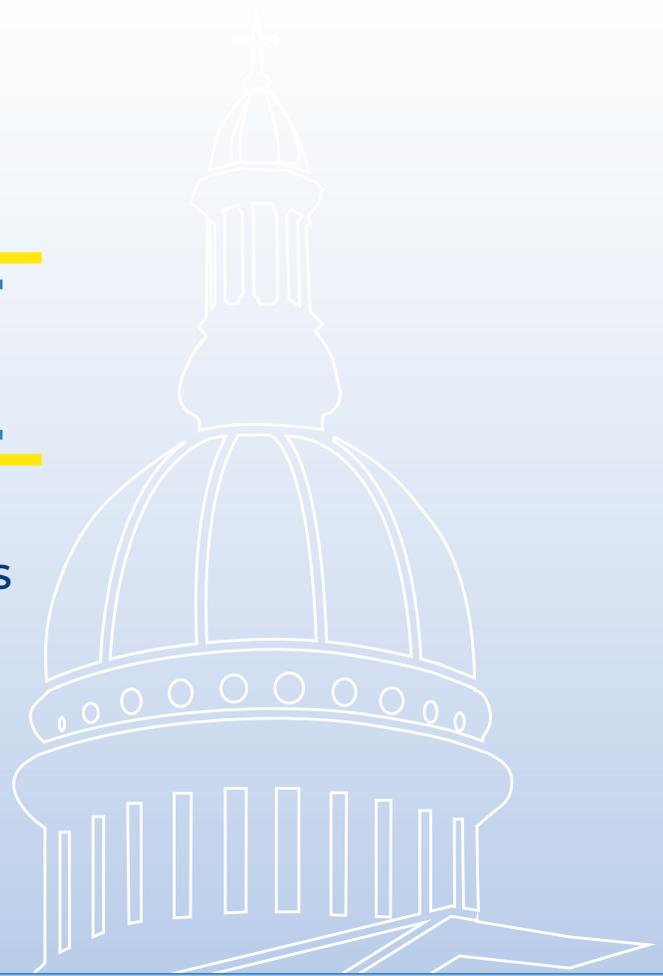




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2025 IMPACT REPORT



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FROM THE NJCM PRESIDENT

MAYOR JASON F. CILENTO,
Borough of Dunellen

Throughout 2025 and into 2026, the New Jersey Conference of Mayors (NJCM) continued to grow, becoming more connected and effective in supporting municipal leaders across the state. The NJCM has worked to ensure that mayors' voices are heard, **from Main Street to State Street**, using the strength of the Mayor's Megaphone to advocate in Trenton for the communities we represent. These efforts led to a record-breaking year with unprecedented member participation, our largest membership in years, the doubling of our Business Council, and fundraising initiatives that allowed us to expand programs and events across New Jersey.

To support this growth, we strengthened the organization internally through new subcommittees and renewed existing committees with defined areas of focus to address key responsibilities more effectively, streamline processes, better identify legislative priorities, and improve support for our members.

Building on this work and the efforts of past presidents, we introduced the new **Policy to Practice** Series to provide mayors with practical tools and resources. Through a variety of focused sessions that offered valuable insights from industry experts and mayors themselves, our membership connected directly with state agencies and policy professionals to better understand new requirements, anticipate potential challenges, and identify solutions they could implement in their own municipalities.

Our programming also expanded, with six statewide events attended by hundreds of participants. The reimagined 60th Spring Conference in May introduced our theme for the year, **From Main Street to State Street: The Power of Mayoral Leadership**, which guided our mission throughout the past year. A June Policy to Practice session focused on the State Plan, while the September Evening on the Bay highlighted **Energy Innovation & Resilience**. In November, the New Jersey League of Municipalities Conference featured an NJCM booth where our members met with more than 170 mayors, and a joint Board Reception was held in conjunction with the League and our Business Council. 2025 concluded with the December Mayor's Breakfast, which brought together new and experienced mayors for separate discussions on municipal healthcare and mayoral leadership.

My last signature event as President was the February 2026 Winter Summit, **Main Street to State Street: The Mayor's Playbook for Economic Growth in New Jersey**, where mayors and public- and private-sector leaders discussed moving projects from concept to construction, coordinating with state agencies, and supporting economic development and revitalization while maintaining community character.

For the first time in NJCM history, we held a gubernatorial panel ahead of the November 2025 election. After Mikie Sherrill and Jack Ciattarelli became the major party nominees, we held direct conversations with both campaigns regarding local issues facing municipalities. We also strengthened relationships with state leadership, including Governor Sherrill ahead of her swearing-in, and Executive Director Amanda De Palma and I represented the organization at the 222nd swearing-in of the General Assembly, Governor Phil Murphy's final State of the State Address, and Governor Sherrill's inauguration.

We remained active in policy advocacy by providing feedback on the State Plan and working to amend the PACT Real Rules. Alongside the New Jersey League of Municipalities, we continued advocating for the full restoration of Energy Tax Receipts. Additionally, NJCM initiated engagement on the State Health Benefits Program (Local Government), bringing together state and local government and labor stakeholders after NJCM's letter requesting a meeting following the plan's "death spiral" announcement in May. Although those discussions reached an impasse with the prior administration, NJCM, local government partners, and labor stakeholders remain committed to working with the new administration to find a solution to this critical issue.

While celebrating our achievements in policy and programming, we also honored the retirement of Operations Manager Mary Zajack after 17 years of dedicated service. Her work has been invaluable to the NJCM, leaving a lasting impact on mayors and communities across the state. We wish her all the best in this new chapter.

As part of NJCM's continued commitment to growth and advancement, we began a search for a Director of Membership Engagement to strengthen statewide participation and involvement. We also expanded our outreach by visiting mayors' associations across New Jersey to share our message and build on our reputation as the nation's oldest and largest statewide mayors' organization.

The past year strengthened the NJCM's ability to connect mayors, provide practical guidance, and amplify municipal voices at every level of government. As we move forward, we remain committed to supporting mayors, expanding engagement and resources, and ensuring that mayors have the tools and partnerships they need to serve their communities with confidence and impact.

Thank you for supporting our work and for ensuring mayors have what they need for their communities..

Sincerely,

Mayor Jason F. Cilento, Borough of Dunellen
NJCM President

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FROM THE EXECUTIVE DIRECTOR

AMANDA M. DE PALMA

Dear Mayors and Friends of NJCM,

Over the last 20 months, we have done more than keep the lights on. We have built a stronger, more agile, more modern New Jersey Conference of Mayors. And we have done it the right way, with a growth mindset, a willingness to adjust quickly, and a commitment to meeting this moment for our members.

When I stepped into this work, I knew NJCM had deep roots and an unmatched role in the legislative ecosystem. What we needed together was the operational muscle and modern tools to match the energy and expectations of today's mayors, fast-moving, solution-oriented leaders who do not have time for red tape, vague answers, or "we have always done it this way."

Here is what that transformation has looked like in practice.

We are building a structure. We have updated our internal processes so that NJCM functions as a high-performing organization, with clearer workflows, stronger accountability, better coordination, and a more consistent delivery cadence. Behind the scenes, we have built a structure where it is needed most, so our outward-facing work can move faster, look sharper, and better serve mayors.

We realigned roles to keep pace with a growing organization. We clarified responsibilities across staff and consultants, tightened handoffs, and built a model that supports growth rather than reacting to it. The goal has been simple, fewer bottlenecks, more ownership, and a team that can execute at the level our members deserve.

We doubled our Business Council partnerships. We strengthened the value proposition and built real momentum with the private sector, expanding the number of Business Council partners and deepening the relationships that bring resources, expertise, and opportunities to our mayoral network. This growth is not just a story of revenue; it is a story about IMPACT.

We expanded NJCM's presence around the state. We have broadened the footprint of NJCM meetings and events to reflect the real geography of leadership in New Jersey, bringing programming to more communities and creating more opportunities for mayors to engage, connect, and lead together.

Collectively, we reimagined our events as immersive experiences. Our programming is increasingly designed to deliver learning, networking, and relationship building in a more intentional way. That means stronger panels, more practical content, more connection, and formats that help mayors leave with ideas, partners, and next steps.

We launched Policy to Practice. We introduced a new series built for the way mayors lead, translating policy into implementation. It is practical, it is timely, and it respects the reality that local government is where policy becomes real, on streets, in neighborhoods, and in budgets.

Together, we leaned into legislative work and kept mayors' voices in focus. We have continued to elevate municipal priorities, sharpen our engagement, and expand the ways we bring mayors into the conversation with decision makers. NJCM is strongest when it serves as a clear, credible, and united voice for local leadership, and that has been a central focus.

None of this happens without leadership. Beginning with my tenure under Mayors Paul Muir and Bob Conley, and continuing under our current President, Mayor Jason Cilento, with the steady support of our Executive Board and Board of Directors, NJCM has experienced unparalleled growth and forward momentum. The direction has been clear: build an organization that matches the strength of the mayors it represents.

And we are not done.

As we look ahead, we will strengthen communications with the new administration, deepen engagement, and continue to elevate the collective power of New Jersey's mayors. There are 564 voices in this conference, leaders who know their communities, deliver real results, and see problems before they become crises. When those voices are aligned and amplified, they are one of the most powerful forces in this state.

Thank you for believing in the direction we are building, and for helping shape it.

Sincerely,

Amanda M. De Palma, Executive Director

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MEET THE NJCM TEAM



MICHAEL THILKER
Partner,
PKF O'Connor Davies

Main focus of your work right now —and how does it strengthen what we can deliver for mayors across the state?

My current focus is modernizing NJCM's financial reporting and accounting processes so the organization can better support mayors across New Jersey. By improving the clarity, consistency, and timeliness of financial information, NJCM leadership is able to make faster, better-informed decisions that directly support advocacy, programming, and member services. Strong, modern financial systems help ensure NJCM remains a responsive and reliable partner as mayors navigate increasingly complex fiscal and policy challenges.

What's one recent initiative or deliverable you're proud of that helped NJCM advance its mission—whether that's growing support, strengthening financial stewardship, or elevating our legislative work?

I'm especially proud of leading NJCM's transition to electronic vendor payments and a more streamlined accounts payable process, while also enhancing monthly financial reporting. Moving away from manual, paper-based workflows and improving reporting clarity strengthens internal controls, improves timeliness, and provides leadership with better visibility into financial performance. These improvements allow staff to focus more energy on serving mayors while reinforcing NJCM's commitment to transparency and operational excellence.

What's a common misconception about your area of expertise—and how does NJCM's approach (and your role) help mayors avoid pitfalls and get better outcomes?

A common misconception is that financial oversight slows progress or limits flexibility. At NJCM, financial leadership is used to create structure and visibility that help the organization move faster and respond more effectively to mayoral needs. By modernizing systems and translating financial information into practical insights, my role helps NJCM reduce risk while strengthening the services and support available to mayors statewide.



NICOLE DAVIDMAN
Principal,
NDD Consulting

Main focus of your work right now —and how does it strengthen what we can deliver for mayors across the state?

My focus is on strengthening NJCM's fundraising and partnership efforts so we can continue delivering meaningful programs and resources for mayors across New Jersey. By building relationships within the business community and aligning support with our events and educational initiatives, we're able to expand opportunities for collaboration, bring in valuable expertise, and ensure NJCM has the resources to support strong municipal leadership statewide.

What's one recent initiative or deliverable you're proud of that helped NJCM advance its mission—whether that's growing support, strengthening financial stewardship, or elevating our legislative work?

I'm especially proud of the success of the 60th Annual Spring Conference in 2025, which was my first major undertaking in this role and a meaningful opportunity to strengthen NJCM's development efforts. The conference not only brought together mayors, municipal leaders, and partners from across the state, but also helped grow support from the business community in ways that directly enhance our programming and member services.

As we prepare for the 61st Annual Spring Conference, I'm excited to build on that momentum by expanding sponsorship engagement, creating new partnership opportunities, and ensuring the overall experience reflects the value of investing in NJCM's mission. Strong participation and support allow us to continue delivering a conference that fosters connection, learning, and collaboration while sustaining the resources needed to serve our members year-round.

What's a common misconception about your area of expertise—and how does NJCM's approach (and your role) help mayors avoid pitfalls and get better outcomes?

A common misconception about fundraising and development is that it's purely transactional. In reality, it's about building long-term relationships with partners who want to support strong local leadership and thriving communities. At NJCM, we focus on thoughtful engagement with the business community so that support translates into better programming, stronger connections, and real value for the mayors and municipalities we serve.



PAUL J. BENT
*Pathway Governmental
Relations*

Main focus of your work right now—and how does it strengthen what we can deliver for mayors across the state?

The main focus of my work is to identify bills of interest to Mayors and collaborate with Amanda, Bill, and the Legislative Committee to develop appropriate legislative responses. This includes conducting in-depth research as directed by the leadership team and working closely with colleagues to communicate our positions effectively to policymakers. Advocacy is a core tenet of the Conference, and my efforts are dedicated to supporting that mission through research, coordination, and strategic engagement.

What's one recent initiative or deliverable you're proud of that helped NJCM advance its mission—whether that's growing support, strengthening financial stewardship, or elevating our legislative work?

I'm proud to be part of the team working to strengthen our position on the much-needed reform of the State Health Benefits Program – Local Government. With multiple bills introduced this session, each proposing its own set of changes, it can be challenging to keep track of every moving piece. By monitoring the full landscape of legislation, I'm able to support our legislative team in crafting positions that protect municipalities and the residents they serve.

A stable, sustainable health benefits program is essential for municipalities and for the public employees who rely on it. Ensuring that stability remains a key component of our work.

What's a common misconception about your area of expertise—and how does NJCM's approach (and your role) help mayors avoid pitfalls and get better outcomes?

Some believe that once a Legislative Agent is on staff, the work is essentially finished and members can simply wait for positive outcomes. The Conference knows this is far from true. Member engagement is essential—not only in shaping our positions, but also in effectively communicating them to policymakers.

Through active participation in the Legislative Committee and by welcoming a full range of viewpoints, the Conference ensures that our advocacy remains informed, dynamic, and resistant to complacency.



WILLIAM CARUSO, ESQ.
*Managing Director,
Archer Public Affairs*

Main focus of your work right now—and how does it strengthen what we can deliver for mayors across the state?

The main focus of my work is elevating mayors voices in the statehouse and beyond by working with the Executive Director, and our members to ensure we have a seat at the table regarding policy decisions affecting local government. State legislative and regulatory decisions can have profound impacts (positive and negative) on local government. Our work in Trenton helps Mayors have a voice in the decisions as well as to advocate for sensible changes.

What's one recent initiative or deliverable you're proud of that helped NJCM advance its mission—whether that's growing support, strengthening financial stewardship, or elevating our legislative work?

I'm proud of the NJCM's participation in major state regulatory and legislative efforts affecting affordable housing, development, water usage, public safety, and SHBP negotiations. The organization has provided incredible advocacy and leadership as the voice of mayors on important policy initiatives.

What's a common misconception about your area of expertise—and how does NJCM's approach (and your role) help mayors avoid pitfalls and get better outcomes?

No one person (Mayor, Executive Director, President, Committee Chair, staff) can effectively impact policy. Together, mayors have an extremely powerful voice and this organization serves to amplify that voice.





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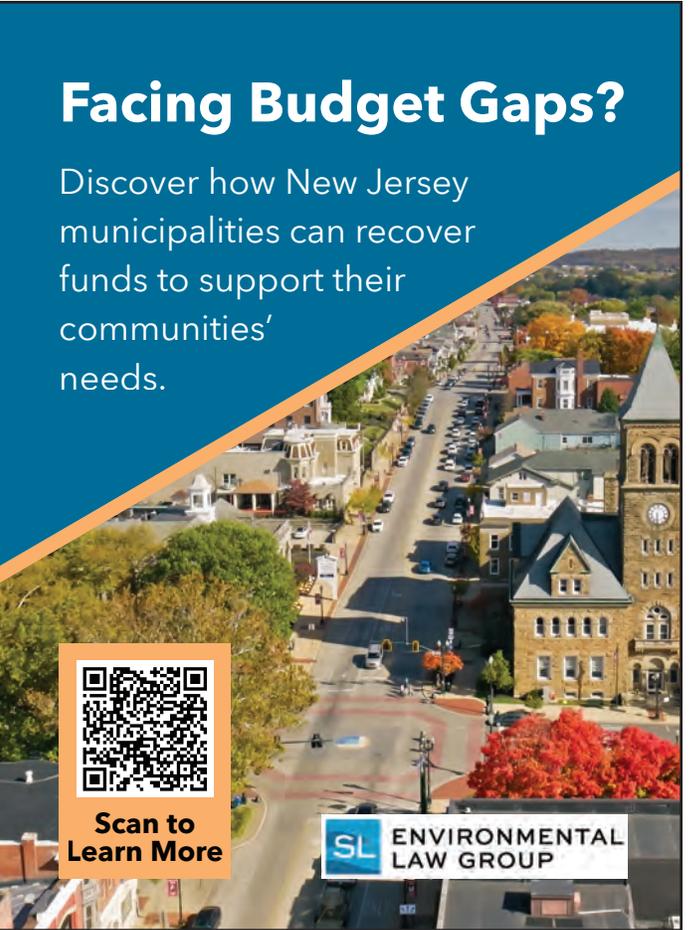
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Providing safe, clean, reliable and affordable water and wastewater service has never been more complex. Utilities today operate under expanding regulatory requirements, aging infrastructure, workforce constraints, and increasing public expectations around transparency and affordability. For mayors and municipal leaders, helping ensure that these essential services remain safe and dependable requires commitment, expertise, and access to the sustained resources needed to support long-term compliance, investment and operational accountability.

As a member of the New Jersey Conference of Mayors (NJCM) Business Council, New Jersey American Water brings a unique and proven perspective to these challenges. The company is the only water and wastewater utility in New Jersey to have successfully acquired a municipal water system under the Water Infrastructure Protection Act, offering insight into how this law can support communities facing complex water and wastewater system risks.

WHAT IS THE WATER INFRASTRUCTURE PROTECTION ACT?

The Water Infrastructure Protection Act (WIPA) is a state-authorized procurement framework designed to protect public health and system reliability when a water or wastewater utility faces significant operational, financial or compliance/regulatory challenges. WIPA establishes a structured procurement process that allows for robust system analyses and evaluation of alternatives, and solicitation of proposed solutions from utility professionals, while maintaining regulatory transparency, all with the goal of providing safe, clean, reliable and affordable service for customers.

At its core, WIPA recognizes a critical reality: operating a water or wastewater system requires expertise, licensed staffing, robust compliance programs and sustained capital investment, especially in an era of heightened environmental and public health regulation.

THE COMPLEXITY OF MODERN WATER AND WASTEWATER SERVICE

Today's utilities must comply with a wide range of evolving requirements, including drinking water standards, wastewater discharge permits, cybersecurity protocols, source water protection rules and climate resilience planning. Meeting these obligations requires technical expertise, institutional knowledge, and long-term operational discipline.

Establishing or rebuilding a utility, especially without funding, workforce structures, or compliance frameworks, presents substantial challenges including - securing licensed operators, maintaining treatment performance, managing assets, helping ensure accurate reporting, and sustaining customer trust - all carrying public health implications.

WIPA is not a temporary support model. It is a statutory mechanism that enables the orderly transfer and long-term professional operation of a water or wastewater system when continued municipal ownership or operation is no longer viable. The law provides a clear pathway for system sale and transition to an experienced operator, helping ensure continuity of service, regulatory compliance, and public health protection.

EXPERIENCE MATTERS: WIPA IN PRACTICE

New Jersey American Water's success in partnering with communities through WIPA demonstrates how the law functions in practice and as a structured tool focused on stability and protection. The process emphasizes accountability, coordination with regulators, and clear operational standards, while helping ensure customers continue to high-quality service.

Through WIPA, communities benefit from access to established operational systems, compliance expertise, and infrastructure management capabilities. Municipal engagement remains important and professional operation helps support long-term planning and informed decision-making.

PROFESSIONAL OPERATION IN AN ERA OF INCREASING REGULATION

As regulatory expectations continue to grow, professional utility operation has become increasingly important. Requirements related to lead service line replacement, emerging contaminants,

NEW JERSEY AMERICAN WATER THE WATER INFRASTRUCTURE PROTECTION ACT: EXPERTISE, PARTNERSHIP AND STABILITY IN A COMPLEX WATER ENVIRONMENT

asset management and resilience planning demand sustained investment and specialized resources.

New Jersey American Water invests more than \$520 million annually across New Jersey to upgrade treatment facilities, replace aging infrastructure, and strengthen system resilience. These investments support water quality, compliance, reliability, and long-term affordability while reducing the health risk for the communities.

WIPA aligns with this model by enabling permanent system transition to professional ownership, when warranted, helping ensure that regulatory compliance, capital investment, and operational accountability are sustained over time, not deferred or fragmented.

PARTNERSHIP WITH MAYORS AND MUNICIPALITIES

Mayors are essential partners in safeguarding water and wastewater services and often the first to hear concerns from residents. They play a critical role in guiding communities through complex infrastructure decisions.

As part of the New Jersey Conference of Mayors Business Council, New Jersey American Water supports municipal leaders by sharing experience and expertise, providing practical insight, and contributing constructively to statewide conversations about water and wastewater system sustainability.

WIPA is one of several tools available to communities, but its value lies in offering structure, oversight, and expertise when systems face significant challenges. Experience applying the law allows for informed dialogue that is focused on outcomes.

LOOKING AHEAD

As infrastructure needs grow and regulatory requirements continue to evolve, communities will face increasingly complex decisions about how to protect essential water and wastewater services. WIPA provides a measured, protective framework when systems are under strain.

New Jersey American Water remains committed to partnering with mayors and municipalities through experience, transparency and responsible stewardship—helping ensure water and wastewater systems remain safe, clean, reliable, affordable and resilient for the long term.

THINK FORWARD

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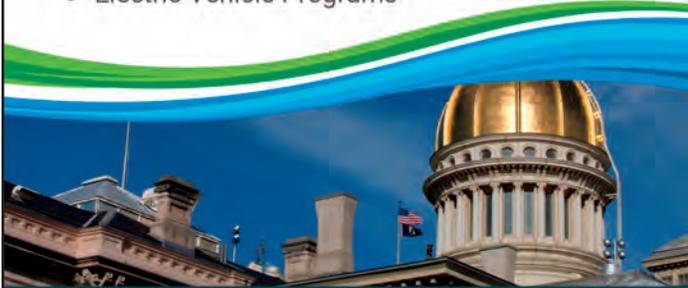


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- Dental, Vision
- Life AD&D
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- Short Term Disability
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Joseph C. Ablahani, AIF, CPFA, RFC, CLTC

President/CEO

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CHAIR

Mayor Timothy McDonough
Hope Township



CO-CHAIR

Mayor Paul Medany,
Deptford Township

NJCM LEGISLATIVE COMMITTEE LEGISLATIVE IMPACT REPORT

Across New Jersey, mayors are on the front lines of affordability, public safety, land use, infrastructure delivery, and the day-to-day realities of running local government. In 2025, the New Jersey Conference of Mayors brought that mayor’s perspective to Trenton with a steady, practical message: state policy works best when it reflects input from local leaders.

This past year stands out as one of the most proactive legislative years in our Conference’s history, driven by mayor-to-mayor collaboration and strengthened by the leadership of our Legislative Committee and its subcommittee chairs. We are especially grateful to the mayors who carried this work on behalf of the broader membership, including:

- **Dina M. Grilo, Chair**, Education & School Administration Committee (East Newark Borough)
- **Bob Conley, Chair**, Land Use, Development & Affordable Housing Committee (Borough of Madison)
- **Al Ferro, Chair**, Law Enforcement & Public Safety Committee (Millstone Township)
- **Shelley Brindle, Chair**, Transportation & Infrastructure Committee (Town of Westfield)
- **Michael Stanzilis, Chair**, Tax & Finance Committee (Borough of Mount Arlington)
- **Paul Muir, Chair**, General Legislation Committee (Bethlehem Township)
- **Janice Mironov, NJCM Legislative Relations & Municipal Advocacy Liaison** (East Windsor Township)

We also extend special thanks to Bill Caruso of Archer Public Affairs for serving as Legislative Counsel, and to Paul Bent for the legislative research that helped ensure our advocacy was disciplined, timely, and credible.

What follows are the major issues where NJCM delivered meaningful impact in 2025—and where we will continue to press for commonsense solutions in 2026.

STATE HEALTH BENEFITS PROGRAM – LOCAL GOVERNMENT (SHBP-LG)

It came as no surprise when a special report was released on May 19, 2025 examining the “Structural and Financial Challenges in the State Health Benefits Program for Local Government.” With terms like “structurally unstable” and “death spiral” circulating widely, the report put a stark headline on what municipalities have been experiencing for years: a program under extreme pressure, with rising costs that threaten local budgets and long-term sustainability.

Since May, NJCM has worked with the Governor’s Office, the New Jersey State League of Municipalities, the New Jersey Association of Counties, and various labor organizations to pursue reforms that stabilize the program, provide meaningful local government

representation, and preserve access to health plans that meet employee needs while remaining financially sustainable.

While progress has been made among the parties engaged, SHBP-LG remains a defining affordability issue for towns statewide—and it will carry forward into the administration of Mikie Sherrill. NJCM will continue advocating for reforms that are real, implementable, and anchored in the fiscal realities municipalities face.

NJPACT RESILIENT ENVIRONMENTS AND LANDSCAPES (REAL)

The NJPACT REAL rules are an effort by the New Jersey Department of Environmental Protection to modernize land resource protection rules in response to sea-level rise, extreme weather, chronic flooding, and other climate-related impacts. NJCM recognizes and respects the seriousness of these risks—and we appreciate the Department’s intent to plan for a more resilient future.

At the same time, we have significant concerns about aspects of the proposal from the perspectives of municipal operations, planning, and budgeting. Municipalities are required to implement and enforce many of the on-the-ground realities of these policies, and those responsibilities must be matched with clear standards, workable timelines, and practical guidance that does not unintentionally disrupt redevelopment, infrastructure maintenance, or local capital planning.

Published on July 21, 2025, the Notice of Substantial Change for the NJPACT REAL rule proposal closed its comment period on September 19, 2025. NJCM—along with more than 130 municipalities—called for the proposal to be re-examined to address its impact on local government. Final adoption remains pending, and NJCM will continue to press for adjustments that protect the environment while ensuring the rules are operationally achievable for municipalities of every size.

STATE DEVELOPMENT AND REDEVELOPMENT PLAN (SDRP)

New Jersey needs a modern, implementable State Development and Redevelopment Plan that goes beyond aspirations. Last published in 2001, the SDRP is long overdue for an update that reflects today’s housing pressures, infrastructure constraints, and economic realities.

NJCM’s position is straightforward: a new plan must include real funding and technical assistance to support implementation, strong coordination across departments and agencies, and flexibility that recognizes that a one-size-fits-all approach will not work across New Jersey’s diverse municipalities. We also support a transparent, evidence-based approach to affordable housing—one that accounts for local input, innovation, infrastructure capacity, and the practical constraints towns face when growth is not matched with resources

FAIR SHARE HOUSING GUIDANCE

Mayors have been navigating a complex and fast-moving affordable housing landscape. In response to questions about the Affordable Housing Dispute Resolution Program created under the 2024 amendments to the Fair Housing Act, NJCM prepared a process

continued on Page 40



MAYORS IN ACTION

from **MAIN STREET** to STATE STREET

...THE **POWER OF MAYORAL LEADERSHIP**...



STATE DEVELOPMENT AND REDEVELOPMENT PLAN STAKEHOLDER SESSION

In June 2025, NJCM convened a focused stakeholder session at Rutgers Edward J. Bloustein School of Planning and Public Policy in New Brunswick to ensure New Jersey's mayors had a direct voice in the State's update to the 2001 State Development and Redevelopment Plan (SDRP).

Hosted in collaboration with the New Jersey State Planning Commission and the Office of Planning Advocacy, the session featured a detailed overview of the draft SDRP delivered by Walter Lane and was moderated by Mayor Janice Mironov of East Windsor Township.

Discussion centered on how the draft SDRP can better support municipalities in advancing local planning priorities, including land use, infrastructure, sustainability, housing, transportation, and economic development. A question and answer period followed, giving mayors the opportunity to offer direct feedback on the Plan's goals and strategies and to share practical considerations from the local level.

Following the session, NJCM compiled mayors' feedback and prepared a formal submission for the record reflecting both strong support for the Plan's overall vision and significant concerns about the process, timing, and practicality of implementation.

STATE DEVELOPMENT & REDEVELOPMENT PLAN UPDATE

Hosted by the **New Jersey Conference of Mayors**, the **New Jersey State Planning Commission**, and the **Center for Urban Policy Research** and the **Alan M Voorhees Transportation Center** at Rutgers Edward J Bloustein School of Planning and Public Policy

17 JUNE 2025
8:30 AM - 11:30 AM

RUTGERS BLOUSTEIN SCHOOL OF PLANNING AND PUBLIC POLICY
33 Livingston Ave., New Brunswick, NJ 08901

Speaker:
Walter Lane
Acting Executive Director
Office of Planning Advocacy

Moderator:
Mayor Janice Mironov
East Windsor Township



NJCM PRESIDENT SPEAKS TO CAMDEN AND GLOUCESTER COUNTY MAYORS ASSOCIATIONS

On September 17, Mayor Jason F. Cilento, President of the New Jersey Conference of Mayors, joined leaders from the Camden County Mayors' Association and the Gloucester County Mayors' Association for a special outreach visit centered on strengthening county-level connections with NJCM.

Invited by Mayor David Mayer, President of the Camden County Mayors' Association, and Mayor Carol King Sammons, President of the Gloucester County Mayors' Association, Mayor Cilento provided an update on NJCM's trajectory, sharing where the organization has been, where it is today, and where it is headed. His remarks highlighted the momentum NJCM has built in recent months, including measurable progress in programming, engagement, and delivery for member municipalities.

This visit reinforced a defining priority of Mayor Cilento's presidency: showing up, listening, and building relationships across the state. Outreach remains a cornerstone of NJCM's approach, ensuring county associations and local leaders are fully connected to statewide advocacy and the resources NJCM delivers for mayors in every region.

NJCM extends sincere thanks to the Camden and Gloucester County Mayors' Associations for the invitation and the opportunity to connect directly with municipal leaders.



NJCM GUBERNATORIAL CAMPAIGN FORUM

In September 2025, the New Jersey Conference of Mayors Executive Board convened separate meetings with both major gubernatorial campaigns to ensure municipal priorities were clearly communicated ahead of the November 2025 election.

NJCM leadership met with Timothy Lydon, Policy Director for Democratic candidate Mikie Sherrill, and with Republican candidate Jack Ciattarelli for in depth, issues focused discussions on the challenges facing municipalities across New Jersey. To ensure broad municipal representation, New Jersey State League of Municipalities representatives Mike Cerra and Paul Penna also participated. (njlm.org)

As the nation's largest statewide mayors organization, NJCM remains proudly bipartisan, focused on results, and grounded in the day-to-day realities of local government. The meetings elevated shared municipal priorities, including energy tax receipts, economic growth, the State Health Benefits Program, affordable housing, and property tax relief. Together, these conversations helped lay the groundwork for productive collaboration with New Jersey's next administration.

NJCM appreciates the time and thoughtful engagement of our leadership to ensure mayors have a seat at the table.



from **MAIN STREET** to STATE STREET
THE POWER OF MAYORAL LEADERSHIP



FEBRUARY 27, 2025



Under the leadership of Mayor Bob Conley, the **2025 Winter Summit** was intentionally reimaged, from the venue to the theme, to create a more modern, mayor-focused convening on today's most urgent public safety challenges. Hosted at the Park Avenue Club, the Summit brought together **150 participants**, with **mayors from communities across New Jersey** joined by public safety leaders, subject-matter experts, and private-sector partners for a full morning of learning, discussion, and actionable takeaways.

A practical agenda built for local leadership

The program opened with breakfast and networking before moving into two high-impact sessions designed to give municipal leaders real tools they can bring back to their communities.

Panel Session I: **The Digital Shield** explored how local governments can responsibly leverage emerging technology, especially AI, to strengthen public safety and improve operational efficiency, from evidence collection and data management to modern cybersecurity strategies. The session was moderated by Mayor Michael Stanzilis and featured perspectives spanning municipal technology and innovation, including eMazzanti Technologies, Ignatiuz, Stevens Institute of Technology, and Axon Enterprise.

Panel Session 2: **ARRIVE Together** highlighted New Jersey's evolving approach to crisis response, pairing law enforcement with mental health professionals to reduce violence and de-escalate behavioral health emergencies. Moderated by Matt Platkin, the discussion focused on how this model is improving safety outcomes, strengthening community trust, and expanding pathways to services through the ARRIVE Together Initiative.

Following the panels, attendees participated in a **Critical Impact Briefing**, reinforcing key themes from the morning and emphasizing practical, municipality-ready lessons mayors can apply immediately. The Summit then transitioned into lunch and a keynote address by Col. Patrick J. Callahan of the New Jersey State Police, underscoring the importance of coordinated leadership, preparedness, and partnership across every level of government.

A memorable capstone for attendees

To close out the day, participants were invited to a private tour of the Atlantic Health Jets Training Center, made possible through the hospitality of Mayor Tim McDonough. It was a unique and memorable capstone that strengthened relationships and delivered the kind of "only at NJCM" experience that continues to define the Winter Summit's growth.

Impact: The 2025 Winter Summit showcased NJCM's commitment to delivering timely, high-value programming, equipping mayors with fresh strategies, trusted partners, and a stronger statewide network to meet the evolving public safety needs of New Jersey communities.





Panel Session 1

THE DIGITAL SHIELD: Smart Tech for Local Communities – Exploring AI and Cybersecurity in Local Government

In an era of rapid technological advancement, local governments are harnessing smart technology and AI to enhance public safety and improve the efficiency of municipal operations. This panel will explore cutting-edge scalable innovations transforming large and small municipalities, from evidence collection and data management to advanced cybersecurity solutions.



Moderator:

Mayor Michael Stanzilis, Borough of Mount Arlington



Panelists:

Carl Mazzanti

Co-Founder & President, eMazzanti Technologies



Himanshu Goil

Chief Executive Officer, Ignatiuz



Lindsey Cormack

Associate Professor of Political Science and Director of the Diplomacy Lab, Stevens Institute of Technology



Brent Berkley

Strategic Relationships Director, Justice, Axon Enterprise



Panel Session 2

ARRIVE TOGETHER Alternative Responses to Reduce Instances of Violence and Escalation

Law enforcement officers are increasingly called to respond to complex mental and behavioral health crises—situations that often require expertise beyond traditional policing. Recognizing this challenge, **New Jersey's ARRIVE Together Initiative** pairs officers with mental health professionals to ensure safer, more effective responses to residents in crisis. This panel will explore how this innovative program—now active in all 21 counties—is reducing use of force, increasing access to mental health services, and strengthening trust between law enforcement and the communities they serve.



Learn more at

www.njoag.gov/programs/arrive-together/



Moderator:

Matt Platkin, Attorney General, State of New Jersey



Panelists:

John R. Miscia

Chief, Madison Police Department



Joseph Longo

Captain, Madison Police Department



Tiffany Wilson

Senior Counsel and Director, Office of Alternative and Community Responses

Meg Rodriguez

Chief Assistant Prosecutor, Morris County Prosecutor's Office

Deanna Ackerman

Director, Morris Co-Response, Collaborative Justice Services, Veteran & Family Support





60th ANNUAL SPRING CONFERENCE

MAY 20-22, 2025
HARD ROCK HOTEL & CASINO
ATLANTIC CITY, NEW JERSEY

The New Jersey Conference of Mayors (NJCM) proudly hosted its 60th Annual Spring Conference, themed **“From Main Street to State Street: The Power of Mayoral Leadership.”** For three impactful days, mayors, municipal leaders, policymakers, and business partners gathered in Atlantic City to exchange ideas, strengthen advocacy, and chart a unified vision for New Jersey’s future.

From dynamic panel sessions on local media, artificial intelligence, municipal revenue, and governance partnerships, to interactive roundtable discussions on housing, utilities, stormwater management, payroll, and transit, the conference provided practical strategies and forward-thinking solutions for local governments.

Networking opportunities were woven throughout — from the exhibit floor and Mayors’ Cyber Café to signature evening receptions, including the Welcome Dessert Reception and Rock the Block celebration. The conference provided unique insights into leadership and governance in New Jersey.

Celebrating six decades of impact, the NJCM Spring Conference is the premier bipartisan platform for New Jersey’s mayors, driving collaboration, innovation, and meaningful partnerships that shape stronger communities.

Tuesday, May 20, 2025

The conference opened with great energy as the exhibit floor came to life, featuring an official ribbon-cutting ceremony and a warm welcome to all attendees. The first session, **The Mayor’s Megaphone**, spotlighted how local leaders can harness print, radio, digital, and television media to strengthen communication and amplify their message. The afternoon continued with **Mayor’s Media Training** and professional headshot sessions, equipping mayors with tools to enhance their public presence. Networking quickly followed in the Cyber Café, with the lively **Let’s Be Social Reception** on the exhibit floor.

For our late-arriving guests, the day concluded with a special addition to the conference experience. All conference badge holders were invited to the elegant **‘Welcome to Atlantic City Dessert Reception’** at Council Oak, offering the perfect mix of

casual conversation, cocktails, confections, and, most importantly, meaningful connections that developed over the three-day conference.

Wednesday, May 21, 2025

The second day began with policy and advocacy at the **Legislative Committee Meeting**, featuring updates from the U.S. Conference of Mayors and state regulatory partners. Attention then turned to the future with a session on **AI in Municipal Government**, which explored how artificial intelligence is reshaping governance and community services.

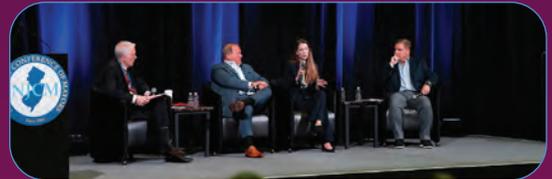
This year, we had our first **Rock the Block, the President’s Inaugural Reception** to cap off a successful second day. Guests had plenty of opportunities to network and relax while enjoying Jersey Shore treats, signature cocktails, and red-carpet moments with paparazzi-worthy flair—total rock-star energy.

A highlight of the conference was the **Grand Luncheon, which brought together over 325 attendees from across New Jersey.** We want to sincerely thank the student choir, the Dunellen Magicals, for helping us bring some hometown magic to celebrate our incoming President, **Mayor Jason Cilento of Dunellen.**

Thursday, May 22, 2025

The final day opened with the **Mayors’ Breakfast**, which paired networking with an exciting exhibitor door prize giveaway. The centerpiece of the morning was the **Round the World Café**, where attendees rotated through focused roundtable discussions on communications, housing, utilities, payroll modernization, new mayoral leadership, and more. Additional topics, such as state planning, stormwater management, capital budgeting, transit expansion, and public safety, allowed for in-depth discussions on some of New Jersey’s most pressing challenges.

The conference concluded on a high note with **“Bridging Transitions: Former Governors on Leadership and Governance in New Jersey,”** a distinguished panel featuring **former Governors Donald DiFrancesco and Chris Christie**, who shared unique perspectives on leadership, governance, and the future of municipal affairs.





RETIREMENT RECOGNITION: MARY ZAJACK

After 17 years of dedicated service, Mary Zajack concluded her tenure as NJCM's Operations Manager, marking the end of an era for the organization and the many mayors she supported throughout her career.

For nearly two decades, Mary was the steady hand behind the scenes, ensuring NJCM meetings, events, and day-to-day operations ran smoothly and professionally. She brought consistency, institutional knowledge, and deep care to every detail, from member communications and logistics to on-site execution, always keeping the focus where it belongs: helping mayors succeed and strengthening NJCM as the statewide home for municipal leadership.

Mary's impact is measured not only in the work completed, but in the trust she built across the organization. Colleagues and members alike relied on her calm presence, her responsiveness, and her ability to solve problems quickly and quietly, often before anyone else even knew there was an issue.

NJCM extends its sincere gratitude to Mary for 17 years of outstanding service and commitment. We celebrate her contributions, wish her a retirement filled with happiness and new adventures, and thank her for the lasting mark she leaves on NJCM and on the mayors we serve.

NJCM 60TH ANNUAL SPRING CONFERENCE

ROCK THE BLOCK

WEDNESDAY
MAY 21
2025 | 7PM

FROM MAIN STREET TO STATE STREET

ADMIT ONE



SEAT
ROW
SEC

As part of NJCM's reimagined Spring Conference, we introduced **Rock the Block** for the first time this year as the **President's Inaugural Reception**, capping off a successful second day.

Guests enjoyed a fun, high-energy evening with plenty of opportunities to network and unwind, complete with Jersey Shore treats, signature cocktails, and red-carpet moments with paparazzi-worthy flair, bringing total rock-star energy to the conference experience.



Silver Ticket Holder



Gold Ticket Holder



Silver Ticket Holder





SEPTEMBER 25, 2025

BAY HEAD YACHT CLUB, BAY HEAD

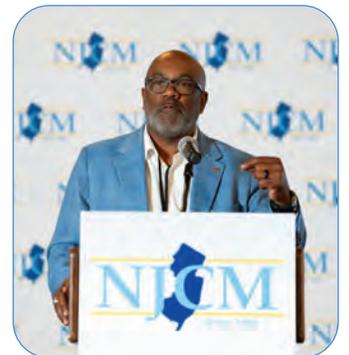
NJCM proudly hosted a powerful evening that brought together two signature events in one experience: **Policy to Practice, NJCM's educational series**, and the **Evening on the Bay Reception**. Held at the Bay Head Yacht Club on Thursday, September 25, 2025, the program welcomed mayors and guests for an evening of ideas, partnership, and connection from 5:00 PM to 8:00 PM.

This inaugural Policy to Practice program focused on **Energy Innovation and Resiliency**, featuring two panels designed to give mayors tools and insights they can take back home.

The Resiliency Panel centered on how municipalities and counties prepare for the unexpected and recover stronger, highlighting emergency operations, volunteer mobilization, and creative legal strategies that can unlock new funding for resilience work. The session explored practical coordination between municipal teams and county emergency management, the role of the American Red Cross in shelter operations, family reunification, and volunteer support, and real case examples of communities securing litigation recoveries to offset resilience and infrastructure costs, including PFAS related settlements. The conversation also looked ahead at training, interoperability, communications, and long-term resilience funding strategies, followed by a mayor focused question and answer segment.

The Energy Innovation Panel brought New Jersey's utility leaders into direct conversation with mayors about preparing for a cleaner, more resilient energy future, with an emphasis on reliability, affordability, storm resilience, and practical local strategies. Moderated by Rick Mroz, the panel featured confirmed participation from New Jersey Natural Gas and South Jersey Industries. Discussion topics reflected the questions coming directly from NJCM membership, including grid reliability during extreme weather, storm hardening investments, transparency in rates and billing, assistance programs for residents, microgrids for critical facilities, EV charging growth, community solar, and how smart grid and AI tools can improve outage prevention and real time monitoring.

Together, the education program and reception created a unique space where mayors and business leaders could exchange ideas, share solutions, and strengthen relationships that support stronger communities across the state. The evening also reflected NJCM's continued momentum, with growing partnerships, expanded engagement, and a sustained commitment to elevating the collective voice of mayors through action oriented programming and meaningful connection.





POLICY TO PRACTICE

NJCM EDUCATION SERIES

ENERGY INNOVATION & RESILIENCY

Panel 1: RESILIENCY



Moderator
Mayor Al Ferro,
Millstone Township

Experts will explore how towns and counties prepare for the unexpected—and recover stronger.

From emergency operations and volunteer mobilization to creative legal strategies that unlock new funding, this conversation will highlight multiple pathways to safeguard communities.

Panelists



Scott Nielsen
 Emergency Management
 Coordinator
 Monmouth County Sheriff's Office



Ken Sansone
 Senior Partner
 SL Environmental
 Law Group, P.C.



Rosie Taravella
 Regional CEO
 American Red Cross
 New Jersey



POLICY TO PRACTICE

NJCM EDUCATION SERIES

ENERGY INNOVATION & RESILIENCY

Panel 2: ENERGY INNOVATION



Moderator
Richard Mroz
*Former President
 Board of Public
 Utilities*

New Jersey's utility leaders will share how their towns can prepare for a cleaner, more resilient energy future, covering grid reliability, storm hardening, affordability, and the latest renewable and emerging technologies.

Mayors will walk away with strategies ready to implement at home.

Panelists



Ray Bukowski
 Managing Director
 New Jersey Resources



Andrew McNally
 Senior Director
 South Jersey Industries



Edward Gray
 Vice President
 PSE&G



Signature EVENTS Q4

NOVEMBER 18-20, 2025



110th Annual Conference

November 18 - 20 • Atlantic City

ATLANTIC CITY CONVENTION CENTER
One Convention Boulevard, Atlantic City, New Jersey

NJCM at Booth #610: A Hub of Connection at the NJ League of Municipalities Annual Conference

Booth 610 was the place to connect at this year's New Jersey State League of Municipalities Annual Conference, as NJCM welcomed mayors from Main Street to State Street for three days of meaningful engagement. More than **150 mayors stopped by** to mix and mingle with fellow municipal leaders, elected officials, business partners, and community stakeholders from across New Jersey. Year after year, the NJCM booth serves as a home base on the conference floor, creating space for conversation, collaboration, and the exchange of ideas that help move our communities forward.

Mayors also joined NJCM's **"Let's Be Social"** campaign, sharing priorities from their municipalities and helping to shape future NJCM educational programming. That input matters, because it keeps NJCM's work grounded in what local leaders are seeing, solving, and building in real time across the state.

Throughout the conference, visitors to Booth 610 had the opportunity to learn more about Mayor and Mayor Emeritus memberships, connect with NJCM's Business Council partners, network with members of the NJCM Executive Board, and take part in photo moments with the NJCM banner. Mayors were also invited to stop by and claim a small gift as a token of appreciation for their leadership and engagement.

A major highlight of the week was the inaugural Winter Summit 2026 raffle. After three days of entries, NJCM President Mayor Jason F. Cilento drew the winning name. Congratulations to Mayor Al Morgan of New Providence, the first-ever recipient of the NJCM Winter Summit raffle prize. We look forward to continuing this fun tradition at Booth 610 in the years ahead.

The momentum carried into day one with the **Annual Board Reception** at Boulevard's Cafe inside the Sheraton Atlantic City Convention Center Hotel, hosted by the presidents and executive directors of NJCM and the New Jersey State League of Municipalities. The evening brought together NJCM Board Members, NJLM colleagues, and Business Council partners to celebrate shared progress and strengthen the relationships that support municipal leadership across New Jersey.

Thank you to everyone who stopped by Booth 610. We look forward to building on the conversations, connections, and momentum next year.





Signature
EVENTS Q4
DECEMBER 5, 2025



On Friday, December 5, mayors from across New Jersey gathered in Middlesex County for a morning of learning, leadership, and meaningful connection at **NJCM's year-end Policy to Practice program and New Mayor Breakfast**. Hosted at the Hilton East Brunswick Hotel & Executive Meeting Center, the event welcomed current, newly elected, and re-elected mayors, alongside members of the broader business community, for timely discussion and peer-to-peer engagement focused on the issues shaping municipalities statewide.

The morning opened with NJCM's Policy to Practice educational session, **Municipal Healthcare Benefits**, delivering practical insights and actionable strategies on one of the most pressing challenges facing local leaders. Moderated by Mayor Paul Muir, the discussion featured Mayor Colleen Mahr, Capital Benefits, LLC, and NJ Community Solutions, LLC, with a focus on healthcare trends, cost management strategies, and collaborative approaches that help municipalities support employees while maintaining fiscal responsibility.



Following the program, attendees continued the conversation over breakfast during a leadership dialogue hosted by NJCM President Mayor Jason F. Cilento. A panel of municipal leaders including Mayor Jamila Odom Bremmer, Mayor Robert Conley, Mayor Quinton Law, Mayor Al Ferro, and Mayor Marie Galate shared **perspectives on leadership, collaboration, and the evolving priorities of their communities**. The conversation created space for mayors to exchange ideas, build relationships, and learn from one another in an open, collegial setting.



Together, the **Policy to Practice** session and the New Mayor Breakfast provided municipal leaders with practical tools, fresh strategies, and stronger connections heading into the new year. NJCM extends sincere appreciation to our Policy Advocates, Comcast, Capital Benefits, LLC, and NJ Community Solutions, LLC, for their generous support in making this program possible. By bringing together mayors and NJCM's Business Council for shared learning and thoughtful dialogue, NJCM continues to foster collaboration and amplify a unified voice for New Jersey's communities.

Join the Conversation
on **MUNICIPAL HEALTHCARE BENEFITS**

POLICY TO PRACTICE
NJCM EDUCATION SERIES

with **OUR MODERATOR AND PANELISTS**



Mayor Paul Muir
Bethlehem Township



Mayor Colleen Mahr
Fairwood Borough
Somerset County Business Adm.
Chair of Southern Skylands HIF



Mayor Jeff Martin
Hamilton Township
Chair, NJLM Municipal Healthcare Taskforce



Joseph C. Ablahani
CEO & President of Capital Benefits, LLC



Matthew Watkins, Principal
NJ Community Solutions, LLC
NJLM Labor Consultant

FRIDAY DEC 05 2025

Policy to Practice: 7:30 AM - 9:30 AM
New Mayor Breakfast: 9:30 AM - 11:30 AM
HILTON EAST BRUNSWICK
3 Tower Center Boulevard, East Brunswick, New Jersey 08816
For additional information, please visit NJCM.org or email Nicole@NicoleDavidman.com



NEW MAYOR Breakfast
NJCM

Lessons from the MAYORS OFFICE

with **OUR MODERATOR AND PANELISTS**



NJCM President
Mayor Jason Cilent
Dunellen Borough



Mayor Jamila Odom Bremmer
Cheshurst Borough



Mayor Robert Conley
Madison Borough



Mayor Quinton Law
Moorestown Township



Mayor AJ Ferro
Millstone Township

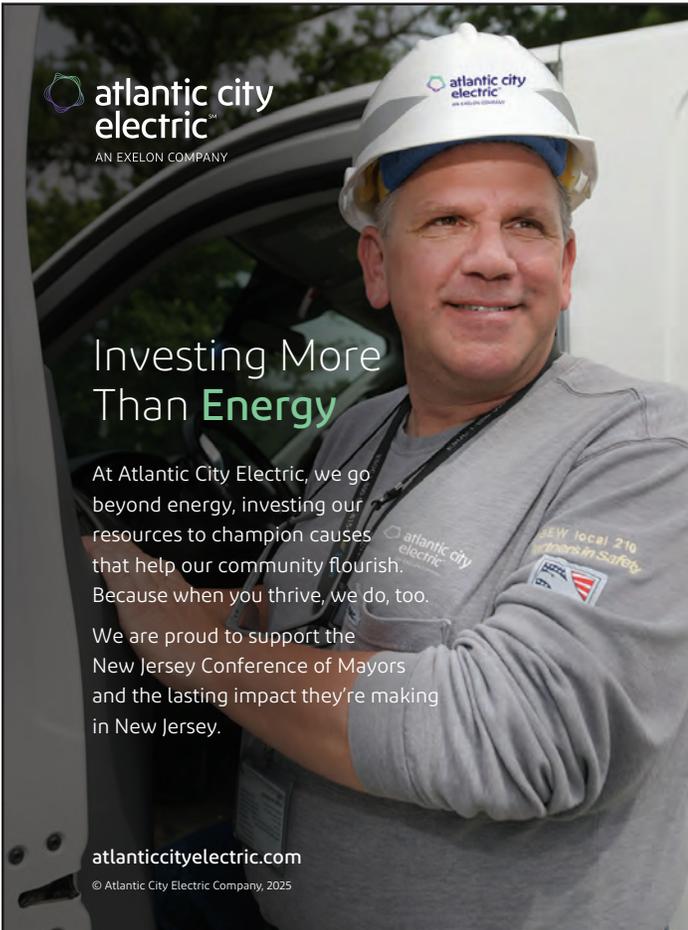


Mayor Marie Galate
Hopatcong Borough

FRIDAY DEC 05 2025

Policy to Practice: 7:30 AM - 9:30 AM
New Mayor Breakfast: 9:30 AM - 11:30 AM
HILTON EAST BRUNSWICK
3 Tower Center Boulevard, East Brunswick, New Jersey 08816
For additional information, please visit NJCM.org or email Nicole@NicoleDavidman.com





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We are proud to support the New Jersey Conference of Mayors and the lasting impact they're making in New Jersey.

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United for Progress

SJI is proud to support the **New Jersey Conference of Mayors** and its mission of improving the health and wellbeing of all its residents and providing an open line of communication to our State and Federal Legislatures and Administrations.

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The members of the **New Jersey Education Association** proudly support the

NJ Conference of Mayors Business Council

NJCM has represented the interests of all municipalities, ensuring that mayors have the tools and connections needed to strengthen their communities.

Pictured above left to right: Secretary-Treasurer Tina Dare, President Steve Beatty & Vice President Petal Robertson

polimorphic

POWERING SERVICE-FIRST GOVERNMENTS

AI for NJMC Agencies

-  Stop routine requests from overwhelming frontline service.
-  Move requests end-to-end, instead of breaking between teams.
-  Gain access to real-time analytics that prove your agency's impact.

[Request a Demo >>](#)





Access to high-speed Internet is no longer optional, it is a gateway to education, healthcare, employment and financial advantages. Yet, even in New Jersey — the most densely populated state in the country — connectivity gaps persist, limiting opportunities for residents and business owners throughout the state. Closing these gaps requires more than infrastructure investment; it demands collaboration. Recent public-private partnerships (PPPs) in Cumberland County offer a compelling example of how to achieve universal Internet access.

WHY PARTNERSHIPS MATTER

Municipal leaders understand the challenges of extending broadband Internet to rural addresses: high costs, complex permitting, and limited return on investment make it difficult to find a provider. At the same time, the needs of residents and businesses in these areas can no longer be ignored. The answer lies in combining local leadership and resources with private sector expertise.

When municipalities and providers work together, they can accelerate deployment, reduce costs, and ensure solutions meet community needs. These partnerships are strategic collaborations that align public priorities with private innovation.

“For years, we’ve worked to bring broadband access to every corner of Maurice River Township. By strategically investing our American Rescue Plan funds and partnering with Comcast through a competitive RFP process, we’ve connected residents and businesses who have waited far too long for reliable high-speed Internet. This is about ensuring our families can work remotely, our students can learn online, and our small businesses can compete in the digital economy. I’m grateful to our Township Committee for their unwavering commitment to making universal broadband access a reality.” —Mayor Ken Whildin, Maurice River Twp.

A MODEL IN ACTION

Hopewell and Maurice River Townships in Cumberland County offer a model for achieving the promise of universal connectivity. In 2022, township commissioners sought a partner that could bring investment and expertise to complement local funds and federal American Rescue Plan dollars. Each town issued competitive RFPs, and Comcast’s bids were selected by both governing bodies.

Through close collaboration with local leaders, Comcast designed and implemented a cost-effective expansion plan that recently brought the last homes and businesses in these townships online with Xfinity and Comcast Business. The fiber-rich network offers multigigabit-speed Internet, video and other advanced services as well as affordable mobile.

DIGITAL OPPORTUNITY FOR ALL

Successful partnerships also address affordability and adoption. Programs like Internet Essentials, which offers low-cost broadband and devices to low-income households, and initiatives such as Lift Zones, which provide WiFi-enabled community spaces, complement network expansion by ensuring that residents can take full advantage of connectivity.

Municipalities can amplify these efforts by promoting digital literacy programs and partnering with nonprofits to reach underserved populations. Together, these strategies create a holistic approach to closing the digital divide.

LOOKING AHEAD

The blueprint for universal connectivity is clear and proven: when communities and companies work together, everyone wins. By embracing collaboration, New Jersey’s municipalities can turn connectivity challenges into opportunities for transformative change.

Fred DeAndrea is Senior Director of Government and Regulatory Affairs for Comcast in New Jersey.

COMCAST

CLOSING THE DIGITAL DIVIDE: A BLUEPRINT FOR RURAL CONNECTIVITY IN NEW JERSEY

LESSONS FOR LEADERS

The Hopewell and Maurice River experiences offer practical insights for municipalities across New Jersey:

1. **Engage Early and Often:** Community input helps shape solutions that reflect local needs.
2. **Leverage Available Funding:** Federal and state programs can offset infrastructure costs.
3. **Prioritize Universal Access:** Make universal access a non-negotiable goal in partnership agreements.
4. **Find the Right Partner:** Choose a provider that can deploy quickly and cost-effectively and has a track record of innovation and investment to ensure long-term success.
5. **Think Beyond Infrastructure:** Pair deployment with adoption programs to maximize impact.

By embracing collaboration today, New Jersey’s leaders can ensure that no resident or business is left behind in the digital economy.

“Every resident, farm and small business in our township now has a level playing field, with access to high-speed Internet for work, school, family, friends and entertainment. Our partnership with Comcast was a first-of-its-kind in New Jersey, and it allowed us to extend network access quickly and in a cost-effective way to our constituents. We’re thrilled with the success and hope to provide a model for other towns looking to fill broadband deployment gaps in their communities.” —Mayor Robin Freitag, Hopewell Township.

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SE ADVISORY SERVICES

In the response to the 9/11 attacks, first responders faced a failure. Not of courage or commitment, but a failure of communication. Radios couldn't connect between departments, leaving firefighters and police officers from New York-New Jersey region and surrounding states without a way to communicate during the crisis. Commercial wireless networks jammed. Lives were lost. Out of that tragedy came a clear, powerful mandate: we must never allow such communication failures to happen again.

That's why FirstNet®, built with AT&T exists, and it's why FirstNet has supported public safety's response to every major crisis since coming online. Today, FirstNet provides critical connectivity to New Jersey's first responders before, during, and after emergencies, natural disasters, and planned events.

In New Jersey, we're connecting public safety agencies, first responders and organizations in more than 340 cities across the state, including Atlantic City, Camden, Manchester, Newark, Princeton and more.

We've rolled out Band 14 on more than 1,300 sites across New Jersey to provide public safety with truly dedicated coverage and capacity when they need it. Band 14 is nationwide, high-quality spectrum set aside by the government specifically for FirstNet. It provides public safety with a dedicated lane of connectivity when needed. When not in use by FirstNet subscribers, AT&T customers can enjoy Band 14's added coverage and capacity.

FirstNet has helped New Jersey public safety coordinate and communicate when it matters most. From providing deployable assets during search and recovery operations to educating first responders on the benefits of specialized technology at mission critical seminars, FirstNet is at the forefront of connectivity.

New Jersey is also home to one of AT&T's network disaster recovery (NDR) warehouses, which contains equipment used to restore connectivity during disaster situations and critical resources for FirstNet's emergency response. Command centers, drones, mobile cell sites and more, all ready for rapid deployment when and where they are needed.

From the earliest design stages to cutting-edge innovation that is solving problems for public safety, every decision has been shaped by direct input from first responders in the field. Nearly 1,200 new purpose-built cell sites and over 180 dedicated deployable assets have been added, not because of commercial viability but because public safety identified a need for them.

FirstNet is built to common global standards, meaning it's interoperable with other wireless networks. We're creating new tools to bridge previously siloed legacy radio systems to enable effective cross-agency collaboration and improve situational awareness. Additional AI-powered apps and smart devices are being field-tested and co-developed with law enforcement, EMS, and fire officials.

Because AT&T is public safety's partner helping deliver FirstNet, we have a congressional charge to expand and evolve public safety's network, so they stay at the forefront of innovative, lifesaving technologies. It's a large part of why the U.S. is the world leader in technology development for public safety, and it's also why we joined with the FirstNet Authority last year to announce a 10-year, \$8 billion investment initiative that is expanding public safety's

coverage nationally. This investment is creating a standalone 5G core and expanding mission-critical services – all of which will help FirstNet evolve to support public safety's future needs.

That's the power of this public-private partnership; AT&T, the federal government, and the public safety community working together to make this system better every single day. Right now, public safety's vision for their network is reality. Now Congress has a critical

AT&T

KEEPING NEW JERSEY FIRST RESPONDERS CONNECTED

opportunity to protect what's been built by reauthorizing the FirstNet Authority. If federal lawmakers fail to act in the next year, they risk unraveling an entire program that's proven, self-sufficient and helps to save lives every day. The purpose-built network is here, it's working, and it's trusted by those who run toward danger every single day.

The bottom line is this: FirstNet is the only public safety communications platform that can truly support public safety during the most critical moments, because it is the only network that is designed to meet public safety's needs. FirstNet has the highest level of scrutiny – with rigorous oversight and accountability by the federal government – which is why we are responsive to first responders' needs in ways that commercial networks and carriers are not. We are proud to partner with public safety and are committed to continuing to deliver a second-to-none experience for the first responder community. No connection is more important than one that helps save lives.

What truly sets FirstNet apart is that it's not just for public safety; it's led by public safety.



COMCAST

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Eastern Atlantic States

REGIONAL COUNCIL OF CARPENTERS

EXECUTIVE CABINET

BUILDING CAREERS, STRENGTHENING COMMUNITIES, AND SUPPORTING REGIONAL GROWTH

The Eastern Atlantic States Regional Council of Carpenters (EAS Carpenters) promotes growth and opportunities across Pennsylvania, New Jersey, Delaware, Maryland, Washington, D.C., Virginia, and West Virginia. Representing thousands of skilled union carpenters, the EAS Carpenters maintain the region's infrastructure while ensuring their members are prepared for the evolving construction industry. By focusing on hands-on training, jobsite safety, and strong partnerships, EAS Carpenters supports careers, families, and the communities where its members live and work.

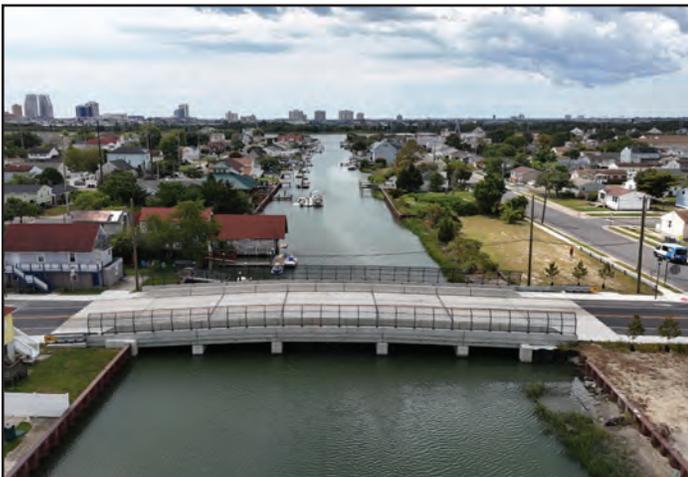
Workforce development is a main focus as we continue to invest in registered apprenticeship and advanced training programs, which give people a clear path to a career. These programs combine hands-on with classroom instruction and on-the-job training that allows apprentices to earn while they learn, meaning they gain valuable skills without taking on college debt.

Our state-of-the-art training centers across the region feature modern equipment and a curriculum that reflects current industry standards. Members leave the program ready to deliver quality work safely and efficiently. Contractors and project owners benefit too, seeing better productivity, lower risk, and on-time project completion. The EAS Carpenters works closely with signatory contractors to make sure best practices protect workers and strengthen performance on every jobsite because safety is our top priority.

EAS Carpenters also stay connected to the communities our members serve. Construction work has a direct impact on neighborhoods, public spaces, and local economies, and our members volunteer their time and skills to give back. Whether they are helping with building improvements or participating in community service events, union carpenters are committed to making a difference.

Partnerships and advocacy go hand in hand with the work EAS Carpenters do. By collaborating with business leaders, local organizations, and elected officials, we help ensure that development projects benefit workers, businesses, and the communities where they take place. Through our work with the NJCM Business Council, we connect with others who understand the value of skilled labor and strong labor-management relationships, helping plan projects responsibly and support regional growth. At the same time, EAS Carpenters engages in public policy discussions around infrastructure investment, labor standards, and fair contracting practices. By advocating for fair wages, strong safety protections, and responsible development, we create an environment where both workers and employers can thrive, strengthening the construction industry and supporting economic stability across the region.

We are dedicated to growth, opportunity, and impact as infrastructure expands across the region. By training skilled carpenters, advocating for fair practices, and working with communities and businesses, we continue to build careers that support families and strengthen the neighborhoods they live in. **Our collaboration with the NJCM Business Council reflects a shared belief that that when workers, businesses, and communities succeed together, everyone benefits.**



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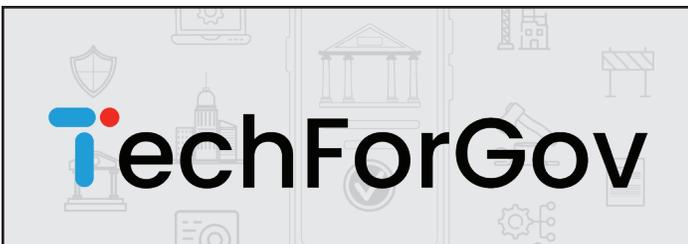
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NJCM BUSINESS COUNCIL MEMBER SPOTLIGHT



BUILDING AND MAINTAINING NEW JERSEY'S TOWNS

New Jersey's mayors are on the front lines of infrastructure every day. When roads deteriorate, water systems fail, power goes out, or development stalls, we turn to our local government first for answers and accountability. Infrastructure is not an abstract policy discussion at any level of government, it is a matter of public safety, economic stability, and quality of life.

Today, those pressures are intensifying. Aging infrastructure, increased development demand coupled with anti-development public sentiment, climate-driven extreme weather, and workforce shortages are converging at once. Addressing these challenges requires more than funding alone. It requires coordination among local governments, skilled workers, responsible contractors, business leaders, and policymakers to ensure projects move from planning to completion efficiently and responsibly.

A COOPERATIVE MODEL BUILT FOR RESULTS

ELEC 825 is a labor-employer cooperative that brings together operating engineers, signatory contractors, and industry partners to promote infrastructure investment, economic development, and construction industry education across New Jersey and the region. As the labor-management fund supporting IUOE Local 825, ELEC 825 operates with a practical mission: align workforce readiness, employer competitiveness, and public policy to deliver real-world results.

ELEC 825 works at the intersection of labor, business, and government. As members of the business community and active partners with chambers of commerce, trade associations, and regional organizations, ELEC 825 helps foster collaboration that supports responsible growth. As advocates, ELEC 825 engages in local town halls and state houses to promote policies that encourage infrastructure investment and redevelopment.

For municipalities, this cooperative approach translates into certainty that skilled workers will be available, projects will move forward, and public investments will deliver long-term value.

THE DANGERS OF DEFERRING MAINTENANCE

Across New Jersey, our towns' roads and bridges were built decades ago, for smaller populations and an economic reality worlds away from the one we live in. These roads and bridges simply cannot handle what we need them to, and deferred maintenance turns into emergency repairs, emergency repairs strain local budgets, and strained budgets limit a municipality's ability to invest in capital projects and on delivering public services.

ELEC 825 stands ready to assist local governments. Through advocacy, workforce development, and industry collaboration, ELEC 825 supports municipal leaders as they navigate the complex realities of infrastructure and redevelopment planning.

Early engagement is key. When municipalities involve partners like ELEC 825 during the planning stages of infrastructure or redevelopment projects, they gain insight into workforce availability, construction sequencing, and regulatory considerations that can affect timelines and costs. ELEC 825 also assists contractors and developers as they navigate bids, approvals, and compliance requirements, helping projects advance more smoothly from concept to construction.

This approach is especially valuable as municipalities pursue 21st-century infrastructure priorities by modernizing transportation networks, reinforcing energy grids, upgrading water systems, and



EXECUTIVE CABINET

building resilience against extreme weather. These projects are foundational to redevelopment and economic growth, but only if they are delivered efficiently and built to last.

FROM PLANNING TO PAVEMENT: WHAT OPERATING ENGINEERS ACTUALLY DELIVER

For local governments, infrastructure planning only succeeds if projects can move from concept

to construction without delays, disruptions, or workforce gaps. That is where operating engineers play a central role and where ELEC 825's cooperative model delivers practical value.

Operating engineers are the men and women who operate and maintain the heavy equipment behind nearly every infrastructure and redevelopment project. From local road and bridge work to water and wastewater systems, energy infrastructure, transit corridors, and environmental remediation, their work underpins both daily municipal operations and long-term economic growth. In short, if a project involves moving earth, building foundations, installing utilities, or modernizing systems, operating engineers are involved.

This work spans every scale. Neighborhood street improvements and utility upgrades require the same professionalism and coordination as large, multi-jurisdictional infrastructure initiatives. Projects like the Gateway Program demonstrate how complex infrastructure depends on highly trained operators, precise sequencing, and coordination among public agencies, contractors, and labor.

ELEC 825 is a ready and willing partner for municipalities, focused on workforce readiness, employer competitiveness, and policy advocacy. For mayors, that means fewer surprises, greater predictability, and infrastructure projects that are built to perform for decades, not just pass inspection.

OUR ROADS NEED NEW JERSEY'S MAYORS

New Jersey's infrastructure challenges will not be solved through isolated efforts. Success depends on partnerships that recognize the interconnected roles of government, labor, and industry.

Mayors are uniquely positioned to convene those partnerships. By working with organizations like ELEC 825, municipal leaders can advocate for investment, plan redevelopment more effectively, and deliver projects that serve their communities for generations.

ELEC 825 stands ready to collaborate, to advocate for responsible infrastructure policy, support redevelopment efforts, and help ensure that New Jersey's cities and towns are built on strong, reliable foundations. The next chapter of New Jersey's growth depends on planning ahead, working together, and building it right the first time.



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The New Jersey Utilities Association (NJUA)

13 member utility companies are dedicated to the delivery of essential services to nearly seven million residential customer accounts and one million non-residential customer accounts across the Garden State. Because of the services provided by NJUA utility company members, people can read when it's dark; heat and cool their homes, schools and businesses; enjoy clean water; preserve and prepare food; and communicate rapidly and regularly with friends, family and colleagues.

NJUA is proud to partner with NJ Conference of Mayors to help provide critical services to our families, friends and neighbors.



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A Message from the New Jersey Bankers Association

The New Jersey Bankers Association (NJBankers) is proud to work alongside New Jersey's mayors and municipal leaders as a trusted partner, leading advocate, and resource for the communities we collectively serve.

NJBankers is a statewide trade association representing more than 60 banking institutions doing business in New Jersey, including community banks, mid-size institutions, and regional banks that serve families and businesses in every corner of the Garden State. As the Voice of the Garden State Banking Industry, NJBankers advocates for a strong and resilient banking sector because strong banks help create strong and resilient communities. Our member institutions are deeply rooted in the municipalities they serve and play a vital role in supporting homeownership, small business growth, and community development.

For more than a decade, NJBankers has maintained a strong and productive relationship with municipalities across the state, grounded in collaboration, responsiveness, and a shared commitment to neighborhood stability and local economic strength. One area where this partnership has been particularly impactful is in addressing challenges associated with residential properties in foreclosure. While only a fraction of foreclosed properties present issues at the local level, those that do can pose concerns related to property maintenance, public safety, and quality of life for surrounding neighborhoods.

Since 2013, NJBankers has been assisting municipalities with identifying and addressing constituent concerns related to these properties - recognizing the importance of timely and effective communication. NJBankers is able to identify properties currently in foreclosure within each municipality and, in many cases, provide information regarding the foreclosing entity. Where appropriate, we can also help facilitate contact with the responsible financial institution or connect municipal officials directly with property preservation professionals. This assistance helps streamline communication, reduce delays, and promote constructive outcomes that benefit residents and local governments alike.

To further support municipalities, NJBankers maintains points of contact at institutions with significant market share in New Jersey. These established relationships allow mayors and municipal staff to engage efficiently with lenders on matters such as property maintenance, abandonment, code compliance, safety issues, and, in some cases, demolition or surrender requests. While our members do not comprise all lien holders, mortgage companies, or investors with foreclosed properties in the state, we remain committed to assisting wherever possible and to serving as a constructive intermediary when challenges arise.

Our commitment to New Jersey's communities extends beyond housing and economic development. NJBankers and its member institutions are deeply engaged in philanthropic partnerships that address critical local needs and support the most vulnerable residents of our state. A recent example is NJBankers' partnership with the Community FoodBank of New Jersey through the One Million Meals Campaign, a multi-year initiative launched in 2022 to combat food insecurity across New Jersey. Thanks to the generosity of banks of all sizes, associate members, and industry partners, the campaign raised enough funds to provide more than one million meals to residents in need. In addition, bank employees contributed more than 12,000 hours of volunteer service to food banks and affiliated organizations statewide.

This work reflects a broader principle that guides NJBankers' engagement with communities and policymakers alike: collaboration works best when communication is clear, consistent, and grounded in mutual understanding. New Jersey operates under a dual banking system, in which financial institutions may be supervised by either federal regulators or state regulators such as the New Jersey Department of Banking and Insurance. This structure encourages innovation and flexibility, but it also underscores the importance of coordination among stakeholders. When banks, municipalities, and regulators work together, resources can be directed where they matter most—toward lending, reinvestment, and community support.

Our member banks take their responsibilities to New Jersey communities seriously. They are active participants in local economies, consistently meeting their obligations under the Community Reinvestment Act and engaging in programs that expand access to credit, financial education, homeownership, and community development. These efforts are not abstract commitments; they are reflected every day in partnerships with nonprofits, investments in neighborhoods, and long-standing relationships with local leaders.

At NJBankers, our mission extends beyond representing the banking industry. We strive to be exceptional resources, trusted partners, and effective advocates for both our members and the communities they serve. Through advocacy at the state and federal levels, professional development opportunities, operational support, and philanthropic leadership, NJBankers works to strengthen the financial ecosystem that supports New Jersey's municipalities.

As we look ahead to the coming year, NJBankers remains committed to working collaboratively with New Jersey's mayors and municipal leaders. We value the trust built over many years and welcome continued dialogue on how we can best support your communities. Together, through partnership and shared purpose, we can help ensure that New Jersey's neighborhoods remain safe, vibrant, and economically strong.

Brittany Wheeler
Vice President & Director of Government Affairs
New Jersey Bankers Association



2026 EVENTS

APRIL
2026

**NJCM YEAR-IN-REVIEW
ANNUAL REPORT**

5:00PM - 5:30PM | ZOOM MEETING
FOR ALL MEMBER MAYORS



ROCK THE BLOCK
NJCM Presidential Inauguration
Reception at the
Annual Spring Conference

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opportunities, and collaborative
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2026



5:00PM - 8:00PM | Bay Head Yacht Club | Bay Head, NJ
A premier networking opportunity with industry leaders
dedicated to supporting municipal government and exploring
innovative solutions to municipal challenges.

NOV
2026



04 DEC
2026



7:30AM - 11:30AM | East Brunswick Hilton | East Brunswick, NJ
This event is free and open to all mayors — Exchange ideas,
gain actionable knowledge, and unite as a collective voice for
New Jersey communities. Members of the NJCM Business
Council are invited to attend.

www.NJCM.ORG | [@NJCM1963](https://twitter.com/NJCM1963)



NISIVOCCIA LLP: PARTNERING WITH MUNICIPAL LEADERS THROUGH EXPERTISE, EDUCATION, AND COLLABORATION

For more than 55 years, Nisivoccia LLP has worked alongside New Jersey's municipal leaders to support strong governance, fiscal responsibility, and transparency in local government. As a New Jersey-based CPA and advisory firm, we are proud to continue our involvement with the New Jersey Conference of Mayors as a Business Council member for 2025–2026 and to support NJCM's mission of strengthening municipalities across the state.

Since its earliest days, Nisivoccia has been committed to serving New Jersey's municipal communities. One of the firm's first clients was a local municipality, and that foundational relationship set the course for a long-standing focus on public-sector service. Founded in New Jersey and rooted in the communities we serve, Nisivoccia has grown into a full-service firm with offices in Mt. Arlington, Bridgewater, and Newton, and a dedicated government services practice. While the firm has evolved over time, our focus has remained consistent: helping municipal leaders navigate complex financial and regulatory environments with confidence and clarity.

SERVING MUNICIPALITIES WITH SPECIALIZED GOVERNMENT EXPERTISE

Nisivoccia's government services team brings extensive experience in governmental accounting, auditing, and compliance. Our professionals perform audits in accordance with Generally Accepted Auditing Standards (GAAS), Government Auditing Standards, and applicable New Jersey requirements, while maintaining a strong emphasis on communication and accessibility.

We understand that municipal financial reporting must meet the needs of many stakeholders, including mayors, governing bodies, administrators, finance professionals, and residents. Our approach prioritizes transparency and practical insight, ensuring that financial information supports informed decision-making and reinforces public trust.

A YEAR-ROUND RESOURCE FOR MUNICIPAL LEADERSHIP

Our work with municipalities extends well beyond annual audit engagements. Nisivoccia views itself as a year-round partner to municipal leadership, providing guidance on evolving regulations, emerging issues, and operational considerations. We regularly assist clients with budgeting and financial planning, internal controls, grant compliance, and advisory matters related to systems, staffing, and governance.

Municipal leaders operate in an environment of increasing accountability and limited resources. Our goal is to help them meet these demands efficiently while maintaining compliance and operational stability.

EDUCATION AND COLLABORATION THROUGH INDUSTRY PROGRAMS

A key part of Nisivoccia's commitment to municipalities is our focus on education, collaboration, and information-sharing across the public sector. We are proud to host quarterly CMFO Roundtables, designed for municipal chief financial officers, administrators, and

finance professionals. These sessions provide a forum for peer-to-peer discussion and timely conversation around issues affecting municipalities today. While developed for our municipal clients, the CMFO Roundtables are open to the public, encouraging broader participation and collaboration across the municipal community.

In addition, Nisivoccia hosts semi-annual School Business Administrator (SBA) roundtables, offered both virtually and in person. These programs focus on audit-related matters, regulatory updates, and best practices specific to school districts and educational entities. By sharing timely guidance and practical insight, we help SBAs and school administrators stay informed and prepared throughout the year.

Through these programs, we partner with municipal and education professionals to support not only compliance, but also ongoing professional development and knowledge-sharing across the industry.

PARTNERING WITH THE MUNICIPAL COMMUNITY

Nisivoccia's involvement in municipal education and outreach reflects our broader commitment to partnership within the public sector. We actively collaborate with industry organizations, professional associations, and municipal leaders to stay connected to the issues impacting local government and to contribute meaningfully to the conversation.

Our relationship-driven approach has resulted in long-standing partnerships with municipalities throughout New Jersey, many spanning decades. Consistency, continuity, and accessibility are central to how we serve our clients. Our partners and managers remain engaged throughout the year, ensuring that guidance is available when questions arise—not just during audit season.

LOOKING AHEAD

As municipalities continue to face evolving regulatory requirements, advancing technology, and increased expectations for transparency, Nisivoccia remains focused on supporting local leaders through expertise, education, and collaboration. We continue to invest in our people and our government services practice to meet the needs of today's municipalities and to help prepare for the challenges ahead.

We are proud to support the New Jersey Conference of Mayors as a Business Council member for 2025–2026 and to work alongside NJCM in strengthening local government across the state. Nisivoccia looks forward to continuing its partnership with New Jersey's mayors, administrators, and finance professionals—helping build strong, well-governed communities for years to come.

Learn more about our firm at [nisivoccia.com](https://www.nisivoccia.com).

LEGISLATIVE IMPACT REPORT

continued from Page 13

guide to help municipalities understand the basics, key milestones, and decision points.

For municipalities that chose to participate and set a binding Fair Share number through this non-judicial program, a Housing Element & Fair Share Plan (HEFSP) compliant with the amended statute and Mount Laurel obligations had to be adopted. The key deadlines for interested parties to file challenges—and for municipalities to respond by accepting or rejecting proposed revisions—have now passed. The deadline to incorporate any revisions, adopt implementing ordinances, and update local compliance documents is March 15, 2026.

As a reminder: NJCM's guide is intended for general informational purposes and does not constitute legal advice. For site-specific questions and strategy, municipalities should consult their municipal attorney and planner.

CANNABIS

In November 2025, legislation was introduced that would have made governance, ethics, and reform changes to New Jersey's adult-use cannabis framework. Among other provisions, the legislation included language that would have limited municipal authority to block adult-use retail activity by certain medical dispensaries and would have prohibited municipalities from restricting the number

of dispensaries or locations for medical cannabis dispensaries already operating.

NJCM engaged immediately and forcefully. Through our efforts, this language was removed before the bill was sent to the Governor—protecting municipal zoning authority and preserving local decision-making in a policy area that directly affects neighborhood character, public safety, and quality of life.

LOOKING AHEAD

The through-line of 2025 was clear: when mayors speak with one voice—grounded in operational reality and focused on results—state policymakers listen. NJCM will continue building on this momentum in 2026, advancing reforms that protect taxpayers, respect local governance, and help municipalities deliver the services residents depend on every day.

To every mayor who called, wrote, testified, hosted site visits, shared local data, or helped shape consensus within our committees—thank you. This work is strongest when it is shared, and this year proved what we can accomplish together.

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As a former Mayor, you held a position in your community and state that few citizens ever attain. The experience and knowledge you gained during your tenure as Mayor are unique and invaluable.

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At New Jersey Resources and New Jersey Natural Gas, we know that energy is an essential part of our lives. It makes the things that matter most possible —whether it's heating our homes, fueling the economy, or driving innovation. It is critical to everything we do.

As New Jersey and the nation grapple with the rapid growth of energy-intensive industries, such as advanced manufacturing as well as data centers, the essential role of reliable, affordable energy for homes, businesses and economies is in focus like never before. New Jersey Resources views this energy evolution as an opportunity to lead and support our customers – and that's what we're doing.

- We continue to advance innovative, lower-carbon energy solutions that are both practical and cost-effective for customers. New Jersey Natural Gas is the first natural gas utility in New Jersey to install and operate distributed carbon capture technology and fuel a portion of its fleet operations with renewable diesel – driving reducing emissions.
- We continue to lead with programs that empower our customers to manage their energy usage and reduce their utility costs, through our suite of SAVEGREEN energy efficiency programs, delivering the highest single year investment in these programs that offer equipment and whole-home energy efficiency incentives and rebates, and on-bill financing. Customers who participate fully in the available programs can see their usage and bills reduced by up to 30%.
- We continue to dedicate considerable time and resources to give back to our communities, with our employees, retirees and their families providing over 4,200 hours of volunteer service. NJR's charitable foundations provided over \$2.1 million in direct funding to local nonprofits (fiscal 2024).

At NJNG, where we serve over 583,000 customers in Monmouth, Ocean, Morris, Middlesex, Burlington and Sussex Counties, safety and environmental protection guide our actions. Over the past decade, we've invested \$3.1 billion to upgrade our infrastructure and support safe, reliable service to our customers. Prioritizing these investments has made our natural gas distribution system the most environmentally sound in the entire state — among the best in the entire country —as measured by leaks per mile.

The strong environmental profile of NJNG's distribution system, along with other sustainability efforts at NJR, translates directly to lower emissions for our state and the communities we serve. Across our operations, we've made tremendous progress reducing our emissions and building the cleaner energy economy of tomorrow.

To read more about our efforts and progress, please visit www.njrsustainability.com.

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For over 95 years, Archer has been providing full-service litigation and transactional legal services to Fortune 100 corporations, small and middle-market companies, state and local governmental entities, nonprofit organizations, closely-held and family-owned businesses, and individuals. Delivering powerful results to our clients regionally and nationally, the firm provides the highest quality counsel through offices located in New Jersey, Pennsylvania, New York, Delaware, and Texas. Being fully invested in our clients' success means it's more than just law to us – it's about creating long-term value for our clients. We are always looking ahead to anticipate and advise in a rapidly changing world to help expand what's possible for our business and governmental clients. We are not only there for you in those critical moments, but with our deep understanding of your goals, we are always thinking about what comes next. Our clients rely on us to provide sophisticated legal services and deep industry experience and know that we are a firm that embraces change and drives innovation.

STATE AND LOCAL GOVERNMENT REPRESENTATION

Archer has decades of experience representing the interests of state and local governments. We represent counties, municipalities and state agencies on the full range of issues impacting governmental entities, often serving as general counsel and special counsel. In our role, we know our clients' world. We understand the unique challenges our municipal clients face on a daily basis and have deep knowledge and experience in the substantive and procedural law that applies to them. With this, we are able to quickly tackle any problem or issue and offer solutions.

We pride ourselves on the long-term relationships we have developed with our governmental clients and have worked closely with them over the years to establish best practices and procedures. Our understanding of how state and local governments work at the administrative and legislative levels has been critical to positive outcomes, and our attorneys have handled virtually every issue currently facing municipalities. We never take a "one-size-fits-all" approach with our municipal clients. We know that every public issue is unique and of importance to the communities involved.

Economic development is a strong focus of our firm. We handle real estate acquisitions and sales for local governments and agencies. We have extensive experience in land use, subdivision, land development, and permitting and zoning matters. We routinely assist with developing and enforcing land use regulations that are instrumental in shaping positive, vibrant communities as they grow. We have helped municipalities and other governmental entities in acquiring land, easements and rights-of-way for a wide

array of public projects. Through either skilled negotiation or, when necessary, eminent domain, we have successfully acquired property rights for various projects.

We handle legal services related to the myriad of laws and regulations that govern the operation of large and small cities, including Open Public Records Act requests, Open Meetings Act, Fair Housing Act, Owner Controlled Insurance Programs, bid challenges, drafting of PLAs, conflict of interest laws, record retention requirements, election law, state budget laws, sales and use tax issues, ethics questions, COAH, affordable housing, local utility law, vendor contracts, lease interpretations, contractual disputes, construction litigation, municipal tax appeals, and environmental law matters.

Our attorneys regularly handle all employment law matters for municipalities with a focus on personnel issues, labor law, collective bargaining agreements, and other employment and labor issues. We have been actively engaged in tax-exempt financing representing local municipalities and state and local authorities in a variety of taxable and tax-exempt financings, and have issued opinions as bond counsel and have served as underwriter's counsel or trustee's counsel on a wide range of public finance transactions.

Archer also maintains an active litigation practice representing governmental clients in state and federal courts at both the trial and appellate levels in litigation arising out of their positions as public officials that includes, among other areas, civil rights litigation, tort claims.

GOVERNMENT AND REGULATORY AFFAIRS ADVICE AND ADVOCACY

Through our affiliate, Archer Public Affairs, we provide full-service government and regulatory affairs advice and advocacy to clients throughout New Jersey, Pennsylvania and Delaware. Members of the group bring decades of bipartisan experience from all levels of government. We help ensure our clients achieve their business objectives by crafting strategic plans and advocating for their issues at all levels of government. By providing access to key decision makers and timely data, we offer our clients the political and legislative presence that is critical to success.

OUR APPROACH

In true partnership, we work hard to understand what success looks like for you and become a valuable extension of your team. Always keeping your future in mind, we look to turn uncertainty into a possibility and meaningful change into long-term progress. We are a strong team that knows our clients, their businesses and industries and we bring innovative solutions to your business problems.



READY ON DAY 1



The professionals at ELEC work in partnership with local elected officials to promote economic development, infrastructure investment, and raising standards in the construction industry, to provide opportunities for developers, union contractors, and members of Local 825.



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