

MONTCLAIR, NEW JERSEY

July 26, 2016

The Council of the Township of Montclair, in the County of Essex, met in the First Floor Council Chamber in the Municipal Building, 205 Claremont Avenue, for a Regular meeting at 7:00 P.M.

STATEMENT OF SUNSHINE NOTICE  
ROLL CALL  
PLEDGE OF ALLEGIANCE

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Mayor Jackson called for a moment of silence to honor the recent victims of violence both here and abroad.

Present: Councilors Baskerville, Deputy Mayor Hurlock, Russo, Schlager, Spiller and Mayor Jackson  
Absent: Councilor McMahon

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On motion made by Mayor Jackson and duly seconded, the minutes of July 12, 2016 were approved by unanimous vote of the members present.

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On motion made by Mayor Jackson and duly seconded the following Proclamation was adopted by unanimous vote of the members present.

**PROCLAMATION  
Celebrating 10<sup>th</sup> Anniversary  
of  
Mayor's Wellness Campaign**

WHEREAS, the Mayors Wellness Campaign was created 10 years ago in collaboration with the New Jersey Health Care Quality Institute and the New Jersey League of Municipalities; and

WHEREAS, the initial theme of "Putting Our Community in Motion" has inspired Mayors, individuals, and entire communities to start to exercise and move in the direction of better health; and

WHEREAS, today there are over 370 New Jersey mayors and communities dedicated to improving the health of their residents; and

WHEREAS, 21 towns in New Jersey over the last 10 years have been awarded the Healthy Town designation for their commitment to health promotion and programming; now therefore

BE IT RESOLVED that the that the Mayor and Council of the Township of Montclair wish to join the residents of Montclair to celebrate the 10<sup>th</sup> anniversary of the Mayors Wellness Campaign and congratulate the New Jersey Health Care Quality Institute, the Mayors, and the residents of the participating New Jersey towns for promoting healthy lifestyle changes over the last 10 years with the Mayors Wellness Campaign.

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PUBLIC COMMENT

Frank Rubacky, 398 Upper Mountain Avenue commented on the draft parking plan for the Township; specifically that all surplus parking within the Township will be used for public parking. He suggested that the language be more clear. He also recommended that the plan highlight each deck rather than address decks collectively. Mr. Rubacky further suggested that the Traffic study does not seem to correlate with the residential rate of parking outlined in the report.

Trente Miller and Claire Kennedy Wilkins, 151 Montclair Avenue, expressed their opposition to the proposed Fullbright French-immersion Charter School. They asked the Council to reaffirm their opposition to the school and work actively to defeat this proposal.

Victoria Ostrer, 5 Roosevelt, presented the following concerns regarding the Seymour Street Redevelopment Plan.

1. L836, B12 is part of Roosevelt property and should not be considered in this plan.
2. Increase in parking congestion.
3. Ingress and egress may create bottlenecks.
4. Designated "arts and entertainment" center.
5. Three parking areas will be "given up" to the developer.

6. Concessions to permit holders during the construction phase should be considered.

William Scott, 23 Cedar Avenue, member of the Housing Commission, stated that the Seymour Street Redevelopment Plan needs to adopt a larger affordable housing component.

He also believes resident's input regarding the HUMC Mountainside Redevelopment Plan was never given any consideration. He urged that all redevelopment plans utilize the opportunity to create affordable housing.

Carmel Loughman, 26 Walnut Street, expressed concern regarding the impact of construction vehicles in the Walnut Street/Walnut Crescent areas. Residents have presented their concerns to the Traffic/Parking Advisory Committee; however the Council will ask Township Engineer, Kimberli Craft to propose options for Council consideration.

Beth Calamia Scheckel, 29 S. Willow Street, highlighted several concerns regarding the Seymour Street Redevelopment Plan:

- Inadequate public notice of all Planning Board Meetings where project was to be discussed.
- Traffic studies used in developer's plans are "sham" studies.
- A very small percentage of space will be dedicated to "arts and entertainment".
- Additional parking decks for the project (especially those utilizing Township owned property) would create traffic and congestion problems.

In conclusion she stated that most residents in the area are opposed to the Seymour Street redevelopment plan.

Karen Cardell, 33 George Street, expressed disappointment with the process adopting the HUMC redevelopment plan. She conveyed the sentiments of fellow neighbors who feel they were not allowed to voice their opinions at meetings where the plan was discussed.

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PRESENTATION: Township of Montclair Parking Management Plan.

Thomas Brown, Principal, Nelson Nygaard Consulting Associates  
Adam Gibson

This Parking Management Plan (PMP) represents the final set of recommended parking management strategies, as developed during a comprehensive, township parking study, which was completed over the course of one year and completed in June 2016.

## REPORT ORGANIZATION



The Parking Management Plan (PMP) is organized into the following five focus areas.

- Commercial Parking Management – Managing supply/demand conditions to maintain viable, multimodal options for accessing Montclair’s commercial centers
- Station Parking Management – Managing supply/demand conditions at Montclair’s six NJ Transit rail stations to maintain viable, multimodal options for accessing Montclair’s transit resources
- Residential Curbside Management – Managing supply and utilization conditions along neighborhood streets, to maintain an optimal balance between prioritizing residential access and maintaining a public parking resource
- Supply/Capacity Expansion – Creating new public/shared parking supplies, and expanding the capacities of existing public/shared parking supplies, particularly in the context of accommodating desired forms and levels of land use development
- Mobility-Improvement/Demand-Reduction – Improving mobility options independent of driving is the most effective and sustainable means of reducing parking demand, and reducing parking demand is likewise one of the most effective means of improving non-driving mobility conditions. The PMP, therefore concludes with options for broadly enhancing this synergistic relationship across the township.
- Montclair Parking Utility – Exploring organizational and operational improvement opportunities.

The strategies outlined in each section are organized into Transformative Change and Supportive strategies, as defined below, to reflect their respective role, level of priority, and potential impact.

- Transformative-Change Strategies – These strategies offer potential to significantly alter the overall approach to parking management and the parking experience in Montclair. As such, they offer the best chance of noticeable, substantial improvement in addressing current challenges and opportunities.
- Supportive Strategies – These strategies are largely designed to expand upon and complement the Transformative-Change strategies, often by specifying the details of how those strategies should be applied.

## Management Organization & Operations Strategies

### PRIMARY OBJECTIVE:

Apply management organization and operations strategies to optimize the Township’s parking and access management.

Enhancing the current parking management system in the Montclair Township is a critical element for improving the overall downtown experience. Well-managed, customer-oriented parking facilities and management policies encourage visitors to shop, work, and explore local cultural and entertainment options by improving access to downtown attractions, reducing traffic congestion, and clearly informing users about regulations and fee structures associated with available parking. Ultimately, expanding the scope of parking program to incorporate a range of access management and transportation demand management strategies is recommended. The creation of such a system will support commerce; promote the City’s transportation, sustainability, and traffic mitigation goals; and advance the broader objectives of economic development and downtown vitality.

Parking program reorganization initiatives are often initiated to support larger community-wide strategic plans, transportation plans or downtown master planning projects. Parking reorganization and management plans can also support retail enhancement strategies. Regardless of the catalyst, parking initiatives often share a set of core goals and priorities that emphasize the need to address the concerns of multiple constituencies, support the development of a vibrant community, and provide safe, user-friendly parking facilities that balance the public need with private interests. All of this must be accomplished in consideration of funding mechanisms and strategies that continue to benefit the community in the long-term.

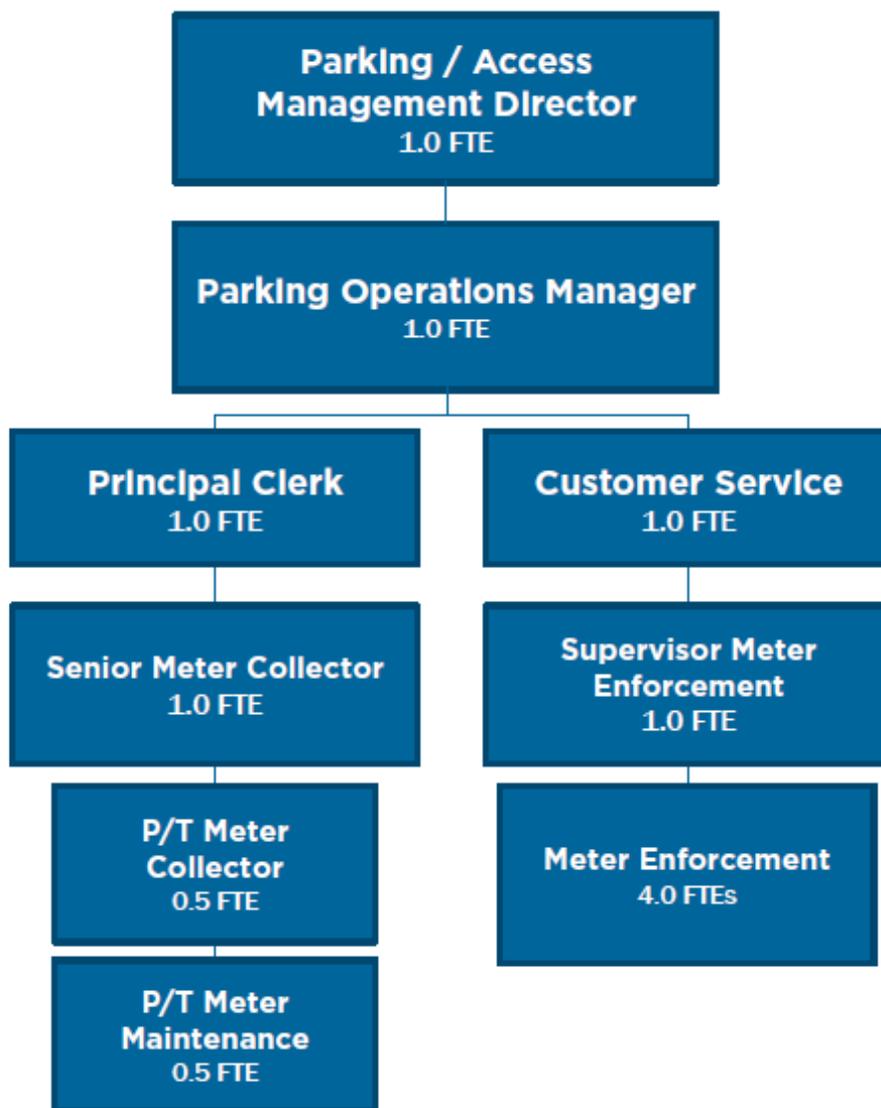
The recommendations in this section include both Organizational Strategies – transformative changes to the structure of the MPU that will have long-term impact on the effective implementation of the overall PMP – and Operational Strategies – changes to the “day to day” operations of the MPU parking system that will bring improvement to the current and future functions of the MPU.

## ORGANIZATIONAL STRATEGIES

### Organizational Structure

Parking management best practices from a program organizational perspective, center on the concept of a “vertical integration” of parking functions. This is in contrast to the typical “horizontally fragmented” organizational structures that tend to evolve naturally in many municipal parking organizations across the U.S. The chart below identifies a recommended reorganization of the MPU.

Figure 15 Proposed MPU Organizational Structure



#### Create a Program Director Position

Today, the MPU does not have a Director. The Montclair Parking Authority (MPA) had a position of Executive Director. This position was the Chief Executive Officer (CEO) and Chief Operating Officer (COO) of the MPA. The Executive Director reported to the Board of Commissioners of the MPA. There was also an administrative assistant to support the executive director. The Operations Manager also had two direct reports; two maintenance workers.

The Program Director is a critical position, especially one that is the size of Montclair. The Township should formalize the Director level position by creating a position description for a Parking Director, post the job and let the application process take a normal course. To reflect the recommended program scope expansion it is recommended that the new Director position title be changed to Parking/Access Management Program Director. This will benefit the Township and this organization to establish a formal head with the proper authority and responsibility for a parking management system of this size.

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Provides leadership, oversight and management of the town's parking utility functions, including maintenance of pay stations, parking meters, parking permits, parking lots, and parking enforcement operations and revenue.
  - Prepares RFPs and participates in the selection of contractor(s) for the maintenance of the parking facilities. Determines the service level for the maintenance of parking facilities and pay stations.
  - Responds to public inquiries, suggestions or complaints in a prompt, professional manner.
  - Maintains confidentiality of all proprietary department information and personnel matters including medical information.
  - Coordinates with the Police Department on various parking related enforcement issues.
  - Coordinates with the Police Department on parking traffic control during Montclair special events.
  - Conducts daily inspection of parking facilities.
  - Provides an analysis of parking ticket revenues, parking meter revenues, summary report of credit card transactions, hours of operations, demand, etc.
  - Provides recommendations to the Parking Utility Board for changes to fee structure and operation.
  - Program pay stations accordingly for fees, rates, time of day, holidays, special events.
  - Recommends improvements to the operations to provide cost effective and efficient utilization and customer service.
  - Maintains records of all maintenance and repairs on parking facilities and equipment.
  - Recommends improvements related to public safety in the parking facilities.
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- Collects and deposits monies, cash sales and billing payments. Maintains related accounting records.
  - Provides recommendations to Parking Utility for the annual operating and capital improvement budgets for the Parking Utility.
  - Enforces cost control measures, eliminates redundant systems and establishes and implements cost control measures to ensure compliance with budgetary limitations.
  - Develops, communicates and monitors policies, procedures and standards for the Parking Utility.

This list is expanded upon in Appendix \_\_\_ - a white paper entitled "The 20 Characteristics of Effective Parking Programs". This document could serve as a road map for program development going forward.

#### Create and Operations Manager Position

There is no longer a Manager of Operations position as there was under the parking authority. The functions of striping, cleaning, and meter installation are currently provided for by the Department of Public Works (DPW). There is one (1) full-time equivalent (FTE) to service the 32 surface lots.

To make the parking function more "vertically integrated", the function currently being provided by DPW staff should be transferred to the Parking Utility and made the responsibility of a reinstated parking operations manager position reporting directly to the Parking/Access Management Director position. A specific task list and position description for this new position should be created with the intent to free up some of the Director's time to enable that position to be focused on program development and with a more of an "out-ward focusing role". The Operations Manager position should be more internally and operations focused. It is recommended that this position should also fill the function of a "special projects coordinator".

#### Staffing Cost Implications

The table below compares the current program’s staffing/salaries to the recommended program.

Figure 16 Current and Proposed Staffing –

Current Organization	Recommended Organization
\$67,368 Project Administrator	\$80,000 Parking/Access Management Director
\$40,974 Senior Meter Collector	\$65,000 Operations Manager
\$34,799 Principal Clerk	\$40,974 Part-Time Meter Collector
\$42,534 Supervisor Meter Enforcement	\$24,584 Part-Time Meter Maintenance
\$32,506 Meter Enforcement Officer	\$34,799 Principal Clerk
\$37,422 Meter Enforcement Officer	\$34,799 Customer Service
\$36,526 Meter Enforcement Officer	\$42,534 Supervisor Meter Enforcement
\$37,068 Meter Enforcement Officer	\$32,506 Meter Enforcement
	\$37,422 Meter Enforcement Officer
	\$36,526 Meter Enforcement Officer
	\$37,068 Meter Enforcement Officer
\$329,217 Total Salaries	\$466,212 Total Salaries
<b>Difference:</b>	<b>136,995</b> - Upgrade of Project Administrator to Parking/Access Management Director - Addition of Parking Operations Manager - Addition of Two P/T Personnel

## Mission and Scope Expansion

### Mobility & TDM

Trends in the industry reflect a movement to expand the scope of traditional parking programs to embrace a broader “access management” paradigm. While parking remains an important element of the overall program, it should not be the only program focus. Managing both the supply and demand sides of the “access equation” is a central theme of an “access management” program. Thus, creating or supporting programs to increase the range of access options becomes an important element of the new program model which emphasizes a number of ‘mobility management’ alternatives to single occupant vehicle use. This typically includes promoting a range of transportation demand management (TDM) programs, supporting “active transportation” modes (bike/peds) as well as promoting good urban design, walkability, transit oriented development, shared parking, etc.

The MPU should establish a dedicated enterprise fund with all parking-related revenue streams defined as contributing revenue sources. In many communities parking revenues are allocated to the City’s general fund and getting these funds reallocated can be a difficult proposition. An alternative to this can be to consider the City owned parking assets as if they were private and “taxable”. The amount of tax that would be generated under this scenario becomes the defined contribution that parking makes to the general fund. This still allows for some contribution to the general fund, but at a defined level. The bulk of the parking funds are used to cover operating expenses and creating reserves for maintenance, future capital projects and enhanced community access or economic development initiatives.

### Mission & Vision Statement

Truly effective parking systems have a clear vision and well-defined mission. The development or periodic reassessment of the parking system’s vision/mission statements should be undertaken as an open and inclusive process involving a wide range of stakeholders. Typically, it is recommended that the following groups be included in the public input process.

- City Planning
- TPAC
- District Business Associations

The development of a parking system’s vision and mission statements should have one overarching goal—to see that the parking system’s purpose and direction are tied to and supportive of the larger strategic development plan. There are a variety of ways that parking can support the health, vitality, and sustainability of a downtown or business district.

Having a professionally managed parking program that presents clean, safe, attractive, and well-maintained facilities is perhaps the most visible dimension. Other attributes include providing an adequate supply of parking and the appropriate allocation and management of those resources to best support the various businesses that depend on them for success. Successfully meeting these goals promotes downtown business retention and attraction.

The parking system administrator should play a key role in providing educational support to community leaders about the importance of parking and the role(s) parking can play (and cannot play) in meeting community objectives. Staying abreast of the latest technological developments related to parking systems can broaden the options available to improve parking system management effectiveness and efficiency.

Examples of municipal parking program mission/vision statements for your consideration:

- **Missoula, MT**—Welcome to Missoula's Downtown! Our Mission: The Missoula Parking Commission (MPC) plays an important role in making Missoula's downtown a great experience. Our mission is to work with government, businesses, and citizens to provide and manage parking and parking alternatives. MPC identifies and responds to the ever changing parking needs in the area for which it is responsible.
- **Boulder, CO**—Our Mission: We manage the parking garages, on-street systems and enforcement for Boulder's three major commercial areas: Downtown Boulder, University Hill and, when completed, Boulder Junction. We also manage the 10 Neighborhood Permit programs throughout Boulder. Our Mission is to provide quality program, parking, enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management and effective problem solving.
- **Mammoth Lakes, CA**—Vision Statement: The Mammoth Lakes Parking Management Organization will strive to develop a superior, customer-oriented parking system, responding to the current and future needs of parkers, including visitors, employees, employers and property owners through active planning, management, coordination and communications. The Parking Management Organization shall be considered an integral component of the community's economic development strategies and programs.

#### Philosophy & Guiding Principles

A succinct statement or statements reflecting your philosophical approach to parking can provide valuable tools for communicating to patrons, stakeholders, and staff. What are guiding principles? Any principles or precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management.

Some examples of parking philosophies are noted below along with a brief commentary.

#### 1. Parking Isn't About Cars . . . It's About People

This statement reflects an understanding that parking is not simply the act of temporarily storing cars, but it is in fact more about addressing needs when transitioning from the vehicular to the pedestrian experience. Under this philosophy, issues such as facility cleanliness, safety, lighting, wayfinding, and customer service move to the forefront. Functional design elements that directly impact user comfort, such as stall widths, turn radii, walking distances, etc., also take on special importance.

#### 2. People Don't Come Downtown to Park

This concept reinforces the reality that parking, while an important support function and critical infrastructure element, is not the reason people visit your downtown. For the downtown to be successful, there must be good restaurants, interesting retail, and other special attractions.

The fundamental principle behind this philosophy is three-fold:

1. The role of parking is to support other downtown activities.
2. Eliminate parking as a reason not to come downtown
3. Recognize what parking is not (i.e., an attraction).

#### 3. Parking Should Be a Positive Experience

For years, a parking consulting firm had a slogan: "Parking should be a non-event." This notion has undergone a qualitative evolution to make parking not just a non-event, but actually a positive experience. In their book *The Experience Economy*, Joseph Pine and James Gilmore address the concept that, especially in America, what customers are actually purchasing are positive experiences. One expression of this transition can be seen in the healthcare arena. Have you noticed that the lobbies of newer health care facilities have taken on the feel of grand hotel lobbies? Many parking management systems are providing more extensive customer service training for all levels of staff members.

#### 4. Parking is the First and Last Experience

Building on the concept above is an appreciation of the fact that most of our customers' first and last impressions of any venue really begins and ends with their parking experience. You might enjoy the best meal followed by a fabulous evening of entertainment while downtown, but if you have to circle to find a parking space or are accosted when walking from your car to your destination, your whole experience will be tainted.

### **5. Parking Should Be Friendly, Not Free**

There is no such thing as free parking. One of the ongoing challenges that downtowns face when it comes to parking is cost. Because of land values, densities, and walking distance issues, parking structures are here to stay in the downtown environment and with them comes the need to charge for parking in one form or fashion. The perception that parking at the mall is "free" doesn't help (even though it is not true). Even if you promote free parking as a marketing concept, someone is paying for that parking. Whether it's through increased taxes or an increased cost of goods/services, the cost of providing parking is still there. This philosophy recognizes that reality and instead focuses on providing a friendly, well-managed parking experience.

### **6. Parking is a Component of the Larger Transportation System**

It is surprising how often parking gets divorced in people's minds from being a component of the larger transportation system. Because of its cost, structured parking is often the reason that development projects "don't pencil," to use developer lingo. By considering parking in the larger context of a broad range of transit and transportation alternatives, demand management strategies (including shared parking policies) can be developed to help reduce the amount of parking required, especially in urban areas where good bus transit, light rail, taxi service, and in-town residential developments can be found. As Montclair Township continues to grow, the MPU should continue to develop programs that integrate complementary parking and transportation strategies as this is a hallmark of this philosophy.

### **Recommended Guiding Principles**

The following are a recommended set of parking program guiding principle categories followed by actual guiding principle statements. These Guiding Principles will serve as a foundation for near and long-term decision-making and implementation of parking management strategies in the Montclair Township. These strategies are intended to support the on-going economic development and vitality of Montclair.

**This is a process not a one-time task.**

#### Guiding Principle # 1

**The parking management program will be organized to be "vertically integrated" with responsibility for:**

- Managing on-street parking
- Coordination of off-street parking
- Parking enforcement
- Parking planning and development
- Parking demand management

Consolidating the various parking functions under a single parking management organization will establish a consolidated system that is action-oriented, responsive, and accountable with improved coordination and operating efficiencies. Recruiting a strong leader is a key element for success. The organization leader must have strong vision and communications skills, specialized parking and planning expertise, and be capable of educating other community leaders, stakeholders and private sector partners on the importance and relevance of a strong parking management organization. Strong general management and financial program development skills are also required.

#### Guiding Principle #2

**Parking will support the downtown as a desirable destination for businesses, shopping, dining, and recreation by making parking a positive element of the overall downtown experience.**

The parking management organization will strive to develop and coordinate private and publically owned parking facilities that are clean, convenient, safe, and secure for both the general public and their staff. Parking enforcement program staff will present a friendly and professional appearance and receive on-going customer service and downtown ambassador training. The parking program will be responsive to community needs, open to fresh ideas and be actively engaged in community planning and events. Management of the parking system will ultimately be enhanced through investments in new technology and a strong focus on customer friendly parking policies.

#### Guiding Principle # 3

**The parking system will be guided by community and economic development goals and adopted policy directives that are the result of collaborative processes between parking management organization staff, other agencies and involved stakeholders.**

The parking management organization will use its resources to promote mixed-use and shared-use parking strategies as well as promoting alternative transportation modes through the creation of

incentives, partnerships and programs to attract private investment; this will include reviewing and updating existing city parking requirements, as appropriate.

Guiding Principle # 4

**The Parking Management Organization will support the Downtown Main Street Plan to promote a “Park Once” concept and a balance of travel modes, including bus, vehicular, bicycle and pedestrian, to meet community-wide access goals.**

The parking management plan will promote a “park once” strategy that uses parking supply efficiently and emphasizes “linkages” to other forms of transportation. “Green” strategies that can result in more efficient use of parking facilities and provide other benefits, including reduced congestion, improved transportation choices, more efficient land use, and improved streetscape aesthetics will be explored and supported.

Guiding Principle # 5

**The Parking Management Organization will be an early adopter of technology solutions to enhance customer service and enhance parking program efficiency and effectiveness.**

A key goal is to make parking less of an impediment to visiting Mammoth Lakes and more of an amenity. Technology will be leveraged to streamline and simplify access to parking and will be a key parking management strategy. Another key technology related goal is to enhance the efficiency and effectiveness of parking management staff and programs.

Guiding Principle # 6

**Parking management programs and facilities will be developed to function as a positive, marketable asset for downtown.**

One major goal of the parking management organization is to create a well-branded and marketable program that will create for the visitor an easy to understand and easy to access parking program. This will be accomplished through the use of program branding and marketing, an integrated signage plan, validation programs, a web-based information clearing house and special event parking programs.

Another important role that the parking management organization will play is that of “community educator” on parking. Parking management strategies and programs will be cross-marketed to promote downtown as a unique and visitor-friendly regional destination. The parking management organization will develop an effective branding and marketing program. Parking availability shall be well publicized to enhance the perception of parking as a positive element of the downtown experience. Reinvestment of parking resources back into the downtown will be encouraged and promoted.

In addition to web-based information, the parking management organization will develop a variety of educational materials and workshops to promote parking management programs. The parking management organization will work closely with the TBID, community economic development and other downtown agencies/stakeholders to promote, educate and market parking programs in downtown Mammoth Lakes.

Guiding Principle # 7

**Responsiveness to the Needs of a Diverse Customer/Citizen Base**

The parking management organization should aim high and strive to achieve a “best-in-class” parking program. All aspects of the Mammoth Lakes parking program should reflect an understanding of what the customer desires in terms of a positive and memorable experience.

Special programs to address retail enhancement initiatives, shared-use parking, employee parking, special/large events parking, etc. will be developed. These programs will be developed in a collaborative manner and designed to support larger community goals and objectives. A range of program options should be developed to address the unique needs of different seasons as well as special programs for permanent residents as contrasted to tourism based parking programs.

Guiding Principle # 8

**Parking Information Clearinghouse & Coordination of On-Street, Off-Street, and Special Event Programs**

The Parking Management Organization shall take a lead role in parking program coordination. From a planning and information clearinghouse perspective, the parking organization will be a unifying and centralized resource that will coordinate and distribute information related to parking supply, availability, planning, and special programs, event activities and other resources such as the TBID.

This will be done through physical signage, branding and marketing, a robust planning function and a strong web-based information program.

Guiding Principle # 9

**The Parking Management Organization shall have an active and comprehensive planning function.**

The Parking Management Organization will be included in all City and regional strategic and transportation planning efforts. The Parking Management Organization will work with City staff to review and evaluate parking zoning requirements, the development of parking design standards that promote good urban design principles related to parking structures and mixed-use projects, and the creation of parking standards for transit oriented development.

Effective parking planning will mean an improved understanding of parking supply/demand, and the development of parking infrastructure that will enhance and better support the community strategic goals and urban design objectives.

Guiding Principle # 10

**Clean, Safe, Attractive and Well-Maintained Facilities**

Emphasis will be placed on enhancing parking facility appearance, maintenance, safety and security, regardless of facility ownership. The Parking Management Organization will promote standards to encourage comprehensive and pro-active facility maintenance and security plans.

Facility maintenance reserves and other maintenance best practices will be encouraged in Town owned facilities. Publicly available parking facilities marketed through the Parking Management Organization will agree to a community developed set of parking facility standards. Participating facilities will be routinely monitored.

Some parking facilities incorporate public art and creative level identification and theming to enhance the parking experience for their patrons and make large parking facilities more navigable. Continued development of these initiatives will be supported.

Guiding Principle # 11

**The Parking Management Organization will be a forward thinking, “best in class” parking program.**

The Parking Management Organization should anticipate future patron needs in the context of the Main Street plan and other planning initiatives and seek to integrate supportive parking and multi-modal access strategies as appropriate.

Evaluation of other parking management best practices and new technologies should occur on an on-going basis.

Effective facility maintenance, infrastructure reinvestment and other system management fundamentals will be routinely addressed.

Guiding Principle # 12

**The parking system will work toward a goal of being financially self-supporting and accountable to stakeholders.**

Parking management will work toward developing a parking system that is self-supporting and sets aside funds for maintenance reserves and future capital asset funding.

By aligning approved parking revenue streams from on-street, off-street, enforcement, (and potentially special assessment fees and fee-in-lieu programs), it is possible to develop a parking system that self-funds all operating and maintenance expenses, facility maintenance reserves, planning studies and future capital program allocations.

A consolidated parking revenue and expense statement should be developed to document all parking related income streams and expenditures to give a true accounting of parking finances.

Parking management strategies and programs should provide an integrated, action-oriented and accountable system that supports, facilitates and contributes to creating an ideal downtown.

## OPERATIONAL RECOMMENDATIONS

Give the MPU Final Policy and Parking Regulation Approval

Public safety concerns, as determined by the Montclair Police Department, can and will change parking and traffic rules at any time. Having Public safety weigh in on these issues is appropriate and valuable. However, the Parking Rules should be decided and determined by the MPU. Safety issues should be a function of Public Safety, but should be coordinated with the MPU before implemented.

#### On-Street Regulations

The existing listing of on-street regulations and limitations are too extensive. These cause confusion for the patron, the operational and enforcement teams. A more consistent framework with fewer distinctions is recommended.

#### MPU Vehicles

Currently, the MPU has three (3) Natural Gas Vehicles that are near the end of their useful economic life and are breaking down more frequently and incurring very high maintenance costs. In addition, the MPU has two (2) trucks. These Natural Gas Vehicles are nearing the end of their economic and useful life. As a result maintenance costs are very high and while vehicles are being repaired, there are operational impacts that restrict the amount of work that can be done by enforcement and meter teams.

A procurement effort should be mounted to replace these vehicles.

#### Staff Training and Creating “Friendlier On-Street Personality”

The municipal parking program in San Antonio, TX recently began putting all their front line parking staff through a training program to get them certified as “certified tourism ambassadors”. This follows an industry trend to shift parking enforcement staff from being strictly enforcement oriented to adopting more of a “downtown ambassador” role. The “certified tourism ambassador” training and designation takes this concept to a new level.

Whether or not Montclair chooses to go to this level, adopting this shift to creating a “friendlier on-street personality” is highly recommended. If the Township is interested in the certified tourism ambassador concept, more information can be found at: <https://www.ctanetwork.com/>.

#### Facility Operations Manuals

It was noted that formal operations manuals for Township parking facilities do not exist. This type of standard operating procedures documentation is considered a basic best practice. We have provided a sample facility operations manual as an appendix to this memo. We recommend that the MPU use this sample manual as a template for the development of a Montclair specific facility operations manual.

#### Wayfinding and Brand Identity

A wayfinding audit should be conducted to document current signage, identify outdated or unneeded signage and identify new signage needs. The creation of a new parking program brand along with corresponding and consistent signage would be major step forward in enhancing the image of the parking Utility and make parking a more positive and user friendly experience.

#### Enforcement

On average the MPU enforcement team writes about 3,000 tickets a month, at an average of \$30 per ticket, creating \$90K of citation revenue per month. The police department team writes about 2,000 tickets per month for an average of \$30 per ticket, creating \$60K of citation revenue per month. The fact that the Parking Enforcement Officers (PEO's) are writing about 60% of the tickets and police are writing about 40%, it is recommended that a metric be used to measure the amount of tickets per PEO be put in place.

In addition, the citations should be analyzed by category so that the MPU can establish a baseline. It would seem that a ratio of 70% by PEO team vs. 30% by police is more appropriate. The metric will also establish benchmarks to ensure consistency, accountability, and a more productive operation.

#### Enforcement Officer Handbook

It was noted that currently the MPU does not have an enforcement officer manual or handbook. This is generally consider a fundamental element for any enforcement program. We have provided a “Sample Parking Enforcement Operations Manual” as an appendix to this memo. It is recommended that the MPU review and edit this handbook to fit the specific needs, rules and regulations for the Township of Montclair.

#### Enforcement Program Audit Checklist

In discussions with the program staff, it was noted that the program has not had detailed enforcement program policies/practices review conducted. We have provided an “Parking Enforcement Program Audit Checklist” as an appendix to this memo. This document can serve two purposes for the Montclair Township. Initially, this checklist can be used by program managers as a tool for the review and refinement of the current parking enforcement program. This document was originally designed to be used as a checklist to support the auditing of various aspects of a municipal parking enforcement program.

For each audit standard, auditors can note whether or not the program complies, or if the result is unclear, and can also add comments or observations supporting their conclusion. This document can be used on an on-going basis to reassess the program over time as staff changes. This tool, used in

conjunction with the enforcement officer handbook can also help create an effective base for staff training and development.

#### Enforcement Technology

PEO's currently use handhelds from United Parking Safety ticketing devices. These devices include a printer, but do not have the camera or GPS function enabled. Fully using the technology provided especially as it pertains to cameras and GPS will have many benefits. The use of cameras will allow PEO's to take pictures of every violation. This not only shows the actual violation, but it will document the offense and provide a timestamp to augment the actual type of violation. The GPS function will also pinpoint staffing movement and allow for more efficient analysis of patterns of the violations.

#### Meters/Collection

The current practice of collections for the on-street and off-street meters is handled by the same individual that conducts maintenance on the meters, the senior meter employee. The senior meter employee conducts daily collections runs and returns to the MPU office with the canisters. These canisters are then counted by the customer service employee at the front desk.

From an audit perspective, it is not recommended that the same person collects money also conducts maintenance on the machines. It is highly recommended that there be a separation of duties in this area. These two responsibilities should be handled by two different staff members. Recommendations regarding policies in this area can be found in the "enforcement audit checklist" document.

#### Fill Meter Maintenance Position Vacancy

There is currently a senior meter employee. In addition, there is one temporary staff member for the meter team, but is currently unfilled. Filling this temporary position is critical as there is no leeway for scheduling conflicts, vacations, or time off. As a result, other departmental members have to absorb the workload.

#### Develop a Facilities Maintenance, Cleaning and Litter Removal Plan

At the present time in the MPU, there is no formal maintenance, repair, and resurfacing program in effect for the municipal public parking lots, or for the garages. It is highly recommended that a formal maintenance, repair and resurfacing plan be established to preserve and protect the assets in place today and extend their useful lives. We have provided, in the form of appendices to this memo, parking facility maintenance manuals and schedules recommended by the National Parking Association for the development of formal facility maintenance and cleaning programs.

As noted later in recommendations related to parking rates, the establishment of a parking maintenance reserve fund is highly recommended.

#### Parking Facility Condition Appraisals

The MPU should be congratulated on funding and executing the recent parking facility condition assessment completed by DPW. The specific recommendations from this assessment should be reviewed and specific findings prioritized. A detailed plan to address the identified issues should be developed, repairs budgeted for and scheduled.

Condition assessments should be built into the planning process and conducted every three to four years. The northeastern weather has a significant impact on the life expectancy of parking decks. The condition assessment should identify and categorize the severity of repairs into Short-Term 1-2 years, Medium-Term 3-5 years and Long-Term 6-10 years categories.

#### Track Parking System Revenue & Expense

With the implementation of new on-street meters and the variety of payment options; credit card, coins, or pay by phone, the MPU is likely to see an increase of revenue from the on-street portion of this revenue stream. Pricing strategies for improving on-street availability and reducing off-street wait lists should also be expected to generate significant revenue gains. With the implementation of the new smart meter technology, it is important to start to analyze all the data accessible with the new meters and create a formalized review process each calendar quarter to understand any changes and track trends over time.

These revenue increases, and improved means of projecting and tracking revenue, should be used to implement many of the more transformational recommendations for the MPU, including their use of parking revenues to fund mobility and access improvements beyond parking.

#### Consolidate Permit Types

Today there are 12 different permit types, including the following categories of permits. Simplifying the number and types of permits is highly recommended. Reducing the number and types of permits makes the system easier for patrons to understand and navigate and simplifies program management, operations and enforcement. It also decreases expenses associated with having so many permit variations.

#### Preventative Maintenance Program

The allocations for MPU facilities are budgeted, but don't always have a specific purpose. Maintenance issues that arise in the facilities are prioritized then a decision is made about which of those issues will be remediated. Having a formalized preventative maintenance program will make

maintenance requests very specific and prioritized to what is fixed and when it is fixed. An additional amount of money should be set aside for unexpected repairs.

#### Create a Parking Maintenance Reserved Fund

The establishment of a parking maintenance reserve fund recognizes that parking structures will deteriorate over time, and that resulting repairs will be expensive. If funds are not set aside on an on-going basis it can be difficult for programs to deal with the needed repairs. The typical rule of thumb for parking facility maintenance reserve funding is to set aside \$75/structured space/year.

#### Parking Website Update

The Township parking website has not had any significant updates for the last 3-4 years. The Website should be formally evaluated and compared to other websites for layout, ease of use, user interfaces, and presentation of data. The recommended web-site update should also be considered in the context of developing a new parking and access management program brand.

\*A complete copy of the plan can be found on the Township's website: [www.montclairnjusa.org](http://www.montclairnjusa.org)

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### ORDINANCES – SECOND READING/ADOPTION

The pending ordinance entitled: “AN ORDINANCE ADOPTING A REDEVELOPMENT PLAN FOR THE HUMC/MOUNTAINSIDE HOSPITAL REDEVELOPMENT AREA” (**O-16-022**) passed first reading July 12, 2016 and upon second reading the title thereof was read by the Clerk who then reported that it had been published and posted and copies had been made available to the public as required by law and that an affidavit to that effect was in the office of the Municipal Clerk.

Mayor Jackson asked whether anyone present wished to address the Councilors regarding the proposed ordinance.

Being no one wishing to be heard, Mayor Jackson closed the hearing.

On motion made by Mayor Jackson and duly seconded, the ordinance was adopted by unanimous vote of the members present.

Councilor Baskerville noted the loss of housing stock in the plan which eliminates the opportunity to provide houses similar in size and affordability. Councilor Baskerville also asked if any “green space” was included in the plan. She urged the Township to include such space for possible use as a community garden or exercise space for Mountainside Hospital patients. Councilor Baskerville expressed her opposition to the HUMC redevelopment plan.

Township Planner, Janice Talley reported that the plan calls for an affordable housing fee (2.5% of the value) to provide affordable housing at other sites in Montclair and Glen Ridge. Ms. Talley also stated that any development within the Redevelopment Plan area shall include sufficient “green building” techniques which would result in achieving a minimum of 50 points be required for LEED Silver certification. However, the redeveloper shall not be required to apply for LEED certification, but must demonstrate how the points are achieved and to post sufficient escrow for the municipalities to retain a LEED-accredited professional to review the plan submissions and construction drawings and monitor the construction process to determine compliance with the LEED proposals.

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### NEW BUSINESS – ORDINANCES FIRST READING/INTRODUCTION

Councilor Russo introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“ORDINANCE ADOPTING AN AMENDMENT TO THE EASTERN GATEWAY REDEVELOPMENT PLAN” (**O-16-024**)

The motion was adopted by the following votes of the members present.

Ayes: Deputy Mayor Hurlock, Councilors Russo, Schlager, Spiller and Mayor Jackson  
Abs: Councilor Baskerville  
Ab: Councilor McMahon

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Councilor Baskerville introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“AN ORDINANCE ADOPTING A REDEVELOPMENT PLAN FOR THE SEYMOUR STREET REDEVELOPMENT” **(O-16-025)**

The motion was adopted by unanimous vote of the members present.

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Councilor Spiller introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“ORDINANCE TO AMEND THE TRAFFIC ORDINANCE – BUS STOPS AT ORANGE ROAD AND CENTROVERDE DRIVE” **(O-16-026)**

The motion was adopted by unanimous vote of the members present.

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Councilor Schlager introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“AN ORDINANCE AMENDING O-15-19 CREATING CERTAIN OFFICES, POSITIONS AND EMPLOYMENTS IN THE TOWNSHIP OF MONTCLAIR, IN THE COUNTY OF ESSEX, AND FIXING THE SALARY RANGES THEREOF” **(O-16-027)**

The motion was adopted by unanimous vote of the members present.

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Mayor Jackson introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“AN ORDINANCE AMENDING MONTCLAIR CODE CHAPTER 327—VEHICLES AND TRAFFIC, ARTICLE III—PARKING, STOPPING AND STANDING TO CREATE A HANDICAPPED PARKING SPACE ON WILLIAM STREET” **(O-16-028)**

The motion was adopted by unanimous vote of the members present.

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Councilor Spiller introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“LOCAL IMPROVEMENT ORDINANCE PURSUANT TO N.J.S.A. 40:56-3 PROVIDING FOR THE RESURFACING OF THE LOWER HALF OF BRIAR HILL ROAD, A PRIVATE STREET, IN AND BY THE TOWNSHIP OF MONTCLAIR AND AUTHORIZING THE EXPENDITURE OF \$64,000.00 OF CAPITAL FUNDS” **(O-16-029)**

The motion was adopted by unanimous vote of the members present.

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Deputy Mayor Hurlock introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“LOCAL IMPROVEMENT ORDINANCE PURSUANT TO N.J.S.A. 40:56-3 PROVIDING FOR THE RESURFACING OF MOUNTAIN PLACE, A PRIVATE STREET, IN AND BY THE TOWNSHIP OF MONTCLAIR AND AUTHORIZING THE EXPENDITURE \$14,780.00 OF CAPITAL FUNDS” **(O-16-030)**

The motion was adopted by unanimous vote of the members present.

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Deputy Mayor Hurlock introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 23, 2016:

“LOCAL IMPROVEMENT ORDINANCE PURSUANT TO N.J.S.A. 40:56-3 PROVIDING FOR THE RESURFACING OF PARK TERRACE, A PRIVATE STREET, IN AND BY THE TOWNSHIP OF MONTCLAIR AND AUTHORIZING THE EXPENDITURE OF \$31,965.00 OF CAPITAL FUNDS” **(O-16-031)**

The motion was adopted by unanimous vote of the members present.

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Mayor Jackson introduced the following ordinance and made a motion which was duly seconded, that it pass first reading and be further considered for final passage at a regular meeting of the Township Council to be held on August 9, 2016:

“BOND ORDINANCE PROVIDING FOR VARIOUS CAPITAL IMPROVEMENTS IN AND BY THE TOWNSHIP OF MONTCLAIR, IN THE COUNTY OF ESSEX, NEW JERSEY, APPROPRIATING \$3,004,352 THEREFOR AND AUTHORIZING THE ISSUANCE OF \$2,854,134 BONDS OR NOTES OF THE TOWNSHIP TO FINANCE PART OF THE COST THEREOF” **(O-16-032)**

The motion was adopted by unanimous vote of the members present.

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NEW BUSINESS – RESOLUTIONS

On motion made by Mayor Jackson and duly seconded, the following **CONSENT** resolutions were adopted by unanimous vote by the members present:

WHEREAS, N.J.S.A. 54:5-19.1 authorizes electronic tax sales pursuant to rules and regulations to be promulgated by the Director of Government Services, and

WHEREAS, the rules and regulations authorize a municipality to submit an application for participation in the pilot program for an electronic tax sale, and

WHEREAS, an electronic tax sale is innovative and provides a greater pool of potential lien buyers, thus creating the environment for a more complete tax sale process; and

WHEREAS, the Township of Montclair wishes to participate in the pilot program for an electronic tax sale

WHEREAS, the Director of the Division of Local Government Services has approved NJ Tax Lien Investors/Real Auction.com to conduct pilot programs, and

WHEREAS, the Township of Montclair wishes to enter into a contract with the said approved vendor without a public bid, since NJ Tax Lien Investors/Real Auction.com is the only approved vendor at this time, and

WHEREAS, the rules and regulations allow said municipality to send three (3) notices of tax sale to all properties included in said sale; and

WHEREAS, N.J.S.A. 54:5-26 authorizes the municipality to charge an amount not to exceed \$25 towards the cost per notice of sale to the property owner

NOW, THEREFORE, BE IT RESOLVED, by the governing body of the Township of Montclair, New Jersey, that the Tax Collector is hereby authorized to complete an application to participate in the electronic tax sale program and submit same to the Director of the Division of Local Government Services and

NOW, THEREFORE, BE IT RESOLVED, by the governing body of the Township of Montclair, New Jersey, that the Tax Collector is hereby authorized to charge an amount not to exceed \$25 towards the cost per notice of sale to the property owner. **(R-16-137)**

\*\*\*\*\*

WHEREAS, N.J.S.A. 40A:4-87 provides that the Director of the Division of Local Government Services may approve the insertion of any special item of revenue in the budget of any county or municipality when such item shall have been made available by law and the amount thereof was not determined at the time of the adoption of the budget, and

WHEREAS, said Director may also approve the insertion of any item of appropriation for an equal amount,

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and Council of the Township of Montclair in the County of Essex, New Jersey, hereby requests the Director of Division of Local Government Services to approve the insertion of an item of revenue in the budget of the year 2016 in the sum of \$11,000, which is now available from 2016 Montclair Bicycle Safety Grant in the amount of \$11,000,

BE IT FURTHER RESOLVED, that the like sum of \$11,000 is hereby appropriated under the caption 2016 Montclair Bicycle Safety Grant; and

BE IT FURTHER RESOLVED that the above is the result of funds from 2016 Montclair Bicycle Safety Grant in the amount of \$11,000. **(R-16-141)**

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WHEREAS, N.J.S. 40A:4-87 provides that the Director of the Division of Local Government Services may approve the insertion of any special item of revenue in the budget of any county or municipality when such item shall have been made available by law and the amount thereof was not determined at the time of the adoption of the budget, and

WHEREAS, said Director may also approve the insertion of any item of appropriation for an equal amount,

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and Council of the Township of Montclair in the County of Essex, New Jersey, hereby requests the Director of Division of Local Government Services to approve the insertion of an item of revenue in the budget of the year 2016 in the sum of \$16,000, which is now available from 2016-17 Pedestrian Safety Grant in the amount of \$16,000,

BE IT FURTHER RESOLVED, that the like sum of \$16,000 is hereby appropriated under the caption 2016-17 Pedestrian Safety Grant; and

BE IT FURTHER RESOLVED that the above is the result of funds from 2016-17 Pedestrian Safety Grant in the amount of \$16,000. **(R-16-142)**

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WHEREAS, N.J.S. 40A:4-87 provides that the Director of the Division of Local Government Services may approve the insertion of any special item of revenue in the budget of any county or municipality when such item shall have been made available by law and the amount thereof was not determined at the time of the adoption of the budget, and

WHEREAS, said Director may also approve the insertion of any item of appropriation for an equal amount,

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and Council of the Township of Montclair in the County of Essex, New Jersey, hereby requests the Director of Division of Local Government Services to approve the insertion of an item of revenue in the budget of the year 2016 in the sum of \$500, which is now available from 2016 ANJEC Space Stewardship Grant,

BE IT FURTHER RESOLVED, that the like sum of \$500 is hereby appropriated under the caption 2016 ANJEC Space Stewardship Grant; and

BE IT FURTHER RESOLVED that the above is the result of the grant originally awarded for \$1,500 of which we already received \$1,000 and inserted into the 2016 budget on July 12, 2016. **(R-16-143)**

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WHEREAS, N.J.S. 40A:4-87 provides that the Director of the Division of Local Government Services may approve the insertion of any special item of revenue in the budget of any county or municipality when such item shall have been made available by law and the amount thereof was not determined at the time of the adoption of the budget, and

WHEREAS, said Director may also approve the insertion of any item of appropriation for an equal amount,

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and Council of the Township of Montclair in the County of Essex, New Jersey, hereby requests the Director of Division of Local Government Services to approve the insertion of an item of revenue in the budget of the year 2016 in the sum of \$1,520, which is now available from 2016 Essex County Local Arts Grant in the amount of \$1,520,

BE IT FURTHER RESOLVED, that the like sum of \$1,520 is hereby appropriated under the caption 2016 Essex County Local Arts Grant; and

BE IT FURTHER RESOLVED that the above is the result of funds from 2016 Essex County Local Arts Grant in the amount of \$1,520. **(R-16-144)**

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WHEREAS, the Council of the Township of Montclair, in the County of Essex, State of New Jersey remains committed to improving the lives of seniors living in Montclair.

WHEREAS, the Township Council recognizes that the Township and Partner Organizations of Lifelong Montclair are expanding services and activities for seniors

WHEREAS, the Township Council further recognizes that a broad, concerted, multi-modal marketing effort is required to inform seniors of these services and activities

WHEREAS, Lifelong Montclair has been invited by Partners for Health Foundation to make an application to fund a marketing intern consultant to work under the direction of the Director of Senior Services/Lifelong Montclair and the Communications Director to assist with efforts to inform Montclair seniors of available services and activities; now therefore

BE IT RESOLVED by the Council of the Township of Montclair, in the County of Essex, State of New Jersey that the Council does hereby authorize submission of an application for “Lifelong Montclair Marketing Intern” for a one year grant cycle in the amount of \$5000; and

BE IT FURTHER RESOLVED that the Township acknowledges the terms and conditions for administering the Partners for Health grant, including the administrative compliance and audit requirements. **(R-16-145)**

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RESOLUTIONS CONTINUED

On motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote.

WHEREAS, on October 8, 2002 the Township of Montclair adopted a Developer's Fee Ordinance (Montclair Code Section 202-39 et seq.) and a Spending Plan in accordance with the New Jersey regulations; and

WHEREAS, on February 21, 2012 an Amended Spending Plan was adopted by the Township to permit Housing Trust Fund to be used for an Extension of Controls Program and on May 3, 2012 the Council on Affordable Housing approved the Amended Spending Plan; and

WHEREAS, on November 17, 2014, the Township of Montclair adopted an ordinance creating a Voluntary Extension of Affordability Controls Program which included a grant of \$10,000 to be paid to income-eligible owners of affordable housing units whose affordable controls have expired or will expire within two years; and

WHEREAS, Mary Webber purchased Unit I1 in Building 6 at 50 Pine Street on May 31, 1994 as a low-income unit with a 20-year affordability control period and the control period for this unit expired on May 31, 2014; and

WHEREAS, Mary Webber is the owner of this unit and meets the income requirements for a low-income household and has submitted an application to extend the affordability controls on this unit for 30 years; and

WHEREAS, Ms. Webber proposes to use the \$10,000 grant to install new tile flooring and cabinets in the kitchen, new tiles, toilet and cabinetry in the bathroom and new windows; and

WHEREAS, a Deed restriction will be recorded to ensure that the property continues to be used as low income housing in accordance with State regulations for thirty years with an expiration date of May 31, 2044; and

BE IT RESOLVED by the Council of the Township of Montclair, in the County of Essex, that the Council hereby authorizes the disbursement of \$10,000 from the Montclair Housing Trust Fund to be applied to the renovation of the property commonly known as 50 Pine Street, Building 6, Unit I1 and the Chief Financial Officer is hereby authorized to release said funds in accordance with an agreement to be approved by the Township Manager and the Township Attorney which shall provide, among other things, that all property taxes and condominium fees must be paid and that the funds disbursed pursuant to this Resolution shall be immediately repaid to the Township if the property ceases to be used as a low-income housing unit in accordance with State regulations. **(R-16-136)**

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On motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote.

WHEREAS, pursuant to N.J.S.A. 40a:11-12A AND N.J.A.C. 5:34-7.29(c), the Township may, by resolution and without advertising for bids, purchase goods or services under the State of New Jersey Cooperative Purchasing Program for any State contracts entered into on behalf of the State by the Division of Purchase and Property in the Department of the Treasury; and

WHEREAS, the procurement of goods and services through a cooperative purchasing program is considered to be an open and fair process under the New Jersey Pay-To-Play Law N.J.S.A. 19:44A-20.4 et seq.; and

WHEREAS, the Township of Montclair plans to continue to utilize and expand the security camera systems to monitor the three Township parking decks (Bay Street, North Fullerton, and the Crescent Deck); and

WHEREAS, a price quote for the hardware, software, and professional services dated April 25, 2016 was submitted by Let's Think Wireless, LLC (“LTW”) which partnered with New Jersey Business Systems, Inc. (“NJBS”), and SHI International Corp. (“SHI”) who are the New Jersey State Contract vendors working on this project; now therefore

BE IT RESOLVED, by the Council of the Township, in the County of Essex, that the Township is authorized to use Capital Budget Funding (Account Number pending on ordinance approval), to fund the Security Camera Systems Phase II for Township Parking Decks based upon the price quote obtained on April

25, 2016 in an amount not to exceed \$185,000.00 pending Certification of Funds by the Chief Financial Officer. **(R-16-138)**

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On motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote.

WHEREAS, pursuant to N.J.S.A. 40a:11-12A AND N.J.A.C. 5:34-7.29(c), the Township may, by resolution and without advertising for bids, purchase goods or services under the State of New Jersey Cooperative Purchasing Program for any State contracts entered into on behalf of the State by the Division of Purchase and Property in the Department of the Treasury; and

WHEREAS, the procurement of goods and services through a cooperative purchasing program is considered to be an open and fair process under the New Jersey Pay-To-Play Law N.J.S.A. 19:44A-20.4 et seq.; and

WHEREAS, the Township of Montclair plans to continue to utilize and expand the security camera systems to monitor the three Township parking decks (Bay Street, North Fullerton, and the Crescent Deck); and

WHEREAS, a price quote for the hardware, software, and professional services dated April 25, 2016 was submitted by Let's Think Wireless, LLC ("LTW") which partnered with New Jersey Business Systems, Inc. ("NJBS"), and SHI International Corp. ("SHI") who are the New Jersey State Contract vendors working on this project; now therefore

BE IT RESOLVED, by the Council of the Township, in the County of Essex, that the Township is authorized to use Capital Budget Funding (Account Number pending on ordinance approval), to fund the Security Camera Systems Phase II for Township Parking Decks based upon the price quote obtained on April 25, 2016 in an amount not to exceed \$185,000.00 pending Certification of Funds by the Chief Financial Officer. **(R-16-139)**

\*\*\*\*\*

On motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote.

WHEREAS, pursuant to N.J.S.A. 40a:11-12A AND N.J.A.C. 5:34-7.29(c), the Township may, by resolution and without advertising for bids, purchase goods or services under the State of New Jersey Cooperative Purchasing Program for any State contracts entered into on behalf of the State by the Division of Purchase and Property in the Department of the Treasury; and

WHEREAS, the procurement of goods and services through a cooperative purchasing program is considered to be an open and fair process under the New Jersey Pay-To-Play Law N.J.S.A. 19:44A-20.4 et seq.; and

WHEREAS, the Township of Montclair plans to purchase network equipment and services for the network separation project; and

WHEREAS, a price quote for the hardware, software, subscription, and professional services dated October 27, 2015 was submitted by Cisco which partnered with SHI International Corp. ("SHI") who are the New Jersey State Contract Vendor who is working on this project; now therefore

BE IT RESOLVED, by the Council of the Township, in the County of Essex, that the Township is authorized to use Capital Budget Account Number, C-04-15-035-000-IT5, to fund the expenditure to purchase network equipment and services for the Township network separation project based upon the price quote on October 27, 2015 in an amount not to exceed \$200,000.00 pending Certification of Funds by the Chief Financial Officer. **(R-16-140)**

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On motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote.

WHEREAS, on June 8, 2016, the Township of Montclair opened and read bids for the Water Storage Tank - Partial Rehabilitation (Contract A -- Concrete Ring/Wall Restoration), as prescribed by law; and

WHEREAS, this contract is being awarded pursuant to a "fair and open process" as defined in the New Jersey Pay-to-Play Law, N.J.S.A. 19:44A-20.5 et seq.; and

WHEREAS, CCM Contracting, Inc. submitted the lowest, responsible bid, in accordance with the specifications and bid documents, in the amount of \$249,865.00; and

WHEREAS, funds for this purpose have been provided for as identified in the accounting records of the Township as follows:

Ord. #	Account Description	Account Number	Amount
N/A	Capital Outlay	6-06-55-511-511-3XX	\$ 249,865.00

now therefore

BE IT RESOLVED by the Council of the Township of Montclair, in the County of Essex, that CCM Contracting, Inc. of 336 Route #22, Green, Brook, New Jersey be and they are hereby awarded the above-stated contract, pending certification of funds by the Finance Director. Complete details of the contract are attached hereto and made a part hereof. **(R-16-146)**

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On motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote.

WHEREAS, on July 22<sup>nd</sup>, 2016 S&P Global Rating Services announced that it has raised its long-term and underlying ratings on Montclair township’s existing general obligation debt to “AAA” – the highest issued credit rating the financial services company assigns; and

WHEREAS, this represents an upgrade from the AA+ rating previously issued; and

WHEREAS, S&P’s report cites the Township’s ability to “consistently achieve stable financial performance supporting its very strong liquidity, budgetary performance and flexibility; and

WHEREAS, this rating places the municipality in the ranks of top communities nationwide for credit worthiness and fiscal management; and

WHEREAS, this highest bond rating is anticipated to lower the cost of borrowing for capital projects, thereby saving the tax payer’s money;

WHEREAS, this is an affirmation that the Township and the Governing Body’s commitment to fiscal responsibility and resolve in making hard choices contributed to obtaining this prestigious rating; and

BE IT RESOLVED that the Mayor and the Council reaffirm their continued focus on making smart fiscal decisions to strengthen the financial position of the government and the local economy, making the community a desirable place to live, work and do business. **(R-16-147)**

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On motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote.

BE IT RESOLVED BY THE TOWNSHIP COUNCIL OF THE TOWNSHIP OF MONTCLAIR, IN THE COUNTY OF ESSEX, NEW JERSEY (not less than two-thirds of all members thereof affirmatively concurring) AS FOLLOWS:

Section 1. An amount not to exceed \$23,500,000 Refunding Bonds of the Township of Montclair, in the County of Essex, New Jersey (the "Township"), consisting of (i) General Obligation Refunding Bonds, Series, 2016, consisting of General Improvement Refunding Bonds (the “General Improvement Refunding Bonds”) and Water Utility Refunding Bonds (the “Water Utility Refunding Bonds”) and (ii) School Refunding Bonds, Series 2016 (School Bond Reserve Act, P.L. 1980, c.72) (the “School Refunding Bonds” and, together with the General Improvement Refunding Bonds and the Water Utility Refunding Bonds, the “Refunding Bonds”) (the specific par amounts of each series to be determined as provided herein), as more fully described in a refunding bond ordinance, finally adopted by the Township pursuant to the Local Bond Law on June 14, 2016, and entitled, "Refunding Bond Ordinance of the Township of Montclair, in the County of Essex, New Jersey, Providing for the Advance Refunding of All or a Portion of Certain General Improvement Bonds, Water Utility Bonds and School Bonds (School Bond Reserve Act, P.L. 1980, c.72), Appropriating \$23,500,000 Therefor and Authorizing the Issuance by the Township of One or More Series of Refunding Bonds in the Aggregate Principal Amount of Not Exceeding \$23,500,000 for Financing the Cost Thereof” shall be issued in one or more series as designated in (i) and (ii) above as “Refunding Bonds” (the "Bonds").

Section 2. The Bonds are hereby authorized to be sold to Powell Capital Markets (the “Underwriter”) at a purchase price determined by the parameters set forth below and otherwise consistent with the parameters set by the Local Finance Board in the Department of Community Affairs, State of New Jersey (the "Local Finance Board") pursuant to *N.J.A.C. 5:30-2.5* (the "LFB Refunding Parameters"):

the aggregate principal amount of the Bonds does not exceed \$23,500,000;

the net present value savings is at least three percent;

the debt service on the Bonds shall be structured such that no annual debt service payment is more than the annual debt service payment on the Refunded Bonds (as defined herein) in the same year;

the final year of maturity of the Bonds does not exceed the final year of maturity of the Refunded Bonds (as defined herein);

the debt service savings are substantially level in each year across the life of the refunding;

the true interest cost of the Bonds does not exceed an interest rate that would enable the Township to complete the refunding within the LFB Refunding Parameters; and

the Underwriter's discount does not exceed the amount referenced in Exhibit A attached hereto.

Section 3. The Mayor and/or Chief Financial Officer is hereby authorized and directed, without further authorization, to enter into and execute a purchase contract (the "Purchase Contract") on behalf of the Township with the Underwriter in the form satisfactory to Bond Counsel (as defined herein) to the Township and upon terms consistent with the above parameters. Upon execution of the Purchase Contract, the signature of the Mayor and/or the Chief Financial Officer shall be conclusively presumed to evidence any necessary approvals for the sale of the Bonds. If the Chief Financial Officer, after consultation with the Underwriter, determines that the above parameters cannot be satisfied in the present market, the Bonds shall not be sold until such time as said parameters may be amended, in whole or in part, or a sale on different terms is otherwise approved by resolution of this Township Council.

Section 4. (a) The Bonds shall be issued in the par amounts consistent with the parameters set forth in Section 2 hereof and determined by the Chief Financial Officer to be necessary to pay costs of issuance and to provide an escrow fund that, when invested, will be sufficient to provide for the timely payment of the principal and redemption premium, if any, and interest on the following:

(i) all or a portion of the \$2,252,000 outstanding principal amount of the Township's General Improvement Bonds, dated September 1, 2008, originally issued in the aggregate principal amount of \$8,252,000, which outstanding principal amount matures on September 1 in each of the years 2019 through 2021, inclusive (the "General Improvement Refunded Bonds");

(ii) all or a portion of the \$2,294,000 outstanding principal amount of the Township's Water Utility Bonds, dated September 1, 2008, originally issued in the aggregate principal amount of \$3,349,000, which outstanding principal amount matures on September 1 in each of the years 2019 through 2026, inclusive (the "Water Utility Refunded Bonds");

(iii) all or a portion of the \$9,650,000 outstanding principal amount of the Township's School Bonds (School Bond Reserve Act, P.L. 1980, c.70), dated May 15, 2008, originally issued in the aggregate principal amount of \$14,600,000, which outstanding principal amount matures on May 15 in each of the years 2019 through 2028, inclusive (the "2008 School Refunded Bonds"); and

(iv) all or a portion of the \$6,697,000 outstanding principal amount of the Township's School Bonds (School Bond Reserve Act, P.L. 1980, c.70), dated June 23, 2010, originally issued in the aggregate principal amount of \$9,662,000, which outstanding principal amount matures on June 1 in each of the years 2021 through 2030, inclusive (the "2010 School Refunded Bonds" and, together with the General Improvement Refunded Bonds, the Water Utility Refunded Bonds and the 2008 School Refunded Bonds, the "Refunded Bonds").

(b) The Bonds shall be dated and shall bear interest at the rates per annum as the Chief Financial Officer shall determine.

(c) The Bonds shall be numbered and have such prefix or prefixes as determined necessary by the Chief Financial Officer and be sold and issued with such serial maturities or with such term bond maturities payable from mandatory sinking fund payments made by the Township as determined in the Purchase Contract.

(d) The Bonds shall mature in each of the years 2016 and 2019 to 2030, inclusive, or such other years as may be determined by the Chief Financial Officer and deemed consistent with the LFB Refunding Parameters and in the principal amounts as may be determined by the Chief Financial Officer and shall bear interest on the dates as may be determined by the Chief Financial Officer.

(e) The Bonds shall have redemption provisions as are set forth in the Purchase Contract.

(f) The Bonds will be issued in fully registered form. One certificate shall be issued for the aggregate principal amount of each series of Bonds maturing in each year. Both principal of and interest due on the Bonds will be payable in lawful money of the United States of America. Each certificate will be registered in the name of Cede & Co., as nominee of The Depository Trust Company, New York, New York, which will act as securities depository (the "Securities Depository"). The certificates will be on deposit with the Securities Depository. The Securities Depository will be responsible for maintaining a book-entry system for recording the interests of its participants or the transfers of the interests among its participants. The participants will be responsible for maintaining records recording the beneficial ownership interests in the Bonds on behalf of individual purchasers. Individual purchases may be made in the principal amount of \$5,000 through book-entries made on the books and the records of the Securities Depository and its participants.

(g) The principal of and the interest due on the Bonds will be paid to the Securities Depository by the Township on the respective maturity dates and due dates and will be credited on the respective maturity dates and due dates to the participants of the Securities Depository as listed on the records of the Securities Depository as of the 15th day next preceding each maturity date (the "Record Dates" for the Bonds). The Bonds shall be executed by the manual or facsimile signatures of the

Mayor and the Chief Financial Officer under the official seal of the Township (or facsimile thereof) affixed, printed, engraved or reproduced thereon and attested by the manual signature of the Clerk.

Section 5. The Mayor and/or Chief Financial Officer are each hereby authorized and directed to pay all costs of issuance in connection with the sale of the Bonds pursuant to a certificate of the Mayor and/or Chief Financial Officer to be executed upon delivery of the Bonds, each such cost in an amount not to exceed the amount set forth in Exhibit A attached hereto or, if in any greater amount, only upon the prior approval of the Township in accordance with the customary procedure for approval and payment of bills.

Section 6. The Bonds shall be substantially in the following form with such additions, deletions and omissions as may be necessary for the Township to market the Bonds: **(R-16-148)**

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On motion made by Councilor Schlager and duly seconded, the following resolution was adopted by unanimous vote.

BE IT RESOLVED by the Council of the Township of Montclair, in the County of Essex, that said bills be and they are hereby ordered paid and that warrants be drawn on the Treasurer to the order of such person for the amount respectively as hereinafter stated to wit: **\$834,707.32**.

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REPORTS

Acting Township Manager, Timothy Stafford announced that the Montclair Police, Fire Department and Ambulance Unit will sponsor National Night Out on August 2, 2016 between 5pm – 8pm, South Park Street.

Councilor Spiller thanked the Police Chief and the department for their efforts to resolve parking concerns at the Rockcliff apartments.

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COMMUNICATIONS

From: NJDEP – No Further Action Letter

7 Woodmont Road  
3 Godfrey Road  
10 Norman Road

Letter dated June 9, 2016 from McCarter & English re: Classics Reborn, LLC v. Nicholas Lattanzio 2014 Family Trust, etal.

Letter dated June 30, 2016 from Department of Transportation re: Gates Avenue (Section 3). Executed agreement project in the amount of \$226,094.00

Letter dated July 12, 2016 from Passaic Valley Sewerage Commission re: Senior External Relations Representative.

Letter dated July 13, 2016 from North Jersey District Water Supply Commission re: Notice of Public Hearing regarding Supplemental Bond Resolutions of the Norther Jersey District Water Supply Commission.

Letter dated July 14, 2016 from Lewis-Graham, Inc. re: Bid 16-16 – Historic Preservation Work, Montclair Public Library, Bellevue Avenue Branch.

Letter dated July 28, 2016 from Montclair State University re: Van Reyper/Bond House, 848 Valley Road, Montclair, New Jersey.

Agreement for Services entered between the Township of Montclair and ROK Industries d/b/a NJ Tax Lien Investor dated August 1, 2016.

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At 9:45 P.M. on motion made by Mayor Jackson and duly seconded, the following resolution was adopted by unanimous vote:

WHEREAS, Section 8 of the Open Public Meetings Act, Chapter 231, P.L. 1975, permits the exclusion of the public from a meeting in certain circumstances, and

WHEREAS, the public body is of the opinion that such circumstances presently exist,

NOW, THEREFORE, BE IT RESOLVED by the Council of the Township of Montclair, in the County of Essex, as follows:

1. The public shall be excluded from discussion of and action upon the hereinafter specified subject matters.
2. The general nature of the subject matters to be discussed are as follows: Legal matters
3. We do not anticipate that the matters discussed will be made public.
4. This resolution shall take effect immediately.

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At 10:01 P.M. on motion made by Mayor Jackson and duly seconded, the meeting was adjourned by unanimous vote.

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ROBERT JACKSON                      MAYOR

ATTEST:

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LINDA S. WANAT, MUNICIPAL CLERK