

PRINCETON COUNCIL MEETING
January 14, 2013

The regular meeting of the Mayor and Council was held on this date at 7:00 p.m. in the Main Meeting Room in the municipal complex.

PLEDGE OF ALLEGIANCE

The audience participated in the Pledge of Allegiance.

NOTICE OF MEETING

The Clerk read the following statement.

The following is an accurate statement concerning the providing of notice of this meeting and said statement shall be entered in the minutes of this meeting. Notice of this meeting as required by Sections 4a, 3d, 13 and 14 of the Open Public Meetings Act has been provided to the public in the form of the 2013 Schedule of Regular Meetings. On January 1, 2013 at 2:15 p.m., said schedule was posted on the official bulletin board in the Municipal Building, transmitted to the Princeton Packet, the Trenton Times, the Trentonian, the Town Topics, and filed with the Municipal Clerk.

ROLL CALL

The Municipal Clerk then called the roll.

Present: Mesdames Butler, Crumiller Howard and Messers Liverman, Miller and Simon and Mayor Lempert.

Absent: None.

Also Present: Ms. Monzo, Mr. Kiser, Mr. Schmierer and Chief Dudeck.

CONSENT AGENDA

Contains items of a routine nature, which are approved by a single vote.

Mayor Lempert read the consent agenda and added item "t" Mayors Task Force on the Witherspoon Firehouse Expansion.

- a. Maintenance/Performance Guarantees
 - Tenacre Foundation, NW Addition and Cottages Site Plan; Access Management Site Plan, Reduction of Inspection fees to \$1,000.
 - Tenacre Foundation, Service Yard (Administrative Waiver), Reduction of Inspection Fees to \$1,000.
 - 343 Snowden Lane, Minor Subdivision, Performance Guaranty Reduction to a new amount of \$15,733.80
- b. Resolution Establishing Members of Hospital Rezoning Task Force
- c. Resolution Naming Jo Butler as Historic Preservation Commission Liaison
- d. Resolution Specifying Bernard P. Miller as Mayor's representative on Planning Board (Class I member) and Jenny Crumiller (Class III member)
- e. Resolution Cash Management Plan
- f. Resolution Amending the Princeton Municipal 911 Plan

January 14, 2013

- g. Appointments: Boards and Commissions
- h. Music Amplification Request: Valerie Werstler, for a wedding at Mountain Lakes, March 16, 2013, 2:00 p.m. to 11:00 p.m.
- i. Resolution: Hazard Mitigation Plan
- j. Resolution for Petty Cash
- k. Resolution Change Fund
- l. Resolution: Temporary budget for Current Fund
- m. Resolution: Temporary budget for Affordable Housing
- n. Resolution: Temporary budget for Parking Utility
- o. Change Order: Bregenzer Brothers, Inc., Witherspoon Municipal Building, Coping Repair, \$786.32, and New Contract Amount of \$24,406.32
- p. Resolution for Dedications by Rider
- q. Resolution: Banner Request, Community Options, Inc. for Cupid's Chase, over Washington Road, February 4-11, 2013
- r. Resolution: Appointing an Insurance Fund Commissioner and an Alternate Insurance Fund Commissioner to Serve on the Mid Jersey Municipal Joint Insurance Fund
- s. Resolutions and Professional Services Agreements:
 - Amy Gittell, D.O., Pediatrician for Well Baby Clinic, Not to Exceed \$4,380.00
 - Hamilton Township Health Department, Prevention and Containment Services for Sexually Transmitted Diseases, Not to Exceed 1,200.
 - Health Education Services, Public Education Services, Not to Exceed \$7,000.
 - Deer Carcass Removal Services, LLC, Deer Removal Services, Not to Exceed \$3,000.
 - SAVE, Shelter Services for 2013, Not to Exceed \$15,000.

Ms. Crumiller asked why item 'f, Resolution Amending the Princeton Municipal 911 Plan, was on the consent agenda? Ms. Monzo said that it was a housekeeping item due to Consolidation. Ms. Butler asked if we weren't currently in discussion about the two 911 plans? Chief Dudeck said that we were.

Ms. Butler suggested that guidelines for what items are put on the consent agenda be established as some items on the consent agenda have significant monetary amounts.

Ms. Butler also asked for copies of all contracts that appeared on the January 1, 2013 agenda.

Joe Small, Hawthorne Avenue, said that a consent agenda allows for voting in a block. He also said that in regard to item "e". Cash Management Plan, UBS is not an American based bank and not a good citizen to the

January 14, 2013

United States. Ms. Monzo said that UBS could be eliminated from the list. Ms. Howard said that she would recuse herself as she has a family member that works for UBS.

Mr. Liverman offered a motion to approve the consent agenda as amended. The motion was seconded by Ms. Crumiller and carried unanimously. Ms. Howard recused herself from item “e”, Cash Management Plan.

(Resolutions appended to this set of minutes.)

COMMENTS FROM THE AUDIENCE

Kate Warren, Jefferson Road, spoke to Council about her concern regarding Princeton University and the town having separate 911 services. She cited an incident where she witnessed a car fire and the person whose car was on fire called 911 and got the University 911 system not the fire department. Ms. Warren then called 911 and got the Borough 911 system. By the time the fire department arrived on the scene the car was engulfed in flames.

Daniel Harris, 28 Dodds Lane, presented Council with a letter on behalf of Princeton Citizens for Sustainable Neighborhoods. He thanked members of Council for moving decisively to remake the ordinances that underlie the Borough Code for the hospital site. He spoke about the new ordinances in terms of sustainability, sustainable construction and sustainable recycling of demolished materials. Mr. Harris asked that the Task Force and the Princeton Council seek creative and legally enforceable ways to make any development on the hospital site as sustainable and committed to social justice as possible.

Henry Singer, Laurel Circle, encouraged the Mayor and Council to consider how to measure cost control, improved governance and municipal service levels on an ongoing basis.

(Mr. Harris' letter appended to minutes)

RESOLUTION AND AGREEMENT: Princeton University Contribution for 2013

The governing body discussed the agreement with Princeton University concerning the 2013 voluntary payment to Princeton. The donation for 2013 is in the amount of \$2,475,000. And the expenditure of these funds is entirely at the discretion of the municipal government and will not be shared by other governmental entities. In

January 14, 2013

addition to the contribution, Princeton University will also make an annual payment of \$20,000. to the Princeton Fire Department.

Ms. Howard said that she would abstain. Ms. Butler asked Ms. Lempert if she would recuse herself from the discussion. Mayor Lempert asked if there was a conflict of interest as the agreement was negotiated in 2012 and she participated in the negotiations. Mr. Schmierer said that Mayor Lempert just introduced the resolution and would not be voting on it. Ms. Butler said that she felt that there was a conflict of interest and we needed to be clear about it. Mr. Miller said that a conflict of interest had no bearing on this 2013 agreement as it was negotiated last year. Ms. Butler said that she felt that this sets precedence and needs clarity. Ms. Crumiller asked how negotiated with whom?

Scott Sillars, Citizens Finance Advisory Committee, said that the Township has a two year oral agreement with Princeton University. Kristin S. Appelget, Director of Community and Regional Affairs, said that the 2012 negotiations indicated an oral willingness to continue to move forward in 2013, however, she did not think that the term “negotiations” was appropriate.

Joe Small, Hawthorne Avenue, said that he thought that Ms. Crumiller deserved an answer to her question and that Mr. Schmierer should give an answer about the vote.

Ms. Butler asked if recusal and abstaining the same. Mr. Schmierer said that in this case, yes it was.

Mr. Miller offered a motion to approve the resolution as presented. The motion was seconded by Mr. Liverman and carried by four affirmative votes. Ms. Butler abstained citing to an ethics violation and Ms. Howard also abstained.

WORK SESSION

Transition Task Force Report <http://www.cgr.org/princeton/transition/docs/TTF%20Draft%20Report%20-%20Dec%202012.pdf>

January 14, 2013

Mark Freda, Transition Task Force (TTF), offered a power point presentation to the governing body. The goals of the presentation were to:

1. Review the recommendations made by the and their disposition after review by the two former governing bodies.
2. Does the new governing body have the same or a different view on any of the recommendations?
3. Current status of each recommendation – in progress, completed or something else?

Ms. Howard said that there needs to be a serious review of the 2013 service levels of the police department.

Ms. Butler said that we are lucky to be at a reduced level of 56 officers. Chief Dudeck said that there are currently 600 applications to begin the process to fill empty positions. Chief Dudeck said that the department started the year with 54 officers, but they are currently working with 50 as two are injured and two are on maternity leave.

Mr. Freda said that the Public Safety Committee did not agree with the models that had been presented.

Henry Singer suggested that if there were to be a review of police department staffing levels, you should start with a baseline to work from.

Hendricks Davis asked about appointments to fill the various Boards, Commissions and Committees.

Mayor Lempert said that the boards are almost full and will be by January 28, 2013.

Anton Lahnston asked that consideration be given to working toward a 51 officer police department, the process to move the Department of Public Works to the River Road site, and the recommendation to move the Recreation Maintenance crew into the Department of Public Works.

The was no further public comment or discussion.

It was the consensus of Council to accept the report as presented.

(Presentation appended to this set of minutes.)

- Posting/printing agenda policy

The governing body discussed the posting and printing of the agenda prior to each Council meeting. Ms. Crumiller suggested taking the best ways of both municipalities. She said that it was transparent to print out the agenda in its entirety and that we should continue the policy of printing out the agenda and the backup for the public. She said that putting it on the website was a step forward.

Mr. Liverman said that there were a lot of pages between the agenda and the backup and that we should consider just printing out the work session documents.

January 14, 2013

Mr. Simon said that it was helpful to print out the agenda and the backup and that the document when posted on the website should be searchable and needed page numbers.

Ms. Butler said that it was presumptuous to believe that everyone is electronically savvy. Ms. Butler suggested links and dropdowns for the posted agenda.

Mr. Miller suggested a limited number for full printed copies for the public (5-10 copies).

Kate Warren said that she appreciated having the full paperwork in front of her at a meeting.

Henry Singer, Laurel Road suggested that Council invite comment on the agenda on the web ahead of Council meetings

Chip Crider, Bank Street said that communications had not been good this year and that the full agenda packet for this meeting had not been available as of Sunday (the day before the meeting). He also said that the web calendar did not yet display most public meetings.

Ms. Butler asked for specific guidelines about what goes on a consent agenda and asked if resolutions needed to be read in their entirety.

It was the consensus of Council to have 10 full copies of the agenda and backup available for each meeting

- Food Waste Program

Mr. Kiser discussed with Council the proposal for the Food Waste Program. He indicated that there would be a \$65.00 annual fee and that an online registration would go out along with an initial email to current customers.

It was the consensus of Council to move forward with the ordinance introduction.

ORDINANCE INTRODUCTION: Food Waste Recycling Program

Mayor Lempert read by title on first reading a proposed ordinance entitled AN ORDINANCE ESTABLISHING A REGISTRATION FEE FOR THE PRINCETON FOOD WASTE RECYCLING PROGRAM AND AMENDING THE "CODE OF THE TOWNSHIP OF PRINCETON, NEW JERSEY, 1968".

January 14, 2013

Ms. Butler offered a motion to approve the proposed ordinance on first reading. Ms. Crumiller seconded the motion, which was carried unanimously. The public hearing was set for January 28, 2013..

REPORTS

Ms. Howard suggested that there be a letter sent out by the Department of Public Works explain, garbage collection, food waste recycling, and the leaf and brush pickup.

Mr. Simon noted that there will be an electronic system for filing this year's disclosure forms with the State of New Jersey.

Ms. Butler said that there will be a concert to benefit the Recreation Department on Friday, January 18, 2013 in the name of William Scheide.

Mayor Lempert said that she will hold special office hours on Thursday, January 17, 2013 in Room A from 5:00 p.m. to 7:00 p.m. and will continue to do so the third Thursday of each month.

Mayor Lempert also noted that Joe Stefko from CGR will appear before Council on January 28, 2013 at 5:00 p.m. to go over priorities and goals.

CLOSED SESSION

RESOLUTION

TO GO INTO CLOSED SESSION
(Open Public Meetings Act Sec.3)

BE IT RESOLVED by the Mayor and Council of Princeton:

1. This body will now convene into a closed session that will be limited only to consideration of an item or items with respect to which the public may be excluded pursuant to section 7B of the Open Public Meetings Act.
2. The general nature of the subject or subjects to be discussed in said session is as follows:

Litigation/Personnel/Negotiations

3. Stated as precisely as presently possible, the following are the time when and the circumstances under which the discussion conducted at said session can be disclosed to the public:

Within 90 days or upon settlement of litigation, if applicable

- Henderson/ Villaruz briefing
- Riley briefing

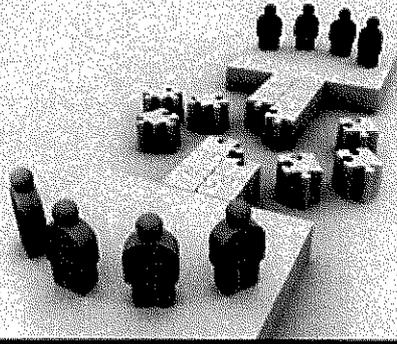
January 14, 2013

- SBRSA membership
- D' Ambrisi property

The above referenced issues were discussed by the Princeton Council.

There being no further business the meeting was adjourned at 11:10 p.m.

Linda S. McDermott
Municipal Clerk



ONE PRINCETON

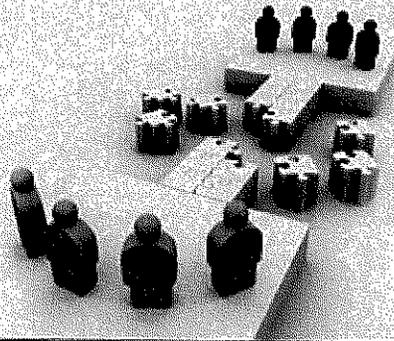
Transition Task Force Recommendations

Tonight's goals.

- Review the recommendations made by the TTF and their disposition after review by the two former governing bodies.
- Does the new governing body have the same or a different view on any of these recommendations?
- Current status of each recommendation...in progress, completed or something else?
- Credit for much of the material in this presentation goes to the CGR draft final report on the TTF process and materials provided by different members of the TTF .

Important Note:

- CGR final report, once the pro-forma tax impact estimate is delivered to CGR the report will be finalized.



ONE PRINCETON

Transition Task Force Recommendations

Personnel Subcommittee

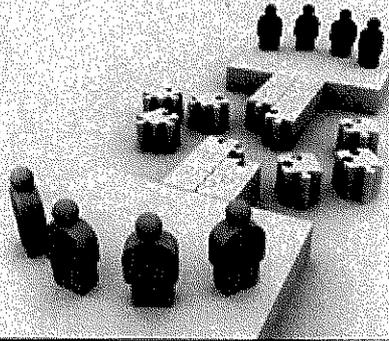
Task 1a: Severance Options

Workforce sizing options, including severance and early retirement incentive alternatives

Deliverable: Develop a summary of options and preliminary cost analysis based on workforce sizing assumptions

Based on its review and analysis, the Subcommittee recommended implementation of a separation / severance plan with the following components:

1. A separation package consisting of the current policy plus the incremental increased benefit would be communicated to departing employees upon notification of the decision to terminate their position;
2. The official termination date would be determined by the governing bodies, but employees would have to remain employed with the Borough or Township through that date in order to receive the incremental increased benefit;
3. In consideration for separation packages and eligibility for the incremental increased benefit, employees would be required to sign a waiver;
4. Any employee who opted to voluntarily leave prior to the end of his / her retention period would be eligible to receive only the current policy separation benefit, and would forfeit eligibility for the incremental increased benefit; and
5. Outplacement services would be provided to departing employees



ONE PRINCETON

Transition Task Force Recommendations

Task 1b: Personnel Selection Process

Process recommendations for personnel selection at strategic positions

Deliverable: Develop a process and criteria for selecting key administrative personnel and department heads by mid-year, such that “Day One” leadership can assist in framing the new government

Recommendation

The Subcommittee produced a “recommended procedure to achieve... staffing goals for all non-sworn police and non-union positions” in May 2012. Notably, while initial discussion of the selection procedure focused primarily on the key administrative positions referenced above, the Subcommittee’s recommended policy included procedures for these key positions and the general “reduction in force” expected to occur elsewhere in the Borough and Township’s workforce.

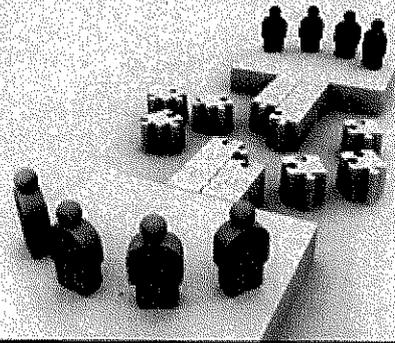
Task 1c: Organizational Structures

Review proposed reconfigurations of department structures for Administration, Finance, Community Services and Affordable Housing

Deliverable: Vet departmental organization structure proposals and make recommendations on deployment and span of control

Recommendations for organizational structure of these functions: Administration/Finance/ Health/Social Services/Affordable Housing/Court/Recreation.

Report on final appointments of staff, indicating positions approved in the org chart and actual savings needed from the administrator’s office.



ONE PRINCETON

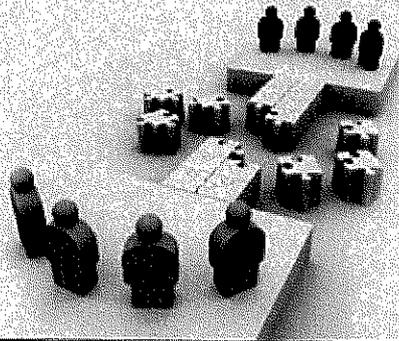
Transition Task Force Recommendations

Task 1c: Detail Organizational Structures

The Personnel Subcommittee recommended creation of a single Department of Administration and Finance, headed by the Administrator and including both the Clerk's Office and a Division of Finance. The Division of Finance would aggregate a number of related functions, including general financial / accounting management, human resources, information technology, tax collection and tax assessment. The recommendation included a total of 20.25 full-time equivalent positions, one above what was contemplated in the original Commission plan (19.25), but four-and-a-half fewer positions than are currently in place across these functions in the Borough and Township (24.75). Key variations from the Commission plan were:

- *The recommendation to repurpose one Deputy Clerk position to an administrative support position;*
- *Reducing both the Assistant CFO and Comptroller positions;*
- *Adding a Director of Finance to oversee general financial administration and the related functions integrated within the Financial Division;*
- *Reducing a part-time Tax Clerk position; and*

- *Retaining a part-time temporary information technology technician position.*



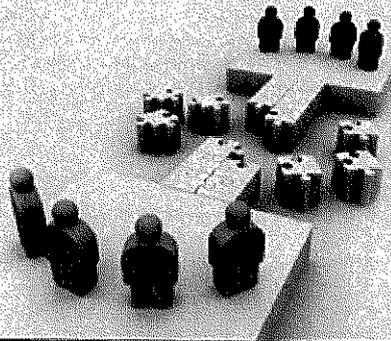
ONE PRINCETON

Transition Task Force Recommendations

Task 1c: Detail Organizational Structures

The Personnel Subcommittee recommended creation of a Department of Health and Social Services, reporting to the Administrator, and including Health, Human Services and Affordable Housing functions. The department would also include vital statistics, environmental health and animal control services. The recommendation included a total of 10.00 positions, matching the total contemplated in the original Commission plan and equal to what is currently in place across these functions in the Borough and Township.

The Personnel Subcommittee recommended that the consolidated court function be slightly smaller in workforce size than what was contemplated in the original Commission plan. Reporting to the Administrator, the court would include a single court administrator, one judge and support staff positions. In total, the recommendation calls for 6.50 positions, supplemented by a contracted prosecutor and public defender. Although the total staff size equals that of the Commission's plan, the Subcommittee's recommendation reduces the Commission's recommended staff load for Deputy Court Administrator (from 1.50 to 1.00), while increasing the staff load for violations clerk (from 3.00 to 3.50).



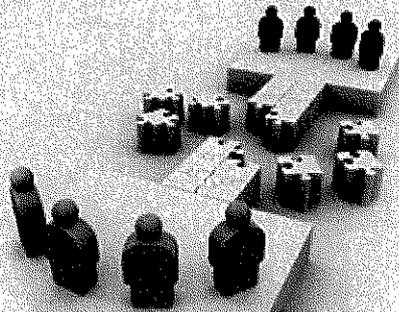
ONE PRINCETON

Transition Task Force Recommendations

Task 1c: Detail Organizational Structures

The I&O Subcommittee and the Personnel Subcommittee recommended that park maintenance and recreation programming activities be administered by a Department of Recreation, reporting to the Administrator. The recommendation diverges slightly from the original Commission plan, which recommended park maintenance activities be consolidated within a broader Department of Public Works and Engineering, in order to leverage perceived efficiencies in infrastructure and park maintenance activities. Upon review, the Personnel Subcommittee concluded that the new municipality would be best served (and recreation programming quality ensured) by retaining park maintenance responsibilities within the department that also handles recreation.

The department as recommended by the Subcommittee would function under a single Recreation Director, and include a total of 11.00 full-time employees plus seasonal personnel to support programming and administrative needs. The workforce size recommendation matched the recommendation of the original Commission plan, as well as the current combined total of Borough and Township parks and recreation personnel.



ONE PRINCETON

Transition Task Force Recommendations

Task 1d: Reconcile Employee Benefits

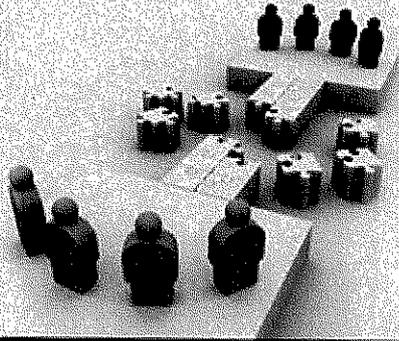
Review benefit types and levels for Borough and Township employees and determine options

Deliverable: Document existing differences in Borough and Township employee benefits, evaluate options and make recommendations for an integrated approach

Recommendation

Alternative #1 (i.e., the plan proposed by the Administrators) with the recommendation that the new governing body study the viability of a PTO system and conduct a pilot program in 2013 to consider possible change to a PTO system in the future.

Update from administrator's office on status of the employee benefit and policy manual needed. Also Council thoughts on looking at a PTO system later in 2013.



ONE PRINCETON

Transition Task Force Recommendations

Personnel Subcommittee

Task 1e: Early Retirement Incentive Process

Deliverable: Make determination as to whether an ERI is applicable and, if so, facilitate analysis of impact by the state Department of Community Affairs and / or the state pension system

Recommendation:

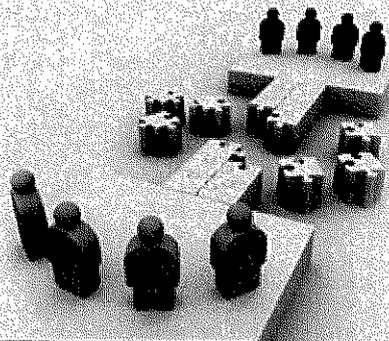
Based on its findings, the Personnel Subcommittee concluded that an ERI plan would not accomplish headcount reduction goals; nearly half of the positions targeted for reduction were filled by employees who would not qualify under a standard ERI program; and incumbents in certain non-targeted positions would qualify, potentially creating unintentional position vacancies. For these reasons, the Subcommittee recommended against utilizing an ERI, and not moving forward with the \$20,000 analysis.

Task 1f: Promote “Cross-Pollination”

Encourage Borough and Township departments to “shadow” one another during 2012 and begin coordinating service delivery

Recommendation

The Subcommittee requested Borough and Township departments to coordinate a “shadowing” process and schedule.



ONE PRINCETON

Transition Task Force Recommendations

Personnel Subcommittee

Task 1g: Review Salary Differentials

Identify discrepancies and determine a reconciliation process. **Update from administrator's office on status of this needed.**

Recommendation

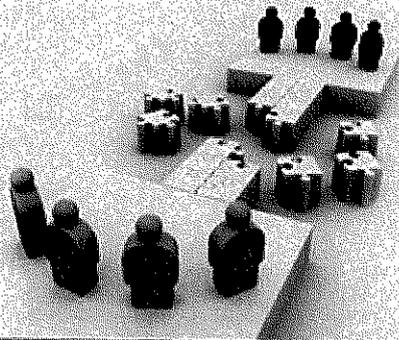
The Subcommittee tasked the Administrators with seeing this issue to completion.

Task 1h: Merging of Union Contracts

Monitor integration of collective bargaining agreements

Recommendation

Aside from ensuring this transition element was appropriately tasked and being attended to, the Personnel Subcommittee and Transition Task Force had no formal role to serve or recommendation to make. **Update from administrator's office on status of this needed.**



ONE PRINCETON

Transition Task Force Recommendations

Infrastructure & Operations Subcommittee

Task 2a: Organizational Structure

Review/propose organizational structure options for the DPW, Engineering, Recreation Maintenance and PSOC, including should be combined or left free-standing.

Recommendation: Public Works

The I&O Subcommittee recommended an organizational structure for a DPW that spans the following key functions:

- Streets, roads and organic recycling/Public buildings/Parks and open space/Parking and downtown/Vehicle and equipment maintenance/Sanitary / storm sewer.

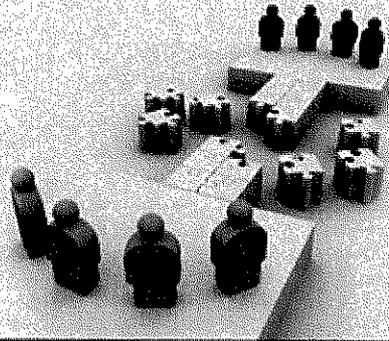
Recommendation: Engineering

The I&O Subcommittee's recommendation for organizing the Dept. of Engineering integrates traditional engineering functions alongside organizations that are related, but currently separate from engineering: planning & construction. The intent is to formalize the substantive connections between these services and leverage engineering resources and expertise inter-departmentally.

The recommendation for the new Dept. of Engineering therefore spans the following key functions:

- Engineering (i.e., land use, construction, design)/Construction;/Planning.

In reviewing & recommending an organizational structure spanning I &O related functions, the Subcommittee recommended that the new Governing Body give serious consideration to creating a Parks and Recreation Department.



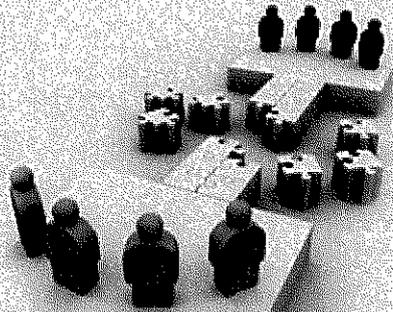
ONE PRINCETON

Transition Task Force Recommendations

Task 2a: Detail on Organizational Structure for DPW and Engineering

DPW: The department would be led by a single Director of PW's, and include a Superintendent of PW's overseeing parking/downtown, streets and roads, buildings and parks/open spaces. As shown in the chart, sewer operations (currently a separate organization) are built into the new DPW. The Subcommittee concurred with the original Commission recommendation regarding the initial value of a separate Assistant Superintendent position specifically responsible for parking and downtown functions, but noted that this position would be required for only the first year of the consolidated municipality in order to help facilitate transition. In total, the recommendation calls for 70.0 positions, a reduction of six from the original Commission plan recommended staff load (76.0) and three from the current (i.e., May 2012) staff level (73.0) – two equipment operators and a maintenance person. The appropriate employees of the Township and Borough, including the administrator of each entity, expressed the view that these positions could be eliminated with no diminution in services.

Engineering: The department would be led by a single Municipal Engineer overseeing engineering, planning and construction inspection functions. As noted, both planning and construction – currently organized as separate departments outside engineering in the Borough and Township – would be integrated within it. In total, the recommendation calls for 30.8 positions, a reduction of two from the original Commission plan (32.8) and five from the current staff level (35.8) – a construction inspector, zoning officer, administrative secretary for zoning, administrative assistant and electrical subcode official. The appropriate employees of the Township and Borough, including the administrator of each entity, expressed the view that these positions could be eliminated with no diminution in services.



ONE PRINCETON

Transition Task Force Recommendations

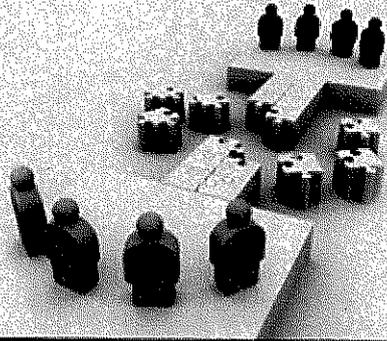
Infrastructure & Operations Subcommittee

Task 2b: Service Levels

Review service level options for leaf, brush, garbage and food waste collection.

- Garbage pickup, cover the entire town. Manual curb side pickup with weekly bulk waste pickup on a 5 day per week schedule.
- Food waste, weekly pickup.
- Brush & leaf pickup in the spring:
 - Princeton-wide. Weekly bagged collections (Late Mar to Early Jun), 2 unbagged brush/leaf collections (Early Apr to Late May)
 - Central Princeton. 1 additional unbagged brush/leaf collection.
- Brush & leaf pickup in the summer:
 - Central Princeton. Every 2 weeks (bagged)
- Brush & leaf pickup in the fall:
 - Princeton wide. Weekly bagged collections (Mid-Oct to Mid-Dec), 2 unbagged brush collections (Mid-Aug to Early Oct), 2 unbagged leaf collections (Mid-Oct to Mid-Dec)
 - Central Princeton. 2 additional unbagged collections (1 brush + 1 leaf)

Task 2c: Facilities, Vet proposals for housing the consolidated public works and related departments
And Task 2d: Integration of Capital Improvement Plans, Develop draft capital improvement plan and equipment replacement plan for consolidated department. Addressed by the Facilities & Other Assets Subcommittee and/or the Special Committee on Public Works and the Sewer Operating Committee Facilities.



ONE PRINCETON

Transition Task Force Recommendations

Facilities & Other Assets

Task 3a: Inventory of Existing Assets

Document all existing facilities, space, utilization and condition.

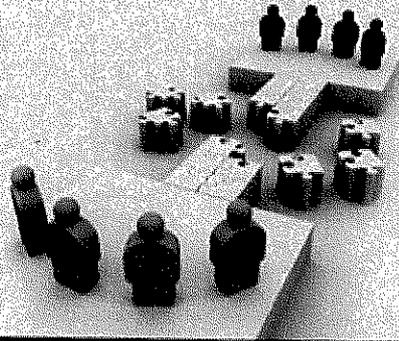
Task 3b: Facility Recommendations

Recommend allocation of space for consolidated municipality functions

Working with KSS Architects developed recommendations for deploying the new municipality's offices and functions across existing municipal buildings.

Former Borough Hall: Affordable Housing/Human Services/Health Department/Fire Inspection/Public Works Department and Sewer Operating Committee management/Downtown administrative/Corner House/Space to be offered to TV 30/PCTV on a rental basis/Community-municipal meeting room (present Borough Council meeting room)/Unassigned space that could be modified for future municipal/community use.

Township Municipal Complex: Police Department and Police Dispatch/Municipal Court, Violations Bureau and supporting functions/Mayor, Administrator and Municipal Clerks Office/Engineering Department, Zoning, Historic Preservation/Planning Department, Building and Construction Departments/Committee room / Community Room to be maintained for municipal / community use



ONE PRINCETON

Transition Task Force Recommendations

Public Safety

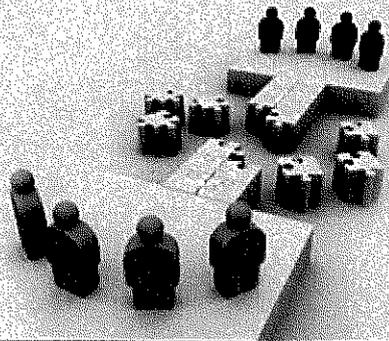
Task 4a: Organizational Structure (Police)

Review organizational structure options for the combined Police Department

Recommendation

The Subcommittee resolved that a staffing level of 56 sworn personnel would likely provide for required service levels past 2013 as well, but concluded that a formal review of staff size and service level in mid-2013 would be the most appropriate way of making that determination. On that basis the Subcommittee did not provide a specific staffing recommendation beyond 2013. The model recommended by the Subcommittee encompassed both the number of sworn personnel and departmental structure.

- *The Subcommittee endorsed a 56-sworn model for 2013.*
- *The Subcommittee's model included the following positions:*
 - *One chief; One captain; Four lieutenants; Eight sergeants; Four corporals; Four detectives; Two support personnel (i.e., parking); Thirty-two patrol officers; Eight communications officers / dispatchers; Ten civilian employees.*

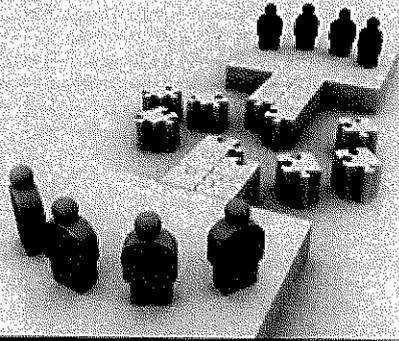


ONE PRINCETON

Transition Task Force Recommendations

Related to this organizational framework, the Subcommittee noted the following recommendations:

- The current dispatcher workforce totals 9. The new municipality should retain all 9 in 2013, and reduce to 8 in 2014. However, if a position is vacated between now and the end of 2013, the Subcommittee recommends not filling that position.*
- The current records clerk workforce totals 4. The new municipality should retain all 4 in 2013 and reduce to 3 in 2014. However, if a position is vacated between now and the end of 2013, the Subcommittee recommends not filling that position.*
- The current chief's administrative support staff totals 2. The new municipality should retain both positions in 2013 and reduce to 1 in 2014. However, if a position is vacated between now and the end of 2013, the Subcommittee recommends not filling that position, but rather using PT/temporary staff or redistributing workload to meet the need. (The Subcommittee added a note to this recommendation that, in 2014, there would only be one administrative support position for the group of six superior officers, ... the Subcommittee encouraged the new Governing Body to consider staffing level at this position as part of their mid-2013 review of the Police Department.)*
- Regarding the information technology position and two parking meter positions, the Subcommittee noted that they should all be retained going forward. However, it acknowledged that the technology position in the Police Department could end up in the new IT department.*
- It should also be noted that aside from the formal Police Department structure, the Public Safety Subcommittee recommended shifting emergency management responsibilities from the Police Chief to the Director of Emergency Services (DES), and adding an administrative assistant position to support the responsibilities of the DES.*



ONE PRINCETON

Transition Task Force Recommendations

Task 4b: Facilities

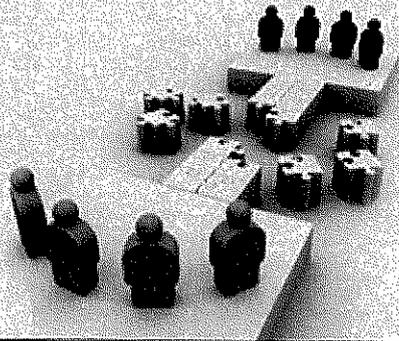
Vet proposals for housing the consolidated police department

The Public Safety Subcommittee reviewed the deployment of police operations and dispatch functions in the consolidated department; recommending that these be at the Township Municipal Building. The Facilities and Other Assets Subcommittee acted on the detail of this in their recommendations.

Task 4c: Police Policies and Procedures

Review integration process for police operating procedures

The Subcommittee approved the proposed rules and regulations on June 19, 2012. Acknowledging that it was beyond the Transition Task Force's collective expertise, the full Task Force opted to not render a formal approval of the revised rules and regulations at its meeting on July 11, 2012. It passed them on to the Governing Bodies for their approval, which was rendered by both at a subsequent meeting.



ONE PRINCETON

Transition Task Force Recommendations

Task 4d: Police IT and Dispatch Issues

Recommend actions necessary to integrate technology, particularly involving emergency dispatch

Recommendation on 911 / Dispatch Upgrade

The Joint Governing Bodies endorsed adding two new Zetron Series 3200 “positions” (i.e., physical dispatch computer stations, not personnel) to the Township’s current setup, as well as a third position in the Communications Systems area of the facility to accommodate large-scale emergencies as needed. The additions will include an upgrade of the mapping system.

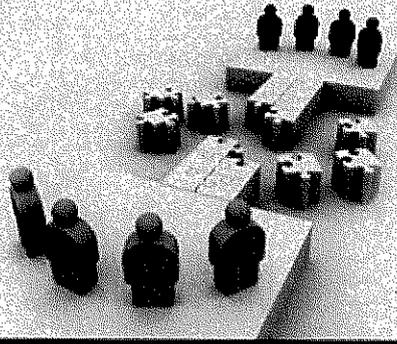
Recommendation on CAD / Records Management

The Public Safety Subcommittee reviewed the integrating of the two police departments’ CAD systems (including records management software). Lawsoft was recommended to provide this system. The Subcommittee also added components for Princeton Fire Department and Princeton First Aid & Rescue Squad dispatching and record-keeping to the recommended base Lawsoft product.

Task 4e: Capital Equipment, Firearms and Related

Determine equipment to be integrated, and develop recommendations as to need and timing.

The Public Safety Subcommittee recommended that details on firearms, vehicles, uniforms and other police-related capital equipment and supplies be dealt with by the two existing police departments jointly, with the two administrators, for approval by the Governing Bodies.



ONE PRINCETON

Transition Task Force Recommendations

Task 4f: Police Department - University Interaction

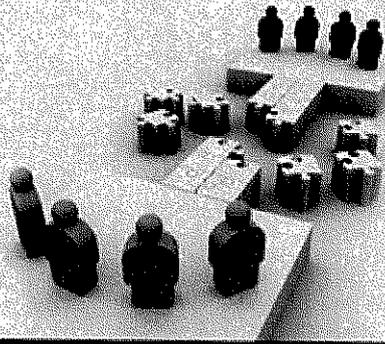
Review the relationship between the municipal Police Department and Princeton University Public Safety

From the July 13, 2012 Public Safety Subcommittee minutes:

1. There will be continuing discussions between PU, the PD's/municipal administration and the MCPO.
2. An MOU between PU and the new town is still an item PU will continue to have conversations on with the town. This subcommittee did not take a position on the need or desire for an MOU.)
3. The University and the Princeton Police will continue to discuss the appropriateness of a University PSAP.

The Mercer County Prosecutor's Office was engaged as part of this discussion, outside of the Subcommittee / TTF process, lending expertise on process and agency authority both on- and off-campus, as well as defining what "on" and "off campus" mean. Meetings between the Borough, Township and Prosecutor's Office brought clarity on certain points, most notably the conclusion that the University's Department of Public Safety is not capable of serving as a "force multiplier" for the municipal Police Department.

For 2013 it is recommended a review of police operations be started mid to late year to determine force size needed to effectively carry out policing responsibilities in 2014 and beyond.



ONE PRINCETON

Transition Task Force Recommendations

Boards, Commissions and Committees

Task 5a: Inventory Existing Bodies

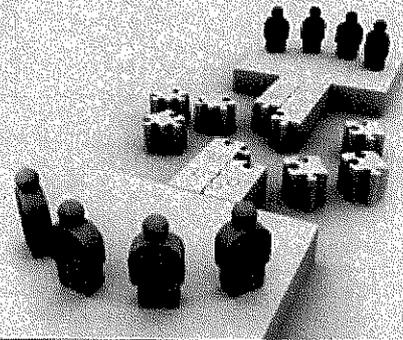
Develop baseline from which to make recommendations on constituting and populating municipal boards, commissions and committees.

As a foundation for generating recommendations, the BCC Subcommittee began by identifying all existing boards, commissions and committees serving either the Borough or Township (or in certain cases, both). As part of that process, the Subcommittee documented the geographic jurisdiction each covers; its purpose / scope; the statutory or ordinance reference that provides for its authority; its membership and representation; the method of appointing members; and its meeting schedule. Where possible, the Subcommittee also documented the demographic composition of the current membership.

Task 5b: Recommendation on New BCCs

Develop process for populating BCCs as soon as practicable post-consolidation

A list of all BCC's including responsibilities, make up of membership and terms of members was presented to the governing bodies.



ONE PRINCETON

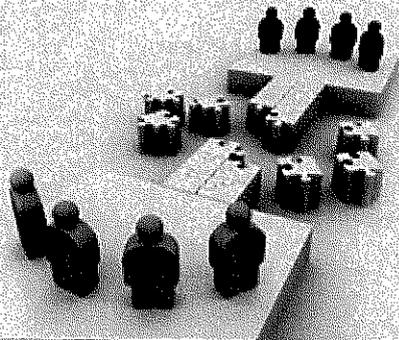
Transition Task Force Recommendations

Boards, Commissions and Committees

Pending item:

The Boards, Committees and Commissions Subcommittee has had on its agenda the development of "Advisory Planning Districts" or some other means or method of engaging members of the community in the processes of building strong, connected, vital and engaged neighborhoods. Members of the BCC are prepared to carry this work forward to conclusion through the sub-committee process or if the Council decides to take a different approach to answering the question-- "what should the structure, scope and charge of "APDs" or similar entities be"-- handing it off to others.

Council will need to decide how to proceed on this item.



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

Task 6a: Effective Process and Access for TTF Work

Monitor communications process for Task Force agendas, subcommittee documentation, minutes and public meeting notices.

Task 6b: Public Forums to Update Residents

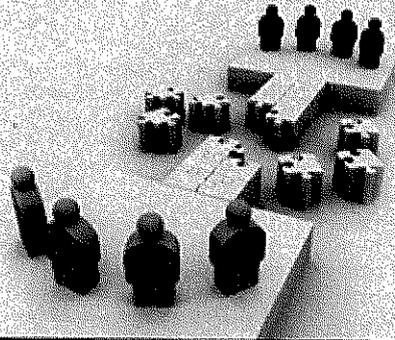
Organize and facilitate periodic forums to inform community and solicit feedback

Task 6c: Plan Celebration of Unified Princeton

Organize a celebratory event to capture the excitement and history of Princeton's consolidation, coinciding with its January 1, 2013, inception

The Community Outreach Subcommittee has made several suggestions. **They urge consideration of a media policy; the one brought to the TTF but not formally adopted is attached.** They feel that the communication related behaviors used by the new council will speak to the relationship that the council has with the community – and vice versa. **Therefore, they also recommend some version of the Terms of Engagement** – something that makes clear the ways in which the council intends to treat each other as well as the public. **An Outreach Plan is suggested,** on following slides.

Their recommendations, on one hand, are soft, i.e., they are not time bound by ordinance or some other legal mandate. On the other hand, they are top of the list because they will quickly establish the tenor of the council and its role in the new community. Similarly we stand ready to provide a periodic communications audit. Specifics on the next several slides. **Council will need to decide on these recommendations.**



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

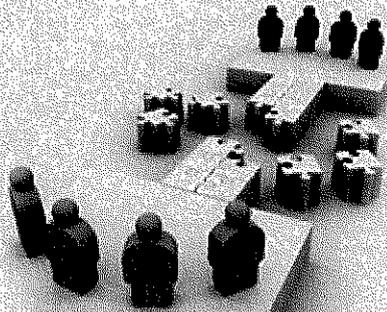
Terms of Engagement

Assumptions:

- *Everyone has wisdom – but not everything that is said is wise*
- *We need everyone’s wisdom for the wisest results – diamond is more valuable with facets*
- *There are no wrong answers – there are no right answers*
- *The work of the TTF is hard work with potentially long reaching implications. We’ve taken on a personal and collective responsibility to do the best job we can in the best manner possible.*

Ground Rules:

- *Listen generously, listen for the possibility rather than what is not possible*
- *Seek common ground and action within the mandate of the TTF*
- *Test assumptions and inferences – don’t get stuck in preconceived ideas*
- *Keep discussion focused – help stay on track*
- *Keep conflict in the open, not hidden- agree to disagree and move on*
- *Say it here in the room, not the hallway*
- *Meet each other as guests*



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

Communications and Outreach Plan

BRANDED MESSAGING

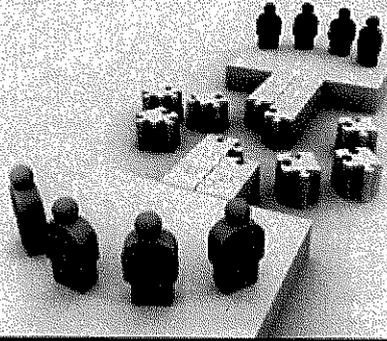
- *Agree on the “branded look” to be used for all communications material. This will ensure consistency and guarantee that residents will have an immediate recognition of informational materials concerning the consolidation transition.*
- *The branded look should be used for both print and online materials. All branded materials should all include:*
 - *The same Logo/Insignia;*
 - *Font Style; Color Theme;*
 - *Tag Line; Social media icon*
 - *Information – website, phone, address*

BUDGET

Create a budget for all communications materials (i.e., graphic design; website; printed materials; postage). Budget should include both hard costs and in-kind contributions.

COMMUNITY EVENTS

- *Staff a TTF Community Outreach table with informed volunteers and informational flyers at all “townie” events during 1st & 2nd Quarters -- such as PiDay (March); Communiversiety (April);*
- *Rotary Pancake Breakfast/Memorial Day Parade (May)*



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

Communications and Outreach Plan

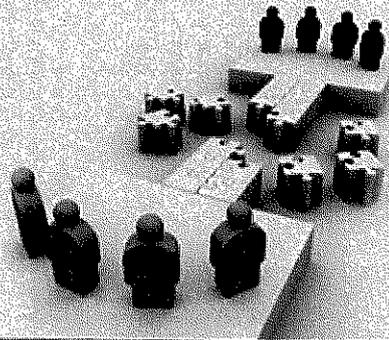
WEBSITE

- If not done already -- register a name for the town's new website. The name should be easy to remember and be "consumer-friendly" (i.e., www.PrincetonGov.com)
- NOTE: purchase all options: .com/.org/.net/.info
- Implement the new website as a Two-Phase Project:
- Interim site to launch January 1, 2013, which will include immediately pertinent information: FAQs; garbage collection, tax payments, municipal court, parking permits; meeting agendas; contact information for departments and commissions.
- Permanent site should be completed by end of 1st Quarter (March 2013) and should include all the above, as well as more comprehensive information for the town, police, recreation, library, etc.

PUBLICITY

- Assemble a Press Fact Sheet for digital distribution. Create sheet in English and Spanish (for Reporte Hispano)
- Create a series of media alerts and press releases to be sent out on a pre-determined schedule:
 - Consolidation Celebration on January 1
 - Various topics addressing the important issues concerning residents (i.e., garbage)
 - Launch of permanent Website

NOTE: some releases should be sent to both local and regional print, online and broadcast media outlets.



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

Communications and Outreach Plan

P.S.A. ADVERTISEMENTS

- *Ask the publishers of the Town Topics and Princeton Packet to run several Public Service Announcement (PSA) Ads promoting the new website and general phone number to be used by residents to find out information about the consolidation transition.*

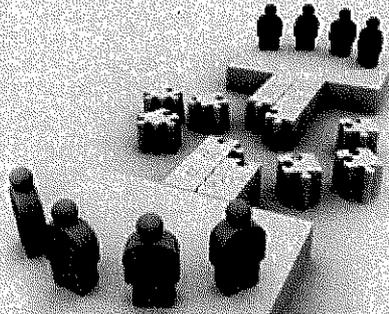
DIRECT MAILER

- *Create a mailer with the most important information and with new website address – and mail it directly to all residents by end of January.*
- *Print it as an oversized postcard – 6" x 11" (or 8.5"x11"); 2-sided; 4/color; space for address/postage.*

NOTE: it will be very important to produce the mailer in both English and Spanish versions.

INFORMATIONAL FLYER

- *Create an informational flyer with the most important information and with new municipal website address – and distribute to all residents during January and February*
- *Print it as a Rack Card -- 4"x9"; 2-sided; 4/color.*
- *NOTE: it will be very important to produce in both English and Spanish versions.*
- *Distribute flyers via the following:*
 - *#10 envelope in the 2nd quarter tax bill /Elementary schools - blue folders /Businesses frequented by residents, such as: Small World Coffee Locations; Olives; Pizza Star; McCaffreys/Community Organizations: Library; YWCA/YMCA; ESL Programs; Arts Council.*



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach *Communications and Outreach Plan*

SOCIAL MEDIA

- *Create a designated Facebook page for consolidation information and update frequently.*
- *Utilize Planet Princeton's home page for regular FB postings.*
- *Twitter, in this case, would be overkill and not necessary.*

COMMUNITY PARTNERSHIP NEWSLETTERS and WEBSITES

- *Ask community organizations to include a blurb about the new municipal website and general info phone number in their online and printed newsletters.*
- *Organizations to target: Library; Princeton School District; YWCA and YMCA; Senior Center; Arts Council; Houses of Worship; Chamber of Commerce; Princeton/Westminster/PTS Community Pages*

LOCAL CABLE and TV 30

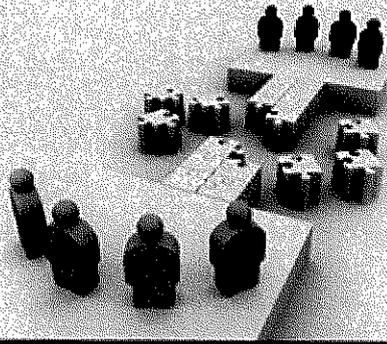
- *Confirm that our local TV channel has all of the updated consolidation information. Send new information as needed.*
- *Coordinate series of interviews on TV 30 addressing consolidation issues (i.e., with the Mayor, Administrator, TTF members)*

ROBO CALLS

- *Utilize the Robo Call system with messages from the Mayor on a regular basis.*

BUMPER STICKERS

- *Create bumper stickers with new logo and new website and put it on all DPW and Police vehicles. These vehicles drive all over town and are easily recognizable by all residents.*



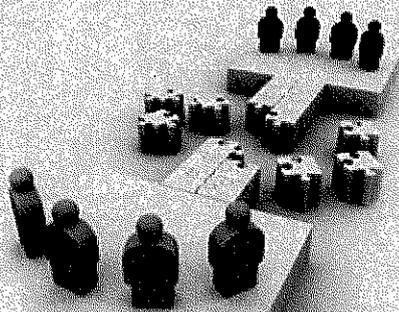
ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

Media Policy (TTF policy attached as a framework for a municipal policy)

- **MEDIA RELATIONS POLICY***
- **OBJECTIVE**
- *The Transition Task Force (TTF) seeks to inform and communicate with the citizens of Princeton Borough and Princeton Township, members of the business and higher education communities and the public at large by engaging in proactive communications activities.*
- *To that end, the Task Force makes its activities public through an extensive Web site, <http://www.cgr.org/princeton/transition>, hosted by the Center for Governmental Research (CGR) of Rochester, New York.*
- *But the Task Force also recognizes that one of the most effective ways to communicate its policies and activities is by working in partnership with the news media.*
- **POLICY**
- *Inquiries from the news media are given a high priority by the TTF and should be responded to as quickly and efficiently as possible. Every effort should be made to meet media deadlines and to ensure that all information released is accurate.*



ONE PRINCETON

Transition Task Force Recommendations

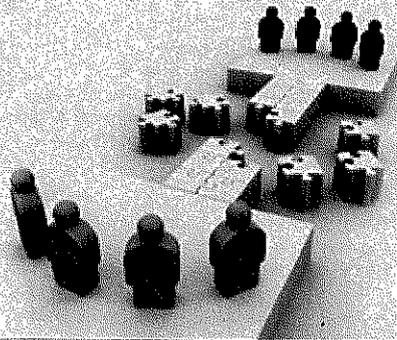
Communications and Outreach

Media Policy

- *The Chair of the TTF, Mark Freda, serves as the group's chief spokesperson and is ultimately responsible for the TTF's media relations. All TTF members should refer media inquiries to Mr. Freda (with the exception of the authorized spokespersons listed below). Because the media often works on tight deadlines, it is important that the TTF responds as soon as possible to media requests. Specific guidelines for responding to requests follow.*

TTF SPOKESPERSONS

- *In addition to the Task Force chair, the TTF's authorized spokespersons are the respective chairs of the group's various subcommittees. In this capacity, the chairs should focus their comments on the operations and recommendations of their respective subcommittees and eschew personal views and speculation.*
- *The chairs of the following subcommittees are authorized to speak to the media:*
- *List committees and spokes person*
- *If a member of a subcommittee has greater expertise on a particular issue than the subcommittee chair, the subcommittee chair may designate him or her as spokesperson on that issue on a case-by-case basis.*



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

Media Policy

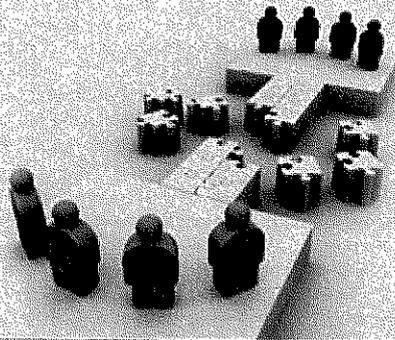
- *If authorized spokespersons do not feel they have the appropriate information or expertise on an issue, they may choose not to respond to a media request; in those cases, however, they must be responsive to the reporter and refer him or her to the task force chair, who may, in turn, refer him or her to another subcommittee chair who may be knowledgeable about the issue at hand.*
- *A list of spokespersons and their contact information is attached to this policy.*

MEDIA INQUIRIES

- *Any media inquiries received by other members of the TTF should be referred to the TTF chair or the chair of the appropriate subcommittee. An appropriate response to the media would be, "It would be better if you spoke with the TTF chair (or appropriate subcommittee chair) about that particular issue." If the appropriate spokesperson is not physically present, please refer the reporter to the contact list attached to this policy. If possible, please obtain the reporter's name, phone number and/or cell number, topic of story and deadline, to facilitate follow up.*

SENSITIVE OR CONTROVERSIAL ISSUES

- *All media inquiries regarding sensitive or controversial issues should always be referred immediately to the TTF chair. (If you have any question whether an issue is controversial or sensitive, use that as a guide to refer it to the TTF chair.)*



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

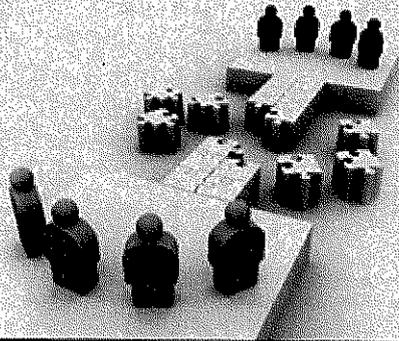
Media Policy

SPECULATION & HYPOTHETICALS

- TTF spokespersons should avoid speculation or responding to hypothetical questions. Refer instead to concrete discussions of the TTF's recommendations, objectives and the processes being used to achieve them. An appropriate response might be: "I'm sorry, I just can't speculate on that issue. We're still discussing it and there have been no decisions yet. I can only tell you what the discussion has centered on" (if it has been discussed in public).

PERSONAL POINTS OF VIEW

- Obviously, all members of the TTF have the right to their personal points of view – regarding any issue. However, personal points of view about task force deliberations may ultimately conflict with the TTF's final recommendations. TTF members who write letters to the editor of any newspaper or Web site, or send e-mails to reporters or media outlets must include language that indicates the views set forth in their communication do not represent the views of the TTF, but are, rather, the member's personal opinions. Similar disclaimers must be given if a TTF member addresses a public meeting, participates in a radio talk show, or is interviewed for a radio or television program, etc., unless the member is officially representing the TTF. If members are officially representing the TTF, they should identify themselves as official spokespersons for the group.



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

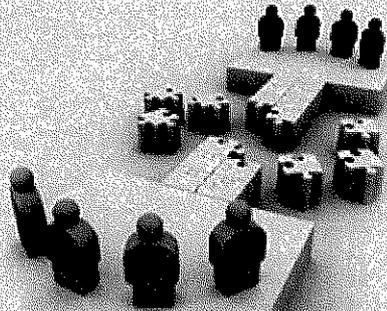
Media Policy

GENERAL OR ROUTINE ISSUES

- Local print and Web media: Calls from local print media and local Web news sites regarding most TTF issues may be handled by an authorized spokesperson – or his/her designee. The TTF chair should be informed of these media requests – including the reporter and topic – by phone, e-mail or text either before or immediately following these interviews.
- Broadcast media: Requests from broadcast media (TV, radio and streaming Web) should always be referred immediately to the TTF chair or the pertinent subcommittee chair or chairs. Do not grant any interviews before receiving permission from the TTF chair or pertinent subcommittee chairs.

TTF-INITIATED INFORMATION

- Proactive media contact is initiated through the TTF chair, or through a subcommittee chair in coordination with the task force chair. This includes issuing press releases and media advisories, and personal contacts with reporters and editors for coverage. As noted below, the TTF has not been using social media, e.g., Facebook, Twitter, etc. However, the TTF chair or the relevant subcommittee chair (who will inform the TTF chair) may use social media on a case-by-case basis to promote specific events and/or make the public aware of other targeted issues.



ONE PRINCETON

Transition Task Force Recommendations

Communications and Outreach

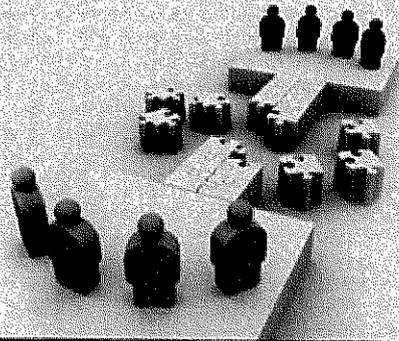
Media Policy

SOCIAL MEDIA

- *At this juncture, the TTF has decided generally not to communicate through social media, e.g., Facebook or Twitter. (See the exception above for TTF-initiated social media.)*
- *TTF members who personally communicate through Facebook, Twitter, blogs or other means of Internet-based social media should be judicious regarding the release of any posts on their personal accounts related to TTF activities. When it comes to social media or blogs, members should at minimum follow the guidelines above regarding personal points of view.*

NOTE

- *This media relations policy is a dynamic, living document and is subject to amendment and revision as needed.*
- ** This media policy is adapted from the media policy of the City of Chula Vista, California, which is available online at http://www.ci.chula-vista.ca.us/City_Services/Administrative_Services/City_Admin_Manager/Communications/media.asp. The Web site Media-Policy.org highlights Chula Vista's policy as a model governmental plan. Media-Policy.org indicates that its mission is to provide "basic online guidance for anyone engaged in the task of writing a first media policy or modifying an existing policy." See <http://www.media-policy.org> for more information.*



ONE PRINCETON

Transition Task Force Recommendations

Information Technology

Task 7a: Inventory Existing Systems

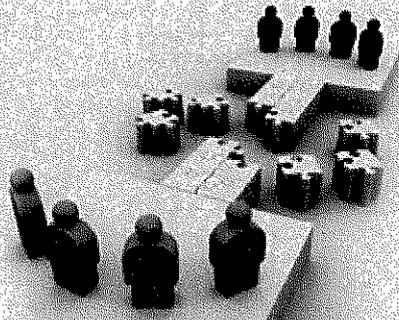
Develop baseline from which to make recommendations on hardware, software and vendor support

Task 7b: Resource Integration Plans (General)

Draft plan for integrating general information technology of the Borough and Township (next slide)

Task 7c: Resource Integration Plans (Police)

Draft plan for integrating specialized police-related information technology of the Borough and Township.....This was driven by the Public Safety Subcommittee

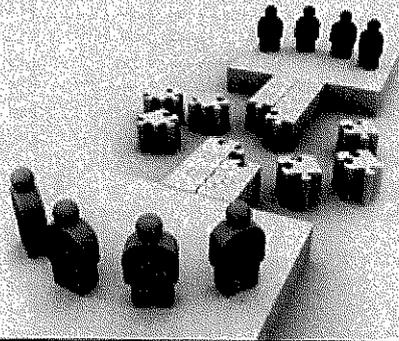


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Transition Task Force Recommendations

IT SERVICE DECISIONS MADE

<u>IT Service</u>	<u>Approved Vendor</u>	<u>TTF Approval Date</u>	<u>It. Session Approval Date</u>	<u>Dept</u>
Dog Licensing	Municipal Software	16-May	21-May	Clerk
Email	First Class	16-May	21-May	Muni-wide
Phone System	VOIP	16-May	21-May	Muni-wide
Boards & Commissions	In House	30-May	26-Jun	Clerk
Parking Permits	In House	30-May	26-Jun	Clerk
Resolutions	In House	30-May	26-Jun	Clerk
Website	City Connections	13-Jun	26-Jun	Muni-wide
Anti-Virus	CMIT Solutions	25-Jun	26-Jun	Muni-wide
IT Consultant	CMIT Solutions	25-Jun	26-Jun	Muni-wide
Network Server/Switches	CMIT Solutions	25-Jun	26-Jun	Muni-wide
Web Filter and Spam	Barracuda	25-Jun	26-Jun	Muni-wide
Assessor	Vital	30-Jun	30-Jul	Assessor
Mass Calling System	Rapid Notify	30-Jun	30-Jul	Muni-wide
Building Security - Cameras	Open Systems	15-Aug	1-Oct	Muni-wide
Construction Management	Mitchell Humphries	15-Aug	1-Oct	Construction
General Ledger	Edmunds	15-Aug	1-Oct	Finance
Panic Alarm Monitoring	TBD by Yearend	15-Aug	1-Oct	Muni-wide
Tax Collection	First Byte	15-Aug	1-Oct	Finance
Time & Attendance	Visual Computer Solutions	15-Aug	1-Oct	HR
Web Interface	Citinet	15-Aug	1-Oct	Muni-wide
Payroll Management	Prime Point	5-Sep	1-Oct	HR
Birth Records	Munidex	None Required	None Required	Health
Fire Inspection	In House	None Required	None Required	Fire
Fire Management	In House	None Required	None Required	Fire



ONE PRINCETON

Transition Task Force Recommendations

Finance

Task 8a: Monitor Budgetary Impacts of Changes

Document costs and savings associated with departmental integrations, workforce adjustments and related decisions of the Task Force...this was ongoing throughout the last year.

Task 8b: Compile Transition Costs

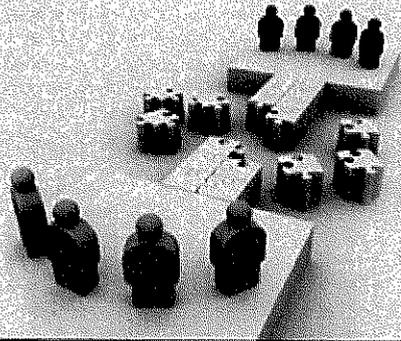
Document costs related to transition and implementation of new municipality, including salary / wage adjustments, facilities, legal, technology and others; Determine allocation of costs as "transition costs" vs. costs that would have been borne even in the absence of consolidation.... this was ongoing throughout the last year.

Task 8c: Preliminary Draft Combination of Budgets

Draft a draft integrated budget using approved 2012 spending plans for the Borough and Township, which can be used as a framework for developing the 2013 Princeton budget....this process continues in 2013 with the new Citizens Oversight Finance Committee and Princeton staff.

Task 8d: Sewer Rates and Open Space Tax

Determine process for establishing sewer rates and open space tax rate for the new municipality....open space tax rate already addressed, sewer rate in place until June 2013.



ONE PRINCETON

Transition Task Force Recommendations

Finance

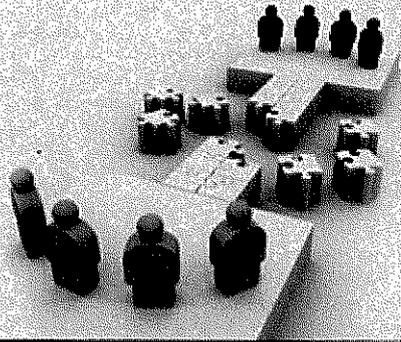
Task 8e: Debt Combination Process

Determine what steps (if any) are required to formally combine the outstanding debt held by the Borough and Township.... Based on the evaluation and conclusion of bond counsel, the Finance Subcommittee determined in April 2012 that the existing debt of the Borough and Township would automatically transfer to the new municipality under state law, and that no formal action was required.

Legal

Task 9a: Integration of CBAs

Integrate the Borough and Township's separate labor contracts covering public works employees and sworn police personnel....being handled under the direction of the administrator.



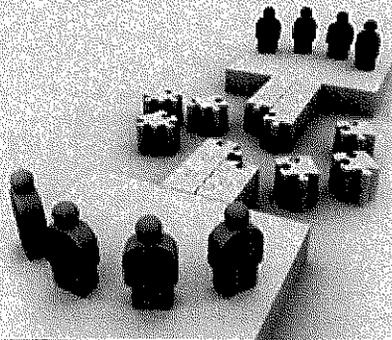
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Transition Task Force Recommendations

Special Committee on PW and SOC Facilities Recommendation:

This committee urges the new governing body to recognize that the most pressing infrastructure and capital investment need is to provide the much needed permanent facilities for our PW and SOC Departments. The Special Committee has offered a phased program that would lead to the construction of the new facilities at River Road over a five year period of time. From the standpoint of the new governing body, if it is necessary to re-examine possible alternate sites for the permanent facilities, this can and should be done quickly, and not allowed to remain as a long term obstacle to moving ahead with the appropriation of the funds needed to start to construction process for the new facilities. The Special Committee believes that the delay in providing adequate and permanent PW and SOC facilities has been costly to the community in terms of efficient use of personnel and accelerated deterioration of high-value equipment, and will continue to be an unnecessary financial drain on the new Princeton until adequate permanent facilities are provided. We urge the new governing body to adopt a plan to provide the new facilities and to begin the process that will lead to the new facilities by appropriating the funds in 2013. The Special Committee proposed a five year capital plan that would involve the expenditure of approximately \$11.1 million over a five period to design and construct a modern, efficient facility for PW and SOC operations on municipal land at the River Road site. The TTF also attached to this recommendation a preliminary estimate to use existing facilities instead of building on River Road.

Council needs to comment on starting the process to evaluate the options for PW/SOC facilities.

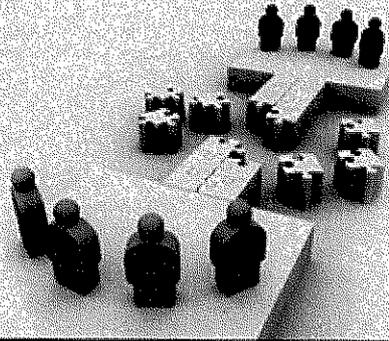


ONE PRINCETON

STRATEGIC TRATEGIC STRATEGIC ITEMS | Beyond "Day One"

Personnel Subcommittee

1. Continue to evaluate, analyze and consider running a "pilot" program to assess the validity and potential benefits/drawbacks of a paid-time-off (PTO) approach to administering employee paid leave.
2. Reevaluate the municipality's medical benefit offerings after implementation of the insurance exchanges required by the Patient Protection and Affordable Care Act, in order to determine whether moving to a stipend option for municipal retirees is a better and potentially cost-effective option for all.
3. Continue team-building efforts with merged departments to enhance unified operations and service delivery.
4. Review merged departments on an ongoing basis to ensure staffing levels match combined workload, as well as in the context of changes in community institutions (e.g., the impact on vital statistics workload of Princeton Hospital's move to West Windsor).

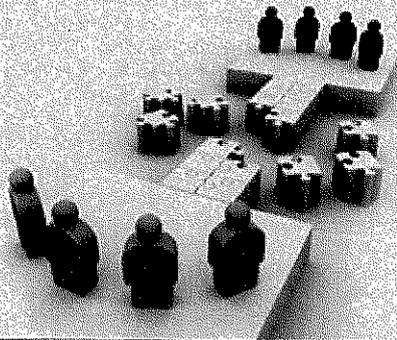


ONE PRINCETON

STRATEGIC TRATEGIC STRATEGIC ITEMS | Beyond "Day One"

Infrastructure & Operations Subcommittee

1. Render a decision on provisional positions contained within the organizational charts for Infrastructure and Operations functions. The charts contained three "provisional" positions that were to be reconsidered post-consolidation. The Governing Body and Administrator should decide on continuation or phase out of the positions by December 31, 2013, taking into consideration:
 - Whether there is a reduced need after one year of transition and melding of work forces;
 - The required number of senior managers in Infrastructure and Operations for day-to-day operations and emergencies;
 - Total workload in each area and whether retention of each provisional position is required or reduces outsourced work sufficiently to justify; and
 - If workload does require, whether a less expensive position / classification can fulfill this requirement.
2. Consider the formation of an integrated Parks and Recreation Department, which would also have responsibility for open space issues.
3. Consider establishing - between the Governing Body and municipal employees - a "continued education and monitoring" program consisting of a) continuing education, b) monitoring of compliance and c) citizen satisfaction with respect to leaf and brush pickup, the compost program and storm water requirements.
4. Evaluate the potential role of the River Road property and other property / facilities in better serving the consolidated Department of Public Works.



ONE PRINCETON

STRATEGIC TRATEGIC STRATEGIC ITEMS | Beyond "Day One"

Facilities & Other Assets Subcommittee

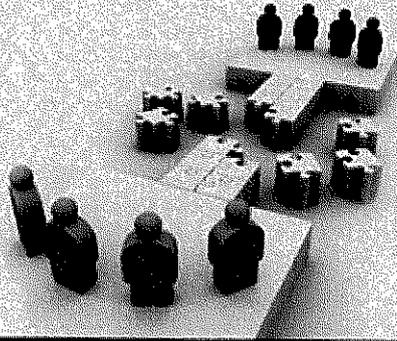
1. Conduct a "Phase 2" facilities evaluation to design layout and modifications for municipal facilities reflecting recommendations for location of departments.
2. Conduct a study to determine the extent of potential parking space challenges at municipal facilities that may be exacerbated by department relocations.
3. Conduct a study of file storage management and archiving needs and challenges that may be exacerbated by department relocations and space redeployment.

Public Safety Subcommittee

1. Monitor response times and officer deployment to ensure maintenance of service levels.
2. Monitor effectiveness of space utilization, particularly regarding emergency dispatch operations, evidence storage and administrative offices.
3. Continue dialogue with University regarding potential collaborative ventures in public safety / law enforcement that can reinforce / enhance coverage quality and community safety.
4. Develop staffing/departmental size plan for post-2013.

Boards, Commissions and Committees Subcommittee

1. Determine implementation options for creating Advisory Planning District (APD) framework.
2. Maximize public engagement and participation in the activity of boards, commissions and committees.
3. Seek citizen "talent" for boards, commissions and committees that is broad, diverse and representative of the community.

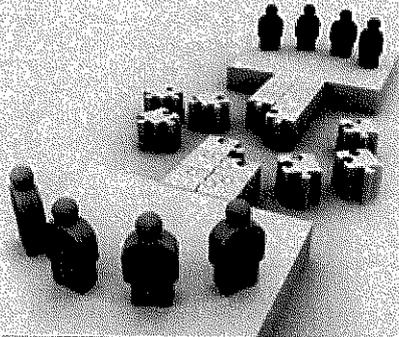


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STRATEGIC TRATEGIC STRATEGIC ITEMS | Beyond "Day One"

Communications and Outreach Subcommittee

1. Consider ways to make the activities of the new Governing Body more accessible to the public, including an improved / interactive website, easily available and comprehensive agendas / minutes, and effective use of public comment at meetings.
2. Continue encouraging celebration of consolidation, from merchant sales in January to archiving artifacts of the two towns (e.g., signs).
3. Continue public outreach to explain changes (e.g., brush collection, office locations, where to pay taxes), with an understanding that change is never easy. Related, consider a "consolidation ombudsman" to address citizen concerns, or make administrative staff accessible at the library occasionally to update the community on progress and implications of changes.
4. Maintain an updated - and growing - list of "frequently asked questions" on the new municipal website.
5. Convene a "staff unity day" to build camaraderie and convey thanks to employees for their patience and assistance since the November 2011 referendum.
6. Provide customer training for municipal staff to ensure public interaction is positive, helpful and productive for residents and the municipality.



ONE PRINCETON

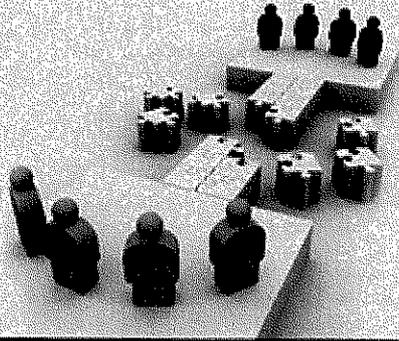
STRATEGIC TRATEGIC STRATEGIC ITEMS | Beyond "Day One"

Information Technology Subcommittee

1. Develop a document storage / digitization and records management / retention policy.
2. Consider additional shared IT opportunities with the library, schools, county or related entities.
3. Consider appointment of an IT Steering Committee to assist the new Governing Body stay on top of technology developments, identify the most cost-effective IT solutions for the new municipality, and leverage local IT talent, as necessary.
4. Determine IT staffing level beyond March 31, 2013 in conjunction with outsourced opportunities (i.e., whether there is a need to employ full-time in-house staff or utilize staff support from CMIT Solutions).
5. Consider use of integrated software packages across functions (e.g., general ledger and tax collection, payroll management and time and attendance, etc.).
6. **Items from this subcommittee and the TTF that were deferred to 2013: CAD and GIS software for Engineering, Building Security-Doors which are municipal wide, Records Archiving for Construction.**

Finance Subcommittee

1. Harmonize sewer rates between Borough and Township.
2. Harmonize construction and other permit fees.
3. Seek review of underlying credit ratings for outstanding debt by rating agencies.



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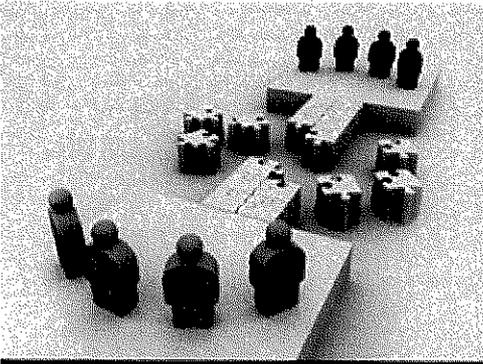
STRATEGIC TRATEGIC STRATEGIC ITEMS | Beyond "Day One"

Legal Matters

1. Municipal Ordinances (see memorandum from William J. Kearns, Attorney to the Transition Task Force, entitled "Municipal Ordinances," dated July 20, 2012)
2. Reorganization Matters for new Governing Body (see memorandum from William J. Kearns, Attorney to the Transition Task Force, entitled "Post-Election Transition Activities," dated July 20, 2012)

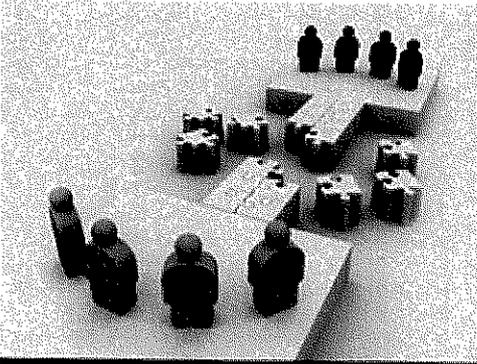
Other

1. Formalize a process for tracking consolidation-related changes and impacts in the new municipality, both in the short-term (i.e., through 2013) and long-term (i.e., beyond year one). Options could potentially include utilizing the Transition Task Force and / or a hybrid committee of Joint Commission and Task Force members to inform an occasional newsletter or annual report.



Subcommittees

- **SUBCOMMITTEES:**
- **Communications and Outreach**
 - TTF: Linda Mather, Yina Moore
 - Citizen members: Bill Zeruld, Roger Shatzkin, Mimi Omiecinski, Teri McIntire
 - JJSSCC liaisons: Anton Lahnston, Carol Golden
- **Boards, Commissions and Committees**
 - TTF: Hendricks Davis, Bernie Miller, Gary Patteson, Gene McCarthy
 - Planning Board Liaison: Wanda Gunning
 - Citizen members: Bill Enslin
- **Facilities and Other Assets**
 - TTF: Scott Sillars, Hendricks Davis, Bernie Miller, Yina Moore
 - Citizen: Alexi Assmus, Marc Schiebner, Marvin Reed
 - University liaison: Anne St. Mauro
 - Staff:
- **IT**
 - TTF: Gary Patteson, Jo Butler, Thea Berkhout
 - Elected official: Jenny Crumiller, Lance Liverman
 - Citizen: Wendy Rayner, Henry Singer
 - JJSSCC liaison: Patrick Simon
 - Liaison: University - Irina Rivkin
 - Staff: Bob McQueen, Robert Hough, Matt DeCurtis (mindSHIFT)



Subcommittees

- **Joint Finance (based on existing Boro-Twp joint finance committee).**
 - Elected officials: Chad Goerner, Liz Lember, Jenny Crumiller, Heather Howard, Roger Martindell
 - TTF (non-elected official): Scott Sillars
 - Citizen: Pat Simon, Adrienne Kreipke, Zvi Eirif
 - Staff: Kathy Monzo, Sandy Webb
- **Personnel**
 - TTF: Thea Berkhout, Gary Patteson, Jo Butler, Jim Levine
 - Twp Governing Body representative: Sue Nemeth
 - Citizen: Bruce Topolosky, Jill Jachera, Shirley Meeker, Alice Small (JCSSC)
 - Staff: Kathy Monzo, Bob Bruschi, Jim Pascale, Sandy Webb
- **Public Safety**
 - TTF: Mark Freda, Bernie Miller, Jo Butler, Kevin Wilkes
 - Citizen: Dick Woodbridge, Bob Altman
 - Liaison: University: Treby Williams and Paul Ominsky; PFD: Chief Dan Tomalin; PFARS: Director Frank Setnicky
 - Staff: Chief David Dudeck, Acting Chief Chris Morgan, DES Bob Gregory
- **Infrastructure and Operations:**
 - TTF: Brad Middlekauff, Jo Butler, Mark Freda
 - Citizen: John Clearwater, John Heilner
 - JJSSCC liaisons: Barbara Trelstad, Valarie Haynes
 - Staff: Bob Kiser, Don Hansen, Ben Stentz, Jack West, Bob Hough, Wayne Carr

Daniel A. Harris
28 Dodds Lane, Princeton
Remarks to Princeton Council, 1/14/13

Madam Mayor, members of Princeton Council,

On behalf of Princeton Citizens for Sustainable Neighborhoods—indeed, on behalf of so many in the Princeton community, I want to thank you for moving decisively to remake the ordinances that underlie Borough Code for the hospital site. We will all be indebted to all of you on the Task Force, on the Council, and to everyone else who contributes to this fundamental work for neighborhood restoration. We have again, as one of you said to me, “a second chance” to get it right, as we did with the Princeton Ridge Preserve.

I want to speak briefly about the new ordinances in terms of sustainability—sustainable construction, sustainable recycling of demolished materials (should that be the case).

Since the original ordinances were passed in October 2006, we have all learned much about sustainability and how we can foster it for the economic and social advantage of our community. “LEED” was an acronym with which many people were then unfamiliar. Some of us have learned only recently that LEED certification cannot be legally mandated, as its terms are those of a third-party organization. But the area of environmental law has advanced hugely in the past half-decade, and it is my hope—and that of many, many others—that the Task Force and Princeton Council will seek every opportunity to incorporate sustainable building practices into the new ordinances in a manner that is legally enforceable. This, we have learned, can indeed be done without reference to LEED—indeed, even without reference to Energy Star. All that is required is a specification of particular stipulations or building practices in appropriate locations in any given ordinance—that, and the courage, informed by the legal opinions of your experienced counsel, to understand that, in an inclusionary project, the legal burden for making the case that any particular requirement is “cost-generative” falls on the developer, not on the municipality. PCSN and the Princeton community believe that Princeton Council will be fully engaged in revising existing ordinances in a manner that honors our commitment to sustainability.

We know that sustainability affects our entire lives and those of our children and friends. We also know that environmental sustainability is one of the foundations of social justice for those who are less advantaged than others. This is particularly true of an inclusionary project such as any development on the hospital site. At the Planning Board hearing on December 10, Grace Sinden made this point very clearly. You cannot penalize people who are tenants in an affordable housing unit by demanding that they pay higher utility bills because you, as a developer, have refused to build in a sustainable manner that reduces energy costs altogether.

So: all of us hope that the Task Force and Princeton Council will seek creative and legally enforceable ways to make any development on the hospital site as sustainable and committed to social justice as possible.

Thank you very much.