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Public Forum #2 | February 15, 2011

Joint Consolidation / Shared Services Study Commission of
Princeton Borough and Princeton Township



Agenda

- ▶ Call to order
- ▶ Roll call
- ▶ Introduction – Anton Lahnston
 - ▶ Agenda
 - ▶ Commission Members
 - ▶ Objectives
- ▶ Review of baseline report (CGR)
- ▶ Review of next steps (CGR)
- ▶ Comments, questions from the public (Commission/CGR)
- ▶ Adjournment

Objectives of Tonight's Forum

- ▶ Update the study process
- ▶ Review the baseline report
 - ▶ *Our goal is to develop a common understanding*
- ▶ Review next steps and timeline
- ▶ Engage in dialogue

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The Study Process | Baseline Phase

- ▶ Who does what and what does it cost?
- ▶ Building the Commission and Community’s “knowledge base” about what currently exists
- ▶ Objective collection and reporting of data on “what is”
 - ▶ No recommendations
 - ▶ No conclusions
 - ▶ No identification of opportunities
 - ▶ No “what ifs”
- ▶ Essential first step to exploring the “what ifs”

Baseline Report | Overview

- ▶ Who does what?
- ▶ How do they do it?
- ▶ How much does it cost?
- ▶ What resources (incl. staffing) are relied upon?
- ▶ What are current debts, assets and liabilities?
- ▶ How are both municipalities structured?
- ▶ How are both municipalities governed?

Baseline Report | Format

- ▶ Foreword/User's Guide
- ▶ Review of history, size and structure
- ▶ Budgetary summary, revenues and expenditures
- ▶ Tax rates
- ▶ Debts and fund balances
- ▶ Assets (capital and other)
- ▶ Budgeted staffing allocations
- ▶ Detailed review of each municipal service
 - ▶ Service(s) provided
 - ▶ Staff levels
 - ▶ Costs
 - ▶ Key issues, differences between the Borough and Township
- ▶ Glossary of terms

Baseline Report | Summary Points

Township and Borough Population, 1950-2009

Source: US Bureau of the Census

| | Township | Borough | Combined |
|------------|-----------------|----------------|-----------------|
| 1950 | 5,407 | 12,230 | 17,637 |
| 1960 | 10,411 | 11,890 | 22,301 |
| 1970 | 13,651 | 12,311 | 25,962 |
| 1980 | 13,683 | 12,035 | 25,718 |
| 1990 | 13,198 | 12,016 | 25,214 |
| 2000 | 16,027 | 14,203 | 30,230 |
| 2001 (est) | 17,011 | 13,539 | 30,550 |
| 2002 (est) | 17,066 | 13,520 | 30,586 |
| 2003 (est) | 17,061 | 13,496 | 30,557 |
| 2004 (est) | 17,161 | 13,492 | 30,653 |
| 2005 (est) | 17,043 | 13,415 | 30,458 |
| 2006 (est) | 17,132 | 13,589 | 30,721 |
| 2007 (est) | 17,397 | 13,479 | 30,876 |
| 2008 (est) | 17,419 | 13,389 | 30,808 |
| 2009 (est) | 17,404 | 13,381 | 30,785 |

Baseline Report | Summary Points



Baseline Report | Summary Points

Budgeted Expenditures

Source: 2010 Township and Borough Budgets

(Dollars in millions)

| | General | Dedicated | Total |
|-----------------------|-----------------|------------------|-----------------|
| Township of Princeton | \$35.945 | \$0.625 | \$36.570 |
| Borough of Princeton | \$24.717 | \$3.826 | \$28.543 |
| Total | \$60.662 | \$4.451 | \$65.113 |

- ▶ What is a “general” vs. “dedicated” expenditure?

Baseline Report | Summary Points

Budgeted Revenues

Source: 2010 Township and Borough Budgets

(Dollars in millions)

| | Township | Borough | Combined |
|---------------------------|-----------------|-----------------|-----------------|
| General | \$35.945 | \$24.717 | \$60.662 |
| Property Tax | \$22.145 | \$10.399 | \$32.544 |
| State Aid | \$1.463 | \$0.989 | \$2.452 |
| Other | \$12.337 | \$13.329 | \$25.666 |
| Dedicated | \$0.625 | \$3.826 | \$4.451 |
| Affordable Housing | \$0.625 | \$0.111 | \$0.736 |
| Special Assessment (Debt) | \$0.000 | \$0.009 | \$0.009 |
| Parking | \$0.000 | \$3.706 | \$3.706 |

Baseline Report | Summary Points

- ▶ Considerable amount of “sharing” already going on
 - ▶ Animal Control
 - ▶ Corner House
 - ▶ Environmental Commission
 - ▶ Fire
 - ▶ Health
 - ▶ Human Services
 - ▶ Planning Board
 - ▶ Recreation
 - ▶ Senior Resource Center
 - ▶ Sewer
 - ▶ Solid Waste
 - ▶ Schools

Baseline Report | Summary Points

Local Tax Rates for Past Three FYs

Source: Township and Borough Budgets, Mercer County

Board of Taxation

| | Tax Levy (\$ <u>m</u> illions) | Taxable Value (\$ <u>b</u> illions) | Tax Rate (per \$100) |
|-----------------------|--|---|------------------------------------|
| <u>FY 2010</u> | | | |
| Township of Princeton | \$22.14 | \$4.71 | 0.470 |
| Borough of Princeton | \$10.40 | \$2.22 | 0.468 |
| <u>FY 2009</u> | | | |
| Township of Princeton | \$21.79 | \$2.44 | 0.893 |
| Borough of Princeton | \$10.40 | \$1.01 | 1.030 |
| <u>FY 2008</u> | | | |
| Township of Princeton | \$20.90 | \$2.43 | 0.861 |
| Borough of Princeton | \$10.37 | \$1.01 | 1.030 |

Baseline Report | Summary Points

- ▶ Debt levels (as of Nov 8, 2010)
 - ▶ Township = \$57.6 m (incl. \$0.4 m self-liquidating*)
 - ▶ Borough = \$48.4 m (incl. \$12.5 m self-liquidating*)
- ▶ Debt ratios* (as of Dec 31, 2009)
 - ▶ Township = 1.70
 - ▶ Borough = 1.71

Baseline Report | Form of Government

| | <i>Township</i> | <i>Borough</i> |
|-------------------------------|---------------------------------|-------------------------------|
| Year Formed | 1838 | 1894 |
| Form of Government | Township | Borough |
| State Law Reference | NJSA 40A:63-1 | NJSA 40A:60-1 |
| Executive | Mayor (selected by legislature) | Mayor (directly elected) |
| Term | 1-year | 4-years |
| Veto Power | No | Yes (subject to 2/3 override) |
| Legislature | 5-member committee (incl mayor) | 6-member council |
| Term | 3-years (staggered) | 3-years (staggered) |
| Election Basis | At-large | At-large |
| Presiding Officer at Meetings | Mayor | Mayor |
| Mayor Vote in Legislature | Yes | Only in event of ties |
| Appointed Administrator | Yes | Yes |

Baseline Report | Budgeted Staff Levels

- ▶ Detailed breakdown of how the Borough and Township budget their staff levels in each cost center

| | Township | Borough | Combined |
|--------------------------|--------------|--------------|---------------|
| <u>Elected</u> | | | |
| Mayor | 1 p/t | 1 p/t | 2 p/t |
| Deputy Mayor | 1 p/t | - | 1 p/t |
| Committee Member | 3 p/t | - | 3 p/t |
| Council Member | - | 6 p/t | 6 p/t |
| Total | 5 p/t | 7 p/t | 12 p/t |
| <u>Administrator</u> | | | |
| Administrator | 1.00 | 1.00 | 2.00 |
| Administrative Secretary | - | 0.60 | 0.60 |
| Total | 1.00 | 1.60 | 2.60 |
| <u>Clerk</u> | | | |
| Clerk | 1.00 | 1.00 | 2.00 |
| Deputy Clerk | 1.00 | 1.00 | 2.00 |

Baseline Report | Functional Summaries

- ▶ Review of how the Borough and Township provide municipal services
- ▶ Three primary methods
 - ▶ **Individually provided** (admin, clerk, public works, etc.)
 - ▶ **Jointly provided** (planning, human services, sewer, etc.)
 - ▶ **Jointly-funded third party** (library, first aid, senior center, etc.)

Baseline Report | Functional Summaries

Clerk

Both the Borough and Township maintain a clerk's office to serve as secretary to the governing body, handle legislative agendas and minutes, maintain and update the municipal code, maintain and archive municipal records, manage public/legal notices, conduct the elections, and issue specific permits and licenses. The clerk typically serves as the initial interface with the public when it has questions or complaints about municipal services.

Among the permits and licenses handled by both clerk's offices are parking permits, dog licenses, liquor licenses, raffle licenses, limo letters, solicitor permits and noise and street closing/public event permits. Both clerks also serve as their respective town's affirmative action officer and public agency compliance officer, facilitate OPRA (Open Public Records) requests and maintain all contracts. In both municipalities, clerks' office staff provides support to the municipal administrators and the public safety committee. The Township clerk also manages website content and administers the employee awards program.

There are five people equaling 3.75 full-time equivalent employees dedicated to the clerk function in the Borough. The full-time clerk is supported by a full-time deputy clerk and a full-time administrative secretary. There is a 0.5 FTE secretary that is dedicated to payroll and benefits and an additional 0.25 FTE that focuses on worker's compensation as well as various office responsibilities. The Township has two full-time people in its clerk's office—the clerk and the deputy clerk.

Baseline Summary: Clerk

Source: Township and Borough Finance Offices, Budgets and Study Team Interviews

| Total Budgeted Costs (Excl Benefits) | |
|---------------------------------------|-------------------------|
| Township | Borough |
| \$177,345 | \$284,630 |
| Staffing Structure (Positions in FTE) | |
| Township | Borough |
| Clerk (1.0) | Clerk (1.0) |
| Deputy Clerk (1.0) | Deputy Clerk (1.0) |
| - | Clerical (1.75) |
| Total = 2.0 FTE | Total = 3.75 FTE |

Summary of services provided, key responsibilities, staffing levels and any notable differences between Borough and Township

Cost summary and comparison of staff structure

Baseline Report | A closer look at Police

- ▶ Separate police departments
- ▶ Single-largest cost center in both budgets
 - ▶ \$3.5 m (Borough) + \$3.8 m (Township) = \$7.3 m
 - ▶ Plus \$800,000 in combined dispatch costs (separate centers)
- ▶ Separate facilities

Baseline Report | A closer look at Police

▶ Township PD

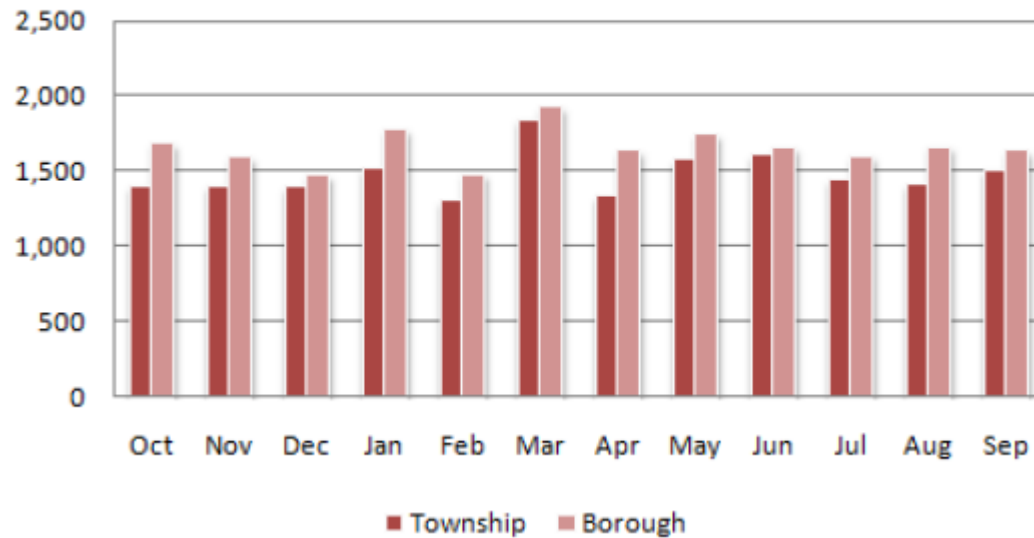
- ▶ Thirty sworn personnel + clerical and communications
- ▶ Department is split into two divisions
 - ▶ Operations (patrol, traffic safety, community service)
 - ▶ Administrative (accreditation, detectives, records, communication)

▶ Borough PD

- ▶ Thirty sworn personnel + clerical and communications
- ▶ Department is split into two divisions
 - ▶ Patrol
 - ▶ Operations (detective, dispatch, admin, records)

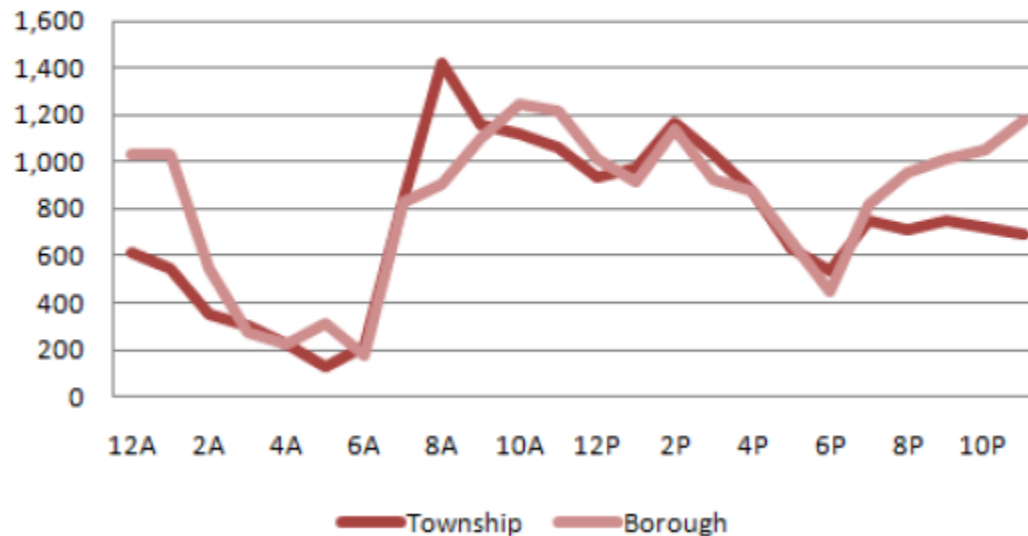
Baseline Report | A closer look at Police

Police Calls for Service by Month Oct 2009 to Sep 2010



Baseline Report | A closer look at Police

Police Calls for Service by Hour Oct 2009 to Sep 2010



Baseline Report | A closer look at Public Works

- ▶ Separate public works departments
- ▶ Second-largest cost center in both budgets
 - ▶ \$1.6 m (Borough) + \$2.0 m (Township) = \$3.6 m
- ▶ Separate facilities

Baseline Report | A closer look at Public Works

- ▶ Township DPW
 - ▶ Responsible for 103 road-miles
 - ▶ Twenty-two full-time positions
- ▶ Borough PD
 - ▶ Responsible for 21 road-miles
 - ▶ Twenty-one full-time positions
- ▶ Key services
 - ▶ Road maintenance (incl. plowing and patching)
 - ▶ Vehicle maintenance
 - ▶ Parks
 - ▶ Leaf/brush pickup
 - ▶ Shade tree maintenance

Baseline Report | A closer look at Public Works

- ▶ Some notable differences
 - ▶ Buildings and grounds
 - ▶ Twp contracts out, Borough DPW “in-houses”
 - ▶ Sidewalk maintenance / Downtown beautification
 - ▶ Borough DPW has additional responsibilities (incl. parking garage)
 - ▶ Parking program
 - ▶ Borough DPW maintains meters (\$1.1 m cost offset by revenues)
 - ▶ Trash collection
 - ▶ Borough provides pick-up through vendor contract, funded through general operating budget
 - ▶ Twp does not provide this service

Baseline Report | Additional Information

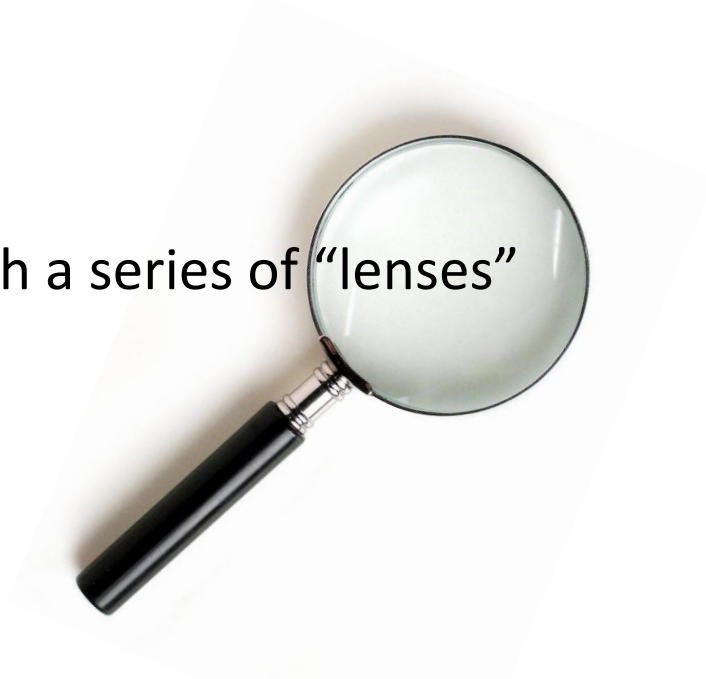
- ▶ Review of current codes, ordinances
- ▶ Review of health insurance offerings, liabilities
- ▶ Appendix material
 - ▶ Form of government comparison
 - ▶ Detailed police calls-for-service data
 - ▶ Crime reports and statistics (UCR)
 - ▶ Collective bargaining agreements
 - ▶ Municipal properties and facilities
 - ▶ Asset lists

The Study Process | The Options Phase

- ▶ With Phase 1 complete, we now pivot to Phase 2
- ▶ Identify shared/consolidated options for municipal services
 - ▶ How might we do X, Y or Z differently?
 - ▶ Are there efficiency opportunities in sharing or consolidating?
 - ▶ What is the structural impact of sharing or consolidating?
 - ▶ What is the fiscal impact of sharing or consolidating?
 - ▶ What is the taxpayer impact of sharing or consolidating?

The Study Process | The Options Phase

- ▶ Form of government
- ▶ Debt
- ▶ Municipal services
 - ▶ Looking at options through a series of “lenses”
 - ▶ Least change
 - ▶ Slightly more change
 - ▶ Even more change
 - ▶ Most change
- ▶ Seeking options that drive efficiencies without compromising levels of service, quality



Local Option Law | Key Difference from 1996

- ▶ Passed in 2007, NJSA 40A:65-25 gives municipalities more flexibility to develop and implement consolidations
- ▶ Provides flexibility in the following areas ...
 - ▶ Phase-in implementation over fixed period of time
 - ▶ Waiver from existing State laws, regulations as needed
 - ▶ Use of advisory planning districts to inform master plan
 - ▶ Creation of service districts
 - ▶ Continuation of current ordinances, review every 5 years
 - ▶ Apportionment of debt (debt districts, status quo, etc.)

Timeline | Moving Forward

- ▶ **February - March**
Begin identifying options, Preliminary impact analysis
- ▶ **April**
Discussion of what's most feasible, appropriate, implementable
Options report (containing the full menu of options)
Accompanying DCA report*
Public meeting #3
- ▶ **May**
Commission begins to select from among options, Develop formal plan/recommendations
- ▶ **June - July**
Governing bodies review and additional public hearings
- ▶ **August**
Prepare referendum for November election
- ▶ **Sept - Oct**
Public hearings
- ▶ **November**
Vote in the Borough and Township

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Subcommittees

- ▶ **Community Engagement**

Carol Golden, Chair

- ▶ **Finance**

Chad Goerner, Chair

- ▶ **Municipal Consolidation**

Bernie Miller, Chair

- ▶ **Police**

Bill Metro, Chair

- ▶ **Public Works**

Valerie Haynes, Chair

Public Input

- ▶ Your questions and comments are critical to this process!
- ▶ Meetings of the full Commission and its Subcommittees are open to the public
- ▶ Schedule available on the Commission's website (www.cgr.org/princeton)
- ▶ Feedback can also be submitted via the website, both electronically and hard copy

Ground Rules

- ▶ Identify yourself by name and municipality
- ▶ Limit any comments and questions to 2 minutes
- ▶ Be additive – don't repeat what others have said
- ▶ We want to hear from everyone who has a comment or question