

GOVERNMENT
STRATEGY
GROUP

Annexation Impact Study

Regarding the South Seaside Park Section of Berkeley
Township



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Executive Summary

Purpose of the Study

The Borough of Seaside Park retained Government Strategy Group (GSG) to conduct an independent, comprehensive annexation impact study regarding the potential annexation of South Seaside Park from Berkeley Township into Seaside Park.

The purpose of this study is to provide objective analysis, factual information, and policy-relevant evaluation to support informed decision-making. GSG does not advocate for or against annexation. Rather, the study is intended to ensure that any decision by Borough leadership is well-reasoned, transparent, and grounded in credible evidence, consistent with New Jersey statutory standards and long-standing principles of municipal governance.

This study evaluates fiscal, operational, service delivery, planning, and community considerations associated with annexation and presents alternative scenarios so that decision-makers may fully understand both the opportunities and obligations involved.

Study Area Overview

The study area includes the Borough of Seaside Park and the adjacent South Seaside Park section of Berkeley Township, located on the barrier island along the Atlantic Ocean and Barnegat Bay. While governed by separate municipalities, the two communities share geographic proximity, coastal conditions, infrastructure characteristics, and seasonal population patterns.

South Seaside Park is primarily residential, with a high concentration of seasonal housing, limited municipal facilities, and service dependencies that already intersect with Seaside Park in areas such as fire protection, emergency response, and coastal access. Seaside Park is a compact, full-service municipality with established administrative, public safety, public works, and utility systems serving a mixed year-round and seasonal population.

The study area reflects a coastal, tourism-driven context, where seasonal population fluctuations materially affect service demand, infrastructure stress, and fiscal planning.

Summary of Key Findings

Across all areas of analysis, the study reached several overarching conclusions:

- Annexation is operationally feasible, but not automatic or cost-free.

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- Service delivery impacts are manageable with planning, staffing, and capital investment.
 - Fiscal outcomes are driven by policy and implementation choices, not structural imbalance.
 - Increase in municipal services to include South Seaside Park to full service level will have to be done over time so as to reduce operational and financial strain.
 - Transparent planning and early action are essential to maintaining service levels and public trust.
 - If annexation proceeds, Seaside Park residents may see an average tax decrease of 40-51% depending on property class, while South Seaside Park residents would see similar reductions. However, this outcome assumes \$8.98M in debt assumption (recommended scenario), \$670K in one-time transition costs, and hiring 13 new employees over 12-18 months, and is impacted by school funding and regionalization laws and developments among other factors.
 - Under modeled assumptions, municipal tax rates could decrease meaningfully; however, outcomes are highly sensitive to debt allocation methodology, school funding formulas, and implementation decisions.
 - If annexation proceeds, critical actions include hiring police officers and procuring specialized equipment.

No single factor independently determines whether annexation should proceed; rather, the decision depends on how the Borough chooses to manage transition, funding, and service integration.

Summary of Fiscal Impacts

The financial analysis examined both one-time transition costs and ongoing operating and capital impacts, as well as multiple approaches to allocating Berkeley Township's outstanding debt.

Key fiscal conclusions include:

- Operating expenditures increase by approximately \$2.9M annually (Year 1), offset by \$847K in new revenues, a manageable \$2.67M net impact in the first year.
- Regional school tax allocation could increase Seaside Park's share by 62% (from \$5.5M to \$8.9M) under current formulas.

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- Assessed valuation-based debt allocation is the most equitable, defensible, and widely accepted methodology under New Jersey municipal finance practice.
 - Annexation is projected to generate meaningful recurring revenues, including property tax ratables, beach badge revenue, construction permit fees, and franchise revenues.
 - Operating expenditures increase across multiple departments but remain proportionate to revenues when staffing and capital needs are properly implemented.
 - One-time transition costs are finite and manageable when separated from ongoing operating budgets.
 - Long-term fiscal sustainability is achievable with disciplined financial management and realistic implementation over time.

Annexation does not inherently create a fiscal burden; rather, it requires deliberate financial planning.

Summary of Service Delivery Impacts

Service delivery impacts were evaluated across general government, information technology, public safety, public utilities, public works, land use, and environmental management.

Overall findings include:

- Administrative and IT systems are modern, scalable, and well-positioned for expansion.
- Public safety services require staffing increases, equipment upgrades, and communications improvements, particularly for police coverage.
- Public utilities and public works services can be extended, but are labor- and equipment-dependent, necessitating advance procurement and hiring.
- Coastal and environmental responsibilities increase incrementally and are consistent with existing service models.

Service impacts are predictable and addressable when treated as a planned expansion rather than a passive absorption.

Annexation Scenarios Evaluated

The study evaluated multiple annexation-related scenarios, including:

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- Alternative debt allocation methodologies (assessed valuation, per capita, geographic area).
 - Immediate versus service integration over time approaches.
 - Conservative, moderate, and fully-built operating budget assumptions.
 - Capital investment timing and funding strategies.

Each scenario was analyzed to illustrate relative trade-offs, fiscal exposure, and implementation risk. No scenario was assumed to be predetermined or preferred without analysis.

Conclusions and Recommendations

This study concludes that annexation of South Seaside Park is neither inherently compelled nor inherently prohibitive. It is a policy choice that carries identifiable responsibilities, costs, and opportunities.

Key conclusions include:

- Service delivery standards can be reached over time with appropriate staffing and capital investment.
- Financial impacts are manageable and transparent when grounded in accepted municipal finance principles.
- Public engagement and community input are essential components of defensible decision-making.

Recommended Approach

If the Borough elects to continue consideration of annexation, the study recommends:

1. Proceeding deliberately through phased post-annexation implementation.
2. Securing staffing, equipment, and funding in a timely manner in order to manage expanded responsibilities.
3. Using assessed valuation as the primary basis for debt allocation.
4. Maintaining open and ongoing communication with residents.
5. Remaining flexible throughout an extended transition process.

The Borough now has the information necessary to make a decision that is informed, transparent, and consistent with the public interest.

Introduction & Study Framework

Background and Context

The possible annexation of South Seaside Park into the Borough of Seaside Park arises from a long-standing jurisdictional question regarding municipal boundaries on the barrier island. In recent years, residents of South Seaside Park—currently part of Berkeley Township—have petitioned to pursue annexation into Seaside Park under the provisions of New Jersey statutory law governing municipal boundary changes.

Following the submission of a formal petition by South Seaside Park residents, Berkeley Township exercised its statutory authority to review and ultimately deny the annexation request. That decision was subsequently challenged in court. The Superior Court, Appellate Division and New Jersey Supreme Court have determined that Berkeley Township did not have sufficient legal grounds to deny the petition based on the evidentiary record presented.

The New Jersey Supreme Court determined that Berkeley Township did not demonstrate sufficient legal grounds to deny the annexation petition under the applicable statutory standard. Seaside Park's governing body has sole discretion, by ordinance approved by two thirds ($\frac{2}{3}$) of the governing body, to approve or deny annexation, subject to compliance with statutory procedures. To ensure that any decision is made in accordance with principles of reasoned municipal decision-making, the governing body of Seaside Park has elected to consult with professional advisors, including financial, planning, engineering, legal, tax, and public safety experts, and to seek input from the Planning Board and the public before reaching any determination.

It is within this legal and procedural context that the Borough of Seaside Park retained Government Strategy Group to conduct an independent annexation impact study.

Study Objectives

The primary objective of this study is to provide Seaside Park's governing body, residents, and other stakeholders with a clear, factual, and comprehensive understanding of the potential implications of annexation across municipal service areas, finances, governance, and community character.

Specifically, this study seeks to:

- Evaluate existing municipal conditions in both Seaside Park and South Seaside Park.
- Assess the operational, fiscal, and service-delivery impacts that annexation could create.

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- Identify areas of opportunity, risk, and transition complexity.
 - Provide comparative analysis where appropriate to inform policy deliberations.
 - Document public input and community concerns as part of the formal project record.

This study does not advocate for or against annexation. Rather, it is designed to support a decision-making process that is informed, transparent, and grounded in objective analysis, consistent with the legal standard that municipal actions should not be arbitrary or capricious.

Scope of Work

The scope of this study includes a detailed review and analysis of the following subject areas:

- General Government and Administrative Services.
- Information Technology and Administrative Systems.
- Public Safety (Police, Fire, Emergency Management).
- Public Works, Land Use, and Environmental Considerations.
- Financial Impacts, including operating budgets, capital needs, and debt allocation.
- Public Engagement and Community Input.

Each service area is evaluated using a consistent analytical framework that considers existing conditions, service demand, comparative service levels, capacity to extend services, capital and infrastructure implications, regulatory considerations, risks, and key findings.

The study does not include:

- Engineering design or detailed infrastructure construction plans.
- Formal property revaluation or reassessment exercises.
- Legal advocacy or litigation strategy.
- Policy recommendations beyond those necessary to explain operational feasibility.

Municipal Utilities Exclusion: This analysis does not include detailed evaluation of municipal utility operations (water, sewer, and marina). These utilities operate as self-liquidating, separate entities with their own dedicated revenue streams, rate structures, and capital financing mechanisms. Utility operations are accounted for in separate utility budgets and

do not impact the general municipal tax levy. Any annexation-related impacts to utility service areas, customer bases, or infrastructure requirements would be addressed through utility-specific rate adjustments and capital planning processes independent of the general municipal budget analysis presented in this report.

Methodology Overview

Government Strategy Group employed a mixed-method approach to complete this study, including:

- Interviews with municipal administrators, department heads, and service providers from Seaside Park, Berkeley Township, and relevant shared-service entities.
- Review of municipal budgets, audits, capital plans, ordinances, shared-service agreements, and operational data.
- Analysis of state and county regulatory requirements.
- Field observations and site visits where appropriate.
- Review of judicial decisions, statutory provisions, and procedural guidance related to annexation.
- Structured public engagement through community listening sessions and written feedback mechanisms.

Quantitative data were analyzed using conservative, defensible assumptions consistent with municipal finance and planning best practices. Where precise data were unavailable, reasonable proxies were used and clearly identified.

Coordination with Municipal Officials and Service Providers

This study was conducted in close coordination with municipal officials and staff from Seaside Park and, where applicable, Berkeley Township, Ocean County agencies, and shared-service partners. Department-level interviews were used to validate operational realities, identify constraints, and understand service delivery models currently in place.

Public engagement was treated as a core component of the methodology. Two community listening sessions were conducted, and residents were invited to submit written feedback through multiple channels. All comments received—whether submitted in person, electronically, or in writing—were documented and incorporated into the study's findings, with a complete record included as an appendix.

Limitations and Assumptions

This study is subject to several important limitations and assumptions:

- The analysis assumes that annexation, if approved, would be implemented at a defined point in time and operational changes would occur over time to the extent permitted by law.
- Financial projections rely on current budget data, known cost structures, and reasonable growth assumptions; future economic conditions, labor contracts, or regulatory changes could alter actual outcomes.
- Certain data—particularly detailed fixed asset inventories and historical service-specific usage in South Seaside Park—were not fully available and required reliance on summary information or proxy measures.
- The study does not assume cooperation or shared services from Berkeley Township following annexation unless such cooperation is legally required or formally agreed upon.

These limitations do not invalidate the analysis but underscore the importance of viewing the study as a planning and decision-support tool rather than a predictive guarantee.

Study Area Overview

This section provides an overview of the geographic, demographic, and planning context for the area evaluated in this annexation impact study. The study area includes the Borough of Seaside Park and the adjacent South Seaside Park neighborhood, which is currently located within Berkeley Township. Understanding the physical setting, existing jurisdictional structure, population characteristics, and land use patterns is essential to evaluating the potential implications of annexation and ensuring that subsequent analyses are grounded in real-world conditions.

Geographic Description and Boundaries

The study area is located along the Barnegat Peninsula in Ocean County, New Jersey, a narrow barrier island bounded by the Atlantic Ocean to the east and Barnegat Bay to the west. Seaside Park occupies the northern portion of the peninsula, while South Seaside Park lies immediately to the south and is presently part of Berkeley Township.

South Seaside Park is geographically contiguous with Seaside Park and separated from the remainder of Berkeley Township by Barnegat Bay. As a result, access to South Seaside Park is functionally oriented northward through Seaside Park rather than westward to Berkeley Township's mainland areas. The physical layout of the barrier island, including limited access points and linear north-south travel patterns, creates a shared coastal geography and infrastructure system between Seaside Park and South Seaside Park.

Existing Jurisdictional Conditions

Under current conditions, South Seaside Park is governed by Berkeley Township and receives municipal services through a combination of Berkeley Township departments, interlocal agreements, and regional or county service providers. Seaside Park operates as a separate municipality with its own elected officials, administrative structure, and service departments.

Despite the jurisdictional separation, certain services—particularly emergency response and coastal management—already involve coordination across municipal boundaries. This existing overlap highlights the complexity of service delivery on the barrier island and underscores the importance of evaluating how governance structures align with geography and service demand.

Population and Seasonal Characteristics

Both Seaside Park and South Seaside Park are characterized by a relatively small year-round population and a substantial seasonal population increase during the summer

months. The area experiences pronounced fluctuations driven by tourism, seasonal rentals, and second-home occupancy.

These seasonal dynamics place unique demands on municipal services, including public safety, public works, utilities, beaches, and administrative functions. Peak-season conditions often resemble those of much larger municipalities, requiring scalable service capacity and careful planning. Any evaluation of annexation must therefore consider not only permanent population figures, but also seasonal service demand and operational intensity.

Land Use and Development Context

Land use in both Seaside Park and South Seaside Park is predominantly residential, consisting largely of single-family homes, duplexes, and seasonal rental properties. Commercial uses are limited and generally serve local and seasonal needs, such as small-scale retail, food service, and marina-related activities.

Development patterns reflect the constraints of a barrier island environment, including narrow roadways, limited rights-of-way, environmentally sensitive areas, and coastal regulatory requirements. The built environment is largely established, with redevelopment and renovation occurring more frequently than large-scale new construction.

Logical Boundaries and Planning Considerations

From a planning perspective, South Seaside Park functions as a logical extension of Seaside Park. The two communities share continuous road networks, similar land use patterns, coastal infrastructure, and environmental conditions. The physical separation of South Seaside Park from the remainder of Berkeley Township presents ongoing challenges related to service delivery efficiency, coordination, and response time.

These geographic and functional realities are central to the annexation discussion. While this study does not advocate for a particular outcome, it evaluates whether the existing boundaries align with contemporary planning principles, service delivery efficiency, and community cohesion, and whether alternative governance arrangements may better reflect on-the-ground conditions.

Public Engagement & Community Input

Purpose and Value of Public Engagement

Public engagement was a foundational component of the annexation impact study. From the outset, Government Strategy Group (GSG) and the Borough of Seaside Park recognized that any potential annexation of South Seaside Park would have meaningful implications for residents, municipal operations, and community identity. As such, resident input was not treated as a procedural formality, but as a critical source of information to help guide the scope, focus, and priorities of this study.

The purpose of the engagement process was not to advocate for or against annexation, nor to predetermine an outcome. Rather, it was designed to:

- Identify resident questions, concerns, and priorities early in the process.
- Ensure the study addressed real, community-identified issues.
- Improve transparency and trust in the analytical process.
- Support informed, reasoned decision-making by elected officials.

This approach aligns with New Jersey's expectations that municipal decisions of this nature be grounded in facts, analysis, and public input, rather than arbitrary or capricious considerations.

Engagement Approach and Methodology

Community Listening Sessions

To gather direct resident feedback, GSG facilitated two structured community listening sessions open to the public. These sessions were intentionally designed as listening forums, not debates or decision-making meetings.

Listening Session Details

- Purpose: Gather resident feedback, questions, and concerns related to the proposed annexation.
- Format: Listening-only; no formal presentations or advocacy.
- Tone: Open, factual, inclusive, and respectful.
- Documentation: All comments were recorded for inclusion in the project record.

Session Dates

- November 10 | 6:30 PM – 8:00 PM
- November 24 | 6:00 PM – 7:30 PM

Residents who were unable to attend in person were invited to submit written feedback through multiple channels, including paper submissions, Google Forms, and email correspondence.

These engagement opportunities were designed to ensure broad access and multiple avenues for participation.

Listening Session Structure

Each listening session followed a consistent structure to ensure clarity, fairness, and a shared understanding among participants.

Opening and Ground Rules

Sessions were opened by Borough leadership and facilitated by Government Strategy Group. Clear ground rules were established to promote respectful dialogue, equitable participation, and focus on issues rather than individuals.

Background Context

A brief factual overview of the annexation history and legal context was provided by municipal professionals to ensure all participants were working from the same baseline understanding. This overview addressed:

- Why the annexation question is being considered.
- What annexation would legally entail.
- The procedural steps required before any decision or vote.

Public Comment and Listening Segment

The majority of each session was dedicated to public comment. Residents were invited to share:

- Questions they wanted answered before any decision.
- Concerns about potential impacts.
- Values or characteristics they felt should be protected.

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- Opportunities they believed annexation could present.

Comments were recorded verbatim or near-verbatim and categorized in real time under broad themes such as:

- Concerns
- Questions
- Opportunities / Hopes

Closing and Next Steps

Each session concluded with a summary of common themes and an explanation of how feedback would be incorporated into the study and future public materials.

Written and Submitted Public Input

In addition to in-person comments, residents submitted feedback through:

- Written comment cards
- Online forms
- Email correspondence

These submissions were treated with the same weight and consideration as in-person remarks. All written input was logged, reviewed, and incorporated into the study's issue identification process.

All comments received — whether verbal or written — are included in full in the Public Engagement Appendix (see Appendix A).

How Public Input Informed the Study

Community feedback directly influenced the scope and focus of the annexation impact analysis. Themes raised during listening sessions and written submissions helped shape:

- The depth of analysis devoted to public safety, taxation, and service levels.
- The emphasis on transparency in financial modeling and assumptions.
- The inclusion of implementation planning across service areas.
- The attention given to staffing capacity, infrastructure readiness, and community identity.

Rather than responding to public input after conclusions were reached, resident feedback was incorporated during the analytical process, helping to ensure that the study addressed the questions that mattered most to the community.

Documentation and Transparency

To maintain transparency and accountability:

- All public input was preserved as part of the project record.
- Comments were not edited for content or tone.
- The study references community input where relevant throughout the report.
- A complete compilation of comments is provided in the appendix for public review.

This documentation ensures that decision-makers and residents alike can clearly see what was said, how it was considered, and how it informed the analysis.

Role of Public Engagement in Decision-Making

Public engagement does not replace the responsibility of elected officials to evaluate facts, apply policy judgment, and make decisions consistent with law and fiscal responsibility. However, it plays a critical role in ensuring that those decisions are:

- Informed by community values
- Grounded in real-world concerns
- Transparent and defensible

The engagement process described in this chapter is intended to support — not substitute — the formal decision-making process that would occur should annexation advance to a public vote.

“What We Heard” Summary

Public engagement was a foundational component of this annexation impact study. Government Strategy Group (GSG), in coordination with the Borough of Seaside Park, intentionally structured the engagement process to prioritize listening, documentation, and transparency. Community feedback was gathered through two public listening sessions, written submissions, emails, and an online form, ensuring that residents who could not attend in person still had an opportunity to participate.

This section summarizes the major themes, questions, and perspectives shared by residents. All written and verbal comments were documented and are included in full in Appendix A: Community Input Record. What follows is not an advocacy position, but a

good-faith synthesis of community sentiment intended to inform elected officials and the public as they evaluate whether and how to proceed.

Overarching Themes

Across all forms of engagement, residents consistently expressed a desire for clear information, fiscal fairness, service continuity, and preservation of community character. While opinions on annexation varied, the feedback reflected a high level of civic engagement and a shared expectation that any decision be grounded in facts rather than assumptions.

Financial Impacts, Taxes, and Fairness

Primary Questions and Concerns

- What financial obligations, if any, would Seaside Park assume from Berkeley Township?
- How would debt be allocated, and would Seaside Park residents be responsible for liabilities unrelated to the annexed area?
- Would annexation lead to property tax increases or reassessments?
- How would costs and benefits be shared equitably between current Seaside Park residents and South Seaside Park residents?

Key Takeaway

Residents emphasized that financial transparency and fairness are essential. Many asked for side-by-side comparisons and clear explanations of how decisions would affect the average household. There was strong interest in ensuring that annexation does not result in unanticipated or disproportionate tax burdens.

Municipal Services & Service Levels

Public Safety

- Residents asked whether police, fire, EMS, and lifeguard services would improve, remain the same, or decline.
- Questions focused on response times, staffing levels, and readiness during peak summer months.

Public Works & Infrastructure

- Concerns were raised regarding trash collection, recycling, road maintenance, and snow removal—particularly on narrow streets.

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- Residents emphasized the importance of maintaining current service levels without disruption.

Utilities

- Water, sewer, and stormwater capacity and reliability were recurring topics, especially during high-demand summer periods.

Key Takeaway

Residents expect no degradation of services and, where possible, improvements. Many emphasized that service integration must be planned carefully to avoid operational gaps.

Beaches, Recreation, and Coastal Stewardship

Frequent Topics

- Beach access, maintenance, and dune protection.
- Lifeguard coverage and beach badge policies.
- Protection of environmentally sensitive areas, including bayside and dune systems.
- Management of private or semi-private beach areas.

Key Takeaway

There was broad consensus that Seaside Park's strong reputation for beach management and coastal stewardship is a valued asset. Residents want assurances that annexation would protect — not compromise — environmental quality and public access.

Community Identity & Integration

Sentiment Expressed

- Many South Seaside Park residents expressed enthusiasm about becoming part of Seaside Park and gaining access to its services and governance.
- Others emphasized the importance of preserving Seaside Park's small-town character, governance style, and community culture.

Key Takeaway

Residents want annexation, if pursued, to be thoughtful and respectful of identity on both sides, avoiding a "one-size-fits-all" approach and allowing time for integration.

Process, Transparency, and Governance

Common Requests

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- Clear explanation of the legal process and timeline.
 - Opportunities for continued public input before any vote.
 - Public availability of studies, assumptions, and methodologies.
 - Assurance that decisions will be based on evidence and not political expediency.

Key Takeaway

Residents repeatedly stressed that how the decision is made matters as much as what the decision is. Transparency, documentation, and adherence to legal standards were identified as essential to public trust.

Areas of Support, Skepticism, and Neutrality

The feedback reflected a range of views:

- Supportive voices cited service alignment, community cohesion, and governance benefits.
- Skeptical voices emphasized financial risk, tax impacts, and operational capacity.
- Neutral or undecided participants largely requested more information before forming an opinion.

This diversity of viewpoints reinforced the importance of conducting a comprehensive, fact-based study prior to any decision.

How Public Input Shaped This Study

Community questions and concerns directly informed:

- The depth of the financial analysis and multiple debt-allocation scenarios.
- Expanded evaluation of service capacity and staffing impacts.
- Emphasis on planned implementation and risk mitigation.
- Inclusion of equity, transparency, and fiscal sustainability as guiding principles.

Public engagement was intentionally presented as a standalone chapter in this report to underscore its importance and to ensure that community voices remain visible and integral to the decision-making process.

Closing Observation — So, What Does This All Mean?

The public engagement process made one thing clear: residents expect decisions of this magnitude to be careful, data-driven, and fair. While perspectives differ, there is broad

agreement that annexation should only proceed if it strengthens services, protects taxpayers, and preserves the character and integrity of the community.

This report does not tell residents or elected officials what decision to make. Instead, it reflects what residents asked for most clearly — information, analysis, and transparency — so that any ultimate decision is informed, defensible, and rooted in the voices of those most affected.

General Government Analysis

Existing Conditions & Service Overview

General Government functions represent the core administrative, regulatory, and support services through which the Borough of Seaside Park delivers municipal operations, ensures statutory compliance, and maintains continuity of government. These services are primarily coordinated through the Borough Administrator's Office and the Borough Clerk, with additional functions carried out by specialized departments, shared service partners, and contracted professionals.

Collectively, General Government services provide the institutional framework that supports all other municipal operations. They include policy implementation, recordkeeping, permitting and licensing, financial administration, regulatory enforcement, and the coordination of intergovernmental and shared service relationships. These functions are essential to maintaining transparency, legal compliance, fiscal integrity, and service responsiveness.

This section examines existing conditions across a broad range of General Government functions, including:

- Borough Administration, which provides executive oversight, interdepartmental coordination, personnel management, and implementation of governing body policies.
- The Borough Clerk and Registrar, responsible for elections administration, records management, public information requests, licensing, permits, vital records, and compliance with Open Public Records Act (OPRA) requirements.
- Records and Archives, including both individual-based records (such as vital statistics and licenses) and property-based records (including zoning, construction, and land-use files).
- Finance and Human Resources, encompassing the Chief Financial Officer, tax collection, tax assessment, accounts payable and payroll, purchasing, and personnel administration.
- Construction Code and Code Compliance, which regulates zoning, construction permitting, rental registrations, inspections, and floodplain compliance.
- Municipal Court, which adjudicates traffic, parking, ordinance, and other municipal matters, and is operated through a shared service arrangement.

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- Liquor Licensing, including retail distribution and consumption licenses, regulatory oversight, and coordination with the New Jersey Division of Alcoholic Beverage Control.
 - Recreation and Senior Services, which include municipally sponsored community programs, use of public facilities, and limited senior-focused programming.
 - Educational Services, specifically the municipal relationships and enrollment patterns associated with elementary and regional school districts.
 - Municipal Marina Operations, which function as a utility enterprise and provide docking and related services to residents and visitors.
 - Beach Operations and Badge Sales, including seasonal staffing, access control, revenue generation, and public safety coordination.
 - Insurance and Risk Management, addressing municipal liability coverage and anticipated impacts associated with service expansion.
 - Shared Service Agreements, through which Seaside Park partners with neighboring municipalities and Ocean County to deliver specific services efficiently.
 - Fire Protection, currently provided to South Seaside Park through an interlocal agreement.
 - Animal Control Services, delivered through a shared service arrangement with Berkeley Township.
 - Public Health Services, provided by the Ocean County Department of Health.
 - Recycling Services, including shared arrangements for collection and disposal capacity.

Under existing conditions, many of these services are scaled to Seaside Park's year-round population, seasonal fluctuations, and physical footprint. Several functions—particularly those related to permitting, regulatory enforcement, court activity, and beach operations—experience significant seasonal variability, while others operate on a relatively stable year-round basis.

This section establishes the baseline conditions for General Government services as they currently operate and provides the foundation for evaluating how these services would be affected by, and potentially extended to, South Seaside Park in the event of annexation. Subsequent subsections analyze service demand characteristics, comparative service levels, capacity to extend services, capital and infrastructure considerations, regulatory and

legal implications, and key risks and findings associated with expanded General Government responsibilities.

Service Demand & Usage Characteristics

Service demand for General Government functions in Seaside Park is shaped by a combination of year-round population, significant seasonal influx, housing unit count, and the Borough's role as a coastal destination community. While the permanent population of Seaside Park is relatively modest, demand for many administrative, regulatory, and public-facing services increases substantially during peak seasonal periods and is often driven more by the number of dwelling units, visitors, and commercial activity than by resident population alone.

The potential annexation of South Seaside Park would introduce additional service demand across nearly all General Government functions. This demand is expected to vary by service type, with some functions experiencing proportional increases tied to population, while others would see increases driven by housing stock, seasonal activity, regulatory complexity, or expanded geographic responsibility.

Administrative Oversight and Central Office Functions

Service demand within the Borough Administrator's Office is primarily managerial and coordination-based rather than transactional. Demand increases as the number of departments, staff, contracts, shared services, and constituent interactions grows. Annexation would expand oversight responsibilities across multiple departments simultaneously, including construction, court, public safety coordination, beach operations, finance, and shared services. While many administrative tasks do not scale linearly, the cumulative impact of additional residents, housing units, service contracts, and intergovernmental coordination represents a meaningful increase in workload and management complexity.

Borough Clerk and Registrar Services

Demand for Clerk and Registrar services is directly tied to permit issuance, licensing, vital records, OPRA requests, and election-related activity. Based on existing data, overall permit and licensing activity is projected to increase by approximately 25 percent, reflecting the proportional increase in population associated with South Seaside Park. OPRA requests, which already represent a significant workload, are also expected to rise correspondingly. These services tend to experience steady year-round demand, with seasonal peaks related to licensing, beach operations, and summer activity.

Records Management and Archives

Demand on records management systems is driven by both individual-based and property-based records. Property-based records—including zoning, construction, and planning files—are expected to increase substantially due to the transfer of records

associated with approximately 2,168 dwelling units in South Seaside Park. Individual-based records would increase more gradually over time. Archival demand is therefore characterized by a significant one-time transfer burden followed by ongoing growth in storage, retrieval, and compliance obligations.

Finance and Human Resources

Financial service demand is influenced by transaction volume rather than population alone. Annexation would increase the number of taxable properties, financial accounts, payments, purchasing transactions, payroll obligations, and vendor relationships. While many finance functions benefit from standardized systems and processes, additional workload would accrue in tax billing, payment processing, purchasing support, and payroll administration. Human resources demand would also increase incrementally as staffing levels adjust to meet expanded service needs across departments.

Construction Code, Zoning, and Code Compliance

Construction and compliance services are among the most demand-sensitive functions under annexation. Demand correlates more closely with the number of dwelling units than with population. With approximately 2,168 units in South Seaside Park—slightly exceeding Seaside Park’s current housing stock—permit reviews, inspections, rental registrations, zoning reviews, and floodplain compliance activity could nearly double. Seasonal rental inspections and construction activity represent the most significant demand drivers, particularly during peak months.

Municipal Court Services

Court service demand is episodic and highly seasonal, with approximately 65 percent of activity occurring during summer months. While parking-related summonses are not expected to increase significantly due to the absence of metered parking in South Seaside Park, other categories of violations—including traffic, disorderly persons offenses, and ordinance violations—are expected to increase in proportion to expanded jurisdictional coverage, commercial activity, and alcohol-licensed establishments.

Liquor Licensing Oversight

Demand related to liquor licensing is administrative and regulatory in nature and includes annual renewals, inspections, enforcement coordination, and governing body approvals. The addition of four retail consumption licenses would increase annual workload for the Clerk’s Office, Police Department, and governing body, with potential secondary impacts on court and enforcement activity.

Recreation, Senior Services, and Community Programs

Demand for recreation and senior services is largely program-driven rather than mandatory. Seasonal events and community programs experience variable participation tied to population and visitor volume. Annexation may modestly increase participation in

existing programs and use of facilities, but is not expected to generate immediate demand for new structured programming.

Educational Services

Service demand related to education is largely unchanged by annexation due to existing regional and choice-based enrollment structures. No immediate increase in administrative demand is anticipated for municipal operations related to schools.

Marina Operations

Marina service demand is limited and largely capacity-constrained. Annexation would modestly increase demand for resident-discounted slips but would not materially alter operational or administrative workload.

Beach Operations and Badge Sales

Beach services represent one of the most demand-intensive General Government functions. Demand is driven by beach frontage, badge sales volume, staffing requirements, and public safety coordination. The addition of four blocks of beachfront would increase badge sales, staffing needs, and lifeguard coverage requirements, with both revenue and operational impacts tied closely to seasonal conditions.

Shared Services, Fire Protection, Animal Control, Health, and Recycling

Demand for shared services varies by function. Fire protection and animal control services would transition from interlocal agreements to direct municipal responsibility, increasing administrative oversight and service coordination demand. Recycling and health services would experience increased volume tied to additional households and seasonal population, with implications for capacity planning and contractual limits.

Taken together, service demand across General Government functions reflects a combination of proportional increases, unit-driven workload expansion, and seasonal amplification. These demand characteristics form the basis for evaluating service capacity, staffing needs, capital requirements, and fiscal impacts associated with potential annexation.

Comparative Service Level Analysis

This section compares General Government service levels currently provided by the Borough of Seaside Park with those provided to South Seaside Park under Berkeley Township. The analysis focuses on service structure, responsiveness, accessibility, and operational approach rather than qualitative judgments about performance. The intent is to identify material differences in service delivery models that may influence capacity, cost, and community experience under a potential annexation scenario.

Governance Structure and Administrative Oversight

Seaside Park operates under a borough form of government characterized by a compact

organizational structure, direct administrative oversight, and close coordination between elected officials and department leadership. Decision-making authority and operational responsibility are centralized, allowing for relatively rapid response to operational issues, resident concerns, and seasonal demands.

By contrast, South Seaside Park is currently served within Berkeley Township's larger municipal framework. Administrative oversight is more layered, with services delivered through departments that serve a substantially larger geographic area and population. While this structure offers economies of scale, it can result in less localized responsiveness and longer administrative pathways for issue resolution.

Clerk, Registrar, and Public-Facing Administrative Services

Seaside Park's Clerk and Registrar services are provided locally, with direct access to staff and governing officials. Residents and property owners typically interact with a single municipal office for licensing, permits, records, elections, and OPRA requests.

South Seaside Park residents currently access these services through Berkeley Township, where demand is distributed across a significantly larger resident base. As a result, service levels are standardized across the township, with less opportunity for service customization based on seasonal population surges or localized conditions specific to the barrier island.

Records Management and Document Access

Seaside Park maintains municipal records internally, with records structured around the Borough's relatively limited geographic area and housing stock. Retrieval and management processes are scaled to a smaller inventory of properties and historical files.

Under Berkeley Township, records for South Seaside Park are integrated into a larger township-wide system. While professionally managed, this approach may limit the immediacy of access to property- or area-specific records and requires coordination across multiple departments or record systems.

Finance and Fiscal Administration

Seaside Park's finance operations are tailored to a seasonal shore municipality, with budgeting, cash flow management, and purchasing practices designed to account for fluctuating population, beach-related revenues, and seasonal staffing needs. Fiscal decisions are closely tied to local operational priorities.

In Berkeley Township, financial administration is centralized and designed to serve a diverse range of neighborhoods and land uses. While this structure supports consistency and control, it does not differentiate service levels or administrative processes specifically for South Seaside Park's seasonal or coastal characteristics.

Construction Code, Zoning, and Code Enforcement

Construction and zoning services in Seaside Park are administered with a strong emphasis

on floodplain management, coastal regulations, seasonal rentals, and residential redevelopment typical of barrier island communities. Inspection schedules and enforcement practices reflect these localized conditions.

South Seaside Park currently receives construction and zoning services through Berkeley Township, where enforcement and review processes are applied consistently across inland and coastal areas. While compliant with state requirements, this broader approach may not fully reflect the intensity or specialization required for a dense, coastal residential environment.

Municipal Court Services

Seaside Park's Municipal Court experiences pronounced seasonal demand and operates accordingly. Court activity is influenced by summer population increases, beach operations, and seasonal enforcement patterns.

South Seaside Park cases are processed through Berkeley Township's court system, where volume is distributed across a much larger jurisdiction. This can result in less visibility into localized enforcement patterns specific to South Seaside Park.

Liquor Licensing and Regulatory Oversight

Seaside Park's limited number of liquor licenses allows for direct oversight and coordination between the Clerk's Office, Police Department, and governing body. Licensing decisions are highly localized.

South Seaside Park licenses are managed within Berkeley Township's broader licensing framework, where oversight is standardized and integrated into township-wide regulatory processes.

Recreation, Community Programming, and Senior Services

Seaside Park offers community programming scaled to its year-round population, with flexibility to adjust seasonal offerings. Programs are locally branded and administered.

South Seaside Park residents currently have access to Berkeley Township's broader recreation and senior services portfolio. While more extensive in scope, these programs are not specifically tailored to South Seaside Park and may require travel off the barrier island to access.

Beach Operations and Marina Services

Seaside Park directly manages beach operations, badge sales, staffing, and lifeguard coverage, allowing for close alignment between policy, revenue, and operations.

Berkeley Township sells beach badges and had about \$154,000 in revenue from the sale of approximately 5,000 badges.

Marina services under Seaside Park are limited and capacity-driven, while South Seaside Park residents currently rely on Berkeley Township facilities and policies.

Shared Services and Interlocal Agreements

Seaside Park relies on a targeted set of shared service agreements designed to supplement local capacity while maintaining municipal control over service delivery. These agreements are generally specific and operationally focused.

South Seaside Park's services are delivered almost entirely through Berkeley Township's municipal departments, functioning as internal services rather than shared arrangements. This distinction has implications for service prioritization, response time, and cost allocation.

Overall, the comparative analysis indicates that Seaside Park's General Government services are characterized by localized control, seasonal responsiveness, and direct access, while South Seaside Park's current services reflect standardized delivery within a larger municipal framework. These differences inform subsequent analysis of service extension feasibility, capacity, fiscal impact, and operational risk under a potential annexation.

Ability to Extend Services

The Borough of Seaside Park currently delivers General Government services across a compact geographic area, designed to accommodate its year-round population of approximately 1,500 residents and seasonal surges associated with the barrier island environment. Extending services to South Seaside Park, which includes roughly 968 additional year-round residents and approximately 1,500 homes, presents both operational and logistical considerations across each functional area.

Administrative Oversight

Seaside Park's administrative structure is centralized, with the Borough Administrator directly overseeing daily operations. Interviews indicate that the office could absorb the additional responsibilities associated with annexation, provided two additional support clerks are evaluated and added—one in the Administrator's Office and one in the Construction Code and Compliance Office. These positions would carry salaries and benefits totaling approximately \$91,000 annually, enabling effective workload management across departments.

Clerk, Registrar, and Permit Services

The Borough Clerk's Office is equipped to manage increased activity from South Seaside Park, though a projected 25% increase in permit issuance will require careful monitoring during peak periods. Current staffing is sufficient for basic administrative processing; however, the introduction of additional liquor licenses, marriage, and dog license activity,

as well as OPRA requests, may necessitate periodic temporary support or operational adjustments during high-demand periods.

Archives and Records Management

Extension of services will require the incorporation of property-based records from South Seaside Park. Current storage facilities could be doubled to accommodate the increased volume, and additional safeguards for security, surveillance, and fire suppression will be necessary. Off-site storage and digitization services offer scalable solutions, but implementation will require budget allocation and administrative oversight.

Finance and Human Resources

Existing finance and payroll staffing levels are sufficient to accommodate increased tax collection, accounts payable, and payroll activity associated with annexation. Human Resources functions, currently managed by the Administrator, may require minor administrative adjustments but are not expected to exceed current capacity significantly.

Construction Code, Zoning, and Compliance

The Construction Code and Compliance Office is likely to experience a significant increase in workload due to a higher number of dwelling units in South Seaside Park. Rental permits, construction permits, and floodplain reviews are projected to approximately double, which will necessitate planned hiring or restoring of two vacant part-time Code Enforcement positions and extending seasonal work hours for existing staff. Fee structures appear sufficient to offset additional personnel costs.

Municipal Court

The Municipal Court can absorb a projected increase of approximately 400 cases, primarily traffic- and ordinance-related, by leveraging existing shared services and administrative staffing. Online payment and scheduling capabilities for certain matters, particularly traffic-related summonses, will help mitigate in-person demand. Additional staffing or session scheduling adjustments may be required during peak summer months.

Liquor Licensing

Seaside Park has the administrative capacity to manage four additional retail consumption licenses from South Seaside Park. Ordinance amendments would be necessary to accommodate six total licenses, and the Borough Clerk and Police Department can process renewals, inspections, and associated fees within existing procedures.

Schools

There are currently no elementary school children in South Seaside Park. Any high school students from South Seaside Park attend the regional high school where Seaside Park students also attend.

Recreation and Senior Services

The Borough may want to evaluate its offerings as it relates to the demands of additional residents.

Beach and Marina Operations

Extending beach services to South Seaside Park would require additional badge sales points, lifeguard coverage, and potential staffing increases. Marina operations are projected to experience minimal impact, with a small reduction in slip revenue for newly eligible residents. Current operational protocols and staffing levels are sufficient to absorb these minor adjustments.

Shared Services and Interlocal Agreements

Certain shared services, including animal control and recycling, may require internalization if Berkeley Township or another municipality is not willing and able to provide through a Shared Services agreement. The Borough has the capacity to integrate these services, although initial planning and budget adjustments will be necessary.

Conclusion

Overall, Seaside Park is capable of extending its current General Government service levels to South Seaside Park, provided that strategic staffing increases, facility enhancements, and minor operational adjustments are implemented. While the expansion is manageable, careful attention to seasonal demand, administrative capacity, and fee structures will be critical to ensuring seamless service delivery and fiscal sustainability.

Capital Assets & Infrastructure Impacts

The annexation of South Seaside Park will have several implications for Seaside Park's capital assets and infrastructure, particularly in terms of office space, records management, and operational facilities. These impacts vary by service area and will require strategic planning to ensure adequate capacity and functionality.

Administrative and Clerk Offices

Seaside Park's administrative offices, currently housed in Borough Hall, are sufficient for day-to-day operations of existing staff but will face additional demands if services are extended to South Seaside Park. The proposed addition of two full-time support clerks—one in the Administrator's Office and one in the Code and Compliance Office—would require additional office space, furniture, and associated IT infrastructure, including computers, telephones, and network access.

The Borough Clerk's Office, which handles registrations, permits, and licensing, may experience increased demand on workspace and office equipment due to a projected 25% increase in permit activity. Adjustments to workstations or temporary modular setups may be required during peak periods.

Archives and Records Storage

The Borough's current records storage, located in the former Seaside Park Elementary School, will need to accommodate an influx of property-based records from South Seaside Park, potentially doubling existing storage requirements. Physical storage enhancements may include shelving, fireproof cabinets, climate control, and security systems to protect sensitive records.

Off-site storage arrangements with vendors such as File Bank provide scalable options for both physical and digital record management. Expansion of scanning and digital archiving services will necessitate investment in equipment, software, and training to ensure seamless integration with the Borough's information management systems.

Finance and Human Resources Infrastructure

Current finance and HR infrastructure—including software, servers, and office equipment—appears sufficient to handle the increased transactional load associated with annexation. No major capital improvements are anticipated, though periodic evaluation of system capacity and potential software upgrades may be warranted to maintain operational efficiency.

Construction Code and Compliance

Extending services in construction code enforcement and compliance will have limited direct capital impacts beyond personnel. Existing office space, inspection equipment, and IT systems can support increased permit activity. However, additional part-time or seasonal staff may require temporary workstations, field equipment, and transportation support for inspections.

Municipal Court Facilities

The Municipal Court, currently operating with shared staffing and limited sessions, can manage additional caseloads without immediate facility expansion. Any future growth in court activity beyond projections may necessitate adjustments in courtroom scheduling.

Recreation, Beach, and Marina Facilities

The extension of beach services will require physical capital investments in additional lifeguard towers, badge sales stations, and possibly maintenance equipment for the expanded South Seaside Park beach area. The Seaside Park administrator has advised that capital improvements to the marina are anticipated. This work would include bulkheads, docks, electrical services, etc., potentially costing \$8,000,000 regardless of annexation outcome. This work is expected to proceed whether annexation occurs or not. Therefore, marina operations are not expected to require additional capital beyond this standard maintenance, as existing docks, utilities, and operational protocols are sufficient to accommodate a modest increase in resident slip holders.

Shared Services and Equipment

If Berkeley Township discontinues shared services such as animal control or recycling, and

a Shared Services agreement with another municipality cannot be negotiated, Seaside Park may need to acquire vehicles, containers, or specialized equipment to internalize these operations. This could include additional transport vehicles, containers for recycling, or temporary shelters for equipment storage.

Conclusion

The primary capital impacts associated with annexation are concentrated in records management, office infrastructure, and expanded beach operations. Most other services can absorb increased demand with existing facilities and equipment, though strategic planning and incremental investments will be necessary to ensure continued service quality. Capital planning should also incorporate potential contingencies for shared service internalization, seasonal peak demand, and future population growth.

Regulatory, Legal & Policy Considerations

The annexation of South Seaside Park into Seaside Park raises a number of regulatory, legal, and policy considerations across multiple municipal functions. Addressing these issues proactively is critical to ensure compliance with state statutes, maintain service continuity, and minimize operational and financial risk.

Liquor Licenses

Liquor licensing presents one of the more complex regulatory considerations. South Seaside Park currently holds four plenary retail consumption licenses. If annexed, these licenses would fall under Seaside Park's licensing jurisdiction. While existing license holders retain vested rights under NJSA 40A:7-14, Seaside Park ordinances will require amendment to accommodate the increase, raising the number of permitted consumption licenses from four to six. Renewal processes must continue to comply with ABC regulations, municipal inspections, and fee collection requirements. Policy decisions will be necessary to align fees, oversight, and enforcement with the expanded jurisdiction.

Shared Service Agreements

Seaside Park maintains several shared service agreements with Berkeley Township, Ocean County, and other municipalities, covering fire protection, animal control, recycling, and other services. Annexation may necessitate renegotiation, termination, or internalization of these agreements. Legal review is required to clarify responsibilities, timelines, and financial obligations. For example:

- Fire Department: Berkeley Township currently pays Seaside Park \$35,000 for fire protection services to South Seaside Park, with an agreement expiring 12/31/25. Post-annexation, Seaside Park would assume full responsibility.

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- Animal Control: Services provided by Berkeley Township may need to be replaced or internalized. Seaside Park's existing agreement with Ocean County for shelter services would remain in effect.
 - Recycling: Berkeley Township currently provides containers and collection services for South Seaside Park residents. Annexation would transfer full operational responsibility to Seaside Park, necessitating adjustments to agreements with Ocean County and potential acquisition of additional resources.

Ordinances and Municipal Policies

Several Seaside Park ordinances may require updates or amendments to reflect annexation, including:

- Liquor licensing regulations
- Rental registration and inspection fees
- Floodplain review and engineering fee schedules
- Beach operations and seasonal staffing policies

Policy considerations also extend to operational protocols, including enforcement responsibilities, permit administration, and public communications. Clear guidance will be required to align staff responsibilities and public expectations during the transition period.

Records and Archives Compliance

Annexation will require transfer of property-based records from South Seaside Park and integration into Seaside Park's records management system. Legal considerations include compliance with retention schedules, protection of personally identifiable information, and adherence to OPRA (Open Public Records Act) requirements. Policy development will be necessary for storage, access, and digitization of records, as well as ensuring continuity of service during the transition.

Municipal Court Compliance

Expanded court jurisdiction may increase caseloads, particularly in traffic and ordinance violations. Compliance with New Jersey court rules, state reporting requirements, and case management standards will be essential to ensure proper adjudication. Adjustments to court schedules and staff responsibilities may also be necessary.

Conclusion

Regulatory, legal, and policy considerations for annexation are multifaceted, affecting licensing, shared services, municipal ordinances, records management, and judicial functions. A coordinated legal and policy review will be essential to ensure compliance,

minimize disruption, and establish clear frameworks for service delivery under the expanded municipal jurisdiction.

Risks, Constraints & Resiliency Factors

The annexation of South Seaside Park into Seaside Park introduces a range of operational, financial, and organizational risks. Understanding these factors is critical to ensuring service continuity, mitigating disruptions, and maintaining municipal resilience.

Staffing and Workload Constraints

Many municipal functions, including the Administrator's Office, Borough Clerk, Construction Code and Compliance, and municipal court, are currently operating at or near capacity. Annexation will increase workloads across departments:

- Administrator's Office: Oversight responsibilities will expand to manage services for an additional 500 residents and approximately 1,500 homes. Two additional clerical positions are recommended to maintain service quality.
- Construction Code & Compliance: Rental permits and construction inspections may double current activity levels, necessitating restoration of two vacant code enforcement positions and potentially extending part-time staff hours.
- Borough Clerk: Permit activity is expected to increase by approximately 25%, although current staff is likely capable of absorbing this increase.

Staffing constraints pose the risk of delayed service delivery, particularly in time-sensitive areas such as permitting, court administration, and licensing. Seasonal fluctuations—especially in recreation, beach operations, and rental inspections—further exacerbate potential workload spikes.

Financial Risks

Annexation will affect revenue streams and operational expenditures:

- Beach and Marina Operations: Expanding resident eligibility for reduced rates will decrease revenue slightly but is expected to be offset by proportional growth in badge and slip sales. Additional staffing and lifeguard stations may increase operational costs.
- Permits and Fees: While increased permit activity should generate additional fee revenue, upfront staffing and administrative costs could create short-term budgetary pressures.
- Shared Services: Transitioning services currently provided by Berkeley Township (animal control, recycling, etc) may require additional capital or operating

expenditures. Failure to renegotiate or internalize these services effectively could disrupt service delivery.

Infrastructure and Capacity Constraints

Existing facilities and systems will face increased demand:

- **Records Storage:** The addition of property-based records from South Seaside Park could double current archival storage requirements. Space constraints and security considerations will need to be addressed.
- **Beach and Recreation Facilities:** Additional beach frontage and recreational activities will increase staffing and maintenance demands.
- **Municipal Court and Licensing Systems:** Existing technology and operational workflows may require enhancement to accommodate additional caseloads and license processing.

Legal and Regulatory Risks

Annexation introduces legal complexity regarding vested rights, shared service agreements, and ordinance compliance:

- Failure to update ordinances (e.g., liquor licensing, rental registration, floodplain fees) could result in noncompliance or litigation.
- Shared service transitions without formal agreements or clear responsibilities could create gaps in critical services such as animal control.

Resiliency Considerations

Despite these risks, Seaside Park demonstrates several resilience factors:

- Existing part-time and seasonal staffing models allow flexibility during peak demand periods.
- Fee structures for permits, floodplain reviews, and rentals provide a mechanism to offset increased costs.
- Shared service agreements with Ocean County (health and recycling) and existing municipal systems provide operational continuity.
- Prior experience in managing seasonal population fluctuations equips the Borough to handle additional demands with planning and targeted resource allocation.

Conclusion

While annexation presents notable risks and constraints, careful planning, strategic staffing adjustments, financial monitoring, and legal review will enable Seaside Park to maintain resilient service delivery. Planned mitigation measures, including restoration of vacant

positions, facility adjustments, and policy updates, will be essential to ensure seamless integration of South Seaside Park into existing municipal operations.

Key Findings & Implications

The review of Seaside Park's general government operations in the context of a potential annexation of South Seaside Park reveals several important findings and implications for municipal planning, operations, and policy.

Key Findings

- **Increased Service Demand Across Departments**
 - Annexation will result in approximately a 25% increase in population and substantial additional housing units, leading to higher demand for administrative, permitting, construction code, court, and recreational services.
 - Certain functions, particularly Construction Code & Compliance and the Administrator's Office, will experience significant workload increases, necessitating planned staff expansion and extended hours for part-time personnel.
- **Financial Impacts Are Manageable with Fee and Revenue Adjustments**
 - Permit fees, liquor license revenues, beach badges, and marina slip fees provide mechanisms to offset increased operational costs.
 - Modest reductions in revenue, such as expanded eligibility for resident marina slips, are financially manageable. However, upfront costs for staffing and additional facilities may require short-term budgetary adjustments.
- **Infrastructure and Facility Needs Will Increase**
 - Archival storage requirements could double with the addition of South Seaside Park records, requiring planning for secure, climate-controlled storage. Additional beach and recreation facilities, including lifeguard stations and badge sales points, will be necessary to maintain safety and service levels.
- **Shared Service Agreements Require Review and Coordination**
 - Fire protection, animal control, and recycling services currently provided through agreements with Berkeley Township may need renegotiation, another municipality or internalization. Timely resolution is critical to avoid service disruption.

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- Existing agreements with Ocean County provide continuity for health and recycling services but may need capacity adjustments to accommodate additional residents.

- **Legal and Policy Considerations Must Be Addressed**

- Ordinances related to liquor licensing, rental registration, floodplain reviews, and code enforcement will require updates to reflect expanded jurisdiction and ensure compliance with statutory requirements.
- Vested rights of license holders must be respected, and clear policies established for seamless transfer of responsibilities and fees.

Implications for Municipal Planning

- **Staffing:** Restoration of vacant positions, addition of two clerical support roles, and extension of part-time staff hours will be necessary to maintain service quality. Departments should evaluate cross-training and seasonal staffing models to handle peak demand periods.
- **Budgeting:** Short-term budget adjustments should account for staffing, facility expansion, and additional operational costs, offset by fee-based revenue increases. Financial planning should include contingency for shared service transitions.
- **Facilities and Technology:** Investment in archival storage, court and licensing systems, and recreation infrastructure will be essential to support increased population and service demand.
- **Policy and Ordinance Updates:** Borough Council should prioritize updates to liquor licensing, rental registration, floodplain fees, and other ordinances to reflect annexation and maintain regulatory compliance.
- **Service Continuity:** Coordination of shared services, along with contingency planning, will be critical to avoid gaps in essential services such as fire protection, animal control, and recycling.

Conclusion

The annexation of South Seaside Park presents both opportunities and challenges for Seaside Park. While service demand, staffing, and infrastructure requirements will increase, the Borough is well-positioned to manage these changes with targeted staffing adjustments, updated policies, and financial planning. Strategic planning for implementation of mitigation measures as soon as possible will be essential to ensure that the Borough continues to provide high-quality, resilient municipal services to all residents.

Implementation Considerations – General Government

Critical Start-Up Actions

Goal: Ensure administrative capacity and legal/policy compliance immediately post-annexation.

1. Administrative & Staffing

- Deliberate hiring of two additional support clerks (Administrator’s office, Construction Code & Compliance).
- Work toward reinstating two vacant part-time code enforcement officer positions.
- Cross-train existing staff on expanded responsibilities.

2. Borough Clerk & Records

- Begin transfer of property-based records from South Seaside Park.
- Evaluate archival storage needs; engage off-site storage or prepare expansion plans.
- Evaluate security, fire protection, and climate control measures for archives.

3. Policy & Ordinance Updates

- Amend liquor license ordinance to permit six plenary retail consumption licenses.
- Review and update rental registration, floodplain, and other relevant ordinances.
- Notify NJ ABC of liquor license changes and transfer requirements.

4. Shared Services

- Seaside Park provides fire services to South Seaside Park through a shared service agreement. Upon annexation, Seaside would continue to provide this service, absent the \$35,000 fee paid by Berkeley currently for the service.
- Determine Animal Control service continuity; identify alternatives if Berkeley Township opts out.

Operational Integration

Goal: Scale services to accommodate increased residents and dwellings.

1. Construction Code & Compliance

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- Consider adjustment to staffing and seasonal work schedules to manage increased permit and inspection volume.
 - Review construction, zoning, and floodplain fees; update floodplain review fee to fully cover engineering costs.

2. Finance & Human Resources

- Integrate any new staff into payroll and HR systems.
- Update budget projections to account for permit revenue, beach badges, marina slips, and liquor license fees.

3. Municipal Court

- Adjust scheduling and staffing for projected 400 additional court events.

4. Recreation & Senior Services

- Establish additional beach badge sales/checkpoints (2) and lifeguard stations (3).
- Evaluate the need for seasonal staff for recreation programs and facility management.

5. Marina Operations

- Update resident eligibility for slip fee discounts for South Seaside Park residents.
- Confirm maintenance and operations schedules to handle potential increase in users.

System Refinement & Long-Term Planning

Goal: Optimize service delivery, financial management, and operational efficiency.

1. Shared Services & Recycling

- Update shared service agreements to reflect increased recycling volume.
- Internalize recycling/garbage collection for South Seaside Park if agreements expire or are terminated.

2. Insurance & Risk Management

- Review insurance coverage and liability exposure for new residents, facilities, and services.

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- Implement risk mitigation strategies based on expanded municipal footprint.

3. Policy & Ordinance Refinement

- Conduct full review of ordinances, fees, and administrative processes.
- Identify adjustments needed for long-term service delivery efficiency.

4. Records & Archives

- Complete transfer of South Seaside Park records.
- Evaluate effectiveness of storage and archiving solutions; scale as necessary.

Information Technology & Administrative Systems

Existing Conditions & Service Overview

Seaside Park's information technology (IT) infrastructure is modern, well-supported, and scalable across most municipal departments, which positions the Borough favorably for the potential annexation of South Seaside Park (SSP). IT services are primarily managed by Coastal Solutions for municipal offices and by Ellicott Networks for the Police Department. Systems are current, with widespread adoption of Microsoft 365, Windows 11, multi-factor authentication, and cloud-based backup solutions. Endpoint protection, network monitoring, and disaster recovery protocols are in place, ensuring continuity of operations and cybersecurity readiness.

Departmental IT Overview

- Department of Public Works (DPW): DPW operations rely on a mix of Microsoft 365, spreadsheets, and limited SaaS applications, including GIRw150 for fuel management and ASRI GIS for mapping. Asset management, vehicle maintenance, and work order tracking remain largely manual, although GPS tracking and SCADA monitoring integrate with the Borough's systems. Internet connectivity and networked devices extend to beach facilities, including iPads, time clocks, two-way radios, and security systems.
- Building & Code: Construction, zoning, inspections, and property rental operations are conducted through SDL software, with paper-based records retained in secure storage. New SSP records can be integrated directly into Seaside Park's SDL environment, while historical SSP records will require temporary shared-service access to Berkeley Township's systems. Existing IT systems are sufficient to manage current and projected workloads, though an additional SDL license and optional digitization of legacy records are recommended to enhance efficiency and long-term record management.
- Public Safety: The Police Department utilizes Spillman CAD (through Ocean County), Enforsys for legacy records, Axon cloud for body camera storage, and NJ Artemis and PowerDMS for policy management and compliance. Fire and First Aid services already provide coverage to both Seaside Park and SSP with minimal IT impact. Critical areas of concern include obsolete police radios with inadequate coverage in SSP, which require replacement or additional repeaters, and low cybersecurity training compliance among personnel. Hardware upgrades for desktops and laptops, as well as Axon subscription renewals, are also required.

Managed Services and Infrastructure:

- Coastal Solutions manages municipal cybersecurity, endpoint protection, M365 tenant management, backup, and network monitoring.
- Ellicott Networks provides Police Department IT support, including device maintenance and body camera storage.
- Network infrastructure features Cisco Meraki SD-WAN, HPE Aruba switches, Ubiquiti access points, and SonicWALL firewalls. Segmentation via VLANs, cloud-based backup, and disaster recovery protocols are fully operational.

Overall, Seaside Park's IT environment is robust, scalable, and capable of absorbing the operational demands associated with annexation. Key considerations include police radio coverage, SDL licensing for new users, and potential digitization of legacy Building & Code records. Existing managed services and IT infrastructure provide a strong foundation for system continuity, operational efficiency, and integration of additional services.

Service Demand & Usage Characteristics

The potential annexation of South Seaside Park (SSP) will result in modest increases in IT service demand across Seaside Park's municipal departments. While the core IT infrastructure is robust and scalable, specific departmental functions will experience measurable impacts.

Department of Public Works (DPW)

- **Current IT Usage:** DPW staff rely on Microsoft 365 for communications, spreadsheets for tracking, and SaaS applications for GIS mapping (ASRI) and fuel management (GIRw150). Vehicle maintenance, asset management, and work orders are primarily manual. SCADA and GPS systems monitor water infrastructure and fleet vehicles.
- **Projected Demand:** Integration of SSP operations will introduce additional devices, work orders, and asset tracking requirements. While Coastal Solutions can accommodate these incremental demands, there is an opportunity to improve efficiency by adopting digital work order and asset management solutions. The addition of SSP will increase the volume of operational data, but the current network, SaaS applications, and backup protocols are sufficient to handle the increased load.

Building & Code

- Current IT Usage: SDL software is used for permitting, inspections, zoning, and property rentals. Paper-based records are stored securely, with some legacy data outside SDL.
- Projected Demand: New SSP records will enter the Seaside Park SDL environment, requiring one additional SDL license (~\$2,000/year). Historical SSP records will require temporary shared service access. Optional digitization of legacy records (estimated \$25,000–\$75,000) will reduce long-term storage and accessibility challenges. Overall, service demand will increase modestly, primarily driven by permit volume and historical record access.

Public Safety (Police, Fire, First Aid)

- Police Department: Police IT includes desktops, laptops, body camera systems, Spillman CAD, and other records systems. Annexation will slightly increase CAD events and digital record-keeping requirements. Critical needs include replacement or augmentation of obsolete radios to ensure reliable coverage in SSP, and device upgrades to maintain compliance and performance. Axon body camera subscription renewals will continue with slightly increased storage needs due to SSP events.
- Fire & First Aid Services: Existing IT coverage for Fire and First Aid services already extends to SSP, resulting in minimal additional IT demand.

Network and Managed Services

- Current Usage: Coastal Solutions manages municipal cybersecurity, endpoints, backups, and network monitoring. Ellicott Networks provides police IT support. Current managed services and network capacity are sufficient to accommodate the integration of SSP users and devices.
- Projected Demand: Slight increases in endpoint management, backup storage, and helpdesk support are expected. No significant additional managed services are anticipated beyond minor licensing adjustments and network monitoring of new endpoints.

Summary of Service Demand Impacts

- Increased SDL usage and licensing for Building & Code.
- Minor increases in DPW endpoints, data management, and digital work orders.
- Critical police IT upgrades required for radio coverage and device modernization.

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- Fire and First Aid IT systems largely unaffected.
 - Managed IT services can absorb most incremental demand without major investments.

The addition of SSP will modestly increase IT workload, primarily in Building & Code and Police operations. However, existing infrastructure, managed services, and software systems are largely capable of supporting these increases, with targeted investments recommended to address specific gaps in coverage, licensing, and efficiency.

Comparative Service Level Analysis

The comparative analysis of IT service levels evaluates the current operational performance of Seaside Park against anticipated demands following the annexation of South Seaside Park (SSP). Overall, Seaside Park's IT infrastructure and managed services are modern, scalable, and resilient, but specific departmental functions may require adjustments to maintain service levels.

Department of Public Works (DPW)

- **Current Service Level:** DPW operations rely on Microsoft 365, spreadsheets, and limited SaaS applications (ASRI GIS, GIRw150) to manage vehicle, fuel, and asset data. Work orders and maintenance tracking remain largely manual. SCADA and GPS systems monitor water systems and the fleet.
- **Projected Service Level Post-Annexation:** The addition of SSP introduces incremental data and operational tracking. Existing systems can accommodate the increase, but current manual processes may limit responsiveness and efficiency. Implementing digital work order and asset management solutions could enhance service reliability and allow staff to maintain current response times despite increased workload.

Building & Code

- **Current Service Level:** SDL software supports permitting, inspections, and zoning activities. Paper-based legacy records exist outside the SDL system. Staffing levels are sufficient for current permit activity, with some vacant part-time positions.
- **Projected Service Level Post-Annexation:** Annexation will increase permit volume, especially for rental and construction activities. New SSP records can be integrated into SDL, but access to historical SSP data will require shared service arrangements or digitization. Maintaining current turnaround times for permits will require the addition of an SDL license and potentially digitized legacy records to prevent delays. Overall service levels can be maintained with modest system investments and process adjustments.

Public Safety (Police, Fire, First Aid)

- Police Department – Current Service Level: Police IT includes Spillman CAD, desktops, laptops, body cameras (Axon), and internal records systems. Current radio coverage is sufficient for Seaside Park but does not fully extend into SSP. Cybersecurity training compliance is below standard.
- Projected Service Level Post-Annexation: Police service levels could be compromised without addressing radio coverage gaps, especially in emergency response scenarios. Device upgrades, additional radios or repeaters, and enforcement of cybersecurity training are required to maintain existing performance metrics. Spillman CAD and Axon systems are scalable to accommodate additional SSP activity without reducing responsiveness.
- Fire & First Aid – Current Service Level: Services already extend to SSP; IT requirements are minimal.
- Projected Service Level Post-Annexation: Service levels are expected to remain unchanged due to existing coverage.

Managed IT Services

- Current Service Level: Coastal Solutions provides municipal IT support including endpoint management, backups, and network monitoring. Ellicott Networks provides police IT support. Current network, software, and managed services are adequate for the existing user base.
- Projected Service Level Post-Annexation: Incremental increase in managed services demand is anticipated. Current SLAs and system capacities can absorb additional endpoints and data storage requirements, maintaining response times and service reliability. Minor license and configuration adjustments will be required.

Summary Comparison

Department	Current Service Level	Post-Annexation Service Level	Gap/Notes
DPW	Manual work orders; adequate GIS/fuel tracking	Slightly increased workload; same infrastructure	Recommend digital work order system to maintain efficiency

Department	Current Service Level	Post-Annexation Service Level	Gap/Notes
Building & Code	SDL supports permitting; paper legacy records	Increased permits; historical record access needed	Additional SDL license; optional digitization
Police	Adequate CAD, devices; radio gaps in SSP; cybersecurity compliance low	Increased CAD events; critical radio coverage gap; increased device demand	Radios/repeaters, device upgrades, enforce cybersecurity training
Fire & First Aid	Coverage extends to SSP; minimal IT impact	No significant change	N/A
Managed IT Services	Coastal Solutions/Ellicott Networks manage endpoints, backups, network monitoring	Slight increase in endpoints/data	SLA sufficient; minor licensing adjustments

Key Takeaways:

- Service levels for DPW, Building & Code, and Police are sensitive to SSP integration; small investments will ensure consistency.
- Fire, First Aid, and managed IT services are largely unaffected.
- Targeted system upgrades and process improvements will maintain or improve service levels post-annexation without major overhauls.

Ability to Extend Services

The ability of Seaside Park to extend IT services to incorporate South Seaside Park (SSP) operations is largely favorable due to the municipality’s modern, scalable infrastructure

and robust managed service agreements. Each department's capacity to absorb the additional workload and system demands varies, as outlined below:

Department of Public Works (DPW)

- **Current Capacity:** DPW IT systems, including Microsoft 365, GIS (ASRI), and fuel tracking software (GIRw150), currently support three workstations and limited digital operations. Manual processes, such as asset and work order management, remain the primary operational method.
- **Ability to Extend:** DPW can accommodate SSP with minimal additional IT resources. Coastal Solutions support can absorb the incremental devices and software needs. However, to maintain operational efficiency and reduce manual workloads, DPW should consider implementing a digital work order and asset management system. This investment would enhance scalability and allow the department to handle increased service demand without additional staffing.

Building & Code

- **Current Capacity:** SDL software effectively manages permitting, inspections, and zoning activity for current municipal operations. Legacy records are paper-based or stored off-site. Staffing levels are sufficient for current workloads.
- **Ability to Extend:** Integration of new SSP records into SDL is feasible with the purchase of one additional license (~\$2,000/year). Access to historical SSP records requires either temporary shared service arrangements or permanent digitization (\$25,000–\$75,000). With these measures, the Building & Code department can maintain current service levels while processing increased permit volumes from SSP.

Public Safety (Police, Fire, First Aid)

- **Police Department:**
 - **Capacity:** Current IT infrastructure, including Spillman CAD, Axon body camera cloud storage, and desktops/laptops, can scale to cover SSP activity.
 - **Limitations:** Police radio coverage in SSP is inadequate, posing a critical risk to emergency response. Upgrading or adding repeaters (\$50,000–\$120,000) and replacing aging desktops/laptops (\$10,000–\$15,000) will be necessary to ensure consistent performance. Cybersecurity training compliance must also be enforced to mitigate risk.
- **Fire & First Aid:** Existing systems and protocols already serve both communities. Minimal investment is required, and service levels can be maintained without changes.

Managed IT Services

- Capacity: Coastal Solutions (municipal) and Ellicott Networks (police) provide managed IT, network monitoring, endpoint protection, backup, and cybersecurity services. The existing SLA and support model can absorb the modest increase in endpoints, licenses, and data storage from SSP. Minor licensing or configuration adjustments may be required.

Key Considerations for Extension

1. Hardware and Software Scaling: Purchase additional SDL license; upgrade police radios and select hardware to meet expanded coverage requirements.
2. Record Digitization and Access: Evaluate optional digitization of historical SSP records to streamline workflows and reduce dependency on shared service arrangements.
3. Process Enhancements: Implement digital work order and asset management tools in DPW to improve efficiency and capacity.
4. Cybersecurity: Strengthen training compliance across departments to support secure integration of SSP systems and data.

Summary

Seaside Park is technically well-positioned to extend IT services to SSP. The majority of systems are robust and scalable, with only a few targeted investments needed to maintain performance and operational continuity. Implementing these measures ensures a smooth integration, minimizes risk, and leverages the annexation as an opportunity to modernize municipal IT infrastructure.

Capital Assets & Infrastructure Impacts

The annexation of South Seaside Park (SSP) will have minimal impact on Seaside Park's core IT infrastructure, though a few targeted capital investments are necessary to ensure seamless service delivery and operational continuity. The key considerations are outlined below:

Department of Public Works (DPW)

- Existing Assets: DPW utilizes three workstations, Microsoft 365, GIS (ASRI), fuel management software (GIRw150), and SCADA for water monitoring. Most asset management and work order tracking remain manual.

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- Impact of Annexation: The addition of SSP will not require new servers or major network upgrades. Coastal Solutions can absorb additional devices and endpoints for new personnel.
 - Capital Considerations: Implementing digital work order and asset management software would require an upfront investment but would increase scalability and operational efficiency.

Building & Code

- Existing Assets: SDL software manages construction, zoning, inspections, and rental properties. Historical records are paper-based and some are stored off-site.
- Impact of Annexation: Integration of new SSP permits into SDL will require one additional SDL license (~\$2,000/year). Historical SSP records will require either temporary shared service access or permanent digitization.
- Capital Considerations: Optional digitization of legacy records could cost \$25,000–\$75,000 but would improve access, reduce risk of loss, and free physical storage space.

Public Safety (Police, Fire, First Aid)

- Police Assets: Eight desktops, laptops (including one for the detective and ruggedized vehicles laptops), Axon body cameras, Spillman CAD, and legacy Enforsys records.
- Infrastructure Impacts:
 - Radio Coverage: Current police radios do not provide sufficient coverage in SSP. Replacement or installation of repeaters (\$50,000–\$120,000) is critical for reliable emergency response.
 - Hardware Upgrades: Selected desktops and laptops require replacement or upgrades (\$10,000–\$15,000). Axon body camera subscription renewal (~\$30,000–\$40,000) is required to maintain compliance.
- Fire & First Aid: Existing IT assets and systems already cover SSP with minimal impact.

Network & Managed IT Services

- Existing Infrastructure: Cisco Meraki MX SD-WAN, HPE Aruba switches, Ubiquiti APs, SonicWALL firewalls, VLAN segmentation, cloud backup (Axcient 360X), endpoint detection, and managed cybersecurity via Coastal Solutions.

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- Impact of Annexation: The current network architecture is scalable and capable of handling additional devices and endpoints from SSP. Minor configuration adjustments and possibly additional endpoints are the only anticipated requirements.

Data Management & Storage

- Records & Digital Assets: Expansion to SSP will increase data volume, particularly in Building & Code and Police Departments.
- Capital Considerations: While most systems are cloud-based and scalable, digitization of SSP historical records and consolidation of legacy paper records may require a capital outlay of \$25,000–\$75,000. This investment reduces physical storage needs and improves data security.

Summary of Capital Asset & Infrastructure Impacts

- Minimal additional IT infrastructure is required.
- Critical investments include police radio replacement/repeaters and SDL licensing for Building & Code.
- Optional investments in digitization and digital work order systems would improve efficiency and resiliency.
- Managed IT services and cloud-based systems provide sufficient capacity to absorb SSP integration with limited additional capital costs.

Regulatory, Legal & Policy Considerations

The integration of South Seaside Park (SSP) into Seaside Park introduces several regulatory, legal, and policy considerations that must be addressed to ensure compliance, data security, and operational continuity across municipal IT systems. These considerations include:

Data Privacy & Security Compliance

- Cybersecurity Regulations: All municipal IT systems must comply with applicable state and local cybersecurity standards, including New Jersey Department of Community Affairs (DCA) guidance, state-mandated password policies, and endpoint security protocols.

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- Risk Mitigation: Low compliance with cybersecurity training (approximately 80% incomplete) among police personnel represents a significant risk. Mandatory training programs and annual compliance audits are recommended.
 - Data Breach Preparedness: Municipal data—including resident records, permit information, and financial data—must be protected through robust access controls, secure cloud backups, and regular monitoring of vulnerabilities.

Records Retention & Management

- Paper & Digital Records: Building, zoning, and permit records from SSP must be either integrated into Seaside Park’s SDL system or maintained via shared service access until digitization is complete.
- Legal Retention Requirements: Municipal records must comply with New Jersey Municipal Records Retention Schedule (N.J.A.C. 15:3-4), including proper archiving, secure storage, and eventual disposition of historical records.
- Digitization Policies: Optional digitization of legacy SSP records requires policy guidance for retention, access, and security, ensuring compliance with state and local record-keeping laws.

Public Safety IT Compliance

- Police Data Systems: Spillman CAD, Axon body camera storage, and other police databases must comply with New Jersey law enforcement records management standards, evidence chain-of-custody requirements, and public access laws.
- Radio Communications: Any radio system upgrades must comply with FCC regulations and interoperability standards to ensure reliable emergency communications across municipal and regional boundaries.

Managed Services & Vendor Oversight

- Contracts & Service Level Agreements (SLAs): Existing IT service providers—Coastal Solutions (municipal) and Ellicott Networks (police)—must ensure continued compliance with contractual SLAs, data security obligations, and federal/state privacy laws.
- Vendor Risk Management: Integration of SSP systems may require temporary shared service access to external vendors (e.g., SDL for historical records). Legal agreements should clearly define access rights, liability, and data protection responsibilities.

Policy Considerations for Annexation

- **Integration Policies:** Clear policies should guide the transfer of IT assets, devices, licenses, and data from SSP into Seaside Park systems, including the prioritization of critical functions (e.g., emergency response, permitting, financial management).
- **Training & Standard Operating Procedures (SOPs):** Staff across departments should be trained on updated SOPs for system use, cybersecurity practices, and record management, ensuring consistency and compliance post-annexation.
- **Digital Equity & Access:** Expansion of municipal IT services to SSP residents should consider equitable access to online services, public portals, and communication tools.

Summary of Regulatory, Legal & Policy Considerations

- Compliance with state and local cybersecurity, records retention, and public safety IT standards is essential.
- Policies must address the integration of historical SSP records, shared service agreements, and digitization initiatives.
- Staff training and updated SOPs will mitigate operational and legal risks while ensuring seamless service delivery post-annexation.

Risks, Constraints & Resiliency Factors

The annexation of South Seaside Park (SSP) into Seaside Park introduces several operational and infrastructure risks within the municipal IT environment. These risks, along with associated constraints and resiliency factors, are outlined below:

Cybersecurity & Compliance Risks

- **Training Deficiency:** Approximately 80% of police personnel have not completed required cybersecurity training, increasing the likelihood of phishing, malware, or unauthorized access incidents.
- **Mitigation:** Mandatory training programs, recurring compliance audits, and strict enforcement of password and access policies are recommended.

Hardware & Network Constraints

- **Obsolete Equipment:** Police radios are outdated and do not fully cover SSP, creating gaps in emergency communications.

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- Desktop/Laptop Aging: Police department devices require upgrades to maintain compatibility with current software and cloud systems.
 - Mitigation: Replacement or addition of radios and repeaters (\$50,000–\$120,000), and planned hardware upgrades for desktops/laptops (\$10,000–\$15,000) to ensure operational continuity.

Record Management & Data Access Risks

- Paper Record Vulnerability: Historical building, zoning, and construction records from SSP are primarily paper-based and require secure handling.
- Limited Access to SSP Records: Temporary shared service access may delay workflow or create bottlenecks.
- Mitigation: Optional digitization of legacy records (\$25,000–\$75,000), implementation of retention policies, and secure access protocols to protect sensitive information.

System Integration & Operational Constraints

- SDL Licensing: One additional SDL license (~\$2,000/year) is required to integrate new users.
- DPW Workflows: Vehicle maintenance, asset tracking, and work orders remain largely manual, constraining efficiency.
- Mitigation: Evaluate digital work order and asset management software; ensure smooth SDL integration for new users.

Resiliency Factors

- Managed Services Support: Coastal Solutions and Ellicott Networks provide structured support, monitoring, and disaster recovery, enabling scalable and reliable IT operations.
- Cloud Backup & Recovery: Axcient 360X ensures secure cloud-based backups for municipal systems, reducing downtime risk.
- SaaS Platforms: Existing systems (Microsoft 365, SDL, GIS) are modern, robust, and scalable, supporting future service expansion with minimal integration complexity.

Summary of Key Risks & Constraints

Risk/Constraint	Likelihood	Impact	Mitigation
Cybersecurity training incomplete	High	High	Mandatory training, audits, SOP enforcement
Police radio coverage gaps	High	High	Replace radios/add repeaters
Aging desktops/laptops	Medium	Medium	Upgrade hardware
Paper record vulnerability	Medium	Medium	Digitize records, implement retention policy
Limited access to SSP historical records	High	Medium	Shared service read-only access
DPW manual processes	Medium	Medium	Evaluate digital work order/asset software

Conclusion

While most municipal IT systems are robust and scalable, risks related to public safety communications, cybersecurity compliance, and historical record access must be proactively addressed. Proper mitigation measures, including hardware upgrades, digitization, training, and workflow optimization, will ensure resiliency and continuity of IT services post-annexation.

Key Findings & Implications

Overall IT Feasibility

- Annexation of South Seaside Park (SSP) into Seaside Park is technically feasible from an IT perspective.
- Existing systems, including Microsoft 365, SDL, GIS, SCADA, and managed IT services, are modern, scalable, and capable of supporting additional users with minimal disruption.

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- Integration of SSP municipal offices and DPW functions is expected to be straightforward, with limited incremental costs.

Public Safety Systems Are the Primary Cost Driver

- Police radio coverage gaps in SSP require immediate investment to ensure reliable emergency communications (\$50,000–\$120,000).
- Upgrades to police desktops/laptops and renewal of Axon body camera subscriptions (\$10,000–\$15,000 + \$30,000–\$40,000) are necessary to maintain operational efficiency.
- Cybersecurity compliance gaps represent a high operational risk; enforcement of training and standard operating procedures is critical.

Record Management and Data Integration

- Historical records from SSP require secure access, either via shared services or optional digitization (\$25,000–\$75,000).
- Integration of new construction, zoning, and property records into the existing SDL system is manageable with the addition of one license seat (~\$2,000/year).
- Proactive digitization and adoption of retention policies will reduce risk, improve efficiency, and support future operational expansion.

Departmental Operations and Efficiency

- DPW and municipal office operations can absorb additional SSP workloads with minimal IT investments.
- Manual processes in work orders, vehicle maintenance, and asset tracking represent opportunities for digital workflow improvements.
- Optional digital software solutions for these functions will enhance efficiency, reduce administrative burden, and prepare the borough for long-term growth.

Financial and Operational Implications

- Total estimated annexation-driven IT costs range from \$92,000 to \$255,000, depending on optional digitization.
- Most expenditures are one-time investments (radios, hardware, SDL licensing), while optional digitization provides long-term operational benefits.

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- The return on investment is realized through improved service delivery, reduced operational risk, and enhanced scalability for future growth.

Strategic Implications

- Annexation provides an opportunity to modernize IT infrastructure, standardize systems across municipal functions, and strengthen cybersecurity practices.
- Consolidating IT services under Coastal Solutions for municipal offices ensures consistent management, monitoring, and disaster recovery across departments.
- Proactive investments now will enable seamless integration, ensure public safety communications reliability, and create a foundation for future service enhancements.

Conclusion

From an IT perspective, annexation is feasible, cost-efficient, and manageable. While public safety communications and historical record management require targeted investments, the overall infrastructure is robust, and systems are scalable. Proper planning, investment, and staff training will ensure that IT can fully support expanded municipal services and deliver continuity, efficiency, and security for Seaside Park and the annexed area.

Implementation Considerations – Information Technology

To ensure seamless integration of South Seaside Park (SSP) IT infrastructure and systems into Seaside Park operations, while minimizing service disruption, managing costs, and enhancing operational efficiency.

Critical Start-Up Actions

Goals: Establish readiness, secure critical infrastructure, and plan for data integration.

Key Activities:

1. IT Audit and Assessment
 - Conduct a detailed inventory of all SSP IT hardware, software, and network assets.
 - Assess compatibility with Seaside Park systems, including Microsoft 365, SDL, SCADA, and GIS.
2. Cybersecurity and Compliance
 - Identify gaps in SSP and Seaside Park cybersecurity protocols.

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- Ensure all SSP and SP staff are enrolled in cybersecurity training prior to annexation.
3. Record and License Planning
 - Determine strategy for integration of SSP historical records into SDL system (shared service vs. digitization).
 - Purchase additional SDL license seat for new users.
 4. Public Safety Preparations
 - Order replacement police radios or repeaters to cover SSP area.
 - Plan upgrades for police desktops/laptops and body camera subscriptions.

Deliverables:

- Detailed IT inventory and integration plan.
- Cybersecurity compliance plan.
- Procurement plan for SDL license and police communications hardware.

Operational Integration

Goals: Begin operational integration, enable secure access, and maintain service continuity.

Key Activities:

1. User Integration and Account Setup
 - Create accounts for SSP municipal staff in Seaside Park systems (M365, SDL, GIS).
 - Establish shared service access to SSP historical records as a temporary measure.
2. Network and Device Integration
 - Connect SSP devices to Seaside Park network and apply security policies (MFA, EDR).
 - Integrate DPW SCADA, GPS, and work order systems with minimal disruption.
3. Public Safety Implementation
 - Deploy new police radios/repeaters and test coverage.

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- Upgrade desktops, laptops, and body camera infrastructure.

4. Policy and Training Rollout

- Enforce cybersecurity training compliance for all municipal staff.
- Update IT policies to cover data retention, incident reporting, and remote access.

Deliverables:

- Fully operational Seaside Park IT accounts for SSP staff.
- Reliable network coverage and public safety communications.
- Updated IT policies and trained staff.

Full Integration & Digitization

Goals: Consolidate systems, digitize historical records, and optimize workflows.

Key Activities:

1. Historical Record Digitization (Optional)
 - Evaluate scope of digitization for construction, zoning, and permit records.
 - Implement scanning and secure storage solutions (\$25,000–\$75,000).
2. Process Modernization
 - Introduce digital work order and asset management software for DPW.
 - Enable SDL inspection scheduling and workflow management for Building & Code.
3. System Optimization
 - Review network segmentation, access control, and backup procedures.
 - Ensure redundancy, disaster recovery plans, and monitoring are optimized for combined operations.

Deliverables:

- Digitized historical records integrated into Seaside Park systems.
- Streamlined DPW and Building & Code workflows.

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- Optimized, scalable IT infrastructure supporting annexed operations.

Continuous Monitoring & Improvement

Goals: Ensure sustainability, scalability, and resilience of IT infrastructure.

Key Activities:

1. Performance and Security Audits
 - Conduct annual IT audits for compliance, performance, and security.
 - Monitor network, endpoint, and cloud systems for potential vulnerabilities.
2. Staff Training and Updates
 - Schedule ongoing cybersecurity training and system refresh updates.
 - Evaluate staff capacity and technical support needs for future expansion.
3. Long-Term Modernization
 - Explore automation, cloud solutions, and further digital transformation initiatives.
 - Plan budget for upgrades, additional licenses, and system lifecycle replacements.

Deliverables:

- Annual IT performance and security report.
- Updated IT roadmap supporting Seaside Park growth and future annexations.
- Institutionalized best practices for IT management and risk mitigation.

Summary

This plan ensures that annexation of SSP into Seaside Park is technically feasible, operationally seamless, and cost-effective. Immediate focus is on critical public safety communications and secure user integration, followed by full system consolidation, workflow modernization, and optional digitization. Continuous monitoring ensures resilience, efficiency, and scalability for future municipal growth.

Public Safety Services

Existing Conditions & Service Overview

The Public Safety function in Seaside Park comprises police, fire, emergency management, and ocean rescue services. These services are managed through the Borough Police Department, the Seaside Park Fire Department, and the Office of Emergency Management (OEM).

Police Department

The Seaside Park Police Department is responsible for law enforcement, public safety, and emergency response within the Borough. Current staffing includes:

- Authorized: 15 full-time sworn officers
- Actual: 13 full-time officers (2 vacancies due to retirements)
- Seasonal Support: 4 SLEO II officers employed during high-demand periods (typically summer)

The department is organized to provide continuous coverage and maintains a structured patrol system with squads to respond to calls for service. All hiring and promotions are subject to New Jersey Civil Service Commission regulations.

Personnel & Operations Notes

- Officers are equipped with standard law enforcement tools, vehicles, and communication devices.
- Patrol coverage is organized to ensure 24/7 response capability.
- Supervisory roles include Lieutenants and Sergeants to oversee operations.

Radio Communications & IT Infrastructure

The department relies on portable and vehicle-mounted radios for communications, supplemented by county dispatch systems. Current equipment generally supports Seaside Park proper, but coverage studies or signal testing data would provide a clearer understanding of baseline system effectiveness.

Vehicles & Equipment

- The Police Department fleet consists of approximately 9–10 vehicles, including patrol cars and specialty units.

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- Vehicle condition varies, with high-mileage units in active service.
 - Equipment includes body cameras, laptops/desktops, and standard police gear.

Fire Services & Ocean/Water Rescue

Seaside Park Fire Department provides fire protection and water rescue services for the Borough. The department maintains:

- Full operational capability for structural and ocean-based emergencies
- Equipment for water rescue operations
- Firefighting apparatus and support vehicles

Office of Emergency Management (OEM)

The OEM coordinates hazard assessment, storm planning, and evacuation operations within Seaside Park. The OEM operates under a defined emergency plan and coordinates with police, fire, and county agencies for disaster response.

Service Demand & Usage Characteristics

Seaside Park's Public Safety services operate year-round, with fluctuations in demand tied primarily to seasonal population changes, special events, and weather conditions.

Police Department

Call Volume & Incident Types

- The Police Department responds to a range of incidents, including traffic enforcement, property crimes, disorderly conduct, and public safety concerns.
- Peak activity occurs during the summer months when the population increases due to tourism and seasonal residents.
- Historical data indicate a concentration of calls between June and August, particularly for traffic-related incidents, noise complaints, and municipal code enforcement.

Staffing & Coverage Patterns

- Current staffing of 13 full-time officers, supplemented by 4 seasonal SLEO II officers, supports 24/7 patrol coverage.
- Officers are deployed in squads to ensure coverage throughout the Borough, with flexibility for emergency response and special events.

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- Supervisory roles include Lieutenants and Sergeants who oversee daily operations, investigations, and administrative responsibilities.

Resource Allocation

- Patrol shifts are scheduled to meet high-demand periods, particularly during weekends and holiday events.
- Vehicles and equipment are allocated based on anticipated call volume and operational needs, though high-mileage vehicles may require additional maintenance.

Technology & Communication

- Officers rely on portable and vehicle-mounted radios, supplemented by county dispatch services.
- Existing IT systems, including computers and mobile devices, facilitate record-keeping, reporting, and emergency coordination.
- Body cameras and digital evidence storage support accountability and investigations.

Fire Services & Water Rescue

Call Volume & Incident Types

- The Seaside Park Fire Department provides both structural and water-based emergency response services.
- Typical incidents include fire suppression, medical assists, ocean rescues, and storm-related emergencies.
- Seasonal surges occur during summer months due to increased beach and tourism activity.

Staffing & Coverage Patterns

- The department maintains staffing sufficient for routine operations and emergency readiness, relying on a combination of full-time personnel and volunteers.
- Equipment and apparatus are staged strategically to support rapid deployment across the Borough.

Resource Allocation

- Water rescue equipment is specifically allocated for oceanfront operations, with coordination protocols in place for mutual aid from neighboring towns.
- Ongoing training ensures staff readiness for both fire and water emergencies.

Office of Emergency Management (OEM)

Demand Characteristics

- The OEM coordinates all emergency preparedness and response planning, including hazard assessments, evacuation protocols, and disaster response exercises.
- Activation of the OEM is typically event-driven, with major storms or public safety incidents triggering full operational coordination.

Resource Allocation & Coordination

- OEM works closely with police, fire, and county agencies to implement emergency plans.
- Staff levels and resources are adjusted based on the size and scope of the emergency.

Summary

- Public Safety demand in Seaside Park is highly seasonal, with peak periods during summer months and special events.
- Current staffing, equipment, and IT resources are generally adequate for routine operations, though high-season demand can stress resources.
- Accurate historical data on calls, response times, and resource utilization are critical to understanding service capacity and identifying potential gaps.

Comparative Service Level Analysis

This analysis evaluates Seaside Park's current public safety operations relative to the anticipated demands associated with the potential annexation of South Seaside Park (SSP). The assessment addresses police, fire, and emergency management services, focusing on staffing, response capacity, infrastructure, and operational readiness.

Police Department

Metric	Current Seaside Park	Anticipated Post-Annexation (with SSP)	Notes / Implications
Sworn Officers (FTE)	13 (authorized 15)	18–20 recommended	Additional officers needed to maintain response coverage and squad rotation across both areas
Seasonal / Part-Time Officers	4 SLEO II	5–6	Seasonal demand increases with expanded geographic and population coverage
Officer-to-Population Ratio	1:115	1:105	Ratio declines slightly due to SSP residents (~500) and seasonal population
Patrol Vehicles	9–10	+1–2 vehicles recommended	Additional vehicle required for new patrol coverage area
Radio Coverage	Weak in SSP	Coverage gaps critical	Replacement of radios and potential repeaters required to ensure reliable communications
Average Response Times	[Data Needed]	Likely increase without added staff/vehicles	May affect priority call response if staffing not adjusted

Analysis

- Current staffing levels provide adequate coverage for Seaside Park proper but would be insufficient to maintain current response standards if SSP is annexed.
- Radio coverage gaps in SSP are a critical operational risk; mitigation through equipment upgrades and repeaters is necessary.

- Additional patrol vehicles and staff are required to sustain effective 24/7 coverage and maintain acceptable response times.

Fire Services

Metric	Current Seaside Park	Anticipated Post-Annexation	Notes / Implications
Coverage	SPFD covers both areas under contract	Continuation of contract or full internal coverage required	Annual contract may need adjustment or formal annexation agreement
Apparatus / Equipment	6-8 units	No immediate increase required	Current apparatus sufficient for call volume, though maintenance must be monitored
Water / Ocean Rescue	SPFD primary	Same, with SSP included	Operations currently adequate; expanded beach area may require additional lifeguard coordination
Mutual Aid	Seaside Heights, others	Continues as secondary support	Effective, no new agreements anticipated

Analysis

- Fire services already provide coverage for SSP; formal annexation may require contractual or administrative updates to ensure continuity.
- No additional apparatus required, but staffing levels and emergency readiness should be periodically reassessed.
- Water rescue operations remain within SPFD capabilities.

Office of Emergency Management (OEM)

Metric	Current Seaside Park	Anticipated Post-Annexation	Notes / Implications
Hazard Planning & Storm Preparedness	Adequate	Expanded geographic area increases planning scope	May require additional resources or coordination for evacuation routes and hazard assessment
Coordinator Staffing	1 FTE	Same, potentially augmented by volunteers	Existing staffing sufficient, but workload increases with additional area
Mutual Aid & Interagency Coordination	High	No major change; larger area	Coordination with county and neighboring municipalities remains critical

Analysis

- OEM is well-prepared for current responsibilities, but annexation increases both population and geographic coverage, adding complexity to emergency response, evacuation planning, and hazard assessment.
- Minor adjustments in staffing or resource allocation may be required to maintain operational readiness.

Summary of Comparative Analysis

- Strengths: Existing police, fire, and emergency management systems are robust and well-integrated with county services. Mutual aid agreements and current infrastructure provide a strong baseline for expanded service demands.
- Challenges: Annexation introduces additional population (~500 residents), increased seasonal demand, and new geographic coverage areas, which will stress current police staffing, patrol coverage, and communications infrastructure.
- Required Adjustments:

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- Increase sworn police staffing by 5–7 FTE to maintain response levels and implement a four-squad rotation.
 - Add 1–2 patrol vehicles and replace/upgrade radios with repeaters to cover SSP.
 - Evaluate OEM capacity for hazard planning and emergency response over the expanded area.
 - Maintain SPFD coverage contract or formally integrate SSP operations into Seaside Park Fire Department protocols.

Ability to Extend Services

The potential annexation of South Seaside Park (SSP) into Seaside Park introduces additional geographic coverage, population, and seasonal activity, necessitating evaluation of the Borough's capacity to maintain current public safety service levels. This section outlines operational adjustments, staffing requirements, equipment needs, and infrastructure considerations to support expanded service delivery.

Police Department

Current Capacity:

- 13 sworn officers (2 vacancies), supported by 4 seasonal SLEO II personnel.
- Patrol organized into 3–4 shifts with 24/7 coverage for Seaside Park proper.
- Vehicles, radios, and existing communication infrastructure currently meet operational needs for the Borough's area.

Required Adjustments to Extend Services:

1. Staffing:

- Hire 1 additional SLEO II to support seasonal coverage and low-risk patrol functions.
- Initiate efforts to fill two current vacancies.
- Evaluate and advance a phased increase of 3–5 full-time officers to establish a 4-squad patrol structure capable of covering both Seaside Park and SSP.
- Consider expansion of supervisory ranks (add 1 Lieutenant, 2 Sergeants) to maintain effective command and oversight.

2. Patrol Vehicles:

- Procure 1–2 additional vehicles as necessary to accommodate expanded coverage of SSP, ensuring adequate patrol presence and response capacity.

3. Communications & Equipment:

- Replace or upgrade portable radios to high-power, county-compatible units to eliminate coverage gaps in SSP.
- Conduct a site study and install repeaters as needed for reliable radio coverage across the expanded territory.

4. Training & Compliance:

- Schedule academy sessions for new officers and ensure ongoing civil service compliance for all hiring and promotions.
- Improve cybersecurity and equipment training for all personnel, particularly with new body camera systems and digital reporting tools.

Fire Services

Current Capacity:

- Seaside Park Fire Department (SPFD) provides contracted fire protection and primary water/ocean rescue for SSP.
- Existing apparatus and personnel levels adequately cover both communities, with mutual aid available from neighboring municipalities.

Required Adjustments to Extend Services:

1. Contractual Updates:

- Confirm funding allocation for equipment maintenance, training, and operational readiness.

2. Operational Readiness:

- Continue to maintain existing staffing and apparatus levels. No additional units are required immediately, though periodic evaluation is recommended.
- Ensure water rescue capabilities remain robust for expanded beach frontage and seasonal population increases.

Office of Emergency Management (OEM)

Current Capacity:

- One coordinator oversees hazard assessments, storm planning, and evacuation coordination.
- Mutual aid agreements and county-level emergency management systems provide additional support.

Required Adjustments to Extend Services:

1. Expanded Planning:

- Update hazard and evacuation plans to account for additional geographic coverage and population from SSP.
- Integrate new beach areas, road networks, and seasonal resident patterns into emergency response planning.

2. Resource Allocation:

- Evaluate the need for additional personnel or volunteers to manage communications, shelters, and public information during emergencies.
- Ensure interoperability of all emergency communication systems, particularly in areas with known radio coverage gaps.

Summary of Ability to Extend Services

- Police: Expansion of staffing, vehicles, and radio infrastructure is required to maintain current response times and operational coverage. Phased hiring and equipment upgrades are recommended.
- Fire & Rescue: Existing resources are largely sufficient; contractual and operational reviews are required to formalize coverage of SSP.
- Emergency Management: OEM can accommodate an expanded area with updated plans and minor adjustments to resource allocation and coordination procedures.

Key Consideration: The Borough has a technically feasible path to extend services, but success depends on timely hiring, acquisition of equipment, communications infrastructure upgrades, and careful coordination with county and neighboring municipalities.

Capital Assets & Infrastructure Impacts

The annexation of South Seaside Park (SSP) will require a careful review and, in some cases, expansion of Seaside Park's public safety capital assets and infrastructure to ensure consistent service levels across the newly expanded jurisdiction. This section summarizes existing assets, identifies gaps, and outlines anticipated infrastructure and equipment requirements.

Police Department

Vehicles:

- Current fleet: 9–10 vehicles, majority with high mileage; newest vehicle is a 2024 patrol SUV.
- Annexation Impact: One additional patrol vehicle is immediately needed for SSP coverage, with a second vehicle recommended to ensure adequate rotation, backup, and coverage during high-demand periods.
- Estimated Cost: \$75,000 per vehicle × 2 = \$150,000.

Radio Communications:

- Critical gaps exist in SSP due to terrain and infrastructure limitations.
- Required Actions:
 - Upgrade or replace portable radios with high-power, county-compatible units.
 - Conduct a site study and install repeaters to ensure seamless coverage.
- Estimated Cost: \$90,000–\$120,000 for radios; ~\$50,000 for repeater installation.

Hardware & Technology:

- Desktops, laptops, and mobile devices require upgrades to maintain cybersecurity standards and operational efficiency.
- Body camera system subscription renewal needed for continued compliance and evidence management.
- Estimated Costs:
 - Desktops/Laptops: \$10,000–\$15,000
 - Body Cameras & Storage: \$30,000–\$40,000

Facilities:

- Existing police building infrastructure sufficient for additional personnel; minor adjustments may be required to accommodate new staff or temporary equipment staging.

Fire Services

Apparatus & Equipment:

- SPFD apparatus and water rescue equipment currently support both Seaside Park and SSP.
- No immediate new apparatus required; however, the Borough should maintain capital reserves for vehicle replacement, maintenance, and seasonal staffing equipment needs.

Facilities:

- Firehouse capacity currently sufficient; no expansion required for SSP annexation.
- Storage for additional water rescue and emergency response equipment may require minor internal reorganization.

Contractual Considerations:

- The existing \$35,000 contract for SSP fire coverage ensures equipment and operational readiness are funded.

Office of Emergency Management (OEM)

Infrastructure:

- OEM utilizes existing Borough emergency operations facilities, storm response coordination centers, and communication systems.
- Annexation Impact: Updated hazard, evacuation, and emergency plans will require integration of SSP infrastructure and beach areas.

Equipment & Technology:

- Communications and alerting systems (radios, Rave Mobile Safety, and other notification platforms) must be reviewed to ensure full SSP coverage, particularly in areas with known signal gaps.

Summary of Capital Assets & Infrastructure Impacts

Department	Asset / Infrastructure	Current Status	Annexation Impact / Need	Estimated Cost
Police	Patrol Vehicles	9-10 high-mileage vehicles	1-2 additional vehicles	\$150,000
Police	Radios	Existing coverage inadequate in SSP	Replace portable radios, install repeaters	\$140,000-\$170,000
Police	Hardware / Body Cameras	Functional, nearing upgrade cycle	Desktops/laptops upgrades, subscription renewal	\$40,000-\$55,000
Fire	Apparatus & Equipment	Adequate for both areas	No immediate additions, maintain reserves	N/A
OEM	Emergency Ops Infrastructure	Sufficient	Update plans, integrate SSP geography	Minimal / administrative

Key Considerations

- Police infrastructure is the primary area requiring capital investment.
- Fire services and OEM can accommodate SSP with minimal additional infrastructure.
- Proper planning and phased procurement will ensure uninterrupted public safety services across Seaside Park and SSP.

Regulatory, Legal & Policy Considerations

The annexation of South Seaside Park (SSP) introduces several regulatory, legal, and policy considerations that must be addressed to ensure that Seaside Park maintains compliance with New Jersey statutes, municipal ordinances, and public safety standards. This section identifies the key areas requiring attention.

Police Department

Civil Service Compliance:

- All hiring and promotional actions for full-time officers must comply with New Jersey Civil Service Commission regulations.
- Expedited staffing to meet increased coverage demands in SSP may be constrained by Civil Service timelines, testing, and eligibility lists.
- Policy Recommendation: Begin Civil Service notifications and applications for anticipated hires immediately to avoid operational gaps.

Jurisdictional Authority:

- Upon annexation, Seaside Park will assume full law enforcement authority in SSP, including enforcement of borough ordinances, traffic regulations, and criminal statutes.
- Any prior agreements or memoranda of understanding (MOUs) with Berkeley Township for SSP coverage will need formal termination or transition.

Police Equipment & Communications Compliance:

- Upgrades to radios, repeaters, and mobile devices must meet Federal Communications Commission (FCC) standards and be compatible with county dispatch.
- Policy must ensure that new communication protocols align with Ocean County dispatch procedures.

Use of Force and Body Camera Policies:

- All police personnel must adhere to existing Seaside Park policies regarding use of force, arrests, and evidence handling.
- Annexation will expand the population under surveillance, requiring a review of body camera coverage, storage, and retention policies to comply with NJ law and Open Public Records Act (OPRA) requirements.

Fire Services

Contractual Agreements:

- Current fire protection for SSP is provided under a \$35,000 annual contract with Seaside Park Fire Department (SPFD).

- Legal review is necessary to formalize continuation, modification, or termination of the contract upon annexation.
- Policies regarding volunteer firefighter staffing, training, and equipment funding must be updated to reflect any changes in the service area.

Mutual Aid & Water Rescue:

- SPFD provides primary water and ocean rescue for both Seaside Park and SSP.
- Coordination with secondary responders (e.g., Seaside Heights) must be maintained under existing mutual aid agreements and NJ State Fire Code.

Emergency Management (OEM)

Hazard Mitigation and Evacuation Plans:

- Existing emergency operations plans must be updated to include SSP geography, population, and critical infrastructure.
- Compliance with NJ Office of Emergency Management requirements and federal FEMA guidelines is mandatory.

Public Safety Policy Updates:

- Borough policies regarding public beach safety, seasonal staffing, and mid-year emergency response protocols will need to reflect the expanded jurisdiction.
- Midway Beach and other private communities may require negotiated policy agreements to clarify responsibility for emergency services.

Regulatory Oversight & Compliance Summary

Area	Considerations	Required Actions
Police Hiring	NJ Civil Service rules	Initiate eligibility and hiring process; ensure compliance
Law Enforcement Jurisdiction	Transition from Berkeley Township coverage	Update ordinances, MOUs, and enforcement authority
Communications Equipment	FCC & County Dispatch standards	Procure compatible radios, install repeaters, update SOPs

Area	Considerations	Required Actions
Fire Services Contract	\$35,000 annual contract for SSP	Review/renew/modify contract; clarify volunteer obligations
Water / Ocean Rescue	NJ Fire Code & mutual aid	Ensure secondary responder coordination maintained
Emergency Management	FEMA/NJ OEM compliance	Update hazard and evacuation plans; integrate SSP
Body Camera & Records	NJ OPRA & retention laws	Update storage, access, and retention policies

Key Policy Implications

- Annexation will necessitate the review and possible amendment of Seaside Park ordinances, contracts, and operational policies to ensure legal compliance.
- Coordination with state, county, and neighboring municipalities is essential to maintain uninterrupted public safety services.
- Proactive legal and policy planning will reduce operational risk and ensure seamless integration of SSP into Seaside Park’s public safety framework.

Risks, Constraints & Resiliency Factors

The annexation of South Seaside Park (SSP) introduces a number of operational, staffing, and infrastructure risks that must be addressed to maintain effective and resilient public safety services. This section outlines the key constraints and resiliency factors for Seaside Park’s police, fire, and emergency management operations.

Police Department

Staffing Constraints:

- Current staffing is 13 full-time officers, with two vacancies and four seasonal SLEO II officers.

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- Expansion of patrol responsibilities to SSP will require additional sworn officers and support staff.
 - NJ Civil Service hiring and promotional requirements may delay the ability to fully staff the department.

Operational Risks:

- Radio coverage gaps in SSP limit communication reliability and officer safety.
- Aging fleet and limited patrol vehicles may restrict response capacity, particularly during peak summer months or simultaneous incidents.

Cybersecurity & Technology Risks:

- Body camera storage, CAD integration, and data management must scale to accommodate additional population and incident volume.
- Delayed upgrades to radios or police IT could compromise situational awareness and emergency response effectiveness.

Resiliency Factors:

- Seasonal SLEO II officers provide temporary surge capacity.
- Spillman CAD via Ocean County enables shared situational awareness and dispatch coordination.
- Existing 24/7 patrol structure provides a foundation to expand coverage with incremental staffing additions.

Fire Services

Staffing & Volunteer Dependence:

- Fire protection relies on SPFD volunteers; sustained response capacity depends on recruitment, training, and retention.

Operational Constraints:

- Expansion of coverage area increases response times, particularly for water/ocean rescue operations.
- Midway Beach and other private communities may have unclear public safety responsibilities, creating potential gaps.

Resiliency Factors:

- SPFD is fully capable of primary water rescue; mutual aid agreements provide secondary support.
- Existing emergency response plans and training protocols provide a framework to accommodate SSP.

Emergency Management (OEM)

Risks:

- Hazard mitigation, evacuation planning, and storm response will need updating to incorporate SSP geography, population, and critical infrastructure.
- Misalignment of responsibilities with private communities or overlapping jurisdictions could delay emergency response.

Resiliency Factors:

- OEM Coordinator maintains existing hazard assessments and emergency planning.
- FEMA and NJ OEM compliance provides standardized planning procedures.
- Integration of SSP into Seaside Park's incident command and public alert systems enhances overall community resilience.

Key Constraints Summary

Risk / Constraint	Impact	Mitigation / Resiliency Factor
Police staffing shortages	Medium-High	Fill vacancies, hire additional officers, deploy seasonal SLEO II
Radio coverage gaps	High	Upgrade radios, install repeaters, conduct signal site survey
Aging patrol fleet	Medium	Procure additional patrol vehicles, maintain service schedules
Volunteer dependence (Fire)	Medium-High	Recruit/retain volunteers, formalize SSP fire contract

Expanded geographic coverage	Medium	Update emergency operations plans, integrate SSP into response protocols
Cybersecurity & IT	Medium	Upgrade body camera storage, CAD integration, staff training
Public / private jurisdiction ambiguity	Medium	Clarify responsibilities with private communities and mutual aid partners

Key Findings & Implications

The evaluation of Seaside Park’s public safety operations in the context of a potential annexation of South Seaside Park (SSP) highlights both strengths and areas requiring targeted attention. The following summarizes the key findings and their implications:

Key Findings

1. Personnel and Staffing

- Current police staffing includes 13 full-time officers with seasonal support, creating a moderate staffing shortfall for expanded coverage.
- Fire protection relies on volunteers and a contract with SSP; capacity is sufficient but contingent on formal contract continuation.
- EMS and water/ocean rescue operations are fully covered by existing mutual-aid agreements but may require coordination adjustments.

2. Operational Performance and Coverage

- Police patrol coverage and response times in SSP are currently limited due to geographic distance and staffing constraints.
- Radio communication gaps in SSP present significant operational risks, potentially impacting officer safety and timely response.
- Fire and emergency management operations are structured and resilient but will require minor adjustments to accommodate expanded geography.

3. Technology and Infrastructure

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- Critical IT and communications systems (CAD, radios, body cameras) are modern but require upgrades and expansion to fully support SSP coverage.
 - Cybersecurity compliance and training are currently incomplete, posing moderate operational and liability risks.

4. Regulatory, Legal, and Policy Considerations

- NJ Civil Service requirements and municipal ordinances influence the timing and process for hiring, promotions, and staffing expansions.
- Continuation or renegotiation of SSP fire service contracts is necessary to ensure uninterrupted service.

5. Risks and Constraints

- Key risks include staffing shortages, radio coverage gaps, aging patrol fleet, volunteer reliance, and jurisdictional ambiguities with private communities.
- Mitigation strategies, such as upgraded radios, additional vehicles, staffing expansions, and formal agreements with private communities, are feasible but require timely action.

Implications

- **Staffing & Recruitment:** Immediate hiring and training of additional police officers and SLEO II personnel are critical to maintain effective coverage and public confidence.
- **Communications Infrastructure:** Addressing radio gaps and repeater installation is a high-priority action to ensure operational readiness in SSP.
- **Resource Planning:** Additional patrol vehicles and IT upgrades must be budgeted to maintain response capacity and data management continuity.
- **Policy & Contractual Clarity:** Formalizing fire protection agreements, reviewing mutual aid arrangements, and clarifying responsibilities for private communities will reduce operational uncertainty.
- **Operational Resiliency:** Existing structures, including seasonal personnel, mutual aid protocols, and OEM planning, provide a strong foundation to manage annexation-related expansion, provided that mitigation measures are implemented promptly.

Conclusion

Seaside Park has a strong baseline of public safety resources and organizational capacity. Annexation of SSP will increase operational demands, but the combination of targeted staffing,

communications, equipment upgrades, and policy actions can ensure continuity, effectiveness, and community safety.

Implementation Considerations - Public Safety

Immediate Stabilization & Staffing

Objectives: Address critical staffing gaps and prepare for increased operational demands.

Actions:

- Hire 1 SLEO II officer to supplement seasonal coverage.
- Work toward filling two current vacancies.
- Plan to procure 1 additional patrol vehicle for deployment needs.
- Conduct preliminary site study for radio coverage gaps and initiate procurement of high-power portable radios.
- Maintain current emergency response capabilities for Seaside Park and SSP under existing mutual-aid agreements.

Short-Term Expansion & Infrastructure Setup

Strengthen operational capacity actions:

- Consider recruitment of 3–5 new full-time police officers including need for academy seats and FTO assignments for new hires.
- Plan for procurement of remaining patrol vehicle(s) and replacement/upgrade critical radios.
- Initiate repeater site installation planning to address SSP radio coverage gaps.
- Begin implementation of body camera subscription renewal and equipment upgrades.
- Conduct initial training and cybersecurity compliance refresh for all personnel.
- Staffing projections represent target service levels and may be phased in based on fiscal capacity and demonstrated service demand.

Operational Integration & Deployment

Objectives: Fully integrate new personnel, technology, and coverage for expanded service area.

Actions:

- Review need for full 4-squad patrol structure with expanded supervisory ranks (2 Lieutenants, 4 Sergeants).
- Complete academy and field training for new hires.
- Implement improved radio coverage across SSP with repeaters and upgraded units.
- Optimize vehicle and equipment usage across all patrols.
- Coordinate with emergency management and mutual-aid partners to ensure seamless integration of SSP operations.
- Evaluate operational effectiveness and adjust staffing schedules, patrol coverage, and response protocols as needed.

Continuous Monitoring & Improvement

Objectives: Ensure sustainable operations, optimize performance, and adapt to evolving public safety needs.

Actions:

- Conduct ongoing staffing and coverage reviews, adjusting patrol deployments, squad structures, and resource allocation based on demand trends.
- Track and analyze incident response data, including call volume, response times, and outcomes, to identify areas for improvement.
- Maintain and upgrade radios, vehicles, and IT systems on a routine schedule to ensure reliability and coverage.
- Review and update emergency management protocols, mutual aid agreements, and internal policies to ensure compliance and efficiency.
- Refine training programs based on operational experience and lessons learned from post-annexation integration.

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- Engage with residents and stakeholders to gather feedback on public safety performance and community priorities, adjusting strategies to enhance trust and effectiveness.

Public Utilities

Existing Conditions & Service Overview



Water Supply

Seaside Park's municipal water system (PWSID 1527001) is a groundwater-based system classified as T-1 treatment and W-2 distribution under NJDEP licensing requirements. The treatment and distribution capacities are structured according to a point system and population served, respectively. A recent site visit to the production well facilities revealed a well-maintained infrastructure, including clean and painted pump houses, functioning submersible well pumps, and disinfection systems utilizing sodium hypochlorite. The system is operated by a licensed T-2, W-2 operator who is highly competent. The only noted operational risk is the lack of containment for the sodium hypochlorite, which could pose an environmental or safety hazard in the event of a leak.

The Seaside Park water system has a firm supply capacity of 0.432 million gallons per day (MGD) and experiences peak daily demand of 0.591 MGD (July 2022), resulting in a negative capacity of 0.159 MGD according to NJDEP data updated May 21, 2024. Efforts to redevelop one of the production wells are underway to increase capacity, which would improve service reliability and fire protection during the high-demand summer months. Water tanks

and fire hydrants are in good condition, demonstrating proactive maintenance despite the coastal environment.

South Seaside Park is served by Shore Water Company (PWSID 1505003), also a groundwater system with T-2 treatment and W-1 distribution. This system has a firm capacity of 0.634 MGD and peak demand of 0.323 MGD (August 2021), leaving a positive capacity of 0.311 MGD. Being a private utility, Shore Water was not inspected as part of this assessment, but NJDEP records indicate no current violations.

Both water systems maintain current compliance with NJDEP standards, with up-to-date Consumer Confidence Reports (CCRs) confirming water quality for 2024, and partial 2025 results through Q2 showing continued compliance.

Water Rates: Seaside Park's water rates have remained unchanged since March 2014, with a \$70 minimum for 18,000 gallons and \$4.68 per 1,000 gallons thereafter. Shore Water rates, last adjusted in March 2022, are significantly higher: \$33.28 minimum for a 5/8" meter plus \$6.8423 per 1,000 gallons. For typical summer usage of 18,000 gallons, Shore Water customers pay over twice as much as Seaside Park municipal water customers. Seasonal peak usage in Seaside Park highlights the need for targeted rate adjustments to fund ongoing infrastructure improvements. Options include increasing rates overall or implementing a peak-quarter rate structure for the summer months.



Submersible pump well piping with 2 disinfection hypo pumps Seaside Park



Vertical well pump with piping and hypo disinfection pumps Seaside Park

Sanitary Sewer

Sanitary sewer operations in Seaside Park are closely integrated with the Borough's water and public works functions and rely on a shared labor force and operational resources. Current observations indicate that the workforce supporting sewer operations is slightly understaffed, even under existing service conditions. Peak seasonal water demand—typically occurring during summer months—corresponds with elevated sanitary sewer flows, increasing operational strain on both personnel and infrastructure.

System demand is further influenced by seasonal population surges, high visitor volumes, and intensified commercial activity, particularly restaurant operations that contribute fats, oils, and grease (FOG) to the collection system. In addition, portions of the sanitary sewer system are subject to inflow and infiltration (I&I) of groundwater due to aging infrastructure, which increases base flows and can reduce system efficiency during wet weather events.

The Borough has implemented targeted infrastructure improvements, including sewer relining and pipe bursting, to increase hydraulic capacity and reduce I&I. These methods have improved system performance by creating smoother internal pipe surfaces and reducing leakage. However, certain structural deficiencies—such as reverse pipe pitch or localized pipe bellies—cannot be corrected through these techniques and require ongoing

monitoring and maintenance. Continued investment will be necessary to preserve and enhance system reliability over time.

Within the South Seaside Park area, sanitary sewer service is currently provided by the Berkeley Township Sewerage Authority (BTSA). The continuation, modification, or transfer of this service is contingent upon the lawful establishment and confirmation of ownership and control of the underlying sewer infrastructure. At present, the ownership and operational responsibility for certain portions of the underground sewer system serving the subject area have not been fully documented or legally resolved.

Upon formal determination of ownership and control, one or more of the following outcomes may occur:

1. Continuation of Service by the Berkeley Township Sewerage Authority

Sewer service may continue to be provided by BTSA through a duly authorized interlocal services agreement and/or by amendment of the Authority's enabling documents to permit service beyond the territorial boundaries of Berkeley Township.

2. Assumption of Service by the Borough of Seaside Park

The Borough of Seaside Park may assume ownership, operation, and maintenance of the sanitary sewer infrastructure serving the subject area and become the direct provider of sewer service, subject to all applicable legal, regulatory, and contractual requirements.

This issue requires continued legal, technical, and administrative review. A definitive determination regarding long-term service provision, system ownership, and operational responsibility cannot be made unless and until the Borough of Seaside Park formally decides to proceed with annexation. Only at that point can full due diligence, documentation review, regulatory coordination, and service transition planning be completed in a comprehensive and legally sound manner.

Stormwater & Flood Management

Seaside Park's stormwater system also requires routine maintenance to manage rainfall effectively. While the discharge of rainwater into the bay is a consistent management option, localized flooding concerns persist, particularly during high-precipitation events or seasonal surges.

Operational & Workforce Considerations

The water and sewer workforce is currently stretched, particularly during peak summer months. Expansion of service areas, such as a potential annexation of South Seaside Park, would increase the length of mains, number of connections, and operational workload. The water department is proactive in pursuing Infrastructure Trust loans with principal

forgiveness for capital projects, a strategy that should continue to maintain and expand system capacity. Coordination between seasonal demand, fire protection needs, and workforce availability is critical to sustain reliable utility service.

Water & Sewer Demand Trends

- Seaside Park: Peak demand occurs in July and August, with average daily demand ranging from 5.96–18.31 million gallons across 2022–2025.
- South Seaside Park: Peak demand occurs in July and August, ranging from 2.468–9.537 million gallons during the same period.

Both systems exhibit clear seasonal variability, emphasizing the importance of proactive maintenance, capital planning, and potential interconnections or capacity sharing to ensure reliability.

Summary Observations

1. Seaside Park Water: Adequate treatment and distribution infrastructure, minor operational risk due to bleach containment, currently operating over firm capacity in peak months.
2. Shore Water: Private system with excess capacity, higher rates, not municipally managed, no inspection performed.
3. Sanitary Sewer: Aging infrastructure with ongoing improvements, workforce capacity constraints, seasonal surges amplify operational pressure.
4. Stormwater: Requires continuous maintenance; localized flooding remains a concern.
5. Capital Planning: Continued investment via Infrastructure Trust loans and potential water allocation purchases could mitigate future peak demand risks.

Service Demand & Usage Characteristics

Water Service

Seaside Park Water System

- The Seaside Park municipal water system currently has a firm capacity of 0.432 MGD, with peak demand of 0.591 MGD (July 2022), resulting in a temporary shortfall of 0.159 MGD during peak periods.

- Monthly demand varies significantly throughout the year due to seasonal population fluctuations. Peak demand occurs during summer months (June–September), coinciding with tourism and high residential water usage.
- Monthly water demand in million gallons (MG) illustrates the trend:

Month	2022	2023	2024	2025*
Jan	7.43	6.66	6.97	7.76
Feb	6.45	6.39	6.98	6.85
Mar	6.20	6.68	7.02	6.24
Apr	6.66	6.96	7.15	5.65
May	9.44	10.14	9.97	8.79
Jun	11.75	11.92	12.64	10.47
Jul	18.31	18.01	18.30	15.21
Aug	17.15	16.66	17.91	14.95
Sep	10.84	10.71	9.99	8.28
Oct	7.02	7.61	7.29	–
Nov	5.96	5.50	6.08	–
Dec	6.63	6.18	6.73	–

**2025 data available through August.*

- Peak usage is driven by tourist activity, high residential demand, and fire protection needs during summer months.
- Daily firm capacity constraints highlight potential risk periods if water production wells are not redeveloped or infrastructure upgrades are delayed.

South Seaside Park – Shore Water Company

- Shore Water serves SSP with a firm capacity of 0.634 MGD and peak usage of 0.323 MGD (August 2021), leaving a positive capacity of 0.311 MGD.
- Monthly demand trends:

Month	2022	2023	2024	2025*
Jan	3.305	2.388	2.686	2.926
Feb	2.999	2.239	2.328	2.811
Mar	2.468	2.318	2.453	3.037
Apr	2.909	3.206	2.853	3.193
May	4.443	4.750	4.408	5.307
Jun	5.730	5.896	6.791	6.313
Jul	9.368	9.537	9.413	8.870
Aug	8.635	8.687	9.083	8.694
Sep	6.246	5.801	6.071	5.174
Oct	3.421	3.146	4.184	-
Nov	2.601	3.157	3.201	-
Dec	2.762	2.804	2.810	-

**2025 data available through September*

- Peak demand aligns with Seaside Park, though Shore Water currently maintains positive capacity throughout the year.
- Seasonal population fluctuations significantly affect daily water usage, particularly during summer months.

Operational Observations

- Both systems demonstrate clear seasonality in demand, with July and August representing the highest stress periods.
- Infrastructure maintenance and operator staffing levels directly influence system performance during these peak months.
- Fire protection and emergency water usage contribute to peak demand alongside residential and commercial needs.
- Seaside Park has begun redevelopment of water production wells to mitigate negative capacity periods and improve system resilience.

Sanitary Sewer Service

Seaside Park Sanitary Sewer System

- The sanitary sewer system mirrors water demand patterns, with peak flows occurring in the summer months.
- Additional stress is introduced by seasonal population surges, commercial activity (restaurants), and increased FOG contributions.
- Inflow and infiltration from groundwater in older collection lines adds to total flow, which may exacerbate operational strain during high-demand periods.
- Ongoing improvements, including sewer relining and pipe bursting, have increased capacity and reduced infiltration but have not resolved structural issues such as reverse pitch or pipe bellies.

Operational Observations

- The sewer workforce shares labor with water operations, resulting in potential staffing constraints during peak periods.
- System performance depends on proactive maintenance, monitoring of high-use areas, and continued capital investment to manage growing demand.
- Stormwater flows may contribute to system stress, particularly during heavy precipitation events, highlighting the interconnected nature of water and sewer operations.

Summary of Service Demand Characteristics

- **Seasonal Peaks:** Both water and sewer systems experience significant seasonal fluctuations tied to tourism and high residential use.
- **Capacity Constraints:** Seaside Park water system temporarily operates above firm capacity during peak months, whereas Shore Water maintains positive capacity.
- **Operational Staffing:** Workforce limitations could affect service reliability, particularly if service areas expand or if infrastructure improvements are delayed.
- **Infrastructure Stressors:** FOG, I&I, and aging sewer lines contribute to variable system performance and necessitate ongoing maintenance and capital investment.
- **Demand Drivers:** High population density, commercial activity, and fire protection needs amplify peak-period usage, underscoring the importance of proactive system management.

Comparative Service Level Analysis

Water Service

System Capacity vs. Demand

- Seaside Park: Firm capacity of 0.432 MGD is currently exceeded during peak summer months, resulting in a negative capacity of 0.159 MGD. Without redevelopment of production wells or additional system improvements, peak demand periods could pose risks for water supply reliability and fire protection.
- Shore Water (SSP): Firm capacity of 0.634 MGD exceeds peak demand of 0.323 MGD, providing a positive capacity buffer of 0.311 MGD and reliable service throughout the year.

Implications for Annexation

- Annexation would merge areas with differing capacities: Seaside Park's system is constrained during peak months, whereas Shore Water has surplus capacity.
- Immediate considerations include whether Seaside Park could purchase water allocation from Shore Water, redevelop production wells, or increase storage capacity to mitigate summer shortfalls.
- System integration would require careful planning due to different licensing levels (Seaside Park T-1/W-2; Shore Water T-2/W-1) and private vs. municipal management structures.

Rate Considerations

- Current Seaside Park water rates are substantially lower than Shore Water rates, particularly during high-demand summer months.
- Peak demand periods highlight potential revenue insufficiencies for Seaside Park to fund system upgrades, emphasizing the need for either a tiered seasonal rate structure or increased general rates.

Sanitary Sewer Service

System Capacity vs. Demand

- Seaside Park's sanitary sewer system experiences peak flows coinciding with water demand surges, seasonal tourism, and commercial activity.

- Existing improvements, including relining and pipe bursting, have increased effective carrying capacity and reduced infiltration, yet structural limitations remain (e.g., reverse pitch, bellies).

Implications for Annexation

- Incorporating SSP sewer service areas would increase total flows, stressing an already undersized workforce and partially constrained infrastructure.
- Peak flows, combined with increased FOG contributions and potential I&I, could require additional capital investment or operational adjustments to maintain service reliability.

Comparative Infrastructure Assessment

Feature	Seaside Park	South Seaside Park	Observations
Water System Type	Groundwater	Groundwater	Both are similar in source type; treatment and distribution levels differ
Firm Capacity	0.432 MGD	0.634 MGD	SSP has surplus capacity; SP is constrained during summer
Peak Demand	0.591 MGD	0.323 MGD	SP exceeds capacity; SSP has buffer
Distribution System	Municipal	Private	Integration challenges exist due to management and licensing differences
Water Rates (5/8–3/4 meter, 18,000 gals)	\$70 + \$4.68/1,000 gals	\$156.44 + \$6.8423/1,000 gals	SP rates are lower; seasonal revenue could be insufficient for upgrades
Sewer System Capacity	Limited improvements ongoing	N/A	SP system already stressed; SSP sewer data to be confirmed for integration
Workforce	Shared with DPW; slightly understaffed	N/A	Expansion or cross-training may be needed post-annexation

Seasonal Demand Impact	High; July–August peaks	High; July–August peaks	Both systems experience pronounced seasonal variation
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Summary Observations

- Seaside Park’s water system operates above firm capacity during peak months, while SSP maintains surplus capacity, highlighting a clear need for either increased production or allocation sharing if systems are combined.
- Sewer service capacity is moderately constrained in Seaside Park; annexation would increase flows and operational stress, particularly given workforce limitations and ongoing infrastructure improvements.
- Rate differentials indicate potential revenue shortfalls for Seaside Park to fund capital improvements needed to serve expanded demand without adjustments to billing structures.
- Annexation planning should prioritize peak-season reliability, infrastructure resilience, and operational capacity to ensure continuity of service across both communities.

Ability to Extend Services

Water Service Extension

System Capacity & Integration Feasibility

- Seaside Park’s existing water system is currently constrained during peak summer demand, with firm capacity of 0.432 MGD and negative capacity of 0.159 MGD. Extending service to SSP would increase total demand and exacerbate peak-season stress.
- Shore Water (SSP) has surplus capacity (0.311 MGD positive), suggesting a potential option to purchase allocation or blend systems, but integration would require careful management due to differing licensing (municipal T-1/W-2 vs. private T-2/W-1), operational practices, and governance.
- Redevelopment of one or more Seaside Park production wells could increase firm capacity, helping offset the increased demand from SSP.

Infrastructure Considerations

-
- Water main interconnections between Seaside Park and SSP would be required, including potential upgrades or looping to ensure system reliability and fire protection coverage.
 - Storage capacity may need to be increased to support high-demand periods, particularly July–August, when tourist population peaks.
 - Containment of sodium hypochlorite at production facilities should be addressed during any expansion to prevent environmental or safety incidents.

Operational Considerations

- Additional staffing or reallocation of existing personnel may be necessary to manage expanded system operations, maintenance, and emergency response.
- Metering, billing, and regulatory reporting would need to be adapted for the expanded customer base, including potential adjustments to water rates or seasonal rate structures to ensure cost recovery.

Sanitary Sewer Extension

System Capacity & Integration Feasibility

- Seaside Park's sewer system experiences peak flow constraints during high-demand summer months. Adding SSP service areas would increase flows and require careful management to maintain treatment and collection reliability.
- Existing relining, pipe bursting, and I&I mitigation projects improve capacity but will not fully address all structural limitations (e.g., reverse pitch or bellies).

Infrastructure Considerations

- Additional mains or lateral connections would be required to integrate SSP sewer flows into Seaside Park's system.
- Continued maintenance, cleaning, and monitoring of stormwater and sanitary lines will be critical to prevent overflows or backups.

Operational Considerations

- The current workforce is partially shared with DPW and already slightly understaffed. Service expansion would likely require hiring or cross-training personnel to handle maintenance, inspections, and emergency response.
- Increased flows during peak periods will necessitate careful scheduling of preventive maintenance and emergency repairs.

Summary

- Seaside Park can technically extend water and sewer services to SSP, but peak-season water demand and limited sanitary sewer capacity present operational and infrastructure challenges.
- System improvements, staffing adjustments, and potential allocation agreements with Shore Water are recommended to mitigate capacity constraints and ensure service reliability.
- Strategic rate adjustments and operational planning will be required to fund infrastructure upgrades and maintain regulatory compliance for the expanded service area.

Capital Assets & Infrastructure Impacts

Water System

Existing Assets

- **Production Wells:** Seaside Park operates multiple groundwater wells; facilities are well-maintained, painted, and operationally sound. Current T-1 treatment system is compliant with NJDEP standards.
- **Storage Tanks:** Tanks are in good condition, adequately sized for current system needs, but may require evaluation for peak-season demand if SSP is annexed.
- **Distribution Mains:** Existing water mains are in good condition, with ongoing main replacement projects reducing leakage and improving system efficiency. However, the system still faces seasonal peak demand challenges.
- **Disinfection Systems:** Sodium hypochlorite pumps are in use; current containment practices are insufficient, representing a potential environmental risk.

Infrastructure Impacts of Expansion / Annexation

- **Capacity Limitations:** Firm capacity is 0.432 MGD, with negative capacity of 0.159 MGD; extending service to SSP would increase demand significantly during peak summer months.
- **Well Redevelopment:** Redeveloping one or more production wells could increase system capacity, improve fire protection, and better support annexed service areas.
- **Interconnections & Distribution Upgrades:** Additional mains, looping, and possible interconnection with Shore Water's system may be necessary to ensure reliability and sufficient flow for both communities.

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- Storage Enhancements: Increased storage may be required to handle combined peak demands, particularly for fire protection.
 - Regulatory Compliance & Safety Improvements: Containment for sodium hypochlorite and adherence to NJDEP standards must be ensured during expansion.

Estimated Investment Needs will be determined by assessments including utility conflicts, local agreements, and NJDEP approvals. Having 2 different water systems adds to the complexity especially a municipal system vs a private water system.

- Well redevelopment: TBD (based on engineering assessment)
- Main looping or interconnection: TBD (based on engineering assessment)
- Storage tank enhancements: TBD (based on engineering assessment)
- Sodium hypochlorite containment improvements: \$22,000
- Sewer main rehabilitation (relining/pipe bursting): TBD (based on engineering assessment)
- Additional lateral connections for SSP integration: TBD (based on engineering assessment and flow study)
- Staffing or operational adjustments: \$180,000/year (2 persons including benefits)

Sanitary Sewer System

Existing Assets

- Collection System: Combination of gravity mains and laterals; ongoing relining and pipe-bursting projects improve capacity and reduce inflow and infiltration (I&I).
- Treatment Infrastructure: Not specifically detailed in the current data; assume compliance with NJDEP permits.
- Stormwater Integration: Existing stormwater discharge is integrated into bay outlets; system maintenance ongoing.

Infrastructure Impacts of Expansion / Annexation

- Capacity Constraints: Peak flows during high-demand summer months are already significant; SSP flows would increase strain on collection and treatment systems.
- Pipe Rehabilitation Needs: While relining and pipe bursting increase capacity, structural deficiencies (reverse pitch, bellies) may remain and could require targeted trenching or replacement.

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- Operational Strain: The current workforce is slightly undermanned; adding SSP service areas would require additional staffing or overtime to maintain system integrity.
 - FOG Management: Increased residential and commercial activity in SSP could add fats, oils, and grease to the system, requiring expanded grease management programs.

Summary

- Water and sewer systems are operational and generally compliant but face seasonal capacity constraints.
- Extension to SSP will require both capital investments and operational adjustments, including system upgrades, storage expansion, and workforce planning.
- Continued monitoring, proactive maintenance, and targeted infrastructure improvements are essential to ensure reliable service for both existing and annexed areas.

Regulatory, Legal & Policy Considerations

Water System

Licensing & Compliance

- Seaside Park Borough Water (PWSID 1527001): Operates as a T-1 treatment and W-2 distribution system, subject to NJDEP groundwater system regulations. All operations must comply with Safe Drinking Water Act (SDWA) requirements and NJDEP standards for water quality, treatment, and reporting.
- Shore Water Company (PWSID 1505003): Operates as a T-2 treatment and W-1 distribution system; as a private water utility, it is also subject to NJDEP oversight but is independent of municipal management.

Regulatory Reporting & Monitoring

- Both water systems are compliant with NJDEP standards; Consumer Confidence Reports (CCRs) for 2024 and 2025 indicate water quality within regulatory limits.
- Any modifications to the system—well redevelopment, interconnections, or new service areas—would require NJDEP review, permitting, and updated CCR reporting.
- Peak summer demands create a regulatory risk if system capacity cannot meet fire protection and public consumption requirements.

Environmental & Safety Compliance

- Seaside Park's sodium hypochlorite disinfection system lacks proper containment, which presents a potential risk of environmental contamination if a leak occurs. NJDEP and EPA guidelines require containment and spill prevention measures for hazardous chemicals used in water treatment.

Water Rate Policy & Funding

- Seaside Park's current rates have not been updated since 2014, which may limit funding for necessary infrastructure improvements.
- Rate adjustments or the implementation of a seasonal "peak demand" rate may be required to maintain compliance with NJDEP system standards and to ensure sustainable operation under expanded service demands.
- Use of funding mechanisms such as NJ Infrastructure Trust loans with principal forgiveness is permissible and recommended to support capital improvements.

Sanitary Sewer System

Regulatory Oversight

- Collection and treatment systems must comply with NJDEP wastewater regulations, including inflow and infiltration (I&I) management, discharge permits, and environmental standards.
- Sewer improvements, including relining, pipe bursting, and lateral connections, require adherence to NJDEP engineering and permitting requirements.

Operational & Policy Considerations

- Existing workforce capacity is slightly undersized, and policy adjustments may be necessary to ensure adequate staffing for maintenance, monitoring, and regulatory compliance.
- Fats, oils, and grease (FOG) from high-volume commercial and residential activity can affect compliance with discharge and treatment standards, requiring enhanced FOG management policies.

Integration & Service Expansion

- Extension of water and sewer services to additional areas, such as SSP, must comply with NJDEP and local municipal ordinances governing public utilities, capacity allocation, and interconnections.

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- Any interconnection with private water utilities would require formal agreements, regulatory review, and potential rate adjustments for cost recovery.

Summary

- Seaside Park's water and sewer systems are currently compliant but face regulatory challenges related to system capacity, environmental safety, and workforce adequacy.
- Annexation or expansion of service areas requires proactive attention to NJDEP permitting, operational policies, and sustainable funding mechanisms to maintain compliance and service quality.
- Policy considerations include revising water and sewer rates, ensuring environmental compliance for chemical handling, and formalizing agreements with private utilities as necessary.

Risks, Constraints & Resiliency Factors

Water System

Capacity & Demand Risks

- **Peak Summer Demand:** Seaside Park's water system operates at a negative capacity of 0.159 MGD during peak summer months. High residential, tourism, and fire protection demands create the potential for supply shortages if system capacity is not expanded or optimized.
- **System Limitations:** Existing wells may require redevelopment to increase production; distribution mains need continued upgrades to reduce leakage and maintain delivery pressure.

Operational & Staffing Constraints

- Water operations are currently shared with the public works department and appear slightly undermanned. Expanding service territory or peak demand periods could overextend personnel, increasing risk of operational delays or errors.
- Maintaining monitoring, preventive maintenance, and regulatory compliance with limited staff could reduce responsiveness to emergencies or system failures.

Infrastructure Vulnerabilities

- **Chemical Handling:** Sodium hypochlorite (bleach) used for disinfection is currently not properly contained. A leak could enter floor drains and affect sanitary or stormwater systems.

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- Aging Infrastructure: Water mains and associated equipment are subject to environmental degradation, especially in a coastal setting. Without ongoing upgrades, infrastructure failures could impact supply reliability.

Financial & Policy Risks

- Current water rates have not been updated since 2014, which may limit funding for necessary infrastructure investments. Inadequate funding can constrain operational improvements and regulatory compliance.
- Failure to implement peak-season rate structures could place financial strain on system upgrades required to handle high-demand periods.

Sanitary Sewer System

Capacity & Usage Risks

- High summer occupancy, commercial activity, and vacation rentals increase inflow into the sewer system, including FOG (fats, oils, and grease), which can clog lines and reduce hydraulic capacity.
- Inflow and infiltration (I&I) in older collection systems further increases flow, potentially exceeding design capacity during heavy rainfall or peak periods.

Operational & Workforce Constraints

- Existing staff shared with public works may be insufficient to handle additional miles of sewer lines, lateral connections, or emergency response, which could delay repairs and routine maintenance.
- System expansion (e.g., serving SSP) would require additional workforce or contracted support to maintain service quality and regulatory compliance.

Infrastructure Vulnerabilities

- Older pipes with reverse pitch or “bellies” cannot be corrected by relining or pipe bursting, limiting potential capacity improvements.
- Stormwater inflows can exacerbate sanitary sewer loads, creating potential backups or localized flooding during heavy rainfall events.

System Strengths

- Both water systems are compliant with NJDEP standards, and current Consumer Confidence Reports indicate safe, high-quality water.

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- Ongoing capital improvements, including water main replacement, well redevelopment, and sewer relining, increase system reliability and reduce loss from leaks and I&I.

Operational Resiliency

- Use of NJ Infrastructure Trust loans with principal forgiveness enables continued investment in critical infrastructure.
- Staff expertise in water and sewer operations provides operational knowledge for ongoing system monitoring, emergency response, and maintenance.

Potential Resiliency Enhancements

- Implement containment for chemical handling to mitigate environmental risk.
- Adopt peak-season rate structures to generate funding for high-demand operations.
- Expand workforce capacity or create shared service agreements to support maintenance and emergency response needs.
- Continue systematic relining, pipe bursting, and water main upgrades to improve hydraulic capacity, reduce I&I, and enhance redundancy.

Key Findings & Implications

Key Findings

1. Capacity Constraints and Seasonal Demand

- Seaside Park's water system is operating at a negative capacity of 0.159 MGD during peak summer months, primarily due to tourism and high seasonal usage.
- Sewer flows similarly increase during peak occupancy, with vacation rentals, restaurants, and FOG (fats, oils, grease) contributing to heightened stress on the collection system.
- South Seaside Park (SSP) water and sewer systems currently have positive capacity, but integration would increase total demand on Seaside Park's workforce and infrastructure.

2. Infrastructure Condition

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- Water production wells, treatment systems, and storage tanks are in generally good condition, but the sodium hypochlorite containment issue represents an environmental and operational risk.
 - Distribution mains and sewer collection lines are aging; ongoing relining and pipe replacement improve capacity and reduce inflow/infiltration but cannot fully correct issues like reverse pitch or pipe bellies.
 - Fire protection demands during peak months may stress current water pressure and supply without well redevelopment or main upgrades.

3. Operational and Workforce Constraints

- Water and sewer operations are currently shared with the public works department and appear slightly understaffed.
- Expanding service territory or absorbing SSP demands could overextend personnel, impacting maintenance, regulatory compliance, and emergency responsiveness.

4. Financial and Policy Considerations

- Water rates in Seaside Park have not been updated since 2014, limiting available funding for system upgrades.
- SSP water rates are more than double those of Seaside Park, highlighting potential inequities and revenue opportunities.
- Proper rate adjustments, including potential peak-season pricing, are critical to support system sustainability and infrastructure investment.

5. Regulatory Compliance

- Both Seaside Park and SSP water systems are in compliance with NJDEP regulations, with well-maintained Consumer Confidence Reports.
- Continued monitoring and adherence to evolving NJDEP requirements are essential, particularly as the system is expanded or modified.

6. Resiliency Opportunities

- Ongoing infrastructure improvements, including water main replacement, well redevelopment, and sewer relining, improve overall system resiliency.
- Funding mechanisms like NJ Infrastructure Trust loans with principal forgiveness provide opportunities for cost-effective system upgrades.

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- Potential for enhanced operational resiliency exists through staff expansion, digital monitoring, chemical containment, and systematic maintenance planning.

Implications

1. Service Reliability

- Without targeted improvements, peak-season water and sewer demand could exceed system capacity, impacting fire protection, public safety, and resident satisfaction.
- Infrastructure investments (well redevelopment, main upgrades, relining) are critical to maintain reliability and accommodate potential annexation of SSP.

2. Operational Planning

- Workforce capacity must be evaluated and potentially expanded to manage additional system responsibilities and seasonal peak demands.
- Integration of SSP services will require coordination, planning, and potential shared service agreements to maintain operational efficiency.

3. Financial Sustainability

- Updating water rates, including peak-season pricing, is essential to generate funding for infrastructure improvements and ongoing maintenance.
- Equity considerations between Seaside Park and SSP rate structures should be addressed to ensure fair cost allocation for all users.

4. Risk Management

- Addressing chemical containment and other infrastructure vulnerabilities reduces environmental and operational risk.
- Proactive planning for inflow/infiltration, FOG management, and peak-season usage mitigates potential service disruptions.

5. Long-Term Planning

- Continued reliance on NJDEP-compliant infrastructure improvement programs and funding mechanisms will support sustainable operations.

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- Annexation planning should incorporate water and sewer capacity, workforce requirements, and capital investment needs to ensure seamless service integration.

Implementation Considerations - Public Utilities

Immediate Assessment & Operational Stabilization

- Conduct detailed evaluation of Seaside Park water and sewer infrastructure, including wells, storage tanks, mains, and collection systems.
- Address immediate chemical containment concerns for sodium hypochlorite at production wells.
- Review staffing levels in water/sewer operations; implement temporary support or cross-training if necessary to manage seasonal demand.
- Begin analysis of peak-season demand and capacity gaps to inform rate adjustments and capital planning.

Capital Planning & Short-Term Improvements

- Develop short-term capital improvement plan targeting critical infrastructure, including:
 - Water main replacements in high-loss areas.
 - Sewer relining or pipe bursting where feasible to increase capacity and reduce inflow/infiltration.
 - Evaluate redevelopment of production wells to improve firm capacity and fire protection.
- Implement updated water and sewer rate structures, including consideration of peak-season pricing, to support capital projects and operational costs.
- Begin recruitment and training of additional water/sewer personnel to manage growing system demands.

Integration & System Upgrades

- Integrate any new service areas (e.g., South Seaside Park) operationally and contractually, ensuring consistent monitoring and reporting.
- Complete installation of key capital upgrades identified.

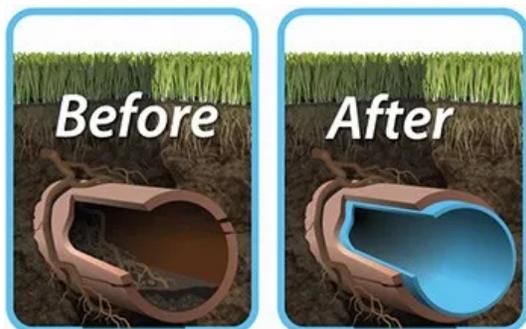
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- Enhance system monitoring through SCADA, GIS, and digital work orders for water and sewer operations to improve response time and maintenance tracking.
 - Strengthen regulatory compliance processes, including documentation, NJDEP reporting, and consumer communications (CCR updates).

Continuous Monitoring & Resiliency Enhancement

- Conduct ongoing performance monitoring of water production, distribution, and sewer collection systems to ensure service reliability and identify emerging issues.
- Maintain preventive maintenance schedules, periodic infrastructure inspections, and workforce training programs.
- Plan for long-term resiliency projects, including additional well redevelopment, redundancy in critical mains, and stormwater management improvements to reduce flooding and system stress.
- Review and adjust rate structures as necessary based on updated demand patterns, system improvements, and population growth.

Key Continual Considerations:

- Workforce capacity is a limiting factor; personnel planning must align with infrastructure expansion and peak demand cycles.
- Regulatory compliance with NJDEP requirements remains critical, especially during system integration or major capital upgrades.
- Peak-season demands drive both capital planning and operational focus; planning must ensure sufficient capacity for water supply, fire protection, and sanitary sewer flows.
- Funding mechanisms, such as NJ Infrastructure Trust loans, should be leveraged wherever possible to reduce financial burden on ratepayers while ensuring system sustainability.



Public Works, Land Use, and Environmental Considerations

Existing Conditions & Service Overview

Town-Owned Properties and Facilities

Berkeley Township currently maintains several municipal properties, including:

- Annex Building
- House directly behind the Annex
- 22nd (Commonly referred to as 24th) Street Beach Headquarters



These facilities support administrative functions, public works operations, and beach management. The condition and capacity of these properties are adequate for current needs, though expansion of service responsibilities may place additional demands on space, equipment storage, and personnel.



Roadway Network and Service Coverage

The roadway network within the study area consists of a mix of narrow residential streets and full-width collector and arterial roadways. This distinction is operationally significant, as it directly affects the type of equipment required for solid waste collection, recycling, and routine public works services.

Narrow/Trailer-Width Roads

The following streets are characterized by limited pavement width, constrained turning radii, and dense residential patterns:

- 1st Lane through 11th Lane
- Millers Lane
- Arlington Way
- Shore Villa Road
- 15th Avenue

These streets require compact or rear-loading solid waste vehicles and cannot be safely or effectively serviced by large automated side-loader trucks.



Full-Width Roads

The following roadways are capable of accommodating standard public works vehicles and service equipment:

- Beach Drive
- Surf Drive
- Anchor Drive
- Midway Avenue
- Kathryn Drive
- Sprague Avenue
- 20th through 24th Avenues
- South Bayview Avenue
- SW Central Avenue (Route 35 – State Highway)



These corridors support conventional service operations, including standard refuse, recycling, street maintenance, and emergency access.

Existing Public Works Service Conditions

Current public works operations include:

- Residential garbage and recycling collection
- Beach and public space maintenance
- Bulk material handling
- Seasonal high-volume waste management
- Snow removal and storm response
- Transport of recyclables, landfill materials, and construction debris

Service delivery on narrow roads is inherently more complex, slower, and equipment-sensitive than on full-width streets.

Fleet Capabilities and Limitations

The Borough's solid waste fleet currently includes four 25-cubic-yard rear-loading trucks:

- 2019 Peterbilt 365
- 2024 Peterbilt 567
- 2002 Peterbilt 357 (backup/peak season)
- 2005 Peterbilt 357 (backup/peak season)

The two newer rear-loaders are the primary operational trucks used for both residential garbage and curbside recycling collection. The two older units, each with approximately 150,000 miles and major prior packer body repairs, are used for backup purposes and peak-season public and beach recycling. These older vehicles should not be considered reliable primary assets and function only as contingency equipment.

- One 2017 Peterbilt 348 tandem roll-off truck

This vehicle supports a wide range of municipal operations, including hauling of single-stream recycling, cardboard, landfill waste, brush, bulk materials, scrap, road materials, and beach refuse. It is heavily utilized during the summer season and also serves as a primary heavy snowplow truck in winter. Mechanical downtime of this unit during peak season would create significant operational disruption.

- Beach collection equipment

A 2021 Ford F-350 dump truck is used for manual beach collection of garbage and recycling from over 70 beach receptacle locations. High-volume days frequently require multiple hauling trips.

Container Compatibility and Service Strategy

A key operational issue identified is that the Borough's existing rear-loading trucks cannot safely service the 96-gallon automated carts currently used by Berkeley Township.

The Public Works Department has indicated that the most operationally efficient and cost-effective solution is not fleet replacement, but rather standardizing container requirements through ordinance enforcement. Requiring residents on narrow streets to utilize 45-gallon garbage containers and 30-gallon recycling containers would allow continued use of existing rear-loader equipment across both narrow and full-width streets and eliminate the immediate need to procure new specialized vehicles.

This approach:

- Avoids major capital expenditure
- Improves maneuverability and safety on narrow streets
- Aligns container sizing with manual and rear-load collection methods
- Preserves fleet consistency across service areas

Operational Implications

The roadway network and fleet conditions underscore that annexation-related service expansion is primarily an operational planning issue rather than an engineering constraint. With standardized container requirements, existing rear-load equipment, and phased staffing adjustments, the Borough's current service model can be extended to additional narrow-street corridors without immediate fleet replacement.

However, the reliance on aging backup vehicles and a single heavily utilized roll-off truck reinforces the importance of:

- Fleet modernization planning
- Redundancy for peak-season operations
- Advance procurement schedules
- Equipment contingency planning

Land Use & Zoning

The South Seaside Park area currently falls under Berkeley Township zoning. Seaside Park would need to adopt a new South Seaside zoning district, initially mirroring existing Berkeley regulations. Berkeley Township Zoning mapping for SSP as well as maps for beach access points etc. are in the latest master plan (zone map can be found [here](#)). This approach allows for continuity of land use while providing flexibility for future amendments and integration.

Affordable Housing Considerations: The annexation will not impact Seaside Park's current obligations under the 4th Round of Affordable Housing. No immediate adjustments are necessary.

Public Works Staffing and Organizational Structure

Seaside Park DPW currently operates with a limited staffing structure:

- Head of DPW serves as Supervisor
- Second-in-command oversees sewer and water operations

Staffing is below full capacity, with approximately 3 positions currently vacant. Employees occasionally perform duties outside their titles, including mechanics operating as water/sewer operators due to a shortage of qualified personnel.

Public works responsibilities include:

- Road maintenance
- Garbage and recycling collection
- Beach and park maintenance

Beach, Parks, and Open Space Maintenance



Seaside Park currently maintains approximately 1.6 miles of beachfront and several municipal park and recreation areas, including Lyons Basketball Park. Beach and open-space operations represent one of the Borough's most labor-intensive and operationally complex service functions, particularly during the peak summer season. An annexation would add an additional ½ mile of beachfront to the Borough (shown in these pictures).

The Borough maintains approximately 20 beach crossovers, including 18 public access points, 2 vehicle access points, and 2 Beach Patrol-only crossovers, of which four are ADA accessible. Sixteen crossovers are outfitted with custom Mobi-Mat systems to improve pedestrian access, with three ADA locations also utilizing hard-surface Matrax systems. These crossovers require frequent maintenance,

particularly after high-wind and storm events, and much of the work must be performed by hand to avoid damage to the mat systems.

More than 70 sets of garbage and recycling receptacles are placed on the beach during the season and are serviced daily. Collection is performed primarily using a Ford F-350 dump truck, with material transferred to rear-loading or roll-off trucks for disposal. On high-volume days, multiple hauling trips are required.



Beach grooming and setup are performed using a specialized fleet that includes front-end loaders, tractors with surf rakes, utility vehicles, and compact equipment. Grooming is typically conducted near-daily, dependent on weather and staffing. In addition, personnel routinely walk the beach to remove debris in areas inaccessible to equipment, including dune zones, crossover approaches, and the waterline.



Operations are further shaped by environmental constraints, including a designated Piping Plover protection zone that restricts vehicle access during nesting season and requires manual maintenance practices.

Beyond the beachfront, the Department of Public Works maintains parks, courts, picnic areas, and seasonal public amenities. These responsibilities form a mature and resource-intensive service program that is central to Seaside Park's public safety, tourism economy, and community quality of life.

Environmental Considerations

Public works operations must also address environmental management, including:

- Waste and recycling collection
- Maintenance of stormwater infrastructure

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- Potential environmental hazards associated with roadway and beach operations

Service Demand & Usage Characteristics

Roadway Maintenance

Seaside Park's roadway network consists of both full-width and narrow streets. Maintenance activities include snow plowing, pothole repairs, street sweeping, and signage upkeep.

- **Narrow Roads:** These roads require specialized equipment and more labor-intensive maintenance. Service frequency may be constrained by equipment availability and staffing levels.
- **Full-Width Roads:** Standard maintenance equipment can be used efficiently, allowing for higher service coverage and less labor per mile.

Demand Patterns:

- Winter months require snow and ice removal on all roads.
- Summer months focus on street sweeping and debris removal, particularly in high-traffic tourist areas.
- Seasonal peaks align with population influxes and beach activity, increasing the need for trash collection, parking enforcement, and public safety support.

Garbage and Recycling Collection

Seaside Park operates a high-frequency, seasonal solid waste and recycling program designed to accommodate significant population fluctuations and tourism activity.

Collection Schedule and Service Model

The Borough's peak-season operations extend from mid-April through November. During this period, garbage collection occurs four days per week, divided geographically between the oceanside and bayside sections of the community:

Monday and Thursday: Oceanside garbage collection (north and south routes using two trucks)

Tuesday and Friday: Bayside garbage collection (north and south routes using two trucks)

Wednesday: Borough-wide single-stream curbside recycling collection (north and south routes)

Off-season operations continue on a reduced schedule, with recycling generally consolidated to one truck in winter months.

In addition to regular curbside service:

Bulk trash collection is provided once per week year-round.

The Borough operates additional curbside programs for brush, electronics, scrap metal, and rigid plastics, which are typically collected following garbage pickup days.

A municipal recycling drop-off center is available to residents year-round, excluding select off-season holidays.

Beach garbage and recycling are collected daily during the summer season and are managed separately from curbside routes.

Solid waste and recycling demand is highly seasonal, with peak volumes occurring during summer months due to:

- Increased seasonal and visitor populations
- Short-term rentals and hospitality activity
- Beach operations and special events

Workload spikes also occur from bulk item disposal, seasonal cleanouts, and storm-related debris. These cyclical surges require intensified routing, increased hauling capacity, and coordination with beach maintenance operations.

The system is currently characterized by manual collection processes, a limited specialized fleet, and staffing constraints, which together shape service delivery capacity and operational resilience.

Beach and Park Maintenance

Seaside Park maintains 1.6 miles of beach and recreational areas. Service demand varies by:

- **Seasonality:** Increased beach use in June through early September drives higher cleaning frequency, trash removal, and restroom maintenance.
- **Special Events:** Holiday weekends and festivals create temporary spikes in maintenance demand.
- **Storm Impacts:** High tides, storms, or flooding events require emergency cleanup and debris removal.

Land Use Oversight

Zoning enforcement, property inspections, and code compliance are ongoing responsibilities.

- Residential and Commercial Properties: Current service demand is stable; the need for inspection and enforcement grows during periods of property renovation or construction.
- Annexation Impact: Incorporation of South Seaside Park properties will expand the geographic area requiring oversight, adding additional inspections, permitting, and code enforcement workload.

Environmental and Stormwater Management

Public Works operations in Seaside Park support a range of environmental protection and compliance activities, including stormwater management, flood mitigation, and environmentally responsible waste handling.

Stormwater Infrastructure and Maintenance

Stormwater infrastructure consists of catch basins, inlets, conveyance piping, and outfalls that manage runoff from roadways and developed areas and discharge to adjacent coastal and bay waters. Core operational responsibilities include:

- Routine inspection of storm sewer components
- Periodic cleaning of catch basins and inlets
- Monitoring of outfalls for blockages, erosion, and debris

Based on information provided by Berkeley Township, there are no known ongoing flooding issues within the South Seaside Park area. Spot inspections of the storm sewer system show adequate maintenance, and periodic maintenance and inspections are performed pursuant to New Jersey Stormwater Permit requirements.

Environmental Protection Considerations

Public works activities directly support environmental protection by limiting risks associated with:

- Seasonal population increases and beach activity
- Stormwater runoff and debris accumulation
- Waste management and coastal conditions

Potential environmental concerns include runoff pollutants, sediment transport, debris, and coastal impacts on surrounding waters. Existing maintenance practices are structured to mitigate these risks through stormwater system upkeep, solid waste controls, and regular beach cleaning operations.

Operational Capacity Context

Stormwater and environmental management responsibilities are performed within the broader Public Works staffing and equipment structure. As with other Public Works functions, available staffing and specialized equipment influence the Township's capacity to respond to major storm events, prolonged peak-season demands, and emergency conditions that require intensified inspection, debris removal, and system maintenance.

Operational Summary

Current public works services in Seaside Park are structured to meet routine daily demands and seasonal peaks. Key operational characteristics include:

- Strong dependence on seasonal staff and overtime during peak summer months.
- Specialized equipment required for narrow streets and beach maintenance.
- Existing staffing shortages may limit capacity to maintain service levels if the service area expands.
- Seasonal fluctuations and special events create episodic peaks that require flexible resource allocation.

Comparative Service Level Analysis

Roadway Maintenance

Seaside Park currently maintains a mix of full-width and narrow streets with existing staff and equipment.

Comparison to Anticipated Demand:

- Annexing South Seaside Park would increase roadway mileage by approximately 30 additional streets, including narrow lanes requiring rear-loading equipment.
- Existing DPW staffing and equipment are optimized for the current road network; additional lanes will stretch available labor and machinery, particularly for snow removal and routine maintenance.
- Without additional equipment or staff, service levels may drop, particularly during winter storms or summer peak tourist periods.

Implication: Immediate evaluation of route planning, staffing augmentation, and specialized equipment acquisition is necessary to maintain current service levels.

Garbage and Recycling Collection

Current collection operations serve full-width and narrow streets using a combination of manual and mechanized methods.

Comparison to Anticipated Demand:

- South Seaside Park's narrow roads require specialized trucks. Seaside park has standard rear loading trucks, while Berkeley has automated one-armed bandits that can handle 96 gallon cans. A standard would need to be set for South Seaside Park residents to accommodate the differing truck.
- Peak seasonal demand will increase with the added population and tourist influx, potentially doubling the volume of waste and recyclables in some areas.
- Current workforce is already operating below optimal staffing levels, meaning annexation without additional staff or equipment may cause missed pickups or reduced frequency.

Implication: Acquisition of additional trucks, temporary staffing, or shared service agreements will be critical to maintain service quality.

Beach and Park Maintenance

Seaside Park's current beach and park maintenance is calibrated for 1.6 miles of beach and small recreational areas.

Comparison to Anticipated Demand:

- Annexation adds over half a mile of beach and associated recreational areas, increasing maintenance hours, trash removal, and restroom upkeep.
- Seasonal peaks and special events will now affect a larger geographic area, requiring additional staff and equipment deployment.

Implication: Expansion of seasonal workforce and equipment allocation will be necessary to preserve current service standards and public satisfaction.

Land Use and Zoning Oversight

Current Seaside Park zoning and code enforcement are managed by limited staff, with a stable workload under the existing population.

Comparison to Anticipated Demand:

- Incorporation of South Seaside Park properties introduces new parcels requiring inspections, permitting, and code enforcement.
- Zoning changes (creation of a South Seaside Zoning District) will require administrative attention and enforcement adjustments.
- The additional workload may strain current staffing and administrative resources.

Implication: Planning for additional inspections, permit processing, and potentially hiring or reassigning staff is recommended to maintain regulatory compliance.

Environmental and Stormwater Management

Existing environmental and stormwater operations cover routine inspections, maintenance, and seasonal flood mitigation.

Comparison to Anticipated Demand:

- Increased land area and impervious surfaces will add to stormwater volume, requiring expanded maintenance and monitoring.
- Additional environmental oversight may be necessary for debris, runoff, and beach/park maintenance in newly annexed areas.
- Existing staff and equipment constraints could delay response times for routine or emergency environmental management.

Implication: Evaluation of stormwater infrastructure capacity, preventative maintenance schedules, and staff allocation is essential to avoid environmental degradation or flooding issues.

Overall Service Level Assessment

Service Area	Current Capacity	Anticipated Demand	Service Gap / Risk
Roadway Maintenance	Adequate for existing roads	+30 streets, narrow lanes	Medium-High – requires equipment and staff augmentation
Garbage & Recycling	Adequate for existing volume	Doubled during peak, narrow roads	High – additional trucks and staff required

Beach & Park Maintenance	Adequate for 1.6 miles	+0.5 miles, more facilities	Medium - additional seasonal labor needed
Land Use Oversight	Adequate for existing parcels	Additional inspections, permits	Medium - administrative resources may be stretched
Environmental/Stormwater	Routine maintenance effective	Increased impervious surfaces, runoff	Medium - monitoring and staff constraints

Summary: Annexation of South Seaside Park will significantly increase operational demand across all public works functions. Without proactive staffing, equipment, and administrative adjustments, service levels are likely to decline, particularly during seasonal peaks. Prioritization of equipment acquisition, workforce expansion, and operational planning is necessary to maintain service consistency.

Ability to Extend Services

Roadway Maintenance

Seaside Park’s current DPW is configured for the existing street network, with staffing, vehicles, and equipment optimized for current coverage.

Extension Feasibility:

- Staffing: Current workforce is already below optimal levels; additional labor will be required to maintain service for the 30+ roads in South Seaside Park.
- Equipment: Narrow roadways require specialized rear-loading trucks, which are not part of Seaside Park’s current fleet. Acquisition of new or used vehicles is feasible but may involve lead times of several months.
- Operational Planning: Route optimization and potential seasonal workforce augmentation will be critical to sustain service levels.

Conclusion: Extending roadway maintenance is feasible but will require strategic staffing and equipment planning before annexation.

Garbage and Recycling Collection

Seaside Park uses a combination of mechanized and manual collection methods; the annexation introduces streets requiring different truck configurations.

Extension Feasibility:

- **Staffing:** Current DPW staff may be insufficient to handle increased collection volume, particularly during peak tourist seasons.
- **Equipment:** Rear-loading trucks and additional bulk pickup capacity are necessary for South Seaside roads. Temporary leasing or outsourcing may be an interim solution.
- **Service Consistency:** Integration of two collection methodologies (Seaside Park's and Berkeley Township's) will require procedural standardization and staff training.

Conclusion: Service extension is technically feasible but requires investment in equipment, potential temporary outsourcing, and workforce planning.

Beach & Park Maintenance

Seaside Park currently maintains 1.6 miles of beach and associated park facilities; the annexation adds over half a mile of beach and additional recreational areas.

Extension Feasibility:

- **Staffing:** Additional seasonal or full-time personnel will be required for maintenance, trash removal, restroom upkeep, and equipment operation.
- **Equipment:** Additional beach tractors, pick-up trucks, and portable maintenance equipment may be needed.
- **Operational Planning:** Scheduling adjustments and temporary deployment plans will be needed during peak summer months.

Conclusion: Beach and park maintenance can be extended with moderate investment in staff and equipment.

Land Use Oversight

Seaside Park's planning and code enforcement staff currently manage permitting, inspections, and zoning enforcement for the existing borough.

Extension Feasibility:

- Staffing: Additional inspections, permitting, and code enforcement activities for South Seaside properties will require either reassignment of staff or hiring.
- Zoning Integration: Establishing a South Seaside Zoning District allows immediate coverage using Berkeley’s existing framework, which can be adapted over time.
- Administrative Resources: Additional administrative support may be required to maintain timely permit processing and enforcement.

Conclusion: Extending land use oversight is achievable through a combination of zoning district creation, staff augmentation, and administrative adjustments.

Environmental & Stormwater Management

Seaside Park currently maintains routine environmental inspections and stormwater management across the existing borough.

Extension Feasibility:

- Staffing: The expanded land area will increase inspections, debris removal, and stormwater monitoring tasks.
- Infrastructure Capacity: Stormwater and drainage systems in South Seaside Park may require evaluation for integration and maintenance consistency.
- Operational Planning: Preventative maintenance and emergency response protocols may need expansion to accommodate new areas.

Conclusion: Environmental and stormwater services can be extended with additional staff, enhanced monitoring, and targeted infrastructure investment.

Overall Assessment

Service Area	Feasibility to Extend	Key Requirements
Roadway Maintenance	Moderate	Additional staff, rear-loading trucks, route planning
Garbage & Recycling	Moderate-High	New trucks, temporary outsourcing, workforce planning
Beach & Park Maintenance	Moderate	Seasonal staff, equipment acquisition, operational adjustments

Land Use Oversight	High	Zoning integration, staff augmentation, administrative support
Environmental/Stormwater	Moderate	Staff expansion, preventative maintenance, system evaluation

Summary: Extending public works, land use, and environmental services to South Seaside Park is technically feasible. Successful implementation depends on proactive workforce planning, targeted equipment acquisition, procedural alignment, and strategic infrastructure investment. Advance preparation prior to annexation is critical to avoid disruptions in service delivery.

Capital Assets & Infrastructure Impacts

Roadway Infrastructure

- Current Assets: Seaside Park maintains a network of full-width and narrow streets, including state and municipal roads. Equipment includes standard plow trucks and single-arm garbage trucks.
- Impact of Annexation: South Seaside Park adds approximately 30 additional roads, many narrow and requiring specialized rear-loading garbage trucks. Roadway maintenance, snow removal, and repair will place increased demand on existing DPW vehicles and equipment.
- Considerations: Acquisition of 1–2 rear-loading garbage trucks and additional plow and maintenance vehicles may be necessary. Pavement condition assessments may be needed to prioritize repairs and maintenance.

Fleet & Equipment

- Current Assets: Seaside Park’s DPW fleet includes standard garbage trucks, pick-up trucks, plows, and a beach tractor. Storage space is limited, and a new DPW building is under construction.
- Impact of Annexation: Additional vehicles for waste collection, bulk pickup, and beach maintenance will increase storage and operational space demands. Lead times for new vehicles could range from 6–9 months, and used equipment options may be limited.
- Considerations: Temporary leasing or outsourcing of services could mitigate short-term capacity gaps. Long-term planning should account for fleet expansion, equipment redundancy, and space constraints at DPW facilities.

Garbage & Recycling Infrastructure

- **Current Assets:** Standard trash and recycling pickup equipment, with residents providing 30–45 gallon containers. Collection schedules vary seasonally.
- **Impact of Annexation:** South Seaside Park residents currently use 96-gallon containers and require rear-loading trucks. Integration will require new equipment, container purchases, and adjustment of collection schedules.
- **Considerations:** Procurement of standardized containers and trucks will ensure service consistency and reduce operational complexity. Staff training and route optimization are essential.

Parks, Beaches & Recreation Facilities

- **Current Assets:** Seaside Park maintains 1.6 miles of beach and several small park facilities, including Lyons Basketball Park. Equipment includes beach tractors, maintenance vehicles, and trash handling tools.
- **Impact of Annexation:** Over half a mile of additional beach and park space will increase maintenance workloads. Existing equipment may be insufficient to sustain service levels.
- **Considerations:** Acquisition of additional beach tractors, maintenance vehicles, and operational staff will be required. Seasonal staffing plans will be critical for peak summer months.

Land Use & Environmental Infrastructure

- **Current Assets:** Zoning enforcement, permitting, and environmental monitoring infrastructure support the borough's existing land use management.
- **Impact of Annexation:** South Seaside Park properties will require zoning integration, permitting oversight, and code enforcement. Stormwater infrastructure and environmental monitoring may require expansion to accommodate additional areas.
- **Considerations:** Establishing a South Seaside Zoning District allows immediate oversight using existing regulatory frameworks. Additional inspection and administrative resources may be required to maintain compliance and service levels.

Overall Assessment

Asset / Infrastructure	Current Status	Impact of Annexation	Required Actions
Roads	Maintained by DPW with standard fleet	+30 roads; narrow streets require rear-loading trucks	Vehicle procurement; route planning; pavement assessments
Fleet & Equipment	Limited storage; existing vehicles meet current demand	Increased operational demand; storage constraints	Expand fleet; consider temporary leasing; storage solutions
Garbage & Recycling	Standard pickup; manual collection	Integration of 96-gallon container system; rear-loading trucks needed	Container procurement; equipment acquisition; training
Beaches & Parks	1.6 miles of beach; small park facilities	+0.5 miles of beach; additional park maintenance	Additional tractors, pick-up trucks, seasonal staff
Land Use & Environmental	Zoning, permitting, inspections in place	Oversight of South Seaside Park properties; stormwater monitoring	Zoning integration; staffing and administrative augmentation

Summary: Annexation of South Seaside Park will significantly increase demands on Seaside Park's public works and environmental infrastructure. Effective service extension will require careful planning for vehicle and equipment acquisition, facility capacity, staffing augmentation, and procedural integration. Advance preparation is essential to ensure seamless service delivery and maintain operational resiliency.

Regulatory, Legal & Policy Considerations

Public Works

- **Local Ordinances & Codes:** Seaside Park operates under borough-specific ordinances governing street maintenance, snow removal, waste collection, recycling, and parks maintenance. Annexation of South Seaside Park will require alignment of service standards and potentially amendments to incorporate additional streets, beach areas, and parks.
- **State Requirements:** Compliance with NJ Department of Transportation (NJDOT) standards for roadway maintenance, signage, and stormwater management is required. Any new roads, upgrades, or equipment acquisitions must meet these regulatory standards.
- **Collective Bargaining & Labor Policies:** Any hiring to expand DPW staffing must comply with union agreements, civil service requirements, and applicable labor laws. Seasonal staffing and temporary service adjustments must also follow NJ employment regulations.

Land Use & Zoning

- **Zoning Integration:** Seaside Park will need to establish a South Seaside Zoning District, initially mirroring existing Berkeley Township regulations. The district must comply with NJ Municipal Land Use Law (MLUL) and borough master plan requirements.
- **Permitting & Development Review:** Building permits, inspections, and property management must align with Seaside Park procedures while ensuring continuity for existing structures in South Seaside Park. Historical compliance documentation and ongoing enforcement will need legal review to maintain regulatory integrity.
- **Affordable Housing & COAH Considerations:** Current projections indicate no immediate impact on Seaside Park's 4th Round Affordable Housing obligations. Any future overlay districts or housing programs must comply with NJ Fair Housing laws and municipal affordable housing plans.

Environmental Considerations

- **Stormwater & Flood Management:** Compliance with NJDEP stormwater regulations, including stormwater management plans, impervious surface limitations, and floodplain protections, is required. Expansion of service areas may trigger additional permitting or monitoring requirements.

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- Environmental Protection & Sustainability Policies: Any land use changes or public works projects in the annexed area must comply with local and state environmental protection standards, including wetlands, dune preservation, and erosion control. Best practices for sustainable infrastructure and minimal ecological impact are encouraged.
 - Public Health & Safety Regulations: Waste collection, recycling, and parks maintenance must adhere to NJ public health and safety standards, including solid waste handling, hazardous material containment, and recreational facility safety codes.

Policy Alignment & Governance

- Service Standard Consistency: Policies for garbage collection, bulk pickup, road maintenance, and parks upkeep must be standardized to prevent service disparities between legacy Seaside Park and South Seaside Park residents.
- Inter-Municipal Agreements: Any shared service arrangements, temporary equipment loans, or cooperative staffing initiatives require formal agreements in compliance with NJ Local Government Ethics and contracting laws.
- Long-Term Planning: Strategic policies for staffing, fleet expansion, infrastructure maintenance, and environmental stewardship should be formalized in borough master plans and capital improvement plans to ensure sustainable service delivery post-annexation.

Summary: Regulatory, legal, and policy considerations for Public Works, Land Use, and Environmental functions center on compliance with municipal ordinances, state laws, environmental standards, labor regulations, and equitable service provision. Establishing clear policies and inter-municipal agreements will be essential to ensure seamless integration and operational continuity.

Risks, Constraints & Resiliency Factors

Public Works

- Staffing Constraints: The current Seaside Park DPW is already operating with reduced staff. Annexation would add approximately 50% more land area and ~30 additional roads, increasing service demands. Limited staffing creates a risk of delayed service, reduced maintenance quality, and potential safety hazards.
- Equipment & Fleet Limitations: Narrow roads in South Seaside Park require rear-load garbage trucks, which Seaside Park does not currently possess. Delays in acquiring vehicles (new or used) could compromise waste collection and other

essential services. Existing storage space for vehicles and equipment may also be insufficient.

- **Operational Complexity:** Differences in service methods between Seaside Park and South Seaside (e.g., bulk pickup, trash/recycling containers) may create inefficiencies and require process standardization. Temporary gaps in service may arise during transition.
- **Infrastructure Maintenance & Capacity:** Additional public works responsibilities, including parks, beaches, stormwater, and road maintenance, could overextend current crews and equipment. Aging infrastructure, narrow roadways, and beach erosion management present ongoing operational risks.

Land Use & Zoning

- **Zoning Integration Risks:** Adoption of a South Seaside Zoning District requires careful legal and planning review. Misalignment with existing development standards, property use, or permitting processes could delay approvals and create enforcement challenges.
- **Development & Permit Oversight:** Differences in historical land use, building code compliance, and permitting between the two municipalities pose risks for regulatory consistency. Additional administrative oversight may be required to maintain continuity.
- **Affordable Housing Considerations:** While the annexation has no immediate effect on 4th Round obligations, future redevelopment or overlay districts could introduce compliance challenges if not planned proactively.

Environmental Considerations

- **Stormwater & Flood Risk:** Expansion of service areas introduces additional impervious surfaces and stormwater flow points. Maintaining regulatory compliance with NJDEP stormwater and floodplain regulations is critical to reduce environmental and property damage risks.
- **Infrastructure Resiliency:** Aging roadways, beach access points, and stormwater infrastructure may not be fully resilient to extreme weather events or climate-related impacts. Maintenance and upgrades must be prioritized to avoid service disruptions.
- **Operational Impact on Ecosystems:** Waste collection, landscaping, and public works activities may affect sensitive environmental areas. Improper management could

lead to erosion, wetland degradation, or noncompliance with environmental regulations.

Cross-Cutting Resiliency Factors

- **Workforce Adaptability:** Recruiting, training, and retaining qualified DPW staff and seasonal personnel is essential for maintaining service continuity during peak demand or emergency conditions.
- **Equipment Redundancy:** Maintaining backup vehicles and equipment, especially for specialized narrow-road service and beach operations, enhances operational resiliency.
- **Policy & Planning Frameworks:** Clear, standardized policies for service levels, permitting, and environmental management support continuity and adaptability post-annexation.
- **Inter-Municipal Coordination:** Shared services, temporary agreements, and cooperative contracts can mitigate risks related to staffing or equipment shortages but require pre-negotiated, legally compliant frameworks.

Summary: Public Works, Land Use, and Environmental functions face multiple operational and regulatory risks during annexation. Staffing limitations, equipment constraints, regulatory compliance, and infrastructure resiliency are critical factors. Proactive planning, clear policies, and workforce/equipment redundancy are essential to maintain service levels, protect the environment, and ensure long-term sustainability.

Key Findings & Implications

Public Works

- **Staffing and Capacity Gaps:** Seaside Park DPW is currently understaffed and would face significant workload increases with the addition of ~30 roads and expanded beach/park responsibilities. Implication: Immediate workforce planning and recruitment are essential to maintain service levels. Delays could lead to decreased operational performance and resident dissatisfaction.
- **Equipment Needs:** Narrow streets and unique service requirements in South Seaside Park necessitate additional rear-load garbage trucks, roll-off trucks, and potentially beach maintenance equipment. Implication: Procurement delays could disrupt waste collection and seasonal operations. Alternative strategies, including leasing or temporary outsourcing, should be considered.
- **Operational Complexity:** Differences in service methods, trash container sizes, and bulk pickup practices will require standardization and process integration.

Implication: Without coordinated operational planning, service efficiency may be compromised during transition.

Land Use & Zoning

- **Zoning Integration:** A new South Seaside zoning district is necessary to align with Seaside Park's planning framework while initially mimicking Berkeley Township's existing standards. Implication: Early adoption of a transitional zoning district ensures continuity for property owners and avoids permitting delays.
- **Regulatory Compliance:** Historical land use and permitting differences require administrative oversight to maintain consistency in inspections, approvals, and enforcement. Implication: Additional staff training or temporary support may be needed to manage increased workload.
- **Affordable Housing Impact:** No immediate effect on 4th Round obligations, but future redevelopment or overlay districts may require monitoring. Implication: Long-term planning should include potential overlay or zoning adjustments to meet future compliance requirements.

Environmental Considerations

- **Stormwater Management & Flood Resiliency:** Expansion of impervious surfaces and stormwater flow points increases risk of localized flooding and regulatory noncompliance. Implication: Proactive maintenance, system upgrades, and resiliency planning are critical to minimize environmental and property impacts.
- **Infrastructure Vulnerability:** Aging roads, beach access points, and stormwater systems may be insufficient for increased usage and extreme weather events. Implication: Prioritization of preventive maintenance and infrastructure investments is essential to maintain public safety and service continuity.
- **Ecosystem Impacts:** Waste collection, landscaping, and other public works operations may affect sensitive environmental areas if not managed properly. Implication: Environmental management plans and adherence to NJDEP standards will reduce risk of ecological degradation and regulatory penalties.

Cross-Cutting Implications

- **Workforce Planning:** Recruiting, training, and retaining qualified DPW staff is a critical enabler for successful annexation.
- **Equipment & Operational Resilience:** Backup vehicles and flexible service strategies are necessary to maintain continuity during peak demand or equipment failures.

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- **Policy & Planning Alignment:** Clear, standardized policies across public works, land use, and environmental management will mitigate operational risk and support smooth integration of South Seaside Park.
 - **Inter-Municipal Coordination:** Shared services or temporary agreements may be needed to bridge short-term capacity gaps but must be legally and operationally structured in advance.

Summary: Annexation of South Seaside Park will increase service demand, operational complexity, and regulatory oversight responsibilities. Immediate workforce and equipment planning, combined with zoning and environmental integration strategies, are essential to maintain service levels, protect the environment, and ensure seamless municipal operations.

Implementation Considerations - Public Works, Land Use & Environmental Considerations

Critical Start-Up Actions

- **Staffing & Training:** Begin recruiting for critical DPW positions to address current vacancies and prepare for additional workload. Identify temporary labor or shared-service agreements as stopgap measures.
- **Equipment Assessment & Procurement Planning:** Evaluate immediate equipment needs, including rear-load garbage trucks, roll-off trucks, and beach maintenance equipment. Initiate procurement processes, consider leasing options to mitigate long lead times.
- **Zoning & Land Use Alignment:** Establish a transitional South Seaside zoning district mirroring Berkeley Township's current regulations. Ensure administrative processes are ready for property permits and inspections.
- **Environmental Oversight:** Conduct a preliminary environmental review to identify stormwater management needs, sensitive areas, and regulatory compliance gaps.

Short-Term Implementation

- **Operational Integration:** Standardize waste collection, bulk pickup, and recycling processes across both communities. Implement equipment and staffing changes to support full service coverage.
- **Land Use & Permitting:** Begin processing permits, inspections, and zoning reviews under the new South Seaside zoning framework. Train planning and DPW staff on updated policies and procedures.

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- Environmental & Infrastructure Projects: Initiate maintenance or minor infrastructure upgrades for stormwater systems, beach access points, and roadways. Address any immediate vulnerabilities to flooding or environmental hazards.
 - Monitoring & Feedback Loops: Establish performance metrics for DPW operations, land use approvals, and environmental compliance to identify bottlenecks and adjust staffing or resources as needed.

Mid-Term Optimization

- Full Workforce Deployment: Onboard new DPW staff and ensure each has clear roles, responsibilities, and cross-training to handle both Seaside Park and South Seaside workloads.
- Infrastructure & Equipment Upgrades: Complete procurement of remaining vehicles, tools, and equipment. Implement any necessary upgrades to storage and maintenance facilities to accommodate increased operations.
- Policy & Process Refinement: Review operational procedures for waste collection, permitting, and environmental management. Incorporate lessons learned from initial months to improve efficiency and resilience.
- Zoning Review & Adjustment: Begin evaluating the South Seaside zoning district for any refinements or integration into Seaside Park's long-term planning framework.

Continuous Monitoring & Improvement

- Performance & Service Monitoring: Track DPW operations, land use approvals, and environmental compliance metrics. Adjust staffing, equipment, or procedures as needed to maintain service quality.
- Long-Term Planning: Identify future infrastructure needs, such as additional beach maintenance equipment, road upgrades, or stormwater improvements. Begin capital planning and budget allocation for these projects.
- Environmental Resiliency: Implement ongoing stormwater management, flood mitigation, and environmental protection strategies. Ensure compliance with NJDEP and other regulatory agencies.
- Community Engagement: Communicate with residents regarding changes, improvements, and service expectations. Collect feedback to refine operations and land use planning over time.

Summary: This implementation approach emphasizes immediate preparation, short-term integration, mid-term optimization, and long-term monitoring. It ensures that Public Works,

Land Use, and Environmental services are staffed, equipped, and managed to maintain consistent service levels, regulatory compliance, and environmental resiliency after annexation.

Fiscal Impact & Financial Analysis

Introduction & Purpose of Financial Analysis

The purpose of this Financial Analysis is to provide a clear, objective, and transparent evaluation of the fiscal implications associated with the potential annexation of South Seaside Park from Berkeley Township to the Borough of Seaside Park. This section is intended to serve as a decision-support tool for elected officials, policymakers, and the public by presenting relevant financial information, accepted analytical methods, and potential outcomes in a comprehensive and understandable manner.

This analysis does not advocate for or against annexation, nor does it prescribe a specific policy outcome. Rather, it is designed to ensure that any decision made by the governing body and reviewing authorities is informed, deliberate, and grounded in sound fiscal reasoning—rather than arbitrary or capricious. By clearly documenting assumptions, methodologies, and data sources, the analysis seeks to promote transparency, facilitate informed discussion, and reduce the potential for misunderstanding or dispute.

Purpose of the Financial Analysis in the Context of Annexation

Municipal annexation has long-term fiscal consequences for both the annexing and relinquishing municipalities, as well as for residents and taxpayers in the affected areas. These consequences extend beyond the immediate transfer of jurisdiction and may include changes to tax burdens, operating costs, capital responsibilities, debt obligations, and service delivery efficiencies.

Accordingly, the primary purpose of this financial analysis is to:

- Identify and evaluate the direct and indirect fiscal impacts associated with annexation;
- Assess the allocation of existing financial obligations, including outstanding debt and long-term liabilities;
- Examine anticipated changes to operating budgets, capital needs, and revenue structures; and
- Translate technical financial findings into information that can be meaningfully evaluated by decision-makers and the public.

By presenting multiple analytical scenarios and clearly explaining their implications, this section enables stakeholders to understand the range of potential outcomes and the tradeoffs inherent in each approach.

Statutory and Policy Context

This financial analysis is informed by the statutory framework and policy principles governing municipal annexation in New Jersey. While New Jersey law does not prescribe a single required methodology for evaluating financial impacts, it does emphasize fairness, reasonableness, and fiscal integrity in municipal boundary changes. Courts and reviewing authorities have consistently looked to whether annexation decisions are supported by rational financial analysis and whether the resulting outcomes are equitable to all affected parties.

Within this context, the analysis is guided by widely accepted municipal finance practices, including:

- Alignment of financial responsibility with tax capacity;
- Recognition of historical investment and benefit received;
- Avoidance of disproportionate or regressive fiscal impacts; and
- Preservation of long-term municipal fiscal stability.

The methodologies employed herein are consistent with approaches commonly used in intergovernmental agreements, shared service arrangements, and municipal reorganization analyses throughout New Jersey and other jurisdictions.

Scope of Analysis

The scope of this financial analysis is intentionally comprehensive, while remaining focused on matters directly relevant to the annexation decision. The analysis includes:

- Allocation of Berkeley Township's outstanding debt and short-term liabilities attributable to the South Seaside Park area;
- Evaluation of operating revenue and expenditure impacts associated with the extension of municipal services;
- Identification of future capital needs arising from annexation;
- Assessment of funding strategies available to address both existing obligations and future investments; and
- Estimation of impacts on municipal, county, and school taxes, including illustrative effects on the average household.

The analysis does not attempt to forecast speculative future development, changes in state aid formulas, or policy decisions beyond the control of the municipalities. Where data

limitations exist, they are explicitly identified, and conservative assumptions are applied to avoid overstating fiscal impacts.

Time Horizon Assumptions

This analysis evaluates fiscal impacts across both short-term and longer-term time horizons. Particular emphasis is placed on:

- **Initial implementation impacts**, assuming annexation approval and effectiveness beginning in the first full fiscal year following authorization (January 1, 2026); and
- **Stabilized operating conditions**, reflecting ongoing service delivery and financial obligations after transition-related costs have been absorbed.

Where appropriate, multi-year projections (Years 1 through 5) are used to illustrate trends and recurring fiscal effects, recognizing that annexation is a permanent structural change with implications that extend well beyond the first year of implementation.

Key Financial Principles Applied

Throughout this Financial Analysis, the following guiding principles are applied to ensure rigor, fairness, and credibility:

- **Equity:** Financial responsibilities should be allocated in a manner that is fair to all affected taxpayers and municipalities, recognizing differences in tax base, service demands, and historical investment.
- **Ability to Pay:** Allocation methodologies should reflect the relative fiscal capacity of the affected areas, minimizing regressive impacts and aligning obligations with economic resources.
- **Benefit Received:** Where feasible, financial responsibility should be related to the benefits derived from prior capital investments and ongoing municipal services.
- **Fiscal Sustainability:** The analysis considers not only immediate costs, but also the long-term ability of the annexing municipality to absorb obligations while maintaining service levels and financial stability.
- **Transparency and Defensibility:** All assumptions, methodologies, and data sources are clearly documented to allow independent review. Multiple scenarios are presented where appropriate to demonstrate sensitivity and avoid reliance on a single outcome.

Baseline Fiscal Conditions (Pre-Annexation)

An understanding of existing municipal financial conditions is essential to evaluating the fiscal implications of any proposed annexation. This section establishes a baseline snapshot of the Borough of Seaside Park's current fiscal position prior to annexation, providing the context against which potential revenue changes, expenditure impacts, and debt allocation scenarios can be evaluated.

Overall Financial Health

Seaside Park currently operates within a stable municipal financial framework, supported by a combination of local property tax revenue, user fees, shared revenues, and state aid. The Borough's annual budget reflects a relatively small but service-intensive coastal municipality, with expenditure patterns typical of shore communities, including heightened seasonal public safety, public works, and beach-related operations.

Key indicators of fiscal health include:

- A balanced annual operating budget;
- Predictable revenue streams anchored by property taxes and seasonal user fees;
- Controlled levels of outstanding debt consistent with statutory limits; and
- Established reserve policies to manage seasonal variability and emergency events.

Revenue Structure

Seaside Park's municipal revenues are primarily derived from:

- **Local Property Taxes**, which represent the largest and most stable source of funding for general municipal operations;
- **Beach Badge and Seasonal User Fees**, which provide a significant supplemental revenue stream tied to tourism and seasonal population increases;
- **Licenses, Permits, and Fees**, including Uniform Construction Code (UCC) revenues and municipal licenses; and
- **Shared Revenues and State Aid**, which, while more limited in scale, provide ongoing baseline support.

The Borough's reliance on locally generated revenues underscores the importance of maintaining a stable tax base and predictable service costs, particularly given the seasonal nature of many municipal functions.

Expenditure Profile

On the expenditure side, Seaside Park's budget reflects the operational realities of a coastal municipality with year-round residents and substantial seasonal demand. Major expenditure categories include:

- **Public Safety**, encompassing police services, seasonal staffing, and emergency response;
- **Department of Public Works**, including street maintenance, solid waste services, and infrastructure upkeep;
- **Administrative and Professional Services**, such as legal, engineering, and planning functions; and
- **Debt Service and Capital Reserves**, supporting past infrastructure investments and long-term asset maintenance.

Expenditures are generally structured to maintain consistent service levels while accommodating seasonal fluctuations in population and service demand.

Staffing and Labor Obligations

Personnel costs represent a significant portion of Seaside Park's operating budget, as is typical for municipalities where public safety and public works services are largely labor-driven. Staffing levels are calibrated to meet both year-round operational needs and seasonal surges, often supplemented through overtime or temporary staffing arrangements.

Labor costs are influenced by:

- Existing collective bargaining agreements;
- Step increases and contractual wage adjustments;
- Statutory pension and benefit obligations; and
- Overtime associated with seasonal activity and special events.

Debt and Long-Term Obligations

Seaside Park maintains outstanding bonded debt and short-term obligations associated with prior capital improvements and infrastructure investments. Current debt levels appear consistent with statutory debt limits and typical for a municipality of its size and service profile.

Debt service obligations are incorporated into the annual operating budget and represent a fixed cost that must be considered when evaluating the Borough's capacity to absorb additional responsibilities or reallocated obligations resulting from annexation.

Fund Balance and Reserves

The Borough maintains fund balance and reserve accounts to support cash flow, respond to emergencies, and stabilize tax rates. These reserves are particularly important for coastal municipalities subject to storm events, seasonal revenue volatility, and infrastructure repair needs.

The level of fund balance provides insight into fiscal flexibility and the municipality's capacity to manage transitional costs without undue reliance on tax increases or short-term borrowing.

Debt & Long-Term Liability Allocation

Guiding Principles for Debt Allocation

The allocation of outstanding municipal debt and long-term liabilities is a critical component of any annexation analysis. This section establishes the guiding principles that inform how debt may be evaluated, apportioned, and assessed between the affected municipalities. These principles are intended to support a fair, transparent, and legally defensible framework for decision-making, consistent with New Jersey statutory standards and long-standing municipal finance practices.

Legal and Statutory Consistency

Debt allocation should be consistent with applicable New Jersey statutes, case law, and administrative precedent governing municipal annexation. These standards emphasize reasonableness, proportionality, and avoidance of arbitrary or capricious outcomes.

Key considerations include:

- Whether the allocation methodology is rationally related to measurable factors;
- Whether similarly situated properties and taxpayers are treated equitably; and
- Whether the resulting allocation reflects a fair division of obligations relative to benefits received.

Equity and Fairness

Equity is a foundational principle in evaluating debt allocation. Residents and property owners in the annexed area should assume responsibility only for those obligations that can be reasonably associated with the services, infrastructure, or benefits they receive.

This principle supports an allocation framework that is:

- Proportional rather than arbitrary;
- Sensitive to differences in service levels and infrastructure investment; and
- Balanced in its treatment of both municipalities.

Benefit Received

Debt allocation should reflect the extent to which capital investments financed by outstanding debt provide ongoing or future benefit to the annexed area. This includes both direct benefits (such as infrastructure physically located within the annexed area) and indirect or system-wide benefits (such as shared facilities or regional assets).

Ability to Pay

The fiscal capacity of the annexed area to absorb allocated debt obligations is a relevant consideration. This does not imply exemption from responsibility, but rather supports an allocation that is sustainable and aligned with the taxable capacity of the area being annexed.

Ability-to-pay considerations may include:

- Assessed and equalized valuation;
- Property tax base composition;
- Stability of revenue sources; and
- Long-term affordability for affected taxpayers.

Fiscal Neutrality and Sustainability

A guiding objective of debt allocation is to avoid creating undue fiscal stress for any affected party. Allocations should be structured to promote long-term fiscal sustainability, minimize service disruption, and reduce the likelihood of sudden or disproportionate tax impacts.

Transparency and Defensibility

Any debt allocation approach must be transparent, clearly documented, and supported by verifiable data. Assumptions, methodologies, and calculations should be plainly stated and reproducible, allowing stakeholders, oversight agencies, and decision-makers to understand how outcomes were derived.

Overview of Outstanding Debt & Liabilities

This section provides a comprehensive overview of Berkeley Township's outstanding debt and long-term financial obligations that may be subject to allocation as part of the proposed annexation of South Seaside Park.

Long-Term Bonded Debt

Berkeley Township currently carries outstanding long-term bonded debt, including general obligation bonds and obligations issued through the New Jersey Green Trust and New Jersey Environmental Infrastructure Trust programs. These bonds were issued to finance capital improvements with useful lives extending well beyond the year of issuance.

<u>BONDS SERIES</u>		<u>PRINCIPAL & INTEREST</u>
2016 Bonds		\$ 3,552,450
2018 Bonds		\$ 9,855,500
2020 Bonds		\$ 5,853,053
2021 Bonds		\$ 5,331,000
2023 Bonds		\$ 22,367,575
Green Trust	TOMS RIVER PARK	\$ 117,291
Green Trust	PARK DEV.PHASE II	\$ 44,959
Green Trust	MANITOU PARK DEVELOPMENT	\$ 57,338
Green Trust	VETERANS PARK IMPROVEMENTS	\$ 547,212
N.J. Envi. Trust	2007 A	\$ 146,781
N.J. Envi. Trust	2010 A	\$ 121,413
	TOTALS	\$ 47,994,573

Bond Anticipation Notes (BANs)

In addition to long-term bonds, Berkeley Township has issued significant short-term debt in the form of Bond Anticipation Notes (BANs).

As of 2025, Berkeley Township has the following BANs outstanding:

- **Series 2025A** (issued March 18, 2025): Principal: \$10,682,000 | Effective Interest Rate: 2.857%
- **Series 2025B** (issued August 21, 2025): Principal: \$26,549,000 | Effective Interest Rate: 2.606%

Total Outstanding BANs: \$37,231,000

Calculation of 2026 Interest:

- Series 2025A Interest: $\$10,682,000 \times 0.02857 \approx \$305,185$
- Series 2025B Interest: $\$26,549,000 \times 0.02606 \approx \$691,893$
- **Total 2026 Interest: \$997,046**

Given the uncertainty regarding whether these BANs will be retired, rolled over, or converted into long-term bonds, the analysis treats BANs as a single, consolidated liability to be addressed at the time of annexation.

Total BANs and Interest: \$38,228,046

Present Value Analysis of Debt

To ensure that Berkeley Township's outstanding debt obligations are evaluated and allocated in a fair, neutral, and financially sound manner, this analysis converts all future debt service payments into present value (PV) terms.

Purpose of Present Value Analysis

Present value analysis addresses the concern of evaluating obligations occurring at different points in time by discounting future debt service payments to their equivalent value in today's dollars. This approach ensures:

- Apples-to-apples comparison of obligations occurring at different points in time
- Accurate representation of economic burden, reflecting the time value of money

- Neutral allocation that neither overstates nor understates the liability assigned to either municipality
- Consistency with accepted municipal finance and actuarial standards
- Enhanced transparency for decision-makers and the public

Discount Rate Assumption

A 4.0 percent discount rate was applied to all future debt service payments to calculate present value. This rate was selected as a reasonable and defensible approximation of long-term municipal borrowing costs in New Jersey.

The 4.0 percent rate:

- Falls within the typical range of recent New Jersey municipal bond yields (approximately 3.0%–4.5%)
- Reflects a blended assumption of risk-free Treasury yields plus a modest municipal credit spread
- Aligns with discount rates commonly used by state and local governments for long-term liability valuation
- Maintains neutrality between Berkeley Township and Seaside Park

Using 4% discount rate the result is:

BONDS SERIES		PRINCIPAL & INTEREST	PRESENT VALUE
2016 Bonds		\$ 3,552,450	\$ 3,365,493
2018 Bonds		\$ 9,855,500	\$ 9,164,215
2020 Bonds		\$ 5,853,053	\$ 5,350,769
2021 Bonds		\$ 5,331,000	\$ 4,629,610
2023 Bonds		\$ 22,367,575	\$ 18,249,785
Green Trust	TOMS RIVER PARK	\$ 117,291	\$ 112,624
Green Trust	PARK DEV.PHASE II	\$ 44,959	\$ 42,974
Green Trust	MANITOU PARK DEVELOPMENT	\$ 57,338	\$ 48,358
Green Trust	VETERANS PARK IMPROVEMENTS	\$ 547,212	\$ 407,258
N.J. Envi. Trust	2007 A	\$ 146,781	\$ 140,746
N.J. Envi. Trust	2010 A	\$ 121,413	\$ 114,276
TOTALS		\$ 47,994,573	\$ 41,626,106

Allocation Methodologies (Scenario Analysis)

This section evaluates alternative methodologies for allocating Berkeley Township's outstanding debt and related long-term liabilities to South Seaside Park. Three allocation methodologies were evaluated:

1. Assessed Valuation (Equalized Valuation-Based Allocation)
2. Geographic Area (Land Area-Based Allocation)
3. Per Capita (Population-Based Allocation)

Debt Allocation Method Evaluation Matrix

Criteria	Assessed Valuation	Area (Sq. Miles)	Per Capita
Financial Fairness	High – aligns with ability to pay	Low – ignores value	Medium–Low – service use but ignores tax base
Legal/Policy Defensibility	High – strong precedent	Low – rarely used	Medium – limited use
Alignment to Past Benefit	Medium–High – tax base funded	Low – no correlation	Medium – partial correlation
Reflection of Ability to Pay	High – proportional	Very Low	Low
Stability Over Time	Medium	High	Medium–Low
Data Reliability	High	High	Low–Medium
Administrative Simplicity	Medium	Very High	Medium
Overall Practicality	High	Low	Medium

1. Assessed Valuation-Based Allocation

Under this methodology, debt is allocated proportionally based on the taxable assessed (or equalized) valuation of properties within South Seaside Park relative to the total assessed valuation of Berkeley Township.

Calculation:

- South Seaside Park Assessed Valuation: \$612,122,700
- Total Berkeley Township Assessed Valuation: \$5,442,518,700

-
- **Allocation Percentage: 11.247%**

South Seaside Park represents 11.247% of Berkeley Township's total assessed valuation. Under an assessed-value-based allocation approach, South Seaside Park would therefore assume 11.247% of the present value of Berkeley Township's outstanding debt service.

Rationale and Strengths:

- Widely regarded as the most defensible and commonly accepted approach in New Jersey municipal reorganizations
- Aligns directly with tax capacity and ability to pay
- Minimizes regressive impacts by allocating obligations to higher-value property
- Frequently relied upon by courts and state agencies
- Consistent with funding formula currently used in regional school districts

Limitations:

- Allocation shares may fluctuate over time due to changes in equalization ratios
- May result in proportionally larger debt allocation for high-value coastal property
- Does not directly measure service usage or geographic footprint

2. Per Capita (Population-Based) Allocation

This approach allocates debt based on South Seaside Park's share of Berkeley Township's permanent population, using 2020 U.S. Census data.

Calculation:

- Estimated South Seaside Park Population: 968
- Total Berkeley Township Population: 43,754
- **Allocation Percentage: 2.21%**

South Seaside Park represents 2.21% of Berkeley Township's permanent population. Under a per capita allocation methodology, South Seaside Park would therefore be assigned 2.21% of the present value of Berkeley Township's outstanding debt service.

Rationale and Strengths:

- Reflects the principle that government services are consumed by residents
- Straightforward to calculate and easily understood
- Neutral with respect to property values

Limitations:

- Population is often a poor proxy for fiscal contribution in coastal communities with seasonal or second-home properties
- Misaligned where debt financed infrastructure unrelated to population
- Does not reflect the tax base that historically supported debt obligations
- Census figures may understate actual service demand in resort areas

3. Geographic Area-Based Allocation

Under this method, debt is allocated based on the proportion of Berkeley Township's total land area represented by South Seaside Park.

Calculation:

- South Seaside Park Area: 0.25 square miles
- Total Berkeley Township Area: 42.72 square miles
- **Allocation Percentage: 0.585%**

South Seaside Park constitutes approximately 0.585% of Berkeley Township's land area. Under an area-based allocation, SSP would be responsible for less than 1% of Berkeley's outstanding debt.

Rationale and Strengths:

- Extremely simple and transparent to calculate
- Treats land mass as the underlying unit of benefit
- Avoids distortions created by high assessed property values

Limitations:

- Weak alignment with ability to pay or fiscal capacity
- Berkeley Township's capital investments largely supported mainland infrastructure
- Produces minimal debt allocation that may not reflect past benefit
- Rarely relied upon in New Jersey annexation cases

Allocation of Debt by Scenario

Method	Ratio	Bonds PV	BANs PV	Total PV Allocation
Assessed Valuation	11.247%	\$4.68 million	\$4.30 million	\$8.98 million
Per Capita	2.21%	\$.84 million	\$.92 million	\$1.77 million
Geographic Area	0.585%	\$0.22 million	\$0.24 million	\$0.47 million

Using the present value framework and the three allocation methodologies, Berkeley Township's outstanding debt obligations were allocated as follows:

Total Berkeley Township Debt Service Apportionment Allocation By Scenario

	METHOD OF % ALLOCATION	SCENARIO 1 ASSESED VALUE 11.247%	SCENARIO 2 PER CAPITA 2.21%	SCENARIO 3 SQUARE MILES 0.585%
BANS	\$ 38,228,046	\$ 4,299,508	\$ 844,840	\$ 223,634
BONDS	\$ 41,626,106	\$ 4,681,688	\$ 919,937	\$ 243,513
TOTAL ALLOCATED DEBT	\$ 79,854,152	\$ 8,981,196	\$ 1,764,777	\$ 467,147

After evaluating the three allocation methodologies, Assessed Valuation emerges as the most appropriate basis for apportioning Berkeley Township's outstanding debt attributable to the South Seaside Park area. This method most accurately reflects the tax base that

supported prior capital investments, aligns with established New Jersey municipal finance principles, and provides the strongest legal and policy justification.

While the Area and Per Capita approaches will be presented for completeness, both lack sufficient correlation to financial capacity or historical benefit to serve as a primary allocation basis.

Accordingly, Assessed Valuation is recommended as the preferred and most defensible method for determining the debt share in any annexation framework.

Fixed Asset & Offset Considerations

Recommendation on Berkeley Township Debt and Fixed Asset Offsets for Annexation Settlement

To ensure equitable allocation of financial responsibility in connection with the annexation of South Seaside Park, it is recommended that Berkeley Township’s outstanding Bond Anticipation Notes (BANs) and bonds be offset against the value of fixed assets purchased with debt, as well as applicable local taxes from the annexed area. This approach ensures that the net debt burden reflects the actual investments and benefits associated with the annexed territory, promoting fairness for both parties.

As reported in Berkeley Township’s 2024 audit, the township’s fixed assets include land, buildings, and machinery, representing a significant investment financed through debt and taxation. However, a detailed asset report, including itemized valuations, is not available. Multiple OPRA requests and repeated attempts to engage the township’s Chief Financial Officer were unsuccessful. Therefore, the offset analysis relies on summary figures from the audit, which limits precision but still provides a reasonable basis for settlement calculations.

CATEGORY	VALUE	SCENARIO 1	SCENARIO 2	SCENARIO 2
		ASSESED VALUATION 11.247%	PER CAPITA 2.21%	SQUARE MILES 0.585%
Land	\$ 8,081,771	\$ 908,957	\$ 178,607	\$ 47,278
Buildings & Improvments	\$ 12,124,107	\$ 1,363,598	\$ 267,943	\$ 70,926
Machiney and Equipmenbt	\$ 40,628,001	\$ 4,569,431	\$ 897,879	\$ 237,674
TOTAL	\$ 60,833,879	\$ 6,841,986	\$ 1,344,429	\$ 355,878

Given the lack of a detailed fixed asset report, it is prudent to treat the total outstanding BANs and bonds and accrued interest as a liability to be settled at the time of annexation, offset by the summary value of fixed assets from South Seaside Park. This ensures a fair and transparent approach that reasonably approximates the net financial impact, even in the absence of fully detailed asset data.

Berkeley’s Township Debt Allocation Offset By Berkeley’s Township Fixed Assets Allocation By Scenario

	METHOD OF % ALLOCATION	SCENARIO 1 ASSESSED VALUE 11.247%	SCENARIO 2 PER CAPITA 2.21%	SCENARIO 3 SQUARE MILES 0.585%
TOTAL DEBT ALLOCATION	\$ 79,854,152	\$ 8,981,196	\$ 1,764,777	\$ 467,147
TOTAL FIXED ASSETS ALLOCATION	\$ (60,833,879)	\$ (6,841,986)	\$ (1,344,429)	\$ (355,878)
TOTAL ALLOCATED DEBT + FUTURE CAPITAL NEEDS	\$ 19,020,273	\$ 2,139,210	\$ 420,348	\$ 111,269

Operating Budget Impacts

This section evaluates the operational fiscal impacts associated with the annexation of South Seaside Park to the Borough of Seaside Park, focusing on recurring revenues, recurring expenditures, staffing costs, and one-time transition expenses.

The analysis is structured to identify both cost drivers and offsetting revenues over a five-year planning horizon, using conservative assumptions to ensure defensibility.

Operating Revenue Impacts

The annexation of South Seaside Park is projected to generate new recurring municipal revenues, offset in limited cases by the loss of existing interlocal payments.

Revenue Decreases

Fire Services Interlocal Revenue

Seaside Park currently receives \$35,000 annually from Berkeley Township for fire protection services in South Seaside Park. This interlocal agreement would terminate upon annexation.

- **Annual Revenue Loss: \$35,000** (constant across all years)

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
FIRE SERVICES AGREEMENT	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)

Marina Fees

Presently, several residents of South Seaside Park maintain memberships at the Seaside Park Marina but pay non-resident premium fees. Upon approval of the annexation, these new residents will be eligible for the lower resident rate, resulting in an estimated annual revenue loss of \$6,000.

This loss is not expected to impact the municipal budget, as marina fees are allocated to the Marina Utility's separate annual budget. The revenue reduction is assumed to remain constant year-to-year

- **Annual Revenue Loss: \$6,000** (constant; allocated to Marina Utility budget)

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
MUNICIPAL MARINA FEES	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)

Revenue Increases

Municipal Liquor Licenses

Revenue from municipal liquor licenses is generally stable, as fees are fixed by statute and the number of licenses is limited by population-based quotas. For projection purposes, it is assumed that liquor license revenue will increase by 2% annually, reflecting modest inflation adjustments or occasional issuance/transfers of licenses. Additionally, the addition of four new licenses, generating \$10,000 annually, is assumed to take effect in Year 1. This combined approach provides a realistic forecast of liquor license revenue over the five-year period following annexation, consistent with other municipal revenue projections.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
MUNICIPAL LIQUOR LICENSES	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824

Beach Badge Revenue

Based on information provided to SGS by the Berkeley Township Administrator, it is estimated that Beach Badge revenue will increase by approximately \$145,000 annually as a result of the annexation. This estimate reflects the anticipated shift of South Seaside Park badge purchasers to Seaside Park's beach operations.

A reasonable and defensible annual increase assumption for Beach Badge revenue—based on typical coastal municipal trends, weather variability, and periodic fee adjustments—is:

Recommended Annual Increase: 3% per year

- Weather Variability (1–2%): Beach attendance fluctuates year to year depending on:
 - Number of sunny beach days
 - Severity of storms or early-season rain
 - Heat waves increasing peak attendance
- Fee Increases (1–2%): Most New Jersey beach municipalities increase badge fees every 3–5 years in small increments (\$2–\$5 per badge).
 - When averaged over five years, this creates roughly a 1–2% annualized increase.

Adding the two components, a combined, conservative forecast range of 2–4% annually is reasonable and consistent with coastal municipal budgeting practices.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
BEACH BADGES PROGRAM REVENUE	\$ 145,000	\$ 149,350	\$ 153,831	\$ 158,445	\$ 163,199

Franchise Fees and Cable TV Revenue

In 2024, Berkeley Township realized \$372,013 in revenue from franchise fees and cable television payments. To estimate the portion of this revenue that Seaside Park would receive following the annexation, this analysis applies a household-based allocation method.

Under this approach, the share of franchise and cable TV revenue transferred to Seaside Park is calculated in proportion to the number of households located in the annexed area relative to the total number of households in Berkeley Township. This method provides a reasonable and practical proxy for usage and service distribution, given that franchise fees are directly tied to subscriber locations and service demand.

According to the 2020 U.S. Census, Berkeley Township contains 21,698 households, of which 2,168 households are located in South Seaside Park. Therefore, the annexed area represents approximately:

$$2,168 \text{ Divided by } 21,698 = 9.99\%$$

Applying this percentage to Berkeley Township’s 2024 franchise fee revenue:

$$\$372,013 \text{ times } 0.09986 = \$37,150 \text{ annually}$$

Accordingly, Seaside Park is projected to receive approximately \$37,150 annually in Franchise Fee and Cable TV revenue beginning in Year 1 following annexation.

For an annual increase or decrease from year to year, in many towns, franchise revenue actually stays flat or decreases slightly year-to-year due to cord-cutting and declining cable subscriptions. A good assumption is a 2% Annual Decline, reflecting cable TV attrition and is conservative and defensible.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
FRANCISE FEES AND TV CABLE RECEIPTS	\$ 37,150	\$ 36,407	\$ 35,679	\$ 34,965	\$ 34,266

Municipal Court Fees

In 2024, Berkeley Township realized \$113,088 in municipal court fee revenue. To allocate the proportion attributable to South Seaside Park, this analysis uses a population-based allocation method, which is the most appropriate proxy for municipal court service demand. Municipal court activity—including traffic summonses, ordinance violations, and local code enforcement cases—is directly tied to the number of people living in and moving through an area, rather than land area, assessed valuation, or household count. Therefore, population provides the most defensible and accurate measure for assigning court-related revenue.

According to the 2020 U.S. Census, Berkeley Township has a population of 43,754, and South Seaside Park has a population of 968, representing:

$968/43,754 \approx 2.21\%$ population percentage allocated to South Seaside Park

Applying this percentage to Berkeley’s 2024 municipal court revenue:

$\$113,088 \times 0.0221 \approx \$2,500$

Accordingly, Seaside Park is projected to receive approximately \$2,500 annually in Municipal Court Fee revenue following annexation.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
MUNICIPAL COURT FEES	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500

Uniform Construction Code (UCC) Revenue

Uniform Construction Code revenue is directly tied to permit activity, which includes building, electrical, plumbing, fire, and other regulated construction permits. Because UCC fees are assessed on a per-permit basis, revenue increases or decreases in proportion to the volume and type of permits issued. For this reason, the most appropriate method for projecting UCC revenue is to base it on the expected change in permit activity resulting from the annexation.

In 2024, Seaside Park recorded 1,409 UCC permits, generating \$210,463 in revenue. Based on projected activity from South Seaside Park, an additional 990 permits are expected, representing a 41.3% increase over Seaside Park’s 2024 permit volume.

Applying this increase to Seaside Park’s 2024 revenue: $\$210,463 \times 0.413 \approx \$86,885$

Accordingly, the annexation is projected to increase Seaside Park’s UCC revenue by approximately \$86,885 annually, beginning in Year 1.

Conservative assumption: 2% annual growth in UCC revenue is defensible. It reflects modest year-to-year increases in permit activity without overstating revenue, aligns with typical municipal projections, and accounts for small inflationary or activity-driven growth.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
UNIFORM CONSTRUCTION CODE FEES	\$ 86,885	\$ 88,623	\$ 90,395	\$ 92,203	\$ 94,047

Total Municipal Revenue Changes

Revenue Impact Overview

The annexation of South Seaside Park is projected to have a measurable impact on Seaside Park’s municipal revenues, including both increases and losses across multiple revenue sources. This summary captures the anticipated Year 1 changes, reflecting additional revenue from beach badges, liquor licenses, franchise fees, municipal court fees, and Uniform Construction Code permits, as well as reductions resulting from the termination of the interlocal fire services agreement. Energy Receipts Tax allocations are not expected to change. The accompanying chart provides a clear, consolidated view of these impacts, forming the basis for subsequent five-year fiscal planning and budget analysis.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
FIRE SERVICES AGREEMENT	\$(35,000.00)	\$(35,000.00)	\$(35,000.00)	\$(35,000.00)	\$(35,000.00)
MUNICIPAL LIQUOR LICENSES	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824
BEACH BADGES PROGRAM REVENUE	\$ 145,000	\$ 149,350	\$ 153,831	\$ 158,445	\$ 163,199
FRANCISE FEES AND TV CABLE RECEIPTS	\$ 37,150	\$ 36,407	\$ 35,679	\$ 34,965	\$ 34,266
MUNICIPAL COURT FEES	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
UNIFORM CONSTRUCTION CODE FEES	\$ 86,885	\$ 88,623	\$ 90,395	\$ 92,203	\$ 94,047
TOTAL REVENUE INCREASE TO ANNUAL BUDGET	\$ 246,535	\$ 252,080	\$ 257,809	\$ 263,726	\$ 269,836

Note on Energy Receipts Tax (ETR):

There will be no automatic change to Seaside Park's or Berkeley Township's Energy Receipts Tax (ETR) State Aid allocation as a result of the annexation. The New Jersey Division of Local Government Services has confirmed that ETR is not automatically recalculated following annexation.

Recommendation: Seaside Park Borough should actively lobby state representatives and DLGS to affect a redistribution of ETR State Aid to reflect post-annexation boundaries. If ETR redistribution were approved based on the 11.247% assessed valuation ratio applied to Berkeley Township's current ETR allocation, Seaside Park could potentially receive additional state aid. The exact amount would depend on Berkeley's current ETR allocation and the methodology approved by DLGS.

Operating Expenditure Impacts

Annexation will result in increased operating expenditures across multiple service areas.

Other Expenses

Engineering Services

In 2024, Seaside Park’s actual engineering services expenses totaled \$105,241. To estimate the portion attributable to the annexation of South Seaside Park, this analysis uses households as a basis for allocation, since engineering services (plan review, inspections, design, and oversight) scale with the number of properties and development activity within the municipality.

According to parcel count and 2020 Census, South Seaside Park has 1,383 households, and Seaside Park has 938 households, giving South Seaside Park a proportional share of:

South Seaside Park	1,383
Seaside Park	938
TOTAL	2,321

Addition Households from SSP 1,383 Divided by total households 2,321 = 59.56%

That is we can expect an additional 59.56% increase from 2024 actual expenditures

Based on your allocation assumption of 59.56%, the annexation is projected to increase engineering service expenses for Seaside Park by:

$\$105,241 \times 0.5956 \approx \$62,682$

Accordingly, the annexation is expected to result in an additional \$62,682 in engineering services costs in Year 1.

Conservative annual growth: 2% per year. Reflects small increases in project volume and contractual fees. Defensible for budget planning and aligns with other municipal revenue and expenditure growth assumptions.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
ENGINEERING SERVICES	\$ 62,682	\$ 63,935	\$ 65,214	\$ 66,518	\$ 67,849

Utilities - Street Lights

Street light expenditures are allocated using the same household percentage as calculated in Section A (59.56%). In 2024, Seaside Park’s total streetlight expenses were \$60,906, resulting in a projected increase due to annexation of:

$$\$60,906 \times 0.5956 \approx \$36,276$$

Accordingly, the annexation is expected to increase streetlight expenses by approximately \$36,276 annually, beginning in Year 1. Recommended conservative growth rate: 2% per year. Reflects modest increases in electricity rates and maintenance costs. Aligns with other municipal expenditure projections, including engineering services

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
UTILITIES - STREET LIGHTING	\$ 36,276	\$ 37,001	\$ 37,741	\$ 38,496	\$ 39,266

Garbage and Trash Removal / Solid Waste Disposal

Garbage and trash removal expenditures are allocated using the same household percentage as calculated in Section A (59.56%). In 2024, Seaside Park’s total expenditures for solid waste disposal were \$137,079, resulting in a projected increase due to annexation of: $\$137,079 \times 0.5956 = \$81,644$

Accordingly, the annexation is expected to increase solid waste disposal expenses by approximately \$81,644 annually, beginning in Year 1. According to the Supervisor of Public Works for Seaside Park, Eric Wojciechowski-CPWM, CRP, CCCC, a 5% annual increase in the regional landfill tipping fee is a good estimate.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
GARBAGE AND TRASH/SOLID WASTE DISPOSAL	\$ 81,644	\$ 85,726	\$ 90,013	\$ 94,513	\$ 99,239

Uniform Construction Code (UCC) Expenses

UCC expenses are directly tied to permit activity, which includes building, electrical, plumbing, fire, and other regulated construction permits. For consistency, the same methodology used in Section E (UCC Revenues) is applied here: expenses are allocated based on the projected increase in permit activity resulting from the annexation.

In 2024, Seaside Park’s total UCC expenses were \$55,000. Based on projected additional permit activity from South Seaside Park of 990 additional permits compared to Seaside Park actual permits of 1,409 produces a 41.3% increase. The annexation is expected to increase UCC expenses by: $\$55,000 \times 0.413 \approx \$22,715$

Accordingly, the annexation is projected to result in an additional \$22,715 in UCC expenses annually, beginning in Year 1.

Conservative assumption: 2% annual growth in UCC expenses is defensible. It reflects modest year-to-year increases in permit activity without overstating revenue, aligns with typical municipal projections, and accounts for small inflationary or activity-driven growth.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
UNIFORM CONSTRUCTION CODE /OTHER EXPENSES	\$ 22,715	\$ 23,169	\$ 23,633	\$ 24,105	\$ 24,587

Gasoline / Fuel Expenses

To support municipal operations in the annexed South Seaside Park area, additional vehicles will be required, including: 1 Garbage Truck, 1 4x4 Pickup (general municipal operations), 2 Police Vehicles (for patrol and coverage).

We can estimate annual gasoline usage as follows:

Vehicle Type	Estimated Mileage	Annual Fuel Efficiency (MPG)	Annual Gasoline Usage (Gallons)
Garbage Truck	12,000 miles	6 MPG	2,000 gallons
4x4 Pickup	10,000 miles	15 MPG	667 gallons
Police Vehicle 1	15,000 miles	12 MPG	1,250 gallons
Police Vehicle 2	15,000 miles	12 MPG	1,250 gallons

Total Annual Gasoline Usage: 5,167 gallons

Estimated Annual Fuel Cost:

Assuming an average price of \$2.75 per gallon: 5,167 gallons × \$2.75 ≈ \$14,209

Conservative annual growth of 2%, reflects modest fuel price and usage increases. Aligns with other municipal expenditure growth assumptions in this report.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
UTILITIES - GASOLINE	\$ 14,209	\$ 14,493	\$ 14,783	\$ 15,079	\$ 15,380

Vehicle Maintenance

To support municipal operations in the annexed South Seaside Park area, additional vehicles will be required, including: 1 Garbage Truck, 1 4x4 Pickup, 2 Police Vehicles.

Vehicle maintenance costs include routine services such as oil changes, tire replacement, brake service, inspections, and minor repairs. Maintenance expenses are directly tied to the number of vehicles and their annual usage, and therefore increase proportionally with the addition of new vehicles.

Estimated Annual Maintenance Costs per Vehicle:

Vehicle Type Estimated Annual Maintenance

Garbage Truck \$6,000

4x4 Pickup \$1,500

Police Vehicle 1 \$2,000

Police Vehicle 2 \$2,000

Total Annual Maintenance: \$11,500

Accordingly, the annexation is projected to increase vehicle maintenance expenses by approximately \$11,500 annually, beginning in Year 1. A modest 2% annual increase is recommended to account for rising parts costs, labor rates, and inflation, consistent with other municipal fleet expenditures.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
VEHICLE MAINTENANCE	\$ 11,500	\$ 11,730	\$ 11,965	\$ 12,204	\$ 12,448

Police Training / Academy Expenses

To support law enforcement coverage for the annexed South Seaside Park area, five new police officers will require initial training at the police academy.

Estimated Year 1 Expense: \$75,000

This cost represents a one-time Year 1 expense associated with academy tuition, materials, uniforms, and related onboarding for the new officers. No additional annual growth is projected, as this expense is tied to the initial training and is not recurring in subsequent years.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
POLICE TRAINING/ACADEMY EXPENSES	\$ 75,000				

Department of Public Works (DPW)

Following a detailed review and analysis of the Department of Public Works, it is estimated that the annexation of South Seaside Park will result in a 20% increase in the DPW annual budget to support expanded municipal services.

Estimated Year 1 Increase: \$125,000, Projected Annual Growth: 3% per year.

This increase reflects equipment usage, maintenance, and operational support required to maintain streets, parks, and other public infrastructure in the annexed area, ensuring service levels remain consistent across Seaside Park.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
DEPARTMENT OF PUBLIC WORKS	\$ 125,000	\$ 128,750	\$ 132,613	\$ 136,591	\$ 140,689

Beach Operations & Ocean Rescue

The annexation will add five public beach blocks at White Sands Beach to Seaside Park's beach operations. This requires expansion of lifeguard services, beach maintenance, and related facilities management. Currently, Midway Beach and Funtown Pier beaches are privately operated and will not require municipal beach services.

Beach Maintenance Equipment	\$12,000
Portable Restroom Facilities	\$15,000
Beach Cleaning/Grooming	\$20,000
TOTAL	\$47,000

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
BEACH OPERATIONS & OCEAN RESCUE	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000

Emergency Medical Services (Tri-Boro First Aid)

Tri-Boro First Aid Squad currently serves Seaside Park, Seaside Heights, and South Seaside Park. Berkeley Township contributes \$15,000 annually toward EMS services for South Seaside Park residents. Upon annexation, this payment from Berkeley will cease, and Seaside Park will need to increase its contribution to maintain service levels.

Three funding scenarios were evaluated in the Public Safety Workplan:

Scenario	Methodology	Annual Cost to SP
Scenario A	Proportional by population	\$18,000
Scenario B	Call volume-based	\$16,500
Scenario C	Equal share with Seaside Heights	\$15,000

Recommendation: For budgetary purposes, this analysis uses \$15,000 annually as the incremental EMS contribution required to replace Berkeley Township's payment. This represents the minimum funding level to maintain current service arrangements.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
EMERGENCY MEDICAL SERVICES	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500

Fire Services Operating Increase

There will be \$35,000 annual revenue loss from termination of the Berkeley Township interlocal agreement for fire services. However, the Comprehensive Impact Study Executive Summary identifies additional operating costs of \$50,000-\$100,000 annually that must be addressed.

Additional Fire Services Costs

Item	One-Time	Annual
Increased apparatus maintenance (additional calls)	\$0	\$15,000
Fuel costs for additional response area	\$0	\$8,000

Training and certification (expanded coverage)	\$0	\$10,000
Equipment replacement reserve contribution	\$0	\$25,000
Volunteer recruitment and retention	\$0	\$7,000

Net Annual Fire Services Impact: Revenue loss of \$35,000 plus operating increase of \$65,000 equals total annual impact of \$100,000, which aligns with the upper range of the Executive Summary projection.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
ADDITIONAL FIRE SERVICES COSTS	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000

Public Utilities and Stormwater Management

Per the Public Utilities Workplan (Team Lead: Gary Obszarny), the annexation requires expansion of stormwater management responsibilities, including MS4 permit compliance and drainage infrastructure maintenance.

Stormwater/MS4 Compliance

Ongoing MSA Compliance and Reporting	\$20,000
Catch Basin Cleaning & Maintenance (20 Blocks)	\$18,000
Storm Drain Repairs & Maintenance	\$25,000
Outfall Monitoring & Testing	\$12,000
TOTAL	\$75,000

Sanitary Sewer Considerations

No material change in operating costs is anticipated for the general municipal budget as the service arrangement will continue and sewer operations remain self-liquidating through user fees. Sewer utility operations are accounted for in a separate utility budget with dedicated revenue streams and do not impact the municipal tax levy. Any capital improvements or operational adjustments to the sewer system would be funded through sewer utility rates rather than property taxes.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
PUBLIC UTILITIES & STORMWATER MANAGEMENT	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000

General Government Ongoing Costs

The Executive Summary identifies ongoing general government costs of \$100,000-\$200,000 annually that must be addressed separately from the one-time transition expenses.

Item	One-Time	Annual
Additional administrative staff time (partial FTE)	\$0	\$35,000
Legal services (ongoing municipal matters)	\$0	\$25,000
Financial/audit services expansion	\$0	\$15,000
Clerk services (additional records, OPRA)	\$0	\$20,000
Tax collection services expansion	\$0	\$15,000
General office supplies and operations	\$0	\$10,000
TOTAL GENERAL GOVERNMENT	\$0	\$120,000

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
GENERAL GOVERNMENT ONGOING COSTS	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000

General Liability Insurance

The General Government Workplan identifies the need for risk assessment and coverage analysis for the expanded service area.

Estimated Annual Increase: \$25,000 (based on expanded property, liability, and workers' compensation coverage)

Note: Actual increase will be determined by JIF (Joint Insurance Fund) assessment

Estimated annual increase 5%. Many NJ municipalities budget 4%–7% annual increases for liability insurance.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
GENERAL LIABILITY INSURANCE	\$ 25,000	\$ 26,250	\$ 27,563	\$ 28,941	\$ 30,388

Operating Expenses Overview

The annexation of South Seaside Park will result in increased municipal operating expenses across multiple service areas. Core service areas include engineering, streetlights, garbage and solid waste removal, Uniform Construction Code (UCC) expenses, and police/vehicle operations. In addition, the Department of Public Works (DPW) will require increased resources to maintain streets, parks, and other public infrastructure in the annexed area. Year 1, and future years projections account for these incremental costs, including vehicle fuel and maintenance, police training, and a 20% increase in the DPW budget, providing a comprehensive view of the fiscal impact of the annexation and forming the basis for multi-year budget planning.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
A ENGINEERING SERVICES	\$ 62,682	\$ 63,935	\$ 65,214	\$ 66,518	\$ 67,849
B UTILITIES - STREET LIGHTING	\$ 36,276	\$ 37,001	\$ 37,741	\$ 38,496	\$ 39,266
C GARBAGE AND TRASH/SOLID WASTE DISPOSAL	\$ 81,644	\$ 85,726	\$ 90,013	\$ 94,513	\$ 99,239
D UNIFORM CONSTRUCTION CODE /OTHER EXPENSES	\$ 22,715	\$ 23,169	\$ 23,633	\$ 24,105	\$ 24,587
E UTILITIES - GASOLINE	\$ 14,209	\$ 14,493	\$ 14,783	\$ 15,079	\$ 15,380
F VEHICLE MAINTENANCE	\$ 11,500	\$ 11,730	\$ 11,965	\$ 12,204	\$ 12,448
G POLICE TRAINING/ACADEMY EXPENSES	\$ 75,000				
H DEPARTMENT OF PUBLIC WORKS	\$ 125,000	\$ 128,750	\$ 132,613	\$ 136,591	\$ 140,689
I BEACH OPERATIONS & OCEAN RESCUE	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000
J EMERGENCY MEDICAL SERVICES	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
K ADDITIONAL FIRE SERVICES COSTS	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
L PUBLIC UTILITIES & STORMWATER MANAGEMENT	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
M GENERAL GOVERNMENT ONGOING COSTS	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
N GENERAL LIABILITY INSURANCE	\$ 25,000	\$ 26,250	\$ 27,563	\$ 28,941	\$ 30,388
TOTAL OTHER EXPENSES INCREASES	\$ 777,525	\$ 714,555	\$ 727,023	\$ 739,947	\$ 753,345

Personnel & Staffing Impacts

Staffing impacts represent a significant portion of operating budget changes, driven by the need to maintain service levels across public safety, code enforcement, and public works.

Police

After a comprehensive review of current public safety staffing levels, call volumes, and service demands, it was determined that an additional five officers will be required should the proposed annexation be approved. This analysis considered both operational needs and projected community growth within the annexed area.

The current labor contract for public safety personnel expired on December 31, 2025. Negotiations for a successor contract have not yet concluded. Therefore, the salary

projections reflect current contract trends (of 3% annual increase within the step) and assumed annual increases, without accounting for potential adjustments from future negotiations.

Projected 2026-2027 Salary Schedule (Assuming 3% Annual Increase)

Based on historical salary increases from 2022 through 2025 averaging 3% per year, and assuming the same increase under a new contract, the projected 2025 salaries are:

Steps	2022	2023	2024	2025		2026	2027	2028	2029	2030
Academy	\$47,000.00	\$47,000.00	\$47,000.00	\$47,000.00		\$ 48,410	\$ 48,410	\$ 48,410	\$ 48,410	\$ 48,410
1	\$56,085.00	\$57,767.55	\$59,500.58	\$61,285.59		\$ 63,124	\$ 65,018	\$ 66,968	\$ 68,977	\$ 71,047
2	\$60,245.00	\$62,052.35	\$63,913.92	\$65,831.34		\$ 67,806	\$ 69,840	\$ 71,936	\$ 74,094	\$ 76,317
3	\$64,405.00	\$66,337.15	\$68,327.26	\$70,377.08		\$ 72,488	\$ 74,663	\$ 76,903	\$ 79,210	\$ 81,586
4	\$68,565.00	\$70,621.95	\$72,740.61	\$74,922.83		\$ 77,171	\$ 79,486	\$ 81,870	\$ 84,326	\$ 86,856
5	\$72,725.00	\$74,906.75	\$77,153.95	\$79,468.57		\$ 81,853	\$ 84,308	\$ 86,837	\$ 89,443	\$ 92,126

Year 1 Cost Assumptions (2026/2027)

Assuming the annexation becomes effective in July 2026 we will use the remaining 6 months at an academy step salary and 2027 step 1 for the first 6 months of 2027. Costs for new officers will include:

Academy Pay (first 6 months of training): \$48,410

Step 1 Pay (next 6 months): \$65,018

Year 1 Salary per Officer: \$56,714

Total Cost for 5 Officers: \$283,570

This represents the projected personnel cost for the first year, reflecting six months of academy training followed by six months at Step 1 pay.

Year 2 Salary Assumptions (2027/2028)

Step 1 (first 6 months): \$65,018

Step 2 (next 6 months): \$71,936

Year 2 Salary per Officer: \$68,477

Total Cost for 5 Officers: \$342,385

Year 3 Salary Assumptions (2028/2029)

Step 2 (first 6 months): \$71,936

Step 3 (next 6 months): \$79,921

Year 3 Salary per Officer: \$75,929

Total Cost for 5 Officers: \$379,645

Year 4 Salary Assumptions (2029/2030)

Step 3 (first 6 months): \$79,921

Step 4 (next 6 months): \$86,856

Year 4 Salary per Officer: \$83,389

Total Cost for 5 Officers: \$416,945

Year 5 Salary Assumptions (2030/2031)

Step 4 (first 6 months): \$86,856

Step 5 (next 6 months): \$94,890

Year 5 Salary per Officer: \$90,873

Total Cost for 5 Officers: \$454,365

Fringe Benefits for Police

Fringe benefits represent a significant portion of the total cost of public safety personnel. The benefits costs for police officers are reported as follows:

Fringe Benefit Rate

Benefit	Rate	Reference
Health Benefits	25%	NJ Treasury Based on NJ SHBP (State Health Benefit Plan)
Pension (PFRS)	30%	Treasury composite rate for pension contribution (state benchmark)
FICA (Employer Tax)	7.65%	Federal Mandatory Rate

Other	5.35%	Worker's Comp, Unemployment Insurance, Disability, Other
Total	68%	

Overtime

Current overtime per officer:

Per unit overtime =300,000/18=16,666.67

Estimate for 5 new officers: \$83,333

This provides a reasonable estimate of additional overtime costs that may result from increased staffing needs due to the proposed annexation. And Applying the same % annual increase as computed in salaries.

Seasonal Police Staff

It is projected that \$8,000 is required annually for Seasonal Police Staff. With a Projected 5% annual increase.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
PUBLIC SAFETY - 5 NEW POLICE OFFICERS	\$ 283,570	\$ 342,385	\$ 379,645	\$ 416,945	\$ 454,365
Annual % Increase		20.7%	10.9%	9.8%	9.0%
Total Average Annual % Increase				12.0%	
FRINGE BENEFITS FOR THE 5 NEW OFFICERS	\$ 192,828	\$ 232,822	\$ 258,159	\$ 283,523	\$ 308,968
OVERTIME FOR 5 NEW OFFICERS	\$ 83,333	\$ 100,583	\$ 111,546	\$ 122,478	\$ 133,501
SEASONAL POLICE STAFF	\$ 8,000	\$ 8,400	\$ 8,820	\$ 9,261	\$ 9,724
TOTAL INCREASE IN SALARIES AND BENEFITS - 5 NEW OFFICERS	\$ 567,731	\$ 684,190	\$ 758,170	\$ 832,207	\$ 906,558

Code Enforcement Officers

After a detailed analysis of current workloads and anticipated service demands, it was determined that two additional code enforcement officers will be required to support the annexed area.

Salary and Fringe Assumptions

Starting Salary : \$45,000 per officer

Fringe Benefits:

Salary and Fringe Assumptions

Starting Salary: \$45,000 per employee

Fringe Benefits

Benefit	Rate	Reference
Health Benefits	25%	NJ Treasury Based on NJ SHBP (State Health Benefit Plan)
Pension (PERS)	11%	Treasury composite rate for pension contribution (state benchmark)
FICA (Employer Tax)	7.65%	Federal Mandatory Rate
Other	11.35%	Worker's Comp, Unemployment Insurance, Disability, Other
Total	55%	

While the NJ Treasury composite fringe rate exceeds 60%, municipal budgeting is based on actual employer cash costs, net of employee contributions and actuarial adjustments. Based on current PERS employer rates, SHBP premium sharing, payroll taxes, and statutory benefits, a 55% fringe benefit assumption is reasonable and consistent with NJ municipal budgeting practices.

Assumed Annual Salary & Fringe Increase : 5% per year

Year 1 Cost Calculation

Salary per Employee \$45,000
Fringe per Employee \$45,000×0.55=\$24,750
Total Cost per Employee (Year 1) \$69,750

Subsequent Years (Assuming 5% Annual Increase for Salaries & Benefits)

Current Overtime (2025) \$50,000 for 13 Employees or \$4,065 per employee

Three Seasonal Employees: Estimated \$20 an hour for May to September at 40 hours a week = \$16,000 each

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
DPW - 3 NEW EMPLOYEES	\$ 135,000	\$ 141,750	\$ 148,838	\$ 156,279	\$ 164,093
FRINGE BENEFITS FOR THE 3 NEW EMPLOYEES	\$ 74,250	\$ 77,963	\$ 81,861	\$ 85,954	\$ 90,251
OVERTIME FOR 3 NEW EMPLOYEES	\$ 4,065	\$ 4,268	\$ 4,482	\$ 4,706	\$ 4,941
3 SEASONAL EMPLOYEES	\$ 48,000	\$ 50,400	\$ 52,920	\$ 55,566	\$ 58,344
TOTAL INCREASE IN SALARIES AND BENEFITS DWP	\$ 261,315	\$ 274,381	\$ 288,100	\$ 302,505	\$ 317,630

Lifeguard/Ocean Rescue Staffing

The annexation will add five public beach blocks at White Sands Beach to Seaside Park's beach operations. This requires expansion of lifeguard services, beach maintenance, and related facilities management. Currently, Midway Beach and Funtown Pier beaches are privately operated and will not require municipal beach services.

No fringe benefits since they are all seasonal in nature, and assuming a 5% annual increase

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
SEASONAL LIFEGUARDS (5 blocks x 2 guards) 10 FTE Seasonal	\$ 120,000	\$ 126,000	\$ 132,300	\$ 138,915	\$ 145,861
LIFEGUARD SUPERVISOR	\$ 18,000	\$ 18,900	\$ 19,845	\$ 20,837	\$ 21,879
BEACH BADGE CHECKERS	\$ 27,000	\$ 28,350	\$ 29,768	\$ 31,256	\$ 32,819
TOTAL INCREASE IN SALARIES FOR BEACH OPERATION	\$ 165,000	\$ 173,250	\$ 181,913	\$ 191,008	\$ 200,559

Total Municipal Salaries & Wages

Based on a comprehensive review of service demands associated with the proposed annexation, additional staffing will be required across multiple departments, resulting in increased salary and fringe benefit obligations. These costs reflect the need to maintain existing service levels while accommodating expanded responsibilities within the annexed area. Salary estimates are based on current contractual rates, historical wage growth trends, and reasonable planning assumptions where contracts are not yet settled. Fringe benefits are projected using state and federal benchmark rates, including New Jersey Treasury SHBP health insurance contribution standards, New Jersey Division of Pensions and Benefits PFRS employer pension rates, and the federally mandated IRS FICA employer tax rate. Additional statutory costs include Workers' Compensation, Unemployment Insurance, and Temporary Disability Insurance. Together, salaries and fringe benefits represent a significant but necessary investment to ensure adequate staffing, operational

continuity, and public safety following annexation, and have been incorporated into the overall financial analysis accordingly.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
TOTAL INCREASE IN SALARIES AND BENEFITS - 5 NEW OFFICERS	\$ 567,731	\$ 684,190	\$ 758,170	\$ 832,207	\$ 906,558
TOTAL INCREASE IN SALARIES AND BENEFITS - 2 NEW OFFICERS	\$ 143,565	\$ 150,743	\$ 158,280	\$ 166,194	\$ 174,504
TOTAL INCREASE IN SALARIES AND BENEFITS DWP	\$ 261,315	\$ 274,381	\$ 288,100	\$ 302,505	\$ 317,630
TOTAL INCREASE IN SALARIES FOR BEACH OPERATION	\$ 165,000	\$ 173,250	\$ 181,913	\$ 191,008	\$ 200,559
TOTAL SALARIES & WAGES INCREASES	\$ 1,137,611	\$ 1,282,564	\$ 1,386,463	\$ 1,491,914	\$ 1,599,251

One-Time Transition Costs

In addition to ongoing operating and personnel expenses, the approval of the annexation of South Seaside Park from Berkeley Township to Seaside Park is expected to result in certain one-time transition and implementation costs. These expenses are non-recurring in nature and are primarily associated with the administrative, legal, and operational steps required to integrate the annexed area into Seaside Park’s municipal structure.

One-time costs may include professional and legal services, administrative and systems integration, regulatory and mapping updates, public communication efforts, insurance and risk management adjustments, facility and workspace modifications, and initial infrastructure reviews. Equipment and machinery-related expenditures are addressed separately. These costs have been identified to ensure an orderly, compliant, and efficient transition of services and responsibilities following annexation and have been incorporated into this analysis as distinct from ongoing operating impacts.

One-Time Costs Include:

1. Legal, Professional, and Financial Advisory Services Estimated : \$200,000
 Includes: Special legal counsel for annexation implementation, Debt and asset allocation analysis, Ordinances, resolutions, and settlement documentation, Financial advisory or bond counsel review (non-issuance).
2. Administrative Transition and Staff Time Estimated: \$20,000
 Includes: Internal staff overtime or temporary backfill
3. Information Technology and Systems Integration Estimated: \$68,000
 MOD-IV Assessment System Expansion \$20,000
 GIS/Mapping System Upgrades \$15,000

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- | | | |
|---|----------|---------------------|
| Website and Citizen Portal Update | \$ 8,000 | |
| Hardware (Workstations, Network) | \$25,000 | |
| 4. Facilities, Office Setup, and Workspace Modifications | | Estimated: \$30,000 |
| Includes: Office reconfiguration, Furniture, computers, and basic office setup for new staff, Minor renovations or fit-outs | | |
| 5. Records, Mapping, and Regulatory Updates | | Estimated: \$20,000 |
| Includes: Zoning and tax map updates, GIS and emergency response map revisions, Record transfers, indexing, and archival work, Updates to master plans and ordinances | | |
| 6. Public Communication, Signage, and Branding | | Estimated: \$10,000 |
| Includes: Public notices and mailings, Boundary and jurisdictional signage, Updates to municipal websites and materials | | |
| 7. Initial Infrastructure Review and Compliance Costs | | Estimated: \$15,000 |
| Includes: Mainly beach related, engineering or professional review of transferred infrastructure, Compliance inspections and documentation, One-time assessments prior to assuming responsibility | | |
| 8. Beach Operations | | Estimated: \$66,000 |
| Equipment and Facilities | | |
| Life Guard Stands (5 Blocks) \$25,000 | | |
| Rescue Equipment | \$15,000 | |
| ATV/Beach Vehicle | \$18,000 | |
| Communication Equipment \$8,000 | | |
| 9. Fire Services | | Estimated: \$16,000 |
| Additional Turnout Gear | | |
| 10. Public Utilities and Stormwater Management | | Estimated: \$40,000 |
| MS4 Permit Transfer and Modification \$15,000 | | |
| Stormwater System Assessment \$25,000 | | |
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11. Property Tax Revaluation

Estimated: \$175,000

Per the Tax Assessment Workplan (Team Lead: Ted Lamicella, Jr.), a comprehensive revaluation may be required to equalize assessments between current Seaside Park properties and the annexed South Seaside Park properties. The Executive Summary identifies revaluation costs of \$150,000-\$250,000 as a one-time expense (estimated Revaluation Cost of \$175,000 is midpoint of range). To be completed within 18 months of annexation. Note: May be eligible for state reimbursement through DLGS programs.

12. Green Acres Compliance (White Sands Beach)

Estimated: \$10,000

The Research Workplan (Team Lead: Dorothy Blakeslee) and General Government Workplan identify Green Acres law compliance requirements for the transfer of White Sands Beach. Green Acres Application/Review: \$10,000 (one-time legal and administrative). Note: Beach facilities transferred must maintain public access requirements per NJDEP regulations

One-Time Transition Costs Summary (Year 1)

1	Legal & Professional Services	\$ 200,000
2	Administrative Transition	\$ 20,000
3	IT & System Integration	\$ 68,000
4	Facilities & Office set up	\$ 30,000
5	Records & Mapping update	\$ 20,000
6	Public Communication and Signage	\$ 10,000
7	Infrastructure Review (Beach-Related)	\$ 15,000
8	Beach Operations	\$ 66,000
9	Fire Services	\$ 16,000
10	Public Utilities & Stormwater Management	\$ 40,000
11	Property Tax Revaluation	\$ 175,000
12	Green Acres Compliance	\$ 10,000
	TOTAL	\$ 670,000

Debt Financing and Capital Funding

To address the adjusted debt and anticipated capital needs associated with the annexation of South Seaside Park from Berkeley Township to Seaside Park, it is recommended that the Township utilize bond financing. This approach allows the costs to be spread over time, aligns debt repayment with the long-term benefits derived from the annexed area, and supports fiscal stability without placing an undue burden on current taxpayers.

The adjusted debt amount reflects outstanding bonds and bond anticipation notes (BANs), net of the value of applicable fixed assets associated with the annexed area. For purposes of this analysis, Scenario 1 — based on assessed valuation has been selected as the recommended allocation methodology.

		SCENARIO 1 ASSESSED VALUE	SCENARIO 2 PER CAPITA	SCENARIO 3 SQUARE MILES
ADJUSTED TOTAL DEBT ALLOCATION	\$ 19,020,273	\$ 2,139,210	\$ 1,373,264	\$ 111,269
ADD FUTURE CAPITAL NEEDS		\$ 465,000	\$ 465,000	\$ 465,000
TOTAL ALLOCATED DEBT + FUTURE CAPITAL NEEDS		\$ 2,604,210	\$ 1,838,264	\$ 576,269

Assumptions

- Bond Amount: \$2,604,210
- Term: 10 years (typical for municipal bonds financing capital and adjusted debt obligations)
- Interest Rate: 4.5% fixed, based on recent New Jersey municipal bond sales for similarly sized issuances
- Repayment Structure: Level annual debt service (principal + interest)
- Interest Calculation: Annual, with declining interest as principal is repaid

Rationale

Recent municipal bond issuances in New Jersey for comparable amounts have generally priced between 4.0% and 5.0%, making a 4.5% fixed rate a reasonable planning assumption. A 10-year term balances affordability with minimizing total interest costs, while level annual payments provide predictability and simplify long-term budgeting. This structure aligns debt repayment with the long-term benefits derived from the annexed area.

Amortization / Debt Service Schedule

Bond Amount: \$2,604,210 | Interest Rate: 4.5% | Term: 10 Years

Year	Beginning Balance	Annual Payment	Interest	Principal	Ending Balance
1	\$2,604,210	\$329,955	\$117,189	\$212,766	\$2,391,444
2	\$2,391,444	\$329,955	\$107,615	\$222,340	\$2,169,104
3	\$2,169,104	\$329,955	\$97,610	\$232,345	\$1,936,759
4	\$1,936,759	\$329,955	\$87,154	\$242,801	\$1,693,958
5	\$1,693,958	\$329,955	\$76,228	\$253,727	\$1,440,231
6	\$1,440,231	\$329,955	\$64,811	\$265,144	\$1,175,087
7	\$1,175,087	\$329,955	\$52,879	\$277,076	\$898,011
8	\$898,011	\$329,955	\$40,411	\$289,544	\$608,467
9	\$608,467	\$329,955	\$27,381	\$302,574	\$305,893
10	\$305,893	\$329,955	\$13,766	\$316,189	\$0

- Annual Debt Service: Approximately \$329,955
- Total Interest Over 10 Years: Approximately \$695,340
- Total Debt Service: \$3,299,550

Total Operating Budgetary Increases as a Result of Annexation

The proposed annexation of South Seaside Park from Berkeley Township to Seaside Park will result in financial impacts across several key categories.

1. Salaries and Wages (including Fringe Benefits): Additional personnel, including police officers, code enforcement, and municipal staff, are required to maintain service levels in the annexed area. Costs reflect salaries, step increases, and associated fringe benefits over a five-year projection.
2. Other Expenses: Ongoing operating expenses beyond personnel, such as utilities, supplies, and administrative costs, have been estimated to capture the additional financial responsibilities resulting from annexation.

3. One-Time Implementation Costs: Transition and integration activities, including legal services, administrative support, records updates, public communication, and insurance adjustments, are projected at approximately \$670,000 to ensure an orderly and compliant annexation.
4. Debt Service: Adjusted capital needs and allocated debt can be funded through bond issuance, spreading costs over time and aligning repayment with long-term benefits derived from the annexed area. A 10-year bond issuance at market-based interest rates provides a predictable schedule of principal and interest payments without overburdening current taxpayers.

Together, these four components provide a comprehensive estimate of the financial requirements associated with annexation. By combining personnel costs, other operating expenses, one-time transition expenditures, and structured debt financing, the Township can implement the annexation in a fiscally responsible and sustainable manner.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
TOTAL OTHER EXPENSES INCREASES	\$ 777,525	\$ 714,555	\$ 727,023	\$ 739,947	\$ 753,345
TOTAL SALARIES & WAGES INCREASES	\$ 1,137,611	\$ 1,282,564	\$ 1,386,463	\$ 1,491,914	\$ 1,599,251
ANNUAL DEBT SERVICE	\$ 329,955	\$ 329,955	\$ 329,955	\$ 329,955	\$ 329,955
ONE TIME TRANSITION COST	\$ 670,000				
TOTAL APPROPRIATIONS INCREASE FOR YEAR 1-5	\$ 2,915,091	\$ 2,327,074	\$ 2,443,441	\$ 2,561,816	\$ 2,682,551

Existing Capital Assets Serving the Annexed Area

Several municipal assets currently support or partially serve South Seaside Park through shared services or interlocal agreements:

Public Safety Assets:

- Fire apparatus and equipment (contracted fire protection)
- Police vehicles, communications equipment, and technology systems

Public Works and Utilities Assets:

- Water, sewer, stormwater, and beach maintenance equipment
- DPW vehicles, roll-off equipment

Administrative and Support Assets:

- Information technology systems, permitting platforms, records management

Annexation-Driven Capital Needs

Following an on-site review conducted by the Government Strategy Group, a comprehensive evaluation of future capital requirements was performed for each township department. The purpose of this review was to identify infrastructure, equipment, and facility needs that will support ongoing operations and accommodate the annexation of South Seaside from Berkeley Township to Seaside Park.

The assessment considered factors such as:

- growth in the annexed area
- Department-specific operational requirements and long-term strategic goals
- Compliance with regulatory standards and public safety obligations
- Current asset conditions and projected replacement schedules
- Anticipated service demand increases due to population

The results of this analysis provide a clear picture of the future capital investments necessary to maintain and improve township services, ensuring that the community can sustainably manage growth while preserving fiscal responsibility.

Public Safety Capital Needs:

- Police Vehicles: 2 additional patrol vehicles (Short-term)
- Radio Communications: Replacement radios and/or repeater infrastructure (Short-term)
- Technology & Equipment: Hardware upgrades and body camera storage (Short-term)

Public Works and Solid Waste:

- Garbage Vehicles: Rear-load truck for narrow roads (Short-term)
- Support Equipment: Additional roll-off truck (Near-term)
- Beach Maintenance: Additional tractor and pickup (Near-term)

Utilities Infrastructure:

- Water: System upgrades and potential well redevelopment (Ongoing)
- Sewer & Stormwater: Targeted improvements (Ongoing)

Facilities and Storage:

- DPW Facilities: Additional storage or expansion (Mid-term)

Service Area	Capital Asset Category	Existing Assets	Annexation-Driven Needs	Estimated Timing	Notes
Police	Patrol Vehicles	Limited coverage	2 additional vehicles	0-12 months	Required for dual-area coverage
Police	Radio Communications	Coverage gaps	Replacement/repeater	0-12 months	Critical life-safety issue
Police	Technology	CAD, body cameras	Hardware upgrades	0-12 months	Driven by increased staffing
Public Works	Solid Waste Vehicles	Front/side-load only	Rear-load truck	0-12 months	Narrow lanes require specialized equipment
Public Works	Beach Maintenance	Limited equipment	Additional tractor/truck	12-36 months	Increased beach frontage
Water	Production & Distribution	Existing wells/mains	System upgrades	Ongoing	Peak seasonal demand
Sewer & Stormwater	Collection Systems	Existing infrastructure	Targeted improvements	Ongoing	Seasonal population and I&I

Anticipated Initial Capital Expenditures

DEPARTMENT	DESCRIPTION	AMOUNT
Public Works	Beach Maintenance Equipment	\$ 50,000
Public Works	4x4 Pick Up Truck w/Plow package	\$ 70,000
Police	2 Police Patrol Vehicles	\$ 150,000
Police	Repeater Installation	\$ 40,000
Police	Body Cameras & Storage	\$ 50,000
Police	Radio Upgrades - Portable units	\$ 105,000
TOTAL CAPITAL NEEDS		\$ 465,000

Assessment Impact

2025 Seaside Park Assessed Valuation by Classification:

Property Class	Number of Line Items	Total Assessed Valuation
1	44	21,984,900
2	1,943	1,114,269,900
3	0	0
4A	46	32,707,400
4B	0	0
4C	12	7,131,600
Total Ratables	2,045	1,176,093,800
Total Exempts		
15	82	183,683,700
Total Ratables and Exempts	2,127	1,359,777,500
Average Class 1 Assessments		\$499,656
Average Class 2 Assessments		\$573,479
Average Class 4 Assessments		\$686,879
Average Assessed Valuation Ratables		\$575,106
Average Assessed Valuation Exempts		\$2,240,045

Projected Addition To Value By Classification

Class 1					
# of Line Items	Total Assessment	Berkeley Township Equalization Ratio			
43	12,731,000	÷	57.87%	=	21,999,308
				x	.6246
Addition to Seaside Park				=	13,740,700
				÷	42
Average Addition to Seaside Park				=	327,600

Class 2					
# of Line Items	Total Assessment	Berkeley Township Equalization Ratio			
1,329	523,296,700	÷	57.87%	=	921,542,595
				x	.6246
Addition to Seaside Park				=	575,597,510
				÷	1,329
Average Addition to Seaside Park				=	433,100

Class 4A					
# of Line Items	Total Assessment	Berkeley Township Equalization Ratio			
14	20,518,900	÷	57.87%	=	35,456,886
				x	.6246
Addition to Seaside Park				=	22,146,900
				÷	14
Average Addition to Seaside Park				=	1,581,900

Class 4C					
# of Line Items	Total Assessment	Berkeley Township Equalization Ratio			
1	593,000	÷	57.87%	=	1,024,710
				x	.6246
Addition to Seaside Park				=	640,000
				÷	1
Average Addition to Seaside Park				=	640,000

Projected Seaside Park Assessed Value by Classification Post Annexation

Property Class	Number of Line Items	Total Assessed Valuation
1	86	35,725,600
2	3,272	1,689,865,500
3	0	0
4A	60	54,853,800
4B	0	0
4C	13	7,771,600
Total Ratables	3,431	1,788,216,500
Total Exempts		
15	122	192,677,000

Total Ratables and Exempts	3,553	1,980,893,500
<i>Average Class 1 Assessments</i>		\$415,400
<i>Average Class 2 Assessments</i>		\$516,462
<i>Average Class 4A Assessments</i>		\$914,230
<i>Average Class 4C Assessments</i>		\$597,800
<i>Average Assessed Valuation Exempts</i>		\$1,579,300

This section translates the fiscal analysis into plain-language impacts on the average household.

Tax Rate Impacts

The 2025 general tax rate is 1.735% based on the current assessed valuations and the average annual tax burden by property class. Based on the projected budget and ratable base of Seaside Park post annexation the general tax rate is estimated to be 1.025%. Therefore the comparison of the average annual tax burden by property class is estimated to be as follows:

Property Class	Current Avg Annual Municipal Taxes	Estimated post-annexation Avg. Annual Municipal Taxes
1	\$8,690	\$4,258
2	\$9,950	\$5,294
4	\$11,919	\$8,793

Based on the above, Class 1 properties would see a reduction in annual taxes, on average, of 51%, Class 2 properties would see a reduction of 46% and Class 4 properties would see a decrease of 26 %. The impact is less on Class 4 properties annual taxes due to the increase in average Class 4 assessed valuations.

Taxation & Intergovernmental Impacts

This section presents the methodology used to compute the applicable tax rates resulting from the proposed annexation of South Seaside Park from Berkeley Township to the Borough of Seaside Park. The analysis focuses on the recalculation and reallocation of the local school tax, regional school tax, county tax, and municipal tax rates affected by the change in municipal boundaries.

Methodology and Assumptions

For purposes of projecting future tax rates, it is assumed that the annexation becomes effective on January 1, 2026. Accordingly, a theoretical 2026 operating budget will be to reflect the revised jurisdictional boundaries. This process requires the formulation of updated municipal appropriations, including the reserve for uncollected taxes and the total amount to be raised by taxation, using the Borough of Seaside Park's adopted 2025 municipal budget as the baseline.

This methodology ensures that projected tax rates are calculated in a manner that is accurate, equitable, and consistent with applicable statutory, budgetary, and fiscal requirements, and that tax responsibilities are appropriately distributed across the newly constituted Borough of Seaside Park.

Local School Tax

At this time, the local school board has not yet convened to formulate the 2026 local school tax levy to be billed to the Borough of Seaside Park and is not expected to do so until early 2026. Accordingly, an estimated 2026 local school tax levy is required for purposes of this analysis.

The projection is based on recent levy trends from 2024 and 2025. Data from 2023 is not relied upon, as it reflects atypical conditions and is not considered representative of current trends. The increase in the local school tax levy from 2024 (\$578,836) to 2025 (\$590,412) was approximately 2.0 percent, which is considered indicative of current conditions. Based on this observed trend, a 2.0 percent growth assumption is applied to the 2025 levy to project an estimated 2026 local school tax levy of \$602,220.

This approach provides a reasonable and conservative estimate for analytical and planning purposes, consistent with recent historical patterns and standard fiscal projection practices

			Annual Inc	% Inc
LOCAL SCHOOL TAX	2026 \$	602,220	\$ 11,808	2.00%
	2025 \$	590,412	\$ 11,576	2.00%
	2024 \$	578,836		
	2023 \$	420,128		

Regional School Tax

Central Regional High School of Ocean County is a regional High School:

A regional high school district is formed by two or more municipalities to jointly provide secondary education. While the school district operates as a single educational entity, each constituent municipality remains responsible for its proportionate share of the district's annual budget and debt service.

The method used to divide these costs is governed by N.J.S.A. 18A:13-23, which requires that a regional district's annual and special appropriations be apportioned among the member municipalities using one of three statutorily authorized bases:

1. Equalized valuation of taxable property,
2. Student enrollment, or
3. Any combination of valuation and enrollment, as established in the district's regional agreement or approved by the voters.

Central Regional High School operates under the combination method permitted by N.J.S.A. 18A:13-23(c). Its apportionment formula allocates costs based on:

- the equalized value of taxable property within each municipality, and
- student enrollment, with enrollment differentiated by grade levels (K-6 and 7-12).

Because the statute expressly allows any combination of equalized valuation and pupil enrollment, Central Regional's formula is consistent with and authorized by New Jersey law, provided it reflects the district's approved apportionment structure.

The 2026 regional school tax projections were provided by Kevin O'Shea, Business Administrator/Board Secretary, Central Regional School District, (see attachment B - Regional School Board Tax Rates) and were also reviewed and analyzed by Government Strategies Group. The projection reflects two scenarios: one with and one without the annexation of South Seaside Park.

Under the annexation scenario, the 2026 regional school tax is projected at \$8,929,812. (using 2024 equalized valuations) By comparison, the projection without annexation is \$5,503,465, relative to the adopted 2025 levy of \$5,560,398.

Historical levy data from 2021 through 2024 indicates the following regional levy amounts:

REGIONAL SCHOOL TAX	2026 \$	8,929,812	With Annexation
	2026 \$	5,503,465	Without Annexation
	2025 \$	5,560,398	
	2024 \$	6,049,463	
	2023 \$	6,208,427	
	2022 \$	6,126,627	
	2021 \$	6,018,000	

The tax rate assessments are calculated in the following manner:

The tax formula is based on three factors:

1. The equalized value of taxable property within each municipality in the high school district.
2. The number of grades K-6 school students in each municipality.
3. The number of grades 7 – 12 enrollment of school students in each municipality.

Using these three factors, the State’s formula for calculating taxes can be shown as a six-step process:

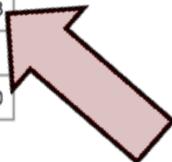
1. Equalized property values for each municipality are calculated. These equalized property values are generated by the State each year for every New Jersey municipality; they are intended to be the market value of all taxable property within a given municipality, as determined by the State. Municipal governments have no role in the State’s determination of these annual equalized property valuations. *
2. Elementary school enrollment (K-6) for each municipality is established.
3. High school enrollment (7-12) for each municipality is established.
4. The total student enrollment figures for K-6 enrollment and grades 7-12 enrollment are used to determine the percentage of total students in each municipality.
5. Each municipality’s percentage of the total high school students is multiplied by its State-determined equalized property valuations.
6. Each municipality’s adjusted equalized property valuations, as a percentage of the total adjusted equalized property valuations for all the municipalities, represent its percentage share of the annual regional high school tax levy.

This calculation is made for each budget year, based on current data, and it produces a percentage of the total annual budget allocated to each municipality. This is the calculations for the 2025/2026 school year:

2025-26 SFRA ALLOCATION OF EQUALIZED VALUATION 2/27/25

COUNTY=29-OCEAN DISTRICT=0770-CENTRAL REGIONAL

DIST NUM	MUNICIPALITY	EQUAL. VAL. OF MUNICIPALITY	ELEMENTARY ENROLLMENT 10-15-24	REGIONAL ENROLLMENT 10-15-24	ELEMENTARY PERCENT	ELEMENTARY EQUALIZED VALUATION	REGIONAL EQUALIZED VALUATION	2025-26 PERCENT SHARE
0320	BERKELEY TWP	9,321,660,273	2,060.00	1,755.00	54.00	5,033,696,547	4,287,963,726	70.4605765
2350	ISLAND HEIGHTS	580,155,951	110.00	76.00	59.14	343,104,229	237,051,722	3.8952757
3800	OCEAN GATE	466,073,748	121.00	89.00	57.62	268,551,694	197,522,054	3.2457172
4710	SEASIDE HEIGHTS	1,312,513,672	139.00	111.50	55.49	728,313,837	584,199,835	9.5996748
4720	SEASIDE PARK	1,878,639,129	24.00	17.00	58.54	1,099,755,346	778,883,783	12.7987558
	CENTRAL REGIONAL	13,559,042,773	2,454.00	2,048.50		7,473,421,653	6,085,621,120	100.0000000



The 12.789% of the total school budget produced an assessment of \$5,560,398 for the 2025 Seaside Park Borough municipal budget. This percentage is based on the enrollment ratio of elementary and high school students each and therefore it fluctuates each year based on the annual enrollment for that year.

In 2025, Seaside Park Borough’s share of the regional school budget totaled \$5,560,398, representing 12.789% of the district’s overall school budget. This percentage is determined by the number of Seaside Park students enrolled in the district’s elementary and high schools relative to total district enrollment. Because student enrollment changes from year to year, Seaside Park’s share of the school budget also changes annually.

As shown in the chart, this share has fluctuated significantly over time, reaching a high of 17.3% and a low of 12.4% between the 2006–07 school year and today, highlighting the variability of the school tax obligation from year to year.

Central Regional
 Historical Share of CR Tax Levy by Municipality

	Berkeley	Island Heights	Ocean Gate	Seaside Heights	Seaside Park	
2006-07	71.0811714	4.384195	3.3780856	8.7263061	12.430242	100
2007-08	68.5990427	3.670654	3.6594511	9.7857429	14.285109	100
2008-09	68.7007641	3.5325911	3.5421722	9.7818301	14.442643	100
2009-10	68.1031067	4.0162606	3.2475899	9.8289142	14.804129	100
2010-11	68.9636693	3.8187263	3.3916597	9.2543015	14.571643	100
2011-12	67.5202753	4.3896098	3.413007	8.8313874	15.845721	100
2012-13	69.0644633	4.4488479	3.3346416	8.0043764	15.147671	100
2013-14	67.8673817	3.9198587	3.431993	8.9536495	15.827117	100
2014-15	68.5820374	3.8789066	3.1450249	7.3610763	17.032955	100
2015-16	69.9913413	3.7111705	2.979084	7.8683814	15.450023	100
2016-17	71.2674656	3.8325401	3.2031515	9.1058751	12.590968	100
2017-18	70.3887357	3.3829834	3.0111045	8.6105591	14.606617	100
2018-19	73.0259236	3.7525781	2.9078636	8.0362659	12.277369	100
2019-20	69.5766088	3.6068432	2.7849811	7.8380584	16.193509	100
2020-21	69.3146151	4.178441	3.0707208	8.042072	15.394151	100
2021-22	69.7447238	3.9411024	2.9160441	6.8247642	16.573366	100
2022-23	68.998692	3.9758789	2.894122	7.4783717	16.652935	100
2023-24	69.6344909	3.6694712	3.1907286	8.0200726	15.485237	100
2024-25	70.18755	3.7283835	3.0645069	9.2708319	13.748728	100
2025-26	70.4605765	3.8952757	3.2457172	9.5996748	12.798756	100
Average	69.5536318	3.8867159	3.1905825	8.5611256	14.807944	100
Highest	73.0259236	4.4488479	3.6594511	9.8289142	17.032955	
Lowest	67.5202753	3.3829834	2.7849811	6.8247642	12.277369	

If the annexation proceeds, Seaside Park Borough’s regional school tax obligation would increase from \$5,503,465 to \$8,929,812, representing an increase of \$3,426,347, or approximately 62%. This increase is driven by the enrollment methodology used to allocate regional school costs. Under the annexation scenario, only three high school students and no elementary school students from South Seaside Park would be added to Seaside Park’s enrollment count.

As a result, Seaside Park's share of the total regional school budget would rise from 12.789% to 20.76%, an increase of 7.971 percentage points. This higher percentage reflects the additional allocation of regional school taxes associated with the annexation.

It should be noted, however, that this allocation is not fixed. Because the regional school tax apportionment is based on student enrollment, future decreases or shifts in enrollment could materially change Seaside Park's share of the regional school budget in subsequent school years.

Alternative Computations under N.J.S.A. 18A

New Jersey law, specifically N.J.S.A. 18A:13-23, provides regional school districts with a limited set of statutory options for apportioning annual and special appropriations among their constituent municipalities. While districts like Central Regional High School have established a long-standing combination formula, the statute allows for alternative computations based on equalized property valuations, student enrollment, or any combination thereof. This section explores how these alternative approaches could affect municipal assessments, highlights the potential fiscal impact of changes such as annexations, and outlines both statutory and practical considerations for municipalities seeking to evaluate or influence cost-sharing within the regional district.

An important thing to remember is that the school's tax levy remains the same, it is just the proportionality of it that changes, meaning one town will pay more and one town will pay less. Clearly those paying more will be in opposition. An alternative to consider is petitioning to withdraw from the regional district, start a non-operating school district, and pay tuition on a send/receive basis for the 20 students in Seaside Park at what would likely be a considerable cost savings. Loch Arbor did this with much success a few years ago when they held a referendum to withdraw from the Ocean Township School District. In order to do this they would have to petition the county superintendent pursuant to NJSA 18A:8-5 and find another school district willing to take their students on a tuition basis. The suggestion that they may take this route may also encourage negotiations on adjusting the current tax levy appropriation methodology.

Back to the tax scenarios. Under the current method, Seaside Park's share of the regional levy is 20.77% (\$8,929,812). Under a 50/50 blend, the share would be 10.85% (\$4,666,884). Under a valuation-heavy 75/25 blend, the share would be 15.79% (\$6,790,417). Since Seaside Park's valuation share (~20.73%) is much larger than its enrollment share (~0.98%), any method that gives substantial weight to enrollment will tend to shift levy to Seaside Park when students are attributed to it via annexation. Compared to the current method, moving to a blended or valuation-heavy formula would redistribute levy across municipalities. In general, municipalities with higher enrollment shares than valuation shares pay more under enrollment-weighted approaches, while municipalities with higher valuation shares than enrollment shares pay more under valuation-weighted approaches.

The following are tax assessments scenarios:

18A:13-23(a) Based on the proportion of equalized property valuations of the municipalities

Municipality	ValuationShare	Tax Levy
Berkeley	61.87%	\$ 26,605,731.58
Island Heights	4.28%	\$ 1,839,857.45
Ocean Gate	3.44%	\$ 1,478,066.81
Seaside Heights	9.68%	\$ 4,162,394.71
Seaside Park	20.73%	\$ 8,929,812.00
		\$ 43,000,000

18A:13-23(b) Based on the proportion of pupil enrollment (number of students) from each municipality

Municipality	Enrollment Share	Tax Levy
Berkeley	85.53%	\$ 36,776,177.69
Island Heights	3.71%	\$ 1,595,313.64
Ocean Gate	4.34%	\$ 1,868,196.24
Seaside Heights	5.44%	\$ 2,340,493.04
Seaside Park	0.98%	\$ 419,819.38
		\$ 43,000,000

18A:13-23(c) A combination of equalized valuation and pupil enrollment

50/50 blend: 50% Valuation share + 50% Enrollment Share

Municipality	Enrollment Share	ValuationShare	Share of Levy	Tax Levy
Berkeley	42.76%	30.94%	73.70%	\$ 31,690,954.64
Island Heights	1.86%	2.14%	3.99%	\$ 1,717,585.55
Ocean Gate	2.17%	1.72%	3.89%	\$ 1,673,131.53
Seaside Heights	2.72%	4.84%	7.56%	\$ 3,251,443.88
Seaside Park	0.49%	10.37%	10.85%	\$ 4,666,884.41
				\$ 43,000,000

Valuation-heavy (75/25): 75% valuation share + 25% enrollment share

Municipality	Enrollment Share	ValuationShare	Share of Levy	Tax Levy
Berkeley	21.38%	46.41%	67.79%	\$ 29,148,343.11
Island Heights	0.93%	3.21%	4.14%	\$ 1,778,721.50
Ocean Gate	1.09%	2.58%	3.66%	\$ 1,575,599.17
Seaside Heights	1.36%	7.26%	8.62%	\$ 3,706,919.29
Seaside Park	0.24%	15.55%	15.79%	\$ 6,790,416.92
				\$ 43,000,000

Under the current apportionment methodology used by Central Regional High School, which is authorized under N.J.S.A. 18A:13-23, the annexation of South Seaside from Berkeley Township would result in a significant increase in Seaside Park's assessed share of the regional high school tax, when compared to alternative apportionment models permitted under statute. While this outcome highlights a material fiscal impact, Seaside Park does not have the authority to unilaterally direct the Central Regional Board of Education to modify its long-standing assessment methodology, as the apportionment formula is established through the district's approved regional agreement and applicable

voter approvals. A future change to the formula could significantly increase the net fiscal benefit of annexation .

County Tax

An analysis of Seaside Park Borough’s apportioned Ocean County tax obligations over the past five years shows an average annual increase of approximately **5.34%**. County taxes are allocated among municipalities based on equalized assessed valuation, meaning each municipality’s share reflects its relative portion of the countywide tax base.

The observed increase is consistent with gradual growth in Ocean County’s overall tax levy and corresponding adjustments to county tax rates.

				\$ INCREASE	% INCREASE	AVG% INC
				\$ 1,281,841	26.71%	5.34%
COUNTY TAX	2025	\$	6,081,841	\$ 355,290	6.20%	
	2024	\$	5,726,551	\$ 574,433	11.15%	
	2023	\$	5,152,118	\$ 355,784	7.42%	
	2022	\$	4,796,334	\$ (3,666)	-0.08%	
	2021	\$	4,800,000			

If the annexation is approved, the total assessed valuation of Seaside Park Borough would increase by \$612,122,700, from \$1,176,093,800 resulting in a combined assessed valuation of \$1,788,216,500. Applying the 2025 Ocean County tax rate of 0.449, the resulting county tax allocation for FY 2026 would be approximately \$8,027,126, based on 2025 levels.

Computation of County Tax Rate of 0.449

The County Tax Rate for a municipality is calculated by first calculating the municipal share of the county budget, by multiplying the municipality’s county share percentage by the county tax levy resulting in the municipality’s county tax levy. Dividing the municipality’s county tax levy by the total ratable base results in the municipality’s county tax rate.

The county tax rate for Seaside Park with annexation is calculated as follows:

- Total Assessed Valuation with Annexation 1,788,216,500
- Equalization Rate 62.46%
- Equalization Value of Seaside Park Post
- Annexation 2,862,978,706
- Equalized Value of Ocean County 177,585,770,833

- Seaside Park County Share = 1.612%
- Total Ocean County Levy \$497,909,182
- x 1.612%
- Municipal Share of County Tax Levy = \$8,027,126.15
- Total Municipal Assessed Valuation ÷ \$1,788,216,500
- County Tax Rate 0.449

To estimate the 2026 county tax allocation, this amount is increased by 5.34%, consistent with recent trends in Ocean County tax levy growth. Applying this growth factor results in an estimated 2026 county tax obligation of approximately \$8,457,846.

Projected 2026 Municipal Budget & Tax Data

After careful analysis, the most appropriate method for projecting the 2026 budget and tax data is to use the following schedule which computes municipal tax as well as local school taxes, regional school taxes and Ocean County taxes.

Computation of Appropriation

Reserve for Uncollected Taxes and Amount to be Raised by Taxation in the Municipal Budget

In practice, the New Jersey Division of Local Government Services (DLGS) considers this a required budget schedule within the annual Municipal Budget, adopted pursuant to N.J.S.A. 40A:4-1 et seq.

Among practitioners, this schedule is commonly referred to as:

- Reserve for Uncollected Taxes Worksheet, or
- Computation of Reserve for Uncollected Taxes and Tax Levy Schedule.

In order to complete the form the following is needed:

- General Appropriations projected with an increase of 4.09% for 2026 based on historical trends.

MUNICIPAL APPROPRIATIONS	2021-2025 AVG. ANNUAL RATE OF INCREASE	
	2026 \$	13,817,510
	4.09%	
2025 \$	13,274,580	\$ 901,627 7.29%
2024 \$	12,372,953	\$ 369,558 3.08%
2023 \$	12,003,395	\$ 390,343 3.36%
2022 \$	11,613,052	\$ 591,565 5.37%
2021 \$	11,021,487	

- General revenue projected with an increase of 2.95% for 2026 based on historical trends.

MUNICIPAL REVENUE	2026		2021-2025 AVG. ANNUAL RATE OF INCREASE	
		\$	5,887,419	
	2025	\$	5,718,717	\$ 222,947 4.06%
	2024	\$	5,495,770	\$ 112,428 2.09%
	2023	\$	5,383,342	\$ 58,471 1.10%
	2022	\$	5,324,871	\$ 342,229 6.87%
	2021	\$	4,982,642	

- Tax Collection Rate

COLLECTIONS RATE	
2025	98.00%
2024	97.25%
2023	98.67%
2022	98.06%
2021	98.03%
490.01% 5 YEAR TOTAL	
98.00% ANNUAL AVG	

- Reserves for uncollected taxes is a calculated field

Using projections from above the following 2026 budget summary without annexation considerations is populated:

Step 1 - Calculate 2026 Tax Assessments Based on Historical Trends

2026 BUDGET PROJECTIONS WITHOUT ANNEXATION

GENERAL APPROPRIATIONS	\$ 13,817,510	used 4.09% annual increase
ADD RESERVE FOR UNCOLLECTED	\$ 417,192	
SUBTOTAL	\$ 14,234,702	
LESS ANTICIPATED REVENUE	\$ 5,887,419	Used 2.95%
AMOUNT TO BE RAISED BY TAXATION	\$ 8,347,283	

As discussed earlier in this report, the most effective method for projecting the 2026 budget and tax data is the "Computation of Appropriation: Reserve for Uncollected Taxes and Amount to be Raised by Taxation" schedule.

**COMPUTATION OF APPROPRIATION:
RESERVE FOR UNCOLLECTED TAXES AND AMOUNT
TO BE RAISED BY TAXATION**

		PROJECTED YEAR 2026
1. Total General Appropriations for 2026 (Item 8(L))		\$ 13,817,510
2. Local District School Tax – Actual		\$ 602,220
3. Regional School District Tax – Actual		
4. Regional High School Tax – Actual		\$ 5,503,465
5. County Tax – Actual		\$ 6,406,611
6. Special District Tax		
7. Municipal Open Space Tax		
8. Municipal Arts and Culture Tax		
9. Total General Appropriations & Other Taxes		\$ 26,329,806
10. Less: Total Anticipated Revenues (Item 5)		\$ 5,887,419
11. Cash Required from Municipal Budget & Other Taxes		\$ 20,442,387
12. Amount of No.11 /by 98.00% = to be Raised by Taxation		\$ 20,859,579
Analysis of item 12		
Local School Taxes- line 2	\$ 602,220	
Regional School Taxes - item 4	\$ 5,503,465	
County Taxes - item 5	\$ 6,406,611	
Tax in Local Municipal Budget	\$ 8,387,685	
Total Amount 12	\$ 20,899,981	
13. Reserve for Uncollected Taxes (Item 8(M))		\$ 417,192
Computation of "Tax in Local Municipal Taxes"		
Item 1- Total General Appropriations		\$ 13,817,510
Item 13 - Appropriation: Reserve for Uncollected Taxes		\$ 417,192
Subtotal		\$ 14,234,702
Less Item 10 - Total Anticipated Revenue		\$ 5,887,419
Amount to be raised by Taxation in Municipal Budget		\$ 8,347,283

For 2026, the amount to be raised by taxation is \$8,347,283, compared to \$7,959,711 in 2025, reflecting an increase of \$387,572 or 4.87%, which aligns with cost-of-living adjustments, typical municipal budget trends, and the recent five-year average increase of 5.00% in Seaside Park.

Step 2 - Calculate 2026 Tax Assessments Adjusted for Annexation

Now that a 2026 baseline projection has been established, we assume the annexation is approved. Additional expenses and revenues will be adjusted accordingly to compute the resulting tax assessments.

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
TOTAL OTHER EXPENSES INCREASES	\$ 777,525	\$ 714,555	\$ 727,023	\$ 739,947	\$ 753,345
TOTAL SALARIES & WAGES INCREASES	\$ 1,137,611	\$ 1,282,564	\$ 1,386,463	\$ 1,491,914	\$ 1,599,251
ANNUAL DEBT SERVICE	\$ 329,955	\$ 329,955	\$ 329,955	\$ 329,955	\$ 329,955
ONE TIME TRANSITION COST	\$ 670,000				
TOTAL APPROPRIATIONS INCREASE FOR YEAR 1-5	\$ 2,915,091	\$ 2,327,074	\$ 2,443,441	\$ 2,561,816	\$ 2,682,551

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	YEAR 5
TOTAL REVENUE INCREASE TO ANNUAL BUDGET	\$ 246,535	\$ 252,080	\$ 257,809	\$ 263,726	\$ 269,836

Note: Year 1 includes one-time costs, which do not reoccur in years 2 – 5. As a result there will be a reduction in amount to be raised by taxation and tax rates in future years.

Using the year 1 appropriations increase and revenue increase we can produce the following budget summary with an adjusted to be raised by taxation of \$11,182,086, a projected increase of \$3,222,375, or 40.48% increase from the 2025 adopted budget:

2026 BUDGET PROJECTIONS WITH ANNEXATION

	2026 W/O ANNEX	ADD ANNEX INC	
GENERAL APPROPRIATIONS	\$ 13,817,510	\$ 2,915,091	\$ 16,732,601
ADD RESERVE FOR UNCOLLECTED	\$ 417,192	\$ 166,247	\$ 583,439
SUBTOTAL	\$ 14,234,702	\$ 3,081,338	\$ 17,316,040
LESS ANTICIPATED REVENUE	\$ 5,887,419	\$ 246,535	\$ 6,133,954
AMOUNT TO BE RAISED BY TAXATION	\$ 8,347,283	\$ 2,834,803	\$ 11,182,086

And the adjusted “Computation of Appropriation: Reserve for Uncollected Taxes and Amount to be Raised by Taxation” 2026 schedule:

**COMPUTATION OF APPROPRIATION:
RESERVE FOR UNCOLLECTED TAXES AND AMOUNT
TO BE RAISED BY TAXATION**

		PROJECTED YEAR 2026
1. Total General Appropriations for 2026 (Item 8(L))		\$ 16,732,601
2. Local District School Tax – Actual		\$ 602,220
4. Regional High School Tax – Actual		\$ 8,929,812
5. County Tax – Actual		\$ 8,457,846
9. Total General Appropriations & Other Taxes		\$ 34,722,480
10. Less: Total Anticipated Revenues (Item 5)		\$ 6,133,954
11. Cash Required from Municipal Budget & Other Taxes		\$ 28,588,526
12. Amount of No.11 /by 98.00% = to be Raised by Taxation		\$ 29,171,965
Analysis of item 12		
Local School Taxes- line 2	\$ 602,220	
Regional School Taxes - item 4	\$ 8,929,812	
County Taxes - item 5	\$ 8,457,846	
Tax in Local Municipal Budget	\$ 11,180,626	
Total Amount 12	\$ 29,171,965	
13. Reserve for Uncollected Taxes (Item 8(M))		\$ 583,439
Computation of "Tax in Local Municipal Taxes"		
Item 1- Total General Appropriations		\$ 16,732,601
Item 13 - Appropriation: Reserve for Uncollected Taxes		\$ 583,439
Subtotal		\$ 17,316,040
Less Item 10 - Total Anticipated Revenue		\$ 6,133,954
Amount to be raised by Taxation in Municipal Budget		\$ 11,182,086

Step 3 - Projection of Additional Revenue Through Real Property Taxation

The 2025 net taxable value of Seaside Park Borough is \$1,176,093,800. Adding the net taxable value of the South Seaside Park properties of \$612,122,700 reflects a total net taxable value of \$1,788,216,500. This reflects a 52.04% increase in the Borough's ratable base.

The equalization rates and coefficients of deviation for both municipalities indicate municipal-wide revaluations are required in accordance with the New Jersey Division of Taxation's criteria.

Generally, the Division of Taxation orders a revaluation when a municipality's equalization is below 85% and the coefficient of deviation is above 15%. Berkeley Township has an equalization rate of 57.87% and the coefficient of deviation of 19.84%. Seaside Park has an equalization rate of 62.46% and a coefficient of deviation of 14.78%.

Berkeley Township's last revaluation was completed for the 2010 tax year and the Township received a revaluation order from the Division of Taxation for the 2027 tax year. It is unlikely that a revaluation will be completed for the 2027 tax year as the municipality has yet to advertise a Request for Proposals (RFP).

Seaside Park last conducted a municipal-wide reassessment for the tax year 2009 and the last municipal-wide revaluation was completed for tax year 1998. The municipality should expect a revaluation order from the Division of Taxation in the near future.

The last revaluations for both municipalities are so remote it is extremely unlikely the Division of Taxation would approve reassessing South Seaside Park only.

It is recommended that both municipalities conduct municipal-wide revaluations for the tax year of the annexation.

South Seaside Park is effectively fully built-out with limited development opportunity due to a limited supply of vacant land. However, there is one approved redevelopment project known as Island Beach Estates.

The site includes two parcels containing 2.054 acres situated on Central Avenue between Twenty-Third and Twenty-Fourth Avenues with 100 feet of beach frontage. Known as Block 1714, Lots 232 and 235. The site is currently improved with a hotel and restaurant facility which will be demolished and redeveloped with 16 single-family residences with reported asking prices ranging from \$1,999,999 to \$4,750,000.

The parcels have a combined assessed valuation of \$6,504,200 and upon completion, which is estimated to be December 2028. The total assessed value of the development is projected to be \$23,110,200. This equates to an additional \$16,606,000 to Seaside Parks' ratable base with approximately \$5,535,300 being added to the 2027 - 2028 and 2029 tax lists.

In addition, the Berkeley Township Municipal Annex, situated on Fifth Lane and Central Avenue, will not be required post annexation and represents another redevelopment opportunity. The facility comprises two buildings on two lots known as 32 Fifth Lane (Block: 1694, Lot: 1, Qualifier: C0153), and 30 Fifth Lane (Block: 1694, Lot: 1, Qualifier: C0154).

The first parcel is improved with a one-story office facility containing 636 square feet in average condition. The second parcel is improved with a one-story office facility containing 640 square feet in average condition. Both properties are currently exempt from taxation as they are municipal owned properties.

The highest and best use of the sites is single-family residential in accordance with current zoning and in conformity with surrounding properties. The sites should be sold at an estimated market value of \$600,000 and renovated into two single-family dwellings which

would result in an additional assessed valuation of \$874,400 to the ratable base or approximately \$15,170 in annual tax revenue.

South Seaside Park currently generates \$14,688,915.64 of revenue through real property taxation to Berkeley Township. The projected revenue to Seaside Park over the same time period is estimated to be \$10,620,328.85.

As stated, earlier in this report, the Island Beach Estates development would result in an increase in total ratable base of \$5,535,300 for the years 2027, 2028, and 2029. The following is a five year projection of revenue to Seaside Park from South Seaside Park based on the 2025 tax rate:

Tax Year	2025	2026	2027	2028	2029
Revenue	\$10,620,328	\$10,620,328	\$10,716,366	\$10,812,403	\$10,908,441

Step 4 - Calculate the New Tax Rates After Annexation

In total the annexation is projected to add \$612,122,700 in taxable assessed valuation. This additional valuation will be incorporated into the respective tax bases for the municipal, local school, regional school, and Ocean County levies, resulting in a proportional distribution of tax responsibility and a corresponding reduction in tax rates for existing properties.

The \$10,620,328 in projected additional tax proceeds resulting from the annexation is allocated proportionally based on each tax levy’s share of Total General Appropriations and Other Taxes for Year 2025.

TO BE RAISED BY TAXATION	PROJECTED	REDUCTION TO TAX
	YEAR 2026	ASSESSMENT POST ANNEXATION
1. Total General Appropriations for 2026 (Item 8(L))	\$ 16,732,601	48.19% \$ 5,117,886
2. Local District School Tax – Actual	\$ 602,220	1.73% \$ 184,197
4. Regional High School Tax – Actual	\$ 8,929,812	25.72% \$ 2,731,301
5. County Tax – Actual	\$ 8,457,846	24.36% \$ 2,586,944
9. Total General Appropriations & Other Taxes	\$ 34,722,480	100% \$ 10,620,328

For purposes of the 2026 budget, the annexation-related increase in tax proceeds has been applied as a direct offset to the amount required to be raised by taxation. The additional \$10,620,328 in taxable capacity is proportionally distributed among the municipal, local school, regional school, and county tax levies based on their respective shares of total taxes. This adjustment reduces the overall tax levy requirement while maintaining full funding of appropriations and statutory reserve requirements.

The resulting 2026 Computation of Appropriation: Reserve for Uncollected Taxes and Amount to Be Raised by Taxation schedule reflects the increased tax proceeds and the corresponding reduction in the amount required to be raised by taxation.

**COMPUTATION OF APPROPRIATION:
RESERVE FOR UNCOLLECTED TAXES AND AMOUNT
TO BE RAISED BY TAXATION**

		YEAR 2026	REDUCTION TO TAX ASSESSMENT
1. Total General Appropriations for 2026 (Item 8(L))		\$ 11,614,715	\$ 5,117,886
2. Local District School Tax – Actual		\$ 418,023	\$ 184,197
4. Regional High School Tax – Actual		\$ 6,198,511	\$ 2,731,301
5. County Tax – Actual		\$ 5,870,902	\$ 2,586,944
6. Special District Tax			
7. Municipal Open Space Tax			
8. Municipal Arts and Culture Tax			
9. Total General Appropriations & Other Taxes		\$ 24,102,151	\$ 10,620,328
10. Less: Total Anticipated Revenues (Item 5)		\$ 6,133,954	
11. Cash Required from Municipal Budget & Other Taxes		\$ 17,968,197	
12. Amount of No.11 /by 98.00% = to be Raised by Taxation		\$ 18,334,895	
Analysis of item 12			
Local School Taxes- line 2	\$ 418,023		
Regional School Taxes - item 4	\$ 6,198,511		
County Taxes - item 5	\$ 5,870,902		
Tax in Local Municipal Budget	\$ 5,847,458		
Total Amount 12	\$ 18,334,895		
13. Reserve for Uncollected Taxes (Item 8(M))		\$ 366,698	
Computation of "Tax in Local Municipal Taxes"			
Item 1- Total General Appropriations		\$ 11,614,715	
Item 13 - Appropriation: Reserve for Uncollected Taxes		\$ 366,698	
Subtotal		\$ 11,981,412	
Less Item 10 - Total Anticipated Revenue		\$ 6,133,954	
Amount to be raised by Taxation in Municipal Budget		\$ 5,847,458	

The amount to be raised by taxation for the municipal budget of \$5,847,459 is a reduction of \$2,112,252, or 26.54% reduction from the 2025 adopted budget.

Integration with Tax Rate Modeling

The general tax rate for Seaside Park in 2025 is 1.735. The general tax rate is calculated by dividing the total amount to be raised by taxation by the net taxable value of the municipality. The general tax rate for Seaside Park, post annexation, is calculated as follows:

Amount to be raised by taxation:		\$18,334,895
Net taxable value:	÷	1,788,216,500
Estimated overall tax rate:		<hr/> 1.025%

Based on the above, post annexation, the Seaside Park general tax rate is estimated to be 1.025 indicating a 40.9%± reduction in overall annual taxes.

Funding Strategies & Financial Management Options

This section outlines principal funding mechanisms available to address financial obligations associated with annexation, including allocated debt, future capital needs, and operating impacts.

Funding Mechanisms

The Borough has several tools available to fund annexation-related obligations:

Debt Financing (Bond Issuance)

Advantages:

- Spreads costs over the useful life of assets
- Minimizes immediate operating budget pressure
- Provides predictable, level annual debt service
- Aligns repayment with long-term taxpayers

Considerations:

- Increases long-term debt service obligations
- Subject to market interest rates at time of issuance
- Requires coordination with existing debt capacity

Appropriate Use:

- Settlement of allocated debt and BAN obligations
- Capital investments with multi-year useful lives

Use of Municipal Surplus / Fund Balance

Advantages:

- Reduces or eliminates interest costs
- Improves debt ratios and preserves borrowing capacity

-
- Demonstrates fiscal discipline

Considerations:

- Reduces flexibility for emergencies
- May weaken fund balance targets
- Not sustainable for recurring obligations

Appropriate Use:

- One-time transition costs
- Partial offset of allocated debt or capital needs

Pay-As-You-Go Capital Funding

Advantages:

- Avoids debt issuance and interest costs
- Strengthens long-term fiscal position
- Improves budget transparency

Considerations:

- Requires sufficient annual revenues
- May limit capacity for multiple priorities
- Less practical for large, immediate needs

Appropriate Use:

- Smaller capital items
- Investments over time

Operating Budget Integration

Advantages:

- Allows gradual absorption of costs
- Avoids large single-year budget shocks
- Can be coordinated with service expansion

Considerations:

- May require tax levy increases
- Less suitable for large one-time obligations

Appropriate Use:

- Incremental staffing and operating costs
- Service expansions

Grants, Aid, and External Funding**Advantages:**

- Reduces local financial burden
- Supports infrastructure investments

Considerations:

- Competitive and uncertain
- Often restricted to specific uses
- May require matching funds

Appropriate Use:

- Infrastructure, resiliency, public safety projects

Financial Risk & Sensitivity Considerations**Interest Rate Sensitivity**

- Bond interest rates materially affect long-term debt service
- A 1% increase in borrowing rates significantly raises repayment costs
- Timing and market conditions should be monitored

Revenue Volatility

- Beach badges, court fees, franchise fees subject to:
 - Weather variability
 - Economic conditions
 - Behavioral changes
- Conservative growth assumptions reduce forecasting risk

Cost Escalation Risk

- Labor costs may increase due to:
 - Contract negotiations
 - Health insurance trends
 - Pension contribution changes

- Fuel, materials, construction costs may exceed inflation

Phasing and Implementation Risk

- Delays in staffing or procurement may shift costs between fiscal years
- Early planning and implementation over time reduces disruption

Credit and Debt Capacity Impacts

- Increased debt levels may affect credit ratings and future borrowing
- Strong fund balance policies mitigate risks

Policy and Legislative Uncertainty

- Future changes in state aid or regulations may affect projections
- Financial strategies should remain adaptable

Recommended Approach

We recommend issuing bonds to fund the adjusted debt and capital needs. This approach spreads the cost over time, aligns payment schedules with long-term benefit from the annexed area, and maintains fiscal stability without overburdening current taxpayers.

		SCENARIO 1 ASSESED VALUE	SCENARIO 2 PER CAPITA	SCENARIO 3 SQUARE MILES
ADJUSTED TOTAL DEBT ALLOCATION	\$ 19,020,273	\$ 2,139,210	\$ 1,373,264	\$ 111,269
ADD FUTURE CAPITAL NEEDS		\$ 465,000	\$ 465,000	\$ 465,000
TOTAL ALLOCATED DEBT + FUTURE CAPITAL NEEDS		\$ 2,604,210	\$ 1,838,264	\$ 576,269

The total annual debt service and detailed debt service schedule for each funding scenario will be addressed in the Operating Costs section of the Financial Impact analysis. This section will outline the projected principal and interest obligations under each option, providing a clear basis for evaluating the fiscal implications of funding the adjusted allocated debt and anticipated capital needs associated with the annexation of South Seaside from Berkeley Township to Seaside Park.

Financial Findings

What This Means Financially

This financial analysis was prepared to answer a simple but critical question: Can Seaside Park responsibly absorb South Seaside Park without placing an unfair or unsustainable burden on residents or municipal operations?

Based on the comprehensive review of debt obligations, operating revenues and expenses, staffing needs, capital requirements, and transition costs, the answer is yes — provided that annexation is structured deliberately, transparently, and with sound fiscal planning.

What the Analysis Shows

The Annexation is Financially Manageable

While annexation would require Seaside Park to assume additional responsibilities — including service delivery, staffing, capital investment, and a share of Berkeley Township's outstanding debt — these obligations are offset by:

Substantial new revenues from expanded tax base

- Beach badge sales
- Construction permits and licenses
- Long-term operational efficiencies

How Debt is Allocated Matters

Among the debt allocation methodologies evaluated — assessed valuation, per capita, and geographic area — allocation based on assessed valuation is the most equitable, defensible, and consistent with New Jersey municipal finance principles. It:

- Aligns debt responsibility with the tax base that supported prior borrowing
- Reflects ability to pay
- Is most likely to withstand legal and policy scrutiny

Recommended Debt Allocation (Assessed Valuation - 11.247%):

Total Present Value Allocation: \$8.98 million

Net After Fixed Asset Offset:

The Operating Budget Impact is Mixed but Balanced

New Recurring Revenues Include:

- Property taxes from high-value ratables
- Beach badge sales (\$145,000+ annually)
- UCC permits (\$86,885+ annually)

-
- Liquor licenses (\$10,000+ annually)
 - Franchise/cable revenues (\$37,150 annually)
 - Court fees (\$2,500 annually)

Operating Expenses Increase For:

- Public safety staffing (5 police officers, overtime, training)
- Public works operations (3 DPW employees, seasonal staff)
- Engineering and inspection services
- Solid waste and utilities
- Fire services operations
- Beach operations and lifeguards

Net Result: Over a multi-year horizon, new recurring revenues are sufficient to support recurring costs, assuming prudent phasing and conservative budgeting.

One-Time Transition Costs are Real but Finite and Manageable

Total estimated one-time costs: **\$670,000**

These include:

- Legal and professional services
- IT systems integration
- Property tax revaluation
- Administrative transition
- Records and regulatory updates
- Beach and public safety equipment
- Green Acres compliance

These costs do not recur and can be addressed through surplus, bonding, or short-term budget planning.

Capital Needs are Significant but Predictable

Annexation accelerates need for:

- Public safety equipment and vehicles
- Communications infrastructure
- Beach maintenance equipment
- DPW vehicles and equipment
- Utility system improvements

These needs align with typical lifecycle replacement schedules and can be responsibly financed through structured bonding spread over time.

What This Analysis Does Not Do

This analysis does not:

- Tell the Borough what decision to make
- Advocate for or against annexation
- Assume policy preferences or political outcomes
- Predict future development or state aid changes

Further, this analysis does NOT account for potential litigation costs if an annexation is challenged, nor does it address the political feasibility of renegotiating regional school formulas.

Instead, it provides objective financial facts, scenarios, and implications so that elected officials can make a decision that is:

- **Informed** rather than arbitrary
- **Defensible** rather than speculative
- **Transparent** rather than opaque

Bottom Line

Annexation is financially feasible — but not financially automatic.

Success depends on:

1. **Selecting a fair and defensible debt allocation methodology** (Assessed Valuation recommended)
2. **Phasing staffing and capital investments responsibly** (5-year implementation timeline)
3. **Using conservative assumptions and sound financial management** (As applied throughout this analysis)
4. **Maintaining transparency with residents and stakeholders** (Clear communication of impacts)

If these principles are followed, annexation can be implemented without undermining Seaside Park's fiscal stability, while positioning the Borough for long-term operational coherence and planning consistency.

Key Findings Summary

Finding Area	Conclusion
Debt Allocation	Assessed valuation method (11.247%) is most equitable and defensible

Operating Budget	New revenues sufficient to support recurring costs with prudent planning
Transition Costs	One-time costs of \$670,000 are manageable and finite
Capital Needs	Predictable and can be responsibly financed over time
Tax Impact	General tax rate expected to decrease by 40.9%; average household tax reductions of 26%-51% depending on property class
Overall Feasibility	Financially feasible with structured implementation and conservative planning

In short: The financial data does not present a barrier to annexation. It presents a framework for making a careful, disciplined decision. That decision ultimately belongs to the Borough's elected officials — armed, now, with a clear understanding of the financial realities, tradeoffs, and opportunities involved.

Findings, Implications, and Decision Framework

This chapter synthesizes the technical analysis, fiscal evaluation, operational assessments, and public input presented throughout this report. Its purpose is not to advocate for a particular outcome, but to clearly articulate what has been learned, what it means, and what options are reasonably available to the Borough of Seaside Park as it considers whether and how to proceed with annexation of South Seaside Park.

This section is intentionally structured to support a decision that is informed, transparent, and legally defensible.

Summary of Scenarios Evaluated

This study evaluated annexation through multiple lenses, recognizing that no single metric can fully capture the implications of a municipal boundary change. Key scenarios and frameworks examined include:

- Debt allocation methodologies, including assessed valuation, per capita, and geographic area approaches;
- Operating budget impacts under conservative, moderate, and gradual implementation assumptions;
- Service delivery capacity across general government, public safety, public utilities, public works, and administrative systems;
- Capital and infrastructure needs required to maintain service parity and regulatory compliance;
- Transition and implementation approaches, including immediate, short-term, and planned integration models.

Across these scenarios, the analysis demonstrates that annexation is operationally feasible, but not without meaningful planning, sequencing, and fiscal discipline.

Phasing Options and Implementation Sequencing

A consistent finding across all service areas is that annexation should not be viewed as a single-moment event, but rather as a managed transition.:

- Immediate actions: legal actions, staffing authorizations, interim service arrangements, and systems access;
- Short-term actions: staffing ramp-up, capital procurement, service expansion, and administrative integration;

-
- Ongoing actions): optimization, policy alignment, infrastructure upgrades, and service refinement.

Implementation over time to the extent permitted by law reduces operational risk, supports workforce stabilization, and allows the Borough to align capital investments with demonstrated service demand.

Extension of Municipal Services Plan

The analysis confirms that Seaside Park is capable of extending municipal services to South Seaside Park provided that service expansion is planned, funded, and staffed in advance of implementation. Key conclusions include:

- General government and administrative services can absorb additional demand with modest staffing and workflow adjustments;
- Information technology systems are scalable and largely prepared for expansion, with targeted upgrades required;
- Public safety services require deliberate staffing increases, equipment investment, and communications upgrades;
- Public utilities and public works services are feasible but labor-intensive and equipment-dependent, requiring advance procurement and workforce planning.

Service extension is achievable, but only if treated as an intentional operational expansion rather than a passive absorption.

Legal, Operational, and Administrative Steps

The study identifies a clear sequence of actions that must occur should the Borough elect to proceed, including:

- Adoption of annexation-related ordinances and resolutions in compliance with New Jersey law;
- Coordination with state agencies for mapping, regulatory, and jurisdictional updates;
- Formal transition of records, permits, and administrative authority;
- Adjustment or termination of shared service agreements as required;
- Establishment of internal governance, reporting, and accountability structures.

These steps are manageable, but time-sensitive and interdependent, underscoring the need for centralized coordination.

Transition Considerations

Transition planning emerged as one of the most critical determinants of success. Key considerations include:

- Ensuring continuity of essential services during the transition period;
- Avoiding gaps caused by staffing shortages or equipment lead times;
- Maintaining clear communication with residents and employees;
- Managing one-time costs separately from ongoing operating impacts.

A poorly sequenced transition presents greater risk than the annexation itself; conversely, a well-managed transition materially reduces uncertainty and disruption.

Summary of Benefits and Challenges

Potential Benefits Identified

- Alignment of governance with geographic, social, and service realities on the barrier island;
- Expansion of the municipal tax base and long-term fiscal capacity;
- Unified planning, zoning, and coastal management framework;
- Elimination of duplicative or misaligned service responsibilities;
- Greater clarity and consistency for residents and property owners.

Challenges Identified

- Upfront staffing and capital investment requirements;
- Short-term fiscal pressure during transition years;
- Workforce recruitment and retention constraints;
- Complexity of debt allocation and intergovernmental settlement;
- Managing community expectations and concerns.

These benefits and challenges are not mutually exclusive; most can be addressed through deliberate planning and policy choices.

Risk Scenarios and Mitigation Strategies

Severe-But-Plausible Scenario: Annexation litigation;; equipment delays cause service gaps; unforeseen regulatory requirements emerge.

Base Case Challenges: 6-12 month delays in hiring; temporary service arrangements with Berkeley needed during transition.

Favorable Scenario: Settlement reached through negotiation;; equipment and staffing secured on schedule; smooth transition with inter-municipal cooperation.

Mitigation Strategies: Maintain 15-20% contingency reserve; begin critical hiring as soon as possible; preserve Berkeley cooperation;; implement changes over time to allow course corrections and manage costs and operational challenges.

Service Delivery Conclusions

From a service delivery perspective, the study concludes that annexation:

- Is not constrained by technical infeasibility;
- Is dependent on staffing, equipment, and planning decisions, not structural limitations;
- Requires early action in public safety, public works, and utilities;
- It is supported by modern administrative and IT systems already in place.

Service impacts are manageable and predictable when addressed proactively.

Fiscal Conclusions

The financial analysis demonstrates that:

- Debt allocation based on assessed valuation is the most equitable and legally defensible approach;
- Operating revenues generated by annexation are meaningful and recurring;
- Operating expenditures increase but remain manageable within projected revenues;
- One-time transition costs are significant but finite;

-
- Long-term fiscal sustainability is achievable with disciplined financial management.

Annexation does not present an inherent fiscal imbalance; outcomes are driven by implementation choices rather than structural deficits.

Planning and Policy Considerations

From a planning perspective, annexation offers an opportunity to:

- Align land use policy across the barrier island;
- Maintain Seaside Park's community character while addressing growth pressures;
- Coordinate infrastructure investment more efficiently;
- Strengthen environmental and coastal resilience planning.

These opportunities require policy deliberation but do not necessitate immediate policy change beyond what is required for implementation.

Recommended Path Forward

Based on the analysis presented, the most prudent path forward—should the Borough elect to continue consideration—is:

1. Proceed deliberately, not reactively;
2. Commit to implementing changes over time to the extent legally and operationally possible;
3. Secure staffing and equipment as needed;
4. Treat debt allocation and capital planning as integrated decisions;
5. Continue transparent communication with residents throughout the process.

Specifically, should Seaside decide to move forward with annexation we would recommend:

- Secure bond counsel opinion on debt allocation methodology
- Attempt to initiate a settlement agreement with Berkeley Township
- Confirm staffing and equipment readiness
- Procure critical equipment as needed (radios, vehicles)

Decision Criteria Framework

Key Factors Favoring Approval

- Regional school cost issue is understood as best possible in light of current funding formula and potential changes
- Debt allocation is settled at ≤\$9M present value
- One-time costs can be funded without tax increase
- Critical staff and equipment can be secured on timely basis
- Substantial level of public support has been expressed

Key Factors Suggesting Caution

- Regional school formula changes cannot be assumed
- Berkeley Township may dispute debt allocation methodology so cannot be fully known prior to annexation decision
- Equipment lead times are unknown
- Workforce recruitment may become difficult for some positions
- Legal challenges could create some level of uncertainty impacting planning

Additional Considerations

- Long-term fiscal sustainability beyond Year 5
- Community integration and service continuity during transition
- Impact on existing Seaside Park service levels
- Timing relative to budget cycles and contractual obligations
- Availability of state aid or other external funding sources

Next Steps for Borough Leadership

- Review this report in a public study session to continue public engagement prior to any formal action;
- Seek Planning Board input as appropriate;
- Direct staff to develop an implementation and transition plan;
- Engage bond counsel and financial advisors on funding options;

So What Does This All Mean?

This study demonstrates that annexation is neither a foregone conclusion nor an unmanageable risk. It is a policy choice—one that carries real responsibilities, real costs, and real opportunities. The Borough of Seaside Park now has the information necessary to decide whether, when, and how to proceed in a manner that is reasoned, transparent, and consistent with the public interest.

Appendices

Appendix A - Full Public Comment Record

- Google Forms Questions / Concerns
- Anonymous 1 and 2 list of questions
- Scanned sheets from the listening sessions.
- Notes / Questions from both listening sessions (compiled by GSG team member)
- Emails compiled into one document (anonymous)

Appendix B - Individual Debt Service Amortization Schedule

- 2016 Bonds
- 2018 Bonds
- 2020 Bonds
- 2021 Bonds
- 2023 Bonds
- Serial Bonds
- Green Trust
- NJ Environmental Trust

Appendix C - About Government Strategy Group

Appendix A - Full Public Comment Record

- Google Forms Questions / Concerns
- Anonymous 1 and 2 list of questions
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Timestamp	First Name	Last Name	Town You Reside In	When you think about the possibility of annexation, what comes to mind first?	What benefits/opportunities do you see? If any?	What concerns or challenges do you think might come with annexation?	Are there particular services, taxes, or issues you want more information about?	What are your top priorities for your community in the next five years?	How do you think annexation might affect those priorities?	What services or improvements would you like to see continued or new?	What kind of information would help you feel more confident in understanding annexation impacts?	What does successful community collaboration look like to you, regardless of the outcome?	What do you most want to see preserved, regardless of what happens with annexation?	How can local government best support that vision?	What one thing you like decision makers to understand before any decisions are made?	Is there anything we didn't ask that you think should be heard?	What's the best way for the City to keep you informed as the process moves forward?
1/25/2025 15:34:2	Bob	Venditti	South Seaside Park	Is being an essential part of the community?	None	A governing body making decisions for me who I did not vote for.	No, I choose to live in SSP and not SP when buying a house 10 years ago.	Long term road improvement.	Annexation will not change this. These are budget and bond issues.	Most services are shared. The special interest group has played the public into thinking services come from the main land. As a long term person from SP, Lavalita and now SSP, I think the general public is just following the special interest group without understanding the facts. There are people in SSP that think ambulance service comes from Berkeley.	I did not vote in SP therefore if the governing body votes yes then this is socially detrimental to our freedom of choice. A no vote is not harmful due to the fact the court only approved a request to annex. I vote to annex implies action that hurts both SP and SSP residents economically and socially. A no vote would only hurt someone's feelings.	Interesting SP and SSP already share fire, police, first aid and emergency disaster plans. In addition to SSP backup and SSP, I don't think these towns are deficient in collaboration.	SSP is a great small beach town. The overreach government of SP is not what we have in SSP. Effectively a special interest group wants to request a change. Not having a vote on this change is wrong.	SP government should review the petition to see if all that is agreed to are indeed correct voters in SSP. The law does not specify current however in the interest of social responsibility SP should at least verify that the signatures are correct voters. I could not sign or reject the petition because of not going to be part of it. This special interest group.	Yes, I would like to send a pdf with my thoughts however the question would not allow it. Please contact me via text, email or phone so I can send it.	Website	
1/25/2025 16:26:0	Lynne	Bonner	South Seaside Park	Happy that after so many years it's finally a part of the community we live in.	Our taxes will be used locally.	I don't see any problems. We are already a part of seaside park.	I believe the services that seaside park delivers will be enhanced by the tax revenue collected from south seaside park.	Enhancing the quality of life, the island provides.	No.	Road maintenance continued beach enhancement.					seaside park already provides services to south seaside park. Annexation will provide the tax revenue to enhance the community.		
2/2/2025 17:23:32	Mark	Marcella	Seaside Park	It's a good idea.	South Seaside Park residence will be closer to municipal services such as the building department, police, fire, ambulance, etc.	Money is always the biggest challenge.	How much debt Berkeley is transferring. Age of infrastructure such as water, gas and sewer lines.	Expansion of uses that activate the community such as restaurants and shopping.	Incorporating the restaurant uses will be positive.				I'd like to see the restaurant uses incorporated into the new zoning ordinance as approved for the zone they are located in along with consideration for expanded areas for new restaurants/bars, cafe's, bakery, shopping, etc.				
12/12/2025 9:15:	George	Vilaverde	South Seaside Park	Being part of a community that shares similar goals.	Closer town services and a greater sense of belonging to a community closer to our home.	Connecting Seaside Park that annexation will benefit them as well as South Seaside Park.	Given that Berkeley Township will begin reassessment soon, how will that affect SSP owners should annexation succeed? Would the old values or new property values be used to calculate new Seaside Park taxes? Or does Seaside Park plan to reassess all properties as well?	Flood mitigation. Dog park.		Flood mitigation for both Seaside Park and South Seaside Park.	Clear answers regarding tax impacts for both towns.	Positive feedback from residents of both towns.	Beach access and beach cleanliness.	Tax impact to both towns.	The annexation needs to feel as a positive to both towns. Communication is key. Keep everyone informed and allow them to feel they have a voice in the process.	Email	
12/19/2025 12:51	Diana	Giuliano	Seaside Park	As I understand the legal process, "Seaside Park must carefully and objectively gather information regarding the potential impact of voting yes (or no) to accept South Seaside Park as part of Seaside Park." However, SP cannot have all of the information needed until AFTER (and not the Borough votes "yes" because Berkeley will not have provided its critical data (SP's section 6) of property, debts, judgments, claims and liens, etc.) until the following Monday AFTER the approval. Simply put, it appears that the State of NJ has laid out its annexation process so that SP cannot responsibly accept South Seaside Park (even if inclined to do so) because SP will not be in possession of all of the critical data it needs for an informed decision.	Unable to answer without more data.	Too many unexpected outcomes - again due to too little information.	Costs impacts.	Keep SP land use restrictions in place. Educate and emphasize to the public the importance of land use for quality of life and the environment.	Ursula.	Continued restrictions to dogs on trails/paths, no smoking. Also restrict any electric vehicles (except as necessary for disabled persons). Follow Seaside Heights in abandoning free handicapped parking as it appears to be allowed.	See first question.	A willingness to maintain Seaside Park's quality of life and not be negatively impacted by the issues in Berkeley Township (such as parking restrictions and infrastructure).	See previous answers.	Enforce the ordinances and laws that are in place as much as possible.	Most residents of SP are basically open-minded and not making judgments of Berkeley residents, but on what is important and best for SP as a community.	I'm sure there will be many questions once we receive the report!	email

Timestamp	First Name	Last Name	Town You Reside in	When you think about the possibility of annexation, what comes to mind first?	What benefits/opportunities do you see if any?	What concerns or challenges do you think might come with annexation?	Are there particular services, taxes, or programs that you would like to see maintained?	What are your top priorities for your community in the next five years?	How do you think annexation might affect those priorities?	What services or improvements would you like to see continue or expand?	What kind of information would help you feel more confident in understanding annexation impacts?	What does successful community collaboration look like to you, regardless of the outcome?	What do you must want to see preserved, regardless of what happens with annexation?	How can local government best support that vision?	What one thing you like decision makers to understand before any decisions are made?	Is there anything we didn't ask that you think should be heard?	What's the best way for the City to keep you informed as the process moves forward?					
11/30/2025	Submit anonymous	Anonymous	Anonymous			<p>E. Environment and loss of open space 1. During Berkeley stewardship of South Seaside Park, Berkeley actually lost in SSP (SSP was allowed to be a space traveler and gotten to additional lands to the north that could have been used by SSP) 2. Berkeley maybe dropped the ball by not considering the loss of the seacoast residential area, close to the SSP park entrance. 3. In that same units (transient association website FAQ), SSP wants to see SP recreation and municipal areas they don't have enough, and no space for their own, and if we annex? Then SSP won't have enough room for its original occupants. Your actions will harm your townpeople? 4. Will annexation require us to encroach upon our open spaces to build more community accommodations? 5. Won't SSP residents be potentially marginalized in civic, cultural and political work inside you annex, in light of the number of housing units & overbuilt in SSP and the potential of # of year-round residents to shift?</p> <p>F. Deed restrictions & easements in South Seaside Park. Google it. Think one of those change with annexation. If so, this will harm SP. Ability to elevate SSP area to levels and standards that won't bring harm to quality of life, harm to property value & harm to public safety and ratings and insurance for that. That said, you need to look at: 1. How many easement violations in SSP according to use the title of attached? And currently? If you don't consequences by carrying them in those, and CO's other use process, then you cause harm to Seaside Park 2. What is the big picture of assessments in SSP especially the ones in gross, the negative easements, the prescriptive ones? 3. Who bears the cost of SP increasing the planning department? And code enforcement? 4. Outside Comments and Champions. 1. Which government departments or organizations (state, county, local) are championing annexation, formally or informally? Especially other barrier island towns. 2. Who's coming out of woodwork in an amicus or advocate capacity? 3. Is there a push from the governor in favor of annexation given his desire to merge municipal services as one of his pet political goals? 4. Are there any actors trying to exercise undue influence or unfairly pressure? Who is keeping record of that, and can resident review those records (recently)? 5. Where can citizens review any personal logs, correspondence, files, records, or correspondence related to this topic and any parties referred to in this section? 6. Who are the land speculators who grabbed up properties to hopes annexation would come to pass? 7. Pressure your residents aren't entirely prone of these soggy ocean issues. H. Conflict screenings. How deep did those go? Did the process, formal documentation and investigation involve immediate family members? Distant family members? Their treatment? I. Rentals & school-kid headaches. What are the projections for SSP? The potential? Grab the data on # of units rented or with rental in past and extrapolate. This could easily show your future expense calculations into grimmer regions.</p>	<p>A. Seaside Park's Tax rating. This is the score ISO assigns as a Public Protection Classification (PPC). Specific: 1. What was our rating prior to providing fire services to South Seaside Park / Berkeley? 2. Did our score worsen at any time during our years of servicing SSP? 3. Was contact between our town and Berkeley written to prevent change to Seaside Park's fire rating, as is permissible via ISO standards and practices. 4. Will annexation make our fire rating worse? If so, how much worse will result in higher insurance prices for a town and homeowners? Items that could worsen fire rating upon annexation include changes in minimum daily consumption of water, number of hydrants, number of main capacities, hydrant distribution, and maintenance timing. 5. Is an annexation, a divergence in rating results can drive your fire rating down, so please calculate for and anticipate that as well.</p> <p>B. Water supply. Protect, provide, maintain, and conserve. 1. With Shore Water's unrebated flat-rate water supply to homes, usage can fluctuate greatly. How do you track? How do you prevent close department where a business or company transports water from residential or non-use properties for financial gain (hand-carrying trucks, power washing companies, food services, etc)? Examine both potable and non-potable water supplies. 2. Will annexation require water meter installation in SSP to better oversee, monitor & regulate community's water supply? Or to reduce flow in times of crisis? 3. Will SP be spending money and supplies to regulate and monitor a private water company or to inadvertently assist their financial benefit? Or will SSP assume control of all water supply in annexed land? 4. Do mixed-use properties in SSP have the ability to shut the system and have untreated water from other parts of their property and apply to businesses uses that "don't" fit in residential. C. Seaside Park Equipment Purchases. (The "trash police" - other contracted services to Berkeley) 1. Did we ever purchase or lease more equipment in order to provide services to Berkeley? 2. When servicing SSP have we ever purchased more expensive equipment or equipment before our standards for selection if shopping with only Seaside Park in mind? (i.e. smaller capacity water tanks, smaller firefighting apparatus? Or have we purchased extra equipment? 3. Did anyone involved in process of purchasing equipment for Seaside Park, have a conflict of interest (SSP, Berkeley, relative to providers, etc.)? 4. How did the equipment replacement schedule shift in servicing contracts, and did Berkeley already compensate for that? How will replacement shift and increase costs if annexation happens? 5. Have Seaside Park taxpayers been subsidizing Berkeley over the years due to the contracts not being adequate in compensation? Or due to decreased response times while SP gave service to SSP? Was this sudden fire bill it? D. Zoning. - If Seaside Park allows any of Berkeley's zoning to remain and annexation goes through, you will bear harm the property values and quality of life of Seaside Park residents. 1. Seaside Park does not have mobile home parks but SSP does. 2. SSP has not complied with zoning rules regarding mobile home in certain areas. 3. Berkeley relocation to some streets having no sidewalks. Further, no room in same areas - the State TRS project in SSP was unable to install the continuous use of sidewalks they should have. SSP lost those dollars and infrastructure opportunities / savings. Only one side of one SSP road got sidewalks - in some but not all areas of SSP - during this state project. If relocation serves. 4. There are no private streets in Seaside Park, but they exist in some SSP areas. 5. South Seaside Park beachhouse zones the density was capped at 10 units per acre. Law enforcement resulted in overcrowding - 13 to 35 units per acre were the reality. Spacing 35 pounds into a 10 pound bag, that's not in synch with SP. 6. About 30% of the properties in SSP are in flood areas. How won't this negatively impact ratings and property values of SP? It could drive and municipal insurance rates up and potentially lower SP town ratings. And hurt the wallets of SP residents in the process.</p>															
11/12/2025	Kevin	McNally	Seaside Park	My observation here is that if Seaside Park can't determine what the carrying date is from SSP to give a yes or no vote, they have to vote no. It makes no sense otherwise.																		
	Eric	Olsen	South Seaside President Shore Water Co	South Seaside Park by Seaside Park and the potential impact of that action on Shore Water Co. Some background, Shore Water has had a franchise to service the South Seaside Park section of Berkeley Township since 1922. Since that time, the Company has been owned and successfully operated by the same family. We are a privately held water utility regulated by the NJ Board of Public Utilities and subject to the Board's rules and regulations. We have a long history of cooperation with the Seaside Park Public Works Dept and have mutually assisted each other over the years. If the annexation is approved, it would be our intention to file a non-claim type petition with the NJ Board to transfer our existing franchise with Berkeley Township to Seaside Park so that our filings at the BPU remain clear as to in what municipality we serve.																		
11/18/2025																						

- During the recent Gov campaign there was much talk about affordability and how Seaside Park or your team looked into what transactions can the State give this possible merger? Didn't Princeton and Princeton Board merge a few yrs ago? Maybe the situation was different?

Anonymous 1

Source: Google Forms

Submitted anonymously for now, with requirement that this email be included in its entirety as part of the permanent public record in this matter. And shared with several interested parties, in part to ensure said inclusion transpires.

A. Seaside Park's "fire rating". This is the score ISO assigns as a Public Protection Classification or PPC. Specifically-

1. What was our rating prior to providing fire services to South Seaside Park / Berkeley?
2. Did our score worsen at any time during our years of servicing SSP/B?
3. Was contract between our town and Berkeley written to prevent change to Seaside Park's fire rating, as is permissible via ISO standards and practices?
4. Will annexation make our fire rating worse? (A worsening score WILL result in higher insurance prices for a town and homeowners there.) Items that could worsen fire rating upon annexation include: changes to maximum daily consumption of water, number of hydrants, number of engines needed per area served, water main capacities, hydrant distribution, and maintenance testing.
5. In an annexation, a divergence in rating results can drive your fire rating down, so please calculate for and anticipate that as well.

B. Water supply. Protect, provide, maintain, and conserve.

1. With Shore Water's unmetered flat-rate water supply to homes, usage can fluctuate greatly. How do you track? How do you prevent side agreements where a business or company transports water from residential or mix-use properties for financial gain (landscaping trucks, power washing companies, food services, etc)? Examine both potable and non-potable water supplies.
2. Will annexation require water meter installation in SSP to better steward, monitor & regulate community's water supply? And to reduce flow in times of crisis?
3. Will SP be spending money and supplies to regulate and monitor a private water company, or to inadvertently assist their financial benefit? Or will SP assume control of all water supply in annexed lands?

4. Do mixed-use properties in SSP have the ability to skirt the system and take unmetered water from other parts of their property and apply it to business uses that *should* be metered?

C. Seaside Park Equipment Purchases. (fire - trash - police - other contracted services to Berkeley)

1. Did we ever purchase or lease more equipment in order to provide services to Berkeley?

2. When servicing SSP, have we ever purchased more expensive equipment, or equipment below our standards for selection if shopping with only Seaside Park in mind? (Ex - smaller capacity water tanks, smaller firefighting apparatus? Or have we purchased extra equipment?

3. Did anyone involved in process of purchasing equipment for Seaside Park have a conflict of interest (SSP, Berkeley, relation to providers, etc.)?

4. How did the equipment replacement schedule shift in servicing contracts, and did Berkeley adequately compensate for that? How will replacement shift and increase costs if annexation happens?

5. Have Seaside Park taxpayers been subsidizing Berkeley over the years due to the contracts not being adequate in compensation? Or due to decreased response times while SP gave service to SSP? Was this audited or will it be?

D. Zoning. - if Seaside Park allows any of Berkeley's zoning to remain and annexation goes through, you will likely harm the property values and quality of life of Seaside Park residents.

1. Seaside Park does not have mobile home parks but SSP does.

2. SSP has not complied with zoning rules regs and densities and is overbuilt.

3. Berkeley inaction led to some streets having no sidewalks. Further, no room in some areas- the State's Rt35 project in SSP was unable to install the continuous runs of sidewalks they should have. SSP lost those dollars and infrastructure opportunity, I surmise. Only one side of one SSP road got sidewalks - in some but not all areas of SSP- during this state project, if recollection serves.

4. There are no private streets in Seaside Park, but they exist in some SSP areas.

5. In South Seaside Park townhouse zones the density was capped at 10 units per acre. Lax enforcement resulted in overcrowding- 13 to 35 units per acre were the reality. Squeezing 35 pounds into a 10 pound bag... that's not in synch with SP.

6. About 2/3 of the properties in SSP are in flood areas. How won't this negatively impact ratings and property values of SP? It could drive private and municipal insurance rates up and potentially lower SP town ratings. And hurt the wallets of SP residents in the process.

E. Encroachment and loss of enjoyment.

1. During Berkeley stewardship of South Seaside Park, Berkeley actually lost land in SSP. IBSP was allowed to be a space invader and gobbled up additional lands to its north that could have been used by SSP.

2. Berkeley maybe dropped the ball by not obtaining the lot where the seafood restaurant was, close to the IBSP park entrance.

3. In their own words (homeowner association website FAQ), SSP wants to use SP recreation and municipal areas – they don't have enough, and no space for their own. And if we annex? Then SP won't have enough room for its original occupants. Your actions will harm your townspeople.

4. Will annexation require us to encroach upon our open spaces to build more community accommodations?

5. Won't SP residents be potentially marginalized in vote, culture and political voice should you annex, in light of the number of housing units & overbuilds in SSP and the potential of # of year-round residents to shift?

F. Deed restrictions & easements in South Seaside Park. Google AI thinks none of those change with annexation. If so, this will harm SP ability to elevate SSP area to levels and standards that won't bring harm to quality of life, harm to property value & harm to public safety and ratings and insurances for that. That said, you need to look at -

1. How many easement violations in SSP according to law at time of infractions? And currently ? If you don't consequence by banning rentals in those, and CO's after due process, then you cause harm to Seaside Park.

2. What is the big picture of easements in SSP especially the ones in gross, the negative easements, the prescriptive ones?

3. Who bears the cost of SP increasing the planning department? And code enforcement?

G. Outside Comments and Champions.

1. Which government departments or representatives (state-county-local) are championing annexation, formally or informally? Especially other barrier island towns.

2. Who's coming out of woodwork in an amicus or advocate capacity?
3. Is there a push from the governor in favor of annexation given his desire to merge municipal services as one of his pet political goals?
4. Are there any actors trying to exercise undue influence or unseemly pressure? Who is keeping record of that, and can resident review those redacted records?
5. Where can citizens review any personal logs, extemporaneous notes, files, records, or correspondence related to this topic and any parties referred to in this section?
6. Who are the land speculators who gobbled up properties in hopes annexation would come to pass?
7. Presume your residents aren't entirely ignorant of these bigger picture issues.

H. Conflict screenings. How deep did those go? Did the process, formal documentation and investigation include immediate family members? Distant family members? Their investments?

I. Rentals & school-kid headcounts. What are the projections for SSP? The potentialties? Grab the data on # of units rented or with rental in past and extrapolate. This could easily throw your future expense calculations into grimmer regions.

Anonymous 2

Source: Google Forms

Please get the name of your contractor straight, Seaside Park. You misquoted it on your website and now media is misquoting it and citizens too. strategy is singular... (they aren't the company that's out of state).

Explain and make clear your process for recusal and conflict of interest screening for anyone involved in the exploration and decision-making process. ANY employee or representative of Seaside Park, its contractor Government Strategy, Berkeley, Ocean County and the State. Have any of the aforementioned groups done annual investment disclosure forms? If not do them. Lightly redact them if need be. For example, say it loud and proud that Mr. John Doe is part of an LLC that has three SSP cottages, a business, or whatever. Air it so cards are all on the table and that your process is beyond reproach.

Please mine data from Berkeley's Neighborhood Plan for South Seaside Park. Zoning, flooding, densities, open space are all depicted and there's residential feedback too. (Are they still zoned for mining operations? Can businesses operate out of homes? There was back and forth about that topic and mixed-use zoning from 2015-2020 at least?) The pdf link is here: <https://www.berkeleytownship.org/DocumentCenter/View/798/Adopted-Seaside-Park-Neighborhood-Plan-PDF> and it also can be found on this website <https://www.berkeleytownship.org/289/Planning-Board> (title is "Adopted South Seaside Park Neighbor Plan")

Can and will Seaside Park require new Certificates of Occupancy for all South Seaside Park properties? Berkeley admits in its neighborhood plans for South Seaside Park that many properties are not in compliance with town codes, with many lots over-built. Cite the laws used to answer this. Can SP charge Berkeley for the expense of this? What will it cost SP? Given current laws, could SP be sued over this maneuver, and if yes, what is the estimated fiscal cost of that, and could any chargebacks realistically go to Berkeley ?

If annexation is green-lighted, can and will Seaside Park ban occupancy, rental, or sale of any property formerly in South Seaside Park that: 1) has unresolved building code violations with Berkeley standards? 2) violates Seaside Parks codes,

rules, standards? Please include issues of property setbacks, ground cover percentages (surface / stormwater runoffs and drainage), occupancy limits, and illegal outdoor showers draining to the the water table. Please reference the laws that shape your answer. And can SP charge Berkeley for the expense of this? What will this cost Seaside Park? For equitable treatment and to prevent lawsuits, would SP need to do the same within its original borders (Porter Ave to 14th Ave) and what would the cost of that be? Seriously, I'm asking for dollar calculations related to all my questions.

Will SP gain custody of all of Berkeley's code, building, zoning and property records directly and unadulterated ? Can this happen before annexation in order to form an educated decision? And can SP charge Berkeley for the expense of this? What will this cost?

Can residents of Seaside Park require our town to review all Berkeley lots for documentation of the following (which should be present for a legal CO): 1) completed building permit applications with all required signatures, 2) architectural and engineering plans stamped by licensed professionals, 3) proof of compliance with zoning ordinances, 4) environmental impact assessments (if applicable) 5) contractor licensing information and insurance documentation 6) inspection records 7) and related support documentation. And can SP charge Berkeley for the expense of this? What will this cost?

Is Berkeley responsible for the cost of retrofitting things in South Seaside Park that are not up to the current standards set by either Berkeley, Ocean Co, or State? Could the annexation be contingent upon the completion of these prior to annexation? Can Seaside Park do those things to ensure they are done correctly and have Berkeley pay 100% of the cost? If not, what percentage can Berkeley be made to pay? What parts of the law would contain these answers?

Provide an overview of any/all of Berkeley's existing errors, omissions and deficiencies related to infrastructure, public works, public safety, open space, environmental laws, grant compliances and expenditures, zoning, code enforcement. Who fixes and when, at what cost, and who has to foot the bill?

Since liability for safety and management for South Seaside Park falls to Seaside Park the moment annexation approval is signed, and Seaside Park does not have expanded staff, expanded

facilities, or open space upon which to expand (without sacrificing the open land we try to preserve) how is it anyone can say that there would not be a negative impact to current Seaside Park residents in matters relating to Public Works, Town Admin, Public Safety, and accommodations for its residents?

Look at the water quality at points south of Seaside Park. 1) IBSP and e-coli (a handful of state violations there related to e-coli over past 5 years, plus the new IBSP sewer system that literally and figuratively crapped out and closed the park over July 4 weekend 2025 and the partially closed it for about a month). Did drawdowns from SSP and SP water increase then (July-August 2025 compared to past years that the park entrance was NOT free but for fee)? Anticipate it happening again and the impact of that. **2) SSP quantities of e-coli, water cleaners and lithium in water, and how those increase in summer. **3) estimate the impact of annexation in terms of increased demands for our town's water from points south, need to clean our water more, need to drill more wells besides the new one we have going in on Ocean Ave in north end. Will there need to be infrastructure improvement, water and sewer lines, in South Seaside Park? Costs, funding, town rating and tax changes due to this?

Safe drinking water. What needs retrofit in SSP – errors, omissions, deficiencies? The point is, with annexation what might be nice to do when it's convenient or an emergency (sharing any form of water) becomes a legal obligation which may make Seaside Park incur more cost or a negative impact to our natural resources.

Who gets White Sands Beach? Is donation to Berkeley something that would stand with annexation? What's the fiscal burden to Seaside Park in addressing that? If it's a go with it being Berkeleys forever, can SP close it or refuse to provide uncompensated services and supports? Does their participation in the NJ TDR (Transfer of Development Rights) Program of 2004 muddy the issue? [see <https://www.berkeleystownship.org/DocumentCenter/View/808/Township-2008-Master-Plan-Re-examination-Report-PDF>]

Have Seaside Park improve its website in regard to the annexation issue. Post the court documents. Have your contractors cite the legal references upon which they base

their determinations so citizens can follow along and read for themselves.

The fact sheet on annexation. Too basic. Insulting to some. Show residents all your homework - cite and link all the laws, rules, regulations, policies, guidances and support documents that Seaside Park is using and is bound to comply with. Please these on Seaside Park's website as well.

Are your listening sessions legally required? Sometimes they are. Say so directly if so.

Quick AI search indicates that annexation can raise car insurance rates and home insurance rates, yet may presuppose a rural area merging with a city. Please do a deeper dive and discover how annexation would impact car and home insurance rates in Seaside Park.

If annexation occurs, how would Seaside Park's rates climb in the Joint Insurance Fund (JIF) in light of South Seaside Park's mixed zoning, over-built properties, and other existing violations of Berkeley codes, rules & regs?

Who maintains, cleans and provides staffing at the private beaches in South Seaside Park? If it's Berkeley, what are the rates and how are they compensated? What burdens would shift to Seaside Park and how does this impact our need to buy more non-durable goods like beach cleaning equipment and also how does that impact the amortization and replacement schedule for those?

Public safety sidebar- with traffic densities and bicycle accidents in summer, do the barrier island towns have any ability to de-classify or revoke the State/County designation of any roads or bridge lanes on the Coastal Evacuation Route as shared bike lanes? Could we petition to remove the in-roadway markings and permissions for bikes and require cyclists to only bike in the middle of roadways that are not part of the Coastal Evacuation Route? Why? Because I was amazed to see one lane of the Point Pleasant Boro Bridge marked out as a bike lane and have seen northbound traffic up the strip to 35 grind to gridlock with the current "bikes are also driving in this Rt 35 lane - share the road" setup.

IBSP would lose Berkeley Police Department as backup therefore it would fall to Seaside Park. This presents a real and serious

detriment to Seaside Park residents in services and response times.

How would annexation change Seaside Park's Mount Laurel housing obligations? Estimate the impact to land and financial burdens.

Ocean County has property reassessments slated throughout the county, and those have yet to be performed in either town. They were on the roster for 2025 in Seaside Park and in 2026 for South Seaside Park. While I understand there is a legal burden to Seaside Park stemming from court decision, I question the logic and fiduciary responsibility in considering an annexation while relying on old and outdated mathematics. This could significantly change the numbers.

The listening session was not able to hold all Seaside Park residents (our meeting room never could) -our facilities are too small as it is. Potential attendees - from both towns - were turned away. Anyone can attend a meeting. This is the slow season. You can easily extrapolate that SP is not able to scale up quickly to accommodate the needs, space, and demands nor the governmental support for the volume of summer population in two towns.

There is no space for expansion of facilities in South Seaside Park. The land there is overbuilt. Annexation would require Seaside Park to face the same bad overbuilt fate with regards to our municipal buildings and services and the housing thereof. Calculate the negative financial impact of that in your decision including drainage, stormwater management, deprivation of locations for farm markets, movies, concerts) in your decision-making please.

Is there more potential "public space" land in South Seaside Park planned and possible given existing laws related to easements, master plan, riparian/ flooding / enviro impact laws or condemnation? If yes, will that fall to Berkeley? If not, what is the estimated financial cost for that to Seaside Park?

Safe drinking water. Will Seaside Park close, seize or buy the private water company in SSP? Would SP have 2 separate water providers after annexation? How would we get a for-profit entity to not profit from SP taxpayers, or to contribute fair share?

Safe drinking water & usage volumes. Under mutual aid agreement and other contracts - in total how much water does SP provide to SSP & IBSP? Annexation = legal obligation to provide for residents. Would SP have to provide water to IBSP after annexation? Can we raise the rates we charge IBSP? Explore and describe aquifer impacts and depletions, drawdowns on busiest days.

With annexation, what types of obligations to provide services and supports to IBSP does SP inherit? Does Berkeley maintain any? Did the State compensate South Seaside Park / Berkeley for anything, and if not, why not? If Berkeley shirks or underperforms what burden is then thrust upon Seaside Park and at what cost? IBSP uses TriBoro First Aid and yet gives them zero dollars of support, so are the rest of IBSP financial reimbursements for services as abusive and non-market based? What could IBSP needs cost Seaside Park?

Annexation Input Report

Borough of Seaside Park Community Listening Session

Topic: Proposed Annexation of South Seaside Park and Seaside Park

Purpose: Gather resident input, values, and concerns to inform the annexation impact study.

Duration: 90 minutes

1. Perceptions & Concerns

- When you think about the possibility of annexation, what comes to mind first?
- What benefits or opportunities do you see, if any?
- What concerns or challenges do you think might come with annexation?
- Are there particular services, taxes, or issues you'd want more information about?

Is there debt in SSP?

How does SSP pay any debt owed?

Reassessments

2. Priorities & Needs

- What are your top priorities for your community in the next five years?
- How do you think annexation might affect those priorities?
- What services or improvements would you like to see continue or expand?
- What kind of information would help you feel more confident in understanding annexation's impacts?

water towers - sufficient for both towns

liquor license

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- 1) • When you think about the possibility of annexation, what comes to mind first?
- 2) • What benefits or opportunities do you see, if any?
- 3) • What concerns or challenges do you think might come with annexation?
- 4) • Are there particular services, taxes, or issues you'd want more information about?

1) Effect on my taxes is paramount!!

2. Priorities & Needs

- 1) • What are your top priorities for your community in the next five years?
- 2) • How do you think annexation might affect those priorities?
- 3) • What services or improvements would you like to see continue or expand?
- 4) • What kind of information would help you feel more confident in understanding annexation's impacts?

1) Lower Taxes

2) Good question

3. Vision for the Future

- What does successful community collaboration look like to you, regardless of the outcome?
- What do you most want to see preserved, regardless of what happens with annexation?
- How can local government best support that vision?

4. Closing Reflections

- What's one thing you'd like decision-makers to understand before any decisions are made?
- Is there anything we didn't ask that you think should be heard?
- What's the best way for the City to keep you informed as this process moves forward?

Slow down the process !! ↙

publish all info!

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ARE THERE ANY BERKLEY FINANCIALS THAT WOULD NOT BE DISCOVERABLE OR OF PUBLIC RECORD DURING THE SEASIDE PARK ANNEXATION IMPACT STUDY? COULD SEASIDE PARK BE SURPRISED BY ANY OF BERKLEY DEBT IF THEY DECIDE TO APPROVE ANNEXATION.

2. Priorities & Needs

- What are your top priorities for your community in the next five years?
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How can a decision be made when Seaside Park does not know the portion of debt attributable to the South Seaside Park, Seaside Park will be liable for?

Can full financial transparency be available prior to decision of annexation?

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Consolidation and tax savings from shared services between 2 towns.

Landusage and zoning rules are very different between the two towns.

Would like more ~~info~~ information on tax implications?

What impact does the 2 streets of Berkely taxes for school services that are not used play into taxes?

How many children attend S.S.P schools?

2. Priorities & Needs

- What are your top priorities for your community in the next five years? - Flooding Issues
- How do you think annexation might affect those priorities? - Maybe help by being under one
- What services or improvements would you like to see continue or expand? - More Business
- What kind of information would help you feel more confident in understanding annexation's impacts?

Flooding is huge issue affects both towns,

3. Vision for the Future

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4. Closing Reflections

- What's one thing you'd like decision-makers to understand before any decisions are made?
- Is there anything we didn't ask that you think should be heard?
- What's the best way for the City to keep you informed as this process moves forward? Town Website

What are the financial effects to both residents of Berkeley and S.S.P.

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- Are there particular services, taxes, or issues you'd want more information about?

Lower property taxes and create
a greater Seaside Park,

2. Priorities & Needs

- What are your top priorities for your community in the next five years?
- How do you think annexation might affect those priorities?
- What services or improvements would you like to see continue or expand?
- What kind of information would help you feel more confident in understanding annexation's impacts?

Lower property taxes,

3. Vision for the Future

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Lower taxes,

4. Closing Reflections

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Lower taxes,

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Who chooses the 3 to vote

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4. Closing Reflections

- What's one thing you'd like decision-makers to understand before any decisions are made?
- Is there anything we didn't ask that you think should be heard?
- What's the best way for the City to keep you informed as this process moves forward?

Why can't Berkeley Twp. give a good faith estimate of the portion of debt attributable to SSP section of Berkeley Twp? Surely the Business Administrator has a ballpark figure? The fear of an unknown number - or too high number could be an incentive to vote one way or another. We are in the 21st Century... can we call A.I. for a decent estimate?

Borough of Seaside Park Community Listening Session

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Duration: 90 minutes

1. Perceptions & Concerns

- a. When you think about the possibility of annexation, what comes to mind first?
 - b. What benefits or opportunities do you see, if any?
 - c. What concerns or challenges do you think might come with annexation?
 - d. Are there particular services, taxes, or issues you'd want more information about?
- a. HOORAY!
- b. Better access to town services. Feeling part of a great community
- c. Getting the So. Seaside Park area melded into zoning, beaches,
- d.

2. Priorities & Needs

- a. What are your top priorities for your community in the next five years?
 - b. How do you think annexation might affect those priorities?
 - c. What services or improvements would you like to see continue or expand?
 - d. What kind of information would help you feel more confident in understanding annexation's impacts?
- a. So. Seaside Park beaches. We need walkway mats on 20th Ave like Seaside Park has. Also, we need benches (Berkeley provided a dilapidated wooden one after a 3yr fight). Someone bought a Polywood one, but need more than one. Lots of seniors want to walk to see ocean, but need a place to rest before heading home
- b. I know Seaside Park takes pride in their beaches
- d. Keep meetings open to public & use website for info

3. Vision for the Future

- Q • What does successful community collaboration look like to you, regardless of the outcome?
- ↳ • What do you most want to see preserved, regardless of what happens with annexation?
- C • How can local government best support that vision?

- a. Provide So. Seaside residents a roster of SP municipal committees and gov't offices. Many will get involved
- b. The beauty of this area is the small community feeling. Very peaceful (except June, July Aug)
- c. Do not accept overdevelopment!

4. Closing Reflections

- a • What's one thing you'd like decision-makers to understand before any decisions are made?
- b • Is there anything we didn't ask that you think should be heard?
- c • What's the best way for the City to keep you informed as this process moves forward?

- a. So. Seaside Park has poured their hearts into fighting for 11 yrs for this move. We, as a tiny neighborhood, have a lot to bring to Seaside Park - ratables, business • only 2 children to educate, and residents that clearly want to be part of Seaside Park
- b. I think you are doing a good job of informing
- c. Meetings that are open to public + posted info on website

Borough of Seaside Park Community Listening Session

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- When you think about the possibility of annexation, what comes to mind first?
 - What benefits or opportunities do you see, if any?
 - What concerns or challenges do you think might come with annexation?
 - Are there particular services, taxes, or issues you'd want more information about?
- I'M EXCITED ABOUT THE POSSIBILITY OF TWO GREAT COMMUNITIES COMING TOGETHER TO CREATE ONE GREAT TOWN!
- A NEW SOURCE OF REVENUE FOR SP TO SUPPLEMENT EXISTING REVENUE
- AN OPPORTUNITY FOR SSP RESIDENTS TO BECOME PART OF A BEACH-CENTRIC COMMUNITY THAT BETTER UNDERSTANDS THE NEEDS OF THE RESIDENTS.
- CHALLENGES INCLUDE ZONING, CODE ENFORCEMENT + BEACH MANAGEMENT.
- BERKELEY HAS RECENTLY TAKEN OWNERSHIP OF TWO BEACH BLOCKS ADJACENT TO ISLAND BEACH MOTOR LODGE, THEY'VE TOLD ME THAT THESE TWO BLOCKS WILL REMAIN PROPERTY OF BERKELEY TWP SHOULD ANNEXATION OCCUR. THE SUPREME COURT SEEMS TO DISAGREE. HOW WILL THIS MATTER BE SETTLED
- BERKELEY TWP COUNCILMAN JIM BYRNES DIRECTLY TOLD ME THIS.

2. Priorities & Needs

- What are your top priorities for your community in the next five years?
 - How do you think annexation might affect those priorities?
 - What services or improvements would you like to see continue or expand?
 - What kind of information would help you feel more confident in understanding annexation's impacts?
- THE CONTINUED MAINTENANCE OF OUR COMMUNITY AS A FAMILY-ORIENTED TOWN THAT MAINTAINS ITS OCEAN + BAYFRONTS IN AN ENVIRONMENTALLY CONSCIOUS MANNER.

Borough of Seaside Park Community Listening Session

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Duration: 90 minutes

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- When you think about the possibility of annexation, what comes to mind first?
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- Are there particular services, taxes, or issues you'd want more information about?

- If study shows higher taxes for SSP will Council vote it down.
- There has to be more than not wanting to drive 30 mins for permits to wait out for 50 yrs. What else do residents want? What will they be requesting at council meetings.
- Cost for new hires for PD & public works, more PD cars public works vehicles
- Money for fire coverage and first aid - will SSP cover & make up
- Day front flood project cost vs cost to do both boroughs
- will there ^{be} need to reopen school, building is falling apart.
- how many voting residents what is the party break down. SSP very happy w/ current mayor & council - very important for residents to consider this.

2. Priorities & Needs

- What are your top priorities for your community in the next five years?
- How do you think annexation might affect those priorities?
- What services or improvements would you like to see continue or expand?
- What kind of information would help you feel more confident in understanding annexation's impacts?

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1. Perceptions & Concerns

- When you think about the possibility of annexation, what comes to mind first?
- What benefits or opportunities do you see, if any?
- What concerns or challenges do you think might come with annexation?
- Are there particular services, taxes, or issues you'd want more information about?

- I think its about time it happens.
- It should be 1 cohesive neighborhood. (Taxes, badgers)
- I have no concerns

2. Priorities & Needs

- What are your top priorities for your community in the next five years?
- How do you think annexation might affect those priorities?
- What services or improvements would you like to see continue or expand?
- What kind of information would help you feel more confident in understanding annexation's impacts?

Seaside Listening Session November 10, 2025

This is a summary of questions raised during the session.

3:30 Will the session be recorded?

Lisa Allen: Yes, will be on YouTube.

4:01 There are two listening sessions. What's the process for Seaside Borough to make the decision?

5:15 Gina Cipriani responds

22:40 You mentioned a timeframe, it sounds like this is being rushed. Does it matter if this is done this year or next? Time to look at it deeply without rushing.

22:55 Gina responds. Statute doesn't address timing. Don't think governing body has any desire to rush through anything.

23:25 Government Strategy is going to follow through this whole process. And there'll be a report.

23:30 Cherron: introduces GSG. Unique project. Three there, Team is over a dozen.

25:14 So what is the timetable in producing a final or semi-final report that you would turn over to the Borough leadership and they would have the information to start going through and presenting a decision

25:33 Cherron responds. Goal is early December. As things come up, then will have to be pushed back. Want to get things right. Stress neutrality.

26:35 Ken Annexation Impact Study. Not here to direct an outcome. Access to information is critical. Getting information from Berkeley Township.

27:28 So you're not hired to give any recommendations to Seaside Borough.

27:31 Ken Cherron – correct

29:56 Concerns: **Infrastructure**, condition of wells, we have an issue with the well in Seaside Park. It will be expensive. Make sure water tower are sufficient to serve the population. At one point Seaside Park had wooden water systems under ground. Expensive if South Seaside has them. Curbing and sidewalk cost. **Liquor license** since its based on population. **Polluted properties**. There was one in South Seaside. **Pending litigation**. South Seaside might be involved 3 lawsuits. Possibly against property owners. **Schools**, how many children. **What do we owe Berkeley?** Amazed we don't find out until

the 11th hour. That's insane. **Bayfront remediation**, considered by council for Seaside Park.

31:10 **Public works**. Right now there's a **lack of employees**. How can they possibly handle the additional areas, **code enforcement** is already short handed already. **Garbage trucks**. Need to hire more people. **How many inspections** for rentals. **Lifeguards** needs to be considered. **Reassessment**. If we get reassessed in another year what does that do to our taxes.

32:11 **Service Transition**. Moment ordinance to accept annexation is in effect, then all services would have to happen. How does that happen the morning after. How does the garbage get collected if there aren't enough trucks. You mentioned repercussion if member of the governing body express opinions prior. What are the **repercussions if members of the governing body express opinions** either in public or in private?

33:10 Some of the beaches in **South Seaside are private** – how will that be dealt with.

33:23 What about the **federal issues like merging post offices**. Is that going to be an expense. Any other federal domain that we are subject to here.

33:46 Will be lawsuits at the end because people do that. One of the things that mitigate is information ahead of time. Things like we're likely to pay a lot of money, won't be able to figure it out until a certain amount of time. How much time does Seaside have to pay that. If it's bonding. If it's five days, we can't do that. If it's 500 years then we can do that. Process for reassessment of taxes. Are there guidelines. This is what you can do, this is what you can't. One idea – everyone taxes has to be the same. No grandfathering. Knowing that ahead of time can mitigate a lot of lawsuits. **Debt and taxes**.

35:13 Disabled combat veterans. What **incentives for veterans** to be part of this community.

35:43 Hearing a lot of negativity. Was on the SSP for the annexation. Would like to bring some positivity. SSP wants to be part of this community. Basically already part of this community. We participate in July 4, Memorial Day. We don't do anything in Berkeley. In summer we have to drive 40 minutes. We want to be part of Seaside Park. Understand a lot going into this. **Hoping that we can get together on it and make it happen**.

37:29 Biggest concern. **This makes sense**. Berkeley is a long way. Want to make sure it benefits the folks in Seaside Park. If taxes goes up, why should we do this. It's good for the community. Would love to see taxes go down. No restaurants in Seaside. South Seaside has all the restaurants.

38:38 Major problem. Governing body has to make a decision. **Have to know what the debt is.** If we could sit down and negotiate this before the decision is made, so we're not buying a pig in the poke. As far as Seaside Park, yeah, they've been part of this. A lot of the things have been shared by the community over the years. We haven't had to share the debt. We need to know what that debt is.

40:07 I would like to know. I'm in favor, I think. Assurance from the governing body, that your report will be on the website. So I can get a sense of what the answers are. But, if it will cost double, I want to think about that. Assuming it won't. Formula to figure out school property taxes is a bit obscure. But, I'm assuming it's something you guys can calculate. I would like to know if the **school taxes** are impacted is it positive or negative. Hoping it's neutral. Understand zoning will be back and forth. I hope we go slowly. **Important to keep look and feel of Seaside.** Driving around feels like going to the shore in the old days.

42:00 I'm not for annexation. We have a council that will make the decision for and another against. Berkeley said no. In that decision, impact on citizens. The people didn't make the decision. Think about that. What is being taken away is your ability to make a decision on where and how to live. **People should have the right to make the decision.**

43:25 Not know what **the debt** will be until after you decide is like buying a car and not being told what the price is. Bigger concerns is the history of the courts not being good for us. History of high school taxes. Nervous about the 90 days to figure it out because they always find a way to say, you can pay for it.

44:35 For my neighbors that it's important that SSP spent over 10 years. Berkeley said no, we appealed. Courts appealed twice and said SSP ruled that it was a good decision to leave. Supreme Court said same. SSP fire company serves Berkeley. Members of SSP already participate in this community. Didn't hear about 3 plus million in revenues in taxes from. Assure you that an unfair share of debt will not be paid by SP. May also be a tax savings to SP and SSP. Up to council to determine. I ask you to be open minded. There's revenues coming in. **We're a cash cow to them [Berkeley] we can be a cash cow to SP.**

47:50 Is SSP going to accept the current Berkeley **assessment** or will we be reassessed.

Ken: Regarding debt. Part of our report, again an impact study, will include a lot of financial analysis including potential impact of taxes, allocation methods of Berkeley debt. Whatever goes in is finalized ultimately by the council. Hard to determine our report are arbitrary or capricious, our report based on sound facts. Decision will not be made in a vacuum. The council will have factual information to work from.

Lisa: After listening session we will be creating an FAQ.

50:15 School because we don't have enough room. People losing friends. **We don't want people from SSP thinking we don't like you.** I'm looking out for my taxes. Not that we don't want.

51:20 Would like to see us combined as one town. Concerned that this report is not available in December when everybody is busy. Council meetings are teeny during the holiday time. **Want us to have time to see and read the report** before the town makes a decision. Want to hear the council talk about the report during a meeting so we can all get a sense of what it is.

52:25 **School taxes** has always been a gray area. No one really knows the formula. How can I see that put in this report. Just for the schools, not the town, we know that. Ratables, number of children they put it altogether. Spell it all out in the report

53:35 You acknowledge the uniqueness of this. Our neighbors spent the last 11 years trying to get their separation. **Why are we rushing** to get this done by the end of the year. This is complex. You don't have many examples of this process. Request we take all the time turn over all the rocks and make this as comprehensive. Not be time bound by this. There is no time bound aspect. Let's not rush this. Not trying to delay this to 12 years. At the end of the day this has to be done right for everyone. That's what's best.

55:00 **SP is now under stress and pressure and soul searching. Everyone should respect the pressure. Gratitude for bringing in a professional team. Governing body did not ask to participate in this.**

Seaside Listening Session November 24, 2025

This is a summary of questions raised during the session.

28:47 For over 40 years the people of Seaside Park have been paying more taxes than necessary. Why is that? Over 40 years ago the municipal council refused to annex South Seaside Park. Every year they've had the opportunity to add those ratables. Seaside Park has been paying more than they should have. Now they have another opportunity to add those ratables and they are far higher. [To] lower your property taxes. In the zoning board hearings between Berkely, financial experts and the petitioners all agree that if South Seaside became a part of Seaside Park, the property taxes would be lower. Concerning negotiations following the adoption of the ordinance. Important to recognize that Seaside would have a claim on the value on everything owned by Berkely Township. That runs in many millions of dollars and is greater than Berkeley's debt. So in the negotiations it can be argued that Berkeley Township should be paying Seaside Park money. If I were Seaside Park I would say 'no, no' don't pay our debt we'll keep everything we own and you pay us nothing and we're all happy and we just go back to keeping taxes the way they are. Except of course, the property taxes in Seaside Park would be lower.

No question. Statement that Berkeley Township would probably owe Seaside money. Recommends that Seaside keeps the debt (portion allocable to South Seaside) and South Seaside. Net Seaside's taxes would be lower.

30:38 Once a decision is made, someone could go to court to seek a judgement that the decision was capricious or did not exercise use diligence. Does it make sense for Seaside Park to get that ruling almost in parallel that the decision was in fact judicious and diligent. This would avoid the uncertainty that a group mustering about would seek a judgement.

Question regarding process. Should Seaside seek a judgement that the process was judicious and diligent before Seaside makes a decision?

Response: Answer afterwards because I don't want to break the flow.

32:00 After all of this goes through the process and it comes to the Borough council to make a decision. All of a sudden were annexed. Why is it that it's only afterward that we figure out through our systems who owes who. I would think it would be part of the due diligence now to find out what those numbers are. It's like buying a car and talking about the price later. There are people who can do that and they can don't care. But, I would think as a Seaside resident that we would have those numbers prior and not after the fact. That's just not making any sense to me.

Question regarding process. Why aren't all the numbers available before Seaside Council makes a decision.

33:25 Several questions. Former zoning board official. Currently, the budget of Seaside Park is \$62.8 million. Our school, we pay ratio of 62.5% in school taxes. And the regional high school school taxes are 55.7%. So my question is, you have the majority of the students coming down probably do not use the regional high school. They use the local tax of wherever they live. This is just a secondary residence. It seems there is a duplicity in taxes regarding Berkely. Question regarding OPRA. Will you be filing OPRA requests to gather any additional information. Regarding zoning ordinances. When you had mentioned they would pretty much go away and they won't be incorporated into Seaside Park. Does the debt include depreciation of police cars, public works, water, probably going to be part time vs full time, adaptation, municipal employee hiring and ambulatory servies, rescue service, fire services. You (South Seaside) already use Seaside services, they are there in a blink whether it be for Island Beach State Park they are magnificent, I can't say enough about them, they are just absolutely fabulous. Rather than having Berkely township because that would take at least 45 minutes. I hope those services will continue and I'm sure that they will. If there's a life saving situation or something of that nature that that would be inclusive.

Questions: 1) Secondary residences in South Seaside. School Taxes 62.5%. Regional H.S. tax is 55.7%. There's a duplicity in Berkeley's tax. 2) Will you be submitting OPRA requests 3) South Seaside zoning ordinances will go away? 4) Emergency services hopefully continue to be provided by Seaside.

Answer: There will be zoning ordinances in place. Not an option to have nothing.

38:05 I noticed that some of you don't realize how long this has been going on. My husband and I bought our home in 1972. I know we were writing checks to the South Seaside Homeowners Association which culminated in 1978 when we applied to join Seaside Park. The court agreed, that we were entitled to apply for deannexation. At that time Seaside Park chose not to accept us. But, the law at that time stated that we could have forced it. But the organization decided we didn't want to do that. Process has changed now. For 40 almost 50 years this has been going on. It started up again before Sandy, we had to gather all those signatures up again. We went to 38 planning board meetings. My husband and I missed one. We were always laughing, what else are we going to do on a Thursday night because we would always go over there. We are very happy, we know all of you, we would totally be so happy to be part of you. But I want to tell you, since

we all have been listening. We have taken photos, made meetings, had placards, quite a lot, we hired an attorney, we hired professionals. We all chipped in for all those years. Our little community of South Seaside Park. We are very determined, very cohesive, we don't give up that easily. And I just want mention, we just want to be a part of you.

No Question. Comment that South Seaside has gone through a long process.

42:25 How many registered voters are in South Seaside Park? And to the previous lady's comment, maybe Seaside is trying to tell you something. If it's been going on for 50 years.

43:01 Everybody is here to be heard. We're friends and neighbors, we don't always like what everyone has to say. But, please don't let it be personal. Please understand that.

43:24 I was here for the previous annexation. And there were reasons why we voted it down. No personal reasons to do with anybody. There were reasons why we felt that it wasn't the best thing. And supposedly it wasn't supposed to come back. But we're here to listen to everything. One of my concerns is how Midway Beach works because some of that property is leased. Some were able to buy their property. With the last one everyone got to vote which was important. Now I understand that just council gets to vote on it. I feel that it would be a good idea for council to realize that we want a say. We don't want just the six of them to decide. We want the six of them to listen to us and then base their decision on how we feel, the voters and taxpayers of Seaside Park.

No Question: Statement that there were reasons said no last time. Important that Seaside Council understand that voters and taxpayers of Seaside Park want a say.

44:50 I don't know how many people here realize that Seaside Park was originally part of Berkeley Township until it was incorporated as an independent borough in 1898. The land was first part of Dover Township and became part of Berkeley Township when Berkeley was created in 1875. The initial creation of Seaside Park was originally a section of Dover Township, now, transferred to Toms River then transferred to Berkeley in 1875. The section became Sea Side Park section of Berkeley. This section became an independent borough in 1898. Then annexation of Berkeley tract, north of the original borough was annexed on or about May 12, 1900. At the last meeting a question was raised about post offices. South Seaside Park uses the Seaside Park post office and zip code. Toms River processes all the mail. The South Seaside Park post office is just a convenience in this area. If you want to compare Holiday City, Holiday City uses Toms River zip codes, and Toms River delivers to them. It's all based on location and proximity to mail routes. I just wasn't sure if people realized how much we're already incorporated into Seaside Park.

No Question. History of Seaside, South Seaside, Dover, Toms River. Toms River processes all the mail. South Seaside post office is a convenience. South Seaside shares same zip code as Seaside.

47:20 Thanks for the presentation. More thoughts than question. Prior question on burden and financial issue. Possible poison pill. What's the benefit to Seaside park? Possible lower taxes, but, not guaranteed. Question what does this really means and what is the benefit. Seems like a lot of uncertainty for someone in Seaside Park and will there be a tax reduction for us.

Question: What is the benefit to Seaside Park? Will taxes be lower? Lot of uncertainty.

49:15 Good question. Not knowing the financial responsibility of either town. But, I would believe that the company Seaside Park hired, you, would do the investigation and come back and report to the council. You guys probably have a good idea of what that financial burden will be and will be sharing that with the council in Seaside Park. Correct? Do they get that information ahead of time.

Answer: This is an Impact Annexation Analysis. It will include some financial modelling.

Okay, I agree that it's important to have this information ahead of time, but, I think the three people that you're going to appoint to a panel to look over a lot of this. For example, the bonds that Berkeley might have right now, they can use the ones that effect South Seaside Park, correct? And as far as, taxwise. Does anyone have the exact final exact amount of money that is collected just in Berkeley themselves with all these new houses. I can't imagine the financial responsibility of the taxpayers. I know it will go down. You don't have to do too much on figuring that one out. I think it's very important that the council in this area does all their due diligence and looks at all their financial responsibilities and then come back and make the decision for the people.

Question: Asking for confirmation only looking at debt that effects South Seaside? Are exact numbers for Berkely tax income used? Statement: Council has a significant responsibility to review, come back and make a decision for the people.

51:30 Building on what this gentleman said, I wanted to make sure that after you have all the facts and figures and make your presentation to the council that there will be another meeting where all of us can hear all the financial and all the effects. I think it behooves us

to make sure that the council to make sure that before they make a decision we get all the information that they have.

No Question: Important that all information reviewed, that another meeting be held to review information before they make a decision.

52:30 I'm echoing that last 3-4 comments to know what the magic dollar is. That seems crazy that it's in the order that it is. It was implied that the negotiation that involved the 3 people from South Seaside Park and Seaside Park would not produce a vote. It would go to a judge who would appoint three people and that decision would be binding. So my question is who are they? What qualifies them, are they attorneys, finance people, residents if either town? Since their decision is binding, this seems critical. First gentlemen implied that Seaside Park would be ahead of the game, dollar wise when you consider the debt and the tax revenue relative to Berkely. How real is that, if its true, the details should be presented to the public.

Statement: Crazy process that decision is made more a final number. Question: who and what are the qualifications of any appointed panel?

54:15 I think Nancy Pelosi said, we'll know what's in the bill, after the bill is passed. So we'll know the cost after it's done. But, you'll give us an idea. It is going to be what it is. I was a big supporter of this 40 years ago. I have a lot of family in Seaside. I still talk to them, they still talk to me so it's good. It's been a long time coming. So you're here for issues, for in the original time, Island Beach State Park which is in Berkely was going to transferred over. Now it's kept out, they thought it would be too controversial. I think there's impacts to that to Seaside Park. This should be addressed: police, services and all that and costs. And if it's in Berkely, do we still negotiate with Berkeley for services (delivered to Island State Park) or to the State of NJ, whichever. It's State property but it's in Berkeley. Is it possible for Berkeley to say you get this too, which I think is a good thing. What might happen with that? The other thing is currently we have a land use board in Seaside Park. With this annexation there's going to be a lot of changes, and a lot of changes. So I think going back to a Board of Adjustments for Seaside Park might be appropriate. And that will cost Seaside Park more. But an analysis that shows how many variance will be needed and what that impact will be once it transfers over and the caseload will be would be good. I wish the ordinances could all be sorted out ahead of time. But the cost of setting up the ordinances to manage the various types of properties in South Seaside. Just the cost of curbs.

Question: Island Park is kept out of the annexation, however, who provides services? Since Berkely retains, should either Berkely or the State pay for services. Also Seaside has a Land Use Board. May want to consider a Board of Adjustments to deal with the range of variances that come with South Seaside.

57:10 I have a specific question. If Seaside votes for annexation and we now have the combined total borough and somehow we integrate the Shore Water or at least the water system in South Seaside Park with the utility in Seaside Park which is run by the town, does that combination or resources and wells generate enough capacity so that when that's examined we determine we need to drill well 11. Because it would be sure nice if we didn't need it. Save us several million dollars.

Question: Will water resources brought in with South Seaside be sufficient to not only meet their needs but also provide more? Would it be enough to allow Seaside to avoid digging Well 11. This would save us several million dollars.

58:25 Comments from South Seaside Park resident. Attended about 25 meetings in Berkeley. Shore Water is a private company regulated by the Board of Public Utilities. And this is a plus for Seaside. We pay our water bills to Shore Water, they maintain that infrastructure. The water is sufficient for South Seaside Park now. Yes there's line between South Seaside Park and Seaside Park now, but, erasing that line doesn't make that water suddenly insufficient to supply the residents there. Midway Beach is private party. Private property is not part of annexation. It doesn't matter if you lease that property or someone owns it. Midway Beach the condo association is all private property and not part of annexation. I'm not hearing anyone talk about one of the big pluses and that's over \$4 million taxes that's being paid by South Seaside residents that would come to Seaside Park. And I would represent to you that that would far exceed the debt service and the cost of services that would be provided to South Seaside Park. Several people mentioned that certified municipal financial experts mentioned that this would result in tax reduction for Seaside residents. Berkely Township spent several hundred dollars fighting this because we were a cash cow to them and they didn't want to lose this. In might Berkeley Township doesn't full support the emergency services and this organization Triboro First Aid to South Seaside Park and Island Beach. And that's an excellent point (raised previously) if that responsibility remains with them or not. The good news is that every person who lives in South Seaside Park would be paying taxes to Seaside Park and that financial support would be there and would provide more support to those organizations.

No Question. Statement that Shore Water is a private utility. Not correct to assume that South Seaside will not have enough water. Represents that South Seaside has been a cash cow for Berkely. The tax revenues will outweigh debt service and cost of additional services.

It's been almost a 10 year process, but the Township said no, the homeowners association appealed to a court who said yes you can, Township wasn't giving up yet and appealed to a 3 judge appellate court who unanimously ruled that Berkeley could not prevent us from leaving, that we had met the burden of proof that we leaving them would not be a financial burden to them. Berkely didn't give up and appealed to the NJ Supreme Court and all 7 justices clearly said that we could do that as well. And on page 34 of their ruling, on the bottom of page, there's Note 4 that says that Berkely never said before but is now bringing it up that yes, White Sands Beach becomes part of Seaside Park, it doesn't get retained by Berkeley Township. They were recently donated 2 blocks of beach next to Island Beach Motor lodge and I would suggest to you that that does become part of White Sands beach and part of Seaside Park. A lot of people have told me that that property reverts back to Berkely so it wasn't necessarily a donation.

No Question. Long process in the last 10 years. Note that page 34 of the Supreme Court ruling that White Sands Beach was part of annexation. Recent donation of 2 blocks of beach next to Island Beach Motor Lodge is part of annexation.

1:02:50 Question what happens to the liquor licenses. Seaside Park is going to get all those liquor licenses I hope going forward. My understanding is that's a lot money and I'm curious what happens with that.

Question: Status of liquor licenses. It's a lot of money.

1:03:50 Just moved into Seaside Park. Enjoying the process. Love it here. My perspective is people in South Seaside shop locally and support businesses here and they go down the road and they drink at the Crab House and all the other place. So we're all adults, we don't assume, we just want all the facts and we want to be told, we want to read it and then we want to vote on it so everyone feels comfortable. We're spending money down the street on 7 new businesses that could be a part of Seaside Park if we do this merger and I think that's great. And hopefully that will spawn more businesses and more people will want to live here year round and not just the summertime.

No Question. Statement that we need facts, we want to read the report and we want a vote in what's decided. Seven new business are opening up as part of South Seaside, could be part of Seaside. Could develop into more than just a summer community.

1:05:30 We're being told our taxes are going down. That's what you guys are going to tell us. If our taxes are going down, I don't think any of us are going to have a problem with it. I we knew our taxes were going down we wouldn't have paid to have this firm to look into it all. We have to hire experts and do all this. We need the answers before we can say okay, our taxes are going down. If they do, come on in South Seaside Park. If they're going up, sorry.

Comment. If taxes go down, no one has a problem. If they go up, sorry South Seaside.

Cherron –We are producing financial models. We'll do projections, estimates, what models could look like. Will not be a final answer.

1:07:30 Been here all my life. My opinion would be come on in. The thing is I feel that the people of Seaside and South Seaside should have a referendum to let our council know how we feel. Because you're representing us. There's only 6 of you or three of you or however many represent us. And you should want to know how we feel about it before you make a final decision.

Comment: Should be a referendum. [Council] should want to know how we feel before they make a final decision.

Sun, Nov 30, 2025, 11:31 AM

anonymous

to me

Research and discuss the following. Use it in your decision-making, share the answers with town residents.

A. **Seaside Park's "fire rating"**. This is the score ISO assigns as a Public Protection Classification or PPC. Specifically—

1. What was our rating prior to providing fire services to South Seaside Park / Berkeley?
2. Did our score worsen at any time during our years of servicing SSP/B?
3. Was contract between our town and Berkeley written to prevent change to Seaside Park's fire rating, as is permissible via ISO standards and practices?
4. Will annexation make our fire rating worse? (A worsening score WILL result in higher insurance prices for a town and homeowners there.) Items that could worsen fire rating upon annexation include: changes to maximum daily consumption of water, number of hydrants, number of engines needed per area served, water main capacities, hydrant distribution, and maintenance testing.
5. In an annexation, a divergence in rating results can drive your fire rating down, so please calculate for and anticipate that as well.

B. **Water supply**. Protect, provide, maintain, and conserve.

1. With Shore Water's unmetered flat-rate water supply to homes, usage can fluctuate greatly. How do you track? How do you prevent side agreements where a business or company transports water from residential or mix-use properties for financial gain (landscaping trucks, power washing companies, food services, etc)? Examine both potable and non-potable water supplies.
2. Will annexation require water meter installation in SSP to better steward, monitor & regulate community's water supply? And to reduce flow in times of crisis?
3. Will SP be spending money and supplies to regulate and monitor a private water company, or to inadvertently assist their financial benefit? Or will SP assume control of all water supply in annexed lands?
4. Do mixed-use properties in SSP have the ability to skirt the system and take unmetered water from other parts of their property and apply it to business uses that *should* be metered?

C. Seaside Park Equipment Purchases. (fire - trash - police - other contracted services to Berkeley)

1. Did we ever purchase or lease more equipment in order to provide services to Berkeley?
2. When servicing SSP, have we ever purchased more expensive equipment, or equipment below our standards for selection if shopping with only Seaside Park in mind? (Ex - smaller capacity water tanks, smaller firefighting apparatus? Or have we purchased extra equipment?
3. Did anyone involved in process of purchasing equipment for Seaside Park have a conflict of interest (SSP, Berkeley, relation to providers, etc.)?
4. How did the equipment replacement schedule shift in servicing contracts, and did Berkeley adequately compensate for that? How will replacement shift and increase costs if annexation happens?
5. Have Seaside Park taxpayers been subsidizing Berkeley over the years due to the contracts not being adequate in compensation? Or due to decreased response times while SP gave service to SSP? Was this audited or will it be?

D. Zoning. - if Seaside Park allows any of Berkeley's zoning to remain and annexation goes through, you will likely harm the property values and quality of life of Seaside Park residents.

1. Seaside Park does not have mobile home parks but SSP does.
2. SSP has not complied with zoning rules regs and densities and is overbuilt.
3. Berkeley inaction led to some streets having no sidewalks. Further, no room in some areas—the State's Rt35 project in SSP was unable to install the continuous runs of sidewalks they should have. SSP lost those dollars and infrastructure opportunity, I surmise. Only one side of one SSP road got sidewalks — in some but not all areas of SSP— during this state project, if recollection serves.
4. There are no private streets in Seaside Park, but they exist in some SSP areas.
5. In South Seaside Park townhouse zones the density was capped at 10 units per acre. Lax enforcement resulted in overcrowding— 13 to 35 units per acre were the reality. Squeezing 35 pounds into a 10 pound bag... that's not in synch with SP.
6. About 2/3 of the properties in SSP are in flood areas. How won't this negatively impact ratings and property values of SP? It could drive private and municipal insurance rates up and potentially lower SP town ratings. And hurt the wallets of SP residents in the process.

E. Encroachment and loss of enjoyment.

1. During Berkeley stewardship of South Seaside Park, Berkeley actually lost land in SSP. IBSP was allowed to be a space invader and gobbled up additional lands to its north that could have been used by SSP.
2. Berkeley maybe dropped the ball by not obtaining the lot where the seafood restaurant was, close to the IBSP park entrance.
3. In their own words (homeowner association website FAQ), SSP wants to use SP recreation and municipal areas — they don't have enough, and no space for their own. And if we annex?

Then SP won't have enough room for its original occupants. Your actions will harm your townspeople.

4. Will annexation require us to encroach upon our open spaces to build more community accommodations?

5. Won't SP residents be potentially marginalized in vote, culture and political voice should you annex, in light of the number of housing units & overbuilds in SSP and the potential of # of year-round residents to shift?

F. Deed restrictions & easements in South Seaside Park. Google AI thinks none of those change with annexation. If so, this will harm SP ability to elevate SSP area to levels and standards that won't bring harm to quality of life, harm to property value & harm to public safety and ratings and insurances for that. That said, you need to look at -

1. How many easement violations in SSP according to law at time of infractions? And currently? If you don't consequence by banning rentals in those, and CO's after due process, then you cause harm to Seaside Park.

2. What is the big picture of easements in SSP especially the ones in gross, the negative easements, the prescriptive ones?

3. Who bears the cost of SP increasing the planning department? And code enforcement?

G. Outside Comments and Champions.

1. Which government departments or representatives (state-county-local) are championing annexation, formally or informally? Especially other barrier island towns.

2. Who's coming out of woodwork in an amicus or advocate capacity?

3. Is there a push from the governor in favor of annexation given his desire to merge municipal services as one of his pet political goals?

4. Are there any actors trying to exercise undue influence or unseemly pressure? Who is keeping record of that, and can resident review those redacted records?

5. Where can citizens review any personal logs, extemporaneous notes, files, records, or correspondence related to this topic and any parties referred to in this section?

6. Who are the land speculators who gobbled up properties in hopes annexation would come to pass?

7. Presume your residents aren't entirely ignorant of these bigger picture issues.

H. Conflict screenings. How deep did those go? Did the process, formal documentation and investigation include immediate family members? Distant family members? Their investments?

I. Rentals & school-kid headcounts. What are the projections for SSP? The potentialities? Grab the data on # of units rented or with rental in past and extrapolate. This could easily throw your future expense calculations into grimmer regions.

Submitted anonymously for now, with requirement that this email be included in its entirety as part of the permanent public record in this matter. And shared with several interested parties, in part to ensure said inclusion transpires.

Wed, Nov 12, 2025, 11:20 AM

to me

Thank you for running an efficient session on Monday evening.

My question concerns the beaches and all that goes to maintain and guard them since South Seaside Park has both public and private beaches. Who is responsible for each, maintenance and lifeguards.

Thanks--

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Wed, Nov 12, 2025, 9:45 AM

to me

1. Perceptions & Concerns

- When you think about the possibility of annexation, what comes to mind first?
- What benefits or opportunities do you see, if any?
- What concerns or challenges do you think might come with annexation?
- **Are there particular services, taxes, or issues you'd want more information about?**

As I stated in the Community Listening Session I would like to see how the Regional School Taxes will be affected by the annexation. Over the years nobody has listed/presented/explained in detail:

- 1. The exact formula that is used to derive the amount by municipality**
- 2. Shown the dollar total amount paid by each municipality**
- 3. Shown the breakdown and cost per child in the associated municipality.**

Can you also show using the formula what school taxes are paid currently by South Seaside Park and Seaside Park per \$100 of assessed value and what

school taxes will be paid by the new Seaside Park jurisdiction if the annexation is approved per \$100 of assessed value.

Another question. Can there be a headcount of how many children of middle school and high school age currently attend both institutions by South Seaside Park and Seaside Park and included in the taxation formula.

Wed, Nov 12, 2025, 7:05 AM

Lisa,

Good meeting on Monday night regarding Seaside Park & South Seaside Park.

Two questions if I may:

- Why were the Governing body (our Town Council) not present in the room during the meeting?

- During the recent Gov campaign there was much talk about affordability etc and has Seaside Park or your team looked into what incentives can the State give this possible merger?

No need to reply, yet you might address the first question @ the next meeting and if you mentioned that on Mon night some of us missed that reason.

Didn't Princeton and Princeton Boro merge a few yrs ago? Maybe the situation was different??

My observation here is that if Seaside Park can't determine what the carrying debt is from SSP is prior to a yes or no vote, they have to vote no. It makes no sense otherwise.

I hope to be @ the next meeting as well, although probably not much different, I am assuming?

Also putting it to a non-binding vote of residents of SP, might be a decent idea once all of the info becomes available as you saw it is a hot topic and no one wants our taxes to increase.

Thanks for your time

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Appendix B - Individual Debt Service Amortization Schedule

- 2016 Bonds
- 2018 Bonds
- 2020 Bonds
- 2021 Bonds
- 2023 Bonds
- Serial Bonds
- Green Trust
- NJ Environmental Trust
- Present Value Analysis

2016 Bonds

1/1/26				
5/15/26	\$ 1,150,000	\$ 34,490	\$ 1,184,490	
11/15/26		\$ 22,990	\$ 22,990	
5/15/27	\$ 1,150,000	\$ 22,990	\$ 1,172,990	
11/15/27		\$ 11,490	\$ 11,490	
5/15/28	\$ 1,149,000	\$ 11,490	\$ 1,160,490	

\$ 3,449,000 \$ 103,450 \$ 3,552,450

2018 Bonds

1/1/26				
5/15/26	\$ 2,300,000	\$ 172,500	\$ 2,472,500	
11/15/26		\$ 126,500	\$ 126,500	
5/15/27	\$ 2,300,000	\$ 126,500	\$ 2,426,500	
11/15/27		\$ 80,500	\$ 80,500	
5/15/28	\$ 2,300,000	\$ 80,500	\$ 2,380,500	
11/15/28		\$ 34,500	\$ 34,500	
5/15/29	\$ 2,300,000	\$ 34,500	\$ 2,334,500	

\$ 9,200,000 \$ 655,500 \$ 9,855,500

2020 Bonds

1/1/26		88,428.13	
5/1/26	1,100,000	88,428.13	1,188,428.13
11/1/26		66,428.13	66,428.13
5/1/27	1,100,000	66,428.13	1,166,428.13
11/15/27	-	44,428.13	44,428.13
5/1/28	1,100,000	44,428.13	1,144,428.13
11/1/28		22,428.13	22,428.13
5/1/29	1,090,000	22,428.13	1,112,428.13
11/1/29		11,528.13	11,528.13
5/1/30	1,085,000	11,528.13	1,096,528.13
	5,475,000	378,053.13	5,853,053.13

2021 Bonds

1/1/26			
2/1/26		64,400.00	64,400.00
8/1/26	605,000	64,400.00	669,400.00
2/1/27		52,300.00	52,300.00
8/1/27	625,000	52,300.00	677,300.00
2/1/28		39,800.00	39,800.00
8/1/28	680,000	39,800.00	719,800.00
2/1/29		29,600.00	29,600.00
8/1/29	740,000	29,600.00	769,600.00
2/1/30		22,200.00	22,200.00
8/1/30	740,000	22,200.00	762,200.00
2/1/31		14,800.00	14,800.00
8/1/31	740,000	14,800.00	754,800.00
2/1/32		7,400.00	7,400.00
8/1/32	740,000	7,400.00	747,400.00
	4,870,000	461,000.00	5,331,000.00

2023 Bonds

1/1/26			
2/15/26		355,318.75	355,318.75
8/15/26	1,075,000	355,318.75	1,430,318.75
2/15/27		333,818.75	333,818.75
8/15/27	1,335,000	333,818.75	1,668,818.75
2/15/28		307,118.75	307,118.75
8/15/28	1,525,000	307,118.75	1,832,118.75
2/15/29		276,618.75	276,618.75
8/15/29	1,765,000	276,618.75	2,041,618.75
2/15/30		241,318.75	241,318.75
8/15/30	1,930,000	241,318.75	2,171,318.75
2/15/31		202,718.75	202,718.75
8/15/31	2,100,000	202,718.75	2,302,718.75
2/15/32		160,718.75	160,718.75
8/15/32	2,100,000	160,718.75	2,260,718.75
2/15/33		118,718.75	118,718.75
8/15/33	2,125,000	118,718.75	2,243,718.75
2/15/34		76,218.75	76,218.75
8/15/34	2,125,000	76,218.75	2,201,218.75
2/15/35		33,718.75	33,718.75
8/15/35	2,075,000	33,718.75	2,108,718.75
	18,155,000	4,212,575.00	22,367,575.00

SERIAL BONDS

	Semi-Annual			Annual		
	-					
	4,550,000.00	715,136.88	5,265,136.88			
2026	1,680,000.00	635,636.88	2,315,636.88	6,230,000.00	1,350,773.75	7,580,773.75
	4,550,000.00	602,036.88	5,152,036.88			
2027	1,960,000.00	522,536.88	2,482,536.88	6,510,000.00	1,124,573.75	7,634,573.75
	4,549,000.00	483,336.88	5,032,336.88			
2028	2,205,000.00	403,846.88	2,608,846.88	6,754,000.00	887,183.75	7,641,183.75
	3,390,000.00	363,146.88	3,753,146.88			
2029	2,505,000.00	317,746.88	2,822,746.88	5,895,000.00	680,893.75	6,575,893.75
	1,085,000.00	275,046.88	1,360,046.88			
2030	2,670,000.00	263,518.75	2,933,518.75	3,755,000.00	538,565.63	4,293,565.63
	-	217,518.75	217,518.75			
2031	2,840,000.00	217,518.75	3,057,518.75	2,840,000.00	435,037.50	3,275,037.50
	-	168,118.75	168,118.75			
2032	2,840,000.00	168,118.75	3,008,118.75	2,840,000.00	336,237.50	3,176,237.50
	-	118,718.75	118,718.75			
2033	2,125,000.00	118,718.75	2,243,718.75	2,125,000.00	237,437.50	2,362,437.50
	-	76,218.75	76,218.75			
2034	2,125,000.00	76,218.75	2,201,218.75	2,125,000.00	152,437.50	2,277,437.50
	-	33,718.75	33,718.75			
2035	2,075,000.00	33,718.75	2,108,718.75	2,075,000.00	67,437.50	2,142,437.50
	41,149,000.00	5,810,578.13	46,959,578.13	41,149,000.00	5,810,578.13	46,959,578.13

Green Trust
TOMS RIVER PARK

1/1/26			
3/21/26	467.05	15,413.70	15,880.75
9/21/26	312.91	15,567.83	15,880.75
3/21/27	69,806.30	15,723.51	85,529.81
	70,119.22	31,291.35	117,291.31

Green Trust
PARK DEV.PHASE II

01/01/26			
02/19/26	436.41	8,555.37	8,991.78
08/20/26	350.86	8,640.92	8,991.78
02/20/27	264.45	8,727.33	8,991.78
08/20/27	177.17	8,814.60	8,991.78
02/20/28	89.03	8,902.75	8,991.78
	1,317.91	43,640.96	44,958.88

Green Trust
MANITOU PARK DEVELOPMENT

05/01/26	2,120.99	2,120.99	4,241.99
05/01/27	1,970.05	1,970.05	3,940.09
11/01/27	1,893.44	1,893.44	3,786.88
05/01/28	1,816.07	1,816.07	3,632.13
11/01/28	1,737.92	1,737.92	3,475.84
05/01/29	1,658.99	1,658.99	3,317.98
11/01/29	1,579.27	1,579.27	3,158.55
05/01/30	1,498.76	1,498.76	2,997.52
11/01/30	1,417.44	1,417.44	2,834.88
05/01/31	1,335.31	1,335.31	2,670.61
11/01/31	1,252.35	1,252.35	2,504.71
05/01/32	1,168.57	1,168.57	2,337.14
11/01/32	1,083.95	1,083.95	2,167.89
05/01/33	998.48	998.48	1,996.96
11/01/33	912.16	912.16	1,824.31
05/01/34	824.97	824.97	1,649.94
11/01/34	736.91	736.91	1,473.83
05/01/35	647.97	647.97	1,295.95
11/01/35	558.15	558.15	1,116.29
05/01/36	467.42	467.42	934.84
11/01/36	375.79	375.79	751.58
05/01/37	283.24	283.24	566.48
11/01/37	189.76	189.76	379.53
05/01/38	95.35	95.35	190.71
	28,669.21	28,669.21	57,338.42

Green Trust
VETERANS PARK IMPROVEMENTS

1/12/26	12,437.17	4,663.20	17,100.38
1/12/27	12,687.16	4,413.22	17,100.38
7/12/27	12,814.03	4,286.34	17,100.38
1/12/28	12,942.17	4,158.20	17,100.38
7/12/28	13,071.60	4,028.78	17,100.38
1/12/29	13,202.31	3,898.07	17,100.38
7/12/29	13,334.33	3,766.04	17,100.38
1/12/30	13,467.68	3,632.70	17,100.38
7/12/30	13,602.35	3,498.02	17,100.38
1/12/31	13,738.38	3,362.00	17,100.38
7/12/31	13,875.76	3,224.62	17,100.38
1/12/32	14,014.52	3,085.86	17,100.38
7/12/32	14,154.66	2,945.71	17,100.38
1/12/33	14,296.21	2,804.17	17,100.38
7/12/33	14,439.17	2,661.20	17,100.38
1/12/34	14,583.57	2,516.81	17,100.38
7/12/34	14,729.40	2,370.98	17,100.38
1/12/35	14,876.70	2,223.68	17,100.38
7/12/35	15,025.46	2,074.92	17,100.38
1/12/36	15,175.72	1,924.66	17,100.38
7/12/36	15,327.47	1,772.90	17,100.38
1/12/37	15,480.75	1,619.63	17,100.38
7/12/37	15,635.56	1,464.82	17,100.38
1/12/38	15,791.91	1,308.47	17,100.38
7/12/38	15,949.83	1,150.55	17,100.38
1/12/39	16,109.33	991.05	17,100.38
7/12/39	16,270.42	829.96	17,100.38
1/12/40	16,433.13	667.25	17,100.38
7/12/40	16,597.46	502.92	17,100.38
1/12/41	16,763.43	336.94	17,100.38
7/12/41	16,931.07	169.31	17,100.38
	466,320.27	80,891.80	547,212.07

N.J. Envi. Trust
2007 A

1/1/26								
2/1/26		1,093.75	1,093.75		517.50	1,611.25	2,000.94	3,612.19
8/1/26	25,000.00	1,093.75	26,093.75	(2,975.00)	517.50	23,636.25	47,736.74	71,372.99
2/1/27		531.25	531.25		517.50	1,048.75	971.89	2,020.64
8/1/27	25,000.00	531.25	25,531.25	(2,981.25)	517.50	23,067.50	46,707.90	69,775.40
	50,000.00	3,250.00	53,250.00	(5,956.25)	2,070.00	49,363.75	97,417.47	146,781.22

New Jersey Environmental Trust
2010 A

1/1/26								
2/1/26		1,362.50	1,362.50	(22.50)	375.00	1,715.00	12,808.47	14,523.47
8/1/26	15,000.00	1,362.50	16,362.50	(1,022.50)	375.00	15,715.00	25,616.94	41,331.94
2/1/27		1,100.00	1,100.00	(40.00)	375.00	1,435.00	5,907.50	7,342.50
8/1/27	15,000.00	1,100.00	16,100.00	(40.00)	375.00	16,435.00	-	16,435.00
2/1/28		800.00	800.00	(40.00)	375.00	1,135.00	-	1,135.00
8/1/28	20,000.00	800.00	20,800.00	(1,040.00)	375.00	20,135.00	-	20,135.00
2/1/29		400.00	400.00	(20.00)	375.00	755.00	-	755.00
8/1/29	20,000.00	400.00	20,400.00	(1,020.00)	375.00	19,755.00	-	19,755.00
	70,000.00	7,325.00	77,325.00	(3,245.00)	3,000.00	77,080.00	44,332.91	121,412.91

Present Value Discount Rate 4.00%
 Date 1/1/26

<u>BONDS SERIES</u>		<u>PRINCIPAL & INTEREST</u>	<u>PRESENT VALUE</u>
2016 Bonds		\$ 3,552,450	\$ 3,365,493
2018 Bonds		\$ 9,855,500	\$ 9,164,215
2020 Bonds		\$ 5,853,053	\$ 5,350,769
2021 Bonds		\$ 5,331,000	\$ 4,629,610
2023 Bonds		\$ 22,367,575	\$ 18,249,785
Green Trust	TOMS RIVER PARK	\$ 117,291	\$ 112,624
Green Trust	PARK DEV.PHASE II	\$ 44,959	\$ 42,974
Green Trust	MANITOU PARK DEVELOPMENT	\$ 57,338	\$ 48,358
Green Trust	VETERANS PARK IMPROVEMENTS	\$ 547,212	\$ 407,258
N.J. Envi. Trust	2007 A	\$ 146,781	\$ 140,746
N.J. Envi. Trust	2010 A	\$ 121,413	\$ 114,276
TOTALS		\$ 47,994,573	\$ 41,626,106

Appendix C - About Government Strategy Group



ABOUT US

GOVERNMENT STRATEGY GROUP

EMAIL

info@governmentstrategygroup.com

WEBSITE

governmentstrategygroup.com

ADDRESS

1933 State Route 35, Suite 303,
Wall, NJ 07719

OUR FIRM

Government Strategy Group (GSG) was founded in 2006 and has established itself as one of New Jersey's most trusted management and strategy consulting firms for local government. We specialize in navigating complex issues where financial, operational, and political considerations intersect—providing independent, objective analysis that enables informed decision-making.

Our work is grounded in three core principles:

- **Objectivity and Data-Driven Analysis:** Every finding and recommendation is supported by quantifiable data and rigorous evaluation. GSG has built its reputation on delivering studies that withstand scrutiny from elected officials, professionals, and the public.
- **Transparency and Collaboration:** We recognize that complex municipal issues require open communication and inclusive coordination. Our approach ensures that all stakeholders understand the assumptions, methodologies, and implications of our analysis.
- **Comprehensive Impact Assessment:** Our analyses look beyond fiscal considerations alone. We evaluate operational feasibility, service delivery impacts, infrastructure requirements, regulatory compliance, and long-term planning consistency to provide a complete picture of feasibility and sustainability.

OUR COMMITMENT

Above all, GSG brings the independence, credibility, and professionalism needed for projects that are both technically rigorous and politically sensitive. Our role is not to advocate for a particular outcome, but to provide clear, objective, and actionable information that enables municipal leaders to make informed, transparent, and defensible decisions consistent with the public interest.

AREAS OF EXPERTISE

Our expertise spans all of the disciplines required for comprehensive annexation impact analysis:

Municipal Finance & Tax Analysis – Evaluating fiscal impacts, long-term sustainability, revenue generation, debt allocation, and budgetary implications

Tax Assessment & Valuation – Analyzing assessed valuations, equalization rates, property tax impacts, and tax rate modeling

Planning & Zoning Review – Comparative analysis of development standards, zoning regulations, master plan consistency, floodplain requirements, and land use compatibility

Operational & Service Delivery Assessment – Evaluating police, fire, EMS, public works, utilities, recreation, and administrative services, including staffing requirements and capital investment needs

Infrastructure & Capital Planning – Assessing water, sewer, stormwater, roadway, facility, and equipment requirements to support expanded service responsibilities

Information Technology & Systems Integration – Reviewing administrative systems, data management, communications infrastructure, and technology requirements

Public Engagement & Stakeholder Coordination – Facilitating public input sessions, coordinating with service providers, and building community understanding of complex technical issues

Regulatory Compliance & Risk Analysis – Ensuring consistency with state statutes, administrative code, case law, and municipal finance best practices

RELEVANT EXPERIENCE

GSG has completed numerous studies that mirror the scope and complexity of this annexation impact analysis, including:

Shared Services and Consolidation Studies for municipalities throughout New Jersey, evaluating financial impacts, service delivery changes, governance structures, and implementation frameworks

Comprehensive Economic and Strategic Development Plans for Hudson and Passaic Counties, incorporating demographic analysis, infrastructure evaluation, fiscal modeling, and phased implementation strategies

Municipal Service and Operational Studies in communities including Toms River, Bloomfield, Edison, and Middletown, where GSG helped municipal leaders assess costs, revenue potential, and operational implications of service area expansions, consolidations, and realignments

Tax Assessment and Fiscal Impact Analyses examining municipal finances, tax base composition, revenue projections, and long-term sustainability under varying governance and boundary scenarios

OUR TEAM

GSG's multidisciplinary team includes seasoned professionals with decades of public-sector experience, including:

- **Former Director of the New Jersey Division of Local Government Services**, bringing unparalleled expertise in municipal management, public finance, and regulatory frameworks
- **AICP-certified professional planners and redevelopment experts**, with extensive experience in municipal land use, zoning, and infrastructure planning
- **Municipal administrators and public-sector executives**, who have successfully overseen budgets, shared services, and operational realignments in municipalities and counties across New Jersey
- **Public finance and tax assessment professionals**, with direct experience in municipal rate studies, cost-benefit analysis, and the mechanics of annexation, consolidation, and shared services agreements
- **Public safety, public works, and utility operations specialists**, with hands-on experience managing and evaluating essential municipal services

KENNETH DeROBERTS

Chief Executive Officer/Engagement Principal



Kenneth DeRoberts is widely recognized as one of New Jersey's leading municipal finance executives, with decades of experience guiding local governments through complex fiscal, operational, and strategic challenges. As Chief Executive Officer of Government Strategy Group (GSG), Ken is currently overseeing the financial operations of Edison Township, the sixth-largest municipality in the state, and has recently provided guidance to Hamilton Township, New Jersey's ninth-largest municipality. His expertise has positioned him as a trusted advisor to local and county governments navigating difficult financial landscapes.

Ken is a New Jersey Certified Municipal Finance Officer (CMFO) with a distinguished record of achievement. As City Administrator and CFO of Summit, New Jersey, he led the city to become the first municipality in the nation to achieve AAA bond ratings from all three major Wall Street ratings agencies — Moody's, Standard & Poor's, and Fitch. He later repeated this remarkable accomplishment in the Borough of New Providence, cementing his reputation for financial stewardship and innovative management.

Over the course of his career, Ken has advised numerous municipalities, counties, and public agencies on restructuring, budgeting, and shared services. His work is marked by a strong emphasis on operational efficiency and long-term fiscal sustainability. He is credited with saving clients millions of dollars through cost-reduction strategies, process improvements, and forward-looking financial forecasting.

Ken has also made a lasting contribution to the professional field of municipal management. For more than eight years, he served as a respected guest lecturer at New York University's Schack Institute of Real Estate, where he taught graduate-level courses on redevelopment and municipal finance. Beyond his professional achievements, he is deeply engaged in community service: he serves as Chairman of SoupKitchen411.com, is a board member of the Ritesh Shah Charitable Pharmacy, and is the founder and Chairman of the Municipal Innovation Summit, a forum dedicated to advancing creative solutions in local government.

With a career defined by financial innovation, operational excellence, and a commitment to public service, Ken brings unmatched leadership to GSG's work and to the municipalities he serves.

CHERRON ROUNTREE, MPA, AICP, QPA

Project Manager



Cherron Rountree is a seasoned public sector executive and consultant with more than 20 years of leadership experience in New Jersey local government, specializing in municipal management, redevelopment, strategic planning, and public engagement. She brings deep operational knowledge of municipal government functions and a proven record of success in guiding complex initiatives that improve efficiency,

enhance services, and strengthen communities.

Cherron's career includes service as Business Administrator for both urban and suburban municipalities, where she oversaw day-to-day government operations, led cross-agency initiatives, and managed multimillion-dollar budgets. She is widely recognized for her ability to bring diverse stakeholders together—from elected officials and union leadership to residents, institutional partners, and developers—to forge consensus and achieve results. Her work has delivered measurable impacts, including securing millions in grant funding, expanding community services, and driving economic revitalization.

Her leadership in redevelopment and strategic planning has been especially noteworthy. She has directed public-private partnerships that advanced transformational projects, balanced competing interests, and set the foundation for long-term growth. In recognition of her accomplishments, Cherron received the Business Administrator of the Year Award from the Gateway Chamber of Commerce.

Beyond her municipal executive experience, Cherron has held significant leadership roles across public and nonprofit organizations. She served as Chairwoman of the Union County Improvement Authority, helping oversee countywide redevelopment and infrastructure initiatives, and has been an active board member for Union County College, the Union County Workforce Investment Board, and the Elizabeth Development Company.

Cherron has also contributed to developing future leaders as a part-time lecturer at Rutgers University's Edward J. Bloustein School of Planning and Public Policy, teaching municipal management. She is an AICP Certified Planner, a Qualified Purchasing Agent, and Certified Redevelopment Agency Executive Director.

Cherron earned a Master of Public Administration from New York University with a concentration in management, and a Bachelor of Arts in Psychology and Political Science from Rutgers University.

Doug Marvin

Assistant Project Manager



Doug Marvin is a seasoned expert in law enforcement and municipal administration, with a career defined by more than four decades of dedicated public service to the Borough of New Providence, New Jersey.

Doug began his career with the New Providence Police Department in 1978 as a patrolman, steadily working his way through the ranks over more than two decades. On September 1, 2000, he was appointed the fifth Chief of Police, a role in which he championed community-oriented policing and oversaw a significant departmental reorganization in 2002, including the establishment of the Office of Professional Standards to strengthen training oversight and advance NJ State Chiefs of Police Accreditation efforts.

After twenty-seven years with the Department, Doug transitioned to the role of Borough Administrator on January 1, 2006, bringing the same work ethic and institutional knowledge that had defined his law enforcement career. He served in that capacity for fifteen years, earning widespread respect from elected officials, colleagues, and residents alike for his professionalism, accessibility, and wealth of knowledge. Council members consistently described him as the "go-to" resource for information and praised his diplomatic approach in all interactions.

Beyond his service to New Providence, Doug served as a Commissioner with the NJSACOP Police Department Accreditation Commission and as Chairman of the Garden State Joint Insurance Fund. He is particularly recognized for his instrumental role in forging numerous shared services agreements — spanning municipal courts, tax assessing, sewer management, and central 911 dispatch for Police, Fire, and EMS — delivering greater efficiency and value to the community.

Doug retired on February 1, 2021, after 42 years of service, leaving behind an enduring legacy of leadership, integrity, and commitment to the residents of New Providence.

GIUSEPPE (JOE) PRUITI, CCFO



Financial Operations

Giuseppe “Joe” Pruiti is a highly accomplished financial executive with over 35 years of county government experience, specializing in fiscal management, strategic planning, and operational leadership. As a licensed Certified County Finance Officer in New Jersey, he has established a reputation as one of the state’s most trusted public finance leaders, guiding large, complex organizations through fiscal challenges and positioning them for long-term success.

Joe served for more than a decade as Chief Financial Officer and Treasurer of Middlesex County, overseeing multi-billion-dollar budgets, debt management, financial forecasting, labor negotiations, and fiscal policy development. Under his leadership, the County reduced net debt by 43%, cut annual debt service nearly in half, increased surplus fund balances by nearly 300%, and maintained a AAA bond rating for 25 consecutive years. He also spearheaded the creation of an \$85 million pay-as-you-go Capital Improvement Fund, enabling major infrastructure projects without bond market borrowing, and successfully administered over \$1 billion in federal COVID-19 relief funding.

Beyond finance, Joe has led modernization initiatives in information technology and administrative services, improving efficiency, transparency, and service delivery. He holds a BS in Mathematics from St. Vincent College and an MBA in Finance from Seton Hall University.

As a Managing Director at Government Strategy Group, Joe leverages his deep expertise to advise counties and municipalities across New Jersey on financial operations, debt management, and long-term fiscal planning, consistently delivering measurable results that strengthen fiscal stability and resilience.

TED LAMICELLA, JR., SCGREA, CTA



Tax Assessment

Ted Lamicella, Jr. is a seasoned expert in real property valuation, ad valorem taxation, and municipal assessment, bringing over 35 years of specialized experience to the Government Strategy Group team. He has earned professional credentials as a State-Certified General Real Estate Appraiser (SCGREA) and a Certified Tax Assessor (CTA), underscoring his deep expertise and credibility in the field of property assessment and municipal taxation.

Ted currently serves as the Tax Assessor for Wall Township and the Borough of Manasquan and provides assessment services as a municipal appraiser for numerous municipalities across New Jersey, including high-profile jurisdictions such as Jersey City, Paterson, and Edison Township. In this capacity, he advises on property valuations, ensures compliance with state tax regulations, and provides strategic guidance to local governments on equitable and efficient assessment practices.

Throughout his career, Ted has been a frequent expert witness before the New Jersey Tax Court and various County Boards of Taxation, where he has testified on complex valuation and assessment matters, demonstrating both technical proficiency and the ability to communicate complex financial and legal concepts clearly. His experience navigating high-stakes valuation disputes makes him a trusted resource for municipalities facing challenging tax assessment issues.

In addition to his advisory and courtroom work, Ted has led large-scale municipal revaluation projects throughout New Jersey, including for the cities of Newark, Paterson, Atlantic City, as well as Toms River Township and Seaside Heights Borough. As project supervisor, he managed multidisciplinary teams, coordinated complex data analyses, and ensured compliance with regulatory standards, delivering accurate and actionable assessments that inform municipal budgeting, tax policy, and long-term planning.

Ted's extensive experience and demonstrated success in property assessment, revaluation, and tax policy make him a vital member of the Government Strategy Group team, particularly in projects requiring precise, equitable, and technically sound financial analysis for municipalities.

VINCENT DENAVE, PE, CME, CPWM



Public Works

Vince DeNave is a seasoned professional with extensive experience spanning municipal administration, civil engineering, and public works management across both the public and private sectors in New Jersey.

Vince built much of his municipal career with Chatham Borough, where he served for thirteen years as Borough Engineer and Zoning Officer. During that time, he earned regional recognition for his leadership and collaborative approach to public construction management. In 2012, the New Jersey Society of Municipal Engineers (NJSME) awarded him second place in Municipal Construction Management Projects for his oversight of the comprehensive improvements to Chatham's Memorial Park and Pool — a \$901,000 project completed on schedule that nearly doubled pool membership in its first season. His tenure with Chatham also included prior service as an administrator and assistant administrator in Berkeley Heights and Chatham, as well as various roles with private sector engineering firms.

In October 2021, Vince joined Harding Township as Assistant Township Administrator, where he was charged with overseeing engineering, zoning, and special projects. His work included managing two significant redevelopment initiatives — the Glen Alpin and Hurstmont properties — requiring careful coordination among municipal officials, engineers, and contractors. Township Mayor Tim Jones praised Vince as "a consummate professional who is able to organize our employees and contractors in a meaningful way."

Throughout his career, Vince has been recognized for his ability to build consensus, manage complex projects, and bring both technical expertise and administrative acumen to the communities he has served.

SHANNON TORRES



Public Safety

Shannon Torres is an accomplished law enforcement leader with extensive experience in public safety management, strategic planning, and operational leadership. She served as the Chief of Police for the Keyport Borough Police Department in New Jersey, where she managed both the departmental budget and a diverse police force serving over 7,000 residents. During her tenure, she implemented innovative community policing strategies, strengthened cross-agency partnerships, and enhanced emergency preparedness and response capabilities.

Shannon's career spans multiple leadership roles in law enforcement, giving her deep expertise in security operations, crisis management, and organizational oversight. She has also served as a trusted advisor on advanced digital solutions for first responders, traveling nationwide to deliver training and implement practical applications for both government and private entities, improving operational efficiency and emergency response effectiveness.

A U.S. Army National Guard veteran with seven years of service, Shannon combines military discipline with law enforcement acumen. She holds a Bachelor's degree in Public Administration from Fairleigh Dickinson University, graduating with a 3.95 GPA, and completed the Certified Public Management Program at Rutgers University in 2025. She is on track to obtain her Qualified Purchasing Agent (QPA) certification by December 2025.

Throughout her career, Shannon has received numerous awards and commendations recognizing her leadership, innovation, and cross-jurisdictional collaboration, particularly in solving complex violent crime cases. She remains actively engaged in professional law enforcement associations, holding executive board positions, and continues to mentor emerging leaders in public safety.

Shannon's combination of operational expertise, strategic insight, and commitment to public service makes her an invaluable resource for municipal public safety planning, emergency management, and law enforcement optimization initiatives.

GARY OBSZARNY



Public Utilities

Gary Obszarny is a highly experienced municipal utilities executive with extensive hands-on expertise in water, sewer, and parking operations. He has developed an unparalleled understanding of municipal utilities' operations, regulatory compliance, and rate structures, making him a trusted advisor for municipalities seeking to optimize utility performance and service delivery.

Gary's career in municipal utilities began in 1995, following earlier roles in Pratt & Whitney Aircraft, where he assembled and tested military and commercial engines, as well as positions as a maintenance mechanic in a chemical plant and a maintenance supervisor at a wastewater treatment facility. This diverse engineering and operations background provides him with a meticulous approach to utility management, integrating best practices from both manufacturing and municipal operations while leveraging modern technologies.

He has served as Director of Utilities for the Township of Montclair, overseeing water, sewer, and parking systems, and contributed to comprehensive management assessments of municipal operations, including an in-depth review of Perth City's water and sewer utility. Gary combines operational expertise with strategic planning, ensuring that municipalities can efficiently manage infrastructure, optimize costs, and meet community needs.

Gary holds a Certified Public Works Manager (CPWM) designation, as well as NJDEP W-4, T-3, and C-4 certifications, and FAA Airframe and Powerplant Certificates, reflecting his deep technical knowledge and commitment to professional excellence. His experience bridges engineering, operational management, regulatory compliance, and innovative technology application, making him a highly capable leader for municipal utilities initiatives.

INTASHAN CHOWDHURY, MPA



Metrics & Analytics

Intashan Chowdhury is a dynamic and innovative public sector leader with a remarkable record of achievement at a young age. At just 22 years old, he became the youngest person in New Jersey history to serve as a Borough Administrator and the first Bengali-American to hold such a position, demonstrating both his leadership and commitment to public service. In this role with the

Borough of Prospect Park, New Jersey, Intashan oversaw all municipal operations, led policy development initiatives, and ensured the efficient administration of community services, establishing a foundation of operational excellence early in his career.

In addition to his municipal leadership, Intashan serves as the Executive Director of the Municipal Innovation Summit, a Pennsylvania-based nonprofit organization dedicated to educating municipal officials on best practices and innovative approaches to local governance. As an Adjunct Professor at the City University of New York, Borough of Manhattan Community College, he teaches Public Administration and Business Management, sharing his expertise with the next generation of public leaders.

With nearly a decade of experience, Intashan is widely recognized for his forward-thinking approach to local government, with special focus on infrastructure improvements, clean energy initiatives, human resources innovation (including implementation of a four-day work week), and municipal technology modernization. His thought leadership has been featured in prominent media outlets including Forbes, USA Today, Politico, ROI-NJ, and Tapinto, underscoring his reputation as a transformative figure in public administration.

Chowdhury holds a Bachelor's Degree in Public and Non-Profit Administration and a Master's in Public Administration (MPA) from Rutgers University School of Public Affairs and Administration, equipping him with both the academic rigor and practical experience to drive innovative solutions for municipalities. His combination of youthful energy, strategic insight, and proven results makes him an invaluable member of any team focused on municipal modernization, operational efficiency, and data-driven governance.

DOROTHY BLAKESLEE

Metrics & Analytics



Dorothy “Dotty” Blakeslee is a seasoned financial and data analytics professional with over 25 years of experience spanning investment banking, financial advisory, and municipal finance. She brings a rare combination of technical expertise, analytical rigor, and strategic insight, making her an invaluable resource for municipalities seeking to optimize operations and drive data-informed decision-making.

Dotty began her career as a computer programmer, designing and executing complex financial models for Merrill Lynch and Bear Stearns, where she honed her skills in quantitative analysis and system modeling. She then transitioned into municipal finance, becoming a partner in a woman-owned financial advisory firm, where she specialized in debt analysis, financial modeling, and fiscal planning for municipalities. Her work has consistently provided actionable insights to improve municipal operations and financial sustainability.

Currently, as a Managing Director at Government Strategy Group, Dotty leverages her extensive expertise to support municipalities in optimizing processes, developing metrics, and utilizing data for strategic planning. She is highly skilled in database design and management and has conducted in-depth analyses using large datasets, including U.S. Census data, to facilitate meaningful comparisons and identify opportunities for efficiency and growth.

Beyond her professional achievements, Dotty demonstrates a strong commitment to community service and governance. She serves on the boards of Bergen Community College, the New Jersey Housing and Mortgage Finance Agency (for over 23 years), and the New Jersey Ethnic Advisory Commission, reflecting her dedication to education, equity, and public service.

Dotty’s blend of technical acumen, financial expertise, and practical experience enables her to provide municipalities with the insights and tools necessary to enhance operational performance, improve fiscal outcomes, and support informed, strategic decision-making.

JENNIFER NAUGHTON

Information Technology (via Radiant Resources, Inc.)



Jennifer Naughton brings over 20 years of experience in technology consulting, project management, and IT services, serving both commercial and public sector clients across New Jersey and New York. As a highly skilled IT professional and President & CEO of Radiant Resources, Inc., she has led a successful consulting firm whose clients have included Verizon Wireless, Hackensack University Medical Center, and numerous

municipal governments.

Jennifer has partnered with Government Strategy Group on multiple municipal projects, helping cities and towns assess technology systems, optimize workflows, and enhance digital engagement strategies, including the effective use of social media platforms. Her work emphasizes practical, actionable recommendations that improve operational efficiency and community engagement.

A graduate of Montclair State University, Jennifer further advanced her executive knowledge through the Tuck School of Business at Dartmouth–WNEBC Executive Program and the NYU Stern School of Business StreetWise MBA Program, blending technical expertise with strategic business acumen.

In addition to her professional work, Jennifer serves as Mayor of Spring Lake, a role that provides her with firsthand insights into municipal operations, governance, and constituent engagement. This dual perspective as both an IT consultant and elected official enables her to deliver unique, informed, and context-driven technology solutions for local government clients.

Jennifer's combination of technical expertise, leadership experience, and civic insight makes her an invaluable resource for municipalities seeking innovative, practical, and sustainable IT solutions.

LISA ALLEN



Community Engagement

Lisa Allen brings a wealth of experience in public service, community engagement, and organizational leadership, with a career spanning government, nonprofit, and civic initiatives. Her professional journey has included work in a start-up, a global finance company, and small business ownership, in addition to a decade spent raising her children. These experiences have provided her with a broad perspective and the ability to connect with individuals from diverse backgrounds, ensuring that all voices are heard and valued in community decision-making.

In 2019, Lisa earned her M.A. in Public and Organizational Relations from Montclair State University, after returning to school following a period dedicated to family and volunteer service. She currently serves as a Legislative Liaison in District 21 for Assemblywoman Munoz, where she helps constituents navigate challenges and access public resources. Lisa's role mirrors her approach as an elected official on the Summit Common Council, Ward 2, where she chairs the Administrative Policies & Community Relations Committee and serves on the Safety and Health Committee. She is deeply committed to civic engagement, equity, and fostering inclusive participation in local governance.

Lisa's extensive volunteer and leadership background includes service as Co-President of the Summit High School PTO, Board Trustee for HTTV and the Summit Park Line, and Cub Scout leader, among others. She has also hosted and co-hosted community-focused talk shows, leveraging media to highlight local initiatives and inspire civic involvement. Her dedication to volunteerism and mentorship has made her a respected role model, encouraging others to take risks, discover their passions, and give back to their communities.

Through her combination of professional expertise, civic leadership, and grassroots organizing, Lisa brings a unique skill set to community engagement initiatives, ensuring meaningful dialogue, responsive governance, and strong connections between residents and municipal leadership.

Detailed biographies of the principal team members assigned to this engagement are provided above. Additional team member biographies can be found at: governmentstrategygroup.com/team

For more information about Government Strategy Group, please visit: governmentstrategygroup.com