

**PUBLIC NOTICE:  
REQUEST FOR PROPOSALS**

NOTICE IS HEREBY GIVEN, that proposals are requested for a qualified consultant to:

- 1) STUDY THE FULL RANGE OF GOVERNMENT SERVICES AND THE ADMINISTRATION OF THE BOROUGH OF PRINCETON AND THE TOWNSHIP OF PRINCETON; AND**
- 2) PREPARE A DRAFT IMPLEMENTATION PLAN FOR THE MUNICIPAL CONSOLIDATION OF PRINCETON BOROUGH AND PRINCETON TOWNSHIP; AND**
- 3) PREPARE SEPARATE DRAFT IMPLEMENTATION PLANS FOR SHARED POLICE SERVICES AND SHARED PUBLIC WORKS, THAT COULD BE IMPLEMENTED WITHOUT FULL MUNICIPAL CONSOLIDATION; AND**
- 4) ADVISE THE JOINT CONSOLIDATION/ SHARED SERVICES STUDY COMMISSION REGARDING THE BENEFITS AND DISADVANTAGES OF EACH PLAN.**

Proposals must be received by the Township Clerk of the Princeton Township no later than September 17, 2010 at 4:00 p.m. prevailing time at the Clerk's office located in the Municipal Building, Witherspoon Street, Princeton, New Jersey. Proposals must be marked 'Consolidation Study' on the outside envelope. The Joint Consolidation/ Shared Services Study Commission of Princeton Borough and Township (The Princetons) shall not be responsible for late mail deliveries, and no proposals shall be accepted after the time stipulated.

Copies of the Proposal Packet can be obtained from the office of the Township Clerk in Princeton Township or on line at [PrincetonTownship.org](http://PrincetonTownship.org), or by email at [lmcdermott@princeton-township.nj.us](mailto:lmcdermott@princeton-township.nj.us).

The Commission reserves the right to reject any and all proposals and to decide as to the responsibility of the vendors.

For the Commission,  
Linda McDermott, Township Clerk

# **PRINCETON CONSOLIDATION/SHARED SERVICES STUDY**

## **I INTRODUCTION AND GENERAL INFORMATION**

Under the authority provided by the Municipal Consolidation Act (N.J.S.A. 40:43-66.35 et seq.) and the Local Option Municipal Consolidation Act (N.J.S.A. 40A:65-25 et seq.), the Mayor and Council of the Borough of Princeton and Princeton Township Committee have created a Joint Municipal Consolidation/Shared Services Study Commission of Princeton Township and Princeton Borough (hereafter "the Commission", or "the Borough and the Township").

The Commission, in accordance with the above-cited statutes and the attached DCA approved resolution and plan (Appendix 1), is charged with the duty to study and report on consolidating the two municipalities into a single municipality, as well as to study providing additional shared services without full consolidation with specific, separate reports on shared police and public works functions.

It is expected that several subcommittees will be formed under the Commission to evaluate staff ideas and input in regard to the merger of police and public works departments either under a shared services arrangement or full municipal consolidation.

The Commission is requesting proposals for professional assistance in conducting the necessary studies to prepare its reports.

The vendor selected under this RFP will be expected to sign a contract with the Commission. The timeline for completion of the study is six months from the effective date of the contract, subject to early termination as provided in said contract.

General information about the Princetons is attached in Appendix 2.

## II CONTACT WITH VENDORS

### Questions and Inquiries

A pre-bid conference will be held for this procurement. Attendance at this pre-bid conference is not mandatory but highly desirable.

The Township and Borough Administrators will conduct the pre bid meeting to answer questions. This pre bid meeting will be held on September 2, 2010 at 3:00 p.m., at the Princeton Township Municipal Building , 400 Witherspoon Street, Princeton, NJ 08540, Conference Room A.

Any vendors who are unable to attend the pre bid conference and who are interested in bidding should respond via email to [lmcdermott@princeton-township.nj.us](mailto:lmcdermott@princeton-township.nj.us) indicating their intent to bid. Questions and answers will be documented and sent to all prospective bidders who attend the pre bid conference and to those who have communicated their intent to bid via email by this date.

### III SCOPE OF SERVICES

**The consultant shall provide the services and prepare the reports described below:**

1) THE STUDY: The consultant shall examine current government operations, financial structure, and identify and describe government operations and financials and community issues related to consolidation. The examination shall include but not be limited to an evaluation of the services, staffing, costs, contracts, facilities, assets, obligations, infrastructure, sewer, planning and zoning requirements, debt, and any other related matters dealing with the government responsibilities of the Princetons. The consultant shall carefully consider the quality, effectiveness and efficiency of services to the residents, the practicability of consolidation, noting the differences between services provided by the two municipalities. Note the attached resolution specifically indicates that police and public works shared services could also be considered separately from full consolidation by the two communities in the form of a referendum question. This component of the consultant's study and report shall be designed to be able to be implemented separately from full municipal consolidation.

In addition to quantitative aspects as outlined herein, the consultant's report should also address qualitative advantages and disadvantages of municipal consolidation and any new shared services of the Borough and Township of Princeton.. Also, qualitative impacts related to residents in one municipality or the other feeling the loss of their voice should be addressed as well as other issues that arise through the work of the Commission.

2) REPORT #1 – FULL CONSOLIDATION PLAN: A written report, including a vision of consolidation, shall be presented to the Commission. Concurrent with its examination of government operations, the consultant may find it useful to review Appendices I and II to the 1996 Consolidation Study Report, which are available on the Township's website. This report shall include a draft implementation plan to unify the two municipalities. This plan shall propose the steps to be taken; a time table for implementation (based upon the general schedule as provided in the DCA approval); and make recommendations of the type and form of government, departmental structure, staffing needs, facility utilization, estimates of one-time and 5-Yr recurring implementation costs, and other elements determined necessary to implement consolidation, as well as any cost savings anticipated to be realized. The draft plan must also address all items listed in State Statutes 40:43-66.50 and 40A:65-26.

It is expected that the implementation plan should address avenues available under the Local Option Municipal Consolidation Act as per the Department of Community Affairs Local Finance Notice 2008-19 requirements and including these points:

- 1 A timetable for implementing the plan, and, if recommended, exhibit how it could be phased-in over a fixed period of time, subject to Local Finance Board approval.
- 2 The disposition of duplicate positions, including those of tenured or certified officers, listing those to be eliminated.
- 3 Proposed variations from existing state law or regulation. The Act allows for a review and possible waiver of such statutes or rules if the waiver would further consolidation.
- 4 Any proposed use of advisory planning districts as outlined in the Act.
- 5 Any proposed use of service districts comprising the former municipal boundaries to allocate resources and permit continuation of local ordinances that existed prior to consolidation.
- 6 Any apportionment of existing debt between taxpayers of the consolidation municipalities, including provision for each to retain its own pre-consolidation debt.

3) REPORT #2 – SHARED POLICE SERVICES: This report shall include a draft implementation plan to unify the two police departments. This plan shall propose the steps to be taken; a time table for implementation (based upon the general schedule as provided in the DCA approval); and shall make recommendations with respect to the departmental structure, staffing needs, facility utilization, estimates of one-time and 5-Yr recurring implementation costs, and other elements determined necessary to implement sharing of police services, as well as any cost savings anticipated to be realized.

4) REPORT #3 – SHARED PUBLIC WORKS: This report shall include a draft implementation plan to unify the two public works departments. This plan shall propose the steps to be taken; a time table for implementation (based upon the general schedule as provided in the DCA approval); and shall make recommendations with respect to the departmental structure, staffing needs, facility utilization, estimates of one-time and 5-Yr recurring implementation costs, and other elements determined necessary to implement sharing of public works functions, as well as any cost savings anticipated to be realized.

5) FINAL SUMMATION REPORT: Using the findings and conclusions developed in reports 1, 2, and 3 , the consultant shall provide a written summation report advising the Joint Municipal Consolidation / Shared

Services Study Commission regarding the strengths and weaknesses, advantages and disadvantages, and costs and benefits of:

- 1) maintaining the current government structures;
- 2) full consolidation of the two municipalities;
- 3) implementing additional shared services, without full consolidation, specifically police and public works.

6) **ADDITIONAL SERVICES:** The consultant shall also regularly brief the Commission on its progress. The consultant shall deliver to the Commission a bi-weekly one page summary report. The consultant shall also deliver a detailed monthly status reports tied directly to its proposed schedule, including the progress to date, any problems or issues encountered, solutions proposed and anticipated progress for the following month. This report shall be provided to the commission at its monthly commission meetings which are held generally on the fourth Wednesday of every month at 7:00 in the evening and planned to be held in accordance with the following schedule:

October 27, 2010

November 17, 2010

December 22, 2010

January 26, 2011

February 23, 2011

March 23, 2011

April 27, 2011

May 25, 2011

June 22, 2011

This study and implementation strategy shall start immediately upon award of the contract and shall be completed no later than six months from award of contract.

The consultant shall be given full access to meet with the staff and will be given access to financial information and operational records (as they exist) of both communities. Such access should be coordinated with the Administrators from both communities. Note: Staff may not be relied upon to perform extensive analysis of work required for the Commission.

The Department of Community Affairs will prepare a report for the Commission concerning the financial aspects of consolidation of the two municipalities. The data underlying this report shall be available to the consultant for review.

While all of the commission meetings are open public meetings there will be two meetings in particular, which will be community update meetings. The sole purpose of these meetings will be to give the community an update on the progress of the commission. The meetings will be scheduled at intervals that represent approximately 1/3 of the way through the consultant's review and again at the 2/3 milestone. The consultant will be asked to present to the community an update on the process and what is remaining to be completed.

Following delivery of the reports to the Commission, the consultant shall help the Commission review the reports, help the Commission consider options, and assist the Commission in making its final report and recommendations.

The consultant will also act as a resource for the initial presentation to the Princeton community of the final report.

The consultant shall attend all monthly meetings held by the Commission as well as other meetings upon request of the Commission Chair.

## IV RESPONSE TO REQUEST FOR PROPOSALS

All respondents must:

- Describe your organization and its capabilities. Highlight prior involvement with municipal consolidation and municipal shared service projects in the State of New Jersey and/or other qualifying similar consulting service projects. Identify the projects your firm has completed, providing reference names and contact information of clients.
- Describe in a narrative format your overall project methodology and technical approach to the study including how you will organize the research effort and report the results and your plans to meet the requirements of the RFP.
- Provide a proposed contract schedule and work plan including key dates from the Resolution and proposed dates for contract deliverables.
- Provide a summary of problems that you anticipate you will encounter during the term of the contract. For each problem identified, you should provide your proposed solution.
- Identify the individual who will be the project leader and point of contact and any team members who will work on this project. Describe in detail the background of all involved; including their education, professional experience, professional certifications, and knowledge of municipal government administration, operations and service delivery. Provide a staffing plan for your work and indicate the roles and responsibilities of each assigned individual. Note any staff that are subcontracted by you or your company.

Important Reminders:

The vendor assumes sole responsibility for the complete effort required in this RFP. No special consideration shall be given after bids are opened because of a vendor's failure to be knowledgeable of all of the requirements of this RFP. By submitting a proposal in response to this RFP, the vendor represents that it has satisfied itself, from its own investigation, of all the requirements of this RFP.

The Commission assumes no responsibility and bears no liability for any costs incurred by vendors in their responses to this RFP.

Further, the entire content of every vendor proposal will be publicly opened and becomes a public record. This is the case notwithstanding any statement to the contrary made by a vendor in its bid proposal.

All proposals, as public records, are available for public inspection. Interested parties can make an appointment to inspect proposals received in response to this RFP with the Princeton Township Clerk.



## **V EVALUATION OF PROPOSALS**

### **AND SELECTION PROCESS**

The successful consultant must meet all RFP requirements. Respondents will be evaluated on their proposed project methodology, technical approach, the qualifications of the firm, the qualifications of the individual(s) who will perform the work, and the overall ability of the firm to complete the work. Emphasis will be placed on knowledge and experience in consolidation and shared services in the State of New Jersey. Further, the Commission will consider the cost of the service in relationship to other proposals submitted, taking into consideration the evaluation of each proposal and the qualifications presented. The contract shall be awarded to a single consultant.

Proposals shall be on a firm fixed price basis. Proposal price must include all consultant costs, including, but not limited to, travel, communications, office supplies, reports, equipment, software, work space, and employee salaries and benefits.

The Commission shall award the contract to the consultant whose proposal is determined to be the most advantageous; price and other factors included and as an extraordinary, unspecifiable, service, pursuant to N.J.S.A. 40A:11-5 and as a fair and open contract pursuant to P./L.2004, c.19, et seq. The Commission anticipates that one contract award shall result from this RFP but reserves the right to divide the work among multiple contractors, or award such other contracts for the same or other services as it requires.

The Commission reserves the right to interview firms prior to selection and to request further information that might aid in the decision making process.

**VI PROPOSED FEE FOR SERVICES**

Submit a firm, fixed price for all costs and services associated with your proposal. In submitting the all inclusive fee, take into account that there shall be no reimbursement for any costs incurred including, but not limited to, travel, communications, office supplies, reports and equipment, work space, and employee salaries and benefits. This fee shall be submitted on the form below and signed by the owner or Chief Operating Officer of your firm.

Name of Consultant Firm:

Address of Consultant firm:

Name of Principal Contact:

Phone # of Contact:

Fax #

E-mail:

For all services described in this proposal and costs incurred for the examination and documentation of current government operations, facilities, services, assets and plans as outlined within the RFP for the Princetons and to advise The Joint Consolidation/ Shared Services Study Commission regarding the benefits and liabilities of consolidation of the two municipalities I submit the following firm fixed price:

IN WORDS:

IN NUMBERS:

\$

Name of owner or Chief Operating Officer:

\_\_\_\_\_

Signed:

\_\_\_\_\_

Owner or Chief Operating Officer

Date:

\_\_\_\_\_

Appendix 1  
DCA Approved Plan  
**New Jersey Department of Community Affairs**  
**APPLICATION FOR GRANT FUNDS**

STANDARD GRANT COVER SHEET

2010-04665-2036

1. DCA Program to Which Applicant is Applying: Sharing Available Resources Efficiently 2010			
2. Name of Applicant Agency Princeton Township			
3. Street Address 400 Witherspoon Street			
City Princeton	State New Jersey	Zip Code 08540	County Mercer
4. Official Contact Person The Honorable Bernard P. Miller		Title Mayor	Phone number (609) 924-5176
5. Program Contact Person Mr. James Pascale		Title	Phone Number (609) 924-5176
6. Proposed Project/Grant Title Shared Services and Consolidation Study- The Princetons			
7 Total Cost of the Project \$37,500	8. Requested Amount \$37,500	9. Funds from Other Sources \$0	
10. Project Location (if Different from Applicant Agency)  *See Program Component Cover Sheet			
11. Vendor Number V-216001037-99	12. Employer ID 216001037	13. Tax Exempt ID	
14. Area(s) Benefiting:  *See Program Component Cover Sheet			
15. Briefly describe the project for which you are seeking funds. To study the feasibility of additional shared services and/or complete consolidation of Princeton Township and Princeton Borough, and complete a plan approved by the Local Finance Board.			

16. a. Will any member of the Board of Directors/Trustees receive any direct or indirect personal or monetary gain from the funding of this grant?

Yes  No

b. Does any member of the Board of Directors/Trustees serve on any board, council commission, committee or task force which has regulatory or advising influence on the funding program?  Yes  No

If yes, please describe:

17. Fiscal Contact Person

The Honorable Bernard P. Miller

Title

Mayor

Phone Number

(609) 924-5176

21. Agency Fiscal Year

1/1 to 12/31

22. Name of CPA Firm Appointed by Grantee

23. **Certification:** The applicant certifies that to the best of his/her knowledge and belief all data supplied in this application and attachments are true and correct. The document has been duly authorized by the governing body of the applicant and further understands and agrees that any grant received as a result of this application shall be subject to the grant conditions and other policies, regulation, and rules issued by the New Jersey Department of Community Affairs which include provisions described in grant applications instructions.

Name and Title of Applicant (Print)

Signature of Applicant

Date of Application

**New Jersey Department of Community Affairs  
APPLICATION FOR GRANT FUNDS**

**PROGRAM COMPONENT COVER SHEET**

Program Type SHARE - Feasibility Study: Township of Princeton			
10. Project Location (if Different from Applicant Agency)			
Street Address 400 Witherspoon Street			
City Princeton	State New Jersey	Zip 08540	Room Number
14. Area(s) Benefiting: Borough of Princeton			

Program Type			
10. Project Location (if Different from Applicant Agency)			
Street Address			
City	State	Zip	Room Number
14. Area(s) Benefiting:			

Program Type			
10. Project Location (if Different from Applicant Agency)			
Street Address			
City	State	Zip	Room Number
14. Area(s) Benefiting:			

## OBJECTIVES

Objective Number: 1

Short Description: Further shared services and/or consolidation study

Detailed Description
Township of Princeton and the Borough of Princeton have created a Joint Consolidation Study Commission of the Borough of Princeton and the Township of Princeton. The Commission, in accordance with the Municipal Consolidation Act (NJSA 40:43-66.35 et seq), and the Local Option Municipal Consolidation Act (40A:65-25 et seq), is charged with the duty to study the advantages, disadvantages and feasibility of additional shared services and/or consolidating the two municipalities.

Methods
The Study Commission shall hold a series of meetings, shall make use of a consultant hired by the Commission, and shall draft a report of their study to be completed no later than 31 December 2010.

Evaluation
Completion of the report in the time frame identified shall be the single benchmark of success.

Application Program Component: \_\_\_\_\_

## Scope of Services

The consultant shall examine and report on current government operations, financial structure, and identify and describe government and community issues related to consolidation. The examination shall include but not be limited to an evaluation of the services, staffing, costs, contracts, facilities, assets, obligations, infrastructure, sewer services, planning and zoning requirements, debt, existing joint services, and other related matters of the government responsibilities of Princeton Township and Princeton Borough. In doing so, the consultant shall carefully consider the quality, effectiveness and efficiency of services to the residents, the practicability of consolidation or additional shared services and note differences between services provided by the two municipalities. A written report of the findings shall be presented to the Commission.

The consultant shall then develop an implementation plan for consolidation of the two municipalities and a plan for additional shared services if they are recommended by the study. The plans shall propose the steps to be taken, a time table for implementation, and make recommendations of the type and form of government, departmental structure, staffing needs, facility utilization, estimates of implementation costs and other elements determined necessary to implement consolidation or additional shared services. This implementation plan must also address all items listed in NJSA 40:43-66.50 and 40A:65-26.

From the findings of the study and implementation plan, the consultant shall advise the Joint Municipal Consolidation Study Commission regarding the strengths, weaknesses, opportunities, and benefits of maintaining the current government structures and of consolidating the two municipalities, or creating additional shared services. Once this information is given to the Commission the consultant shall help the Commission review this examination, help the Commission consider options, and assist it in making its final report.

The Commission will also be receiving a report from the Department of Community Affairs concerning financial aspects of consolidation of the two municipalities. The consultant will be able to take advantage of the efforts of the Department.

The consultant shall also regularly brief the Commission on its progress.

This study and implementation strategy shall start immediately upon award of the contract and shall be completed no later than December 31, 2010.

The consultant shall be given full access to meet with the staff and will be given access to financial information and operational records of both communities. Staff involvement on analysis of work required for the Commission will be limited. In addition to staff, the consultant must meet with community groups in both municipalities who may be affected by this consolidation and take their concerns into account when reporting to the Commission. The consultant shall attend all meetings held by the Commission.







Sharing Available Resources Efficiently 2010  
ASSESSMENT OF NEED(S)

**LIST THE NEED(S) WHICH ILLUSTRATE THE REASON FOR THE PROJECT.**

The feasibility study is necessary to determine the practicability of consolidating the municipalities of Princeton Borough and Princeton Township, or implement additional shared services. The two towns already share many services such as a regional school district, fire and first aid, a public library, recreation services, board of health, animal control, counseling services, environmental commission, public assistance, planning board, sewers, solid waste, and a senior resource center. With recent cuts in state aid, along with such things as unfunded mandates, both municipalities are searching for ways to balance the municipal budget while still providing effective and efficient services. Both governing bodies believe it is necessary to explore the options of consolidation or additional shared services to determine if that can lead to economies of scale and/or increased quality of life for their residents.

Sharing Available Resources Efficiently 2010

PARTICIPATING LOCAL UNIT(S)

**Agency**

Agency Name: Borough of Princeton  
County: Mercer  
Address: One Monument Dr, PO Box 390  
City: Princeton  
State: NJ  
Zip Code: 08542

**Mayor**

Mayor: Mildred T. Trotman  
Mayor's Voice Phone: (609) 924-3118  
Mayor's Fax: (609) 924-9714  
Mayor's E-Mail: mildredtrotman@verizon.net

**Contact Person**

Contact Person: Robert W. Bruschi  
Title of Contact Person: Administrator  
Contact's Voice Phone: (609) 497-7622  
Contact's Fax: (609) 924-9714  
Contact's E-mail: rwbruschi@princetonboro.org

Sharing Available Resources Efficiently 2010

PARTICIPATING LOCAL UNIT(S)

**Agency**

Agency Name: Township of Princeton  
County: Mercer  
Address: 400 Witherspoon Street  
City: Princeton  
State: NJ  
Zip Code: 08540

**Mayor**

Mayor: Bernard P. Miller  
Mayor's Voice Phone: (609) 924-5176  
Mayor's Fax: (609) 279-1640  
Mayor's E-Mail: bmillier@princeton-township.nj.us

**Contact Person**

Contact Person: James Pascale  
Title of Contact Person: Administrator  
Contact's Voice Phone: (609) 924-5176  
Contact's Fax: (609) 279-1640  
Contact's E-mail: jpascale@princeton-township.nj.us

Sharing Available Resources Efficiently 2010  
SCHEDULE B: CONSULTANTS

Consultant Type Professional Management Consultant

Name of Consultant XXXX

Firm Name XXXX

Street Address XXXX

City XXXX

State NJ

Zip Code 12345

Phone (609) 924-9183 Ext.

Fax

Email

Required Attachments

a). Resume

I am mailing this attachment.  I am uploading this attachment.

b). Description of relevant experience

I am mailing this attachment.  I am uploading this attachment.

Sharing Available Resources Efficiently 2010

CERTIFICATION SHEETS

	<i>If your Agency type is not required to answer any of the questions below, click the N/A radio button.</i>			
1.	I certify that this agency is not delinquent on any Federal or State debt.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
2.	I understand that payments from NJDCA will depend on our submission of all required grant reports.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
3.	I certify that neither members of our organization's governing body nor members of their families will receive any direct or indirect personal or monetary gain from the funding of this grant.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
4.	I certify that our organization's Certification of Central Contractor Registration (CCR) is valid and current.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
5.	I certify that neither members of our organization's governing body nor members of their families serve on any board, council, commission, committee, or task force that has regulatory authority or advising influence on the funding program.	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> N/A
	If no, please explain:			
	<b>Non-government Agencies only—</b>			
6.	If our agency has <b>not</b> received funds from NJDCA for the current State Fiscal Year, I will submit our organization's most recent audit.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
7.	The information contained in the Board of Directors list in our Agency Information is adequate and up-to-date at the time of this application.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A

## Attachments

<i>Click <b>Application Manager</b> in the green box in the upper left of the <b>Application Menu</b> for the correct address for this Program.</i>		
<b>Certification Regarding Debarment and Suspension - Schedule G</b>		
<input type="checkbox"/> I am mailing this attachment	<input type="checkbox"/> I am hand delivering this attachment	<input checked="" type="checkbox"/> Not applicable
<b>Certification Regarding Lobbying - Schedule H</b>		
<input type="checkbox"/> I am mailing this attachment	<input type="checkbox"/> I am hand delivering this attachment	<input checked="" type="checkbox"/> Not applicable
<b>Resolution - Schedule I</b>		
<input checked="" type="checkbox"/> I am mailing this attachment	<input type="checkbox"/> I am hand delivering this attachment	<input type="checkbox"/> Not applicable
<b>IRS Determination Letter (New Applicants, Non-profit, Non-government only)</b>		
<input type="checkbox"/> I am mailing this attachment	<input type="checkbox"/> I am hand delivering this attachment	<input checked="" type="checkbox"/> Not applicable
<b>Organizational Chart (Non-government only)</b>		
<input type="checkbox"/> I am mailing this attachment	<input type="checkbox"/> I am hand delivering this attachment	<input checked="" type="checkbox"/> Not applicable
<b>Application Cover Page</b>		
<input checked="" type="checkbox"/> I am mailing this attachment	<input type="checkbox"/> I am hand delivering this attachment	<input type="checkbox"/> Not applicable

Sharing Available Resources Efficiently 2010

ATTACHMENT(S)

<b>RFP for Consultant Services</b>		
<input checked="" type="checkbox"/> Mail	<input type="checkbox"/> Hand Deliver	<input type="checkbox"/> Not Applicable
<b>Contracts for professional services (consulting, engineering, legal)</b>		
<input checked="" type="checkbox"/> Mail	<input type="checkbox"/> Hand Deliver	<input type="checkbox"/> Not Applicable
<b>Consultants proposal</b>		
<input checked="" type="checkbox"/> Mail	<input type="checkbox"/> Hand Deliver	<input type="checkbox"/> Not Applicable



Sharing Available Resources Efficiently 2010  
OTHER SOURCES OF FUNDING RELATED TO THIS APPLICATION

Source	Amount	Code
DCA - Share grant	\$37,500.00	(S)

37500

## APPENDIX 2

### General Information

#### Current Shared Services

Princeton Township and Borough have a long history of sharing services. Currently, the following departments are operated as shared services between the Princetons:

- Corner House – Drug & Alcohol counseling center
- Environmental Commission
- Human Services Commission
- Planning Board
- Recreation Dept.
- Animal Control
- Fire dept.
- Rescue Squad
- Library
- Board of Health
- Sewer & Solid Waste dept.
- Senior Center

#### Princeton Township

The Township of Princeton covers an area of 16.5 square miles in the heart of central New Jersey. It surrounds the 1.85 square mile area of the Borough of Princeton; however, the two municipalities are completely separate political entities. A close governmental relationship exists between them and they are collectively identified by their joint post office address of Princeton, New Jersey.

The 2000 census stated the population of the Township to be 16,027. The 2004 population estimate is 17,349.

A substantial portion of the property of Princeton University lies within the borders of the Township as does all the property of the Institute for Advanced Study. Other well-known educational institutions within the Township are the Princeton Boychoir School, formerly known as the Columbus Boychoir School, the Hun School, the Princeton Day School, the Stuart Country Day School of the Sacred Heart and a portion of the property of the Westminster Choir College.

Also located within the Township are companies such as Church & Dwight and the Institute for Defense Analysis.

Further development of the Office and Research Zone is planned for professional and research activities.

The residents of the Township include faculty and staff members of these institutions and companies, as well as staff members of other nearby research and academic institutions. These include Food Machinery Corporation (FMC), Educational Testing Service and Bristol-Myers Squibb. There are also executives and employees who work in Princeton, New Brunswick, Trenton and other nearby communities; plus a commuter population oriented to New York, Philadelphia and Newark. Princeton Township also has a small number of farmers and retirees.

While no major travel arteries directly touch the Township, it is dissected by United States Highway Route No. 206; and there is ready access to United States Highway Route No. 1, the New Jersey Turnpike, the Garden State Parkway and Amtrak and New Jersey Transit which provide direct rail service to Philadelphia and New York as well as the

rest of the northeast corridor. This area, known as the Route 1 corridor, is one of the fastest growing areas of the State. It has attracted a number of large office parks and conference centers, a trend started by Princeton University with the Forrestal Center and the recently completed Carnegie Center. The area is also home to Merrill Lynch's new training and conference facility.

In general, the Township is an open, semi-wooded community of substantial homes and is an example of sound suburban development. There is also one shopping center, several other shopping areas of a smaller size, some office research and service areas and a large amount of undeveloped land, representing approximately 35 percent of the total area of the Township. There is no heavy industry in the Township nor will any be permitted under present or reasonably foreseeable land use regulations.

The recreation facilities are numerous. The Township and the Borough of Princeton jointly provide community recreational facilities including a large pool complex, tennis and paddle tennis courts, athletic playing fields and various parks and playgrounds. Numerous programs and activities are provided through the recreation office. In addition, Princeton University permits use of many recreational fields and tennis courts, their gymnasium and Carnegie Lake by the community at minimal expense.

In 1970, the planning boards of the Township and the Borough of Princeton were merged to form the Regional Planning Board of Princeton. The action was taken to recognize the fact that each municipality has a joint and common interest in a master plan for the development of the region and to formalize and to strengthen their cooperative endeavors in municipal planning. After a thorough review of the existing master plans of the Township and the Borough of Princeton, a single comprehensive Master Plan for the Princeton Community was developed and adopted by the Regional Planning Board in 1996. The Master Plan includes elements on land use, housing, circulation, utility, service, community facilities, open space and recreation and conservation. Since 1996, both the Township and the Borough of Princeton have implemented the Master Plan in part by passage of appropriate ordinances. A review of the 1996 Master Plan is ongoing.

### **Educational System**

Regionalized in 1966, the schools making up Princeton Regional Schools are strategically located throughout the community. The K-4 grades are handled by four schools while the middle school, grades five through eight, is taught in the John Witherspoon School adjacent to the high school. High school pupils attend Princeton High School, which is located on the border between the Borough of Princeton and the most densely populated section of the Township.

### **Princeton Borough**

**GENERAL INFORMATION  
ABOUT THE  
BOROUGH OF PRINCETON,  
IN THE COUNTY OF MERCER, NEW JERSEY**

**General Information**

The Borough of Princeton (the "Borough") is comprised of 1.76 square miles and is a small urban community. The Borough is located in the west central portion of New Jersey, in the Northeast portion of Mercer County (the "County"), and is surrounded by the Township of Princeton (the "Township").

The Borough has always played a significant role in the history of New Jersey and the United States. Settled in the late 17th century, it was named Prince-Town in honor of Prince William of Orange and Nassau. In 1756 it became the home of the College of New Jersey - now Princeton University - with the entire college housed in Nassau Hall, the largest academic building in the colonies. The Battle of Princeton, fought in a nearby field in January of 1777, proved to be a decisive victory for General George Washington and his troops. Two of the Borough's leading citizens signed the Declaration of Independence, and during the summer of 1783, the Continental Congress met in Nassau Hall making the Borough the country's capital for four months.

Located midway between New York and Philadelphia, the Borough was the overnight stagecoach stop on the Trenton-New Brunswick line until the mid-19th century. In the 1830s, the building of a nearby canal and railroad encouraged further commerce, real estate development, and general prosperity.

A center for learning and culture throughout its history, the Borough has been home to world-renowned scholars, scientists, writers, and statesmen, including two United States presidents, Woodrow Wilson and Grover Cleveland.

In 1930, the Institute for Advanced Study was founded nearby in the Township and became the first residential institute for scholars in the country, with Albert Einstein appointed as one of its first professors. The 20th century has seen an influx of scholars, research personnel and cooperatives from all parts of the world.

Shaped by residents of all backgrounds, the Borough has been a dynamic community, growing and changing with the times yet retaining an essential small-town quality. Paul Robeson grew up in the Borough and artisans from Italy, Scotland, and Ireland have contributed to the Borough's rich architectural history. This architectural legacy, spanning the entire history of American architecture, is well-preserved through buildings by nationally renowned architects such as Benjamin Latrobe, Ralph Adams Cross, McKim, Mead & White, Robert Venturi, Michael Graves and J. Robert Miller.

**Form of Government**

The Borough operates under the Borough form, the largest single form of municipal government in the State of New Jersey today. Under this form, the Mayor, elected directly by the voters, is the head of the Borough government and recommends to Council such measures deemed necessary for the welfare of the Borough.

The Mayor, as chief executive officer of the Borough, serves on a part-time basis. The Mayor is elected for a four-year term. The Mayor nominates appointees to boards and commissions of the Borough, subject to the ratification of Council, and presides over meetings of the Borough Council. The Mayor may vote on actions being considered by the Council only to break a tied vote.

The Borough Council is the legislature of Borough government, but also has certain administrative powers. The Council is comprised of six (6) members, two (2) of whom are elected at-large each year to three-year terms. The Council is responsible for passing ordinances, adopting operating budgets, and approving appointments made by the Mayor. Through its standing committees, the Council exercises significant policy oversight in the Borough's operations.

The day-to-day operations of the Borough are managed by the Borough Administrator, who is the chief administrative officer and heads a workforce of approximately 140 employees. The Borough Administrator is appointed by the Mayor and Council and carries out the Council's plans and orders. All Borough departments report to the Administrator, who is responsible for personnel policy and organization, interdepartmental coordination, budget planning and procurement of goods and services necessary to the Borough's operations.

### **Pension Information**

Borough employees are enrolled in one of three cost sharing, multiple-employer public employee retirement systems: the Public Employees Retirement System (PERS), the Police and Firemen's Retirement System (PFRS) or the Consolidated Police and Firemen's Pension Fund of New Jersey. The Division of Pensions in the Department of Treasury, State of New Jersey, administers the plans. The plans are funded annually based upon the projected benefit method with aggregate level normal cost and frozen initial unfunded accrued liability. The plans, which cover public employees throughout the state, do not maintain separate records for each reporting unit.

### **Collective Bargaining Units**

The Borough currently has contracts, and is currently in negotiation, with the following associations:

<u>Association</u>	<u>Represents</u>	<u>Contract Expiration</u>
C.W.A. Local 1032	Blue Collar workers	December 31, 2009
P.B.A. Local 130 Police Officers	Police Officers	December 31, 2009
Teamsters Local 676, AFL-CIO	Police Dispatchers	December 31, 2008
Superior Officers Association (S.O.A.)	Police Superior Officers	December 31, 2009

### **Utilities**

The Borough's electric and natural gas supplies are provided by the Public Service Electric and Gas Company. Water service is provided by the American Water Company of New Jersey. The Princeton Sewer Operating Consortium provides wastewater collection and transmission facilities, and the Stony Brook Regional Sewerage Authority provides facilities for wastewater treatment.

### **Public Safety (Police Department, Fire Services, Ambulance Services)**

The Borough Police Department, established in 1886, is responsible for the well being and property of the Borough's residents and those who work, visit or attend schools within the Borough. The Police Department has a total of 38 employees, including 29 sworn officers and civilian support personnel. Fire Services are provided jointly with the Township through an active volunteer company. First Aid and Rescue Services are provided by a volunteer squad which is supported by paid, full-time EMTs.

## Recreation

The Borough provides neighborhood parks, open space areas, outdoor tennis courts, outdoor swimming facilities, platform tennis courts, basketball courts, baseball and softball diamonds, bocce courts and a life course fitness trail through its own facilities and jointly with the Township. These facilities are in addition to the recreational facilities maintained by the School District and Princeton University.

## Growth and Development

The Borough is over 95 percent developed. The Borough's Central Business District, with its center being Palmer Square, is composed of many small and medium sized specialty retail shops which emphasize personal service to their customers. The Central Business District is also home to many law firms, brokerage houses, real estate firms, banks, restaurants and other service-related businesses serving and providing employment for a wide socioeconomic range of residents within the Borough and the surrounding area. There is a wide range of housing within the Borough. The Princeton Housing Authority and Princeton Community Housing, a private, not-for-profit organization, administer affordable rental housing units within the Borough. The Borough has formed an Affordable Housing Utility to provide for the construction of affordable housing units.

## School District

The Princeton Regional School District is an all-purpose regional school district which is comprised of the Borough and the Township (the "School District"). The School District is a type II school district and currently provides education for grades pre-K through 12. There are four (4) elementary schools that house grades pre-K through 5; one (1) middle school that houses grades 6 through 8; and one (1) high school for grades 9 through twelve.

The School District's Board of Education is comprised of nine (9) elected members. Pursuant to State statute, the Board appoints a Superintendent and Business Administrator/Board Secretary.

## School District Staff

The Superintendent of Schools is the chief administrative officer of the School District. The Business Administrator/Board Secretary oversees the business functions and reports through the Superintendent to the Board of Education. There are approximately 576 full-time and 73 part-time employees of the Board of Education, of which 332 are teaching professionals.

## Pupil Enrollments

The following table presents the historical pupil enrollments and projections of pupil enrollments through 2012-2013.

**Pupil Enrollments**

<b>School Year</b>	<b>Enrollment (as of 10/15 of each year)</b>
2009-10	3,488
2008-09	3,372
2007-08	3,343
2006-07	3,357
2005-06	3,325

**Projected Future Enrollments**

<u>School Year</u>	<u>Projected Enrollment</u>
2010-11	3,231
2011-12	3,201
2012-13	3,188

**ECONOMIC AND DEMOGRAPHIC INFORMATION  
FOR THE BOROUGH**

**Population**

The following tables summarize population increases and decreases for the Borough, the County, and the State of New Jersey.

<u>Year</u>	<u>Borough of Princeton</u>		<u>County of Mercer</u>		<u>State of New Jersey</u>	
	<u>Population</u>	<u>Percent Change</u>	<u>Population</u>	<u>Percent Change</u>	<u>Population</u>	<u>Percent Change</u>
1960	11,890	---	266,392	---	6,066,782	---
1970	12,311	3.54	304,116	14.16	7,171,112	18.20
1980	12,035	(2.20)	307,863	1.23	7,365,001	2.70
1990	12,016	(0.15)	325,824	5.83	7,730,188	4.96
2000	14,203	18.20	350,761	7.65	8,414,350	8.85
2009 (est.)	13,391 <sup>1</sup>	(5.72)	366,222	4.41	8,707,739	3.49

<sup>1</sup>2008 estimate for the Borough

Source: United States Department of Commerce, Bureau of the Census, 1960, 1970, 1980, 1990 and 2000 Census of the Population: New Jersey.

**Employment and Unemployment Comparisons**

For the past five (5) years, the New Jersey Department of Labor reported the following annual average employment information for the Borough, the County of Mercer and the State of New Jersey:

	<u>Total Labor Force</u>	<u>Employed Labor Force</u>	<u>Total Unemployed</u>	<u>Unemployment Rate</u>
<u>Borough of Princeton</u>				
2009	3,042	4,622	420	8.30%
2008	4,929	4,691	238	4.80
2007	4,850	4,672	178	3.70
2006	3,591	3,461	130	3.60
2005	3,500	3,372	122	3.50

County of Mercer

2009	203,551	187,710	15,841	7.80%
2008	200,226	190,470	9,756	4.90
2007	197,368	189,716	7,652	3.80
2006	201,347	193,463	8,384	4.20
2005	196,480	188,808	7,673	3.90

State of New Jersey

2009	4,536,700	4,118,400	418,300	9.20%
2008	4,496,700	4,251,500	245,500	5.50
2007	4,466,300	4,276,600	189,700	4.20
2006	4,492,800	4,283,600	209,200	4.70
2005	4,430,373	4,235,937	194,436	4.40

Source: New Jersey Department of Labor, Office of Research and Planning, Division of Labor Market and Demographic Research, Bureau of Labor Force Statistics, Local Area Unemployment Statistics.

**Money Income (1)**

	Median Household Income(2)(6)	Median Family Income(3)(6)	Median Nonfamily Income(4)(6)	Per Capita Income(5)
Borough of Princeton	\$67,346	\$102,957	\$37,500	\$27,292
County of Mercer	56,612	68,494	31,972	27,914
State of New Jersey	55,146	65,370	27,006	35,215

(1) Estimates for 2009 based upon the 2009 Census (updated data has not been released)

(2) Household includes all the persons who occupy a household.

(3) Family includes a householder and one or more persons living in the same household who are related to the householder by birth, marriage or adoption.

(4) Nonfamily includes a householder living alone or with non-relatives only.

(5) Per capita income is the mean income computed by dividing the total income of a particular group by the total population in that group.

(6) Median divides the income distribution into two equal parts, one having incomes above the median and the other having incomes below the median.

Source: New Jersey State Data Center, Money Income.

**Building Permits**

Year	Number of Permits	Value of Construction
2009	1,228	\$51,325,407
2008	1,174	58,980,928
2007	1,158	65,080,732
2006	1,164	51,224,090
2005	1,236	59,818,781

Source: Office of the Borough Engineer/Code Official



### Largest Taxpayers

The ten largest taxpayers in the Borough and their 2010 assessed valuations are listed below:

<u>Taxpayer</u>	<u>Assessed Valuation</u>	<u>% of Total Net Valuation</u>
1) Princeton University	\$173,087,700	7.82%
2) PSN Partners	59,236,600	2.68
3) Palmer Square Ltd. Properties	39,824,500	1.80
4) Nassau Inn	31,500,000	1.44
5) Princeton International Properties	15,653,600	0.71
6) 20 Nassau St. Proff. Bld LLC	13,495,400	0.61
7) 188-194, LLC	11,709,900	0.53
8) Benson & Henderson	9,421,800	0.43
9) Theological Seminary	9,330,200	0.42
10) 90 Nassau LLC	7,481,200	0.34
<b>Total</b>	<b>\$371,040,900</b>	<b>16.76%</b>

Borough's 2010 Net Valuation: \$2,213,234,200

Source: Audited Financial Report of the Borough.

### Comparison of Tax Levy and Collections (Current Fund)

<u>Year</u>	<u>Tax Levy</u>	<u>Current Year Collection</u>	<u>Percentage of Collection</u>
2009	\$43,829,202	\$43,208,101	99.03%
2008	42,174,616	41,200,167	99.04
2007	39,434,302	38,895,640	98.63
2006	37,205,934	36,776,306	98.85
2005	36,519,530	35,979,353	98.52

Source: Audited Financial Report of the Borough.

### Delinquent Taxes and Tax Title Liens

<u>Year</u>	<u>Amount of Tax Title Liens</u>	<u>Amount of Delinquent Taxes</u>	<u>Total Delinquent</u>	<u>% of Levy</u>
2009	\$4,171	\$367,021	\$371,193	0.85%
2008	38	390,886	390,924	0.93
2007	0	518,063	518,063	1.31
2006	0	428,703	428,703	1.15
2005	0	538,935	538,935	1.48

Source: Audited Financial Report of the Borough.

**Comparisons of Sewer Rents and Collections**

<u>Year</u>	<u>Levy</u>	<u>Delinquent</u>	<u>Cash Collections</u>
2009	\$1,404,388	\$50,299	\$3,554,687
2008	1,261,103	48,312	3,259,116
2007	1,551,053	37,430	3,540,172
2006	1,549,871	43,064	3,555,495
2005	2,913,824	66,745	2,937,313

Source: Audited Financial Report of the Borough.

**Comparisons of Tax Rates**

<u>Year</u>	<u>Total Tax Rate</u>	<u>County<sup>1</sup></u>	<u>Local School</u>	<u>Municipal<sup>1</sup></u>
2009	4.29	\$1.22	\$2.03	\$1.04
2008	4.16	1.16	1.96	1.04
2007	3.92	1.06	1.87	0.99
2006	3.69	1.01	1.73	0.95
2005	3.63	1.04	1.69	0.90

<sup>1</sup> Includes Open Space Taxes for County and Borough, respectively.

**Assessed Valuation of Real Property by Classification**

<u>Year</u>	<u>Vacant Land</u>	<u>Farm Land</u>	<u>Residential</u>	<u>Apartment</u>	<u>Commercial</u>	<u>Industrial</u>	<u>Total Real Property</u>
2009	\$15,711,700	\$0	\$733,069,400	\$48,576,800	\$209,353,700	\$0	\$1,006,711,600
2008	16,469,000	0	727,901,400	48,591,500	210,978,700	0	1,003,940,600
2007	17,898,200	0	719,124,000	48,726,000	211,131,500	0	996,879,700
2006	16,162,400	0	717,330,500	49,077,500	216,670,300	0	999,240,700
2005	15,975,100	0	711,590,000	46,513,700	223,229,500	0	997,308,300

Source: Mercer County Board of Taxation Abstract of Ratables.

**Ratio of Assessed Valuation to Estimated Full Cash Value**

<u>Year</u>	<u>Aggregate Assessed Valuation Real Property</u>	<u>Aggregate True Value Real Property</u>	<u>Average Ratio Assessed to True Value</u>
2009	\$1,006,711,600	\$2,561,607,125	39.30%
2008	1,003,940,600	2,539,692,891	39.53
2007	996,879,700	2,473,646,898	40.30
2006	999,240,700	2,254,095,872	44.33
2005	997,308,900	1,950,535,693	51.13

Source: State of New Jersey Table of Equalized Valuations.

**Debt Statement  
December 31, 2009**

General Purpose Debt		\$43,088,941
Local School District Debt		15,166,277
Self-Liquidating Debt		<u>13,302,026</u>
<b>TOTAL GROSS DEBT</b>		<b>\$71,557,244</b>
Less: Statutory Deductions		
Local School District Debt	\$15,166,277	
Self Liquidating Debt	13,302,026	
Other Bonds and Notes	0	
<b>TOTAL NET DEBT</b>		<b><u>\$43,088,941</u></b>

**Debt Limit**

Average Equalized Valuation Basis (2009, 2008, 2007)	\$3,524,982,303
Permitted Debt Limitation (3.5%)	\$82,374,380
Less: Net Debt of the Borough	<u>43,088,941</u>
Remaining Borrowing Power	<b>\$45,285,439</b>

Percentage of Net Debt to Average Equalized Valuation: 1.71%

Gross Debt Per Capita (based on 2000 census of population of 14,203): \$5,038

Net Debt Per Capita (based on 2000 census of population of 14,203): \$3,034

Source: Annual Debt Statement of the Borough

**Overlapping Debt -As of December 31, 2009**

	<u>Borough Share Percentage</u>	<u>Borough Share Amount</u>
County	5.270%	\$28,460,015
County Improvement Authority	5.270	5,897,498
Stony Brook Reg. Sewerage Authority	<u>17.275<sup>1</sup></u>	<u>3,624,893</u>
<b>Total Net Overlapping Debt</b>		<b>\$37,982,406</b>

<sup>1</sup> Based on Borough's 5-year average flow.