

B O R O U G H O F
NEW PROVIDENCE

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Borough of New Providence
Management Efficiency Report

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Executive Summary

Over the past several years, the Borough of New Providence has launched a number of initiatives that have resulted in increased efficiencies and reduced costs. This report provides an overview of those projects, which yielded considerable savings to our taxpayers. In fact, the recurring annual savings to our municipal budget is more than \$1,854,615. In addition, grants have provided nearly \$6,237,000 to the operating budget, while donations and fundraising have provided nearly \$175,000.

The types of efficiencies that the borough has implemented are grouped into five broad categories: Shared Services, Consolidation of Services, Grants, Other Initiatives, and Fundraising and Donations. While cost reduction is an ongoing initiative in the borough, this report reflects only those projects that have been completed to date.



I. Shared Services



Water Treatment Plant Conversion

In 1996 the wastewater treatment plant was converted from a treatment plant to a combination treatment plant/pumping station. Savings to the borough are estimated to be approximately \$2 million since the conversion. Had we not completed the conversion, we would have also had to hire at least one additional employee at approximately \$50,000 per year. Salary and benefit savings resulting from the conversion are an additional \$700,000, including benefit costs.

Board of Health

In 1973 the Summit, New Providence & Berkeley Heights Regional Board of Health was created to provide state mandated health services at a reduced cost. This combined service shared the staff positions of Health Officer and Sanitarian. In 2005 the borough left this regional board and contracted for the same services with the Westfield Board of Health. By switching to the Westfield Board of Health, we receive a higher level of service and save \$23,928 per year, for a cumulative savings of \$167,496.

Cooperative Purchasing

Cooperative purchasing programs save purchasing entities the cost and time associated with preparing and advertising for receipt of bids. Often prices received through a cooperative purchasing program are better than what a municipality would have received if bidding themselves. By participating in these programs, we are able to save both labor and materials costs associated with various purchasing projects.

Sharing Equipment - Union County, Berkeley Heights, Summit, New Providence School District

Members of the Department of Public Works share equipment on a regular basis with other municipalities, Union County, and other entities. In many cases, this sharing of equipment is done on an “as needed” basis. For example, the Board of Education provides aerating services (equipment and personnel) for municipal fields, while Union County will lend heavy equipment that is required infrequently. These informal sharing arrangements save the borough the expense of purchasing or leasing equipment for various projects throughout the year.

Board of Education Offices (sharing facilities)

Board of Education (BOE) Administrative Offices, along with Special Education Offices, utilize space within the Municipal Center complex. Taxpayers of the borough realize a savings because the Board of Education does not have to utilize space within a school facility (allowing for more instructional space) or rent space in a private building for their offices. The Board of Education originally sold the current Municipal Center building to the borough for one dollar. The BOE, at their own expense, then converted the interior courtyard into useable office space, which is where their offices remain. Because of the BOE’s generous “sale” to the borough, the borough does not collect rent for their use of the space. The BOE does, however, pay for their utilities.

Free Computer Classes through the Union County Police Academy

The borough has been able to send employees for various computer training classes offered at the Union County Police Academy. When space is available in a class, borough employees may attend at no cost. This saves the borough approximately \$99 to \$150 per person per class.

Volunteer Services with Staffing Assistance

The borough has been able to provide emergency response services to residents by permitting borough employees to respond as fire volunteers and/or rescue squad volunteers. Without this benefit, the borough might have to employ a paid ambulance squad and fire department.

Mobile Data Computer Service Contract

Starting in 2007 the Police Department began saving \$2,300 per year by sharing the Mobile Data Computer Service Contract through Union County Police and eliminating the borough InfoCop police server. In 2007, the borough InfoCop server was on the brink of needing replacement, which we did not have to do. The replacement cost of the server alone is \$10,000. Total savings since 2007 are approximately \$21,500.

Police Shared Services with Court

The Police Department reduced costs associated with the use and payment of both the copier and the shredder by sharing these services with the Municipal Court.

Rental of Porta Johns

The Community Activities Department has joined with the New Providence Soccer Club and New Providence P.A.L. to provide porta johns at the borough fields. This provides bathroom facilities for borough sponsored recreation programs, while the Community Activities Department only has to pay a third of the cost.

School Resource Officer – Board of Education Technology Services

Through cooperation of the Board of Education and the Borough of New Providence, a number of resources are shared to the benefits of local taxpayers. A \$125,000 School Resource Officer grant was received in 2001 toward the hiring of a School Resource Officer. Upon expiration of the grant, the Board of Education and the Borough of New Providence worked out an agreement where the police department would continue to assign a school resource officer in return for technology support by the staff of the Board of Education. While this shared service has evolved over time, the Borough and the Board of Education continue to share the CodeRED Emergency Notification system and the Board of Education assists in the procurement of technology for the Borough.

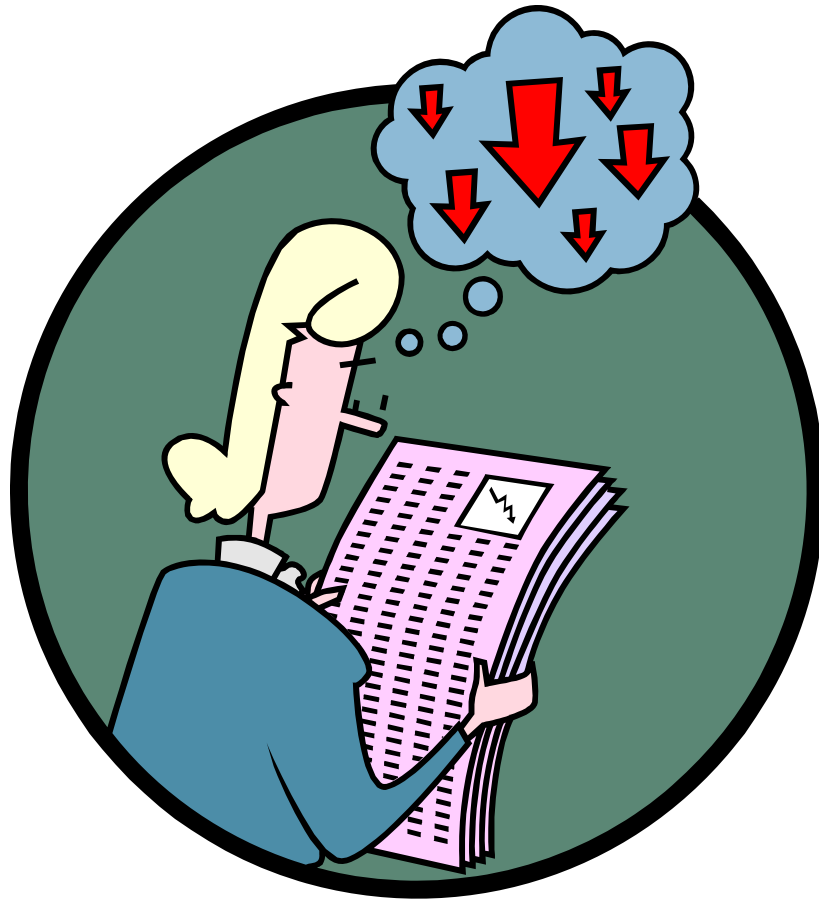
Shared Municipal Court

Berkeley Heights Township and the Borough of New Providence entered into an agreement for a shared municipal court. By sharing this municipal service, the borough anticipates recurring revenue of \$24,000 per year.

Wastewater Treatment Plant

In 2011, Summit and New Providence entered into an agreement where New Providence employees perform daily inspections and maintenance of the Summit Wastewater Pump Stations. In addition, the licensed wastewater operator from New Providence oversees the Summit wastewater collection system. Previously, Summit engaged the services of a private contractor to perform these services. This agreement provides a superior level of service for Summit at a comparable cost, while creating a source of revenue for New Providence. While it was necessary for New Providence to hire a full-time employee in the Wastewater Treatment Plant to provide these services to Summit, the associated costs are offset by the revenue from Summit. Finally, maintenance work that was performed by private contractors is now provided by New Providence employees, which creates a revenue stream for New Providence and assures quality work for Summit. Overall, the recurring revenue for these services is approximately \$80,000.

II. Consolidation of Services



Reduction of Personal Days for Employees from Five Days to Three Days

Effective in 1996, employees hired after this date received three personal days, rather than five. This means that for an employee earning \$50,000 per year, the borough saves approximately \$192 per day or \$384 for two days. Since approximately 70% of our workforce has been hired since 1996, the savings to the borough amounts to approximately \$13,440 per year.

Outsourcing Animal Control Services

The borough continually researches animal control services to assure the highest level of service at the lowest possible cost to taxpayers. Originally, the services of St. Hubert's Giralda were engaged to provide animal control services after eliminating the position of animal control officer. This saved the borough approximately \$75,000 annually. In 2010, we changed providers to Associated Humane in Newark, which remained in effect through 2011. This change resulted in additional annual savings of approximately \$10,000 annually.

Outsourcing Community Activities Instruction

The Community Activities Department has found that they can provide a wider range of classes by hiring companies to handle the class instruction. These companies then provide all the instructors, saving the borough from advertising, interviewing and supervising the instructors. The costs associated with the programs are funded through the fees collected from the participants, thereby reducing costs to taxpayers.

Outsourcing Payroll

The borough processes payroll services through a third party vendor. This allows the borough to employ a part-time payroll specialist. The process also enables the payroll specialist to manage other human resource projects, such as training, attendance, workers compensation and pension benefits. By restructuring this position to part-time, the borough saves approximately \$50,000 per year on salary and benefits.

Staffing Reductions

In 2010, two full time employees retired. Rather than replacing these employees, the borough was able to reassign the duties of the two positions to existing staff. This resulted in a 33% reduction in full-time Administration and Finance staff and an approximate savings of \$140,000 per year.

Cross-training Personnel

This training enables the borough to eliminate the hiring of seasonal help. Cross training also gives the borough the ability to provide office coverage without hiring temporary help. Seasonal employees or temporary employees can cost the borough \$15 to \$30 per hour.

Modifying Garbage Routes

All the garbage routes were adjusted in 2007 to make them more efficient. By redistributing the routes, the trucks now pickup up about the same amount of garbage tonnage each day, instead of having uneven workloads from day to day. These modifications enabled us to eliminate one truck per week. The savings over the five year contract period as a result of this streamlining will be \$231,161.

Changing Asphalt Disposal Locations

Previously, we brought our old asphalt diggings to Weldon Materials, Inc. When Weldon increased their price from \$150 to \$225 per single axle truck, we sought less expensive alternatives. We now bring the old diggings to the Meadowland landfill, which charges \$100 per tandem. A tandem holds two of our trucks. (So every load we bring to the Meadowlands is equivalent to bringing two loads to Weldon.) We have also arranged to borrow the county's tandem in order to take advantage of these savings. By changing the disposal location, we save \$17,750 per year.

Contracted Lawn Maintenance

Previously we had four full time employees doing lawn maintenance. We contracted out grass cutting and spring and fall cleanups on borough properties to a landscape service and eliminated those full-time positions. The landscaping service charges about \$30,000 per year. We were paying about \$188,000 for four full-time salaries plus benefits. Cost savings are approximately \$158,000 per year.

Contracted Cleaning Services

Previously a full-time night janitor was employed to perform cleaning services of the municipal center. The services were contracted to a cleaning service, and were then expanded to include cleaning the Police Department, which had been cleaned by a borough employee. The full time janitor position and partial borough employee time were eliminated, saving full time salary and benefits, and yielding a net saving to the borough of approximately \$63,355 per year.

Micropaving

Micropaving is a process in which the stabilized road surface is sealed with an emulsion to increase the life of the roadway. Due to the rising cost of asphalt, we now micropave most of our streets. We were able to micropave 13 roads in 2011 at approximately the same cost as using traditional methods to pave two streets.

Upgraded Light Bulbs

Incandescent light bulbs in traffic signals were a costly and often unreliable method of controlling traffic at intersections. Over the past several years, we replaced all of our traditional traffic light bulbs with LED bulbs. The LED bulbs use 60% less electricity than traditional bulbs.

Street Sweeping Disposal

We changed how we dispose of street sweepings. We have a dumpster service supply us with a dumpster and we then have them take the sweepings to the landfill for cover. This saves \$183 per dumpster. We average ten dumpsters per year for an annual savings of \$1,830.

Health Plan Changed to POS (Point of Service) Type in 2003

As part of the collective bargaining process with employee unions in 2003, the borough successfully negotiated with employees to make an important cost-cutting change in health benefits coverage. At that point, employees had the option to select either Traditional, PPO or Point of Service plans. The borough's objective was to eliminate Traditional and PPO coverage and have all employees in POS – the most cost effective of the three plans. The key driving force behind this initiative was to lower annual increases. The inflation rates for Traditional and PPO had been significantly higher than POS.

Those employees in Traditional and PPO receive an annual stipend to compensate them for the switch to POS. Additionally, the borough upgraded the POS plan to lower the maximum out-of-pocket costs.

Thanks to the cooperation of all borough employees, the Mayor and Council succeeded in lowering annual health insurance increases. The estimated net savings to the borough exceed \$50,000 annually.

Eliminated Longevity for New Hires in 1996

One of the most common fringe benefits in local government, Longevity was intended to be an inducement for employees to continue their employment. Longevity typically gives employees an additional percentage of their salary at various intervals of service – most common is every five years of service. This additional compensation is added to the employee's pensionable salary base.

Previously, public sector salaries lagged behind the private sector. Longevity helped to maintain a qualified and competent workforce. However, today public sector salaries are much more competitive and the need for longevity – as an inducement – is no longer as important.

The Mayor and Council, in cooperation with borough employees, imposed a sunset on longevity benefits. New employees beginning in 1999 were no longer eligible to receive this benefit.

Based on today's salary structure, if the borough had to continue paying an average of 3% longevity to new hires, the additional cost to taxpayers would have been approximately \$75,000 per year. Hence, by eliminating this Longevity benefit, taxpayers have realized a cost saving of \$75,000 per year.

Consolidating Departmental Staff

By eliminating staff positions and replacing full-time employees with contract professionals and part-time employees, the borough was able to reduce costly benefit expenses, more precisely align work needs, and increase productivity and professionalism. Staff consolidations in the Finance, Community Activities, and Engineering Departments allowed us to add the part-time position of Public Information Officer, while still realizing a net cost benefit of \$470,516 over the past four years.

Using Technology to Keep Pace with Growing Regulatory Environment

Over the years, the borough has sought opportunities to reduce the size of its workforce or replace full-time employees with part-time workers. This occurred despite significantly increased regulatory and legal requirements placed on all departments and agencies.

One of the key factors in achieving this goal is the use of technology. This helped the borough to not only keep pace with increased reporting and regulatory demands imposed by the state, but also execute its business more efficiently.

The Mayor and Council, working closely with department heads, continuously explore new opportunities to upgrade work procedures. Part of this ongoing process is evaluating the cost of technology versus the management value. By utilizing technology, the borough did not have to add employees in either Police or general administration. This results in a conservative savings estimate of more than \$150,000 annually.

Reduced Police Overtime

In early 2002, a reorganization of the Detective, Traffic and Juvenile Bureaus of the Police Department allowed greater efficiency and coverage. Overtime costs were significantly reduced by using members of the newly created Community Service Bureau (CSB) to supplement patrol officers in times of call overloads or emergencies.

Reduced Police Mobile Data Computer Costs

The Police Department previously used heavy duty X-PLORE computer tablets for their in-car computer system. Recently, a switch to regular laptop computers from the X-PLORE tablets saved \$4,000 for each mobile data computer that was replaced, for a total savings of \$28,000 to date.

Reduced Police Court Overtime Costs

Scheduling court cases for police officers can be a challenging task, especially considering the officers' rotating schedules and unusual hours. The New Providence Court Administrator does an excellent job in minimizing Police Department overtime when scheduling officers for court. The Court Administrator schedules officers for court when they are either on-duty, or at a time that is contiguous with the beginning or end of a shift. Using this method avoids significant overtime for officers who are called in to court on their day off.

Creation of the Planning & Development Department

The creation of the Planning & Development Department combined the Building, Engineering, Fire Prevention, Zoning/Property Maintenance, and both the Board of Adjustment and the Planning Board into one. These agencies report to a single source and duties within the various branches are shared among the staff, with cross training to allow personnel coverage from within when necessary. Similar services have been centralized. Tree permits, once a function of the clerk's office have been moved to this new department where most other permit functions are performed. Building, zoning, lot grading, trees, fire, and road opening permits can all be obtained in one location. The other natural combination had to do with the location of the Board services. All applications to these Boards start with a denial from the zoning department and after approval come to the building and engineering departments for construction permits.

Departmental Staff Reorganization

In August of 2011, the retirement of a full-time employee in the Clerk's Office provided yet another opportunity to consider a reorganization of borough resources. The reorganization transferred a full-time employee from the Engineer's Office to the Clerk/Tax Office. A part-time employee was then hired replace the full time employee in the Engineer's Office. In 2010, upon the retirement of a full-time employee in the Clerk's Office, duties of the administrative assistant in the Tax Office were combined with the duties of the employee who retired in the Clerk's office. In addition, a per diem employee was hired to serve as the secretary to the Planning Board and the Board of Adjustment, helping to streamline the efforts of both boards, while reducing the workload of existing staff. Previously, full-time employees were paid overtime to serve in these roles. The reorganization of resources in 2010 and 2011 resulted in the elimination of two full-time positions, with a corresponding savings of salary and benefits of approximately \$160,000.

Payroll Processing

As a result of changes to municipal banking relationships in 2011, the Borough became responsible for its payroll processing costs. To maintain processing with the current vendor would have resulted in an annual expense of approximately \$24,000.

An effort was undertaken to review offerings by the current vendor and other payroll system vendors. Paylocity and its product, WebPay was selected. The first year cost (implementation and processing for $\frac{3}{4}$ of the year) was approximately \$13,000. Recurring annual costs are expected to be \$12,500 (volume dependent). Our pricing is guaranteed for 2 years, with future cost increases limited to no more than 4%. The WebPay product provides more features and greater functionality than the previous software, including flexible reporting and an employee self-service portal.

III. Grants



Police Department

Nearly \$70,000 in grant monies was received by the Police Department in 2011, with approximately \$268,730 pending receipt.

Grants Applied For By Police Department		
Organization/Grant	Purpose	Amount Received
Pedestrian safety grant	For flashing pedestrian crossing beacons	\$100,000
Bulletproof vest grants 1998 - 2007	(\$23,410 state; \$27,611 federal =)	\$51,021
COPS More 2001 Technology Grant	To purchase mobile data computers	\$129,022
COPS in Schools Grant	2002 funded SRO program	\$125,000
DWI Grants	2000-2007	\$19,971
Domestic Violence Grants	2005, 2006	\$5,000
Click It or Ticket Grants	(\$4,000/year for five years =)	\$20,000
Cops in Shops Grant		\$2,000
2007 Pedestrian Safety Grant		\$2,690
Bulletproof vest grants 2009	(\$1,134 state; \$3,700 federal 2 yrs.)	\$4,834
DWI Grants	2009	\$2,493
Bulletproof vest grants 2010	(\$2,550 state; \$2,448 federal)	\$4,998
DWI Grants	2010	\$4,400
Click it or Ticket Enforcement Grant	2011	\$5,000
Drove Sober or Get Pulled Over DWI Grant	2011	\$5,000
Federal and State Bulletproof Vest Grants	2011	\$4,000
Drunk Driving Enforcement Fund Grant	2011	\$2,925
FEMA Reimbursement (12/26/11 snowstorm)	2011	\$53,000
Pending:		
COPS Universal Hiring Recovery Program	2011	\$232,385
COPS Secure Our Schools	2011	36,345
TOTAL		\$810,804

Community Activities Department

From 2004 through 2011, the Community Activities Department received over \$640,000 in grant monies.

Grants Received by Community Activities		
Organization / Grant	Purpose	Amt Rec'd
Community Development Block Grant - Year 36	Seniors Transportation	\$5,575
Community Development Block Grant - Year 36	Seniors Enrichment & Exercise	\$6,334
Community Development Block Grant - Year 35	Seniors Transportation	\$5,000
Community Development Block Grant - Year 35	Seniors Enrichment & Exercise	\$6,050
Community Development Block Grant - Year 34	Seniors Transportation	\$5,000
Community Development Block Grant - Year 34	Seniors Exercise & Art	\$6,050
Community Development Block Grant - Year 33	Seniors Transportation	\$8,069
Community Development Block Grant - Year 33	Seniors Exercise & Art	\$6,050
Community Development Block Grant - Year 32	Seniors Exercise & Art	\$6,050
Community Development Block Grant - Year 31	Adult Special Needs Programs	\$7,375
Community Development Block Grant - Year 31	Seniors Exercise & Art	\$6,585
Community Development Block Grant - Year 30	Adult Special Needs Programs	\$8,400
Community Development Block Grant - Year 30	Seniors Exercise & Art	\$7,500
Kids Recreation Trust Fund - 2009 / Equipment	Equipment for Rec, BOE, PAL & NPSC	\$15,000
Kids Recreation Trust Fund - 2009 / Rec. Improv.	Tennis Court Renovations	\$45,000
Kids Recreation Trust Fund - 2008 / Scholarships	Summer '10 Programs	\$2,740
Kids Recreation Trust Fund - 2008 / Equipment	Equipment for Rec, BOE, PAL & NPSC	\$27,350
Kids Recreation Trust Fund - 2008 / Fields	Oakwood Park Renovation Planning	\$75,000
Kids Recreation Trust Fund - 2008 / Scholarships	Summer '09 Programs	\$1,425
Kids Recreation Trust Fund - 2007 / Equipment	Equipment for Rec, PAL & NPSC	\$15,482
Kids Recreation Trust Fund - 2007 / Playgrounds	Playgrd for BOE, Park Benches/Tables	\$14,519
Kids Recreation Trust Fund - 2006 / Fields	Oakwood/Lieder Fields Renovations	\$100,000
Kids Recreation Trust Fund - 2005 / Equipment	Equipment for Recreation	\$3,750
Kids Recreation Trust Fund - 2005 / Lighting	Lights for Tennis Courts	\$50,000
Kids Recreation Trust Fund - 2004 / Fields	Various Field Improvements	\$50,000
Union County HEART Grant - 2009	Live Music for Music & Art Street Festival	\$1,000
Union County HEART Grant - 2008	Live Music for Music & Art Street Festival	\$1,000
Junior League of Summit - 2007	Hang-Out	\$2,200
Junior League of Summit - 2005	Hang-Out	\$2,000
Summit Area Public Foundation - 2009	Special Needs Mentor Training	\$600
Summit Area Public Foundation - 2004	Hang-Out	\$5,000
United Way Summit, NP & BH 2010**	Special Needs Art Classes	\$2,170
United Way Summit, NP & BH 2009**	Special Needs Art Classes	\$2,250
United Way Summit, NP & BH 2008**	Special Needs Art Classes	\$2,250
United Way Summit, NP & BH 2007**	Special Needs Art Classes	\$1,200
NJ DEP Trails Grant - 2009	Oakwood Park Trail Upgrades	\$9,000
ROIDS (Rec. Opportunities for Ind. With Disab.)	Coordinator for TryCAN (shared svcs.)	\$13,500

Kids Recreation Trust Fund - 2010 / Equipment	Equipment for Rec, PAL & NPSC	\$24,610
Kids Recreation Trust Fund - 2010 / Lighting	Lieder Field Lighting	\$50,000
Kids Recreation Trust Fund - 2010 / Scholarships	15 scholarships- Summer 2010 Programs	Est. \$3,675
Community Development Block Grant - Yr. 37 Seniors Transportation	Bus drivers' salaries	\$5,018
Community Development Block Grant - Yr. 37 Seniors Enrichment & Exercise	Exercise, art and other activities for seniors	\$5,701
Community Development Block Grant - Yr. 37 Seniors Facilities Improvements	Replace the senior center roof	\$38,000
Kids Recreation Trust Fund	Field improvements - fencing and infields	\$25,000
Summit Area Public Foundation	Background checks for volunteer coaches	\$7,600
United Way of Summit, New Providence & Berkeley Heights	14 special needs art classes (7 each for adults and youth)	\$2,170
Knights of Columbus	Special Needs Programming	\$900
TOTAL		\$640,148
** Grant received by Arts Unbound; Recreation able to offer classes at 25% of cost.		

Engineering Department

Since 2004, the Engineering Department has been awarded over \$4,549,934 in grants.

Grants Applied for by the Engineering Department		
Organization / Grant	Purpose	Amount Received
2004		
New Jersey Department of Transportation (TEA-21)	Murray Hill Train Station Improvement	\$300,000.00
New Jersey Department of Transportation	Kiss and Drop Parking Area	\$188,360.16
Public Library Project Grant	Library Addition and Renovation	\$237,262.00
State Local library Aid	Library Addition and Renovation	\$39,953.07
Community Development Block Grant - Year 29	Borough Hall ADA Entrance	\$38,629.00
Community Development Block Grant - Year 29	Senior Center ADA Entrance	\$14,831.00
Community Development Block Grant - Year 29	Senior Center Parking Area	\$35,000.00
Community Development Block Grant - Year 29	Library ADA Restrooms	\$35,000.00
New Jersey Department of Transportation	Southgate Road Improvement	\$150,000.00
U.S. Environmental Protection Agency	Force Main and Stream Bank Project	\$374,645.83
2005		
New Jersey Department of Transportation	Floral Avenue Improvement	\$160,000.00
New Jersey Department of Environmental Protection	Stormwater Tier A Grant Certification	\$10,207.00
2006		
New Jersey Department of Transportation	Spring Street Improvement	\$126,352.50
New Jersey Department of Environmental Protection	Stormwater Tier A Grant Certification	\$10,207.00
2007		
Kids Recreation Trust Fund	Tennis Court Lighting Project	\$43,000.00
Union County – Intersection Improvements	Downtown Improvement Project	\$89,890.76
Union County – Tree Grants	Downtown Improvement Project	\$2,100.00
New Jersey Department of Transportation	Livingston Ave Improvement (Phase I)	\$196,000.00
Green Acres Award	Open Space Acquisition	\$300,000.00
PSE&G and New Jersey Tree Foundation	Union County Class attended	\$250.00
2008		
New Jersey Department of Transportation	Downtown Streetscape Improvement	\$245,000.00
New Jersey Department of Transportation	Ryder Way Improvement (Phase II)	\$173,121.28
NJ Clean Energy	Energy Efficient Lighting Project	\$9,700.00
Union County – Tree Grants	Rescue Squad Project	\$2,990.00
2009		
New Jersey Department of Transportation	Livingston Ave Improvement (Sec 2I)	\$185,000.00
Union County – Tree Grants	Livingston Ave and Rescue Squad	\$2,334.50
New Jersey Department of Transportation	Downtown Streetscape Improvement	\$245,000.00
Green Communities Phase I	Community Forestry Mgmt Program	\$3,000.00
Safe Route to School	Brookside Drive and Maple Street	\$185,000.00
Safe Route to Transit	Division Avenue	\$50,000.00
2010		
New Jersey Department of Transportation	Central Avenue Improvement (Sec 6)	\$282,100.00
2011		
Green Acres Award	Open Space Acquisition	\$450,000.00

New Jersey Department of Transportation	Pearl Street (Section 2)	\$190,000.00
NJ Clean Energy EECBG	Municipal, Fire House, DPW, Library	\$125,000.00
Kids Recreation Trust Fund	Various Field Improvements	\$50,000.00
	TOTAL	\$4,549,934.10
Grants Applied for in 2011		
Organization / Grant	Purpose	Submitted
Safe Route to Transit	Division Avenue Phase 2	\$222,956.25
New Jersey Department of Transportation	Oakwood Drive Improvement	\$544,180.00
Safe Route to School	Various Sidewalks Improvements	\$640,000.00
FEMA - Hurricane Irene Assessment Report	Ashwood, Pine Way and Clearwater	\$826,059.00
	TOTAL	\$2,233,195.25

Recycling Grants

The borough has received over \$200,000 from the New Jersey Department of Environmental Protection (NJDEP) Yearly Recycling Grant program. The grant amounts received are based on a ranking system for each municipality. In 2010, the tonnage reported to the NJDEP was 13,051 and the grants received totaled \$50,465. (Note: Grants are awarded in October for the previous year)

<u>Year</u>	<u>Recycling Grant Amount</u>	<u>Tonnage</u>
2002	\$7,824	16,507
2003	\$12,033	25,789
2004	\$18,294	30,638
2005	\$27,621	30,786
2006	\$41,634	22,522
2007	\$18,294	30,638
2008	\$27,621	30,786
2009	\$50,458*	11,321
<u>2010</u>	<u>\$50,465</u>	<u>13,051</u>
Total	\$254,244	212,038

* Includes a \$6,000 tire recycling grant

PARIS Grants (Public Archives and Records Infrastructure Support)

Union County has been successful in obtaining several PARIS grants, which have provided professional services to municipalities within Union County. The first two grants enabled the borough to receive a Records Management Needs Assessment and a Disaster Recovery Needs Assessment. The next grant will provide staff to complete the disposal process of documents ready for destruction. All three grants provided professionals to conduct the work at no cost to the borough.

IV. Other Initiatives



Recycling Metal at DPW

We placed a dumpster at the DPW yard for residents to dump their metal items year-round. We used to pay for the dumpster, but starting September 2008, we began using a dumpster service that gives us the dumpster for free and pays us for the metal. Average revenue per dumpster is about \$200.

Reducing Garbage Tonnage

While reducing garbage tonnage seems like a mundane way of saving money, the borough has successfully increased recycling, resulting in reduced garbage tonnage. Several years ago, we hired part-time personnel to canvass residential borough streets on recycling days. Their mission was to determine which households were not putting materials out to be recycled. In order to enforce our recycling ordinance, we compiled a list of households that had not recycled for two consecutive weeks and sent those residents a letter informing them of the recycling ordinance and the associated fines. As a result of these measures, we reduced garbage tonnage by increasing recycling. Over the three year period from 2004 to 2007 we saved 318.48 tons of garbage for a total savings of \$20,415. For 2008 and 2009, we saved 198.70 tons of garbage for a savings of \$13,250. In 2010 there were no additional savings as a result of reduced tonnage.

2008 Lighting System Upgrades and Occupancy Sensor Installation

The energy efficient lighting work includes replacement of the existing ceiling lights and installation of timers and motion sensors at the Municipal Center, Fire House and Senior Center. Below is a summary of Metro Energy Solution's projected savings and construction cost estimates. We will apply for the NJ Clean Energy Program CORE Rebate Program under this project. These projects will break even over the next two to three years, as noted below. The savings will be fully realized beyond the 2-3 year period.

<u>Locations</u>	<u>Municipal Center</u>	<u>Senior Center</u>	<u>Fire House</u>
kWh saved	175,042kWh	33,471 kWh	22,345 kWh
\$ saved	\$28,006.00	\$ 6,025.00	\$ 4,916.00
Rebates	\$ 7,620.00	\$ 1,100.00	\$ 980.00
Simple Payback	2 years	2.5 years	2.25 years
Construction Cost	\$70,908.00	\$16,262.00	\$11,130.00

Emergency Management Reimbursements

Since 1999, the Emergency Management Coordinator (Chief of Police) has worked with Local, County, State and Federal Officials to obtain more than \$350,000 in reimbursements to the borough through the Federal Emergency Management Administration (FEMA), insurance, and grants, mostly due to storm related activities. The borough anticipates receiving additional reimbursements related to Hurricane Irene and the October 2011 snow storm.

Energy Audit

In 2009, the Borough completed the installation of energy efficient lighting in the Municipal Center, Fire House and Senior Center. This work included the replacement of the existing ceiling lights, the installation of timers and motion sensors. This project has reduced the energy costs in all of these buildings.

In 2010, a NJ Clean Energy Local Government Energy Audit grant was offered and received by the Borough. The grant covered additional energy improvements in all (7) seven municipal buildings, including the Municipal Center, Rescue Squad Facility, Department of Public Works, Wastewater Treatment Plant, Public Library, Senior Citizen Center and Fire House. The Energy Audit was completed by Dome-Tech, a pre-qualified Energy Audit Consulting Firm.

In 2010 (\$50,000) and 2011 (\$125,000), the Engineering Department, having completed their Local Government Energy Audit, applied for and received a total of \$175,000 from an Energy Efficiency and Conservation Block Grant. With these grants, the Engineering Department implemented a number of these Energy Conservation Measures by upgrading the electrical and mechanical systems, including replacing lighting, HVAC and other outdated operational equipment with energy efficiency alternatives in the (7) seven municipal buildings. These energy improvements will make the municipal buildings run more economically and efficiently in 2011 and beyond.

Telephone System Audit

In 2010 the Administration Department completed a comprehensive telephone system audit, including a review of service providers. Every telephone line in the borough was identified for future reference, and any unused lines were disconnected. This project resulted in the selection of a new service provider and the elimination of three toll-free numbers, six obsolete telephone circuits, and numerous unused telephone numbers, for an annual savings of approximately \$15,000.

Public Information

The borough is continually striving to keep residents informed via the borough website, newsletters, and other communications. By making more information readily available, we are able to reduce the number of phone calls handled by the Administration Department.

Borough Website Redesign - The borough changed service providers and initiated a total redesign of the borough website in 2010. By changing service providers, the borough was able to provide more public information at an annual savings of approximately \$1,400. In 2011 the website was significantly upgraded. Website content was expanded to include:

- Economic Development
- Places to Visit
- Emergency Preparedness
- Office of Emergency Management

- Diversity Committee
- Borough Employment
- NP-TV
- Train station parking information
- Federal, State, County representatives

We also redesigned the Home page, making Special Notices, Code Red, and online videos more accessible.

In addition we created:

- secure online intranets for the mayor and council and other authorized borough personnel to login and review agendas, reports or other information prior to council meetings or Planning or Zoning Board meetings, saving borough staff time and resources that used to be spent printing, copying, collating, and delivering information packets prior to the meetings, resulting in savings of approximately \$7,300 per year.
- online payment modules for:
 - property taxes
 - parking tickets
 - parking permits
 - recreation registration, and
 - leaf collection permits
- online video archive of borough meetings and events.
- a mobile website that can be accessed 24/7 from any smart phone without having to download an app.

The Citizen Concerns & Requests website module is increasingly being used to request information, report a problem, or ask a question. In 2011, the borough handled 1,061 requests via the website. Comparing August 1 – December 31, 2011 to the same period in 2010 (the website was launched 8/1/10), the number of online requests increased 192%. People are also using our website more - the number of unique visitors increased 45.9% from 2010, while the numbers of visits to our website increased 45.8% vs. prior year.

Borough Newsletters – The borough produced and mailed three newsletters to all residents. The newsletters are also posted on the borough website. By publishing stormwater regulation information, the borough is able to educate residents regarding the proper disposal of garbage, debris, leaves and household waste, thereby dramatically reducing maintenance costs associated with cleaning out storm sewers and waterways. In addition, publishing the stormwater regulations allows the borough to avoid paying penalties and fees in excess of \$15,000 per day for non-compliance.

Emergency Notifications - In 2010 the borough utilized the Code Red system to notify residents of urgent updates and situations affecting the borough. Code Red allows the borough to contact residents via phone, email and/or text message, so that residents receive the information immediately after it is sent. In 2011 we re-negotiated a favorable Code Red contract, allowing us to continue using Code

Red to send vital communications to residents during emergency events like Hurricane Irene and the October snow storm.

Tax Payment Processing

In 2010 the borough implemented a payment processing system through PNC Bank to handle property tax payments. Instead of processing checks through the borough's Tax Collection office, residents can send payments directly to PNC's Payment Processing Center in Philadelphia. This greatly reduces the number of man-hours spent processing payments in the Administration Department. In 2011 the borough implemented an online tax payment capability, so that residents can pay their taxes directly through the borough website. By automating these payments, we were able to shift the tax payments from the Tax Collection Department to the Borough Clerk's Department. This move saves approximately 21% of a full time employee's salary in payment processing.

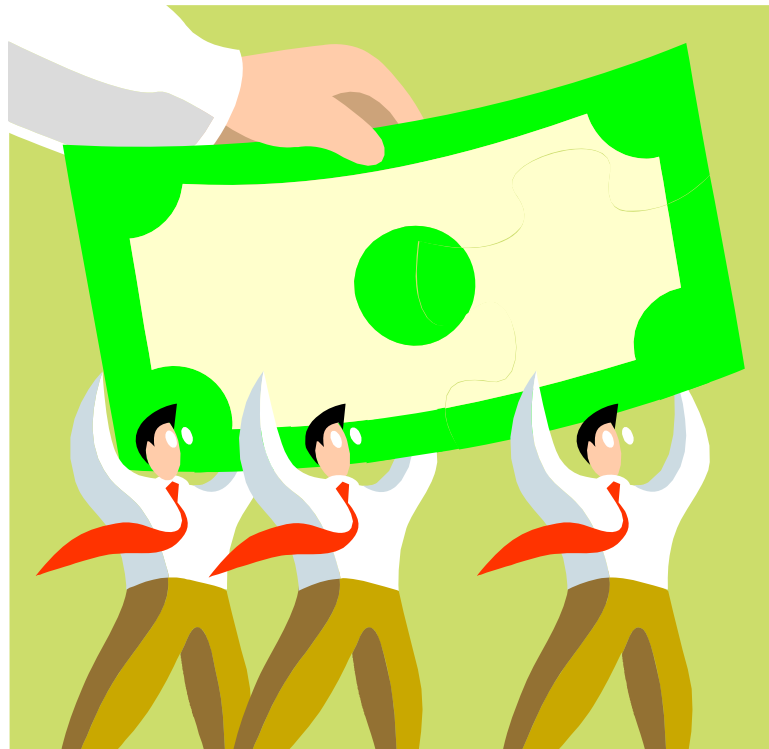
Contracting Municipal Center Gymnasium Improvements

By having the borough Building Official serve as the general contractor for the Municipal Center Gym renovation, the borough was able to save approximately \$35,000 in materials, project management, and renovation costs. In addition, the borough was able to implement over \$100,000 in improvements for approximately \$80,000.

Police Department Accreditation

In 2006, the New Providence Police Department was recognized by the NJ State Chiefs of Police as adhering to all standards set forth for municipal police departments. New Providence was the sixth police department of approximately 60 police departments in the state to receive this recognition. The NPPD has subsequently been reaccredited in 2009 and anticipates being reaccredited again in early 2012. The NPPD was not only able to maintain this status despite reduced staffing, but also provided the borough savings in liability insurance as a result of the accreditation.

V. Fundraising and Donations



Centennial Park Renovation

Beginning in 2000, Centennial Park was completely renovated. A large gazebo was installed, pathways, a pergola and picnic tables were added, and significant masonry work was completed. In addition, our sister town, Flower Mound, Texas, donated a large granite memorial plaque for the victims of September 11, which was installed at no charge by local contractors. The borough was awarded \$150,000 from the NJ Department of Community Affairs Special Legislative for Park Creation. The borough also raised \$230,409 by selling brick pavers, benches, lamp posts, flag poles, tree plaques and picnic tables and by soliciting general donations through the New Providence Centennial Park Fund. As a result of donated labor, materials and money, Centennial Park was completely renovated at no cost to the borough. The total value of these donations is in excess of \$1 million.

In 2011 the borough was able to secure salvage material from the World Trade Center, which was used to create and erect a permanent memorial to the victims of September 11, 2001. Because the materials, architectural and engineering services, electrical contracting, masonry, and landscaping services were all donated from local businesses, the borough was able to construct this important tribute, valued at nearly \$100,000, at no cost to taxpayers.

2008 Downtown Improvement Project

The borough received nearly \$1 million in donations of general construction items from the New Providence Business & Professional Association (\$855,750 donated) through the creation of a Special Improvement District (SID). The Presbyterian Church also provided a donation of \$135,442 to improve their corner through a special PILOT (Payment In Lieu of Taxes) agreement. These donations enabled the downtown “Streetscapes” project to be completed at minimal cost to the borough.

Event Sponsorships

In order to offset the costs of borough events, such as the 5K Race, the Summer Concert Series, the July 3rd Celebration, and the Music & Art Street Festival, the borough sold event sponsorships to local businesses, corporations and professionals. These sponsorships offer businesses the opportunity to increase visibility and awareness within the community, and also provide the borough with additional event funding. Since 2004 the borough raised nearly \$100,000 in event sponsorships. In 2010, all borough events were sponsored and executed by the New Providence Business & Professional Association. That association assumed all responsibility for fundraising, planning, implementing, and executing the events, saving the borough approximately \$10,000 per year.

Advertising

As a means of reducing production costs associated with the Borough Newsletters and Calendar, the borough sells advertising space in these publications. On average, 61% of production costs are funded through advertising dollars.

LoJack System Installation

LoJack is the only Stolen Vehicle Recovery System operated by the Police. With LoJack, Police have a 90% chance of recovering stolen vehicles -- usually within 24 hours and often within just a few hours. Because a borough Patrolman has contacts at the LoJack Company, the New Providence Police Department was able to obtain at no cost two LoJack Tracking systems, which were installed in our two newest patrol cars. These tracking units are valued at \$4,600 (\$2,300 each) and will enable us to discover and track stolen vehicles in our area that have been equipped with the LoJack anti-theft system.

Defibrillator Donations

When portable defibrillators were a relatively new item to the market, they were extraordinarily expensive. While everyone appreciated the life savings benefit of the devices, the cost to obtain them was prohibitive. The police chief at the time began a fund raising effort to acquire the defibrillators for the police cars. The goal was to raise \$25,000 to purchase five of the units for the first responding police vehicles.

Through the generosity of the citizens of the community, local charitable organizations, and local foundations, the borough was able to raise enough money to purchase five defibrillator units. Within months of training all officers on the use of the defibrillator and deploying them in the police cars, police officers were able to effectively utilize the device and save the life of a man who collapsed while on his way to work.

LiveScan Fingerprint System

The borough had been trying to purchase a LiveScan fingerprint system for many years. In 2008 it was added to the budget as a capital purchase for \$20,000. In November, a police department Investigator, as a favor to CR Bard Corporation, was fingerprinting their corporate staff using rolled ink. He struck up a conversation with the CEO and advised him that the borough was trying to purchase the LiveScan system. The CEO stated that CR Bard would be willing to donate this piece of equipment to us in return for the excellent service provided to their company. This donation, valued at approximately \$20,000 was made in 2009. The LiveScan technology will permit the police department to enter fingerprints of arrested persons into the state and federal data bases and get an immediate response on their identity. This becomes important in cases where persons may give bogus names, are wanted persons, or are persons on terrorist watch lists.

Community Activities Programming

Since 2006 the Community Activities Department received over \$3,000 in donations from Knights of Columbus for Special Needs Programming. The department also received \$500 from the Ladies Auxiliary of the Paca Club to support the Teen Hang Out.

Police Volunteer Hours

The New Providence Police Department contributed 1,265 volunteer hours served by New Providence Police Auxiliary Officers. In 2010, the New Providence Police Department organized or participated in many community-oriented events, including the

D.A.R.E. Program (elementary schools and OLP), P.A.T.T, Police and Teens Together (NPHS Juniors), Every 15 Minutes Program, New Providence Alliance (Police Department and NPHS), and Bicycle Rodeos at both elementary schools. Although Auxiliary Officers are not paid, the value to the borough of these services is in excess of \$60,000.

Office Furniture Acquisition

The borough acquired 14 file cabinets, a man lift, and office chairs at no cost from Linde, as part of the Linde restructuring. By approaching the company and soliciting these donations, the borough was able to obtain \$16,000 – \$20,000 in office furniture and equipment at no cost.

Volunteer Appreciation Holiday Party

The New Providence Business & Professional Association sponsors the annual holiday party. They solicit donations, manage the invitations, and handle the set up, clean up, and entertainment all at no cost to the borough. The purpose of this party is to thank the numerous volunteers who serve on borough boards and committees and volunteer their time to make the borough a better place to live. This generous sponsorship allows the borough acknowledge the service provided by volunteers without incurring any costs.