscataway alone received more than half a million dollars to install solar panels on the roof of its public works building. We must reinvest in this program to ensure state and local leaders can pursue retrofitting old buildings, deploying LED street lighting, installing solar energy systems, revising building codes to promote energy efficiency and renewable energy, and installing electric vehicle (EV) charging stations. This is a win for both our economy and our environment.

LIFT America also includes an additional \$2.5 billion for the installation of solar panels in underserved communities, helping low-income families save money on their energy bills. It also invests in our nation's motorists, supporting the development of an EV charging network with more than \$1.4 billion. This investment would spur a robust EV charging system, incentivizing cleaner cars and saving motorists from rising gas prices. The bill sets aside another \$850 million to help cities and counties integrate clean energy into their redevelopment efforts.

These are the kind of sweeping investments the federal government must make to combat the climate crisis. The rest of the world is already taking the climate crisis threat seriously, embarking on a major new transition into a low-carbon economy. We can either lead that transition, adopting policies like those in the LIFT America Act, or watch as American workers and industries get left behind. I refuse to allow our economy to backslide from pure lack of leadership—nor will I allow New Jersey to bear the brunt of this crisis alone.

Federal leaders must recognize that the climate crisis is not some distant, abstract threat. It is here, happening now, creating increasingly disruptive and violent damage with each passing year. It demands our collective attention and serious federal leadership. LIFT America is an essential stepping stone toward accomplishing both, and I will continue to fight hard for its passage. 🇺🇸

Congressman Frank Pallone, Jr. represents New Jersey's Sixth District, which includes Monmouth and Middlesex Counties, and is Chair of the

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Let's Take a Fresh Look at Affordable Housing

ANTHONY P. MERCANTANTE, P.P. AICP, *Township Administrator, Middletown Township*

I am proud to say that I have been involved with the creation of hundreds of diverse affordable housing units in my community such as rental housing, for sale housing, condos, townhouses, single family homes, senior citizen housing, accessory apartments, and special needs housing. It has been very rewarding but it has not been easy, and overcoming public unhappiness with such projects has been painful at times.

Let's face it, there are few issues more divisive and controversial in New Jersey than affordable housing. Since the renowned Mount Laurel decision in 1975, the issue has confounded local governments and the State, and it has drawn the ire of many residents and taxpayers. Most of all, however, this decision has been a financial boon for scores of lawyers, planners and a multitude of experts and advocates who have undoubtedly been the biggest winners.

On a positive note however, there have been successes in that some 80,000 affordable housing units have been created. Homes for families and individuals who have, for the most part, been provided with a "hand up" into the housing market.

So where are we now?

Our state leaders, both Democrats and Republicans, have effectively dodged and ducked the issue; and since 2008 the entire process has been left in the hands of the Court System, which is terrible for communities, the environment, local elected officials, and for taxpayers.

Right now, it is essentially 565 versus 1; that is 565 municipalities in New Jersey against Fair Share Housing Center (FSHC), a public interest organization that claims to defend the housing rights of New Jersey's poor. Now guess who is winning so far? Well, it isn't the municipalities or taxpayers.

The FSHC says we need another 150,000 affordable units in New Jersey. Since 1989, New Jersey's population has grown from about 7.73 million people to 9.06 million. That's an added 1.33 million people over 30 years, an increase of 17.2% or 5.7% per decade. Let's assume that 60% of the 150,000 units FSHC wants are built via inclusionary development; say 450,000 units, conservatively 2.3 persons per household. That equates to 1,035,000 million people. This means that the remaining

60,000 units at 2.3 equals another 138,000 people for a total of 1,173,000 people housed by the 150,000 affordable housing units.

We only grew as a state by 1,330,000 over the past 30 years, yet we are being pushed to create housing to accommodate another 1,173,000 people by 2025! Everyone is aware this won't happen, so why bother to create a forum for dispute, anger, and angst when there is no appreciable chance of it happening?

Municipalities are being handed affordable housing obligation numbers that would have them grow at a much faster rate than ever in their history. If the FSHC have their way, they would have to do it in the next five years. Why? Because in 2025 we will all be getting another allocation of housing obligation numbers that will undoubtedly be ridiculously high and result in a new round of housing wars.

Three Ways Legislature Can Help Mitigate the Impacts of Affordable Housing Mandates

I suggest the legislature consider a few possible areas to help mitigate the impacts of the affordable housing mandates and minimize the creation of new housing:

1. Gut Rehabs

Allow municipalities to perform substantial rehabilitation of existing owner-occupied and rental housing stock that is in poor condition and either vacant or already occupied by qualifying household. Municipalities could use CDBG and HOME funds and the State could work with HUD to develop criteria. The State could also fund and actually utilize their already-existing Balanced Housing Program to assist municipalities. Affordability controls would be put into place upon completion of the work as a condition of receiving funding. This process would also bring economic stability to communities, especially where there are concentrations of substandard housing.

2. Create Workforce Housing and Serve Your Community

To date, one of the primary flaws in the housing programs has been the inability to ensure that new affordable housing opportunities were able to show a benefit to the community impacted by the new housing. I propose that towns be allowed to reserve 50% of newly created affordable housing for any combination of the following: School teachers within the relevant district, volunteer Fire and First Aid members in the community, veterans, and residents of the municipality. They would still have to apply and get on a waiting list and then there would be a random selection process. This will mitigate concerns about favoritism and there will need to be a multitude of rules and criteria established, but why not let the locals get some of the benefits?

3. Foreclosures

We know that New Jersey is a national leader in the proportion of housing units in foreclosure. We are also No. 1 in the length of time it takes for a foreclosure to be finalized and the home finally put back into the economy. Legislative action needs to be taken to shorten this process, mainly because it continues to be a code enforcement nightmare for municipalities to chase down banks and mortgage companies for years, trying to get them to cut the grass and do basic property maintenance to keep the beleaguered neighbors somewhat satisfied.

We should create a quick and easy process for municipalities to acquire these empty properties and either rent or re-sell them as affordable homes. In addition, for homes that are worth too much to sell or rent for those prices, we should allow the municipality to acquire them, sell them on the open market and be required to use the proceeds to acquire more modestly priced properties that could become affordable units. This may not work in every municipality, but it would work very well in many, so we should create the opportunity.

I certainly do not suggest that these are easy issues and some realistic funding sources need to be available. However, these ideas, combined with the many

techniques and methods for affordable housing creation already available, might make the whole mess a bit more palatable to communities—in particular the residents who have to deal with the impacts of new housing.

Seeking numbers of new housing units that are so outrageously high while

limiting options so narrowly makes this already difficult process far more divisive than it needs to be. Come on legislature, let's finally show some leadership and start working on meaningful regulations, rather than leaving it in the hands of the courts, who are ill-equipped to make or implement housing policy. 🙌

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How Cyber Risk Management Can Help

Cyberattacks pose increasing challenges for public entities

EDWARD COONEY, MBA, *Vice President, Account Executive/Underwriting Manager, Conner Strong & Buckelew, and MEL Underwriting Manager;*
JOSEPH HRUBASH, *Deputy Executive Director, MEL*

Only two years ago, cyber-attacks against public entities were rarer than tornadoes in New Jersey (less than 50 since 1835). A quick online search, and even conversations with colleagues who are not tech savvy, reveals a complete reversal of this trend that has cyber events growing exponentially more frequent and severe than ever before.

Verizon's 2019 Data Breach Investigations Report revealed that public entities topped the charts in 2018 for cyber-attacks, accounting for 16% of all breaches (out of the nearly 24,000 reported) and confidential information disclosed in over 300 of those incidents.

Cyber threats are quickly moving away from the category of something that "may happen" to something that "will happen," making it a higher priority for public entities to take active steps to prevent and prepare for cyberattacks.

Take a look at the current Cyber Statistics chart that illustrates an alarming rate of malicious emails, ransomware, and phishing incidents, and the skyrocketing costs involved with mitigating the devastation caused by cyberattacks.

Average ransom demands

Nationally ransom amounts range from hundreds of thousands of dollars to millions of dollars. Cyber criminals often demand ransom payments in Bitcoins or other cryptocurrencies. Today, each Bitcoin equals approximately \$11,000 U.S. dollars.

For New Jersey Public Entities, ransom demands received at the end of 2018 and into 2019 are hitting around \$300,000 each (25 bitcoins). These are only those that have been reported. So far, total losses paid have been nearly \$2,500,000 (please note, many claims are still developing).

These facts point to a few key weaknesses that need to be addressed to help protect public entities from the growing plague of cyberattacks.

Eye-opening facts

Still think you are safe? Take a look at these New Jersey public entity cyber facts from 2013 to present:

540% Increase in Cyber Attacks

- About **80 events have been reported**, and there are another 50 we are aware of that were not formally reported.
- Less than 5 events were reported in each year from 2013-2016, with a jump to 19 in 2017 (375%), 32 in 2018 (68%) and **already 17 this year.**

Most Frequently Breached Department

- First: Administration with **over 50 events reported**
- Second: Police are ranked second with nearly **20 reported events**

Most Common Attacks

- Ransomware leads the type of attack with **over 35 events reported**
- The most common attack vectors being **Phishing** and **Supply Chain** (i.e., vendor access to your system).

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So, what do we need to do?

The Municipal Excess Liability Joint Insurance Fund (MEL JIF), representing 65% of the public entities in New Jersey, has developed a model Cyber Risk Management Program for members that cover five key areas:

- 1) Defensive Software
- 2) Employee Training
- 3) Data and Software Backups
- 4) Technology Management
- 5) Policies & Procedures

Since there can be a big disconnect between the lingo of the Information Technology world and municipal leaders, this simple checklist has been created to outline what needs to be done and can be used by both parties for benchmarking their cybersecurity action plans and posture.

Why Defensive Software?

Antivirus programs, antispam filters and firewalls are common and effective first lines of defense. Antivirus programs provide protection from nearly all known malicious programs, while antispam filters are effective at blocking the majority of malicious SPAM. Firewalls help monitor network traffic and blocking malicious traffic. Microsoft Office users should utilize “Protected Mode” which blocks malicious programs from running when the documents are opened.

IMPORTANT NOTE:
These defensive measures are only effective if activated and applied to the correct locations on your network.

By the way, those annoying pop-up boxes that appear at the bottom of your screen are often patches to security gaps found in your software. While some pop-ups may be security related make sure to check with your IT professional before hitting the update button.

Why Employee Training?

Imagine your computer network as a house. You have numerous access points

By the Numbers: Cyber Statistics for Public Entities

1 in every 302
 emails are malicious
(Symantec ISTR 2019)

1 in 10
 URLs are malicious
(Symantec ISTR 2019)



90%
 of successful
 hacks/breaches
 stem from phishing
(Cybersecurity Ventures 2019)



Successful ransomware attacks will occur every
11 seconds by 2021
(Cybersecurity Ventures 2019)



Ransom demands range from
\$100,000s to +\$1,000,000s
(NAS Cyber Report 2019)

such as doors and windows. Locks are installed on the doors and a security system protects the home by requiring the use of a passcode. If someone gets your key or passcode, they can get in. Or, if someone comes to your door and tricks you into letting them in, you have walked them past all of that security. And that is what we see most often with phishing emails which trick people into clicking on malicious links or programs. So, when an attacker makes it past the defensive software, it is up to your employees to be able to recognize potentially malicious emails, links and documents, report them and NOT click or open them.

Why Data and Software Backups?

If our computers fail, or if data is accidentally deleted, or if information is manipulated by an attacker, how do we recover? Backups! When the defensive software and employees fail to protect your network, backups are your “Extra Life.” If backups are set up correctly and information is backed up at least weekly, you can theoretically wipe your entire computer and reload the uncompromised version of the data within the same week. It is equally important to have backups of software programs, so they can too be reloaded.

While this sounds simple, there are a few key issues that can compromise the backup:

- 1) Backups on the same network that was attacked.
- 2) Backups not performed frequently enough (i.e., once per year).
- 3) Information stored locally on individual computers—this is NOT backed up.
- 4) Failure to check backups regularly for viability.

Why Technology Management?

Just as you wouldn’t expect your insurance broker to be the town engineer, don’t expect your staff to be technology experts. Having professional and experienced technology support, either on staff or outsourced, is critical. Not only should they be able to manage your network, but they should also be the quarterback for managing your cybersecurity posture. In addition to the defense mechanism already described, the technology manager should do the following:

- 1) Address physical security for your servers.
- 2) Limit employee access privileges across the network.

Resource Center

Fortunately, there are a tremendous amount of free resources and links available both on the MEL JIF website, www.njmel.com, and through these organizations:

- New Jersey Cybersecurity Communications and Integration Cell (NJCCIC) www.cyber.nj.gov
- Stay Safe Online www.staysafeonline.org
- Center for Internet Security (CIS)/MS-ISAC www.cisecurity.org
- Stop.Think.Connect www.stopthinkconnect.org
- Cybersecurity and Infrastructure Security Agency (US-CERT/ICS-CERT) www.us-cert.gov

FOCUS: Cyber Risk Management

3) Password protect and encrypt confidential files/folders.

4) Require strong and regularly updated passwords.

FUN FACT:
The most commonly used password in cyber breaches is 123456.

Why Policies and Procedures?

Cyber Risk Management Practices are extremely effective, but they only work when everyone is aware of them and the rules and procedures are consistently followed.

Detail all of your technology plans in formal policies and procedures and show support from leaders by adopting them via resolution. In addition, an Incident Response Plan should be adopted that details exactly what to do and who is responsible for what during a cyber event. Countless times wrong and costly

decisions have been made because no one knew what to do, or who to call.

The MEL JIF's Cyber Risk Management Program is both easy to follow and very cost-conscious regarding recommendations. Some critical items will require investment, such as backups; but many are free, such as requiring strong and frequently changed passwords.

Cyber risk is no longer theoretical, and cyber risk management is not something you can just put on your "to do" list. Cyber risk management must become as common as Workers' Compensation safety or storm preparedness to keep our towns, municipalities, and public authorities safe. Take action now! 🚀

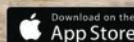
At the League Conference

For more information on this topic, attend, "Your IT Systems Have Been Compromised: Now What?" on Thursday, Nov. 21 at 10:45 a.m. in room 309.

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Attention Elected Officials

Are your municipality's technology management practices putting it (and you) at risk?

MARC PFEIFFER, Assistant Director, Bloustein Local Government Research Center, Rutgers University

Today's technology is solidly embedded in most things that municipalities do. What's more, the public now expects technology-based services from its local government. However, as we have seen in recent headlines, technology presents risks that require sound management and ongoing mitigation.

To be clear: the IT systems in every municipality in New Jersey and around the country are under attack from cyber-criminals who want to steal and extort money, steal and resell data, or use hacked networks to attack and harass other computer users. These criminal networks target every computer user, from individuals whose computer is their smartphone, to tablets and desktop computers used in homes, governments, and business networks of every size.

If you don't already know this, you haven't been paying attention. The news has been full of stories about cybersecurity breaches affecting Equifax, the NSA, and the cities of Atlanta and Baltimore, with more places added to the list each week. You may even have heard rumors that three dozen or more New Jersey municipalities have been the victims of successful hacker attacks in the last two years.

If you are not proactively responding to these threats, you are putting your government, residents, and businesses in jeopardy and are effectively negligent in your responsibilities.

To help you understand what to do, here are some questions and answers about technology issues. As elected officials, you are ultimately responsible for your organization's cyber safety.

Day-to-day management

There are two things you absolutely must have in place:

1. A trusted employee or consultant who advises the town on technology management.
2. Tested back-up procedures that restore operating systems and data in the event your technology is compromised (e.g., ransomware). There are many backup solutions and yours must meet your specific needs.



That's why trusted expertise is a must. Your advisors can be vendors, employees, or even citizens involved in the computer industry.

If you don't have both, remedy that immediately. If you already have them, ask your expert to report on how secure your systems are, how often your data backup process is tested, and if there are other steps to take that would ensure adequate protection.

Check your procedures

Is it too late to protect my town from cyber threats? No, you are not too late because the threats are ongoing. But first, ask your technology staff one key question: what will your town do if its systems get infected by ransomware? If the answer does not give you confidence that recovery time will be reasonable, you need to revise your procedures.

Nevertheless, recovery from a successful ransomware attack doesn't happen overnight (even if a ransom payment is successful). Depending on the sophistication of the system, it will take at least several days or weeks to rebuild and restore systems. Do you have disaster recovery plans that allow critical operations to continue during that time?

If you have an expert and a sound and tested backup system. What else should you be doing?

Since every municipality has its own technology profile, each one must forge its own path to successfully mitigate its risks. However, there are three key elements needed to establish technological proficiency*:

Understanding Your Municipality's Technology Risks

There are six primary, inter-related technology risks:

- **Cybersecurity** • **Financial**
- **Legal** • **Operational**
- **Reputational** • **Societal**

Cybersecurity threats present the most immediate, likely, and potentially damaging risk.

Technology risks can never be eliminated, but they can be mitigated. Mitigating cybersecurity risks requires ongoing management, technical attention, and support.

Today, system failures often stem from ransomware, when hackers encrypt software and data files and the key to unlock them requires payment over the internet (e.g., bitcoin). But beyond hackers, there are physical threats (e.g., broken HVACs, burst water pipes), power failures, and other disasters to consider.

Technology Management. This requires organizational leadership (proactive technology planning, budgeting, and decision-making processes), the development of sound incident response plans and technology policies that establish proficiency.

Cyber Hygiene. This means ensuring that all employees who use computers have had at least one hour of training in the last two years to stay safe from phishing attempts and social engineering when using their computer. Cyber hygiene also includes sound computer use policies, smart password construction, and appropriate data encryption practices.

Technical Competence. The more sophisticated the technology system, the greater the number of technical activities there are to do. However, there are some activities that apply to systems of all

sizes. They include having sound backup practices, keeping software and hardware current with patches and updates, using defensive software (an anti-virus program at minimum) on all computers, procedures to control who has access to your systems; and maintaining a properly trained staff to manage those systems.

While this article focuses on cybersecurity, do not ignore the five other technology risks in the sidebar (left). Municipalities must address their complete technology “risk profile” as a management priority.

Looking to experts

No one expects every elected official or senior manager to be an expert in all

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things municipal. That is why there are police chiefs, public works directors, engineers, finance officers, health officers and experts in every field. Today, technology managers need to be part of that list.

As a municipal leader, there is no excuse for your town not to manage its technology proficiently. Elected and appointed officials must make the security of their technology and their communities a priority and find ways to get it done well.

If your municipality is already there, kudos for having things under control! Most likely, you discovered that technology management takes more time, attention, and money than you thought it would. You were able to achieve proficiency because you invested in competent, trusted personnel to run your technology and you have supported them with sound decision-making processes. Keep up the good work. Share what you've learned with your peers. Staying cyber safe is a team effort. 🦋

Resource Center

For more information, visit the following websites.

- This collection of *NJ Municipalities* articles covers managing technology, <http://bit.ly/blousteinnjm>, developed by the Bloustein Local Government Research Center, Rutgers University.
- The Municipal Excess Liability Fund's Cyber Risk Management Program is an approach to implement sound cybersecurity: <http://bit.ly/njmelcrmprogram>. (The practices are available to anyone and not limited to MEL members.)
- MS-ISAC is a federally-sponsored resource center for states and municipalities on cybersecurity management: <https://www.cisecurity.org/ms-isac/>. It is free to join and each municipality should join.
- The NJ Office of Homeland Security and Prevention's point of contact for cybersecurity threats is www.cyber.nj.gov (aka, NJ-CCIC). Sign up for their (slightly technical) free weekly bulletin.
- Join GMIS the professional association of local government technology managers. Join as a municipality (low fees) and your staff and contractors can participate in a great local government technology management support group: www.gmis.org. Joining GMIS automatically enrolls you in the NJ chapter. Anyone can attend their annual Technology Education Conference.

Managing Technology Through Technological Proficiency is a report with implementation guidance. <http://blousteinlocal.rutgers.edu/managing-technology-risk/>

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Cyber Storage Solutions

Compression algorithms and cloud based data storage in government technology and public administration

RONALD C. SIMONE, III, BSBA, MPA, *Business Administrator, North Wildwood*

Picture the desktop of your computer as a closet in your office, and within that closet, are all of the files currently on your computer. With all of the hypothetically tangible files designated to a confined space like your office closet, can you even shut the door?

Compression algorithms give municipalities the ability to shrink digitized file sizes by a percentage unimaginable until only recently, all the while keeping the file entirely intact with no changes to appearance and content. Therefore and as previously mentioned, the hypothetical closet and files therein just got a lot smaller and cleaner. According to Lelewer and Hirschberg (1987), “compressing data to be stored or transmitted reduces storage and/or communication costs. When the amount of data to be transmitted is reduced, the effect is that of increasing the capacity of the communication channel. Similarly, compressing a file to half of its original size is equivalent to doubling the capacity of the storage medium,” translating directly to the hypothetical of files in a closet.

All of us in business or government at one time or another have received an error message after attempting to send a file by email—often, it is due to the file being too large in size, leading to the email being denied by the outgoing or incoming email server, after which you receive an email from “mailerdaemon” stating that the email was not able to reach the intended recipient.

Little did we know that if the file was shrunk using a program’s compression feature, already offered by most Apple Mac products, in addition to WinZIP, Word, or Adobe Acrobat, the file would have easily made its way to the intended recipient without any displays of error.

The Cloud

Municipalities have seen a push for the digitization of files, and the storage of files on outside servers known as cloud-based data storage systems. This push has come within the last 5 to 10 years through our governments’ promotion of open public data; and further for the protection of sensitive documents, such as minutes and agendas of historical significance. The most common and most utilized forms of cloud-based data storage systems are: Google Drive and Dropbox, both of which are viable options for data storage, but also act as a viable solution to send large files to recipients without the need for compression.

However, the benefits of cloud-based data storage systems like Google Drive and Dropbox do not come without limitations

The Experiment

In support of the theory that compressing data can save money and data space, I have conducted an experiment using three uncompressed documents selected randomly from my desktop. (All files in PDF form).

1. Grant document through NJSAGE
2. A municipal master plan;
3. A GIS map of a local area in North Wildwood, NJ



Before Compression

File Description	# of Pages	Original File Size
Grant Application - NJSAGE	13	3.11 MB
City Master Plan	600	34.38 MB
GIS Map	1	2.3 MB

I took each document and compressed the files individually using private software – there are several out there, as it is a growing competitive market, so I will not recommend a single program. The following results are what transpired from the experiment:



After Compression

File Description	# of Pages	Compressed File Size
Grant Application - NJSAGE	13	2.7 MB
City Master Plan	600	24.46 MB
GIS Map	1	168.99 KB

As you can see from the data above, each file was compressed by at the very least, more than 10%, and in one case, more than 90%.

and excess charges. Dropbox and Google Drive charge the same price for data storage, which would run a municipality or business about \$9.99 a month per Terabyte of data.

In order to save data space (and money) municipalities should look to shrink files by way of data compression before they are uploaded onto an exterior cloud-based server. Reason being, there is a data cap for most cloud-based services (Microsoft, Dropbox, Apple iCloud, and Google Drive all have data caps and fees), and once you hit that cap, you have to start paying fees or there is a freeze in services.

Compression outcomes

In layman's terms, data compression is important because freeing up space provides various advantages that assist municipal operations and services, such as: 1) faster device(s) operations; 2) a larger storage capacity for the storage channel or warehouse; 3) the possibility of money saved on cloud or any other electronic storage warehouse costs, and; 4) easily accessible files via the distribution through a communication system such as email, Dropbox, or Google drive—all of which are cloud-based systems. This, in turn, assists

administrators in their daily operations when devices are running faster, there's less to store, communications are running smoothly, there's more information to send, and money is saved on electronic storage fees.

Without data compression, our devices would be slower, we would have less data storage, and it would cost more for the storage of that said data. Therefore, it is imperative that we in municipal government continue to deploy technological advances like data compression, which continue to improve our operations and services on a daily basis. 🦋



The New Jersey Municipal Management Association (NJMMA) is a statewide professional association made up of municipal managers and administrators. Founded in 1954, the NJMMA has been a valued resource for local government for more than 60 years. The members of this proud association know all about municipal government, and here is what you need to know about them:

- NJMMA's membership currently represents over 250 full-time professional managers statewide.
- Members are responsible for many of the essential services that are delivered daily to more than four million New Jersey residents.
- The Association's primary objective is to ensure members are well prepared to deliver local government services, efficiently and effectively, working in conjunction with the elected officials who serve in local government.
- NJMMA's leadership are the primary advocates and spokespersons for professional local government management across the state.
- The Association is recognized by elected officials throughout the state for its members' expertise, contributions to the enactment of sound public policy, and the delivery of public services.
- NJMMA has been affiliated with Rutgers University for the past nine years, providing members with the assistance, technical training, and support that comes with a partnership with a nationally recognized state university.
- The Association maintains ongoing relationships with other New Jersey professional associations, which collectively represent nearly all licensed officials working in local and state government.

For more information on the NJMMA, or to become a member, please contact Executive Director Alan Zalkind at zalkind@docs.rutgers.edu.

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LEAH SZAREK, APR, Director, Communications, Municipal Securities Rulemaking Board

In every state and community that has issued municipal bonds to finance public projects, there is someone who knows EMMA (Electronic Municipal Market Access). Issuers of municipal bonds in each state and territory disclose important information to investors and other municipal market participants on the EMMA website, www.emma.msrb.org/Home/Index, which is designated by the U. S. Securities and Exchange Commission as the single centralized repository for the collection and availability of information about municipal securities. Issuers make disclosure submissions and investors can access this information free of charge due to the Municipal Securities Rulemaking Board (MSRB), the organization that operates the EMMA website and promotes a fair and efficient municipal securities market.

Simplifying the process

The MSRB is working to simplify the document submission process so that issuers can more efficiently meet their disclosure obligations. The enhancements include a more intuitive process and seamless access to tools and resources on the EMMA website. On May 29, 2019, the MSRB also unveiled widely requested improvements to EMMA's search functionality. This summer, the following improvements when they submit a disclosure to EMMA were rolled out:

- **Guided Submission Process.** A new continuing disclosure wizard guides issuers through a streamlined submission process. The wizard features a simplified question-and-answer format and integrated support aimed at improving the accuracy and reliability of the data collected about a disclosure submission.
- **Seamless Navigation.** After logging into EMMA Dataport, the document submission interface, issuers will be able to seamlessly navigate to all the features on the EMMA website, including their own unique issuer homepage, a calendar of certain new issues scheduled to come to market, advanced search functions, and much more.



- **Exportable Reports.** Functionality to allow issuers and their agents to export reports of their continuing disclosure submission history also is under development.

To help issuers take full advantage of these enhancements, the MSRB will be providing multimedia educational resources, including a live and on-demand webinar tour of the revamped user experience. A recording of a webinar exploring the EMMA Dataport enhancements designed to create a streamlined continuing disclosure submission process is now available at www.MSRB.org. You'll also learn how to take advantage of integrated EMMA tools and resources while making a submission and hear about new features introduced as a result of user feedback. 📌

Three-Step Upgrade

This summer's enhancements are the culmination of a three-phase initiative focusing on the EMMA user experience for issuers. Last fall, the MSRB enhanced the process for creating and managing a free customized issuer homepage on EMMA to enable issuers to take more control over how their information is presented to investors. In February 2019, the MSRB updated the EMMA system to accept and display a new type of disclosure required under amended federal securities laws.



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Students' Insights

Winners of 25th Anniversary of Annual Louis Bay 2nd Future Municipal Leaders Scholarship Competition named

Three New Jersey students, Simrit Grewal of East Windsor Township, Evan Michael Holmes of Upper Township, and Alexander Sullivan of Wyckoff Township, were presented awards by their mayors for their authorship of this year's Louis Bay 2nd Future Municipal Leaders Scholarship Competition. Each winning student received a \$1,000 check from their mayors, Mayor and NJLM Past President Janice Mironov of East Windsor, Mayor Richard Palombo of Upper Township, and Mayor Thomas J. Madigan of Wyckoff Township, respectively, courtesy of the New Jersey League of Municipalities.

High school juniors and seniors from around the Garden State reflected on the topic "What My Municipality Does Best" in competition for the scholarship awards. Their essays were evaluated and recognized for their insights on local government.

The final judges this year were Chuck Chiarello, Mayor of Buena Vista Township and League Past President; Jim Anzaldi, Mayor of Clifton City and League Past President; and from the NJ State League of Municipalities, Michael J. Darcy, CAE, Executive Director, Lori Buckelew, Senior Legislative Analyst, Frank Marshall, Staff Attorney, and Ciara Bradley, Legislative Administrator.

The competition is intended to raise awareness of the work of elected municipal officials and instill an interest in future opportunities for young potential municipal leaders. The essay contest is named in honor of Hawthorne Mayor Emeritus Louis Bay 2nd, an active participant in local government and the League of Municipalities for more than 60 years.

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

Winners

Simrit Grewal, East Windsor Township
Evan Michael Holmes, Upper Township
Alexander Sullivan, Wyckoff Township

Finalists

Jamison Bandivas, Bergenfield Borough
Larisa Paxton, Brick Township
Thomas Neubauer, Bridgewater Township
Savannah Bruno, Cape May City
Alexander Lambert, Closter Borough
Helen Jennings, Franklin Lakes Borough
Brandon McHenry, Hamilton Township (Atlantic)
Lila Kawash, Hawthorne Borough
Andy Lan, Highland Park Borough
Sean Cavanaugh, Hillsborough Township
Jacalyn Siminerio, Manalapan Township
James P. Heiser, Mount Olive Township
Bradley Ferguson, Northfield City
Aislinn Scarpelli, Nutley Township
Holly Wetzel, Plumsted Township

Semi-Finalists

Juliana Stahl, Bordentown Township
Katrina Fett, Clifton City
Bryan Chan, East Brunswick Township
Guy Pastrana, Egg Harbor Township
Erica Frodella, Emerson Borough
Katie Ventura, Fairview Borough
Nicolas Merkel, Fanwood Borough
Estee Wu, Glen Ridge Borough
Gabriela Reyes, Little Ferry Borough
Allison Small, Livingston Township
Kayleigh Sandman, Lower Township
Christina Pender, Manchester Township
Emme Vornlocker, Manville Borough
Victoria Anzelone, Middle Township
Adam Hill, Middletown Township
Elyssa Zaccaria, North Wildwood City
Samuel Itman, Oakland Borough
Vincent A. Sposato, Passaic City
Anthony J. Razze, Pitman Borough
Allison Duane, Plainsboro Township
Natalie Andreyev, Point Pleasant Borough
Ashley Gaetani, Ridgefield Park Village
Bridget Simpson, South Plainfield Borough
Alison Gery, Ventnor City
Amanda Nunes, Watchung Borough

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Mid-Jersey	1987	168.7	12	14.1
Morris	1987	211.4	43	4.9
Ocean	1987	307.2	31	9.9
PMM	1987	78.5	5	15.7
Monmouth	1988	238.9	39	6.1
Burlco	1991	104.8	27	3.9
Trico	1991	200.1	37	5.4
NJ Utility Authorities	1991	166.5	71	2.3
NJ Self-Insurers	1992	65.2	5	13.0
Suburban Essex	1992	104.2	10	10.4
NJ Housing Authorities	1994	96.9	89	1.1
Suburban Municipal	1994	70.7	10	7.1
PAIC	1997	116.0	22	5.3
Central	1998	148.0	8	18.5
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*Richard Hirsch
MEL Chairperson*

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What My Municipal Government Does Best

SIMRIT GREWAL, *East Windsor*

As a lifelong East Windsor resident, I have found my niche in the community. I was complacent with my daily routine, appreciative of the school I went to, and thankful for the friends I made. East Windsor has become an integral part of my identity, but I did not yet understand the true extent of our municipal government's role in our experience as residents. In particular, the East Windsor government's inclusion of students throughout the several levels of community involvement is unparalleled, creating a close connection between council members and neighbors.



Mayor Janice Mironov presents a certificate and check to student author Simrit Grewal.

My first experience with my municipal government was the Bicycle Helmet Giveaway at the East Windsor Township Municipal Building. As an eager six-year-old, I went to the event with eyes out for a pink sparkly helmet. The futuristic and plant-covered building transported me to a different realm reminiscent of the *Incredibles*. I walked into the lobby in awe that this was my township's building. Much to my dismay, the only helmets available were red and silver, but the smile on the police officer's face as he handed the helmet over sparked excitement to ride around town with the stylish head protection. Though the officer simply handed a helmet to another of dozens of children that day, the kind gesture, consideration for the residents, and helmet itself remain with me.

As I entered seventh grade, our municipal government once again extended its arms out to younger residents. As a student in the East Windsor Regional School District, I was able to witness how waste was handled in the schools on a daily basis. The township reached out to the local student population in

a Suggestion Box Contest, in which students could introduce plans for the township to implement in order to promote more eco-friendly recycling habits. I was fortunate enough to share my ideas with the township and have my essay selected. Going to the municipal building once again, I was able to more closely witness our local government's operation by meeting the mayor and discussing my ideas with council members. That experience cultivated a stronger interest in me to find ways to give back to my community.

Upon hearing about my municipal government's call for high school students to volunteer two years later, my interest in public service compelled me to join the Health Advisory Board. As the Student Liaison, I am given the rare opportunity

The municipal government successfully provides a conduit through which students can discover a wealth of opportunities in public service, public policy, and political reform.

to interact with council members and fellow residents to enact meaningful change in response to public health and wellness-related issues. For instance, in collaboration with my fellow board members, I developed the "Don't Delay, Display" campaign in response, which advocates the clear display of house numbers to aid emergency responders. Furthermore, to promote an active lifestyle, our board created Yoga in the Park, a wildly successful program in which a yoga instructor conducts a free class for residents once a week during the summer. Being part of the complete process, from the genesis of new ideas to their execution was extremely humbling and eye-opening. I, a high school student, had the ability to create policies and introduce programs that would shape our community from that point on.

Throughout my life, my municipal government has welcomed my thoughts and fostered my growth as an active member of the community. Younger residents are engaged throughout the various stages of childhood and adolescence to gain a sense of their role in the township. The municipal government successfully provides a conduit through which students can discover a wealth of opportunities in public service, public policy, and political reform. I attribute my desire to serve my community to the opportunities provided to me by the East Windsor Township municipal government. Through its student engagement, my municipal government is forging the path for the future and developing the necessary skills in the leaders of tomorrow by allowing them to serve today.

What My Municipal Government Does Best

EVAN HOLMES, *Upper Township*

The other night I was discussing the “how to” of being present with a friend mine. We discussed how easy it is to be distracted, even as teenagers. We thought about how different it was as children when we lived life in the moment, without schedules to handle and futures to think so seriously about. It was a conversation that led to being more intentional of our time and how important it is in this day to stay present so that we don't end up passing through the moment on the way to somewhere else and, in doing so, miss the moment.

impact of their presence is simple, it is noticed.

When I joined the Volunteer Fire Department as a Junior Firefighter, there was former committeeman, Jay Newman. As I played baseball and football at our local fields on weekends, there was Committeeman Hobie Young. As I surfed Sumner Avenue in Strathmere, there was Mayor Palombo checking in with our lifeguards. Boy Scout events, the Veterans Day ceremony, community cleanups, visits to our schools, the annual Christmas Tree lighting, even after special events that lead to Custard Hut celebrations, our municipal government officials are present. Our Municipal Government has proven that in order to know how to keep our small town safe, clean, and desirable, they need to be a part of the big and little moments. Being present in



Evan Holmes (center) accepts his Louis Bay 2nd Award from (l to r) Deputy Mayor Edward Barr, Mayor Richard Palombo, Committeeman Hobart “Hobie” Young, and Committeeman Curtis Corson.

When I think of growing up in my hometown of Upper Township, I am grateful for so many things. Living in a town that is a bridge away from the ocean, filled with people that work together to make our community special, neighborhoods that are safe, and schools that provide an excellent education have created a sense of security and confidence as I enter adulthood.

I have spent many days playing sports on the fields of Upper Township, the beaches in Strathmere, the various parks for play, and volunteering as a firefighter in Marmora. I have participated in and led scouting excursions for Troop 79 and held leadership positions in our schools. All the while, I have noticed the presence of people everywhere I went.

Amidst the parents, grandparents, and friends in the crowds, there have been members of our small town from neighbors to teachers, youth group leaders to coaches. But throughout my youthful experiences, I have also noticed another group of individuals making an effort to encourage, celebrate, and sometimes mourn alongside the people of Upper Township.

These individuals are the members of our Township Committee. These men do not even have children and grandchildren participating, but they are present. The

“The people that lead, lead well through being present in their service to us.”

the lives of our community makes everyone feel important.

This extraordinary example of presence has strengthened my own leadership skills. As an Ambassador at Ocean City High School, President of my Class, Troop 79 Eagle Scout Candidate, and committed servant to the Marmora Volunteer Fire Department, I have noticed remarkable ways our municipal government believes in and supports our community. The people that lead, lead well through being present in their service to us. This kind of local government has given me the desire to extend my own capabilities in service as I seek to join the US Air National Guard, go to a local New Jersey college and return to my hometown to give back.

So, what does my Municipal Government do well? They are present in the lives of the people they serve.

What My Municipal Government Does Best

ALEXANDER SULLIVAN, *Wyckoff*

Tykoff is known as the Garden Town in the Garden State. This is thanks to the town's effort to beautify and preserve its natural environment. One of its top priorities is the recycling program. For years, Wyckoff has been trying to reach the "Nifty Fifty" goal, in which 50 or more percent of all disposable waste is recycled. However, last year, the town faced a dilemma. Due to changes in overseas markets, Wyckoff's current recycling method, involving single-stream recycling, was no longer feasible.

In the second video, Mayor Scanlan actually visited and toured the recycling plant! I had the privilege to work directly with Mayor Scanlan on the videos, accompanying him on the plant tour and performing the filming and editing. In addition, the town began publishing information about the new recycling rules in their weekly email, and even designed a mascot to help communicate the new rules, affectionately called "Myrtle the Turtle." The town also uses the Recycling Coach mobile app which can be used to set reminders about which materials are being recycled in that particular week and the recycle schedule.

“As a former Junior Commissioner on the Wyckoff Environmental Commission and current Green Team member, I am proud of the work the town put into promoting the Recycling Campaign and that I was actively involved in the process and contributed to helping with the transition.”



Alexander Sullivan, center, receives his Louis Bay 2nd Award from (l to r) Committee members Rudy Boonstra, Brian Scanlan, Melissa Rubenstein, Mayor Tom Madigan, and Tim Shanley.

For those unaware, single-stream recycling means that all recyclable materials go into a single bin, with one pick-up per week. However, China was no longer willing to purchase mixed recyclables, and Wyckoff's only solution, other than to raise taxes, was to switch to a dual-stream strategy, in which glass and plastics are split from cardboard and paper recycles, and the once per week pick-up focuses on only one kind of waste. In addition, items formerly recyclable, such as plastic bags, pizza boxes, and certain plastics, were no longer recyclable.

Initially, this caused some panic, as the Town Council and the Environmental Commission knew that this would be a shock to Wyckoff's residents. With dual-stream pick-up scheduled to begin in July of 2018, the town had to spread the word quickly and launched a very aggressive campaign to promote dual-stream recycling.

The mayor at the time, Brian Scanlan, kicked off the campaign by creating and releasing not one, but two videos about dual-stream recycling. The videos explained the reasons for the switch, the materials that could and could not be recycled, and the upcoming recycling schedule.

The campaign was largely successful. While the initial switch caused a small drop in overall recycling, the town has since completely adjusted to the new rules, and Wyckoff is back on track for their "Nifty Fifty" goal. The Wyckoff government did an excellent job in spreading the word and making the transition smooth and straightforward for the town's population. However, none of this would have been possible if it were not for the dedication that Wyckoff's government put into environmental awareness and keeping the town clean. Recycling is definitely not Wyckoff's only environmental initiative, as the town is currently working on additional goals such as reducing idling, promoting composting, and cleaning up litter. To promote these ideas, Wyckoff does a great job of keeping up with current technology trends that make it easiest to reach the town's residents and spread messages.

As a former Junior Commissioner on the Wyckoff Environmental Commission and current Green Team member, I am proud of the work the town put into promoting the Recycling Campaign and that I was actively involved in the process and contributed to helping with the transition. I also saw how my own household adjusted to the changes, with the town's promotion making the transition easier for my parents and myself. Between Wyckoff's dedication to environmental friendliness and their ability to spread the message effectively, it should be no surprise that Wyckoff is one of the cleanest and greenest towns in New Jersey. ♻️



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Project Report: Borough of Carteret

Innovative strategy to provide major stormwater system improvements and Green Acres recreational park

DANIEL J. REIMAN, *Mayor, Borough of Carteret;*
Nick Rotonda, *PE, PP, CME, LEED-GA, Vice President, T&M Associates*



The Noe Street Area of the Borough of Carteret is a quiet and diverse residential neighborhood that includes senior citizen housing provided by HUD, a Jewish Community Center and many single-family homes. The neighborhood is at the heart of the community situated near the Historic Memorial Borough Hall, Library and Senior Citizen Complex, and Civic Center Park, a large Sports Complex.

Plagued with storm-related flooding for decades, the area took a direct hit from a 6-foot high storm surge from Superstorm Sandy. Not only did the inundation of water damage many homes, but it caused a natural gas main rupture that resulted in a fire that burned an entire residential block to the ground.

In the aftermath of the storm, it was critical for the Borough to develop a plan to alleviate stormwater flooding in the neighborhood and town center. To properly address the flooding problems, the Borough and T&M Associates started with a study of a 700-acre area in Central Carteret. The Noe Street

area is located at the lowest point of the study area and is serviced by three 78-inch pipes that outfall into Noes Creek, which is connected to a tidal straight—the Arthur Kill.

The study determined that the existing drainage system at Noe Street and surrounding areas was undersized and caused stormwater backup. Flooding was aggravated by concurrent conditions of high tides and heavy rainfall events. The combined effects of high tailwater and large volumes of stormwater runoff generated from the overall watershed resulted in the flooding of low-lying neighborhoods.



Area-wide plan

A plan was devised to acquire low-lying properties, establish drainage easements and develop a comprehensive stormwater management plan for the area. The plan included a stormwater pump station, one-acre stormwater management basin, collection system upgrades, and a new tide chamber and outfall where the water would be discharged to Noes Creek. The innovative area-wide plan also included developing the basin and land surrounding it into an active and passive recreation area and park.

Infrastructure upgrades

The solution involved upgrades to 85 acres of the study area where 47 acres of

the most low-lying areas would be serviced by a new one-acre stormwater management basin and pump station, the other 38 acres would flow by gravity directly into Noes Creek.

When the stormwater reaches to a certain height in the basin, a 30,000 gallon per minute pump sends the excess water to a new outflow. The pump station is supplied with a generator and the outfall is equipped with a backflow preventer,

or tidal gate, to restrict tidal flows into the drainage system. During low tide, stormwater runoff outflows by gravity through the same force/gravity main.

The drainage system was upgraded to adequately capture and convey stormwater runoff up to the 25-year event. The project added 24 new stormwater inlets and 13 new manholes to the system, and 32 existing inlets and 16 existing manholes were replaced.



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Session Highlights:

Tuesday, November 19

DLGS Updates • Storm water Utilities • Perceptions of Public Employees • Staying Green: Recycling Outlook

Wednesday, November 20

Citizen Engagement • Cannabis • New Jersey Labor Outlook • Elected Officials Primer: Ethics, OPMA, & OPRA • The ABCs of Alcoholic Beverage Control • Elected Officials Primers: Budget & Procurement • The State of the NJDEP • Opioids Coordinated Response • How Close Are You to Being Falsely Prosecuted? A Cautionary Tale

Thursday, November 21

Interest Arbitration • Public Private Partnerships • Police Community Relations • Labor and Personnel Law Update • OPMA/OPRA & Administration of Public Meetings • Using Innovation to Revive Abandoned Buildings

For a complete list of sessions please visit the Local Government Leadership website at www.njlm.org/lglp

Permitting & Funding

The long process of applying for funding and permits began in October 2013. Permits included:

- New Jersey Department of Environmental Protection (NJDEP) Land Use Regulation
- Flood Hazard Area Individual Permit
- In-Water & Upland Waterfront Development Individual Permits
- Freshwater Wetland General Permit No. 11
- US Army Corps of Engineers
- Nationwide Permit No. 7—outfalls and associated intake structures.
- NJDEP Bureau of Surface Water and Water Allocation
- Dewatering and Surface Water Discharge Permit and a Groundwater Diversion Permit.

The majority of the nearly \$15 million in project costs were provided by local, county, state and federal funding programs.

- The stormwater management components of the project were funded by loans from the NJ Infrastructure Bank (formerly NJEIT). Several components of this project qualified for principal forgiveness as they addressed damage from Superstorm Sandy and improved resilience for future storms (Sandy Rehabilitation Program).
- Land Acquisition was funded in part by a grant from the NJDEP Green Acres program.
- Middlesex County Open Space, Recreation and Farmland and Historic Preservation Trust Fund provided \$750K of funding for the construction recreational amenities at Noe Street Park.

The project received final approval in February 2016 from the NJDEP.

Due to the hydraulic disconnection design, the remaining 600 acres of the overall drainage area are better served by the existing 78-inch pipes.

In the areas affected by the project, the roads were completely repaved from curb to curb resulting in improved roadways and drainage.

New park

The finishing touch to this resiliency project is a new passive recreation park. The Noe Street Park is built in the low-lying section of the project with the collection basin as a focal point. The basin serves as a wet pond with fountains and lights in the warmer months and an ice-skating rink in the winter. A ¼-mile walking path circles the park. Fitness stations, a challenge course, benches, and water fountains are stops along the path. The park also provides an observation deck, gazebo, restrooms, a sound system, and a fire pit. An ADA-compliant, 75-space parking lot and bike racks make it easy for all to enjoy.

The park was complete in time for Memorial Day weekend, making creative use of the limited available space in the Borough and adding a new public recreation spot for residents to enjoy.

This project addresses existing stormwater issues as most of the Borough's

infrastructure was constructed over 75 years ago. This project addresses the environmental issues efficiently and sustainably while creating recreation opportunities and enhancing resiliency at the lowest possible cost, saving the residents money over time. ♻️



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Supreme Court Review for Local Governments 2019

How Federal decision may impact municipalities

LISA SORONEN, *Executive Director,
State and Local Legal Center*



The going theory on the Supreme Court’s docket for the 2018-2019 term was that the Court tried to stay out of controversial cases after Justice Kavanaugh’s contentious confirmation process. If that was, in fact, the Court’s goal, it was mostly able to accomplish it—except for the census and partisan gerrymandering cases. As always, the Supreme Court decided numerous cases affecting local governments big and small. This article summarizes the four most significant cases for local governments. At the time of publication, it remains unclear whether the 2020 census will contain the citizenship question.



Department of Commerce v. New York

In *Department of Commerce v. New York* five Justices held that the reasons Commerce Secretary Wilbur Ross gave for adding the citizenship question to the 2020 census were pretextual in violation of the Administrative Procedures Act (APA).

Since 1950 the decennial census has not asked all households a question about citizenship. In a March 2018 memo Secretary Ross announced he would reinstate the question at the request of the Department of Justice (DOJ), “which sought improved data about citizen voting-age population for purposes of enforcing the Voting Rights Act (VRA).”

According to the Court additional discovery revealed: “that the Secretary was determined to reinstate a citizenship question

from the time he entered office; instructed his staff to make it happen; waited while Commerce officials explored whether another agency would request census-based citizenship data; subsequently contacted the Attorney General himself to ask if DOJ would make the request; and adopted the Voting Rights Act rationale late in the process.”

The Court agreed “to a point” with the federal government that there was “nothing objectionable or even surprising in this.” But, the APA requires that federal agencies don’t act arbitrarily and capriciously. Here, “viewing the evidence as a whole,” Ross’s decision to include the citizenship question “cannot be adequately explained in terms of DOJ’s request for improved citizenship data to better enforce the VRA.”



American Legion v. American Humanist Association

The Bladensburg Peace Cross may stay, the Supreme Court ruled in a 7-2 decision in *American Legion v. American Humanist Association*.*

In 1918, residents of Prince George’s County, Maryland, decided to erect a memorial to honor soldiers from the county who died in World War I. The monument, completed in 1925, is a 32-foot tall Latin cross that sits on a large pedestal. Among other things, it contains a plaque listing the names of 49 local men who died in the war. Over the years, memorials honoring the veterans of other conflicts have been added to the surrounding area. In 1961, the Maryland-National Capital Park and Planning Commission acquired the cross and the land it is on in order to preserve it and address traffic-safety concerns.

The American Humanist Association sued the Commission claiming the cross’s presence on public land and the Commission’s maintenance of it violates the Establishment Clause.

The Supreme Court disagreed. Significantly, the Court stated that “retaining

New Jersey View

NJLM Staff Attorney Frank Marshall discusses a New Jersey specific view of the *American Legion v. American Humanist Association* decision.

Generally speaking, decisions issued by the Supreme Court of the United States (SCOTUS) have far reaching implications impacting all states. However, the *American Legion v. American Humanist Association* decision is one of those rare instances where a SCOTUS decision may not necessarily be as impactful in New Jersey as it is in some other states.

This is because New Jersey’s Constitution has a Religious Aid Clause which protects residents from being “obliged to pay tithes, taxes, or other rates for building or repairing any church or churches, place or places of worship, or for the maintenance of any minster or ministry....” How the NJ Constitution’s Religious Aid Clause functions was recently illustrated in a 2018 NJ Supreme Court decision: *Freedom From Religion Foundation v. Morris County Board of Chosen Freeholders*.

The *Freedom From Religion* decision dealt with a Morris County grant program that provided historic preservation funding to religious institutions, among other recipients. The NJ Supreme Court found that a plain reading of the Clause prohibited any taxpayer funds from going to the building or repair of religious institutions, which the County’s grant program clearly did. Additionally, there was no exception to the Religious Aid Clause for the purposes of historic preservation.

So, while under the facts presented in the *American Legion* case SCOTUS reached one decision, it is reasonable to think that a different conclusion would be reached if the facts were examined through a lens tinted by the NJ Constitution’s Religious Aid Clause.

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established, religiously expressive monuments, symbols, and practices is quite different from erecting or adopting new ones. The passage of time gives rise to a strong presumption of constitutionality.”

According to the Court, the Bladensburg Cross doesn't violate the constitution first because it “carries special significance in commemorating World War I.” Second,

“with the passage of time” the cross “has acquired historical importance.” Third, the monument didn't “deliberately disrespect[] area soldiers who perished in World War I” as no evidence indicates Jewish soldiers were excluded. Finally, according to the majority, “it is surely relevant that the monument commemorates the death of particular individuals.”

While the Court acknowledged that the cross “is undoubtedly a Christian symbol,” it opined “that fact should not blind us to everything else that the Bladensburg Cross has come to represent.”



Nieves v. Bartlett

In *Nieves v. Bartlett** the Supreme Court held 6-3 that the

existence of probable cause generally defeats a First Amendment retaliatory arrest case.

While police officer Luis Nieves and Russell Bartlett have different versions of what happened at Artic Man, a week-long winter sports festival in Alaska, even the Ninth Circuit agreed that Sergeant Nieves had probable cause to arrest Bartlett. Sergeant Nieves knew Bartlett had been drinking and talking loudly when he saw Bartlett stand close to another officer and the officer push Bartlett away. But Bartlett claimed Sergeant Nieves really arrested him in violation of his First Amendment free speech rights because he had refused to speak to Sergeant Nieves previously, which Bartlett reminded Sergeant Nieves of when he was being arrested.

The Supreme Court held that probable cause generally defeats a retaliatory arrest claim. The Court relied primarily on *Hartman v. Moore* (2006), where it held that probable cause defeats retaliatory prosecution claims.

In *Hartman*, the Court noted that proving causation is difficult in retaliatory prosecution cases because “the official with the malicious motive does not carry out the retaliatory action himself—the decision to bring charges is instead made by a prosecutor, who is generally immune from suit and whose decisions receive a presumption of regularity.” Similarly, it is difficult to determine if protected speech is the cause of an arrest because “protected speech is often a ‘wholly legitimate consideration’ for officers when deciding whether to make an arrest.”

The Court's caveat is the “no-probable cause requirement should not apply when a plaintiff presents objective evidence

The Town Crier Legislative Backgrounder



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that he was arrested when otherwise similarly situated individuals not engaged in the same sort of protected speech had not been.”



Knick v. Township of Scott

In a 5-4 opinion in *Knick v. Township of Scott** the Supreme Court held that a property owner may proceed directly to federal court with a takings claim.

In *Knick* the Court overturned *Williamson County Regional Planning Commission v. Hamilton Bank of Johnson City* (1985), which held that before a takings claim may be brought in federal court, a property owner must first seek just compensation under state law in state court.

The Township of Scott adopted an ordinance requiring cemeteries, whether located on public or private land, to

be open and accessible to the public during the day. Code enforcement could enter any property to determine the “existence and location” of a cemetery. The Constitution’s Takings Clause states that “private property [shall not] be taken for public use, without just compensation.”

Rose Mary Knick sued the county in federal (rather than state) court claiming the ordinance was invalid per the Takings Clause after code enforcement went onto her property without a warrant looking for (and finding) a cemetery not open to the public during the day. The Court overruled the state-litigation requirement of *Williamson County* reasoning the Takings Clause doesn’t say: “Nor shall private property be taken for public use, without an available procedure that will result in compensation.”

Conclusion

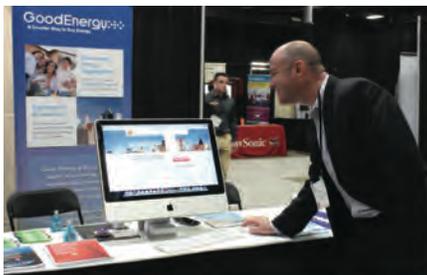
Perhaps the most interesting fact about

the 2018-2019 term is that Justice Kavanaugh was the Justice most in the majority. Whether this is a sign that he will join Chief Justice Roberts to form a center right coalition on the Court is unclear. Notably, Justice Kavanaugh joined his more conservative colleagues in both of the big cases of the term (census and partisan gerrymandering) while Chief Justice Roberts joined his more liberal colleagues in the portion of the census opinion ruling Ross’s reasons for adding the citizenship question were pretextual. Only time will tell how the addition of Justice Kavanaugh will impact local governments in big and small cases. 🇺🇸

The State and Local Legal Center (SLLC) files Supreme Court amicus curiae briefs on behalf of the Big Seven national organizations representing state and local governments.

EDITOR’S NOTE: NJLM is a partner and financial supporter of the SLLC

*Indicates a case where the SLLC has filed or will file an amicus brief.



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Social Services

Mayors Wellness Campaign helps residents tap into community resources

ADRIAN DIOGO, *Mayors Wellness Campaign Director, New Jersey Health Care Quality Institute*

A community’s resources—from food banks to job training to low-cost housing—have little value if people don’t know about them.

That’s why the New Jersey Health Care Quality Institute’s (Quality Institute) Mayors Wellness Campaign is working to bring “Aunt Bertha” to communities across New Jersey. Aunt Bertha is a social services search tool that enables health care providers, social workers, and residents to more easily find the services available right in their own communities. The highly specific search tool allows people to search based on eligibility criteria such as age and income. The tool also lists up-to-date hours, contact information, and other resources on a website that’s easy to navigate.

Local roll out

The Mayors Wellness Campaign partnered with the Aetna Foundation to bring Aunt Bertha to Union County. The Aunt Bertha search tool is complete and available for residents of Union County and neighboring municipalities. Aunt Bertha is also available in Burlington, Camden, Cumberland, Gloucester, Hudson, Middlesex, and Salem counties.

The Union County site is called “Union Connects,” and users can go to www.UnionConnects.AuntBertha.com, enter a zip code, and pick a search term. For instance, by searching “food,” users can find programs on nutritional education, free meals, food pantries, and food delivery. Users can select other choices, such as transportation, legal help, education, and work. The Quality Institute and community partners have worked together with Aunt Bertha to create these comprehensive listings in Union County with listings available in more than 100 languages.

“The Aunt Bertha tool has given the residents of Rahway and Union County an increased awareness of the resources and assistance available to them,” said Rahway Mayor Raymond Giacobbe. “Aunt Bertha is an asset in connecting residents with the help they need in a timely manner and also allows agencies to effectively communicate with each other. We appreciate the fact that our partnership with the Aetna Foundation and the New Jersey Health Care Quality Institute affords us this valuable tool.”

Rx for welfare

“Often a doctor or a social worker may know that what a person really needs is a place to live, or better nutrition, or job training. But finding the right services to help them is not always easy,” said Linda Schwimmer, President and CEO of the Quality Institute. “Instead of making a dozen phone calls, now people in these communities can seek help through Aunt Bertha.”

Social workers and health care providers can also “prescribe” services to a client or patient by using Aunt Bertha to send a direct referral on behalf of a patient or client. The site is continually updated by both Aunt Bertha and the local social service agencies. Social service agencies are encouraged to claim their listing in the search function with Aunt Bertha and thereby keep it updated and receive useful data from Aunt Bertha such as how many people are searching for their service or being referred to them. This data is useful for policy and planning efforts at the local level as well.

The Mayors Wellness Campaign (MWC) is a statewide community health initiative of the Quality Institute in partnership with the New Jersey State League of Municipalities. The MWC provides evidence-based tools and strategies to mayors and community leaders to help their residents achieve more active, healthier lifestyles and to improve the health and wellness of their communities. Over the past 13 years, the MWC has grown to include 407 participating communities (72% of the state’s municipalities) with more joining every year. The MWC and its work in Rahway and Union County is supported by the Aetna Foundation. 📌

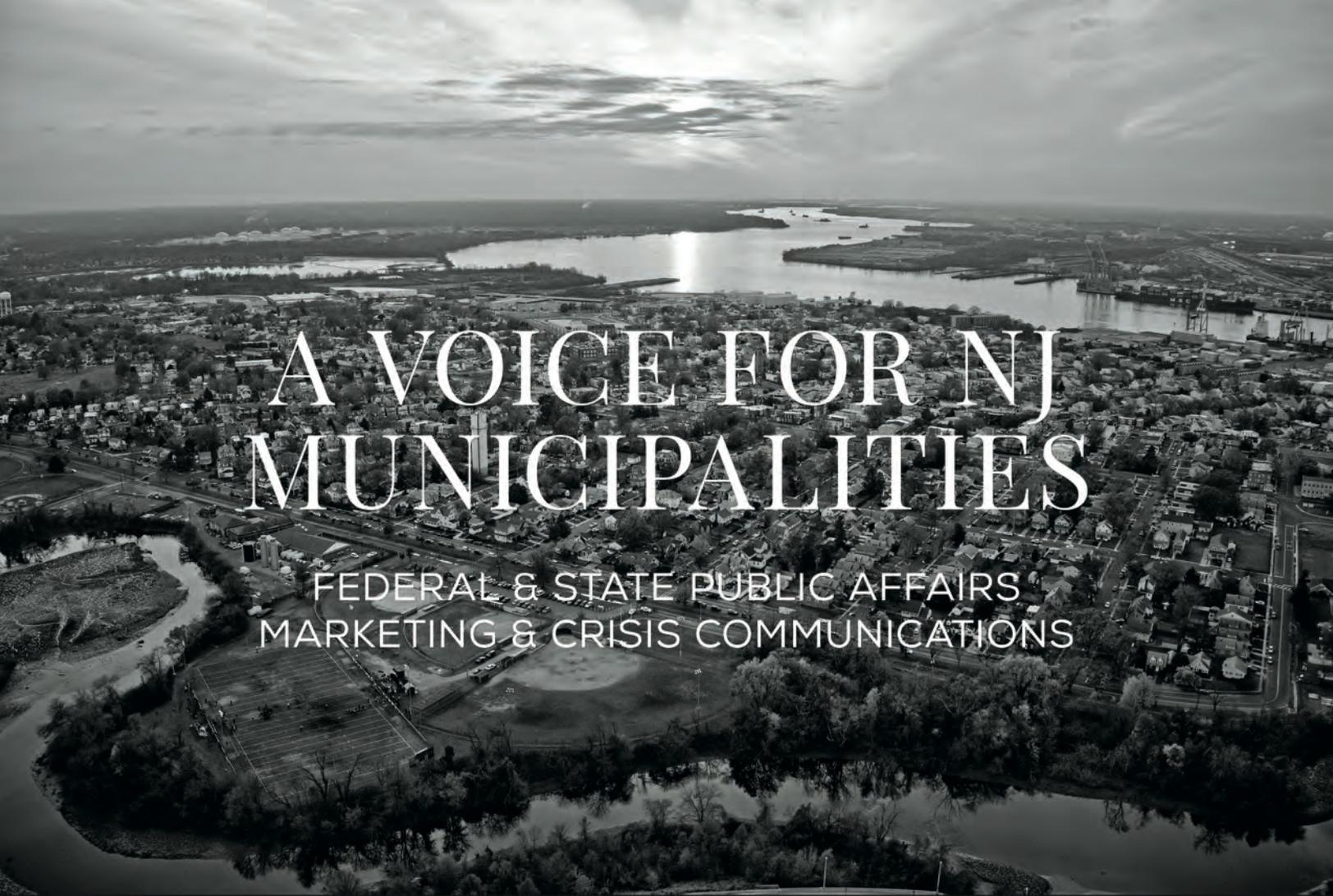
@ To learn more about the MWC, contact Adalisa Perez at aperez@njhcqi.org or visit www.njhcqi.org/mayors-wellness-campaign/

At the League Conference

Visit the Quality Institute’s MWC at booth #105 at the annual New Jersey State League of Municipalities Conference.

The MWC will be hosting a healthy cooking demonstration at their booth on Tuesday, Nov. 19 at 11:00 a.m. and Wednesday, Nov. 20 at 1:00 p.m.

The MWC will also hold a panel session, “Bringing Wellness to Your Community,” in room 307 on Tuesday, Nov. 19 at 2:00 p.m.



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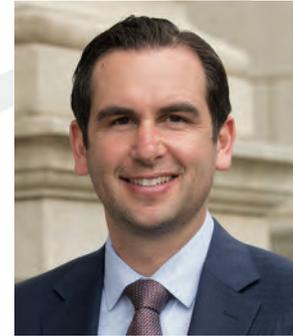
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Understanding What 2% Across the Board Increase Really Means

MARY JONES-SCHAMING, CMFO, CCFO, Budget Director, Sussex County;
Board Member, Government Finance Officers Association of New Jersey

As we prepare to negotiate contracts without the 2% cap on binding interest arbitration awards, it is vital to understand what the different increases within a step guide are and how they impact the budget and, ultimately, the property taxpayers.

What does a 2% across the board (ATB) increase really mean? Well, to start, it does not mean all employees are getting a modest 2% increase in their salary each year, nor does it mean the cost to the local unit is limited to an additional 2%. To understand the true cost, a very detailed analysis of the base salary needs to be created. The contract dictates what makes up the base salary; at a minimum it would be the annual salary plus longevity. Some local units might have additional earnings like clothing allowance or education as part of the base salary. All of these items should be included when costing out your contract.

In addition to base salary, you should cost out any non-salary economic issues including health benefit costs, pension contributions, and any other benefit that has a monetary value. On top of costing out the current negotiated contract, it is also recommended that you carry your projections out for another one or two contract periods to see how the movement of employees will affect the future years. These projections are how you review what type of increases your budget can sustain.

Breaking down a step guide

The real key to understanding salary increases is to dissect the step guide into two groups of employees and two types of increases. The first group would be those employees at the top step, no longer receiving step increases. The second group is the employees moving through the step guide. The two types of increases to the guide are the ATB increase and the annual step increase. The ATB increase is meant to adjust the overall steps to cover COLA and stay competitive within the market. Also, it is commonly the percent increase provided to those employees who are at the top step and will not receive an annual step increase. The annual step increase is the amount employees within the step guide will receive.

Exhibit A shows a partial step guide and listed at the top are the annual ATB percent increases. If you follow Step 1 across, starting at the Base Year you will see the salary go up the ATB percentage, which gives you an average percent increase of 1.88%. This means if you hire someone in year 2, that employee will start higher than someone you hired the year before.

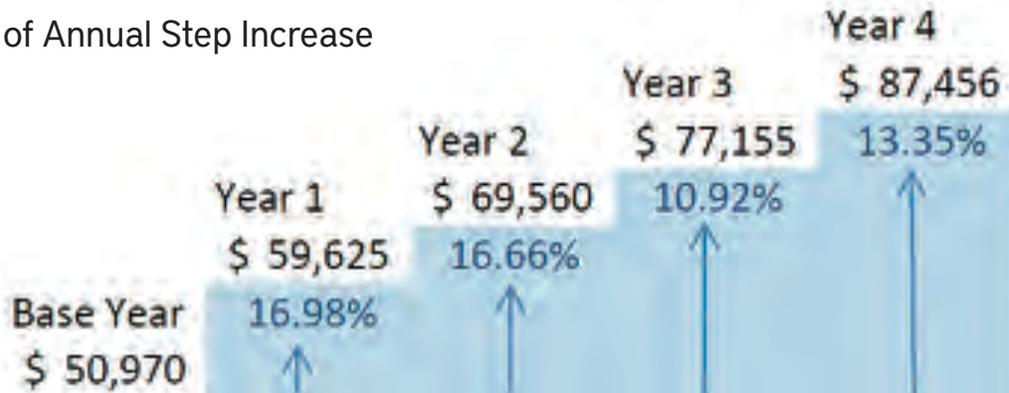
Exhibit B shows what the annual step increase is for an employee at Step 1 in the base year, moving up through the steps each year of the contract. The employee would receive an average of 14.48% increase each year or a 71.58% increase over the four years.

What does this mean? It means the employee's salary and the

Exhibit A: Example of Annual ATB % Increase

		Year 1	Year 2	Year 3	Year 4
	Base Year	2%	1.75%	1.75%	2%
Hire	\$ 43,286	\$ 44,152	\$ 44,924	\$ 45,711	\$ 46,625
Step 1	\$ 50,970	\$ 51,989	\$ 52,899	\$ 53,825	\$ 54,901
Step 2	\$ 58,456	\$ 59,625	\$ 60,669	\$ 61,730	\$ 62,965
Step 3	\$ 67,023	\$ 68,363	\$ 69,560	\$ 70,777	\$ 72,193
Step 4	\$ 73,063	\$ 74,524	\$ 75,828	\$ 77,155	\$ 78,699
Step 5	\$ 81,193	\$ 82,817	\$ 84,266	\$ 85,741	\$ 87,456

Exhibit B: Example of Annual Step Increase



increase to the budget for that employee is 14.48% per year of the contract. The ATB increase of 1.88% is the annual increase of the steps, and any employee at the top step. It actually gives no indication of the real financial impact to the local unit. Keep in mind this is only looking at step movement, not the full base salary. You may recall that earlier I defined base salary as a minimum of “salary plus longevity.” That means the longevity cost, and anything else you include in base salary, would be added on top of the already high 14.48% increase each year.

What can we do?

Talk to your neighboring municipalities, research PERC decisions, and review other contracts. The union will be doing this and basing their proposal on what other awards have been. To be one step ahead, research what is trending and know how that will affect your budget and community. Keep communication open during negotiations in hopes of coming to a settlement without going to arbitration.

The sunset of the 2% cap on binding interest arbitration awards has left the local units and their property taxpayers vulnerable. Permanently extending the 2% cap would provide protection to the taxpayers by ensuring contracts awarded by arbitrators would be limited to no more than a 2% increase; not solely on the ATB increase but on the total base salary. Salaries are one of the largest costs in local budgets. Since the other 2% spending caps are permanent, it potentially leaves local units with

The real key to understanding salary increases is to dissect the step guide into two groups of employees and two types of increases.

some very tough decisions to make. Not only could unsustainable increases lead to increased property taxes, reduction in services, and possible layoffs, it can also directly affect the local unit’s credit rating and access to the market for capital needs.

In summary, the ATB increase does not provide any indication of what the total financial impact on the budget will be. Without the 2% cap on binding interest arbitration awards the unknown effect on the budget could be catastrophic. To help ensure fiscal stability and protect taxpayers, a detailed review of annual step increases needs to be done prior to the settlement of contracts. 💡

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GOLD DOME



In Murphy-Norcross Fight, Echoes of a Previous New Jersey Political Battle

BEN DWORKIN, PH.D., *Director, Rowan University Institute for Public Policy & Citizenship (RIPPAC)*

Throughout 2019, the New Jersey political world has been consumed with the debate over the state's tax-incentive programs overseen by the Economic Development Authority (EDA). Ostensibly, these programs were designed to incentivize companies to move to New Jersey, or not leave, and create/keep jobs here. In some cases, EDA programs worked to bring companies to a specific municipality, such as the city of Camden.

The tax incentive programs all require certain spending and hiring thresholds to be met before the future tax breaks are awarded. Questions have been raised about exactly how these programs came to be, and were then implemented.

On one side of this grand battle is Democratic Governor Phil Murphy and his allies, especially those in his party's progressive wing, who argue the money awarded to these companies was diverted from alternative, better uses. They contend the programs were undermined by well-connected lobbyists who wrote client-specific language into the law, and that the benefits of the corporate moves haven't gone to Camden residents.

On the other side is George Norcross III: businessman, philanthropist, and widely considered the most powerful unelected person in New Jersey politics. He has also been Camden's biggest cheerleader. To Norcross and his cohort of supportive Democrats in the legislature, including state Senate President Steve Sweeney and Assembly Majority Leader Louis Greenwald, Camden was once the most dangerous city in America, desperately poor, with little private sector capital investment—and largely ignored by everyone outside the region.

Things began to change with the replacement of the city's police department with the Metro Division of the Camden County police in 2013. Indeed, crime in Camden has dropped to a 50-year low.

According to Norcross, a second, but equally critical, step to

revitalize the city was the EDA's tax incentive programs that have resulted in companies such as Subaru, the Philadelphia 76ers, American Water, Holtec International, and Norcross's own insurance firm, Connor Strong & Buckelew, among others, moving significant operations to Camden.

The fight over the 1947 state constitution provides insights into what might come next.

New Jersey has seen political battles before, but what is different this time is how personal it has all become. There are arguments to be made on both sides, regarding the efficacy of giving tax credits to large corporations to achieve economic and urban redevelopment goals. But the debate over policy has been subsumed by the personalities and politics of the moment, with some describing it as a fight over nothing less than control of the state's dominant Democratic Party.

For many Trenton politicians and outside observers, the biggest question for the remainder of 2019 is, how does this all end?

New Jersey political history may well offer some answers.

Constitutional conflict

During the 1940s, there was a growing movement to revise the state constitution of 1844. Many saw a new constitution as necessary to keep up with a modern, industrial New Jersey that was dramatically different than its pre-Civil War incarnation.

Tired of losing statewide elections to the urban-based Democrats, Republicans recruited Walter Edge to run for governor in 1941. Edge had served a three-year term as New Jersey's chief executive during World War I and, since then, had been US Senator and ambassador to France.

In exchange for running, Edge got the GOP behind constitutional reform.

In November 1943, Edge was elected and immediately embarked on two major initiatives—a new constitution and to undercut the power of Frank Hague, the long-time Democratic mayor of Jersey City and the dominant political boss in an era when party organization and bossism were at their height in power and influence. The new governor imposed civil service rules and ballot machines on Jersey City, launched investigations into illegal gambling in the area, and perhaps most importantly, supported alleviating railroad companies from paying millions of dollars in taxes on their property. More than half of the railroads' obligation was owed to Jersey City, and over 70% to Hudson County in total.

Hague was unable to stop Edge's onslaught, so he countered by launching an all-out attack on the governor's other priority—the new constitution going

before the voters in November 1944. Hague's brilliant, negative campaign resulted in the stunning defeat of the proposal, 54% to 46%.

With only a three-year term and unable to run for re-election, Edge left Trenton without his primary, legacy-building agenda item. He was replaced in 1947 by another Republican, Alfred Driscoll, who proceeded to roll back the Edge-era intrusions into Hague's power and cut other deals with the Jersey City mayor to curry his support. That November, just three years after rejecting a proposed constitution, New Jersey voters overwhelmingly passed one.

Modern echo

The parallels to today's Murphy-Norcross fight, and the lessons for each side, are clear. Murphy, like Edge, has the ability to keep his political opponents on their heels, but because of their strength in the legislature, Murphy must be careful when he decides to promote a new,

big idea. As of yet, there is no galvanizing, Murphy-endorsed proposal for Norcross and his supporters to undermine, as Hague was able to attack Edge's proposed constitution.

The lack of a "second act" in the Murphy agenda can certainly be criticized, but the denial of any easy target is also surely frustrating to his opponents.

If neither side is ready to acquiesce, then it comes down to who can outlast the other. As Edge discovered, when a governor fights a powerful political boss, only the governor is term-limited. The party leaders who remain have a chance to establish a different relationship with the successor.

With no new agreement, the current array of EDA tax incentive programs were allowed to lapse—much to the chagrin of local officials and the business community. Whatever comes next depends on how this political fight ends, a resolution that may well echo a previous governor-party leader battle. 

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FRANK MARSHALL, ESQ., NJLM Staff Attorney



Our volunteer fire department is finding it difficult to recruit volunteers. We have been exploring the possibility of converting the volunteer department into a paid department in order to ensure we have an adequately manned force. What steps would we need to take in order to do this?



A New Jersey law specifically provides for this very circumstance and *N.J.S.A. 40A:14-41* sets out the procedural requirements a municipality must undertake when converting from a volunteer to a paid department. Under the law, such a conversion is subject to a referendum, meaning any ordinance providing for the conversion of a volunteer to paid fire department must be submitted and adopted by voters at an election called for this purpose.

The law further requires that the municipal clerk give public notice of the referendum election at least 20 days prior by publishing in a newspaper circulating within the municipality and posting such notice in 10 conspicuous places within the municipality. The notice must include a copy of the ordinance.

Should your municipality pass an ordinance and it be adopted through referendum, I would direct you to examine *N.J.S.A. 40A:14-43*, which outlines what becomes of the volunteer firefighters once the department is converted to a paid department. Under this law, appointment to paid positions must be made from the members of the volunteer force who have served as active firefighters for at least two years preceding the appointment or from among the exempt firefighters of the force. If no such member or exempt firefighter is available, any qualified person may be appointed provided they are between the ages of 21 and 40 at the time of appointment.

I should also note that you are not alone with this issue. Municipalities across the United States are struggling with the same challenge of recruiting volunteer firefighters. A recent PEW study has shown that the number of volunteers across the country has been on a steady decline, dropping by about 12% between 1984 and 2014, with some states being hit harder than others. Realizing this decline Federal agencies, such as FEMA, have offered assistance with recruitment of volunteers.

You may wish to review some of the materials prepared by these agencies to see if they can be of assistance to your municipality in recruiting volunteers.



We are trying to get a handle on our municipality's stormwater infrastructure. We want to create an inventory of all stormwater management features and track their maintenance schedules. Are there any resources available to help with this?



As you are likely aware the DEP's Municipal Stormwater Regulation Program, which was developed in response to the U.S. Environmental Protection Agency's regulations, require New Jersey municipalities to apply for and meet the standards of a Municipal Separate Storm Sewer System (MS4) permit. Part of the MS4 permit requirements for Tier A municipalities includes the mapping and inventory of stormwater management features. So, while your municipality may be undertaking these efforts for the benefit of your own management project, it is actually a requirement if you are a Tier A municipality. To assist with the mapping and inventorying of stormwater infrastructure, the DEP has made numerous resources available. This includes an online mapping tool that is meant to be used by those without a handheld GPS device but with a cell phone or tablet. The DEP has made this online mapping tool available to MS4 permittees at no cost—the only catch is you must reach out to the DEP to request access.

The DEP also has additional resources available, such as templates for those permittees with handheld GPS tools, and for those with access to ArcGIS software. And, for permittees with limited hardware/software capabilities, the DEP has created a MS4 Inventory Spreadsheet Template as a Microsoft Excel file. 

 All of these resources and more are available on the DEP's Division of Water Quality's website, www.nj.gov/dep/dwq/. For more information on this or additional MS4 permit requirements, I suggest you reach out to the DEP.

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FROM THE DESK OF . . .

New Jersey Building Officials Association (NJBOA) Celebrates 90th Anniversary

BOB LACOSTA, *Construction Official, Scotch Plains; Past President, NJBOA*

New Jersey Building Officials Association (NJBOA) is the only State-recognized building officials' organization. At 90 years young, you will find that our organization has weathered a number of storms. It was predominately the members of the New Jersey Building Officials Association who spent countless hours in the preparation of the Uniform Construction Code (UCC) for implementation. Nowhere will you find a museum, monument, statue, or even a plaque honoring the efforts of our Building Inspectors. Although we have protected countless lives over the years, most people are unaware of our silent vigil over safety.

NJBOA is an organization comprised of dedicated and hard-working individuals for the last 90 years. We provide educational opportunities, scholarships, sponsorships, and donations to various in-need charitable organizations.

The fact is that a large segment of our society is complacent about building safety. How many people take for granted that the buildings in which they live and work and shop are structurally sound, and can be safely exited in the event of an emergency? How is it that we can be so carefree about building safety? The answer is embodied in the men and women who go about their daily duties as Building Inspectors to ensure that minimum life, health, and safety standards are followed. That's what we do in NJBOA. Our proactive and preventative enforcement of our building codes has afforded this state a level of comfort and safety that is unmatched anywhere in the world!

Despite this fact, how many people in our communities actually know what Building Inspectors do? Ask an elementary school student to describe the responsibilities of a firefighter or a police officer, and that student will most certainly be able to give you some sort of description. However, ask about a Building Inspector, and you will probably get a blank stare. Are we, in the Building Inspector community less devoted individuals or any less heroic because we prevent the fires rather than extinguish them? The difference is that one is catastrophic and newsworthy and the other is unnoticed. When Building Inspectors are noticed, they are often considered nuisances or agents of an abusive bureaucracy.



In New Jersey it takes years of experience and schooling to achieve the knowledge required to become a Building Inspector. Building Inspectors must understand and apply thousands of forever changing and evolving code requirements. These professionals—yes, we are professionals—have never been self-promoting. We don't wear recognizable uniforms, or regularly visit schools to speak about building safety. However, maybe we should. Then youngsters would learn early on about all the men and woman who serve and protect us every day

If the public had the opportunity to realize the countless thousands of lives protected by Building Inspectors, and the members of NJBOA, they would surely honor them with the highest respect. Even if that never happens, the silent defenders will continue their duty-filled century, as we have done for almost 100 years in NJBOA to promote and preserve the life, health, and safety in New Jersey.

The New Jersey Building Officials Association is not unique. We have continued to weather the storm. And when the storms have come and gone, we are still on the front line of defense in order to put back the pieces from devastation. The New Jersey Building Officials Association is happy to serve our residents, and will continue to do so with its strong effort relative to code enforcement throughout the state for at least another 90 years. Our membership is proud to say, "Congratulations, job well done." "Let's always look for better and better ways to accomplish our jobs," and "Always strive for perfection and never shy away from change." 🦷

New Jersey Building Officials Association, Inc.

Celebrating Our 90th Anniversary

www.newjerseyboa.com



The Only Building Code Officials Association Recognized by the New Jersey Department of Community Affairs

The New Jersey Building Officials Association was established in 1929. We are a not-for-profit organization recognized as a chapter of the International Code Council, and are devoted to protecting the health, safety, and welfare of the public, by promoting professionalism, education, and ethics.

NJBOA's Active Membership is comprised of licensed Code Officials and Inspectors of all disciplines, as well as Technical Assistants. We have Associate, Subscribing, and Honorary memberships available to others engaged in the building industry, including housing, planning, zoning, and manufacturers' representatives. Our annual scholarships, totaling over \$30,000.00, have benefited dozens of worthy college students. As always, we welcome people from many career backgrounds to consider joining our organization, or come to any meeting as our guest.

As we celebrate our 90th Anniversary, **NJBOA** is proud to be the **only** statewide association, inclusive of Code Officials, and members of other diverse backgrounds, that is recognized by the Department of Community Affairs. **NJBOA** will continue to actively support and participate in the Building Safety Conference of New Jersey, as we have done for over 35 years. **NJBOA** is an organization that remains strong in membership, welcoming new applicants each year. **NJBOA** is a tried and true brotherhood whose success is written in its legacy. The **NJBOA** Executive Board would like thank our members, Past Presidents, and communities, for their unwavering support, which has helped pave the way to its success thus far. **NJBOA** will continue to forge ahead with strong leadership and the proven confidence of its members, through this decade and beyond.

<i>Jerome Eger</i>	<i>Charles Lasky</i>	<i>John Fiedler</i>	<i>John Tracy</i>	<i>Lawrence Scorzelli</i>	<i>Pat J. Naticchione</i>	<i>Bob LaCosta</i>
President	1st Vice President	2nd Vice President	Secretary	Treasurer	Immed. Past President	NJSLOM Rep.

NJLM Educational Foundation

Providing resources for Local Government

Building on a foundation of work dedicated to fostering research and resolving the complex issues impacting local governments and their constituents, the NJLM Educational Foundation continues to provide a forum where municipal officials, academics, government officials, business leaders, and other stakeholders can share their hopes for New Jersey's future.

New and updated information

This year, the Foundation rolled out a new logo with the theme "Promoting Innovation in Municipal Government." This update was carried through with an updated, easy-to use website at the familiar address, www.njlmef.org.

This year, research efforts have resulted in the publication of two new entries to the "Friends of Local Government" series, "A Moving Legal Target: Local Government Regulatory Authority Over Small Cell Wireless Facilities" by Ken Fellman, Esq., and "It's Later in the Economic Cycle Than It Used To Be,"

by Dr. James W. Hughes. Visitors to www.njlmef.org can access these and other white papers and other events.

Administration of the Michael A. Pane Memorial Fund awards is ongoing, as the Foundation recognizes local government professionals (attorney, engineer, or planner) who personify the highest standards of ethics and significantly enhances the integrity of local government.

The Mayors Book Club's printed version of the manual "Planning and Participating in a Mayors Book Club" by Dr. Vicki Cohen at Fairleigh Dickinson University is still available, as is the download available from the Foundation's webpage, www.njlmef.org.

Marking Sustainable Jersey's 10th anniversary year, the Educational Foundation continues administering grants in support of the nonprofit as it grows and expands its efforts to support communities in pursuit of sustainability. More than \$1 million in grants has been administered from such funders as the Board of Public Utilities, Wal-Mart Corp., and others. 📌

@ Visit the NJLM Educational Foundation online at www.njlmef.org

Officers, Trustees, & Staff of the New Jersey State League of Municipalities Educational Foundation

Officers



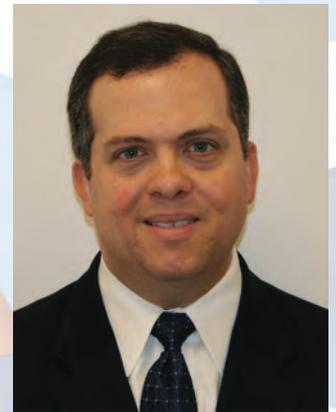
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President
Mayor, Hope Twp.;
NJLM Past President



Paul Anzano
Vice President
Mayor, Hopewell Borough
(Mercer)



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NJ Petroleum Council/API



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Danielle Capozzoli
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New Jersey Resources



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Paul Maticera
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MBI GluckShaw;
NJLM Past President



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Senior Vice President,
Government Banking,
Investors Bank



Jesse Tweedle, Sr.
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Mayor, Pleasantville City
Executive Board Member,
NJLM



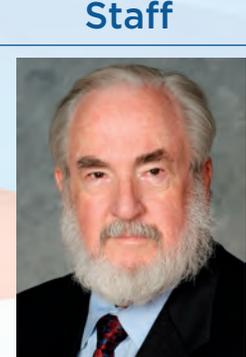
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Trustee
Former Mayor, Stone Harbor
NJLM Past President



Louise C. Wilson
Trustee
Past President,
NJLM Educational
Foundation



Althea R. Yancy
Trustee
Regional VP
AT&T External Affairs



William J. Kearns Jr., Esq.
Legal Advisor
Helmer, Conley & Kasselmann

Staff

LEGISLATIVE UPDATE

MICHAEL F. CERRA, *NJLM Assistant Executive Director*;
LORI BUCKELEW & JON R. MORAN, *NJLM Senior Legislative Analysts*; FRANK MARSHALL, *NJLM Staff Attorney*

S-51/A-274 **Funding Restoration Bill** **Inches Forward**

Status: S-51 Referred to Senate Budget and Appropriations Committee, A-274, referred to Assembly State and Local Government Committee

Legislation designed to address a long time League priority has taken a first step toward enactment. S-51 has been released by the Senate Community and Urban Affairs Committee. It would, beginning next year, require the State to begin a phased-in restitution of the \$331 million, which has been annually diverted from dedicated municipal funding programs—the Energy Tax Receipts Property Tax Relief Fund (ETR), and the Consolidated Municipal Property Tax Relief Aid (CMPTRA)—for the past 12 years. During every year since the 2008 Recession, this funding has been used to address State budget concerns. S-51 would, incrementally, over the next five years, bring funding for all municipalities back to 2007 levels.

League Past President and Energy Tax Task Force Chair, Mayor Janice Mironov of East Windsor, testified on behalf of the League and of her colleagues in all New Jersey municipalities. Mayor Mironov stated:

“Taxes on gas and electric utilities were originally collected by the host municipalities, and when the State made itself the collection agent for these taxes, it promised to return the proceeds to municipalities for property tax relief. Just as municipalities collect property taxes for the benefit of school districts, counties and other entities; the State is supposed to collect Energy Taxes for the benefit of municipal governments. For years, though, State officials have diverted funding from Energy Taxes to plug holes in the State budget and to fund State programs. The restoration of this funding is long overdue.”

Mayor Mironov thanked the bill’s sponsor, Senator Troy Singleton, for his ongoing efforts to restore property tax relief funding that continues to be diverted to the State budget. Senator Singleton, who chairs the committee, has championed this initiative for the past several legislative sessions.

Mayor Mironov urged the Committee to consider one amendment to the bill. Section 1 would require any restored funding to be subtracted from the municipality’s adjusted tax levy. Mayor Mironov said, “Respectfully, we request that the bill be amended to delete the proposed requirement in Section 1, which would deny locally elected and locally responsive

Mayors and municipal governing bodies the ability to determine the best use for the local property tax relief revenues that the bill would restore.”—JRM

A-5450/S-3827 **Proposal Will Prevent Endless** **Litigation, Provide Residential Property** **Tax Relief**

Status: A-5450 Reported out of Assembly Committee with Amendments, 2nd Reading; S-3827 referred to Senate Community and Urban Affairs Committee

The League fully supports A-5450/S-3827, which will clarify telecommunications industry corporate tax responsibilities and shield local taxpayers from the costs of endless tax court litigation. We thank the sponsors of this legislation.

Based on a misreading of a 1997 law, Verizon decided that it could exempt itself from the payment of business personal property taxes (BPPT), in any year and in any municipality, when and where it, unilaterally and without documentation, determined that it provided less than 51% of dial tone service.

The dispute began in 2008, when Verizon informed a handful of municipalities that it had decided to exempt itself from payment of taxes on all of the cables and electronic equipment it houses in local switching stations. In the years that followed, similar decisions by Verizon have led to cases affecting taxpayers in hundreds of other New Jersey municipalities.

Earlier this year, Hopewell Borough in Mercer County prevailed over Verizon in a Tax Court case involving the corporation’s claimed exemption for 2008. It took one municipality ten years to ensure that Verizon would pay its 2008 taxes. Further litigation will be needed for Hopewell to secure BPPT payments for each subsequent year in which the exemption was claimed. Every other municipality faces the same prospect of costly annual tax court filings, which, as we have seen, can drag on for over a decade. But even that might not end the problem, as Verizon has appealed the final Tax Court decision, forcing Hopewell Borough to put even more time and treasure into the fight.

A-5450/S-3827 would put an end to the travail. It will clarify the Legislature’s intent to permanently apply the business personal property tax on local exchange telephone companies that were subject to the tax as of April 1, 1997.—JRM 

We have the energy to make things better

[... for you, for our communities and for the environment.]

www.pseg.com



Our vision for the future of New Jersey is one where we use less energy and the energy is cleaner, more reliable, more resilient and affordable.



PSEG

We make things work for you.

Conference Connections



Have Your Municipal Voice Heard League Conference Resolutions critical part of NJLM municipal advocacy agenda

FRANK MARSHALL, ESQ., *League Staff Attorney*

Each year, the League Conference offers a new opportunity for local leaders to have municipal challenges placed at the forefront of League advocacy efforts. This is done through Conference Resolutions. Any advocacy by the League starts with the feedback we receive from our members, and there is no stronger mandate for our advocacy efforts than the Conference Resolution.

The Conference Resolution Process

Throughout the year, municipal officials submit or suggest to League staff possible Conference Resolutions. The proposed resolutions are usually inspired by municipal matters encountered by specific municipalities but have statewide implications. Proposed resolutions are then reviewed by League staff to ensure proper drafting and clarity.

Once prepared, the proposed resolutions are then forwarded to the League Resolution Committee to be reviewed and selected for recommendation of adoption at the League Business Meeting. On average, the Resolution Committee typically considers 20 resolutions submitted from across the Garden State each year.

How Conference Resolutions Help

Submitting a resolution for consideration allows you to help shape League policy on issues in which we are not yet involved and can help identify unaddressed municipal challenges. If you have encountered a specific local issue that has statewide implication and you think should receive attention, we encourage you to submit your ideas for Conference Resolutions.

Conference Resolution Results

Some of the most important municipal reforms gained traction as Conference Resolutions. The following are just a few examples of how advocacy efforts initiated by Conference Resolutions have helped municipal governments and taxpayers.

Resolution No. 2018-19 “Regarding Recent Amendments to the Uniform Construction Code.” Last year, changes took effect to the Uniform Construction Code (UCC) that severely undermined the ability of local officials to implement the intent of the law. Foreseeing the impact these changes could have on the health, safety, and welfare of New Jersey’s residents, a Conference Resolution was adopted urging the Department of Communities Affairs (DCA) to reexamine the changes and issue additional remedial rules.

With the Conference Resolution in hand, the League was able to partner with various affiliates to prepare and submit to the

DCA a thorough petition for rulemaking that seeks to correct the problems caused by the recent UCC changes.

Resolution No. 2018-11 “Resolution Urging Special Considerations For the Impact Any Municipal Court Reform Would Have on the Ability of Municipalities to Effectively Continue Their Role in Adjudicating and Enforcing the Law.” Last year, the New Jersey Supreme Court along with the Administrative Office of Courts (AOC) undertook efforts to reform municipal court operations. Chief Justice Stuart Rabner issued an Order that dismissed older, minor municipal complaints that remained inactive and were unlikely to be resolved. The Order also created a working group to review other aspects of the municipal courts with the mission of reviewing current practices for ways to increase justice and fairness.

After adopting a Conference Resolution on these changes, the League was able to secure appropriate municipal representation on the Supreme Court’s working groups. These representatives were then able to voice municipal concerns relating to any reforms proposed by the working group.

Resolution No 2018-13 “Urging Action to Provide Municipalities with Relief from Increased Recycling Cost.” Global changes to the recycling market in recent years led to increased costs for many local governments. Recognizing the costs were increasing and likely to continue this upward trend, local leaders approached the League with a Conference Resolution urging some action be taken to provide relief.

The League was able to engage with a variety of stakeholders to examine the issue and offer solutions based on the Conference Resolution. This included sharing information on municipal education campaigns for residential practices to reduce recycling costs. And, recently, due in part by municipal concerns prompted by this Conference Resolution, state legislators hosted a roundtable and invited the League to participate in the discussion on how to address this problem.

This kind of issue is something that the League or our leaders in Trenton may not necessarily know about. The Conference Resolution offered the opportunity to have the issue brought not just to the attention of League staff, but also to legislators.

Resolution No. 2018-08 “Recognizing April 7, 2019 – April 13, 2019, As “Local Government Week” Last year Conference Resolution No. 2018-08 was adopted, which established New Jersey’s first-ever, “Local Government Week.” The League adopted this resolution as an opportunity to promote and support events across the state that showcase all that local governments do. Having the Conference Resolution allowed the League to approach state leaders for their participation and support of local initiatives. 🇯🇵

igniting local ENGAGEMENT

104th Annual ▶ November 19-21 ▶ Atlantic City Convention Center

NJLM Conference

#njleague
2019

PROGRAM AT A GLANCE

Tuesday, November 19

- 8:00 a.m. Affiliates' Meetings
(see listing of all Affiliates' meetings on page 72)
- 9:00 a.m. Registration and Exhibit Hall Opens
- 12:00 Noon Sustainable Jersey Awards Luncheon
- 1:00 p.m. Exhibitor Learning Sessions
- 2:00 p.m. League Welcome Café: Orientation, Legislation, Next Generation
- 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 Exhibit Hall closes

Wednesday, November 20

- 8:30 a.m. Registration and Exhibit Hall Opens
- 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
- 12:00 Noon NJLM Mayors' Box Luncheon (Sheraton)
- 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 Exhibit Hall Closes
- 5:15 p.m. Women in Municipal Government Networking and Awards Event, Crown Ballroom (Sheraton)

Thursday, November 21

- 8:30 a.m. Registration and Exhibit Hall Opens
- 9:00 a.m. Select from concurrent sessions and meetings
- 10:45 a.m. Select from concurrent sessions and meetings
- 12:00 Noon League Luncheon for all Delegates (Sheraton)
- 1:00 p.m. Exhibit Hall Closes
- 2:00 p.m. Select from concurrent sessions and meetings
- 3:00 p.m. Registration Closes
- 3:30 p.m. League Business Meeting (Sheraton)

Download: Event App!

Want to track your conference digitally? There's an app for that!

The 2019 Conference app will be available through iTunes, GooglePlay, and Microsoft app shops beginning on Download Day, October 2.

Conference delegates should download this year's app to access a fully searchable session schedule, interactive map of the exhibit floor, a thorough listing of exhibitors, and up-to-date event information.

Create a personalized schedule before your arrival onsite to maximize your conference experience!



Exclusive App Sponsor:



Session Highlights

Welcome to the 104th League Conference, your opportunity to “Ignite Local Engagement.”

The 2019 event is an opportunity to take part in the nation’s largest gathering of municipal officials and acquire the latest information about programs, products, and services for the unique needs of the municipal audience. Please note that many workshops, sessions, and meetings run concurrently. On page 72 you’ll find a list of meetings and programs sponsored by the League’s Affiliate Organizations.

For a full conference agenda and meal function order forms, visit www.njlm.org

Tuesday, November 19, 2019

9:00 a.m. Registration and Exhibit Hall Opens

12:00 Noon **11th Annual Sustainable Jersey Awards Luncheon**

1:00 p.m. **Exhibitor Learning Sessions**

GovPilot • T&M Associates

2:00 p.m. **Session Highlights**

League Welcome Cafe: Orientation, Legislation, Next Generation • An Update from the Division of Local Government Services (NJLM/TCTA/GFOA) • Laughter & Leadership: How Humor Can Make You a Better Leader • Visual Litter Waterways Survey: Riding the Waves to a Cleaner NJ • Bringing Wellness to Your Community: The Mayors Wellness Campaign • Partnerships That Shape Healthy, Safe & Creative NJ Places • Riders on the Storm Water—Starting Municipal Stormwater Utilities • Energy Efficiency for Municipalities, Residents, and Businesses

3:00 p.m. **NJLM Resolutions Committee**

3:45 p.m. **Session Highlights**

How Do Trenton’s Downtown Revitalization Policies Impact You? • School & Municipalities: Building Public-Private Partnerships • Perceptions of Public Employees: Fire Them? Reward Them? • NJ Supreme Court Report on Municipal Courts • Staying Green: Recycling Outlook • Best Practices for PILOT Agreements • Rx Cost Drivers & Purchasing Options (TCTA/GFOA/NJLM) • Media Strategies, Tips & Tools for the 21st Century • Drinking Water Challenges • Navigating the Sustainable Jersey Grants Program

5:00 p.m. Registration and Exhibit Hall Closes

Wednesday, November 20, 2019

8:30 a.m. Registration and Exhibit Hall Opens

9:00 a.m. **Session Highlights**

Affordable Housing Update: What Comes After Settlement? (NJLM/NJPO) • Website Content, Accessibility & Management 2.0 • New Jersey Labor Outlook for 2020 • Opportunity Zones in the Garden State: Planting the Seeds. Reaping the Benefits (EDA/DCA) • Tandem Session: Marijuana: Looking Ahead & Looking Back • 2019 Sustainable Jersey Program Update: New Actions & Initiatives; Innovation by Managing & Embracing Citizen Engagement

10:45 a.m. **Session Highlights**

The ABCs of Alcoholic Beverage Control • Elected Officials Primer: Ethics, OPMA, OPRA & Civility • The Art of Collaboration: Opportunity Zones Success in Urban Centers • Status of Public Health in New Jersey (NJACCHO/NJLM) • Murphy’s Marks: Year Two • Preparing for Climate Change • Path to Property Tax Savings

12:00 p.m. **Exhibitor Learning Sessions**

Republic Services • Enterprise Fleet Management • Middlesex County • PFM-Synopsis • WM Policy

12:00 Noon **NJLM Mayors’ Box Lunch**

1:00 p.m. **Exhibitor Learning Sessions**

Fairleigh Dickinson University • The Difference Card • Western Pest Services

2:00 p.m. Session Highlights

Legislative Leadership: Working Together for a Better NJ
• Elected Officials Primer: Budget and Procurement • Recent OPRA Decisions • Urban Enterprise Zone Assessment-Lessons and Next Steps • The Power of the Black Church in White America—Part 2 • Advanced Municipal Finance • The State of the New Jersey Department of Environmental Protection • Cleaning the Recycling Stream

3:45 p.m. Session Highlights

Coordinating Opioid Response Resources • Annual Risk Management Seminar • Bid Bonds, Consent of Surety, & Procurement, All You Need to Know (GPANJ) • How Close Are You to Being Falsely Prosecuted? A Cautionary Story • 100 Years Women's Suffrage & The Next Generation of Leaders • Census 2020: Is Your Town Ready? • Municipal Strategies to Improve Water Supply & Quality • Social Media 201

5:00 p.m. Registration and Exhibit Hall Closes

5:15 p.m. **2019 NJLM Women in Municipal Government Networking & Awards Event**

Thursday, November 16, 2019

8:30 a.m. Registration and Exhibit Hall Opens

9:00 a.m. Session Highlights

Interest arbitration and Negotiations Update 2019
• Property Tax—Advanced (Tandem) (AMA/NJILGA)
• Public Contracts Law and Regulation Update (GFOA/TCTA/GPA) • Return of the State Plan • Building Better Police-Community Relations • P3 & Municipal Projects, Perfect Together? • Building a Grants Team • Revving up New Jersey's Complete and Green Streets for All

10:45 a.m. Session Highlights

Labor Law and Personnel Policy Update • OPMA/Civility/ Administration of Public Meetings • Shared Services Technical Assistance from DLGS Returns • Building a Welcoming Brand through Tourism Marketing • Law Enforcement: Eliminating Bias & Improving Community Relations • Your IT Systems Have Been Compromised – Now What? • Expediting Local Aid Funded Projects with DOT • Sustaining Public Engagement through Technology

12:00 Noon **League Delegates' Luncheon**

1:00 p.m. Exhibit Hall Closes

2:00 p.m. Session Highlights

Using Innovation to Revive Abandoned Buildings • New Police & Fire Retirement System Pension Board • Opening Waterways & Restoring Lands • Agritourism: Keeping It Jersey Fresh • Historic Preservation Planning: Enhancing Communities • Creating the Electric Vehicle Revolution

3:00 p.m. Registration Closes

3:30 p.m. **League Business Meeting**

SPECIAL EVENTS

The 104th League Conference provides education and the opportunities to check out the latest services and products, and it's also an important tool for networking with municipal officials from around the state along with state-level officials at events held throughout the meeting.

The following events require tickets, and order forms are available at www.njlm.org/conference.

ANNUAL MAYORS' BOX LUNCHEON

Wednesday, Nov. 20
12:00 noon to 1:45 p.m.,
Crown Ball Room,
2nd floor, Sheraton Hotel

Tickets: \$25 per person

Always a hot ticket at the League Conference, the Annual Mayors' Box Lunch will be moderated this year by League President Colleen Mahr, Mayor of Fanwood. This working luncheon will take time to recognize service with the induction of the newest group to the Mayors' Hall of Fame. In addition, the Innovation in Governance Awards will be presented.

Invited guest speakers from the highest level of state government, including Lt. Gov. Sheila Oliver will share their insights and address issues of concern to municipalities.

WOMEN IN GOVERNMENT NETWORKING & AWARDS EVENT

Wednesday, Nov. 20 • 5:15 p.m.
Pearl Ballroom, 2nd floor,
Sheraton Hotel

Tickets: \$30 per person

Recognizing the efforts of Women in Municipal Government, this year's Networking and Awards Event will honor:

Wilda Diaz, Mayor, Perth Amboy

Maria DiGiovanni, Mayor, Hackettstown

Kathleen Canestrino, Deputy Mayor, Hackensack

Patricia Perkins-Auguste, Councilwoman-at-Large, Elizabeth

Caroline Ehrlich, Woodbridge Redevelopment Agency Executive Director, Woodbridge

LEAGUE DELEGATES LUNCHEON

Thursday, Nov. 21 • 12:15-1:30 p.m.
(DOORS OPEN at noon)

Crown Ball Room, 2nd floor, Sheraton Hotel

Tickets: \$40 per person

This annual luncheon provides an opportunity for all conference attendees to gather and look together into the future of the Garden State. Starting with a full honor guard and welcome from Atlantic City Mayor Frank Gilliam, the event connects the leadership of the state with local government officials.

Keynote Speaker is Governor Phil Murphy.



TICKET

TICKET

TICKET

Affiliate Programs & Meetings

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

Tuesday, November 19

- 8:30 a.m. Registrars
- 9:00 a.m. Planning Officials
- 9:30 a.m. Registrars
- 10:00 a.m. Assessors • Municipal Clerks • Finance Officers • Planning Officials • Registrars • Tax Collectors & Treasurers
- 10:30 a.m. Planning Officials
- 11:15 a.m. Registrars
- 12:00 p.m. Court Administrators
- 12:15 p.m. Registrars Luncheon
- 1:00 p.m. Planning Officials
- 1:15 p.m. Court Administrators
- 1:30 p.m. Assessors
- 2:00 p.m. Building Officials • Municipal Clerks • Finance Officers • Health Officials (NJACCHO) • Purchasing • Tax Collectors & Treasurers
- 2:15 p.m. Registrars
- 2:30 p.m. Court Administrators • Recreation
- 3:00 p.m. Planning Officials
- 3:30 p.m. Registrars
- 3:45 p.m. Finance Officers • Tax Collectors & Treasurers

Wednesday, November 20

- 8:30 a.m. Court Administrators • Engineers
- 9:00 a.m. Municipal Clerks • Health Officials (NJACCHO) • Planning Officials • Purchasing • Recreation • Welfare
- 9:15 a.m. Court Administrators
- 9:30 a.m. Prosecutors • Tax Collectors & Treasurers
- 10:00 a.m. Assessors • Building Officials • Electrical Inspectors • Attorneys • Fire Officials • Jersey Access Group
- 10:15 a.m. Attorneys
- 10:30 a.m. Court Administrators • Engineers • Planning Officials
- 10:45 a.m. Finance Officers • Health Officials (NJACCHO) • Managers • American Public Works – NJ Chapter
- 11:00 a.m. Tax Collectors & Treasurers
- 12:00 Noon Assessors Luncheon • Building Officials Luncheon • Engineers Luncheon • Managers Luncheon • Planning & Zoning Administrators Luncheon
- 12:30 p.m. Health Officials (NJACCHO) Luncheon
- 12:45 p.m. Prosecutors
- 1:00 p.m. Court Administrators • Planning Officials
- 1:15 p.m. Attorneys
- 1:30 p.m. Assessors • Tax Collectors & Treasurers
- 2:00 p.m. Assessors • Municipal Clerks • American Public Works – NJ Chapter • Tax Collectors & Treasurers

- 2:15 p.m. Prosecutors
- 2:30 p.m. Attorneys • Engineers
- 2:45 p.m. Court Administrators
- 3:00 p.m. Plumbing Inspectors • Tax Collectors & Treasurers
- 3:30 p.m. Fire Officials • Planning Officials
- 3:45 p.m. Managers • Purchasing
- 4:00 p.m. Court Administrators • Attorneys
- 5:15 p.m. Planning Officials

Thursday, November 21

- 8:00 a.m. Court Administrators • Planning Officials
- 8:30 a.m. Court Administrators
- 9:00 a.m. Assessors • Attorneys • Court Administrators • Finance Officers • Health Officials (NJACCHO) • Planning Officials • American Public Works – NJ Chapter • Purchasing • Tax Collectors & Treasurers
- 9:30 a.m. Welfare
- 10:00 a.m. Building Officials • Court Administrators • Attorneys • Fire Officials • Tax Collectors & Treasurers
- 10:45 a.m. Assessors • Attorneys • Jersey Access Group
- 11:00 a.m. Tax Collectors & Treasurers
- 1:00 p.m. Attorneys
- 1:30 p.m. Assessors • Recreation
- 2:30 p.m. Attorneys
- 3:30 p.m. Attorneys
- 5:30 p.m. Attorneys

FREE FOR ALL:

It's Your League!

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

NJLM Resolutions Committee Meeting

Tuesday, Nov. 19 • 3 p.m. • Room 320
Atlantic City Convention Center



Is there an issue you wish the legislature would address? The Resolutions Committee will meet on Tuesday at 3:00 p.m. in Room 320. The meeting is open to all and you are encouraged to attend. Only members of the Resolutions Committee may vote.

Member municipalities wishing to submit resolutions for consideration by the League Resolutions Committee at the Annual Conference must send a summary of the

Exhibitor Learning Sessions



Conference exhibitors share their expertise and insights with free, informative sessions open to all conference delegates on Tuesday, November 19, and Wednesday, November 20.

Tuesday, November 19

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

Room 306 **GovPilot**

Increase Productivity by 50%—Run Your City on a Unified Platform

Room 317 **T&M Associates**

Using GIS to Monitor Real-Time Assets to Drive Decision Making

resolution to the League office by the first Friday in October (October 4). The full text of the resolution is due to the League office by October 18.

Delegates may request copies of all resolutions online or at the League information booth. For a copy of the Resolutions Policy and Procedures visit www.njlm.org/ConferenceResolutions

NJLM Business Meeting

Thursday, Nov. 21 • 3:30 p.m.

Pearl Ballroom Sheraton



Member municipalities will vote on a slate of new officers and Executive Board members for the upcoming year, resolutions which will guide League policy will be voted on, and other items relating to League operations will be considered. Have a voice in the League's planning for 2020!

Wednesday, November 20

12 noon- 12:50 p.m.

Room 311
Republic Services Recycling Sustainability Where Are We and Where Are We Going?

Room 316
Enterprise Fleet Management Develop, Review and Apply a Fleet Total Cost of Ownership

Room 317
Middlesex County Middlesex County, NJ: Best Practices

Room 405
PFM-Synopsis Winning in the Long Run: Best Practices in Multi-Year Planning

Room 410
WM Policy Greening Up the Garden State—Responsible Cannabis Policy in NJ

1:00-1:50 p.m.

Room 315
Fairleigh Dickinson University Fairleigh Dickinson University: Advancing Careers

Room 406
The Difference Card Health Insurance Savings Through Alternative Funding

Room 420
Western Pest Services Vendor or Partner... Building Partnerships with Trust

Get Social Media For Updates During Conference Week!

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

We'll be providing immediate notices on:

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

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



Exhibitors (at press time)

The following companies are exhibiting at the League Conference and are eager to offer their knowledge, products, and services to assist municipal officials. Be sure to visit their booths to see how they can assist you. Look for the highlighted vendors and visit, www.njlm.org/exhibit for more information or to learn more about becoming an exhibitor.

Contact: Kristin Lawrence, Director of Exhibition and Sponsorships, at klawrence@njlm.org or 609-695-3481, Ext. 125.



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A+ Technology and Security
Abbingdon Engineering, LLC
Absolute Fire Protection & Vehicle
AccessRec, LLC
ACCSES NJ/ CNA Services
AccuScan
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American Recycling Resources
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American Red Cross NJ Region
American Signal Company
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APWA - NJ Chapter
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Asphalt Zipper
Asplundh Tree Expert, LLC
Assn of Environmental Auth
AstroTurf
Atlantic Coast Recycling
Atlantic County Government
Atlantic Infrared
Atlantic Plumbing Supply
Atlantic Switch and Generator
Atlantic, Tomorrows Office
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AXA Equitable
Badger Meter, Inc.
Balady Promotions, Inc.
Barber Beach Cleaners
Barbieri Remote Hillside Mowers
Baroan Technologies</p> | <p>Bayshore Recycling Corp.
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Ben Shaffer Recreation Inc.
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General Information

Registration

Pre-registration ended October 1. If you have not pre-registered, you can register on site at the Conference Registration Desk in the Convention Center.

New This Year for the first time, there is an online advance self-registration process that begins October 2 at the onsite registration cost (www.njlm.org/conference). Payment is required onsite.

This process eliminates filling out a registration card onsite and allows the registrant upon arrival to go directly to a dedicated Online Onsite Self-Registration Payment Counter, where the registrant will pay for their badge and have the badge printed.

Registering Onsite Onsite registration using the registration cards to register is still available Nov. 19-Nov 21.

Despite the fact that our conference is the largest of its kind in the nation, our on-site registration fees remain among the lowest: \$65 for municipal members and \$125 for all others. The registration fee is the same whether you attend functions for one day or all three days. Spouses attend free. (Full-time students can register for \$5 with proper school identification.)

Costs for meal functions are extra. Please visit www.njlm.org/tickets for information on how to purchase tickets. Some tickets are only sold by our affiliated associations.

Hotel Confirmation and Cancellation Policy

Maximize Your Conference by Staying in Atlantic City Visit www.njlm.org/universal-housing-form for the full list of availability.

You should not call the hotels to check on your reservations. You will be issued an acknowledgement number that acts as your reservation confirmation.

This number will be sent to you either by email, fax, or regular mail and serves as your assurance of a room reservation.

Any room cancellation made after the hotels' deadlines will be required to pay for all cancelled room nights.

Exemption from Occupancy Tax

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

The New Jersey State Occupancy tax rate of \$5 to \$10 per room, per night is applicable to casino hotels.

A \$1 fee is applicable to non-casino hotels. There is no exemption from these fees. There may be other fees and assessments from which you will not be exempt.

CEU Information

CEU Listings The CEU's available at the conference are listed on the League website and mobile app. Visit www.njlm.org/conference

Personalize Your Search! Search and save CEU sessions on this year's Conference app.

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

CEU Certificates You will be able print your certificate from your home or office computer by logging on to www.njlm.org/confceu.

Please note that you must fill out the session evaluation form for the session before printing your certificate.

Local Government Leadership Program Credits

The League is proud to offer a voluntary recognition program that recognizes Elected Governing Body Members who complete additional training and advocacy. The program has three tiers: • Municipal Leader • Municipal Innovator • Municipal Pioneer. Each tier has an assigned number of points. Once an Elected Governing Body Member has earned the required points they are awarded one of these tiers. The award will be a certificate of completion mailed to them and recognition during the Orientation Session at the Annual Conference in Atlantic City.

Download a list of the Conference Sessions that are a part for the LGLP Program from www.njlm.org/lglp

Transportation

Shuttles between the official Conference hotels and the Convention Center will be provided by Academy Bus Company. The shuttle service is paid through a \$7 per day, per hotel room fee. For the full schedule go to www.njlm.org/shuttle.

Limited on-site parking at the Convention Center is available starting at \$15. For casino hotel parking rates and lot parking information, contact individual hotels or check the signs at the parking entrances.

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Around the State

Wood-Ridge Little Library, Big Impact



Wood-Ridge Public Education Foundation (WRPEF) recently opened the town's first Little Free Library. Hand-built by the Bergen Tech Green Building Trades students, Wood-Ridge's Little Free Library is conveniently placed right outside of Tot's Playground in Veteran's Park.

On hand for the grand opening were (l to r) summer DPW employees Stephen Drotos and Anthony Seiga, Wood-Ridge Board of Education and WRPEF member Richard Fallon, Mayor and State Senator Paul Sarlo, DPW employee Thomas Tomat, WRPEF Trustee Kris Amels with daughter Isobel Amels, and Library Director Margaret Mellett.

Little Free Libraries (<https://littlefreelibrary.org/>) is a nonprofit literacy initiative that "inspires a love of reading, builds community, and sparks creativity by fostering neighborhood book exchanges." Sarah Malaniak, president of WRPEF, says, "We created this Little Free Library to encourage a love of reading in our community, and to benefit our students. One Free Little Library at a time!"

The WRPEF Little Free Library (www.facebook.com/WRPEFLFL/) is open 24/7 to provide reading materials and fun for the whole community. 📖

NJLM Supporters



The New Jersey State League of Municipalities would like to thank its supporters, who value their partnership with the 565 municipalities of New Jersey. For information about the League's sponsorship program, please contact Michael J. Darcy, CAE, at 609-695-3481, Ext. 116 or mdarcy@njlm.org.



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