

# JERSEY WATERWORKS CONFERENCE 2023

DECEMBER 13, 2023 | THE COLLEGE OF NEW JERSEY, EWING

## Exploring Shared Services: Why, How, Examples



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New Jersey Future



LAUREN ROSENTHAL  
MCMANUS

A welcome by local  
Lambertville artist who  
creates arts depicting  
watersheds without  
state boundaries.

LAURIE ANN DOYLE

Grant Administrator for  
the Local Efficiency  
Achievement Program  
(LEAP, NJ Department of  
Community Affairs

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Chief, Local Assistance  
Bureau,  
NJ Department of  
Community Affairs

1.5 AICP CM CREDITS

# JERSEY WATERWORKS CONFERENCE 2023

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NEW JERSEY  
AMERICAN WATER





# Lauren Rosenthal McManus

Artist / Mother / Entrepreneur / Activist

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GOOSE CREEK BASIN

**WHAT IS A WATERSHED?**

Every location on the planet is part of a watershed. A watershed is the area of land that drains water to a common outlet such as a river, a lake, or the ocean. Watersheds are defined by the topography of the land. Water flows downhill to the lowest point of the land, and then to the next lowest point, and so on, until it reaches a common outlet. Watersheds are important because they help us understand how water moves through the landscape and how we can protect our water resources.

ROCKY RIVER WATERSHED

**MEET OTTER**

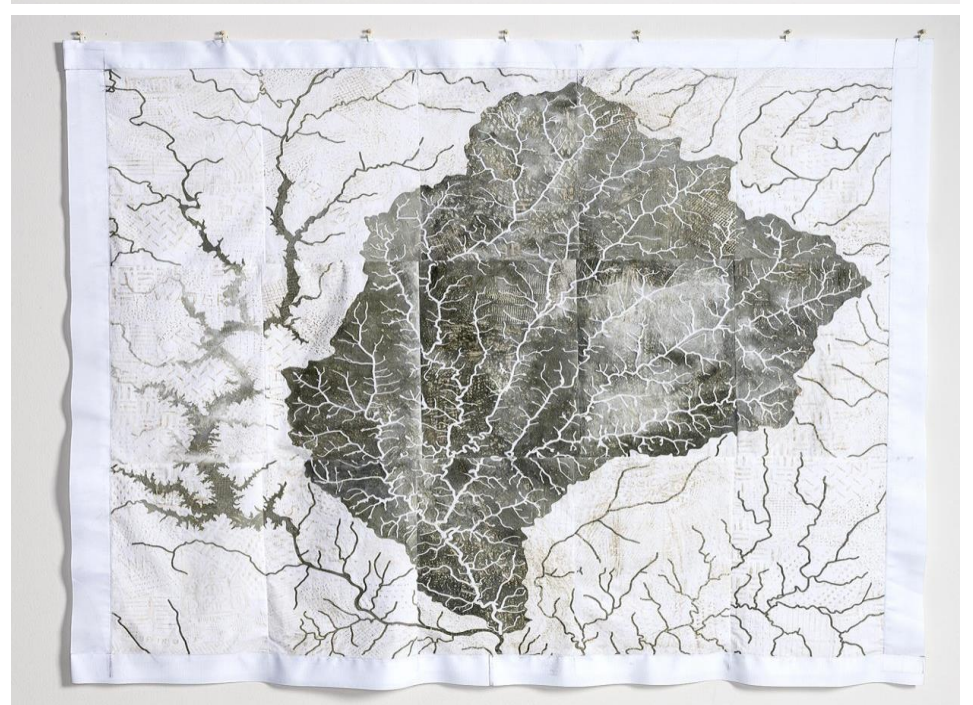
**WHAT IS STREAMFLOW?**

Informational display table with several small jars and cards.









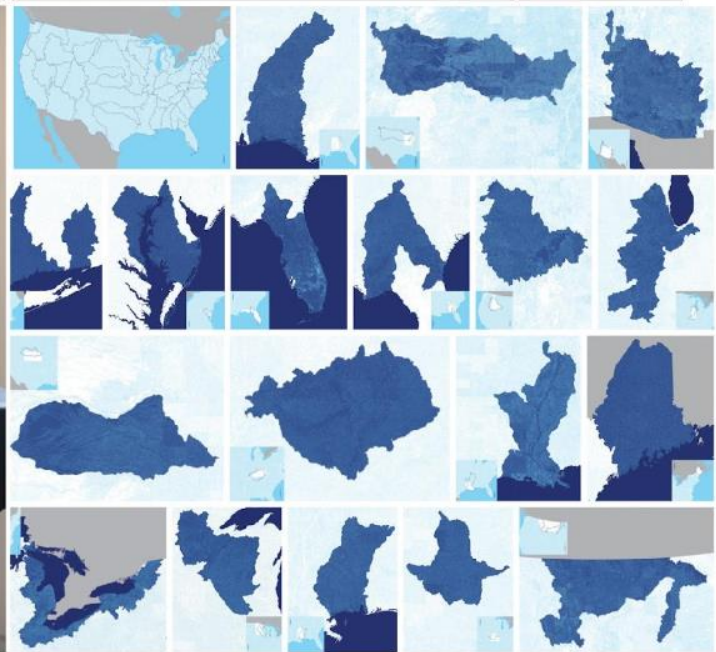
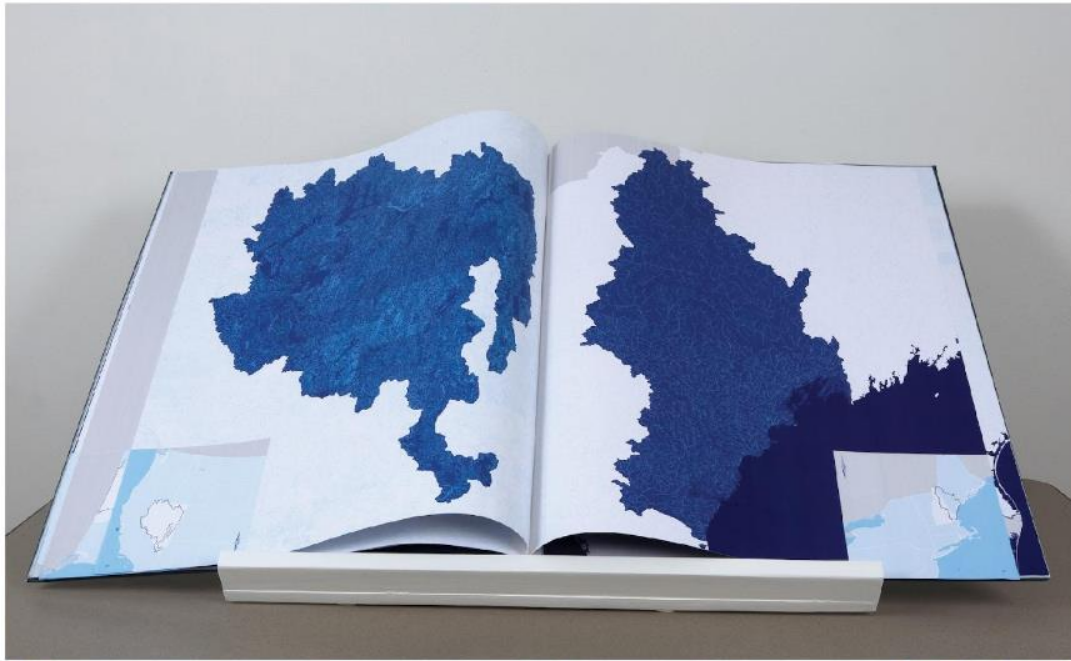




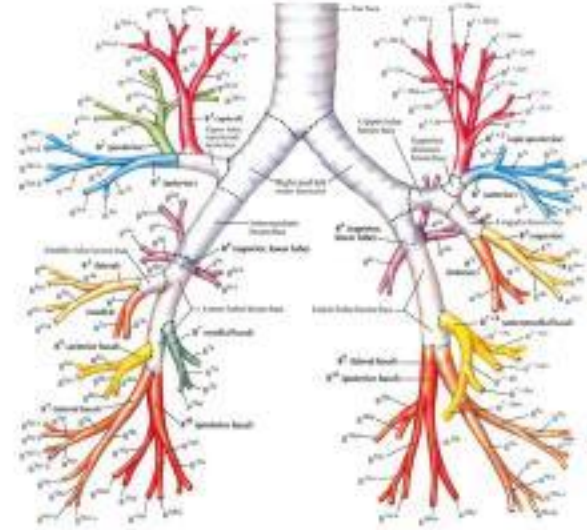




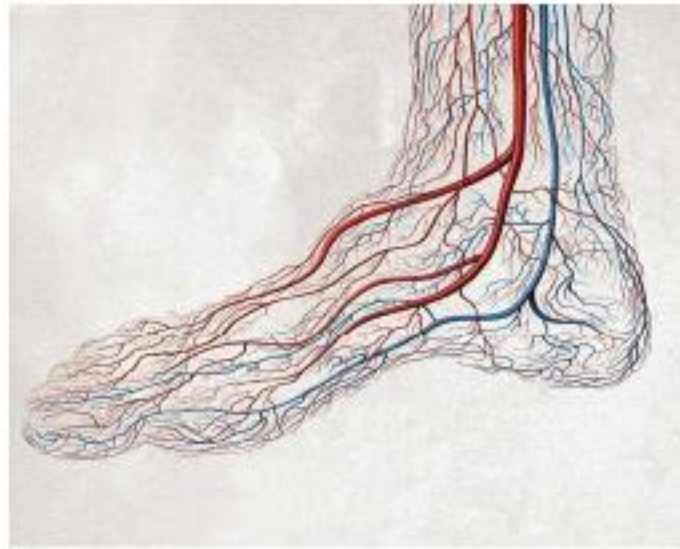








From the trachea to the smallest capillary the branching is as follows: the trachea divides into two bronchi, the bronchi into bronchioles, and the bronchioles into capillaries. The branching is as follows: the trachea divides into two bronchi, the bronchi into bronchioles, and the bronchioles into capillaries. The branching is as follows: the trachea divides into two bronchi, the bronchi into bronchioles, and the bronchioles into capillaries.







# NEW JERSEY FUNDING NAVIGATOR

*A program of New Jersey Future*



Lee Clark, MABC  
December 13, 2023



# WHO WE ARE

**New Jersey Future's Funding Navigator Program is New Jersey's first statewide nonprofit program committed to helping our state's most in need localities access water infrastructure funding.**

**Our program seeks to build a bridge to meet the needs of overburdened communities, their municipalities, and small-to-med sized water systems in accessing funding.**





# CHALLENGES



- Disparities existing in water infrastructure investments, particularly those in overburdened communities
- Systems lack the staff capacity and financial resources to navigate the process
- Insufficient funds to cover all project costs

# OBJECTIVES FOR THE FUNDING NAVIGATOR

Reach more overburdened communities

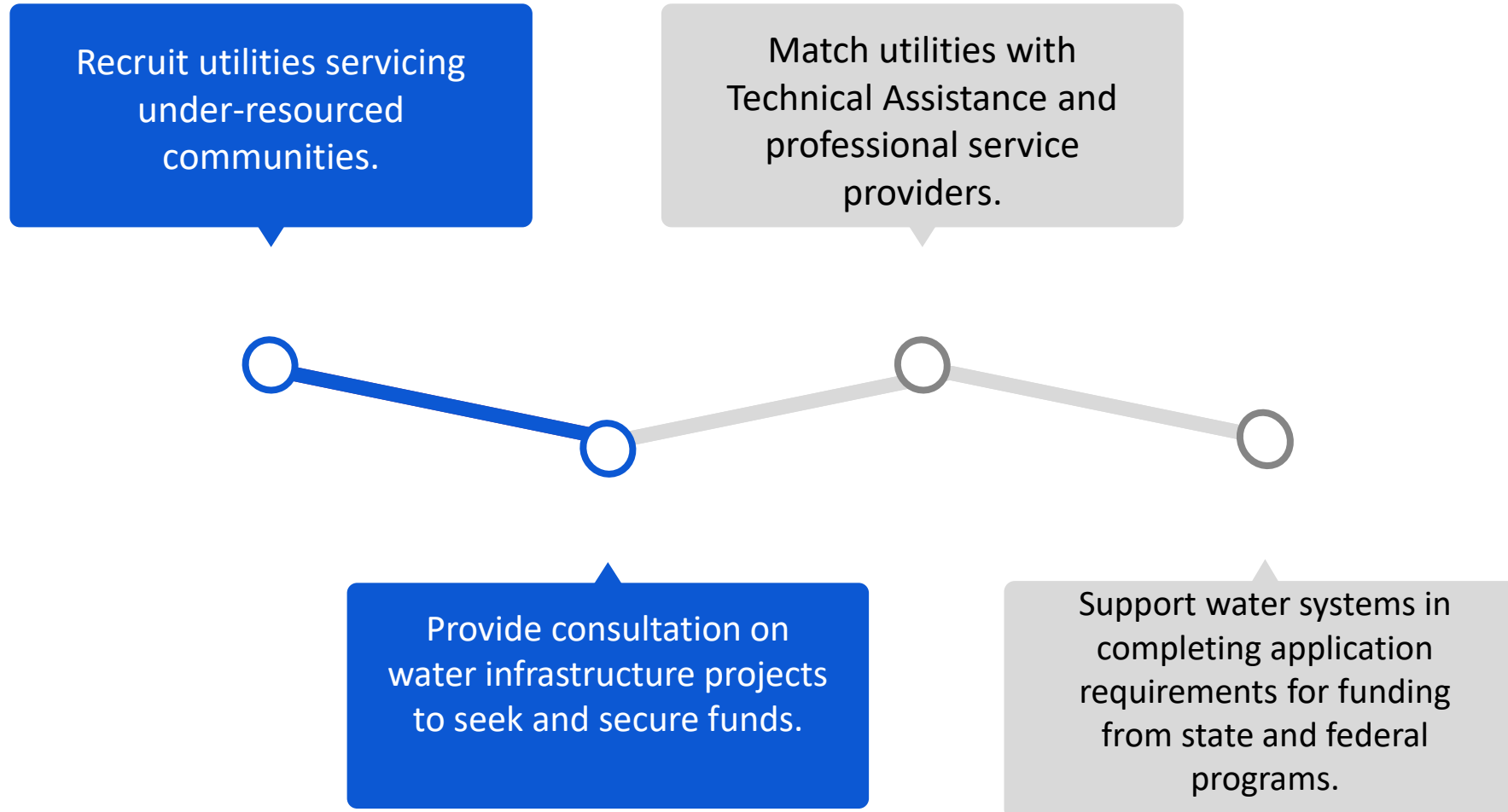
Finance better projects

Encourage states to provide more technical assistance

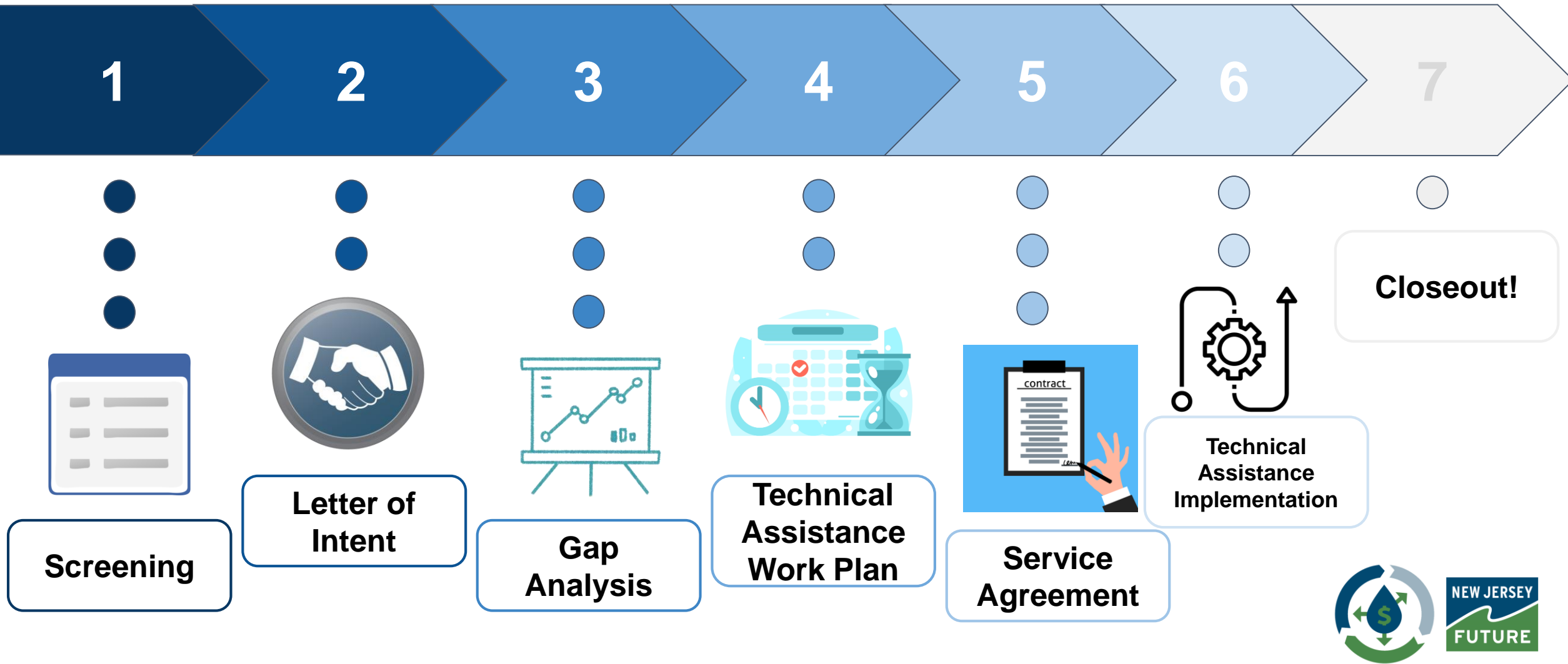




# ROLES FOR THE FUNDING NAVIGATOR



# PROJECT MANAGEMENT PROCESS





# Contact Our Funding Navigator Team!

**LEE CLARK, MABC**

PROGRAM MANAGER

lclark@njfuture.org

**BENJAMIN DZIOBEK**

COMMUNITY OUTREACH

SPECIALIST

bdziobek@njfuture.org



NEW JERSEY  
**FUNDING  
NAVIGATOR**

*A program of New Jersey Future*



**THANK YOU!**

## Department of Community Affairs Water and Sewer Shared Service Presentation

**Jacquelyn A. Suárez**  
**Acting Commissioner**







**Water and Sewer  
Local Assistance Bureau (LAB)  
Local Efficiency Achievement Program (LEAP)  
Presenters**

**Rick Richardella** - Local Assistance Bureau Chief  
**Laurie Ann Doyle** - Grant Administrator

**December 13, 2023**

# Shared Services

## Purpose of this Presentation

To provide an overview of shared services that promote efficiency and effectiveness for the welfare of all parties involved, while exercising fiscal restraint





# Objectives

- To propel local government units into the 21st century and assist them with shared service efforts, through the implementation of innovative best practices and fiscally responsible solutions in today's economy
- To support decision makers in defining and attaining agency goals
- To incentivize shared services through Local Efficiency Achievement Program (LEAP) Grants
- To help local government units understand that there is no "one right way" or "one size fits all" approach to achieving shared services



# Is it Time to Expand Shared Services?

- Due to the emerging economic uncertainty related to skyrocketing costs of trash removal, health care, the **COVID-19** pandemic, and increasing rates of inflation many New Jersey local governmental units are reaching a **“Tipping Point”**
- **Taxpayer concerns**
- Increasing budgetary pressure caused by escalating demand for essential services and other non-discretionary spending
- **Reduce existing redundant layers of administration and bureaucracy**
- Potential for efficiencies, and enhanced services while producing cost savings





# Regional - Shared Services

- **Regional and Shared Services can Make a Positive Difference in the Lives of Citizens Impacted Through Shared Services-Cost Saving to the New Jersey Taxpayers**
- **Centralized Programs will Provide Lower Costs**

# LOCAL EFFICIENCY ACHIEVEMENT PROGRAM (LEAP)

- **LEAP was established in Year 2019 to support Shared Services Program and goal of providing high quality government services at reduced taxpayer costs**
- **LEAP provides the opportunity to incentivize shared services implementation**
- **LEAP facilitates the exploration and establishment of shared services**
- **LEAP includes programs or projects authorized under the Uniform Shared Services and Consolidation Act (N.J.S.A. 40A:65-1 et seq.)**





# LEAP

## LEAP is Comprised of Three Primary Components:

- **Challenge Grants - up to \$150,000**
- **Implementation Grants - up to \$400,000 - Municipal Match is 25% or up to 10% if sufficient LEAP funds are available**
- **County Coordinator Fellowship Grants - up to \$75,000**

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TRAINING  
government  
CERTIFIED POSITIONS SUPPORT



# Challenge Grant

- **Purpose:** To promote innovation and collaboration and challenge local governments on partnership development that produces shared services of greater significance than is customary. Also includes feasibility studies
- **Eligibility:** New Jersey counties, municipalities, school districts, authorities and fire districts
- **Funding:** Up to \$150,000 dollars in available funding per county and a maximum of three (3) grant awards per county





# Implementation Grant

- Allocate funds to help cover costs associated with implementation of a shared service (five-year term) or consolidation, including one-time reimbursable costs which may include, but are not limited to the following:
  - ✓ **New technology costs incurred as part of equipping a program**
  - ✓ **Rebranding costs, equipment and vehicle outlays**
  - ✓ **Professional services, including engineering and architecture**
  - ✓ **Building facility construction and upgrades**
  - ✓ **Personnel transition costs, up to two years**
  - ✓ **Payroll system conversion costs and training**
- **Local government entity implementation support shall not exceed \$400,000 per project, which may account for up to a maximum of 75% of implementation expenses incurred or 90% if sufficient LEAP funds available**
- **Eligibility: New Jersey counties, municipalities, school districts, authorities and fire districts**



# County Coordinator Fellowship Grant

- **Purpose:** To identify and advance shared service opportunities within a county through the hiring of a new full-time or part-time employee or designating an existing employee (in good standing) at the county to act as a Shared Services Coordinator Fellow
- **Eligibility:** New Jersey Counties
- **Funding:** Up to \$75,000 dollars in available funding to offset direct salary costs





## Successful County Shared Services Funded by LEAP

- **Union County / Berkeley Heights Borough - Regional Dispatch Center including a \$4.1 million state of the art county communications and computer aided emergency dispatch center**
- **Sussex County / Morris County - Inmate correctional facility and transportation vehicles with a cost savings of \$1.8 million**
- **Atlantic County / 11 municipalities - Centralized regional court program with an estimated cost savings of \$600,000**
- **Essex County / Union County - Correctional facility with an estimated cost savings of more than \$103 million over a 5-year period**
- **Monmouth County / 17 municipalities - Community Rating System (CRS) floodplain management software pilot program. Standardized CRS management tool, to effectuate efficiencies, including software procurement, installation, training, updates and peer-to-peer mentoring**
- **Cumberland County Improvement Authority / Cumberland County College - Facilities' shared project management services, including custodial services, maintenance and repairs, landscaping and irrigation, capital project oversight and implementation, general office support, and budget and procurement services with an estimated savings \$624,984**





## Successful Municipal/Authority Shared Services Funded by LEAP

- **Metuchen Borough / Edison Township - Joint Sewerage Pump Station Replacement - cost savings \$2,000,924**
- **Atlantic County Utilities Authority (ACUA) / Cumberland County Improvement Authority (CCIA) - Waste Collection Services \$260,581 and a second-year cost savings of \$259,641**
- **Mount Olive Township / Chester Borough - Shared Sanitation Services - improved operational effectiveness and reduced maintenance costs**
- **Manasquan River Regional Sewerage Authority / Holmdel Township - Wastewater Collection and Conveyance System**



## Examples Water-Sewer Municipal/Authority Shared Services On File

- **Hamilton Township / Township of Robbinsville - Wastewater Treatment Services - Cost Savings \$2,400,000**
- **Wall Township / Spring Lake Heights Borough - Water Sewer Operator - Cost Savings \$284,292**
- **Freehold Township / Township of Howell - Licensed Operational Services for Howell Water-Sewer Utilities - Cost Savings \$24,450**
- **Marlboro Township / Old Bridge Township - Water Company Rate Petition Professional Services - Cost Savings \$15,000**
- **Borough of Wood-Ridge / Borough of Teterboro - Sewer Jet Machine - Cost Savings \$5,000**
- **Freehold Township / Colts Neck High School - Licensed Water Treatment Plant Operations - Cost Savings \$17,250**

# LEAP Grant Award Examples 2023 / 2024

## Grantee

## Project and Award

- |                            |  |
|----------------------------|--|
| 1. Garfield City           | 1. City of Garfield Joins Bergen County 911 Dispatch - \$400,000         |
| 2. Woodbury City           | 2. City of Woodbury and Woodbury Heights Police Dissolution - \$500,000  |
| 3. Atlantic City           | 3. Sharing a Pothole Machine with 4 Municipalities - \$400,000           |
| 4. Milltown Borough        | 4. Shared Street Sweeping Services with Jamesburg Borough - \$225,000    |
| 5. Toms River Township     | 5. Shared Service with Island Heights Solid Waste Collection - \$171,000 |
| 6. Seaside Heights Borough | 6. Shared Street Sweeping Machine with Seaside Park - \$243,750          |
| 7. Atlantic County         | 7. Purchase of a Portable Traffic Light with 6 Municipalities - \$45,000 |
| 8. Jamesburg Borough       | 8. Police and Dispatch Services with Helmetta Borough - \$363,327        |
| 9. North Plainfield City   | 9. Shared Ladder Truck with Watchung Borough - \$400,000                 |
| 10. Point Pleasant Borough | 10. Shared Street Sweeper with Bay Head Borough - \$220,713              |

BEST PRACTICES

ADMINISTRATION

streamlining



RISK MANAGEMENT  
STAFF TRAINING

government queries

CERTIFIED POSITIONS SUPPORT



# ACQUIRED THROUGH 2023 LEAP SHARED SERVICE GRANT





# Local Assistance Bureau (LAB)

## How We Can Help:

- LAB Technical Advisors have accumulated experience, knowledge, skill sets and insights to bring a fresh, enthusiastic, progressive and professional outlook to the field of municipal services, including courts, fire and EMS, and DPW
- Examples of past Police/Fire/EMS and DPW related technical assistance efforts and LEAP Grant awards and how they have helped move communities forward through shared services or local government consolidation
- Our Goals:
  - ✓ Improved quality and efficiency of administrative, operational and support services
  - ✓ Improved cost effectiveness of services
  - ✓ Improved delivery of emergency medical services
  - ✓ Preparation of an up-to-date feasibility analysis
  - ✓ Explore grant funding and opportunities for implementation
  - ✓ Explore effectiveness of third-party emergency ambulance billing

# LAB Shared Services Statistics

## Shared Service Agreements

Year 2018 - 527

Year 2019 - 917

Year 2020 - 431

Year 2021 - 469

Year 2022 - 491

YTD 2023 - 306

**Total Combined Agreements  
3,141**

## Total Cost Savings

Year 2018 - \$3,715,784

Year 2019 - \$2,168,272

Year 2020 - \$23,945,153

Year 2021 - \$130,737,756

Year 2022 - \$60,118,964

YTD 2023 - \$27,436,958

**Total Combined Cost Savings  
\$248,122,887**

## LEAP Grant Awards

Year 2020 - 18 Grant Awards \$1,447,850

Year 2021 - 33 Grant Awards \$4,106,015

Year 2022 - 20 Grant Awards \$2,478,746

Year 2023 - 24 Grant Awards \$4,681,619

YTD 2024 - 6 Grant Awards \$1,939,750

**Total Combined Grant Awards  
\$14,653,981**





# Additional Information

## Local Assistance Bureau (LAB)

- LAB Website: <https://nj.gov/dca/dlgs/programs/lab.shtml>
- LAB Website Includes Areas of Assistance, Accumulated Staff Expertise, Assistance Process
- LAB Questions and Assistance Phone # 609-913-4406 and Email: [localassistance@dca.nj.gov](mailto:localassistance@dca.nj.gov)

## Local Efficiency Achievement Program (LEAP)

- LEAP Website: [https://www.nj.gov/dca/dlgs/programs/Leap\\_grants.shtml](https://www.nj.gov/dca/dlgs/programs/Leap_grants.shtml)
- LEAP Website includes Challenge, Implementation and Fellowship Program Guidelines and Applications
- LEAP Applications are Ranked by Scope of Impact, Breadth of Collaboration, Efficiencies Generated
- LEAP Applications are Due: [April 15, 2024](#)
- LEAP Questions and Application Submission Email: [dlgs.leapgrant@dca.nj.gov](mailto:dlgs.leapgrant@dca.nj.gov)



# THANK YOU!



**New Jersey Department of Community Affairs  
Division of Local Government Services**

