

Shared Services in School Districts

Policies, Practices and Recommendations

Appendices



New Jersey School Boards
Association

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While issues affecting New Jersey's urban students and educators are the Institute's primary focus, those issues are addressed in the context of the state's wide diversity and with an eye toward their ramifications for the nation as a whole.

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The New Jersey School Boards Association, a federation of district boards of education, advocates the interests of school districts, trains local school board members, and provides resources for the advancement of public education.



**SHARED SERVICES IN SCHOOL DISTRICTS:
POLICIES, PRACTICES AND RECOMMENDATIONS**

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Appendix A

Annotated Bibliography

BOOKS

BRYAN BERGERON, ESSENTIALS OF SHARED SERVICES (John Wiley & Sons Inc. 2002).

This book provides a concise overview of shared services fundamentals for the private sector, and a foundation of shared services from a historical, economic, technical, and customer perspective, with recommendations for establishing and managing a shared-services effort and examples of programs that work and some that do not.

ALAN KARCHER, NEW JERSEY'S MULTIPLE MUNICIPAL MADNESS (Rutgers University Press 1998).

Alan Karcher, Speaker of the New Jersey Assembly during the 1980s, described the “economic considerations, political pressures, and personal agendas” that led to the creation of hundreds of municipalities in New Jersey and the lines that divide them, and offered his views on how greater municipal consolidation would benefit the state and its taxpayers.

GOVERNMENT REPORTS

2006 SPECIAL SESSION JOINT LEGISLATIVE COMMITTEE ON GOVERNMENT CONSOLIDATION AND SHARED SERVICES, FINAL REPORT (December 2006),

http://www.njleg.state.nj.us/PropertyTaxSession/OPI/jcgo_final_report.pdf.

Charged with the task of reviewing and formulating proposals that address service sharing and regionalization practices in New Jersey, the Joint Legislative Committee on Government Consolidation and Shared Services conducted nine public hearings and 32 public meetings, reviewed thousands of pages of background material, and received over 3,700 e-mails. It found, among other things, that with over 560 municipalities, 616 school districts, and 486 local authorities and special districts, the state's system of government engenders redundancy and inefficiency. The Report includes 18 recommendations to encourage shared services and governmental consolidation. Recommendations specific to public schools include encouraging the State to exercise greater oversight of superintendents to eliminate duplicative administrative spending, organizing a pilot program for the county administration of school districts, moving school board elections to November, and eliminating the April budget vote except for budgets that exceed the statutory spending cap.

NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, SHARE [SHARING AVAILABLE RESOURCES EFFICIENTLY] Best Practices Handbook (OCTOBER 2006),

http://www.nj.gov/dca/lgs/share/share_handbook.pdf.

This handbook is for stakeholders and municipal leaders beginning the process of developing shared-service arrangements by (1) guiding development of a local government shared services program; (2) helping these key individuals identify possibilities for shared services within the community and with neighboring communities; (3) providing advice on how to go about coordinating county and regional networks of shared service programs; (4) acting as a resource guide for shared services; and (5) providing systematic guidance for the SHARE application process. It offers ideas for areas in which communities can explore shared service options, including cooperative pricing, cooperative purchasing, joint purchasing, commodity resale, county cooperative contract purchasing, energy cooperative pricing, and the New Jersey Cooperative Purchasing Program; and it showcases “SHARE Snapshots” of communities and counties that have achieved success with shared service arrangements.

NEW JERSEY OFFICE OF LEGISLATIVE SERVICES, BACKGROUND REPORT: REGIONAL SCHOOL DISTRICTS: APPORTIONMENT OF COSTS IN THE CONSTITUENT MUNICIPALITIES (July 2005),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/bg123.pdf>.

This report, submitted to the Joint Legislative Committee on Government Consolidation and Shared Services in 2006, analyzes three methods for apportioning costs among constituent municipalities in regional school district: by tax ratables, pupil enrollment and equalized valuation.

NEW JERSEY DEPARTMENT OF EDUCATION, COUNTY AND REGIONAL OFFICE STUDY OF SHARED SERVICES (September 18, 2002),

http://www.state.nj.us/education/genfo/reg_off_study.htm.

In 2002 the New Jersey Department of Education reviewed department organization and operations, and Commissioner William Librera recommended reorganizing the department into two functional areas, central operations and field operations. This report summarizes findings of a study of the department's field organization and proposes establishing three regional offices to support the county superintendent offices. The study determined that county offices should be an integral part of regional office design, and should emphasize support and technical assistance to school districts rather than compliance and oversight. Department offices in the northern, central and southern regions of the state were proposed; these regional offices would have the decision-making authority of "Trenton," in order to "bring Trenton into the field." Shared services were identified as a key area in which regional offices could play a role. The study envisioned a specialist in shared services on staff to coordinate "purchasing and providing services" within the region. The regional offices would study how Audio Visual Commissions (AVAs), Educational Technology Training Centers (ETTCs), and Educational Service Commissions (ESCs) could be better utilized and develop plans for districts to work cooperatively with county colleges and four-year institutions of higher learning to address the continuum of education from preschool through college.

NEW JERSEY ASSEMBLY TASK FORCE ON SCHOOL DISTRICT REGIONALIZATION, FINDINGS AND RECOMMENDATIONS (February 25, 1999),

<http://www.njleg.state.nj.us/legislativepub/reports/school.pdf>.

This report includes ten findings and 27 recommendations based on research on school district regionalization. Among other things, it notes that "forced regionalization" mandates, the difficulty of withdrawing from regional districts, the lack of parity in per-pupil costs among constituent municipalities, and the difficulty of achieving balanced representation on regional school boards, are all disincentives to regionalization. It also finds that school districts are concerned about the difficult process to regionalization, along with the assumption of debts and assets, personnel retention policies, and the constituent districts' ability to adequately provide for the education of the regional schools' students. Still, the Task Force concludes that savings can be realized from consolidation of non-instructional services.

NEW JERSEY REGIONALIZATION ADVISORY PANEL, FINAL REPORT (January 1998),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/FinalReport.pdf>.

This report states that the state's educational system, with over 600 school districts, is "plagued by inconsistencies and redundancies." Financial incentives for school districts to undertake consolidation measures have yielded little, if any, positive results for improving efficiency and saving money. Nonetheless, through public hearings of educators and community members, the Regionalization Advisory Panel concludes that "one size...does not fit all;" that what may work for one series of districts will not work if regionalization, specific shared services, and consolidation become statewide mandates. The panel also finds that financial incentives for districts to regionalize, consolidate, or share services have limited effect, and that the effort required by board members and administrators to pursue these arrangements is often more than many are willing to assume. The panel recommends that "strong leadership from the State of New Jersey" become ignited through legislation that would empower the Commissioner and county superintendents to identify those districts that would benefit from consolidation/regionalization/sharing services, and take steps toward making reconfigurations possible.

NEW JERSEY OFFICE OF THE GOVERNOR, ACHIEVING EXCELLENCE, A GUIDE FOR LOCAL OFFICIALS AND TAX PAYERS TO IDENTIFY COST SAVINGS AND IMPROVE LOCAL SERVICES IN NEW JERSEY (October 1996),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/AchievingExcellence.pdf>.

This report, issued by the Whitman administration, offers cost-saving recommendations for local government based on a compilation of budget reviews, audits, field observations, inspections and interviews by the Department of Community Affairs Local Government Budget Review (LGBR) Teams in 11 municipalities, ten school districts and one municipal utility authority. Although most of the report

discusses areas of operation not related to schools (e.g., police/fire, public works, municipal finance), it offers benchmarks for managing “selected school services,” including transportation, food services, special education services, and facilities maintenance and custodial services.

NEW JERSEY REGIONALIZATION CONSORTIUM AND COMMISSION ON BUSINESS EFFICIENCY OF THE PUBLIC SCHOOLS, FINDING OPPORTUNITIES FOR IMPROVEMENT: IDEAS ON REGIONALIZATION AND SHARED SERVICES (December 1995),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/RegionalizationandSharedServices.pdf>.

This report stems from an initiative of the Commission on Business Efficiency of the Public Schools to address obstacles to regionalization and ways to overcome those obstacles. It urges citizens and school officials to develop a feasibility model for regionalization, and recommends incentive funding for regionalization and site-based management. It also recommends that the state (1) perform a comprehensive study of the delivery of low-incident/high-cost education services in New Jersey; (2) undertake a holistic look at New Jersey’s educational technology; (3) achieve savings through cooperative transportation; (4) examine the feasibility of providing shared administrative services; (5) encourage regional bulk purchasing; (6) support expansion of the School-Based Youth Services program; and (7) study the role of and systems for delivering extracurricular activities as a means of eliminating needless inter-district spending.

NEW JERSEY DEPARTMENT OF EDUCATION, COMMISSIONER’S CONSOLIDATION OF SERVICES TASK FORCE, CONSOLIDATION OF SERVICES, SCHOOL DISTRICT SURVEY (September 1995).

This report summarizes the findings of a task force convened in 1994 by Commissioner of Education Leo Klagholz to study ways that public schools could consolidate resources to reduce expenses and serve student needs better. It analyzes existing educational and support services, governmental entities that provide consolidated services for New Jersey school districts (educational services commissions, county special services school districts, county vocational-technical school districts, jointure commissions, other local/regional school districts), and methods in other states for providing cost-effective services. The task force surveyed New Jersey school districts regarding then-current and possible future shared-service practices, analyzed responses in the following areas: transportation; special education; computer services, purchasing and environmental safety; technology equipment, services and staff development; district management, general educational services and other services; made recommendations for improvement and identified issues needing further review.

NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, DIVISION OF LOCAL GOVERNMENT SERVICES, INTERLOCAL SERVICES: WORKING TOGETHER—A GUIDE TO JOINT SERVICE FEASIBILITY STUDIES AND INTERLOCAL AGREEMENTS (May 1994),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/JointServiceFeasibility.pdf>.

The DCA Division of Local Government Services issued this guide for local officials undertaking feasibility studies to eventuate potential joint service arrangements. The first section discusses seven recommendations: (1) establish clear goals; (2) describe the level of service offered by existing services in each of the participant’s communities; (3) determine each participant’s cost of providing the existing or new service; (4) describe how the service is to be provided on a joint basis; (5) determining the total cost of the joint service for each participant; (6) assess whether the proposed interlocal service meets established goals; and (7) assess the economic, administrative, and operational feasibility of performing the service on a joint basis. The second section addresses implementation of joint services, in the form of questions and answers relating to the law, cost, public reaction and policy issues, and assessing resources; lists steps to be taken in negotiating an interlocal services agreement; and discusses the several parts of an interlocal services agreement.

NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, DIVISION OF LOCAL GOVERNMENT SERVICES, INTERLOCAL SERVICES: WORKING TOGETHER, COUNTY – MUNICIPAL COOPERATION (May 1994),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/MunicipalCooperation.pdf>.

This guide, issued by the Division of Local Government Services in the Department of Community Affairs, is a resource for local officials planning, organizing and implementing interlocal services, with particular focus on county-municipal cooperation. It describes the types of assistance counties can offer

municipalities, potential purchasing arrangements, and ways to network and gain official support, along with recommendations for conducting feasibility studies. It also explains the legal basis for county-municipal cooperation.

NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS, DIVISION OF LOCAL GOVERNMENT SERVICES, INTERLOCAL SERVICES: WORKING TOGETHER—MUNICIPAL SCHOOL BOARD COOPERATION: AN OVERLOOKED OPPORTUNITY (May 1994),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/OverlookedOpportunity.pdf>.

This report addresses the definition, rationale, and legal basis for school boards and municipalities to share resources without loss of local control or authority. It offers recommendations for stakeholders and officials to initiate the process of shared services, including formation of a steering committee, designing a plan under the leadership of a committee coordinator, and maintaining administrative and staff level participation. It also recommends keeping the public informed, and evaluating the implementation of the shared services program in a meaningful and systematic way that reflects the objectives of the arrangement. The report also provides a sample resolution, public notice, and job description for the committee coordinator.

NEW JERSEY GOVERNOR’S TASK FORCE ON LOCAL PARTNERSHIPS, THE CHALLENGE OF LOCAL PARTNERSHIPS (July 1992),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/ChallengeofLocalPartnerships.pdf>.

This report is the product of Governor Florio’s charge to the Task Force on Local Partnerships to “[find] ways for New Jersey’s local governments to ease the tax burden by pooling resources and sharing services.” It identifies statutes that promote or hinder sharing services; discusses other (non-legal) barriers, including “skepticism about cost savings, political inertia or disinterest, and resistance by service providers”; and reviews ways in which some local governments are sharing services. It also suggests that counties can play a “leading role” as “conduits for state local interaction,” and recommends that the State develop financial incentives and provide technical assistance to communities geared towards sharing services.

NEW JERSEY ASSEMBLY REPUBLICAN TASK FORCE ON SHARING COUNTY AND MUNICIPAL SERVICES, SHARING SERVICES: A NEW APPROACH TO REGIONALIZATION (October 16, 1990),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/AssemRepTaskForce.pdf>.

This report contains findings and recommendations regarding the feasibility of municipalities and counties sharing services. The task force focused on sharing between municipalities, between municipalities and counties, and between counties. It examined governmental consortia in Pennsylvania, Seattle, Northern Bergen County, and Sussex and Warren counties. Its recommendations include bulk purchasing, regionalized financing mechanisms for problems that exist on a regional basis, and selective targeting of service areas for regionalization. The report discusses school district consolidation, and questions whether large schools and school districts result in cost savings and improved student performance. The report makes 15 recommendations, several of which encourage sharing services.

GUY M. SALANI, JOHN E. RADIG & ROY E. MAHONEY, THE ART OF THE POSSIBLE: SCHOOL BOARD/MUNICIPAL GOVERNMENT COOPERATION (Educational Improvement Center-South, New Jersey League of Municipalities and New Jersey School Boards Association, 1982).

In this report, in an effort to help facilitate sharing between school districts and local governments, the Educational Improvement Center-South provides 70 recommendations for New Jersey municipalities and school districts to begin the necessary dialogue, along with ways to promote efficiency through sharing particular services and costs. The report potential categorizes of shared-services activities: community programs, purchasing, facilities and grounds, hiring of personnel, support services, equipment use, and communications/public relations. It provides examples of ways in which New Jersey communities have engaged in service sharing in each of these categories and recommends ways for municipal and school district administrators to begin to change their practices, how to overcome possible barriers, and overcome barriers that might arise at the state level.

NEW JERSEY COUNTY AND MUNICIPAL GOVERNMENT STUDY COMMISSION, CONSOLIDATION: PROSPECTS AND PROBLEMS (February 1972),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/ConsolidationProspectsandProblems.pdf>.

This report, one in a series on local government in New Jersey by the “Musto Commission,” addresses the potential effect of municipal consolidation. The Commission recommended consolidation “as a means toward more rational control of growth and development, more efficient provision of local services, more viable and capable public administration and the healing of local government fragmentation, in those situations where bonds of interdependence form a recognized community of interest between or among the municipalities.” It also recommended legislative change, including adoption of a provision authorizing financial assistance to promote consolidation.

NATIONAL SCHOOL PUBLIC RELATIONS ASSOCIATION, SHARED SERVICES AND COOPERATIVES: SCHOOLS COMBINE RESOURCES TO IMPROVE EDUCATION (1971).

The report examines the kinds of services that school districts can share profitably. Examples are drawn from the Northwest lab report, which surveyed projects in 46 states. Participating colleges and state departments of education were asked to identify districts in their service areas that are engaged in collaboration. The report also looks at how some states amended their laws to authorize multidistrict cooperation through intermediate education service units.

NEW JERSEY COUNTY AND MUNICIPAL GOVERNMENT SELF STUDY COMMISSION, JOINT SERVICES: A LOCAL RESPONSE TO AREA-WIDE PROBLEMS (September 1970),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/jointServices.pdf>.

This report identifies three growing difficulties for local government in providing adequate services: (1) “area-wide services,” which no single municipality can meet within its own jurisdictional limits, (2) “services which are becoming so complex that no single municipality can provide them adequately,” and (3) services that communities with large areas and small populations can provide only uneconomically “on a single municipality basis.” It recommends that service units be established that “are large enough to perform services adequately, efficiently, and economically;” and says “interlocal cooperation ... is a viable and ... necessary strategy for New Jersey Local Government. “State action,” the report continues, is the needed catalyst that makes shared services happen; “local willingness is not enough.”

NEW JERSEY OFFICE OF THE TREASURER, DEPARTMENT OF COMMUNITY AFFAIRS, AND DEPARTMENT OF EDUCATION, A TAXPAYER’S GUIDE FOR IDENTIFYING COST DRIVERS IN MUNICIPAL AND SCHOOL DISTRICT BUDGETS (n.d.),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/TaxpayersGuide.pdf>.

This analysis of six New Jersey municipal government entities, in the form of a guide for taxpayers, examines cost-driving elements and highlights “best practices” critical to fiscal success. It recommends that municipalities formulate long-term capital programs and take advantage of capital grant opportunities; and also recommends that, in order to achieve maximum use of funds, school boards and other entities formulate annual objectives for improvement and work throughout each year toward meeting those objectives.

NON-GOVERNMENTAL REPORTS

ACCENTURE, THE GOVERNMENT EXECUTIVE SERIES, DRIVING HIGH PERFORMANCE IN GOVERNMENT: MAXIMIZING THE VALUE OF PUBLIC-SECTOR SHARED SERVICES (January 2005),

<http://www.njleg.state.nj.us/PropertyTaxSession/OPI/accnture.pdf>.

This report discusses key findings from Accenture’s research on shared services, including: (1) survey respondents see shared services as vital in meeting fiscal challenges; (2) most respondent government entities “in-source” their own shared services, yet many seek outside expertise during planning; (3) there are unique barriers in government organizations to setting up shared services; and (4) though some governmental entities have implemented some components of a “true shared services operating model,” few have implemented all of them to achieve maximum success. The report also describes “leading practices of the innovators,” including creating a stand-alone structure to provide the shared-services arrangement and cultivating continued buy-in from stakeholders.

RAPHAEL J. CAPRIO & MARC HOLZER, EDs., OUTSOURCING AND SHARED SERVICES AMONG NEW JERSEY MUNICIPALITIES: A PRELIMINARY ASSESSMENT OF POTENTIAL (1995).

This report discusses research on the extent of outsourcing and shared services in New Jersey municipalities, and finds that certain functions are outsourced more than shared, and others shared more than outsourced. Professional services tend to be “privatized, outsourced services” while insurance coverage, dispatch services, and health programs tend to be shared.

WILLIAM DUNCOMBE & JOHN YINGER, DOES SCHOOL DISTRICT CONSOLIDATION CUT COSTS? (Syracuse University, Center for Policy Research, November 2005), <http://www-cpr.maxwell.syr.edu/cprwps/pdf/wp33.pdf>.

Syracuse University professors of economics and public administration studied the efficiency consequences of consolidation of public school districts, evaluating cost impacts in rural districts in New York that consolidated from 1985 to 1997. They found that, holding student performance constant, school district consolidation lowers operating costs substantially, particularly when small districts are combined.

ECM, INC., POTENTIAL SAVINGS IN RURAL PUBLIC SCHOOL NON-INSTRUCTIONAL COSTS THROUGH SHARED SERVICES ARRANGEMENTS: A REGIONAL STUDY (Williamsville, NY, 1997).

This study was undertaken in 16 rural New York school districts to determine the feasibility of sharing instructional services as a means of achieving savings and enhancing services. The districts ranged in size from 350 to 2500 students, with the median about 1100. Areas of focus were the business office, transportation, cafeteria, and operations and maintenance. The study concluded that many school districts were sharing services with local government entities informally, and that obstacles to sharing involved local “politics.” Recommendations included immediate improvements, a holistic approach to sharing, and redesign of service systems.

WILLIAM D. EGGERS, ROBERT WAVRA, LISA SNELL, & ADRIAN MOORE, DRIVING MORE MONEY INTO THE CLASSROOM: THE PROMISE OF SHARED SERVICES (Deloitte Research and Reason Foundation, 2005), http://www.deloitte.com/dtt/cda/doc/content/Education_Nov05.pdf.

This report notes that for every dollar spent on education in most states, 40 cents “never makes it into the classroom,” but rather is spent on non-instructional services and personnel, and many of those services are delivered inefficiently. It also notes that small school districts, although often correlated with better educational outcomes, tend to have comparatively high non-instructional costs. It describes how sharing services can allow school districts to retain the instructional benefits of small size while reducing the costs of “other services” that typically consume a great deal of resources. The report also notes that shared services have benefited organizations in the private sector as well as in state and federal government.

E & Y KENNETH LEVENTHAL REAL ESTATE GROUP, THE DIGEST OF PUBLIC/PRIVATE PARTNERSHIPS (Ernst & Young, LLP 1996).

This article discusses the changing relationship between public entities and private developers contracted to construct public buildings, roadways and other infrastructure. It discusses how the public sector can benefit from partnerships with private developers, since “traditional” methods of financing have become less practical under state budgetary constraints.

WAYNE H. FAUST & CHRIS DUNNING, SHARING GOVERNMENT SERVICES: A PRACTICAL GUIDE (1998).

This guide contains exercises for local officials as they work their way through the steps outlined by the authors for exploring shared-service options. It discusses the rationale for shared services, developing goals for the shared service endeavor, identifying compelling issues, and identifying main components of the effort. It also offers guidance on addressing stakeholders’ concerns.

SARAH HANUSKE, SHARED SERVICES FOR RURAL AND SMALL SCHOOLS (ERIC Clearinghouse on Rural Education and Small Schools 1983), <http://www.ericdigests.org/pre-922/shared.htm>.

This report notes that as school populations decline and costs rise due to inflation, rural and small schools are turning to shared services in order to keep community schools open, meet federal mandates, and improve educational opportunities. Sharing ventures may be for limited purposes, such as sharing a

physics teacher or having a joint drama production, or for more permanent programs such as a regional vocational education or media center. Guidelines for successful service sharing programs include joint planning by participating districts, clearly written objectives, voluntary participation, and equitable cost sharing. At the regional level, financing and staff recruitment are typical problems facing service-sharing agencies. In school districts, problems are related to issues such as school calendars, scheduling, transportation, teacher benefits, and “local pride.” Shared ventures can expand curriculum offerings, maintain a balanced staff, and decrease expenditures through joint purchasing and sharing of supplies, equipment, and salaries.

MARC HOLZER, JOINT SERVICES ASSESSMENT REPORT (National Center for Public Productivity, Division of Local Government Services, 2003).

This report notes that shared-services is a productive method to deal with state revenue shortfalls, stagnant state aid, and the “holding the line” on property taxes. It provides examples of municipal sharing, including emergency services, public works, health services, and personnel, and discusses why those arrangements have been successful.

MARIJN JANSSEN & RENE WAGENAAR, *An Analysis of a Shared Services Centre in E-government*, in PROCEEDINGS OF THE 37TH HAWAII INTERNATIONAL CONFERENCE ON SYSTEM SCIENCES (2004).

This report notes that information systems engineering projects in e-government are confronted with high costs, lack of expertise and the need to repeatedly develop similar functionality, and suggests that a shared-services center might provide common services to local government organizations without affecting the autonomy of organizations and providing the flexibility to enhance and include additional functionality.

NEW JERSEY SCHOOL BOARDS ASSOCIATION, FINAL REPORT OF THE AD HOC COMMITTEE ON SHARED SERVICES (November 18, 2005).

This report discusses a study of shared services conducted by the New Jersey School Boards Association and the New Jersey Department of Education. Based on data collected in the study, NJSBA found that many districts were participating in shared-services programs that had saved money or improved programs; indeed, some arrangements had existed for so long that districts barely regarded the programs as shared services. It also found that intermediate units (special services school districts, jointure commissions, educational service commissions and audiovisual commissions) provide a broad range of joint programs and services to local districts. The report discusses factors that shape interest in sharing services, impede sharing, or affect the types and levels of services needed. It also analyzes shared services in New York, Pennsylvania and Vermont; provides advice to districts interested in starting a shared-service program; and recommends legislative action.

NEW JERSEY SCHOOL BOARDS ASSOCIATION, SHARED SERVICES SURVEY: VOLUNTARY COOPERATIVE ACTIVITIES AMONG NEW JERSEY SCHOOL DISTRICTS (Spring 1981).

In the early 1980s the New Jersey School Boards Association set out to create a shared-service “idea bank,” intended as a resource for school district personnel who wished to develop shared services programs in their districts. NJSBA determined what types of resource-sharing were occurring in New Jersey school districts, and created this report summarizing the data. To obtain the information, the NJSBA sent a questionnaire to all chief school administrators, asking what services and resources districts were sharing, the number of students, staff and grade levels involved; and contact information for each service. Responses from over 300 districts were compiled to create this 30-page listing.

PUBLIC AFFAIRS RESEARCH INSTITUTE OF NEW JERSEY, REDUCING THE NUMBER OF NEW JERSEY SCHOOL DISTRICTS: REGIONALIZATION AND CONSOLIDATION OPTIONS (April 1996).

This study discusses the relative ineffectiveness of incentive-based consolidation and regionalization measures aimed at all districts in the state, and concludes that successful regionalization models will be needed to persuade community members who believe consolidation or regionalization will result in loss of local identity. Additionally, it suggests that additional state aid and technical assistance and stronger punitive measures will be required to encourage consolidation and regionalization and decrease dependence on the property tax. The report also mentions the lack of research by the New Jersey Department of Education to identify districts that may benefit from regionalization.

ERNEST C. REOCK, JR., POSSIBLE COST SAVINGS IF PROPOSED CONSOLIDATED K-12 SCHOOL DISTRICTS BUDGETED AS EXISTING UNCHANGED K-12 SCHOOL DISTRICTS (Rutgers, The State University of New Jersey, Center on Government Services, 2007).

In this report, Rutgers Professor Ernest Reock calculated the 2005-06 average budget per pupil for the clusters of districts that he recommended for consolidation as K-12 school districts in 2003, and compared these amounts to the budget per pupil for existing K-12 districts that would remain unchanged under his model. He finds that the 106 proposed consolidated districts had an average per-pupil budget amount of \$12,628, while 127 existing K-12 districts had an average per-pupil budget of \$12,002, and calculates that if the proposed new consolidated districts were to provide educational services at the same cost level as the existing K-12 districts in their county, savings of approximately \$235,000,000 would result.

ERNEST C. REOCK, JR., 2002-03 UPDATE OF A PLAN FOR SCHOOL DISTRICT CONSOLIDATION IN NEW JERSEY (Rutgers, the State University of New Jersey, Center for Government Services, December 2003).

This paper updates the data discussed in *Occasional Paper Series #4* (listed below). Professor Reock discusses the positive effect of his recommended consolidation plan, in terms of number and size of school districts, cost savings, school district wealth, and school property tax rates.

ERNEST C. REOCK, JR., OCCASIONAL PAPER SERIES #4: A PLAN FOR SCHOOL DISTRICT CONSOLIDATION OPTIONS (Rutgers, the State University of New Jersey, Center for Government Services, July 1995).

In this paper, Professor Reock presents his plan to reduce the number of small school districts with as little disruption to students and teachers as possible, which involves converting limited purpose high school districts to K-12 districts and eliminating constituent elementary districts.

ERNEST C. REOCK, JR., OCCASIONAL PAPER SERIES #3: THE COST IMPACT OF SCHOOL DISTRICT CREATION AND CONSOLIDATION IN NEW JERSEY (Rutgers, the State University of New Jersey, Center for Government Services, March 1995).

This paper notes that limited-purpose secondary school regional districts are a costly solution to small non-regionalized secondary schools, as per-pupil costs tend to rise faster in those districts than they do in the smaller districts, but that when districts have regionalized on a K-12 basis, cost savings have been significant. Professor Reock concludes that there is a reasonable basis for believing that such K-12 consolidation would produce savings if implemented to a greater degree.

SOMERSET COUNTY MUNICIPAL MANAGERS ASSOCIATION & SOMERSET COUNTY BUSINESS PARTNERSHIP, REMOVING THE BARRIERS TO SHARED SERVICES: A PRESCRIPTION FOR CREATING EFFICIENCY AND TAXPAYER SAVINGS THROUGH LOCAL GOVERNMENT AND SHARED SERVICES (June 2006), <http://www.njleg.state.nj.us/PropertyTaxSession/OPI/somerset.pdf>.

In this "white paper," two business organizations describe the shared-services network that has developed in Somerset County for 12 years, relates shared-services success stories, and identifies "legislative barriers that inhibit bringing shared services to the next level" as well as hurdles such as health care cost, lack of support for displaced employees, lack of regionalization of common municipal functions, lack of state incentives and limited promotion of shared services ideas.

ARTICLES

Kate Beem, *In the Name of Survival: The Dual Superintendency*, 63 SCH. ADMIN. 18 (Mar. 2006).

This article notes that dual superintendency is popular in rural communities that wish to preserve individual identity, but notes that the job is not for someone who wants to coast, and describes the dual responsibilities of a shared superintendent. There are two budgets to develop and monitor, two school boards, two sets of priorities, and keeping everyone satisfied is more than a full-time occupation. Some communities see the dual superintendency as part of a prolonged courtship dance, giving them time to

size up each other before considering a permanent merger. For others, sharing a superintendent is the only way to stave off forced consolidation.

Frank Belluscio & John Patella, “Sharing Services: High-Tech Media,” SCHOOL LEADER (September/October 1997) at 27.

The article discusses audio-visual technology in schools and how advancements in this technology have increased costs, and then proposes S-1467, which provides for sharing of audio-visual resources through regional “lending libraries” serving districts in two or more counties. The article describes how the current statutory provision authorizing county audio-visual aids (AVA) commissions does not go far enough, because, when created, it did not anticipate that more widespread sharing might be needed.

Michael Cerra and Kenneth Lemberg, *A Look at Shared Services in New Jersey*, NEW JERSEY MUNICIPALITIES, Oct. 1998 at 6.

This article reports on a survey of municipal administrators conducted in 1998 by the New Jersey State League of Municipalities and the Rutgers University Office of the Vice President for Continuous Education and Outreach, investigating the extent to which they shared services with other municipalities. They found that the most commonly shared services were health services, recycling, emergency dispatching, joint/shared insurance funds, and solid waste collection. Two-thirds of these services were listed among the municipalities as “shared;” the others as “outsourced.” The authors observed that, although taxpayers in these municipalities saved approximately \$100,000 annually as a result of shared-service arrangements, the sharing of services is only a smaller part of a larger solution to relieve New Jersey of its heavy and costly dependence on the property tax.

Norman Cluley, “Labor Relations Concerns Shouldn’t Hold Up Investigating Shared Services,” SCHOOL LEADER (September/October 1997) at 16.

The article discusses labor relations issues that may arise when shared services arrangements are considered, including negotiable issues such as work time and workload. It encourages boards to investigate shared services opportunities from the provider as well as the recipient side, and concludes: “Do not dismiss the concept lightly and without considerable examination. Most of all, do not let any labor relations concerns prevent your board from exploring shared services.”

Robert Coleman, *The Shared Services Journey*, 80 CMA MGMT. 2 at 28 (2006).

The article reports on a meeting convened by the Conference Board of Canada to foster discussion of shared services needs in the public sector. It focuses on the significant role of shared services and the development of an organizational model by using a group of panelists to share their experience in implementing shared services agreements. It notes that the development of shared services requires strong strategic management with detailed attention to governance, effective change management practices, and a determination of what areas will benefit most from consolidation and streamlining.

Richard DiLascio, *Bridging the Gap between Municipality and School Board*, NEW JERSEY MUNICIPALITIES, Nov. 2006 at 22 <http://www.njslom.org/documents/BridgingtheGap.pdf>. (See also *Shared Services: Bridging the Gap between the Municipality and the School Board*, SCH. LEADER, January/February 2007, www.njsba.org/mo/publications/school_leader/?sl=4.)

In these articles describing recent shared-services efforts in the Borough of Lyndhurst, the mayor reports that taxpayers saved approximately \$100,000 in construction of a facility housing both a youth center and board of education offices, primarily as a result of savings achieved in municipal financing and contracting. He author suggests school districts could benefit from sharing services with municipalities through increased access to favorable funding, including grants, and through a more expedient financing and approval process, an overall decrease in financial fees. He also notes that municipal (as opposed to school district) financing of facilities avoids the requirement of a referendum, and that such arrangements provide access to facilities otherwise unavailable for school use.

Keri Ellerbroek, “Shared Services: School Districts, Efforts Fruitful and Still Growing,” SCHOOL LEADER (September/October 1997) at 25.

The article discusses the NJSBA *ad hoc* Committee on Shared Services convened in 1995, whose report concluded that "...shared service arrangements provide excellent opportunities for boards of education to enhance or improve services, as well as provide possible cost savings." The article describes then-existing shared-services arrangements in school districts and discusses incentives and disincentives to sharing.

Beverly Goldberg, *Public Libraries Go Back to School*, 27 AM. LIBR. 11 at 54 (1996).

This article discusses the experiences of Washoe County Library System (Nevada), the New Orleans Public Library (Louisiana) and their respective school districts, where partnerships formed between public libraries and school library media centers have resulted in shared resources and increased facilities. The partnerships are reported to have increased collections, space, and financing, as well as some issues regarding maintaining concurrent hours and in attracting adult users.

Ben Gose, *Colleges Rely on Consortia, Contractors, and Ingenuity to Cut Costs*, 52 CHRON. HIGHER EDUC. 21 at B1 (Jan. 2006).

This article reports that colleges are struggling with soaring costs as state support fails to keep up with enrollment growth, and college officials are becoming more creative in finding ways to reduce expenses. Higher education institutions are increasingly outsourcing non-academic functions, collaborating with other institutions to share goods and services, and absorbing greater short-term financial risks when long-term savings seem likely.

Patricia Hodges, "May I Share Something With You?" SCHOOL LEADER (September/October 1997) at 12.

This article, by the NJSBA Program Coordinator for Field Services, encourages shared services between districts, and provides examples of successful collaborative efforts. . It maintains that the most important aspects of a successful shared-service arrangement are a solid foundation, involvement by key stakeholders, and communication.

Marc Holzer, Leila Sadeghi, & Richard W. Schwesler, *Exploring State Shared Services and Regional Consolidation Efforts*, THE BOOK OF THE STATES (2007).

This article provides an introduction to shared-service options, discusses best practices and state funding to encourage such practices, and makes recommendations for state and local government leaders who seek to develop, implement, or improve existing shared-serviced arrangements.

Johanna Huntowski, "Do More With Less," SCHOOL LEADER (September/October 1997) at 31.

The article examines the role of educational services commissions (ESC) in effective school district administration. Written by the superintendent of the Monmouth-Ocean ESC, the article highlights the programs and services provided by educational services commissions, , including alternative education, adult education, coordinated transportation, services to non-public schools, staff development and cooperative purchasing. The article describes how they preserve local authority in districts that are faced with pressure to regionalize. Because each member district is represented on the board of the educational services commission, districts have a say in the programs and services provided.

Michael F. Kaelber, *It's Nice to Share*, SCH. LEADER, March/April 2002.

This article presents an overview of the statutes then in place governing shared services in New Jersey school districts. It discusses provisions of the Interlocal Services Act, considerations for districts interested in developing a shared business administrator or superintendent arrangement, and steps involved in joint purchasing and shared transportation, emphasizing that communication is a prerequisite for any productive relationships between school districts. It also discusses the Regional Efficiency Development Initiative (REDI) and Regional Efficiency Aid Program Act (REAP) programs, incentives for school districts and municipalities to engage in shared services.

Donna Kaye, "New Law Outlines Parameters of Sharing School Administrators," SCHOOL LEADER (September/October 1997) at 20.

The article discusses the sharing of district administrative personnel or services, including the relationship between sharing or subcontracting administrative services under the Interlocal Services Act

and sharing superintendents or school business administrators under pertinent provisions of the education laws.

Elaine Kille, “Adapting Policies to Share Services is a Critical First Step,” SCHOOL LEADER (September/October 1997) at 34.

This article discusses the district policies that may be implicated when districts share services, and emphasizes that it is important to be thorough in the first step in the process, adopting effective policies. The article provides sample policy language and information on the NJSBA policy file code system.

William Librera, *School Districts and Shared Services – Reducing Costs and Improving Quality*, NEW JERSEY MUNICIPALITIES, May 2005 at 8
http://www.njslom.org/interlocal_reducingcostsarticle.html.

In this article, Commissioner of Education William Librera discusses existing statutes and regulations, as well as non-mandated options, with respect to service sharing among school districts. He discusses a 2002 study by the Department of Education indicating how shared services may be beneficial, not only for efficiency and fiscal responsibility but for quality as well. He also discusses the ways in which educational service commissions, shared transportation, county vocational/technical schools, and audiovisual associations may be utilized; describes county superintendents’ efforts to encourage service sharing; and provides examples of service sharing: curriculum coordinators, child study team services, before- and after-school programs, extracurricular sports and activities, utilities, supplies, furniture, parking lot and sidewalk repair projects, technical support, textbook sharing, and the state cooperative purchasing program.

Todd McIntire, *Share and Share Alike*, 26 TECH. & LEARNING 6 at 26, Jan. 2006,
<http://www.techlearning.com/showArticle.php?articleID=175802924>.

This article, authored by an Edison Schools manager, describes two school examples of computer banks for sharing lesson plans. The computer banks facilitate teachers’ ability to share lesson plans throughout the school districts. The Corpus Christi (Texas) Independent School District has an on-line curriculum and assessment management system from SchoolNet that collects lesson plans of district teachers. An incentive program pays teachers \$38 for each exemplary lesson that is published, funded through the district’s curriculum and professional development budgets. The Florida Department of Education and Microsoft’s Partners in Learning have implemented Sunshine Connections, an on-line resource to share best practices in Florida’s schools. The interactive system offers teachers access to classroom management tools, student performance data, curricular materials and professional development. Sunshine Connections is available in four Florida counties, and is expected to expand statewide.

Shane Mohan, *Making the Case for Shared Services*, 38 ACCOUNTANCY IRELAND 4 at 14, 2006.

The article discusses the significance of shared services in the public sector in Ireland. It explains the cost savings and benefits, examines the public sector’s skepticism of shared services, and summarizes lessons learned at the national and international level.

New Jersey School Boards Association, *Schools Practice What They Teach: It’s Good to Share*, SCH. LEADER, August 2002, <http://www.njsba.org/PI/index.html?pn=6>.

In this article, NJSBA encourages the sharing of services as a means of increasing efficiency, decreasing the burden on taxpayers, and channeling funds directly to educational initiatives. The article provides examples of shared-service arrangements that have been in existence for years despite increased tightening of the state’s education budget. Towns in Middlesex, Salem, Bergen, Hunterdon, and Cumberland counties reap the rewards of sharing such services as busing, professional development, special education programming, and even business administrators and curriculum directors, with significant savings to district budgets.

Pat Petracco, “Children and Communities Reap the Benefits from School Board/Municipal Government,” SCHOOL LEADER (September/October 1997) at 14.

This article highlights the benefits of collaboration between school boards and municipal government entities to ensure that all needs of their constituents are met. It observes, “Although distinctly separate

government units—each with its unique responsibilities—many local boards of education and municipal leaders are finding creative and cost-efficient ways to improve their communities through increased communication, joint planning and sharing of resources and services,” and provides examples of successful school district/municipal sharing.

Bernie Platt, *The Key Piece to the Puzzle*, NEW JERSEY MUNICIPALITIES, Nov. 2006 at 10, <http://www.njslom.org/documents/TheKeyPiecetothePuzzle.pdf>.

In this article, Mayor Bernie Platt describes three ways in which Cherry Hill Township was able to reduce spending: First, a new, shared information technology (IT) program between the Township and the Cherry Hill Fire Department allowed for the consolidation of IT services, placing three more firefighters on the response team, and allowed for greater efficiency in the police and EMT departments as well. Second, the Township provided an established domestic violence counseling program for a small neighboring municipality, which would not have been able to afford such a program had it not been for Cherry Hill’s service sharing. Third, the Township has shared services with the state by stationing a Cherry Hill policeman at the state MVC facility located in Cherry Hill.

John Ruggini, *Making Local Government More Workable through Shared Services*, 22 GOV’T. FIN. REV. 1 at 30 (2006).

The article examines the use of shared services by local governments in the U.S. Using literature review and case studies, the author provides a definition of shared services, outlines advantages and disadvantages, and provides a list of technical and process issues that can help mitigate the risk when governments decided to engage in shared services contracts.

Rebecca Sausner, *Creating Collaboration: These Forward-Thinking Districts are Making their Vendors Work Together*, 40 DISTRICT ADMIN. 7 at 40 (2004).

This article describes California school districts’ collaboration with technology vendors, including improvement of security infrastructure in the Grossmont Union School District by connecting all schools with Cisco Systems’ fiber optic Internet protocol infrastructure; availability of video conferencing in the Desert Sands Unified School District; and a student achievement partnership with technology vendors in the Lemon Grove School District.

Lind Seelbach, *Township and Schools Team Up to Improve the Playing Fields*, NEW JERSEY MUNICIPALITIES, Jan. 2004 at 32,

http://njslom.org/interlocal_improveplayingfieldsarticle.html.

This article describes the collaborative effort to improve the aesthetics and functionality of recreational fields in Millburn, New Jersey. The “Joint Fields Committee” began as a meeting of representatives of the Millburn Township Committee, board of education, recreation commission, recreation department, and schools athletic department, and resulted in a shared vision for the future, generated by a successful ongoing team-effort to create overall greater efficiency and coherence in use of municipal and school district recreational facilities.

Al Steinberg, Jr., *REAPing the Rewards of Shared Services*, NEW JERSEY MUNICIPALITIES, Feb. 2001.

This article outlines the provisions and rationale for New Jersey shared services programs known as REAP (Regional Efficiency Aid Program) and REDI (Regional Efficiency Development Initiative).

Sharon Kay Waller & Lee “Rusty” Waller, *Texas Tech Prep Environmental Scan of Partner Opinions: An Assessment of Effectiveness*. 28 COMMUNITY C. J. RES. & PRAC. 7 at 625,

<http://www.ingentaconnect.com/content/routledg/ucjc/2004/00000028/00000007/art00005>.

Texas has 26 regional “Tech Prep” consortia that coordinate the delivery of services between secondary school districts and two-year colleges under the leadership of consortium directors. This paper examines the effectiveness of these consortia based upon a survey administered to Texas Tech Prep consortia directors, community college technical administrators, and secondary technical program directors.

Christine Todd Whitman & Jane M. Kenney, *State Incentives for Shared Services*, N.J. MUNICIPALITIES, May 1999.

This article discusses the rationale, benefits, and provisions of the REAP (Regional Efficiency Aid Program) and REDI (Regional Efficiency Development Initiative) programs including the potential for local governments to increase efficiency, produce greater savings, and help make government less redundant.

Eric Wills, *Book by Book, College Libraries Pool Their Collected Wisdom*, 52 CHRON. HIGHER EDUC. 21 at B5, Jan. 2006.

This article describes the Orbis Cascade Alliance, a consortium of 35 college libraries in Washington State and Oregon which allows members to pool their resources in pursuit of “collaborative collection development.” In its scope and diversity, Orbis Cascade is unusual among groups of colleges that collaboratively buy and share books, with members that include large state universities, private liberal-arts institutions, and community colleges.

Kim Zebehazy & Elizabeth Whitten, *Collaboration between Special Schools and Local Education Agencies: A Progress Report*, 97 J. VISUAL IMPAIRMENT & BLINDNESS 2 AT 73, 2003.

This article describes the services provided by 40 schools for students with visual impairments to students in local school districts, the extent of collaboration, and changes that might improve the process. Most of the schools discussed in the article serve dual roles as residential/day schools and outreach service providers.

Appendix B
Selected Legal Authorities
Governing Shared Services in New Jersey

Statutes

EDUCATIONAL SERVICE COMMISSIONS, N.J.S.A. 18A:6-51 to -70

N.J.S.A. 18A: 6-51 (P.L. 1968, c. 243). Definitions.

a. "Educational Services Commission" means an agency established or to be established in one or more counties for the purpose of carrying on programs of educational research and development and providing to public school districts such educational and administrative services as may be authorized pursuant to rules of the State Board of Education.

N.J.S.A. 18A:6-52 (P.L. 1968, c. 243). Establishment of commission; petition.

a. Whenever five or more boards of education in any county or in any two or more counties and the commissioner after study and investigation shall deem it advisable to establish a county educational services commission, such boards of education may petition the State Board of Education for permission to establish such a commission. . . .

N.J.S.A. 18A:6-63 (P.L. 1968, c. 243). Services; contracts.

a. The representative assembly shall from time to time determine what services and programs shall be provided by the commission, subject to approval of and pursuant to rules of the State Board of Education. It shall determine the fee to be charged for providing each service and program, and enter into contracts with school districts, whether member districts of the commission or not, to provide any or all such services and programs. The commission may enter into contracts to provide these services and programs to nonpublic schools. Such contracts for member districts may be for terms not exceeding 10 years, and a member school district, having so contracted, may not withdraw from membership in the commission during the term of such a contract.

b. Commissions may enter into contracts with other public and private agencies for the provision of approved services and programs to participating public school districts and nonpublic schools. These contractual arrangements shall conform to rules and regulations of the State Board of Education and be approved by the county superintendent or superintendents, as the case may be.

EDUCATIONAL RESEARCH AND DEMONSTRATION CENTERS, N.J.S.A. 18A:6-71 to -74

N.J.S.A. 18A:6-71 (P.L. 1970, c. 122). Establishment and operation of centers.

That [sic] the Commissioner of Education and the State Board of Education shall have the authority and responsibility under this act to plan for, establish, and operate a State-wide system of educational centers for research and demonstration. These centers, in voluntary co-operation with local school districts, shall concentrate upon the development, testing, and installation of ideas and procedures to solve major educational problems facing the State; including but not limited to reading levels of low-income children, early childhood development, the gifted student and the effective utilization of new materials and equipment, educational technology, and patterns of school organization.

EDUCATIONAL IMPROVEMENT CENTERS, N.J.S.A. 18A:6-95 to -102

N.J.S.A. 18A:6-95.1 (P.L. 1983, c. 186). Educational information and resource center; establishment; services provided.

There is established a local education agency to serve as an educational information and resource center to provide, on request, support and assistance to teachers, administrators, parent and community groups, schools and colleges, the Department of Education, and other public agencies, through the delivery of materials, techniques and expertise to improve school and community programs and services. The services provided by the center shall include: a lending library of educational and instructional materials; preparation of media and materials for informational and instructional purposes; an educational information storage and retrieval system; special topic seminars and conferences; and consultant advice, information and expertise. The programs and services of the center shall not duplicate the programs of the Department of Education.

To the extent permitted by law, the educational information and resource center shall also provide support and service to nonprofit, nonpublic schools.

EXECUTIVE COUNTY SUPERINTENDENTS OF SCHOOLS, N.J.S.A. 18A:7-1 to -10

N.J.S.A. 18A:7-8 (P.L. 1903, (2d Sp. Sess.), c. 1, § 25, p. 11; P.L. 2007, c. 63, §49). General powers and duties.

Each executive county superintendent shall:

d. Promote administrative and operational efficiencies and cost savings within the school districts in the county while ensuring that the districts provide a thorough and efficient system of education;

e. Based on standards adopted by the commissioner, recommend to the commissioner, who is hereby granted the authority to effectuate those recommendations, that certain school districts be required to enter arrangements with one or more other school districts or educational services commissions for the consolidation of the district's administrative services;

g. Have the authority to eliminate districts located in the county that are not operating schools on the effective date of sections 42 to 58 of P.L. 2007, c. 63 (C.18A:7-11 et al.), in accordance with a plan submitted to the commissioner no later than one year following the effective date of sections 42 to 58 P.L. 2007, c. 63 (C.18A:7-11 et al.);

h. No later than three years following the effective date of sections 42 to 58 of P.L. 2007, c. 63 (C. 18A: 7-11 et al.), recommend to the commissioner a school district consolidation plan to eliminate all districts, other than county-based districts and other than preschool or kindergarten through grade 12 districts in the county, through the establishment or enlargement of regional school districts. After the approval of the plan by the commissioner, the executive county superintendent shall require each board of education covered by a proposal in the plan to conduct a special school district election....

i. Promote coordination and regionalization of pupil transportation services through means such as reviewing bus routes and schedules of school districts and nonpublic schools within the county;

l. Review all school budgets of the school districts within the county, and may, pursuant to section 5 of P.L.1996, c. 138 (C.18A:7F-5), disapprove a portion of a school district's proposed budget if he determines that the district has not implemented all potential efficiencies in the administrative operations of the district or if he determines that the budget includes excessive non-instructional expenses. . . .

m. Permit a district to submit to the voters a separate proposal or proposals for additional funds pursuant to... (c. 18A:7F-5) only if: (1) the district provides the executive county superintendent with written documentation that the district has made efforts to enter into shared services arrangements with other district, municipalities, counties and other units of local government for the provision of

administrative, business, purchasing, public and nonpublic transportation and other required school district services; (2) the district certifies and provides written documentation that the district participates in on-going shared arrangements; or (3) the district certifies and provides written documentation that entering such shared arrangements would not result in cost savings or would result in additional expenses for the district;

m. Promote cooperative purchasing within the county of textbooks and other instructional materials.

n. Coordinate with the Department of Education to maintain a real time Statewide and district-wide database that tracks the types and capacity of special education programs being implemented by each district and the number of students enrolled in each program to identify program availability and needs;

o. Coordinate with the Department of Education to maintain a Statewide and district-wide list of all special education students served in out-of-district programs and a list of all public and private entities approved to receive special education students that includes pertinent information such as audit results and tuition charges;

q. Serve as a referral source for districts that do not have appropriate in-district programs for special education students and provide those districts with information on placement options in other school districts;

r. Conduct regional planning and identification of program needs for the development of in-district special education programs;

s. Serve as a liaison to facilitate shared special education services within the county including, but not limited to direct services, personnel development, and technical assistance;

t. Work with districts to develop in-district special education programs and services including providing training in inclusive education, positive behavior supports, transition to adult life, and parent-professional collaboration

COMPREHENSIVE EDUCATION IMPROVEMENT AND FINANCING ACT, N.J.S.A. 18A:7F-1 to -34

N.J.S.A. 18A:7F-5 (P.L. 1996, c. 138; P.L. 2004, c. 73).

d. . . . (9) Any district may submit at the annual school budget election a separate proposal or proposals for additional funds, including interpretive statements, specifically identifying the program purposes for which the proposed funds shall be used, to the voters, who may, by voter approval, authorize the raising of an additional general fund tax levy for such purposes. In the case of a district with a board of school estimate, one proposal for the additional spending shall be submitted to the board of school estimate. Any proposal or proposals submitted to the voters or the board of school estimate shall not: include any programs and services that were included in the district's prebudget year net budget unless the proposal is approved by the commissioner upon submission by the district of sufficient reason for an exemption to this requirement; or include any new programs and services necessary for students to achieve the thoroughness standards established pursuant to subsection a. of section 4 of P.L.1996, c. 138 (C.18A:7F-4).

The county superintendent of schools may prohibit the submission of a separate proposal or proposals to the voters or board of school estimate if he determines that the district has not implemented all potential efficiencies in the administrative operations of the district, which efficiencies would eliminate the need for the raising of additional general fund tax levy.

(11) Any reduction that may be required to be made to programs and services included in a district's prebudget year net budget in order for the district to limit the growth in its budget between the prebudget and budget years by its spending growth limitation as calculated pursuant to this subsection, shall only include reductions to excessive administration or programs and services that are inefficient or ineffective.

N.J.S.A. 18A: 7F-22 (P.L. 1996, c.138, § 22). Distance learning network aid; calculation.

b. Statewide distance learning networks shall be established and each district shall be a member by the 2001-2002 school year. The distance learning networks shall be used to create a Statewide infrastructure for the delivery of voice, video and data, and shall provide all districts with the opportunity to share curricular offerings so as to expand the scope, quality, richness and diversity of curricula in all school districts and contribute to the redefining of teaching and learning in the contemporary setting. Distance learning network aid shall be accounted for in a special revenue fund. This aid may be used for equipment, wiring, access fees, software and supplies, professional development, staffing, maintenance, and other uses that may be necessary for the establishment of effective distance learning networks.

c. Each county special services school district shall receive a grant of \$15,000 annually for the purposes of subsection b. of this section. . . .

N.J.S.A. 18A:7F-30 (P.L. 1996, c. 138, § 31). Establishment of Consolidation of Services Grant Program.

a. The Commissioner of Education shall establish a Consolidation of Services Grant Program in the 1997-98 school year. The goal of the grant program shall be to utilize the county special services school districts to promote shared services and regionalization of such services as transportation, child study teams, related and other specialized services, programs of professional development, legal and arbitration services, technology, and purchasing.

A county special services school district which elects to participate in the grant program shall submit an application to the Department of Education based upon a request for proposal developed by the department in consultation with the county special services school districts. Three grants shall be awarded by the commissioner in the first year of the program and an additional two grants in the second year. The total grants awarded by the department in the first year of the program shall be in the amount of \$600,000.

N.J.S.A. 18A:7F-31 (P.L. 1996, c. 138, § 31). Regionalization advisory panel; purpose; membership.

A Regionalization Advisory Panel shall be created to conduct a study and to develop recommendations regarding ways to encourage school districts to regionalize or share services. The panel shall determine the feasibility of regionalizing at the county level such education administration services as overall administration, purchasing, transportation, budgeting and accounting while maintaining local control at the school district or building level for curriculum, instruction, personnel, and management of instructional processes. In addition, the panel shall study site-based management, use of local parent advisory councils, maintenance of local tax bases, and other issues related to regionalization of districts and services.

The panel shall consist of 12 members as follows: five public members appointed by the Governor, no more than three of whom shall be of the same political party; three members appointed by the President of the Senate, no more than two of whom shall be of the same political party; three members appointed by the Speaker of the General Assembly, no more than two of whom shall be of the same political party; and the Commissioner of Education, ex officio, or a designee.

Appointments to the panel shall be made no later than February 1, 1997. The panel shall issue its report

to the Governor and the Legislature no later than February 1, 1998, and shall expire 30 days after that date.

N.J.S.A.18A:7F-32.1 (P.L. 1999, c. 438, § 1). Regionalization incentive aid; criteria.

a. Regionalization incentive aid shall be paid to any K-12 school district which meets the following criteria:

(1) the district's October 1998 resident enrollment exceeds 10,000 pupils; and

(2) the district's 1998-99 net budget per pupil is less than \$9500.

EDUCATIONAL FACILITIES CONSTRUCTION AND FINANCING ACT, N.J.S.A. 18A:7G-1 to -44

N.J.S.A.18A: 7G-44 (P.L. 2000, c. 72). Wrap-up insurance coverage.

b. For any school facilities project which has a State share of less than 100%, the authority, in the case of a project being constructed by the authority, may require the use of, or the district, in the case of a project being constructed by the district, may elect to purchase, wrap-up insurance coverage for the school facilities project. A district may purchase the coverage on its own or may enter into a joint purchasing agreement with one or more other districts to purchase coverage.

c. As used in this section, "wrap-up insurance coverage" means a single insurance and loss control program for all parties involved in the school facilities project, including the owners, administrators, contractors and all tiers of subcontractors, which is controlled and authorized by the owner or financing administrator and applicable to defined construction work sites. Wrap-up insurance coverage may include, but not be limited to, workers' compensation and employers' liability, commercial general liability, umbrella/excess liability, builder's risk, architects' and engineers' errors and omissions, liability, environmental liability, and force majeure.

OFFICERS AND EMPLOYEES IN GENERAL, N.J.S.A. 18A:16-1 to -22

N.J.S.A. 18A:16-13.1 (P.L. 2007, c. 18, § 9). Group health insurance, group term life insurance; maximum risk to be retained.

A board of education may provide contributory or non-contributory group health insurance or group term life insurance, or both, for employees or their dependents, or both, through self insurance, the purchase of commercial insurance or reinsurance or any combination thereof. . . .

SCHOOL BUSINESS ADMINISTRATORS, N.J.S.A. 18A:17-14.1 to -14.3

N.J.S.A. 18A:17-14.1 (P.L. 1962, c. 212; L. 1996, c. 111, P.L. 2007, c. 63, §36). Appointment of school business administrators; may act as secretary; duties; etc.

A board or the boards of two or more districts may, under rules and regulations prescribed by the State board, appoint a school business administrator by a majority vote of all the members of the board, define his duties, which may include serving as secretary of one of the boards, and fix his salary, whenever the necessity for such appointment shall have been agreed to by the county superintendent of schools or the county superintendents of schools of the counties in which the districts are situate and approved by the commissioner and the state board. [Deleted by P.L. 2007, c. 63, § 36: A school business administrator shall be appointed in the manner provided in this section, however when the boards of education of two or more school districts determine to share a school business administrator, the appointment shall comply with the provisions of section 4 of P.L. 1996, c. 111 (C. 18A:17-24.1).]

Nothing in P.L.1996, c.111 (C.18A:17-24.1 et al.) shall prohibit a school district from subcontracting its school business administrator to another school district pursuant to the provisions of P.L.1973, c.208 (C.40:8A-1 et seq.), in which case credit toward tenure acquisition shall accrue only in the primary district of employment. [Deleted by P.L. 2007, c. 63, § 36: The provisions of P.L.1996, c.111 (C.18A:17-24.1 et al.) concerning the arrangement to share a school business administrator by two or more school districts shall not apply when a school district subcontracts its school business administrator to another school district.]

SUPERINTENDENTS AND ASSISTANT SUPERINTENDENTS OF SCHOOLS, N.J.S.A. 18A:17-15 to -24

N.J.S.A. 18A:17-15 (P.L. 1903, (2d Sp. Sess.), c. 1, § 3, p. 6; P.L. 1991, c. 267, § 1; P.L. 1996, c. 111, § 2). Appointments of superintendents; terms.

The board of education of a Type I district and of any Type II district, now having or hereafter authorized to have a superintendent of schools, may, by contract appoint, for a term of not less than three nor more than five years and expiring July 1, a superintendent of schools by the recorded roll call majority vote of the full membership of the board.

A superintendent of schools may be appointed for a like term also in any other Type II district or in any other two or more Type II districts as follows:

Application for the establishment of the office of superintendent of schools for a district or for two or more districts which determine to share a superintendent shall be made to the county superintendent of the county or the county superintendent of each of the counties in which such district or districts are situated and if said application is agreed to in writing by such county superintendent or county superintendents and shall be approved by the commissioner and the State board, the board of education of such a district so applying may appoint a superintendent of schools for a single district in the manner hereinbefore provided or may appoint a superintendent for two or more districts in the manner provided by section 4 of P.L.1996, c. 111 (C. 18A:17-24.1).

SHARED ADMINISTRATORS, SUPERINTENDENTS, N.J.S.A. 18A: 17-24.1 to -24.9

N.J.S.A. 18A:17-24.1 (P.L. 1996, c. 111). Superintendents and school business administrators shared by two or more districts; approval.

The boards of education of two or more school districts may share a superintendent or a school business administrator, or both. A shared superintendent or business administrator shall be subject to the same rules governing eligibility for employment as are superintendents or business administrators of a single district. The decision to share a superintendent shall be made jointly by the boards of education of the districts, subject to the final approval of the Commissioner of Education. The procedure shall be as follows:

a. Should two or more districts, after careful study and opportunity for community input, decide to share a superintendent or school business administrator, the districts shall mutually prepare a report for submission to the county superintendent or county superintendents if the districts are in different counties. The report shall outline the anticipated advantages to the districts and the feasibility of a shared arrangement. The report shall set forth a plan explaining how the shared arrangement will operate, and shall also address such items as community support for the arrangement, effect on services to the respective districts, division of the superintendent's or business administrator's time between the districts, availability of administrative backup, likelihood of situations creating conflict of interest, and financial advantages of the arrangement.

b. The county superintendent or superintendents shall review the plan and forward a recommendation to the Commissioner of Education who shall approve or disapprove the plan.

N.J.S.A. 18A:17-24.2 (P.L. 1996, c. 111, § 5). Contract for sharing services of superintendent and business administrator.

Any boards obtaining the approval of the Commissioner of Education may contract with one another for the sharing of a superintendent or school business administrator. The contract shall be in writing and shall address the responsibilities of each district under the sharing relationship, including the apportionment of costs. The agreement shall be made contingent upon the districts' mutual agreement on a candidate to fill the shared position and shall be conterminous with the superintendent's or business administrator's employment contract. A candidate for the position of superintendent shall hold the standard certificate of school administrator and a candidate for the position of school business administrator shall hold the standard certificate of school business administrator.

a. The school districts shall together agree on how the initial costs of sharing a superintendent or business administrator shall be apportioned, which apportionment shall be expressed as a percentage for each district, and shall include the cost of salaries and benefits.

b. At least one year prior to the expiration of the first or any subsequent contract between school boards sharing a superintendent or business administrator, a board wishing to terminate the contract shall notify, in writing, the other board or boards and the superintendent or business administrator, that it wishes to terminate the contract.

c. Should a board give a notice of termination, the contract between the boards shall be terminated at the expiration of that term and the superintendent or business administrator shall not be reappointed by the joint boards at the end of the current term. However, the termination shall not preclude a board from reemploying the superintendent or business administrator on an individual basis.

d. Upon the expiration of a contract between school boards sharing a superintendent or business administrator, the boards shall submit a report to the county superintendent or superintendents, which shall include an evaluation of the sharing relationship and the feasibility of voluntarily forming a regional district.

N.J.S.A. 18A:17-24.3 (P.L. 1996, c. 111, § 6). Term of appointment under contract for shared services; reappointments.

The boards of education may, by contract, appoint a shared superintendent or school business administrator for a term of not less than three nor more than five years and expiring July 1, by the recorded roll call majority vote of the membership of each board. At the conclusion of the term of the initial contract or of any subsequent contract, the superintendent or business administrator shall be deemed reappointed for another contracted term of the same duration as the previous contract unless either:

a. The boards shall together agree to reappoint the person by contract for a different term, which term shall not be less than three nor more than five years in which event reappointments thereafter shall be deemed for the new term unless a different term is again specified; or

b. At least one year prior to the expiration of the first or any subsequent contract a board shall notify the superintendent or business administrator and the other board or boards in writing that the person will not be reappointed at the end of the current term, in which event the person's employment shall cease at the expiration of that term. The contract between the boards shall also be terminated. However, the termination shall not preclude any board from reemploying the superintendent or business administrator on an individual basis. If a contract between boards of education is terminated because the superintendent or business administrator is not reappointed at the end of the term of employment, and the boards involved in the previous sharing relationship determine to enter into a new contract, the boards shall not be required to prepare and submit a report or receive the approval of the Commissioner of Education if the new contract is for the same shared position for which the boards previously received

approval.

N.J.S.A. 18A:17-24.4 (P.L. 1996, c. 111, § 7). Grounds for dismissal or reduction of compensation.

During the term of any employment contract with the board, a shared superintendent or school business administrator shall not be dismissed or reduced in compensation except for inefficiency, incapacity, or conduct unbecoming or other just cause and then only in the manner prescribed by N.J.S. 18A:6-9 et seq.

N.J.S.A. 18A:17-24.5 (P.L. 1996, c. 111, § 8). Position of shared superintendent or shared business administrator not tenurable.

The position of shared superintendent or shared business administrator shall not be a tenurable position. If two or more boards of education appoint an individual from within one of the school districts to a shared position, the individual shall retain all tenure rights accrued in the positions in which he previously served within the district. However, in no event shall the districts be required to appoint a tenured individual from within any of the districts to fill a shared position.

N.J.S.A. 18A:17-24.6 (P.L. 1996, c. 111, § 9). Initial terms and conditions maintained for life of contract; procedure for unilateral action.

The initial terms and conditions of the employment contract between the boards and the superintendent or school business administrator shall be determined by the boards and the superintendent or business administrator. The terms shall be maintained for the life of the contract.

Boards may mutually agree to provide additional benefits or compensation during the life of the superintendent's or business administrator's contract, but if agreement is not possible, an individual board may do so unilaterally based upon the superintendent's or business administrator's performance and the needs of the district, and the responsibility for the cost of the additional benefits shall rest solely with that individual board.

N.J.S.A. 18A:17-24.7 (P.L. 1996, c. 111, § 10). Individual evaluation of shared personnel by districts.

Each district shall ensure that the shared superintendent or school business administrator is evaluated individually in that district, in accordance with statute and regulation.

N.J.S.A. 18A:17-24.8 (P.L. 1996, c. 111, § 11). County superintendents to mediate disputes over shared personnel contracts.

The county superintendent or superintendents if the districts are in different counties shall serve as a mediator for any disputes arising over the interpretation of the contract between the boards of education sharing a superintendent or a school business administrator.

N.J.S.A. 18A:17-24.9 (P.L. 1996, c. 111, § 12). Provisions governing shared school personnel deemed not inconsistent with provisions of § 40:8A-1 et seq. authorizing subcontracting school district administrative services.

The provisions of P.L. 1996, c. 111 (C. 18A:17-24.1 et al.) shall govern the sharing of a superintendent or school business administrator by two or more boards of education and shall not be deemed inconsistent with the provisions of P.L. 1973, c. 208 (C. 40:8A-1 et seq.) insofar as that act may authorize the subcontracting of school district administrative services.

PUBLIC SCHOOL CONTRACTS LAW, N.J.S.A. 18A:18A-1 to -59

N.J.S.A. 18A:18A-10 (P.L. 1977, c. 114, § 1). Purchase through state agency; use of federal supply schedules of the general services administration.

a. A board of education, without advertising for bids, or after having rejected all bids obtained pursuant to advertising therefor, by resolution may purchase any goods or services pursuant to a contract or contracts for such goods or services entered into on behalf of the State by the Division of Purchase and Property.

b. A board of education may also use, without advertising for bids, or having rejected all bids obtained pursuant to advertising, the Federal Supply Schedules of the General Services Administration or schedules from other federal procurement programs promulgated by the Director of the Division of Purchase and Property in the Department of the Treasury pursuant to section 1 of P.L.1996, c. 16 (C.52:34-6.1), subject to the following conditions:

(1) the price of the goods or services being procured is no greater than the price offered to federal agencies;

(3) the board of education receives the benefit of federally mandated price reductions during the term of the contract ;

(4) the price of the goods or services being procured is no greater than the price of the same or equivalent goods or services under the State contract, unless the board of education determines that because of factors other than price, selection of a vendor from the Federal Supply Schedules or schedules from other federal procurement programs would be more advantageous to the board of education

N.J.S.A. 18A:18A-11 (P.L. 1977, c. 114, § 1). Joint purchases by districts, municipalities, counties; authority.

The boards of education of two or more districts may provide jointly by agreement for the provision and performance of goods and services for their respective districts, or one or more boards of education may provide for such provision or performance of goods or services by joint agreement with the governing body of any municipality or county.

N.J.S.A. 18A:18A-12 (P.L. 1977, c. 114). Contents of agreement.

a. Such agreements shall be entered into by resolution adopted by each participating board of education, municipality or county and shall set forth the categories of goods or services to be provided or performed, the manner of advertising for bids and of awarding of contracts, the method of payment by each participating board of education, municipality or county, and other matters deemed necessary to carry out the purposes of the agreement.

b. Each participant's share of expenditures for purchases under any such agreement shall be appropriated and paid in the manner set forth in the agreement and in the same manner as for other expenses of the participant.

N.J.S.A. 18A:18A-14 (P.L. 1977, c. 114, § 1). Controversies or disputes; determination; appeal.

In the event that any controversy or dispute shall arise among the parties (except a municipality or county) to any such contract, the same shall be referred to the county superintendent of the county in which the districts are situate for determination and his determination thereon shall be binding, subject to appeal to the commissioner and the State board pursuant to law. In the event that the districts are in more than one county, the controversy or dispute shall be referred to the county superintendents of the counties for joint determination, and if they shall be unable to agree upon a joint determination within 30

days, the controversy or dispute shall be referred to the commissioner for determination.

JOINT SELF-INSURANCE, N.J.S.A. 18A:18B-1 to -10

N.J.S.A. 18A:18B-2 (P.L. 1983, c. 108). Insurance authorized.

Any board of education is authorized to insure, contract, or provide for any insurable interest of the district or board in the manner authorized by section 3 of P.L. 1983, c. 108 (C.18A:18B-3), for the following:

- a. Any loss or damage to its property, real or personal, motor vehicles, equipment or apparatus;
- b. Any loss or damage from liability resulting from the use of or operation of motor vehicles, equipment or apparatus owned or controlled by it;
- c. Any loss or damage from liability for its own acts or omissions and for acts or omissions of its officers, employees or servants arising out of and in the course of the performance of their duties, including, but not limited to, any liability established by the "New Jersey Tort Claims Act," N.J.S.59:1-1 et seq., or by any federal or other law;
- d. Loss or damage from [workers' compensation liability]....
- e. Expenses of defending against any claim against the board, district, officer, employee or servant arising out of the course of and in the course of performance of their duties, whether or not liability exists on their claim;
- f. Benefits pursuant to contributory or non-contributory group health insurance or group term life insurance, or both, through self insurance, the purchase of commercial insurance or reinsurance, or any combination thereof. . . .
- g. Loss from liability associated with sick leave payment for service associated with disability....
- h. Any loss or damage from liability resulting from loss or theft of money or securities;
- i. Blanket bond coverage for certain school officers, employees and volunteer organizations serving a school board....
- j. Bodily injury and property damage claims arising from environmental impairment liability and legal representation therefor to the extent that such coverages, as approved by the Commissioner of Banking and Insurance, are provided by the purchase of insurance and no risk is retained by the fund; and
- k. Student accident coverage. . . .

N.J.S.A. 18A: 18B-3 (P.L. 1983, c.108). School board insurance group.

- a. Any two or more boards of education may form and become members of a school board insurance group. . . . Through membership in a school board insurance group, a board of education may participate in any joint self-insurance fund or funds, risk management programs or related services offered or provided by the group. . . .
- b. The bylaws of the school board insurance group shall provide that any board of education may join the group, provided it agrees to comply with the standards for membership, including risk management programs, which shall be established by the group, and may be a member as long as it complies with the standards for membership. . . .

TENURE, N.J.S.A. 18A:28-1 to -18

N.J.S.A. 18A:28-5 (P.L. 1909, c. 243, § 1, p. 398; P.L. 1996, c. 111, § 3). Tenure of Teaching Staff Members.

The services of all teaching staff members employed in the positions of teacher, principal, assistant principal, vice-principal, assistant superintendent, . . . and such other employees as are in positions which require them to hold appropriate certificates issued by the board of examiners, serving in any school district or under any board of education, excepting those who are not the holders of proper certificates in full force and effect and school business administrators shared by two or more school districts, shall be under tenure during good behavior and efficiency

TEXTBOOKS, ETC.

N.J.S.A. 18A:34-3 (P.L. 2002, c. 98, § 1). Statewide textbook bank, creation, database.

a. Notwithstanding any other law to the contrary, the Department of Education shall coordinate the sharing of textbooks among school districts by creating a statewide textbook bank. The Department of Education shall create and maintain a database of all textbooks that will be discarded by each school district. The textbook bank database shall be made available on the Department of Education's website and a list of all available textbooks shall be sent to each school district periodically. . . .

N.J.S.A. 18A:34-4 (P.L. 2002, c. 98, § 2). Guidelines and applicability.

a. The Department of Education shall develop and disseminate to school districts, guidelines on the useful life of textbooks in the core curriculum content standards subject areas. Textbooks exceeding the useful life guidelines established by the department shall be exempt from the provisions of section 1 of this act.

b. The provisions of section 1 of this act shall not apply to textbooks that are worn out or useless due to damage or mutilation.

TRANSPORTATION TO AND FROM SCHOOLS, N.J.S.A 18A:39-1 to -25

N.J.S.A. 18A:39-11 (P.L. 1950, c. 27, § 1). Joint transportation authorized.

The boards of education of 2 or more school districts may provide jointly for the transportation of pupils to and from any school or schools within or outside the districts.

Whenever in the judgment of the county superintendent of schools transportation of pupils to any qualified school other than a public school could be more economically accomplished by joint transportation with 2 or more school districts, he may order such joint transportation, assign the administration to one board of education and prorate the cost on a per pupil mileage basis to the other boards of education involved.

N.J.S.A. 18A:39-11.1 (P.L. 1997, c. 53, § 1; P.L. 2001, c. 65, § 2). Utilization of agencies providing cooperative transportation services; exception.

a. The Commissioner of Education shall identify and publish a list of local school boards of education, educational services commissions, county special services school districts, and any other established agencies providing cooperative transportation services.

b. Any school district responsible for the transportation of pupils to and from a school, other than a local district school, pursuant to N.J.S.18A:39-1 which transports pupils to a county vocational school and pupils classified pursuant to chapter 46 of Title 18A of the New Jersey Statutes shall utilize one of the agencies identified by the commissioner for the transportation of the pupils. Transportation by one of the agencies shall not be required when the local district can provide transportation at a lower cost than those

agencies, or the transportation to be provided by one of the agencies does not fall within the policies of the resident school district regarding length of ride and assignment of students to a route based on student age or classification.

c. (1) A board of education shall bid or coordinate nonpublic school transportation services with another school district or a cooperative transportation services agency in accordance with criteria established by the commissioner.

(2) Any school district which has in the prior year provided payments in lieu of transportation for any nonpublic school pupil pursuant to N.J.S.18A:39-1, or which cannot provide transportation in the ensuing school year in accordance with the commissioner's criteria, shall attempt to provide transportation through an agency identified by the commissioner prior to determining to pay aid in lieu of transportation. . . .

d. The county superintendents shall:

(1) assist local boards of education and the chief school administrators of nonpublic schools in coordinating the calendars and schedules of the public and nonpublic schools to facilitate the coordination of transportation of pupils to and from school in their respective county

NURSING SERVICES FOR NONPUBLIC SCHOOL PUPILS, N.J.S.A. 18A:40-23 to -31

N.J.S.A. 18A: 40-28 (P.L. 1991, C. 226). Boards of education may act jointly or contract with approved agencies to provide nursing services.

A board of education may join with other boards of education or contract with any public or private agency approved by the commissioner for the provision of nursing services required or permitted under sections 3 and 4 of this act [N.J.S.A. 18A: 40-25 and -26, nursing services for students in nonpublic schools].

CLASSES AND FACILITIES FOR HANDICAPPED CHILDREN, N.J.S.A. 18A: 46-1 to -46

N.J.S.A. 18A:46-3 (P.L. 1959, c. 104, § 2). County departments of child study; duty; membership; qualification; designating chairman.

When the results of a survey of handicapped children in any county, in the opinion of the commissioner warrants it, he shall, with the approval of the state board, establish a department of child study which shall be charged with the duty of performing the services required to be performed at the county level under this chapter. He shall appoint for each county department of child study or, with the approval of the state board, for one or more county departments of child study, a supervisor, whose duties shall include the coordination of the special education services in the county, and he shall appoint, such additional personnel, constituting a child study team as he deems necessary to perform such services for handicapped children. . . .

N.J.S.A. 18A:46-3.1 (P.L. 1981, c. 350, § 1). Regional consultants for hearing impaired; appointment; duties.

The Commissioner of the Department of Education shall appoint four regional consultants for the hearing impaired. . . .

N.J.S.A. 18A:46-5.1 (P.L. 1982, c. 162). Basic child study team services; provision by boards of education and state-operated programs.

Each board of education and State operated program shall separately or jointly with one or more boards of education or State agencies provide for basic child study team services. . . .

N.J.S.A. 18A:46-13 (P.L. 1954, c. 178, § 5). Types of facilities and programs.

It shall be the duty of each board of education to provide suitable facilities and programs of education for all the children who are classified as handicapped under this chapter. The absence or unavailability of a special class facility in any district shall not be construed as relieving a board of education of the responsibility for providing education for any child who qualifies under this chapter. . . .

N.J.S.A. 18A:46-14 (P.L. 1954, c. 178, §§ 5, 7; P.L. 1966, c. 29, §§ 5, 13). Enumeration of facilities and programs.

The facilities and programs of education required under this chapter shall be provided by one or more of the following:

- a. A special class or classes in the district, including a class or classes in hospitals, convalescent homes, or other institutions;
- b. A special class in the public schools of another district in this State or any other state in the United States;
- c. Joint facilities including a class or classes in hospitals, convalescent homes or other institutions to be provided by agreement between one or more school districts;
- d. A jointure commission program;
- e. A State of New Jersey operated program

N.J.S.A. 18A:46-19.7 (P.L. 1977, c. 193, § 9). Contracts for provision of services.

A board of education may contract with an educational improvement center, an educational services commission or other public or private agency approved by the commissioner other than a church or sectarian school, for the provision of examination, classification and speech correction services required by this act. . . .

N.J.S.A. 18A:46-20 (P.L. 1954, c. 178, § 10). Receiving pupils from outside district; establishment of facilities.

The commissioner may, in his discretion, with the approval of the State board:

- a. Require any board of education, having the necessary facilities to provide the services required to be provided by this chapter, to receive pupils requiring such services from other districts; or
- b. Require any board of education not having the necessary facilities to provide the facilities and services required to be provided pursuant to N.J.S. 18A:46-15b and to receive pupils requiring such services from other districts.

N.J.S.A. 18A:46-24 (P.L. 1954, c. 178, § 10). Agreements for joint facilities, etc.; approval by commissioner.

Any two or more districts may provide for facilities, examinations or transportation under this chapter under the terms of an agreement adopted by resolutions of each of the boards of education concerned setting forth the essential information concerning the facilities, examination or transportation to be provided, the method of apportioning the cost among the districts and of computing the proportion of the state aid to which each district shall be entitled, and any other matters deemed necessary to carry out the purpose of the agreement. No such agreements shall become effective until approved by the commissioner.

N.J.S.A. 18A:46-25 (P.L. 1962, c. 232, § 1). Jointure commissions for education and training under this chapter. (Repealed effective Nov. 1, 2007 by P.L. 2007, c. 63, § 35; but see P.L. 2007, c. 63, §24: “[A]ny . . . public school jointure formed under a previous law is continued and shall be governed under the provisions of [the Uniform Shared Services and Consolidation Act].”)

When two or more boards of education determine to carry out jointly by agreement the duties imposed upon them in regard to the education and training of disabled pupils, and counseling, inclusionary, and child study team services for, but not limited to, disabled pupils, the boards may, in accordance with rules and regulations of the State board, and with the approval of the commissioner by the adoption of similar resolutions establish a jointure commission for the purpose of providing such services. The commission shall, in accordance with rules of the State board, be composed of representatives of the respective boards of education, and shall organize by the election of a president and vice president. . . .

N.J.S.A. 18A:46-26 (P.L. 1962, c. 232, § 2; repealed effective Nov. 1, 2007 by P.L. 2007, c. 63, § 35; see note above). Powers of jointure commission.

The commission may, in accordance with rules of the state board:

- a. Provide and maintain the necessary facilities . . . ;
- b. Take such action as may be necessary for the lawful and proper conduct of the educational program for such children as are referred to the commission by boards of education which are members of the commission;
- c. Employ necessary principals, teachers and other officers and employees, who shall have the same rights and privileges as those who are similarly employed by local boards of education;
- d. Accept pupils from other school districts and fix the tuition rates therefor;
- e. Apportion among the contracting districts the amounts of the capital and current operating costs of the program so undertaken.

Within the limited responsibilities of this chapter and except as otherwise provided, the commission shall have and may exercise all the powers of a board of education in carrying out the purpose of this chapter.

N.J.S.A.18A:46-27 (P.L. 1962, c. 232, § 4; repealed effective Nov. 1, 2007 by P.L. 2007, c. 63, § 35; see note above). Duties of jointure commission.

Each contracting board shall, in accordance with rules adopted by the state board:

- a. Proceed to raise the amounts apportioned by the commission, in the same manner as other school funds for capital and current expense purposes are raised;
- b. Pay to the commission such amounts as are apportioned by the commission;
- c. Be responsible for the classification of children within the district and making referral to the commission;
- d. Provide required transportation for pupils to and from school, referred to the commission.

N.J.S.A. 18A:46-29 (P.L. 1971, c. 271, § 1). County special services school district; finding of need; hearing; establishment; name.

The board of chosen freeholders of any county may establish a county special services school district for the education and treatment of handicapped children, as such children are defined in N.J.S. 18A:46-1, upon its finding that the need for such county special services school district exists. . . .

N.J.S.A. 18A:46-31 (P.L. 1971, c. 271, § 3). Acceptance of pupils; payment of tuition; miscellaneous facilities.

a. Any school established pursuant to P.L. 1971, c. 271 (C. 18A:46-29 et seq.) shall accept all eligible pupils within the county, so far as facilities permit. Pupils residing outside the county may be accepted should facilities be available only after provision has been made for all eligible pupils within the county. Any child accepted shall be classified pursuant to chapter 46 of Title 18A of the New Jersey Statutes.

b. The board of education of any county special services school district may receive such funds as may be appropriated by the county pursuant to section 13 of P.L. 1971, c. 271 (C. 18A:46-41) and shall be entitled to collect and receive from the sending districts in which the pupils attending the county special services school reside, for the tuition of those pupils, a sum not to exceed the actual cost per pupil as determined for each special education program or for the special services school district, according to rules prescribed by the commissioner and approved by the State board. . . .

N.J.S.A. 18A:46-33 (P.L. 1971, c. 271, § 5). Priority of types of courses of study.

Courses of study should be pursued to provide as a first priority, programs or courses of study not at that time available in any other school within the county especially for those with unusually severe disability or those with unusual multi-disability. Then courses of study should be pursued, as deemed necessary by the Commissioner of Education which may be available at that time but where there is not sufficient capacity available at that time to accommodate all the students identified and classified as requiring these courses of study.

AUDIOVISUAL EDUCATION AIDS, N.J.S.A. 18A:51-1 to -17

N.J.S.A. 18A:51-1 (P.L. 1950, c. 228, § 1). County educational audiovisual aids centers authorized

The boards of education of two or more school districts in any county may by resolution adopted by a majority vote of all of the members of each such board, determine to establish a "county educational audiovisual aids center."

N.J.S.A. 18A:51-2 (P.L. 1950, c. 228, § 2). County educational audiovisual aids commission.

The supervision, management and control of such center shall be vested in a county educational audiovisual aids commission

N.J.S.A. 18A:51-6 (P.L. 1950, c. 228, § 6). Powers and duties of commission.

The commission shall provide, maintain and furnish educational audiovisual aids to the public schools of the participating school districts and shall provide such facilities, and may incur such expenses as it may deem necessary for said purpose

The commission may contract with nonprofit private schools within the county to provide, maintain and furnish educational audiovisual aids to such private schools. . . .

N.J.S.A. 18A:51-7 (P.L. 1950, c. 228, § 7). Assessments for maintenance of audiovisual aids center.

The commission shall assess against the participating school districts a sum which, together with any anticipated State aid and private donations, shall be required for the establishment and maintenance of the county educational audiovisual aids center during the first year and for the maintenance and operation of the same, during each year thereafter, which total annual assessment shall be apportioned among the participating school districts in the proportion which the resident enrollment of the pupils for the prebudget year of each such district shall bear to the total resident enrollment of the pupils for the prebudget year of all of the participating school districts as determined by the commissioner.

N.J.S.A. 18A:51-11 (P.L. 1950, c. 228, § 12). Single county educational audiovisual aids center in county.

Not more than one county educational audiovisual aids center shall be established in any one county and if any board of education of any school district within the county shall, subsequent to the establishment of a county educational audiovisual aids center within the county, determine, by resolution adopted by a recorded roll call majority vote of its full membership to apply for membership therein and shall give notice thereof to the secretary of the commission, such board of education shall be admitted to membership therein beginning on the first day of the month next following and thereafter shall be subject to the provisions of this chapter in the same manner as though it had been one of the original participating school districts therein.

INTERLOCAL SERVICES ACT ("ILSA"), N.J.S.A. 40:8A-1 to -11

Note: This statute was repealed in its entirety, and some parts were reenacted, by the Uniform Shared Services and Consolidation Act of 2007.

N.J.S.A. 40:8A-2 (P.L. 1973, c. 208, repealed by P.L. 2007, c. 63, section 35). Definitions.

a. "Local unit" means a municipality, county, school district, authority subject to the "Local Authorities Fiscal Control Law," P.L. 1983, c. 313 (C. 40A:5A-1 et seq.), or a regional authority or district other than an interstate authority or district.

N.J.S.A. 40:8A-3 (P.L. 1973, c. 208, repealed by P.L. 2007, c. 63; reenacted as N.J.S.A. 40A:65-4). Authority to enter into contract for joint provision of services.

Any local unit of this State may enter into a contract with any other local unit or units for the joint provision within their several jurisdictions of any service, including services incidental to the primary purposes of the local unit which any party to the agreement is empowered to render within its own jurisdiction. An authority subject to the "Local Authorities Fiscal Control Law," P.L. 1983, c. 313 (C. 40A:5A-1 et seq.), and any other board, commission or district established by and within a single local unit and providing service within such local unit or a part thereof may become a party to such contract with the consent of the governing body of the local unit, by resolution thereof adopted in the manner provided in section 4 of P.L. 1973, c. 208 (C. 40:8A-4); and after such consent duly given, such authority, board, commission or district may enter into such contract by resolution without need of publication or hearing.

N.J.S.A. 40:8A-4. (P.L. 1973, c. 208, repealed by P.L. 2007, c. 63; reenacted as N.J.S.A. 40A:65-5). Adoption of resolution; filing of contract.

A party authorized to enter into a contract under section 3 of this act may do so by the adoption of a resolution. A resolution adopted pursuant to this section or section 3 need not set forth the terms of the contract in full, but shall clearly identify it by reference; and a copy of the contract shall be filed and open to public inspection at the offices of the local unit immediately after the introduction of any such resolution before the governing body. The contract shall take effect upon the adoption of appropriate resolutions by all the parties thereto as set forth in the contract document.

N.J.S.A. 40:8A-5. (P.L. 1973, c. 208, repealed by P.L. 2007, c. 63). Joint provision of certain services.

a. The parties to a contract authorized by P.L. 1973, c. 208 (C. 40:8A-1 et seq.) may agree to provide jointly, or through the agency of one or more of them on behalf of any or all of them, any service or aspect of a service which any of the parties on whose behalf such services are to be performed may legally perform for itself. Such services shall include, but not be limited to, the areas of general government administration, health, police and fire protection, code enforcement, assessment and collection of taxes,

financial administration, environmental services, joint municipal courts, youth, senior citizens, welfare and social services programs. Nothing in P.L. 1973, c. 208 (C. 40:8A-1 et seq.) shall be deemed to amend or repeal any procedures for or powers of approval of any consolidated local service program which any State agency may now exercise pursuant to law.

N.J.S.A. 40:8A-6 (P.L. 1973, c. 208, repealed by P.L. 2007, c. 63 and reenacted as N.J.S.A. 40A:65-7). Contents of contract; agent party; definition; powers; other contracts for same services.

a. A contract made pursuant to this act shall specify:

(1) the exact nature and extent of the services to be performed jointly or by one or more of the parties as agent for any other party or parties;

(2) measurable standards of the level, quality and scope of such performance, with specific assignment and allocation of responsibility for meeting such standards between or among the parties;

(3) the estimated cost of such services throughout the duration of the contract, with allocation thereof, to the parties, in dollar amounts or by formula, including a time schedule for periodic payment of installments of such allocations; which specification may include provision for the periodic modification of estimates or formulas contained therein in the light of actual experience and in accordance with procedures to be specified in the contract;

(4) the duration of the contract, which shall be for 7 years, unless otherwise agreed upon by the parties;

(5) the procedure for payments to be made under the contract.

b. Such contract may provide for binding arbitration or for binding factfinding procedures to settle any disputes or questions which may arise between the parties as to interpretation of the terms of the contract or the satisfactory performance by any of the parties of the services and other responsibilities provided for in the contract.

c. For the purposes of this act, any party performing a service under such a contract is the general agent of any party or parties on whose behalf such service is performed pursuant to the contract, and such agent party shall have full powers of performance and maintenance of the service contracted for and full powers to undertake any ancillary operation reasonably necessary or convenient to carry out its duties, obligations and responsibilities under the contract, including all powers of enforcement and administrative regulation which are or may be exercised by the party on whose behalf it acts pursuant to the contract, except as such powers are limited by the terms of the contract itself, and except that no contracting party shall be liable for any part or share of the cost of acquiring, constructing or maintaining any capital facility acquired or constructed by an agent party unless such part or share is provided for in the contract or in an amendment thereto which shall have been ratified by the contracting parties in the manner provided in this act for entering into a contract.

d. Except as the terms of any contract may explicitly or by necessary implication provide, any party to a contract entered into pursuant to this act may enter into another contract or contracts with any other eligible parties for the performance of any service or services pursuant to this act; and participation in one such contract shall not bar participation with the same or other parties in any other contract.

N.J.S.A. 40:8A-10. Legislative intent (P.L. 1973, c. 208, repealed by P.L. 2007, c. 63 and reenacted as N.J.S.A. 40A:65-13)

It is the intent of the Legislature to facilitate and promote interlocal and regional service agreements, and therefore the grant of power under this act is intended to be as broad as is consistent with general law relating to local government.

PUBLIC HEALTH SERVICES FOR COUNTIES, MUNICIPALITIES AND SCHOOL DISTRICTS, N.J.S.A. 40:13-1 to -4

N.J.S.A. 40:13-1 (P.L. 1929, c. 148). Joint contracts (including school districts) for health services.

Any county and one or more municipalities therein, and one or more school districts therein, or any of them may enter into a joint contract to provide in such municipalities and school districts, public health service furnishing public health visiting nurses, medical inspection, public clinics and dispensaries and investigation in public health work.

INSURANCE, N.J.S.A. 40A:10-1 to -58

N.J.S.A. 40A:10-6 (P.L. 1979, c. 230, § 1; P.L. 2007, c. 18, § 1). Establishment of insurance fund; appropriations.

The governing body of any local unit may establish an insurance fund for the following purposes:

e. To provide contributory or noncontributory self-funded, or partially self-funded, health benefits to employees or their dependents, or both, [Deleted by L. 2007, c. 18, § 1: except for employees, or their dependents, of boards of education, jointure commissions, education service commissions, county special services school districts, county vocational-technical schools, and county colleges] in accordance with rules and regulations of the Director of the Division of Local Government Services in the Department of Community Affairs. The establishment and operation of a fund to provide health benefits by a local unit prior to the effective date of P.L.2000, c. 126 (C.52:13H-21 et al.) is hereby validated; however, any such health benefits fund shall comply with all rules and regulations promulgated by the director pursuant to this subsection.

N.J.S.A. 40A:10-36 (P.L. 1983, c. 372, § 1). Joint insurance fund to insure against liability, property damage, and workers' compensation; agreement by resolution.

a. The governing body of any local unit, including any contracting unit as defined in section 2 of P.L. 1971, c. 198 (C.40A:11-2), may by resolution agree to join together with any other local unit or units to establish a joint insurance fund for the purpose of insuring against liability, property damage, and workers' compensation as provided in Articles 3 and 4 of chapter 10 of Title 40A of the New Jersey Statutes, insuring against loss or theft of moneys or securities, providing blanket bond coverage of certain county or municipal officers and employees for faithful performance and discharge of their duties as provided under section 1 of P.L. 1967, c. 283 (C.40A:5-34.1), insuring against bodily injury and property damage claims arising from environmental impairment liability and legal representation therefor to the extent that such coverages, as approved by the Commissioner of Banking and Insurance, are provided by the purchase of insurance and no risk is retained by the fund, providing contributory or non-contributory group health insurance or group term life insurance, or both, to employees or their dependents or both, through self insurance, the purchase of commercial insurance or reinsurance, or any combination thereof, and insuring against any loss from liability associated with sick leave payment for service connected disability as provided by N.J.S.18A:30-2.1, and may appropriate such moneys as are required therefor. . . .

N.J.S.A. 40A:10-36.1 (P.L. 1992, c. 51, § 11; P.L. 2007, c. 18, § 2). Local unit to include boards of education.

For the purposes of P.L. 1983, c. 372 (C.40A:10-36 et seq.), "local unit" shall be deemed to include boards of education which join together with municipalities pursuant to P.L. 1992, c. 51 (C.40A:10-52 et al.) [Deleted by P.L. 2007, c. 18, § 2: except that boards of education, other than boards of education of county vocational school districts, shall not join together with other local units as provided in section 1 of P.L. 1983, c. 372 (C. 40A:10-36) for the purpose of providing contributory or non-contributory group

health insurance, or group term life insurance, or both, to employees or their dependents or both, as otherwise permitted therein.]

N.J.S.A. 40A:10-52 (P.L. 1992, c. 51; L. 2007, c. 18, § 3). Joint insurance for municipality, local school district

The governing body of any municipality and the board of education of any school district, provided that the district is not part of a limited purpose regional school district, an all purpose regional school district or a consolidated school district, may by ordinance or resolution, as the case may be, adopted by a majority of the full membership of the governing body and by a majority of the full membership of the board, agree to join together for the purpose of insuring pursuant to the provisions of: a. Article 1 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S. 40A:10-1 et seq.); b. Article 3 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S. 40A:10-6 et seq.); c. Article 4 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S. 40A:10-12 et seq.); or d. P.L.1983, c. 372 (C.40A:10-36 et seq.). [Deleted by L. 2007, c. 18, § 3: Notwithstanding the provisions of this section, a board of education shall not join together with a municipality or other local unit as provided in section 1 of P.L. 1983, c. 372 (C.40A:10-36), for the purpose of providing contributory or non-contributory group health insurance or group term life insurance, or both, to their employees or their dependents or both, as otherwise permitted therein.]

N.J.S.A. 40A:10-53 (P.L. 1992, c. 51; P.L. 2007, c. 18, § 4). Joint insurance for municipality, all purpose regional, consolidated school district.

In the case of an all purpose regional school district or a consolidated school district, the governing body of any municipality and the board of education of the regional or consolidated school district may by resolution adopted by a majority of the full membership of the governing body and a majority of the full membership of the board, agree to join together for the purpose of insuring pursuant to the provisions of: a. Article 1 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S. 40A:10-1 et seq.); b. Article 3 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S. 40A:10-6 et seq.); c. Article 4 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S. 40A:10-12 et seq.); or d. P.L.1983, c.372 (C.40A:10-36 et seq.). [Deleted by P.L. 2007, c. 18, § 4: Notwithstanding the provisions of this section, a board of education shall not join together with a municipality or other local unit as provided in section 1 of P.L. 1983, c. 372 (C.40A:10-36), for the purpose of providing contributory or non-contributory group health insurance or group term life insurance, or both, to their employees or their dependents or both, as otherwise permitted therein.]

N.J.S.A. 40A:10-54 (P.L. 1992, c. 51; P.L. 2007, c. 18, § 5). Joint insurance agreements between municipalities and boards of education of school districts.

In the case of a limited purpose regional school district, the governing body of any municipality and the board of education of the regional district may by ordinance or resolution, as the case may be, adopted by a majority of the full membership of the governing body and a majority of the full membership of the board, agree to join together for the purpose of insuring pursuant to the provisions of: a. Article 1 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-1 et seq.); b. Article 3 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-6 et seq.); c. Article 4 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-12 et seq.); or d. P.L.1983, c. 372 (C.40A:10-36 et seq.). [Deleted by P.L. 2007, c. 18, § 5: Notwithstanding the provisions of this section, a board of education shall not join together with a municipality or other local unit as provided in section 1 of P.L. 1983, c. 372 (C.40A:10-36), for the purpose of providing contributory or non-contributory group health insurance or group term life insurance, or both, to their employees or their dependents or both, as otherwise permitted therein.]

N.J.S.A. 40A:10-55 (P.L. 1992, c. 51, § 4; P.L. 2007, c. 18, § 6). Additional joint insurance agreements between municipalities and boards of education within limited purpose regional school district.

In the case of a limited purpose regional school district, in addition to any contract entered into by a municipality pursuant to section 3 of this act, [FN1] the governing body of any municipality and the board

of education of any school district may, in accordance with section 1 of this act, agree to join together for the purpose of insuring pursuant to the provisions of: a. Article 1 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-1 et seq.); b. Article 3 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-6 et seq.); c. Article 4 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-12 et seq.); or d. P.L. 1983, c. 372 (C.40A:10-36 et seq.). [Deleted by P.L. 2007, c. 18, § 6: Notwithstanding the provisions of this section, a board of education shall not join together with a municipality or other local unit as provided in section 1 of P.L. 1983, c. 372 (C.40A:10-36), for the purpose of providing contributory or non-contributory group health insurance or group term life insurance, or both, to their employees or their dependents or both, as otherwise permitted therein.]

N.J.S.A. 40A:10-56 (P.L. 1992, c. 51, § 5; P.L. 2007, c. 18, § 7). Joint insurance agreements between municipalities and boards of education of county vocational school districts.

In the case of a county vocational school district, the governing body of any municipality and the board of education of the county vocational school district may by ordinance or resolution, as the case may be, adopted by a majority of the full membership of the governing body and a majority of the full membership of the board, agree to join together for the purpose of insuring pursuant to the provisions of: a. Article 1 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-1 et seq.); b. Article 3 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-6 et seq.); or c. Article 4 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-12 et seq.).

N.J.S.A. 40A:10-57 (P.L. 1992, c. 51, § 6; P.L. 2007, c. 18, § 8). Additional joint insurance agreements between municipalities and boards of education within a county vocational school district.

In the case of a county vocational school district, in addition to any contract entered into by a municipality pursuant to section 5 of this act, the governing body of any municipality and any board of education may, in accordance with section 1 of this act, agree to join together for the purpose of insuring pursuant to the provisions of: a. Article 1 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-1 et seq.); b. Article 3 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-6 et seq.); c. Article 4 of chapter 10 of Title 40A of the New Jersey Statutes (N.J.S.40A:10-12 et seq.); or d. P.L.1983, c. 372 (C.40A:10-36 et seq.).

LOCAL PUBLIC CONTRACTS LAW, N.J.S.A. 40A:11-1 to -51

NJSA 40A: 11-2 (P.L. 1971, c. 198, § 2). Definitions.

(1) "Contracting unit" means:

(a) Any county; or

(b) Any municipality; or

(c) Any board, commission, committee, authority or agency, which is not a State board, commission, committee, authority or agency, and which has administrative jurisdiction over any district other than a school district, project, or facility, included or operating in whole or in part, within the territorial boundaries of any county or municipality which exercises functions which are appropriate for the exercise by one or more units of local government, and which has statutory power to make purchases and enter into contracts awarded by a contracting agent for the provision or performance of goods or services. . . .

N.J.S.A. 40A:11-10 (P.L. 1971, c. 198, § 10). Joint agreements for provision and performance of goods and services; cooperative marketing; authorization.

(b) The governing body of any contracting unit may provide by joint agreement with the board of education of any school district for the provision and performance of goods and services for use by their

respective jurisdictions. . . .

N.J.S.A. 40A:11-11 (P.L. 1971, c. 198, § 11). Additional matters regarding contracts for the provision and performance of goods and services.

(1) The contracting units entering into a joint agreement pursuant to section 10 of P.L. 1971, c.198 (C.40A:11-10) may designate a joint contracting agent.

(2) Contracts made pursuant to a joint purchasing agreement shall be subject to all of the terms and conditions of this act. . . .

(5) The governing bodies of two or more contracting units or boards of education . . . may by resolution establish a cooperative pricing system as hereinafter provided. Any such resolution shall establish procedures whereby one participating contracting unit in the cooperative pricing system shall be empowered to advertise and receive bids to provide prices for all other participating contracting units in such system for the provision or performance of goods or services; provided, however, that no contract shall be awarded by any participating contracting unit for a price which exceeds any other price available to the participating contracting unit, or for a purchase of goods or services in deviation from the specifications, price or quality set forth by the participating contracting unit.

(6) The governing body of a county government may establish a cooperative pricing system for the voluntary use of contracting units within the county.

No vendor shall be required or permitted to extend bid prices to participating contracting units in a cooperative pricing system unless so specified in the bids.

No cooperative pricing system and agreements entered into pursuant to such system, or joint purchase agreements established pursuant to this act, the "Interlocal Services Act," P.L. 1973, c.208 (C.40:8A-1 et seq.) or any other provision of law, shall become effective without prior approval of the Director of the Division of Local Government Services and said approval shall be valid for a period not to exceed five years. . . .

**UNIFORM SHARED SERVICES AND CONSOLIDATION ACT, P.L. 2007, c. 63, §§ 1-35,
N.J.S.A. 40A:65-1 to -37**

N.J.S.A. 40A:65-1 (P.L. 2007, c. 63, § 1). Short title.

Sections 1 through 35 of P.L. 2007, c.63 (C.40A:65-1 through C.40A:65-35) shall be known and may be referred to as the "Uniform Shared Services and Consolidation Act."

N.J.S.A. 40A:65-2 (P.L. 2007, c. 63, § 2). Legislative findings and declarations.

The Legislature finds and declares:

- a. Historically, many specialized statutes have been enacted to permit shared services between local units for particular purposes.
- b. Other laws, permitting a variety of shared services, including interlocal services agreements, joint meetings, and consolidated and regional services, exist but have not been very effective in promoting the broad use of shared services as a technique to reduce local expenses funded by property taxpayers.
- c. It is appropriate for the Legislature to enact a new shared services statute that can be used to effectuate agreements between local units for any service or circumstance intended to reduce property taxes through the reduction of local expenses.

N.J.S.A. 40A:65-3 (P.L. 2007, c. 63, § 3). Definitions.

"Joint meeting" means the joint operation of any public services, public improvements, works, facilities, or other undertaking by contracting local units pursuant to a joint contract under section 14 of P.L. 2007, c. 63 (C.40A:65-14).

"Local unit" means a "contracting unit" pursuant to section 2 of P.L. 1971, c. 198 (C.40A:11-2), a "district" pursuant to N.J.S. 18A:18A-2, a "county college" pursuant to N.J.S.18A:64A-1, a joint meeting, or any authority or special district that is subject to the "Local Authorities Fiscal Control Law," P.L. 1983, c. 313 (C.40A:5A-1 et seq.).

"Service" means any of the powers, duties and functions exercised or performed by a local unit by or pursuant to law.

"Shared service" or "shared" means any service provided on a regional, joint, interlocal, shared, or similar basis between local units, the provisions of which are memorialized by agreement between the participating local units, but, for the purposes of this act, does not include any specific service or activity regulated by some other law, rule or regulation.

"Shared service agreement" or "agreement" means a contract authorized under section 4 of P.L. 2007, c. 63 (C.40A:65-4).

N.J.S.A. 40A:65-4 (P.L. 2007, c. 63, § 4). Authority to enter into a shared services agreement; scope of authority.

a. (1) Any local unit may enter into an agreement with any other local unit or units to provide or receive any service that each local unit participating in the agreement is empowered to provide or receive within its own jurisdiction, including services incidental to the primary purposes of any of the participating local units.

(2) Notwithstanding any law, rule or regulation to the contrary, any agreement between local units for the provision of shared services shall be entered into pursuant to sections 1 to 37 of P.L. 2007, c. 63 (C.40A:65-1); provided, however, that agreements regarding shared services that are otherwise regulated by statute, rule, or regulation are specifically excluded from sections 1 to 37 of P.L. 2007, c. 63 (C.40A:65-1 et al.).

(3) The [Local Finance Board] is authorized to render a decision in the determination of the statutory basis under which a specific shared service is governed.

b. Any agreement entered into pursuant to this section shall be filed, for informational purposes, with the Division of Local Government Services in the Department of Community Affairs, pursuant to rules and regulations promulgated by the director.

N.J.S.A. 40A:65-5 (P.L. 2007, c. 63, § 5). Resolution to adopt; public inspection of agreement; effective date of agreement.

a. A local unit authorized to enter into an agreement under section 4 of P.L. 2007, c. 63 (C.40A:65-4) may do so by the adoption of a resolution. A resolution adopted pursuant to this section or subsection b. of that section shall clearly identify the agreement by reference and need not set forth the terms of the agreement in full.

b. A copy of the agreement shall be open to public inspection at the offices of the local unit immediately after passage of a resolution to become a party to the agreement.

c. The agreement shall take effect upon the adoption of appropriate resolutions by all the parties thereto, and execution of agreements authorized thereunder as set forth in the agreement.

N.J.S.A. 40A:65-6 (P.L. 2007, c. 63, § 6). Services by an officer or employee of a local unit required to be licensed or certified; primary employer.

a. In the case of an agreement for the provision of services by an officer or employee of a local unit who is required to comply with a State license or certification requirement as a condition of employment, the agreement shall provide for the payment of a salary to the officer or employee and shall designate one of the local units as the primary employer of the officer or employee for the purpose of that person's tenure rights. If the agreement fails to designate one of the local units as the primary employer, then the local unit having the largest population, shall be deemed the primary employer for the purposes of that person's tenure rights.

b. A State department or agency with oversight over specific activities that are the subject of a shared service agreement may promulgate whatever rules and regulations it deems necessary to ensure that the service continues to be provided in accordance with the requirements of that department or agency.

N.J.S.A. 40A:65-7 (P.L. 2007, c. 63, § 7). Content of shared services agreement; mandatory provisions; additional provisions; payment for services.

a. An agreement made pursuant to section 4 of P.L. 2007, c. 63 (C.40A:65-4) shall specify:

(1) the specific services to be performed by one or more of the parties as agent for any other party or parties;

(2) standards of the level, quality, and scope of performance, with assignment and allocation of responsibility for meeting those standards between or among the parties;

(3) the estimated cost of the services throughout the duration of the agreement, with allocation of those costs to the parties, in dollar amounts or by formula, including a time schedule for periodic payment of installments for those allocations. The specification may provide for the periodic modification of estimates or formulas contained therein in the light of actual experience and in accordance with procedures to be specified in the agreement;

(4) the duration of the agreement, which shall be 10 years, unless otherwise agreed upon by the parties; and

(5) the procedure for payments to be made under the contract. . . .

N.J.S.A. 40A:65-11. Services that use public employees; provisions for an employment reconciliation plan; contents; transfer of employees (P.L. 2007, c. 63, § 11)

a. When a local unit contracts, through a shared service or joint meeting, to have another local unit or a joint meeting provide a service it is currently providing using public employees and one or more of the local units have adopted Title 11A, Civil Service, then the agreement shall include an employment reconciliation plan in accordance with this section that and, if one or more of the local units have adopted Title 11A, Civil Service, shall specifically set forth the intended jurisdiction of the Department of Personnel. An employment reconciliation plan shall be subject to the following provisions:

(1) a determination of those employees, if any, that shall be transferred to the providing local unit, retained by the recipient local unit, or terminated from employment for reasons of economy or efficiency, subject to the provisions of any existing collective bargaining agreements within the local units.

(2) any employee terminated for reasons of economy or efficiency by the local unit providing the service under the shared service agreement shall be given a terminal leave payment of not less than a period of

one month for each five-year period of past service as an employee with the local unit, or other enhanced benefits that may be provided or negotiated. For the purposes of this paragraph, "terminal leave payment" means a single, lump sum payment, paid at termination, calculated using the regular base salary at the time of termination. Unless otherwise negotiated or provided by the employer, a terminal leave benefit shall not include extended payment, or payment for retroactive salary increases, bonuses, overtime, longevity, sick leave, accrued vacation or other time benefit, or any other benefit.

(3) the Department of Personnel shall place any employee that has permanent status pursuant to Title 11A, Civil Service, of the New Jersey Statutes that is terminated for reasons of economy or efficiency at any time by either local unit on a special reemployment list for any civil service employer within the county of the agreement or any political subdivision therein.

b. If all the local units that are parties to the agreement are subject to the provisions of Title 11A, Civil Service, of the New Jersey Statutes, the Department of Personnel shall create an implementation plan for the agreement that will:

(1) transfer employees with current status in current title unless reclassified, or

(2) reclassify employees into job titles that best reflect the work to be performed. The Department of Personnel shall review whether any existing hiring or promotional lists should be merged, inactivated, or re-announced. Non-transferred employees shall be removed or suspended only for good cause and after the opportunity for a hearing before the Merit System Board; provided, however, that they may be laid-off in accordance with the provisions of N.J.S.11A:8-1 et seq., and the regulations promulgated thereunder. The final decision of which employees shall transfer to the new employer is vested solely with the local unit that will provide the service and subject to the provisions of any existing collective bargaining agreements within the local units.

c. If the local unit that will provide the service pursuant to a shared service agreement is subject to Title 11A, Civil Service, of the New Jersey Statutes, but the local unit to receive the service is not subject to that Title, and the contracting local units desire that some or all employees of the recipient local unit are to be transferred to the providing local unit, the Department of Personnel shall vest only those employees who have been employed for one year or more in permanent status pursuant to N.J.S.11A:9-9 in appropriate titles, seniority, and tenure with the providing local unit based on the duties of the position. The final decision of which employees shall transfer to the new employer is vested solely with the local unit that will provide the service and subject to the provisions of any existing collective bargaining agreements within the local units.

d. If the local unit that will provide the service is not subject to the provisions of Title 11A, Civil Service, of the New Jersey Statutes, but the local unit that will receive the service is subject to that Title and the parties desire that some or all employees of the recipient local unit are to be transferred to the providing local unit, the transferred employees shall be granted tenure in office and shall only be removed or suspended for good cause and after a hearing; provided, however, that they may be laid-off in accordance with the provisions of N.J.S.11A:8-1 et seq., and the regulations promulgated thereunder. The transferred employees shall be subject to layoff procedures prior to the transfer to the new entity. Once transferred, they will be subject to any employment contracts and provisions that exist for the new entity. The final decision of which employees shall transfer to the new employer is vested solely with the local unit that will provide the service and subject to the provisions of any existing collective bargaining agreements within the local units.

N.J.S.A. 40A:65-12 (P.L. 2007, c. 63, § 12). Integration of separate labor agreements into single agreement; authority of Public Employment Relations Commission.

The Public Employment Relations Commission is specifically authorized to provide technical advice, pursuant to section 12 of P.L. 1968, c. 303 (C.34:13A-8.3), and mediation services to integrate separate labor agreements into single agreements for the shared service agreement. The commission may order binding arbitration, pursuant to P.L. 1995, c. 425 (C.34:13A-14a et al.), to integrate any labor agreement.

N.J.S.A. 40A:65-13 (P.L. 2007, c. 63, § 13). Broad construction of Act.

It is the intent of the Legislature to facilitate and promote shared service agreements, and therefore the grant of power under sections 1 through 35 of P.L. 2007, c. 63 (C.40A:65-1 et al.) is intended to be as broad as is consistent with general law.

N.J.S.A. 40A:65-14 (P.L. 2007, c. 63, § 14). Authority to form a joint meeting for the joint operation; length of time for joint contact; contents.

a. The governing bodies of any two or more local units may enter into a joint contract, for a period not to exceed 40 years, to provide for the formation of a joint meeting for the joint operation of any public services, public improvements, works, facilities, or undertakings which the local units are empowered to operate. The contract shall be entered into in accordance with the procedures set forth in subsection b. of section 16 of this bill.

b. A joint contract may provide for joint services for any services which any contracting local unit, on whose behalf those services are to be performed, is legally authorized to provide for itself. Those services include, but are not limited to, general government administration, health, police and fire protection, code enforcement, assessment and collection of taxes, financial administration, environmental protection, joint municipal courts, and youth, senior citizens and social welfare programs.

c. The joint contract shall set forth the public services, public improvements, works, facilities, or undertakings which the contracting local units desire to operate jointly, and shall provide in general terms the manner in which the public services, public improvements, works, facilities or undertakings shall be jointly operated, and the respective duties and responsibilities of the contracting local units.

d. No joint contract pursuant to this section shall authorize the operation of any property or service defined as a "public utility" by R.S.48:2-13, except as may otherwise be provided by law.

N.J.S.A. 40A:65-15 (P.L. 2007, c. 63, § 15). Joint meeting; nature of entity; powers and authority.

a. A joint meeting is a public body corporate and politic constituting a political subdivision of the State for the exercise of public and essential governmental functions to provide for the public health and welfare.

b. A joint meeting has the following powers and authority, which may be exercised by its management committee to the extent provided for in the joint contract:

(1) to sue and be sued;

(2) to acquire and hold real and personal property by deed, gift, grant, lease, purchase, condemnation or otherwise;

(3) to enter into any and all contracts or agreements and to execute any and all instruments;

(4) to do and perform any and all acts or things necessary, convenient or desirable for the purposes of the joint meeting or to carry out any powers expressly given in sections 1 through 35 of P.L.2007, c. 63 (C.40A:65-1 et al.); . . .

N.J.S.A. 40A:65-16 (P.L. 2007, c. 63, § 16). Apportionment of costs and expenses; approval by resolution; amendments.

a. The joint contract shall provide for the operation of the public services, public improvements, works, facilities, or undertakings of the joint meeting, for the apportionment of the costs and expenses of operation required therefor among the contracting local units, for the addition of other local units as members of the joint meeting, for the terms and conditions of continued participation and discontinuance

of participation in the joint meeting by the contracting local units, and for such other terms and conditions as may be necessary or convenient for the purposes of the joint meeting. . . .

N.J.S.A. 40A:65-18 (P.L. 2007, c. 63, § 18). Applicability of terms of existing labor contracts.

a. When a joint meeting merges bargaining units that have current contracts negotiated in accordance with the provisions of the "New Jersey Employer-Employee Relations Act," P.L. 1941, c. 100 (C. 34:13A-1 et seq.), the terms and conditions of the existing contracts shall apply to the rights of the members of the respective bargaining units until a new contract is negotiated, reduced to writing and signed by the parties as provided pursuant to law and regulation promulgated thereunder.

b. The Public Employment Relations Commission is specifically authorized to provide technical advice, pursuant to section 12 of P.L. 1968, c. 303 (C.34:13A-8.3), and mediation services to integrate separate labor agreements into single agreements for the joint contract. The commission may order binding arbitration, pursuant to P.L. 1995, c. 425 (C.34:13A-14a et al.), to integrate any labor agreement.

N.J.S.A. 40A:65-19 (P.L. 2007, c. 63, § 19). Services provided by public employees; provision for employment reconciliation plan; plan considerations; implementation plan; transfer of employees.

a. When a local unit agrees to participate in a joint meeting that will provide a service that the local unit is currently providing itself through public employees, the agreement shall include an employment reconciliation plan in accordance with this section. An employment reconciliation plan shall be subject to the following provisions:

(1) a determination of those employees, if any, that shall be transferred to the joint meeting, retained by the contracting local unit, or terminated from employment for reasons of economy or efficiency subject to the provisions of any collective bargaining agreements within the local units.

(2) any employee terminated for reasons of economy or efficiency by the contracting local unit providing the service or by the joint meeting shall be given a terminal leave payment of not less than a period of one month for each five-year period of past service as an employee with the local unit, or other enhanced benefits that may be provided or negotiated. Unless otherwise negotiated or provided by the employer, a terminal leave benefit shall not include extended payment, or payment for retroactive salary increases, bonuses, overtime, longevity, sick leave, accrued vacation or other time benefit, or any other benefit.

(3) the Department of Personnel shall place any employee that has permanent status pursuant to Title 11A, Civil Service, of the New Jersey Statutes that is terminated for reasons of economy or efficiency at any time by either local unit on a special reemployment list for any civil service employer within the county of the agreement or any political subdivision therein.

(4) when a proposed joint contract affects employees in local units that operate under the provisions of Title 11A, Civil Service, of the New Jersey Statutes, an employment reconciliation plan shall be filed with the Department of Personnel prior to the approval of the joint meeting agreement. That department shall review the plan for consistency with this section within 45 days of receipt and it shall be deemed approved, subject to approval of the joint meeting agreement by the end of that time, unless that department has responded with a denial or conditions that must be met in order for it to be approved.

N.J.S.A. 40A:65-24 (P.L. 2007, c. 63, § 24). Continuation of pre-existing joint meetings or public school jointures.

Any joint meeting or public school jointure formed under a previous law is continued and shall be governed under the provisions of sections 1 through 35 of P.L. 2007, c. 63 (C.40A:65-1 through C.40A:65-35).

N.J.S.A. 40A:65-30 (P.L. 2007, c. 63, § 30). Sharing Available Resources Efficiently ("SHARE") program established.

(a) A local unit that plans to study the feasibility of a shared service agreement, joint meeting contract, or municipal consolidation may apply to the director for grants or loans to fund the study, including consultant costs, and to fund one-time start-up costs of a shared service agreement or joint meeting contract or municipal consolidation. The director, in consultation with the Commissioner of Education, shall establish a program to be known as the "Sharing Available Resources Efficiently" program, or "SHARE," to accomplish this purpose, and, in consultation with the commissioner, shall promulgate rules and regulations necessary to effectuate the purposes of the program. . . .

N.J.S.A. 40A:65-33 (P.L. 2007, c. 63, § 33). Existing agreements, contracts continued.

Any shared services agreement, joint contract for a joint meeting, or agreement to regionalize or consolidate services in existence at the time of enactment of sections 1 to 37 of P.L. 2007, c. 63 (C. 40A:65-1 et al.) are continued pursuant to the law in effect at the time that the agreement or contract was executed; provided, however, that any renewals shall be in accordance with the provisions of sections 1 to 37 of P.L. 2007, c. 63 (C. 40A:65-1 et al.).

PURCHASES ON BEHALF OF COUNTIES, MUNICIPALITIES AND SCHOOL DISTRICTS, N.J.S.A. 52:25-16.1 to -16.9

N.J.S.A. 52:25-16.1 (P.L. 1969, c. 104, § 3). Contract provisions relating to counties, municipalities or school districts.

The Director of the Division of Purchase and Property may, at the director's discretion, include, in any such contract or contracts on behalf of the State, a provision for the purchase of such materials, supplies, equipment or services by any local contracting unit from such contractor or contractors. . . . The local contracting unit shall have sole responsibility for any payment due the vendor for any such purchase. . . . For the purposes of this section, "local contracting unit" means any public agency subject to the provisions of the "Local Public Contracts Law," P.L. 1971, c. 198 (C.40A:11-1 et seq.), the "Public School Contracts Law," N.J.S.18A:18A-1 et seq., the "State College Contracts Law," P.L. 1986, c. 43 (C.18A:64-52 et seq.), or the "County College Contracts Law," P.L. 1982, c. 189 (C.18A:64A-25.1 et seq.).

LOCAL UNIT ALIGNMENT, REORGANIZATION AND CONSOLIDATION ACT

N.J.S.A. 52:27D-501 (P.L. 2007, c. 54, § 1). Legislative findings and declarations; consolidation of municipalities and sharing of services.

The Legislature finds and declares:

- a. The State of New Jersey currently has 566 municipalities, 616 school districts, and 186 fire districts, each with its own layers of local bureaucracy that contribute to the high property tax burden suffered by New Jersey residents.
- b. Consolidating local units, structurally and administratively streamlining county and municipal government, and transferring services to the most appropriate level of government for delivery would help to alleviate the property tax crisis by reducing the administrative costs of local government and making the delivery of local services more efficient due to economies of scale.
- c. Due to legal obstacles, conflicting interests, and local concerns about sacrificing community identity, current laws permitting consolidation of municipalities and sharing of services between local units are seldom used.
- d. Tough political decisions are often most expeditiously made through the use of bipartisan commissions, as demonstrated by the success of the federal base realignment and closure (BRAC) procedure.

e. Municipalities and other taxing districts are creatures of the Legislature; however, due to the pervasive notion of "home rule" and the political conflicts inherent in mandatory consolidation, it is necessary and proper to establish a bipartisan commission to fairly examine the allocation of responsibilities among local units in order to determine: (1) which level of government is best suited to deliver a given local government service, and (2) when consolidation will reduce the property tax burden for pairs or groups of local units, and to make those recommendations to the Legislature for approval by the affected voters in order to make a serious effort to reduce the number of municipalities and other local units in the State.

f. Consolidation and mandates for increased efficiency in the delivery of services are complimentary processes, as the former reduces the administrative costs of local government on an external level and the latter does so on an internal level.

g. Local governments must be trained to use performance measures for decision making, strategic planning, performance improvement, accountability, and communication, and rewarded for increased efficiencies that result from their use.

N.J.S.A. 52:27D-502 (P.L. 2007, c. 54, § 2). Definitions.

"Local unit" means a municipality or fire district, and shall not include a school district, regional school district, or county. . . .

N.J.S.A. 52:27D-505 (P.L. 2007, c. 54, § 5). Commission study and report on structure and functions of government; recommendations for legislative changes; study criteria; funding.

a. (1) The commission shall study and report on the structure and functions of county and municipal government, including local taxing districts, their statutory bases, including the fiscal relationship between local governments, and the appropriate allocation of service delivery responsibilities from the standpoint of efficiency.

(2) The commission shall recommend legislative changes which would encourage the more efficient operation of local government. These changes may include the structural and administrative streamlining of county and municipal government functions, including but not limited to, the transfer of functions from one level of government to another, and the use or establishment of regional service delivery entities.

(3) The commission shall also consider optimal service levels, ratios of employees to population served, cost structures for service delivery, and other best practices.

Within two years following the effective date of this act, the commission shall report its findings to the Governor, the President of the Senate, and the Speaker of the General Assembly.

b. Based on its findings pursuant to paragraph 3 of subsection a. of this section, the commission shall develop criteria to serve as the basis for recommending the consolidation of specific municipalities, the merger of specific existing autonomous agencies into the parent municipal or county government, or the sharing of services between municipalities or between municipalities and other public entities. Recommendations for sharing services may result from a study focusing exclusively on the sharing of services or may result from a study examining potential consolidation. Municipalities to be considered for consolidation shall be within the same county and shall also be situated within the same legislative district. . . .

N.J.S.A. 52:27D-508 (P.L. 2007, c. 54, § 8). Voter acceptance of proposal; form of ballot question; time for consolidation upon approval.

a. Upon the taking effect of a consolidation or shared services proposal pursuant to subsection b. of section 7 of P.L. 2007, c. 54 (C.52:27D-507), each recommendation included therein shall be put before

the affected voters at the next general election and shall become effective only upon its adoption by a majority of the voters of each affected municipality.

REGIONAL EFFICIENCY AID PROGRAM ACT ("REAP"), N.J.S.A. 54:4-8.76 to -81

N.J.S.A. 54:4-8.76 (P.L. 1999, c. 61, § 1). Short title.

This act shall be known and may be referred to as the "Regional Efficiency Aid Program Act."

N.J.S.A. 54:4-8.77 (P.L. 1999, c. 61, § 2). Findings, declarations relative to regionalization of certain local government services.

The Legislature finds and declares:

a. One of the most effective ways to reduce property taxes is through the regionalization, consolidation or sharing of services by local units and school districts.

b. Due to institutional and financial limitations on these governmental units, regionalized, consolidated and shared alternatives have not been widely adopted, resulting in duplication of services and excess costs levied on property taxpayers.

c. A program of providing State aid to governmental units that successfully implement strategies to regionalize, consolidate and share services will be an innovative and important means of providing a financial incentive to overcome the institutional limitations of local units and school districts.

d. To overcome these institutional limitations and to ensure property tax relief, the State should provide State aid in the form of a property tax credit of a sum of money related to property taxes as authorized by Article VIII, Section I, paragraph 5 of the Constitution directly to the taxpayer, while the governmental unit realizes the budgetary savings from shared, regionalized or consolidated services and passes these additional savings through to taxpayers through a reduction in property tax obligations.

e. Further, combining State-funded property tax relief with fiscal assistance for the planning and start-up costs associated with new shared, regionalized or consolidated services will provide additional incentives for government units to take advantage of the potential savings.

N.J.S.A. 54:4-8.79 (P.L. 2007, c. 61, § 4). Application for State aid to reduce property taxes; REAP formula.

a. Local units that enter into regional service agreements, either as providers or receivers of services after July 1, 1997, may apply for State aid to reduce property taxes owed on residential property as provided in P.L. 1999, c.61 (C.54:4-8.76 et seq.). Each residential property shall receive a reduction in the total property tax obligation during each calendar year in which the local unit receives aid based on the regional services that are entered into by the local units serving the residential property. Aid shall be granted for each calendar year during which a regional service agreement is in effect. This program shall be known as the "Regional Efficiency Aid Program" or "REAP."

N.J.S.A. 54:4-8.80 (P.L. 1999, c. 61, § 5). Regional Efficiency Aid Program.

b. Each year the Legislature shall appropriate such funds for REAP as are determined to be appropriate based upon certification by the commissioner and director, subject to the approval of the State Treasurer.

Regulations

IMPROVING STANDARDS-DRIVEN INSTRUCTION AND LITERACY AND INCREASING EFFICIENCY IN ABBOTT SCHOOL DISTRICTS, N.J.A.C. 6A:10A-1.1 to -9.8

N.J.A.C. 6A:10A:2.2. Preschool Programs.

(b) The district board of education shall contract with a child care center provider or local Head Start program to implement required preschool programs and shall not duplicate programs or services otherwise available in the community. . . .

N.J.A.C. 6A:10A-7.1. Cost efficiency.

(c) Each Abbott school district shall document that it operates in an efficient and economical manner as demonstrated by its adherence to practices and standards that shall include at least the following:

7. The school district shall examine all available group options for every insurance policy held by the school district, including any self-insurance plan administered by the New Jersey School Boards Association Insurance Group on behalf of the school districts and shall participate in the most cost effective plans;

8. The school district shall take steps to maximize the school district's participation in the federal Universal Service Program (E-rate) and the ACT telecommunications program offered through the New Jersey Association of School Business Administrators, and shall participate in the ACES energy program offered through the New Jersey School Boards Association unless a district can demonstrate that it receives the goods and services at a cost less than or equal to the cost achieved by participants

CHARTER SCHOOLS, N.J.A.C. 6A:11-1.1 to -6.3

N.J.A.C.6A:11-5.1. Certification.

(b) The board of trustees of a charter school shall employ or contract with:

1. A lead person or another person who holds a New Jersey standard school administrator or supervisor certificate or a New Jersey standard or provisional principal certificate in accordance with N.J.A.C. 6A:9-8.6 to direct and guide the work of instructional personnel including, but not limited to, the supervision and evaluation of staff and the development and implementation of curriculum; and

2. A person who holds a New Jersey standard or provisional school business administrator certificate in accordance with N.J.A.C. 6A:9-12.7 and 6A:23-9.3 to oversee fiscal operations of the charter school.

SPECIAL EDUCATION, N.J.A.C. 6A:14-1 to -10.2

N.J.A.C. 6A:14-3.1. General requirements.

(b) . . . All child study team members shall be employees of a district board of education, have an identifiable, apportioned time commitment to the local school district and shall be available to provide all needed services during the hours students are in attendance.

N.J.A.C. 6A:14-4.2. Placement in the least restrictive environment.

(a) Students with disabilities shall be educated in the least restrictive environment. Each district board of education shall ensure that:

2. Special classes, separate schooling or other removal of a student with a disability from the student's general education class occurs only when the nature or severity of the educational disability is such that education in the student's general education class with the use of appropriate supplementary aids and services cannot be achieved satisfactorily;

N.J.A.C. 6A:14-5.1. General requirements.

(a) Each district board of education, independently or through joint agreements, shall employ or contract with child study teams as set forth in N.J.A.C. 6A:14-3.1(b), speech correctionists or speech-language specialists and other school personnel in numbers sufficient to ensure provision of required programs and services pursuant to this chapter.

1. Joint agreements for child study team services may be entered into with local education agencies including other local school districts, educational services commissions, jointure commissions and county special services school districts.

2. A district board of education may supplement child study team services with additional teams through contracts or joint agreements.

3. If a vacancy occurs on a child study team(s) because of an absence of a member or members of the team(s) for an identified period of time, the district may, for the duration of any such vacancy, contract with a clinic or agency, an individual or another district board of education for those services that were provided by the absent team member(s).

FINANCE AND BUSINESS SERVICES, N.J.A.C. 6A:23-1 to -9.7

N.J.A.C. 6A:23-1.2. Definitions.

“Shared service” means any educational or administrative service required to be performed by a district board of education in which the school district, with board approval, is able and willing to share in the costs and benefits of that service with another district board of education, municipality, or other governmental unit, as authorized by the Interlocal Services Act at N.J.S.A. 40:8A-1 et seq. and in compliance with existing school finance laws at N.J.S.A. 18A, but does not include sending/receiving relationships.

N.J.A.C. 6A:23-2.16. Internal service funds.

(a) Internal service funds are used to account for and report any activity that provides goods and services from one department or office to other departments or offices of the district board of education, or to other district boards of education and governmental units, on a cost-reimbursement basis. Internal service funds are cost accounting and distribution entities and are intended to recover their costs annually or over a reasonable time period.

(b) A district board of education or charter school board of trustees providing a shared service under a shared service agreement with another board of education or external entity shall account for the shared service costs in an internal service fund in accordance with GAAP.

1. The district board of education or charter school board of trustees providing the shared service shall allocate the costs on a user charge basis to all participating entities on an annual basis at a minimum.

i. A district board of education or charter school board of trustees that is receiving the services shall report user charges in the applicable line item account for the goods or services received.

ii. A district board of education or charter school board of trustees shall report as revenues the sales and purchases of goods and services for a price approximating their external exchange value ("Services Provided to Other Funds") in provider/seller funds.

(c) A district board of education providing a shared service within the district may allocate costs on a user charge or other basis.

N.J.A.C. 6A: 23-7.5. Joint purchasing systems.

A district board of education or charter school board of trustees may by resolution establish joint purchasing systems pursuant to N.J.S.A. 40A:11-11 [Local Public Contracts Law]. Such joint purchasing system is effective only upon approval of the Director of the Division of Local Government Services in the Department of Community Affairs.

N.J.A.C. 6A:23-8.2. Administrative cost limits.

(d) Each district board of education subject to (b) above may submit to the county superintendent any shared services agreements and documented costs for the provision of administrative services to other school districts or governmental units. A county superintendent may take into consideration such contractual agreements and documented costs in the calculation of total administrative spending in the prebudget and budget year for purposes of determining the district board of education's adherence with the per pupil administrative cost limits.

N.J.A.C. 6A:23-8.5. Additional Spending Proposals.

(a) A district board of education may, as appropriate, submit to the voters at the annual school budget election, or to the board of school estimate, a separate proposal or proposals for additional general fund tax levies which may be in excess of its adjusted spending growth limitation determined pursuant to N.J.S.A. 18A:7F-5.d. . . .

(e) The district board of education shall ensure upon submission of the separate proposal(s) that all potential efficiencies in the administrative operations of the school district are in effect pursuant to N.J.S.A. 18A:7F-5d(9).

(f) All separate proposals are subject to review by the county superintendent. The county superintendent may disapprove a separate proposal if he or she determines the proposal includes items outlined in (a) above, or pursuant to N.J.S.A. 18A:7F-5d(9), that the district board of education has not implemented all potential efficiencies in the administrative operations of the school district.

N.J.A.C. 6A:23-8.9. Unused spending authority (banked cap).

(a) Pursuant to N.J.S.A. 18A:7F-5.a, beginning with the 2004-05 budget year and each year thereafter, a district board of education that increases its net budget between the prebudget year and budget years less than that authorized pursuant to N.J.S.A. 18A:7F-5d, may include 50 percent of the unused spending authority, which is the amount of the difference between its actual net budget and its permitted net

budget, in either of the next two succeeding budget years.

(e) The County Superintendent may disapprove use of banked cap pursuant to N.J.S.A. 18A:7F-5.a if he or she determines that the district board of education has not implemented all potential inefficiencies in the administrative operations of the school district.

Cases

Atlantic City Education Association v. Keyport Teacher's Association, 299 N.J. Super. 649 (App. Div.), certif. denied 152 N.J. 192 (1997)

A board of education's health insurance plan that amounted to a plan of self-insurance violated N.J.S.A. 18A:16-13, which required boards to contract with insurance companies for health insurance coverage (prior to adoption of N.J.S.A. 18A:16-3.1, authorizing self-insurance for health coverage)

United Water Resources Inc. v. North Jersey District Water Supply Commission, 295 N.J. Super. 305 (App. Div. 1996), aff'd 151 N.J. 497 (1997)

The Interlocal Services Act was not intended to enhance the enumerated powers granted to local units; rather, it was intended to facilitate the most efficient and economical use of powers already granted by law; therefore a district water supply commission, which does not have authority to operate, maintain and manage a municipal water system, cannot do so pursuant to an interlocal services agreement.

McIntosh v. DeFilippo, 281 N.J. Super. 171 (App. Div. 1995)

Employees of separate municipalities working together pursuant to an interlocal service agreement are "co-employees" within the meaning and intent of the Workers Compensation Act, and therefore the cause of action by one against the other is barred by the fellow-employee tort immunity provided by that act.

Executive Orders

State of New Jersey Executive Order #9 (2006) (Governor Jon S. Corzine).

WHEREAS, the State of New Jersey is confronting a multi-billion dollar structural budget deficit; and

WHEREAS, all levels of government play a vital role in the economic life of New Jersey; and

WHEREAS, it is imperative that services and programs throughout government be reevaluated and re-engineered in order to marshal and conserve all available resources, achieve the greatest measure of effectiveness, efficiency and cost-savings, and deliver the highest quality of governmental services; and

WHEREAS, cost-effective and functionally efficient government will benefit and enhance the State's economy, restore public confidence and allow for the continued delivery of vital programs; and

WHEREAS, as Governor, I have the responsibility and the authority to ensure that State government and its various agencies and instrumentalities operate as efficiently and as effectively as possible; and

WHEREAS, numerous State executive branch agencies and independent authorities administer aid and grant programs that provide billions of dollars in funding to county and local governments and school districts; and

WHEREAS, as Governor I have the obligation to ensure that the county and local governments and school districts that receive these State funds operate as efficiently and as effectively as possible; and

WHEREAS, it is essential that all government operations in New Jersey, including executive branch agencies, state and local independent authorities, local and county governments, and school districts, be subjected to a comprehensive, unsparing and searching examination; and

WHEREAS, such a review can ably be conducted by individuals drawn from a wide variety of walks of life, who possess the expertise, experience and skills to evaluate how government can most effectively meet the numerous demands placed on it;

NOW, THEREFORE, I, JON S. CORZINE, Governor of the State of New Jersey, by virtue of the authority vested in me by the Constitution and by the Statutes of this State, do hereby ORDER and DIRECT:

There is hereby established the New Jersey Commission on Government Efficiency and Reform pursuant to Art. V, Sec. IV, par. 1 of the New Jersey Constitution. The Commission shall evaluate the budget, structure and organization of government in New Jersey, including State agencies, instrumentalities and independent authorities, local and county government and school districts, and advise the Governor on governmental restructuring, effectiveness, best practices, efficiencies, cost-saving measures, and how best to achieve economies of scale in the delivery of services and programs, at the lowest possible cost, consistent with mission and quality.

In its evaluation and examination of any aspect of government in New Jersey or its current structure, the Commission shall identify any measures that will bring enhanced economy, efficiency and accountability to government operations, including, but not limited to: the organization, operation and performance of State agencies, instrumentalities and authorities; the organization and delivery of effective and efficient services across all levels of governments; the need for and benefits of regionalization or consolidation of local and county governments, publicly funded school programs and school districts and the services they provide; the organization and administration of New Jersey's public workforce; the operations of the Office of Information Technology and the procurement, provision, maintenance, and supervision of information technology by State government; the accessibility, design and efficiency of higher education in New Jersey; the organization of the Department of Human Services, in light of its complex roles, functions and emerging responsibilities; and any other matter related to the organization, structure and administration of

government that is likely to deliver better and higher levels of service at the lowest possible cost.

The Commission shall be composed of 13 individuals with expertise in government, business, labor and education who will be appointed by and serve at the pleasure of the Governor. The Chair of the Commission shall be designated by the Governor and shall serve as Chair at his pleasure. The Governor shall also appoint, in the same manner, additional members with expertise and experience in government, higher education, labor and the private sector, as needed, to sub-groups, which will focus in depth on any of the above-listed items or related matters, as requested by the Commission, and will report back to the Commission as required.

The Commission is authorized to call upon any department, office, division or agency of this State to supply it with data and any other information, personnel or other assistance available to such agency as the Commission deems necessary to discharge its duties under this Order. Each department, office, division or agency of this State is hereby required, to the extent not inconsistent with law, to cooperate fully with the Commission within the limits of its statutory authority and to furnish it with such assistance on as timely a basis as is necessary to accomplish the purpose of this Order. The Commission may consult with experts or other knowledgeable individuals in the public or private sector on any aspect of its mission.

The Commission shall deliver an initial report to the Governor within three months of its first meeting. Additional reports shall be delivered on an ongoing basis in the course of the Commission's work.

This Order shall take effect immediately.

State of New Jersey Executive Order #88 (1988) (Governor Christine Todd Whitman).

WHEREAS, I appointed the members of the Property Tax Commission in December 1987 and charged them with recommending ways to help county school and municipal officials ease the heavy burden of property taxes on New Jersey residents; and

WHEREAS, the Commission has held 10 meetings, numerous subcommittee meetings and four public hearings to gather data and opinions from private citizens, policy experts, local officials and State legislators; and

WHEREAS, the Commission sought to address both the cost of New Jersey's method of providing local government services as well as the State's historically heavy reliance on the property tax to fund these government services; and

WHEREAS, the Commission has concluded that while New Jersey citizens ought to continue holding local control in deciding which services they will receive, it is equally important for New Jersey to reduce property taxes by finding more efficient ways to provide these services; and

WHEREAS, the Commission recommends, therefore, that New Jersey implement a host of legislative and regulatory changes to encourage sharing of services; and

WHEREAS, the Commission has made specific recommendations urging State government agencies to take an active role in encouraging and facilitating shared and regional services; and

WHEREAS, I agree that State agencies can and should encourage and facilitate shared and regional services wherever appropriate;

NOW, THEREFORE, I, CHRISTINE TODD WHITMAN, Governor of the State of New Jersey, by virtue of the authority vested in me by the Constitution and the statutes of this State, do hereby ORDER and DIRECT:

1. All State agencies shall review their rules, regulations and program requirements that might impact the implementation of interlocal shared service programs or activities to identify within the next ten months, and thereafter remove where appropriate, any restrictions or impediments to such programs or activities.
2. All State agencies that regulate local activities or conduct local program analyses, including the Local Government Budget Review Program, upon request by one or more localities, shall provide coordinated staff assistance to local officials with planning and evaluating new interlocal shared service programs and activities.
3. The Department of Education and the Department of Community Affairs shall work together to encourage interlocal cooperative efforts between school districts and municipalities.
4. The Commissioner of Education shall conduct studies to identify within the next six months existing models of regional and shared services among school districts and shall thereafter, where appropriate, develop new models. Such models may pertain to general education or central office functions, including management, administrative, and support services. The Commissioner shall promote regionalization and shared services by establishing workshops and showcases where school officials can share their experiences and accomplishments and by publishing and distributing highlights of successful efforts.
5. This Order shall take effect immediately.

State of New Jersey Executive Order #63 (1992) (Governor James J. Florio).

WHEREAS, the Governor's Task Force on Local Partnerships has examined the opportunities for, and problems with, local governments joining together to provide certain services; and

WHEREAS, the Task Force concluded that the joint delivery of government services offers opportunities to provide governmental services in a more efficient and cost effective manner; and

WHEREAS, the Task Force recommends that State government support and encourage local efforts to provide joint services by assisting local governments in establishing cooperative service initiatives; and

WHEREAS, there are various State agencies that work with local government on issues of mutual concern and a coordination of efforts is needed to ensure more effective responses to joint local services initiatives;

NOW, THEREFORE, I, JAMES J. FLORIO, Governor of the State of New Jersey, by virtue of the authority vested in me by the Constitution and by the Statutes of this State, do hereby ORDER and DIRECT:

1. There is hereby established in, but not of, the Department of Community Affairs, a State Agency Coordinating Council on Local Partnerships (Council) which shall be composed of fifteen members including representatives of State agencies which have substantial involvement with units of local government, local authorities and representatives of municipalities and county governments.
2. The Commissioners of the Departments of Community Affairs, Environmental Protection and Energy, Health, Transportation, Personnel, Treasury, Education and the Office of State Planning shall each appoint a representative to the Council. The Attorney General shall appoint a representative from the Department of Law and Public Safety. The Governor shall also appoint one additional State representative. The Governor shall also appoint five representatives of municipalities and county government. The Council may recommend to the Governor the addition of other State agency or local representatives. The chair and vice-chair of the Council shall be designated by the Governor from among the Council members.
3. The Council is established for the purpose of:
 - a. Increasing responsiveness to initiatives for the provision of joint local services;

- b. Developing outreach to identify and publicize opportunities for the joint provision of local services;
 - c. Creating a data base consisting of fiscal, economic, operational and other relevant data to be shared with local governments and to provide a basis for evaluating joint service opportunities;
 - d. Compiling and maintaining an inventory of case studies on local partnerships which would serve as a basis for comparing the experience of local joint service arrangements in New Jersey and other states; and
 - e. Providing other "clearinghouse" and reference services.
4. The Council shall extend technical assistance to units of local government on interlocal and regional concerns, including, but not limited to: local police services, local health services, county environmental health; public works; fire services; public education services; code enforcement; planning and land use; cooperative purchasing; joint insurance fund; and joint municipal courts.
5. The Council shall arrange for studies of regional approaches to the provision of joint services; develop guidelines for pilot projects as well as full implementation of interlocal services; and sponsor the development, through the State colleges, State universities and the private sector, of models for various local partnerships and privatization options.
6. The Council shall cooperate with Statewide local government organizations in conducting or sponsoring seminars and workshops on interlocal services and attendant concerns.
7. The Council shall evaluate requests for State funds, as are presently or in the future made available, to carry out the objectives of this Order, and recommend actions and priorities to the appropriate administrative agencies.
8. The Division of Local Government Services (Division) in the Department of Community Affairs shall request from all local governments as part of the annual local budget process, a report on any joint service opportunities considered in the previous year and any prospects for the following year. The Division shall provide such Report to the Council to serve as a basis for its outreach, research and follow-up activities.
9. The Council is authorized to call upon any department, office, division or agency of this State to supply it with data and any other information, personnel or assistance it deems necessary to discharge its duties under this Order. Each department, office, division or agency of this State is hereby required, to the extent not inconsistent with the law, to cooperate with the Council and furnish it with such information, personnel and assistance as is necessary to accomplish the purpose of this Order. The Attorney General shall act as legal counsel to the Council.
10. This Order shall take effect immediately.

State of New Jersey Executive Order #43 (1991) (Governor James J. Florio).

WHEREAS, property taxes doubled from 1980 to 1989; and

WHEREAS, the 1991 property tax relief program decreased or stabilized property taxes in most municipalities and counties; and

WHEREAS, local governments still face pressure on their budgets; and

WHEREAS, there are numerous opportunities for cost savings by sharing local government services; and

WHEREAS, there exists an urgent need to improve efficiency in the providing of local government services in order that these services may continue without interruption or elimination; and

WHEREAS, inter-local service agreements will serve to improve efficiency so as to ensure the continued vitality and viability of certain local government services;

NOW, THEREFORE, I, JAMES J. FLORIO, Governor of the State of New Jersey, by virtue of the authority vested in me by the Constitution and by the Statutes of this State, do hereby ORDER and DIRECT:

1. There is hereby established the Governor's Task Force on Local Partnerships (hereinafter referred to as the Task Force) to identify ways in which more inter-local service agreements can occur in New Jersey to increase the efficiency and effectiveness of the delivery of certain local government services. The Task Force should consider services delivered by municipalities, counties, and regional authorities.
2. The Task Force shall consist of the Commissioner of the Department of Community Affairs; a member of the Governor's staff; a representative of the League of Municipalities; a representative of the New Jersey Association of Counties; representatives from the private sector; and representatives from the academic community.
3. The responsibilities, functions, and objectives of the Task Force shall include:
 - a. Reviewing existing statutes dealing with inter-local service agreements.
 - b. Reviewing current examples of shared local services.
 - c. Exploring any existing barriers to shared local services.
 - d. Researching legislation in other states which might serve as models for sharing local services.
 - e. Making recommendations for regulatory changes, legislation, or administrative actions.
4. The Governor shall appoint an executive director who will report to the Task Force and shall have access to the necessary staff in state government to complete his assignment.
5. The Task Force is authorized to call upon any department, office, division or agency of this State to supply it with data and any other information, personnel or assistance it deems necessary to discharge its duties under this Order. Each department, office, division or agency of this State is hereby required, to the extent not inconsistent with law, to cooperate with the Task Force and furnish it with such information, personnel and assistance as is necessary to accomplish the purpose of this Order. The

Attorney General shall act as legal counsel to the Task Force.

6. The Task Force shall periodically report to the Governor and shall submit its final report no later than June 30, 1992.

7. This Order shall take effect immediately.

Appendix C
Summary of County Surveys of Shared Services in School Districts

Source: Office of the County Superintendent in each county except Middlesex and Somerset; Middlesex County Educational Services Commission; Somerset County Business Partnership.

	<u>Bergen</u>	<u>Burlington</u>	<u>Cumberland</u>	<u>Gloucester</u>	<u>Mercer</u>	<u>Middlesex</u>	<u>Monmouth</u>	<u>Passaic</u>	<u>Salem</u>	<u>Somerset</u>
Transportation	Lyndhurst Teaneck Bergenfield Little Ferry; Franklin Lakes Palisades Park Ho Ho Kus Westwood Wyckoff Rutherford Rochelle Park Pascack Valley Fair Lawn North Arlington Lodi Norwood Maywood Demarest Tenafly Mahwah Bogota Upper Saddle River; Waldwick Paramus S. Hackensack Northern Highlands Carlstadt Saddle River Hackensack Haworth Northern Valley Englewood	Bordentown; Burlington City BCSSD Chesterfield Cinnaminson Easthampton Evesham Florence Maple Shade Mt. Holly Mt. Laurel New Hanover North Hanover NBC Palmyra Pemberton Rancocas Valley Riverside Springfield Tabernacle Woodland	Bridgeton City Commercial Twp Cumberland Co Vocational; Cumberland Co Education Coop; Cumberland Reg Deerfield Twp Downe Twp Fairfield Twp Greenwich Hopewell Twp Lawrence Maurice River Twp. Millville City Stow Creek Twp Upper Deerfield	Clearview Reg Delsea Deptford Franklin Logan Pitman Woodbury	Ewing Hamilton Twp Hopewell Valley Regional Lawrence Township Mercer Princeton Regional Washington Twp West Windsor- Plainsboro Reg	Carteret Cranbury Dunellen East Brunswick Edison Dunellen Helmetta Highland Park Jamesburg Metuchen Middlesex Milltown Monroe New Brunswick North Brunswick Old Bridge Perth Amboy Picataway Sayreville South Amboy South Brunswick South Plainfield South River Spotswood Woodbridge Middlesex County Vo Tech Schools	Avon Belmar Bradley Beach Freehold Reg. HS Howell Interlaken Little Silver Marlboro Matawan/Aberdeen Monmouth Beach Monmouth Regional Neptune Ocean Red Bank Borough Red Bank Regional Rumson Sea Girt Tinton Falls Union Beach Wall West Long Branch	Bloomingdale Clifton Hawthorne Lakeland Regional Little Falls North Haledon Passaic County Ed Svcs. Comm. Passaic County Tech Institute Paterson Pompton Lakes Prospect Park Ringwood Totowa Waanque Wayne West Milford West Paterson	Elmer Boro Elsinboro Twp Oldsmans Twp Pennsville Quinton Salem Co Special Services	Branchburg Green Brook Franklin North Plainfield Hillsborough Somerset Hills Somerville Sound Bound Brook

Insurance	Lyndhurst Oradell Teaneck Bergenfield Little Ferry; Ramsey Old Tappan Ho Ho Kus Wyckoff Rochelle Park Pascack Valley Fair Lawn Ridgewood North Arlington Ridgefield Lodi Norwood Hillsdale Maywood Rutherford Westwood Demarest BC Special Services Tenafly Mahwah Bogota Upper Saddle River Waldwick Paramus S. Hackensack Northern Highlands Saddle River Hackensack Northern Valley Cresskill Fort Lee Englewood River Edge	Burlington City Delanco Easthampton Evesham Hainesport Lumberton Maple Shade Medford Lakes Medford Twp. Mt. Laurel NBC Palmyra Pemberton Riverton Shamong Southampton Springfield Tabernacle	Bridgeton City Deerfield Twp Fairfield Twp Maurice River Twp. Millville City	East Greenwich Pitman	Ewing Mercer Mercer County Vocational West Windsor- Plainsboro Reg		Marlboro Monmouth Beach Monmouth Regional Neptune Ocean Red Bank Borough Red Bank Regional Shrewsbury Tinton Falls Upper Freehold Reg West Long Branch	Bloomingdale Hawthorne Lakeland Reg Wanaque Wayne West Milford West Paterson	Pennsville Salem City	Bedminster Bernards Twp Branchburg Far Hills Hillsborough Franklin North Plainfield Raritan Somerville Watchung Montgomery
Supplies		Chesterfield		Delsea Franklin	Hamilton Ewing		Manalapan Middletown Twp		Lower Alloways Creek Oldsmans Twp	Branchburg
Special Education Classes	Lyndhurst Teaneck Ramsey Old Tappan Ho Ho Kus Wyckoff	Chesterfield Easthampton Edgewater Mansfield Springfield	Fairfield Twp Hopewell Twp: Vineland City	Logan	West Windsor- Plainsboro Reg	Carteret Cranbury East Brunswick Edison Dunellen Helmetta	Atlantic Highlands Keansburg Keyport Middletown Tw Monmouth Regional Red Bank Borough	Bloomingdale Hawthorne North Haledon Passaic Passaic County EdSvcsCommin	Elmer Boro Elsinboro Twp Lower Alloways Creek Pennsville;	Branchburg Green Brook, Somerset Hills Bernardsville Somerville

	Pascack Valley Ridgewood Lodi Norwood Hillsdale Maywood Rutherford Westwood Demarest BC Special Services Tenafly Bogota Upper Saddle River Waldwick Paramus Saddle River Haworth Northern Valley Cresskill River Edge					Highland Park Jamesburg Metuchen Middlesex Milltown Monroe New Brunswick North Brunswick Old Bridge Perth Amboy Piscataway Sayreville South Amboy South Brunswick South Plainfield South River Spotswood Woodbridge Middlesex County Vo Tech Schools	Red Bank Regional Tinton Falls Union Beach Wall	Paterson Wanque Wayne West Paterson		
PT, OT, Speech Therapy		BCSSD Delanco Easthampton Evesham Lumberton Mansfield Medford Lakes Medford Twp Mt. Holly Rancocas Riverside Riverton Shamong Southampton Washington Twp.	Deerfield Twp Greenwich Stow Creek Twp	Pitman Woodbury			Belmar Farmingdale	Passaic County Ed Svcs Comm West Paterson	Elsinboro Twp Pittsgrove Twp Salem City	
Professional Development	Lyndhurst Oradell Ramsey Ho Ho Kus Norwood Rutherford Westwood Waldwick S. Hackensack Haworth Northern Valley	Bordentown Delanco Hainesport Medford Lakes New Hanover Shamong Southampton Springfield Tabernacle	Lawrence		Hopewell Valley Regional Mercer	Carteret Cranbury East Brunswick Edison Dunellen Helmetta Highland Park Jamesburg Metuchen Middlesex Milltown Monroe New Brunswick		Lakeland Regional West Milford	Lower Alloways Creek Mannington Twp Salem Co Special Services	Branchburg Somerville

						North Brunswick Old Bridge Perth Amboy Picataway Sayreville South Amboy South Brunswick South Plainfield South River Spotswood Woodbridge Middlesex County Vo Tech Schools				
Other -	Lyndhurst Teaneck Rochelle Park Fort Lee Bogota Paramus Pascack Valley Waldwick Norwood Demarest Old Tappan Little Ferry Fort Lee(Fairfield Twp Greenwich Hopewell Twp Stow Creek Twp Maurice River Twp. Millville City Vineland City Upper Deerfield		Lawrence Mercer Washington Twp West Windsor- Plainsboro		Asbury Park Manalapan Atlantic Highlands Avon(Bloomington Clifton Hawthorne Lakeland Reg North Haledon Passaic Passaic County Tech Institute Paterson Pompton Lakes Prospect Park Wanaque Wayne West Millford Haledon Passaic	Mannington Twp Oldsmans Twp Pittsgrove Twp	Franklin Bedminster Branchburg South Bound Brook Somerset Hills Manville Bridgewater Hillsborough North Plainfield
Child Study Team Services/ Guidance		Bass River Washington Twp	Greenwich Lawrence Maurice River Twp. Stow Creek Twp.	Mantua		26 districts: Carteret Cranbury Dunellen East Brunswick Edison Dunellen Helmetta Highland Park Jamesburg Metuchen Middlesex Milltown Monroe New Brunswick North Brunswick Old Bridge Perth Amboy Piscataway Sayreville South Amboy South Brunswick South Plainfield	Avon Farmingdale Monmouth Beach Sea Girt Shrewsbury	Little Falls Totowa	Elmer Boro Elsinboro Twp Lower Alloways Creek Mannington Twp Quinton Salem Co Special Service	SCESC

						South River Spotswood Woodbridge Middlesex Cty. Vo- Tech Schools				
Food Services	Little Ferry North Arlington Rutherford Westwood Waldwick Northern Highlands Saddle River Hackensack Englewood	Bass River Burlington City BCSSD Easthampton Edgewater Medford Twp Shamong Tabernacle Washington Twp Woodland	Bridgeton City Cumberland Co Vocational Cumberland Co Education Coop Millville City Stow Creek Twp Upper Deerfield Vineland City		Trenton		Red Bank Regional Shrewsbury	Little Falls Totowa West Paterson	Elmer Boro Elsinboro Twp Lower Alloways Creek Mannington Twp Lower Alloways Creek Penns Grv-Carney's Pt. Reg Pittsgrove Twp Quinton Salem Co Special Service Woodstown- Pilesgrove	
Facility Maintenance	Bergenfield Ramsey Franklin Lakes Rochelle Park Fair Lawn Ridgewood Lodi Norwood Hillsdale Maywood Rutherford Demarest Mahwah Bogota Upper Saddle River Waldwick Northern Highlands Saddle River Hackensack Oakland Cresskill Fort Lee Englewood	Bordentown Chesterfield Cinnaminson Easthampton Medford Lakes Evesham Mansfield Medford Twp Mt. Holly New Hanover North Hanover NBC Palmyra Shamong Tabernacle Willingboro	Bridgeton City Commercial Twp Cumberland Co Vocational Deerfield Twp Downe Twp Fairfield Twp Lawrence Maurice River Twp. Millville City Upper Deerfield Vineland City	Delsea East Greenwich	Ewing Hamilton Twp. Hopewell Valley Regional Mercer Princeton Regional Trenton Washington Twp. West Windsor- Plainsboro Rel		Avon Bradley Beach Deal Farmingdale Holmdel Howell Keyport Little Silver Manalapan Marlboro Monmouth Beach Neptune Ocean Red Bank Borough Roosevelt Rumson Sea Girt Shrewsbury Tinton Falls Upper Freehold Reg. Wall	Bloomingdale Clifton Hawthorne Lakeland Reg Little Falls North Haledon Passaic Co Manchester Reg HS Passaic County Tech Institute Prospect Park Ringwood; Wanaque West Milford	Elsinboro Twp Mannington Twp Penns Grv-Carney's Pt. Reg Woodstown- Pilesgrove	Branchburg Hillsborough Manville Bedminster Hillsborough Franklin North Plainfield Raritan Watchung Somerset Hills Somerset County
Custodial Services	BC Special Services Saddle River		Commercial Twp Deerfield Twp Downe Twp Fairfield Twp Greenwich	Deptford Franklin	Hopewell Valley Regional		Red Bank Regional		Elmer Boro Elsinboro Twp Oldsmans Twp Pittsgrove Twp Salem City	

			Maurice River Twp							
School Business Services	Englewood	BCSSD Maple Shade Cinnaminson	Deerfield Twp Fairfield Twp Lawrence		Mercer Mercer County Vocational		Roosevelt	Haledon Lakeland Regional Hawthorne Passaic County Manchester Reg H S Ringwood Wanaque;	Alloway Twp Lower Alloways Creek Mannington Twp Oldsmans Twp Salem Co Special Services	Bridgewater Hillsborough Watchung Bernardsville, Somerset Hills
Other Administration - Supplies	Oradell Teaneck Bergenfield Little Ferry Ramsey Old Tappan Rochelle Park Pascack Valley Ridgewood North Arlington Ridgefield Lodi Norwood Hillsdale Maywood Westwood Tenafly Bogota Waldwick Northern Highlands Carlstadt Saddle River Hackensack Haworth Northern Valley Cresskill Fort Lee Englewood River Edge	Bass River Mansfield Hainesport Cinnaminson Medford Lakes Medford Twp Mt. Holly North Hanover Palmyra Southampton Tabernacle Washington Twp	Bridgeton City Commercial Twp Cumberland Co Vocational Cumberland Reg Deerfield Twp Downe Twp Fairfield Twp Greenwich Hopewell Twp Lawrence Maurice River Twp. Millville City Upper Deerfield	East Greenwich	Ewing Hopewell Valley Reg Lawrence Mercer Mercer Co Vocational ; West Windsor- Plainsboro Reg	Carteret; Cranbury East Brunswick Edison Dunellen Helmetta Highland Park Jamesburg Metuchen Middlesex Milltown Monroe New Brunswick North Brunswick Old Bridge Perth Amboy Piscataway Sayreville South Amboy South Brunswick South Plainfield South River Spotswood Woodbridge Middlesex County Vo Tech Schools	Farmingdale Freehold Reg. HS Little Silver Middletown Twp Neptune Red Bank Regional Rumson Sea Girt Shrewsbury Tinton Falls Union Beach Upper Freehold Reg	Bloomingdale Hawthorne Lakeland Reg Little Falls Passaic Passaic County Tech Institute Pompton Lakes Ringwood Wayne West Milford West Paterson	Elmer Boro Lower Alloways Creek Mannington Twp Lower Alloways Creek Mannington Twp Penns Grv-Carney's Pt. Reg Pennsville Pittsgrove Twp Quinton Salem City Salem Co Special Services Upper Pittsgrove Twp Woodstown- Pilesgrove	Bedminster Branchburg Hillsborough Franklin North Plainfield Raritan Somerset Hills Somerville South Bound Brook
Other Instruction - Supplies	Oradell Teaneck Bergenfield Little Ferry Ramsey Old Tappan Franklin Lakes Ho Ho Kus Rochelle Park Pascack Valley	Bordentown Burlington Chesterfield Cinnaminson Delanco Easthampton Edgewater Hainesport Lumberton Maple Shade	Bridgeton City Commercial Twp Cumberland Co Vocational Cumberland Reg Deerfield Twp Downe Twp Fairfield Twp Lawrence Maurice River Twp.	Deptford Logan Pitman Woodbury	Ewing Hamilton Hopewell Valley Regional Lawrence Mercer Mercer County Vocational	Carteret Cranbury East Brunswick Edison Dunellen Helmetta Highland Park Jamesburg Metuchen Middlesex	Farmingdale Freehold Reg. HS Little Silver Middletown Twp Neptune Red Bank Regional Rumson Sea Girt Shrewsbury Tinton Falls	Bloomingdale Hawthorne Lakeland Regional Little Falls Passaic Passaic County Tech Institute Pompton Lakes Ringwood	Elmer Boro Lower Alloways Creek Mannington Twp Penns Grv-Carney's Pt. Reg Pennsville Pittsgrove Twp Quinton Salem City	Bedminster Branchburg Hillsborough Franklin North Plainfield Raritan Somerset Hills Somerville South Bound Brook

	Ridgefield North Arlington Ridgefield Lodi Norwood Hillsdale Maywood Westwood Tenafly Bogota Waldwick Northern Highlands Carlstadt Saddle River Hackensack Haworth Northern Valley Cresskill Fort Lee Englewood River Edge	Medford Lakes Medford Twp Mt. Laurel New Hanover Palmyra Pemberton Rancocas Riverside Riverton Shamong Southampton Springfield Tabernacle Willingboro	Millville City Upper Deerfield			Milltown Monroe New Brunswick North Brunswick Old Bridge Perth Amboy Piscataway Sayreville South Amboy South Brunswick South Plainfield South River Spotswood Woodbridge Middlesex County Vocational Technical Schools	Union Beach Upper Freehold Regional	Wayne West Milford West Paterson	Salem Co Special Services Upper Pittsgrove Twp Woodstown- Pilesgrove	
Textbooks							Farmingdale			
Health Services/			Commercial Twp Cumberland Co Education Coop Deerfield Twp Lawrence Maurice River Twp. Millville City				Matawan/Aberdeen	Lakeland Regional; Passaic Prospect Park Wanaque West Paterson; Wayne		
Security	BC Special Services							Lakeland Regional		Manville Branchburg Franklin Raritan Somerville
Energy Services	Lyndhurst Little Ferry Franklin Lakes Ho Ho Kus Rochelle Park Pascack Valley Fair Lawn Ridgewood North Arlington Lodi Norwood Hillsdale	Bass River Bordentown Burlington City BCSSD Burlington Twp Chesterfield Cinnaminson Delanco Easthampton Edgewater Park Evesham Florence	Bridgeton City Cumberland Co Vocational Deerfield Twp Fairfield Twp Maurice River Twp. Millville Ci ty Upper Deerfield Vineland City	Clearview Regional Delsea Deptford Franklin Logan Pitman Woodbury	Ewing Hamilton Twp Hopewell Valley Regional Lawrence Washington Twp		Avon Bradley Beach Freehold Reg. HS Holmdel Interlaken Keyport Long Branch Marlboro Matawan/Aberdeen Middletown Twp Monmouth Beach Monmouth Regional	Clifton Hawthorne Lakeland Reg Little Falls North Haledon Passaic County Ed SvcsCommn Passaic County Tech Institute Wanaque West Milford West Paterson	Elmer Boro Elsinboro Twp Penns Grove- Carney's Pt. Reg Pennsville Pittsgrove Twp Salem City Woodstown- Pilesgrove	Bedminster Franklin Somerset Hills Somerville Somerset County

	Maywood Rutherford Westwood Demarest BC Special Services Tenafly Mahwah Bogota Waldwick Paramus S. Hackensack Northern Highlands Saddle River Hackensack Fort Lee Englewood River Edge	Hainesport Lumberton Mansfield Maple Shade Medford Lakes Mt. Holly Mt. Laurel North Hanover; NBC Pemberton Twp Rancocas Riverside Riverton Shamong Southampton Springfield Tabernacle Washington Twp Willingboro					Red Bank Borough Rumson Shrewsbury Union Beach Upper Freehold Reg Wall West Long Branch			
Telecommunications/ Technology/ Communications	Teaneck Old Tappan Rochelle Park Lodi Norwood BC Special Services Tenafly Bogota Waldwick Paramus Saddle River	Bass River Bordentown Chesterfield Delanco Easthampton Evesham Florence Hainesport Mansfield Maple Shade Medford Lakes Medford Twp Mt. Laurel NBC Rancocas Valley Reg. Riverton Shamong Tabernacle	Bridgeton City Commercial Twp Deerfield Twp Fairfield Twp Maurice River Twp. Millville City Upper Deerfield Vineland City	Franklin Logan Mantua Woodbury	Ewing Hopewell		Avon Bradley Beach Freehold Reg. HS Matawan-Aberdeen Monmouth Beach Red Bank Regional Spring Lake Spring Lake Heights Union Beach Upper Freehold Regional	Haledon Hawthorne Lakeland Regional North Haledon Passaic County Manchester Regional H S Prospect Park Totowa	Elmer Boro Elsinboro Twp Lower Alloways Creek Penns Grv-Carney's Pt. Reg Pennsville Pittsgrove Twp Quinton Salem Co Special Services;	Bedminster Franklin Raritan Somerville Montgomery South Bound Brook

***Appendix D
Survey Instrument***



**RUTGERS-NEWARK
INSTITUTE ON
EDUCATION LAW & POLICY**



**NEW JERSEY SCHOOL BOARDS
ASSOCIATION**

***SHARED SERVICES IN SCHOOL DISTRICTS:
POLICIES, PRACTICES AND RECOMMENDATIONS***

Survey of School District Policies and Practices

Name of District:

County:

Contact Name:

Title:

Address:

Phone:

Email Address:

PLEASE PROVIDE THE FOLLOWING INFORMATION ABOUT YOUR DISTRICT:

Total enrollment 2006-07:

Total operating budget 2006-07:

Schools: Please list all schools in your district and grades served by each school.

Other Facilities: Please list all other facilities in your district (e.g., central office buildings, athletic fields not connected with a school).

Capital Improvement Projects: Please list all capital improvement projects currently underway or anticipated in the next five years, and describe the size and scope of each project.

Has your district budget been approved by voters or board of school estimate in each of the past three years?

2006: Yes No
2005: Yes No
2004: Yes No

For any year in which your district budget was not approved, please state the following:

Proposed budget amount:

Budget reductions (by line item):

Approved budget amount:

1. Does your school district have any written policies or procedures requiring or encouraging shared services, joint purchasing or other measures to promote efficiency through collaboration with other boards of education, other public entities or private entities? If so, please identify. If available electronically, please attach a copy to your survey response.

2. Does your school district have in effect any contract or other arrangement (formal or informal) with another board of education, other public entity or private entity to engage in shared services, joint purchasing or other collaboration? If so, please identify the nature of the goods or services:

- | | | |
|---|--|---|
| <input type="checkbox"/> Textbooks | <input type="checkbox"/> other supplies | <input type="checkbox"/> food services |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> custodial services | <input type="checkbox"/> facilities maintenance |
| <input type="checkbox"/> Child study team services | <input type="checkbox"/> PT, OT, speech therapy | <input type="checkbox"/> health services |
| <input type="checkbox"/> Special education classes | <input type="checkbox"/> other instruction (specify) | <input type="checkbox"/> security |
| <input type="checkbox"/> Other administration (specify) | <input type="checkbox"/> School business services | <input type="checkbox"/> professional development |
| <input type="checkbox"/> Insurance | <input type="checkbox"/> Other (specify) | |

3. For each item checked in #2 above, please state:

Whether the arrangement is set forth in an Interlocal Service Agreement:

The name of the other board (or boards) of education or other entity (or entities):

The term of the contract or other arrangement (if the current term reflects an extension or renewal, please note the original date of inception as well):

The terms of agreement regarding shared services or joint purchasing:

Estimated cost savings to your district (per month, year, etc.):

Method of calculating cost savings:

4. For each item checked in #2 above, please explain why the board of education (or district administration) decided to enter into the arrangement with another entity to engage in shared services, joint purchasing or other collaboration. What prompted the board (or administration) to act? What was the critical issue leading to the arrangement?

- | | |
|--|---|
| <input type="checkbox"/> Anticipated cost savings | <input type="checkbox"/> Other (please identify in field below) |
| <input type="checkbox"/> Board initiative | <input type="checkbox"/> Product or service otherwise unavailable |
| <input type="checkbox"/> Marketing by vendor | <input type="checkbox"/> Encouragement by other board or other entity |
| <input type="checkbox"/> Encouragement by county superintendent or county business administrator | |

5. For each item checked in #2 above, please identify and describe any and all benefits associated with the arrangement.

6. For each item checked in #2 above, please identify any and all costs associated with negotiating or administering the arrangement, such as legal services, staff time devoted to communicating/ coordinating with the other entity, etc.

7. For each item checked in #2 above, do you plan to renew the arrangement upon expiration of its term? If not, please explain why not.

8. Have you or your board of education ever given serious consideration (more than a fleeting thought) to entering into a contract or other formal or informal arrangement with another board of education, other public entity or private entity to engage in shared services, joint purchasing or other collaboration, but decided against it? If so, as to each such contract or arrangement, please identify the nature of the goods or services.

- | | | |
|---|--|---|
| <input type="checkbox"/> Textbooks | <input type="checkbox"/> other supplies | <input type="checkbox"/> food services |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> custodial services | <input type="checkbox"/> facilities maintenance |
| <input type="checkbox"/> Child study team services | <input type="checkbox"/> PT, OT, speech therapy | <input type="checkbox"/> health services |
| <input type="checkbox"/> Special education classes | <input type="checkbox"/> other instruction (specify) | <input type="checkbox"/> security |
| <input type="checkbox"/> Other administration (specify) | <input type="checkbox"/> School business services | <input type="checkbox"/> professional development |
| <input type="checkbox"/> Insurance | <input type="checkbox"/> Other (specify below) | |

9. For each item checked in #8 above, please state the reason why the board of education or district administration decided against entering into a shared services arrangement.

10. Other comments regarding shared services, joint purchasing or collaboration with other boards of education, other public entities or private entities:

Appendix E

District Profiles

Bergen County

Name of District	BOGOTA
<i>Enrollment</i>	1,188
<i>Grades</i>	K-12
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy Food services Professional development Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Encouragement by county superintendent/county BA Product or services otherwise unavailable Other (superintendent and BA initiated)
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	CARLSTADT-EAST RUTHERFORD REGIONAL HIGH SCHOOL
<i>Enrollment</i>	552
<i>Grades</i>	9-12
<i>District Factor Group</i>	CD
<i>Shared Services</i>	Transportation Insurance Food services Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	Child study team services Special education classes PT, OT, speech therapy Other (IT support)

Name of District	DEMAREST
<i>Enrollment</i>	708
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Special education classes Insurance Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board Initiative
<i>Shared Services Considered But Not Implemented</i>	Superintendent Business services

Name of District	EAST RUTHERFORD
<i>Enrollment</i>	500
<i>Grades</i>	K-8
<i>District Factor Group</i>	CD
<i>Shared Services</i>	Transportation School business services
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative Encouragement by county superintendent/county BA
<i>Shared Services Considered But Not Implemented</i>	Transportation

Name of District	EMERSON
<i>Enrollment</i>	1182
<i>Grades</i>	K-12
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy Professional development Other (banking consortium)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Product or service otherwise unavailable
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	ENGLEWOOD
<i>Enrollment</i>	3,200
<i>Grades</i>	K-12
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Transportation Insurance School business services Professional development
<i>Reasons for Shared Services Arrangements</i>	State desegregation case
<i>Shared Services Considered But Not Implemented</i>	Textbooks

Name of District	FORT LEE
<i>Enrollment</i>	3,400
<i>Grades</i>	K-12
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Transportation Insurance
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	Textbooks Child study team services PT, OT, speech therapy

Name of District	GARFIELD
<i>Enrollment</i>	4,584
<i>Grades</i>	K-12
<i>District Factor Group</i>	B
<i>Shared Services</i>	Transportation
<i>Reasons for Shared Services Arrangements</i>	N/A
<i>Shared Services Considered But Not Implemented</i>	N/A

Name of District	HAWORTH
<i>Enrollment</i>	530
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Textbooks Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy Professional Development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	Facility maintenance Health services Security

Name of District	HILLSDALE
<i>Enrollment</i>	1,463
<i>Grades</i>	K-8
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy Professional development
<i>Reasons for Shared Services Arrangements</i>	Working together as a region on curriculum leading to cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	LEONIA
<i>Enrollment</i>	1,750
<i>Grades</i>	K-12
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Other administration (banking services) Insurance PT, OT, speech therapy Transportation Other (ACES – Power/Gas)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Service benefit Security of knowing bus drivers, maximize route efficiency
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	LODI
<i>Enrollment</i>	3,178
<i>Grades</i>	K-12
<i>District Factor Group</i>	B
<i>Shared Services</i>	Transportation Special education classes Insurance
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	MAYWOOD
<i>Enrollment</i>	861
<i>Grades</i>	K-8
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Transportation Insurance Other supplies Custodial services Facilities maintenance Professional development Computer wiring Telephone Energy
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative
<i>Shared Services Considered But Not Implemented</i>	N/A

Name of District	MOONACHIE
<i>Enrollment</i>	400
<i>Grades</i>	K-8
<i>District Factor Group</i>	B
<i>Shared Services</i>	Transportation Child study team services Insurance Other supplies PT, OT, speech therapy
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	NORTHERN VALLEY REGIONAL HIGH SCHOOL
<i>Enrollment</i>	2,475.5
<i>Grades</i>	9-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Child study team services Custodial services PT, OT, speech therapy Facilities maintenance Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	NORTHVALE
<i>Enrollment</i>	580
<i>Grades</i>	K-8
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy Professional development
<i>Reasons for Shared Services Arrangements</i>	Based on history
<i>Shared Services Considered But Not Implemented</i>	N/A

Name of District	OLD TAPPAN
<i>Enrollment</i>	879
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy School business services Facilities maintenance Security Professional development Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative Marketing by vendor Encouragement by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	ORADELL
<i>Enrollment</i>	780
<i>Grades</i>	K-6
<i>District Factor Group</i>	I
<i>Shared Services</i>	Textbooks Transportation Special education classes Insurance Other Supplies PT,OT, speech therapy Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative Marketing by vendor Product or service otherwise unavailable Encouragement by other board or other entity Encouragement by county superintendent/county BA
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	PALISADES PARK
<i>Enrollment</i>	1,436
<i>Grades</i>	K-12
<i>District Factor Group</i>	CD
<i>Shared Services</i>	Transportation Insurance
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	PARAMUS
<i>Enrollment</i>	4,500
<i>Grades</i>	K-12
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Transportation Special education classes Facilities maintenance
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Other (to facilitate projects)
<i>Shared Services Considered But Not Implemented</i>	Field maintenance with borough Bergen County Banking Consortium

Name of District	PASCACK VALLEY REGIONAL HIGH SCHOOL
<i>Enrollment</i>	1858.5
<i>Grades</i>	9-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies Custodial services PT, OT, speech therapy Food services Facilities maintenance Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	Textbooks Child study team services Custodial services School business services Food services Security

Name of District	RAMSEY
<i>Enrollment</i>	3,008
<i>Grades</i>	K-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies Professional development Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	RIDGEFIELD
<i>Enrollment</i>	2,183
<i>Grades</i>	K-12
<i>District Factor Group</i>	DE
<i>Shared Services</i>	None
<i>Reasons for Shared Services Arrangements</i>	None
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	RIDGEWOOD
<i>Enrollment</i>	5,650
<i>Grades</i>	K-12
<i>District Factor Group</i>	J
<i>Shared Services</i>	Transporation Insurance Other supplies Other (gas and electric)
<i>Reasons for Shared Services Arrangements</i>	None
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	SADDLE RIVER
<i>Enrollment</i>	225
<i>Grades</i>	K-6
<i>District Factor Group</i>	J
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies Custodial services PT, OT, speech therapy School business services Food services Facilities maintenance Health services Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Efficiency
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	SOUTH HACKENSACK
<i>Enrollment</i>	223
<i>Grades</i>	K-8
<i>District Factor Group</i>	CD
<i>Shared Services</i>	Transportation Child study team services Insurance PT, OT, speech therapy Other instruction (teacher of music) Food services Professional development Other (Gas/Electric – ACES)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative Encouragement by county superintendent/county BA Product or service otherwise unavailable Encouragement by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	WESTWOOD REGIONAL
<i>Enrollment</i>	2,715
<i>Grades</i>	K-12
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Transportation Special education classes Insurance PT, OT, speech therapy School business services
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	WYCKOFF
<i>Enrollment</i>	2,406
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Child study team services Insurance Other supplies Food services Other (banking, snow removal, field maintenance)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative
<i>Shared Services Considered But Not Implemented</i>	None

Burlington County

Name of District	BORDENTOWN REGIONAL
<i>Enrollment</i>	2,276
<i>Grades</i>	K-12
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Transportation Child study team services Insurance Other supplies PT, OT, speech therapy Other (natural gas, gasoline services)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Collaboration with municipality
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	BURLINGTON COUNTY INSTITUTE OF TECHNOLOGY
<i>Enrollment</i>	2,100
<i>Grades</i>	9-12
<i>District Factor Group</i>	N/A
<i>Shared Services</i>	Insurance PT, OT, speech therapy Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Marketing by vendor
<i>Shared Services Considered But Not Implemented</i>	Transportation (after school activity buses)

Name of District	CHESTERFIELD
<i>Enrollment</i>	365
<i>Grades</i>	K-6
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy School business services Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Product or service otherwise unavailable Encouragement by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	CINNAMINSON TOWNSHIP
<i>Enrollment</i>	2,576
<i>Grades</i>	K-12
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies Food services Facilities maintenance Security Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	DELANCO TOWNSHIP
<i>Enrollment</i>	368
<i>Grades</i>	K-8
<i>District Factor Group</i>	CD
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy Food services Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Product or service otherwise unavailable
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	EASTAMPTON TOWNSHIP
<i>Enrollment</i>	731
<i>Grades</i>	K-8
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Transportation Child study team services Special education classes Other supplies PT, OT, speech therapy Food services
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	EDGEWATER PARK
<i>Enrollment</i>	1,034
<i>Grades</i>	K-8
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Product or service otherwise unavailable
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	EVESHAM TOWNSHIP
<i>Enrollment</i>	5,110
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies Custodial services PT, OT, speech therapy Food services Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	LUMBERTON TOWNSHIP
<i>Enrollment</i>	1,774
<i>Grades</i>	K-8
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Textbooks Transportation Insurance Other supplies Custodial services PT, OT, speech therapy
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative Product or service otherwise unavailable
<i>Shared Services Considered But Not Implemented</i>	Facilities maintenance

Name of District	MAPLE SHADE TOWNSHIP
<i>Enrollment</i>	2,084
<i>Grades</i>	K-12
<i>District Factor Group</i>	CD
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy Food services
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Encouragement by county superintendent/county BA
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	MOUNT LAUREL TOWNSHIP
<i>Enrollment</i>	4,550
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy School business services Food services
<i>Reasons for Shared Services Arrangements</i>	N/A
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	NORTH HANOVER TOWNSHIP
<i>Enrollment</i>	1,208
<i>Grades</i>	K-6
<i>District Factor Group</i>	CD
<i>Shared Services</i>	Transportation Insurance Facilities maintenance Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative Encouragement by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	NORTHERN BURLINGTON COUNTY REGIONAL
<i>Enrollment</i>	1,916
<i>Grades</i>	7-12
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy Food services Facilities maintenance Professional development Other
<i>Reasons for Shared Services Arrangements</i>	Board initiative Marketing by vendor Encouraging by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	PALMYRA
<i>Enrollment</i>	1,278
<i>Grades</i>	K-12
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Transportation Insurance
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	Custodial services Facilities maintenance

Name of District	RANOCAS VALLEY REGIONAL HIGH SCHOOL
<i>Enrollment</i>	2,290
<i>Grades</i>	9-12
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies Custodial services PT, OT, speech therapy School business services Other (payroll/budget)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Product or service otherwise unavailable Encouragement by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	RIVERSIDE TOWNSHIP
<i>Enrollment</i>	1,444
<i>Grades</i>	K-12
<i>District Factor Group</i>	B
<i>Shared Services</i>	Transportation Child study team services Insurance Other supplies PT, OT, speech therapy Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	MOUNT LAUREL TOWNSHIP
<i>Enrollment</i>	947
<i>Grades</i>	K-8
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy Other instruction Food services Facilities maintenance Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	SOUTHAMPTON TOWNSHIP
<i>Enrollment</i>	810
<i>Grades</i>	K-8
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy Food services Health services (limited) Professional development Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	SPRINGFIELD TOWNSHIP
<i>Enrollment</i>	325
<i>Grades</i>	K-6
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Transportation Insurance Textbooks Professional development Other (natural gas, electricity, telecommunications, early bird tuition and services, e-rate, supplies, hazard and safety training, technology, substitute teacher registry, audio visual, grant writing, curriculum)
<i>Reasons for Shared Services Arrangements</i>	None
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	TABERNACLE TOWNSHIP
<i>Enrollment</i>	899
<i>Grades</i>	K-8
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Child study team services Other administration Other supplies PT, OT, Speech therapy Facilities maintenance Other
<i>Reasons for Shared Services Arrangements</i>	N/A
<i>Shared Services Considered But Not Implemented</i>	Other (sending/receiving relationship)

Name of District	WILLINGBORO TOWNSHIP
<i>Enrollment</i>	5,251
<i>Grades</i>	K-12
<i>District Factor Group</i>	DE
<i>Shared Services</i>	Facilities maintenance Other (telephone services, trash collection, energy consumption)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative
<i>Shared Services Considered But Not Implemented</i>	None

Essex County

Name of District	CALDWELL-WEST CALDWELL
<i>Enrollment</i>	2,700
<i>Grades</i>	K-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Insurance Food service Other supplies Professional development Special education classes (autism grant) Other (natural gas, child care, videoconferencing)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	

Name of District	MILLBURN TOWNSHIP
<i>Enrollment</i>	4,600
<i>Grades</i>	K-12
<i>District Factor Group</i>	J
<i>Shared Services</i>	Transportation Special education classes Insurance Other supplies PT, OT, speech therapy Food services Facilities Maintenance Health services Professional development Other (substance abuse counseling services)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Other (compliance with state contracts law, regulation and codes)
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	MONTCLAIR
<i>Enrollment</i>	6,621
<i>Grades</i>	K-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Insurance Other supplies (computer networking/ telecommunications equipment) PT, OT
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative Encouragement by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	Health services

Name of District	NUTLEY
<i>Enrollment</i>	4,106
<i>Grades</i>	K-12
<i>District Factor Group</i>	FG
<i>Shared Services</i>	Other (tree/lawn service)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	ORANGE
<i>Enrollment</i>	4,705
<i>Grades</i>	K-12
<i>District Factor Group</i>	A
<i>Shared Services</i>	None
<i>Reasons for Shared Services Arrangements</i>	None
<i>Shared Services Considered But Not Implemented</i>	Transportation Other supplies Health services

Name of District	ROSELAND
<i>Enrollment</i>	478
<i>Grades</i>	K-6
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Insurance Other supplies Other instruction Professional development Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	WEST ESSEX REGIONAL
<i>Enrollment</i>	1,600
<i>Grades</i>	6-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy
<i>Reasons for Shared Services Arrangements</i>	None
<i>Shared Services Considered But Not Implemented</i>	None

Somerset County

Name of District	BEDMINSTER
<i>Enrollment</i>	620
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Insurance Other supplies Professional Development Other (gas/electric)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Board initiative
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	GREEN BROOK TOWNSHIP
<i>Enrollment</i>	980
<i>Grades</i>	K-8
<i>District Factor Group</i>	GH
<i>Shared Services</i>	Transportation Special education classes
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	HILLSBOROUGH
<i>Enrollment</i>	7,757
<i>Grades</i>	K-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Special education classes Facilities maintenance
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	Custodial services

Name of District	SOMERSET COUNTY VOCATIONAL
<i>Enrollment</i>	N/A
<i>Grades</i>	
<i>District Factor Group</i>	
<i>Shared Services</i>	Transportation Child study team services Special education classes Other administration Insurance PT, OT, speech therapy Security Professional development Other Instruction (law enforcement)
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Encouragement by county superintendent/county BA Encouragement by other board or other entity
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	SOMERSET HILLS REGIONAL
<i>Enrollment</i>	2,268
<i>Grades</i>	K-12
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Child study team services Special education classes Insurance Other supplies PT, OT, speech therapy Security Facilities maintenance Professional Development Other
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings Encouragement by county superintendent/county BA
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	SOUTH BOUND BROOK
<i>Enrollment</i>	617
<i>Grades</i>	K-8
<i>District Factor Group</i>	B
<i>Shared Services</i>	Transportation Facilities maintenance Other (telecommunications services, community playground)
<i>Reasons for Shared Services Arrangements</i>	None
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	WARREN TOWNSHIP
<i>Enrollment</i>	2,238
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Facilities maintenance
<i>Reasons for Shared Services Arrangements</i>	Other (school district and town exchange services)
<i>Shared Services Considered But Not Implemented</i>	None

Name of District	WATCHUNG
<i>Enrollment</i>	688
<i>Grades</i>	K-8
<i>District Factor Group</i>	I
<i>Shared Services</i>	Transportation Special education classes Insurance Professional development
<i>Reasons for Shared Services Arrangements</i>	Anticipated cost savings
<i>Shared Services Considered But Not Implemented</i>	None

Appendix F

Disaggregated Data -- Tables and Graphs

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Table A1

*Budget Approvals – Respondent School Districts
(by County)*

	<u>Bergen</u>	<u>Burlington</u>	<u>Essex</u>	<u>Somerset</u>
<u>Number of Districts</u>	28	20	6	8
2004	27 / 96%	14 / 70%	6 / 100%	6 / 75%
2005	25 / 89%	14 / 70%	5 / 83%	6 / 75%
2006	21 / 74%	8 / 40%	5 / 83%	6 / 75%

Table A2

*Budget Approvals – Respondent School Districts
(by District Factor Group)*

	<u>A or B</u>	<u>CD</u>	<u>DE</u>	<u>FG</u>	<u>GH</u>	<u>I or J</u>
<u>Number of Districts</u>	6	7	9	9	9	22
2004	4 / 67%	6 / 86%	6 / 75%	8 / 89%	7 / 78%	20 / 95%
2005	4 / 67%	5 / 71%	6 / 75%	8 / 89%	6 / 67%	19 / 90%
2006	1 / 17%	4 / 57%	5 / 63%	4 / 44%	6 / 67%	18 / 86%

Table A3

*Budget Approvals – Respondent School Districts
(by Grade Configuration)*

	<u>K-5 / K-6 / K-8</u>	<u>6-12 / 7-12 / 9-12</u>	<u>K-12</u>
<u>Number of Districts</u>	30	8	24
2004	23 / 77%	6 / 75%	23 / 96%
2005	21 / 70%	6 / 75%	22 / 92%
2006	15 / 50%	6 / 75%	19 / 79%

Table A4

*Budget Approvals – Respondent School Districts
(by Enrollment Size)*

	<u>1-500</u>	<u>501-1000</u>	<u>1001-2000</u>	<u>2001-3000</u>	<u>3001-5000</u>	<u>5001 or more</u>
<u>Number of Districts</u>	9	15	13	11	10	4
2004	6 / 67%	12 / 80%	12 / 92%	10 / 91%	10 / 100%	3 / 75%
2005	7 / 78%	10 / 67%	12 / 92%	9 / 82%	8 / 80%	4 / 100%
2006	5 / 56%	8 / 53%	11 / 85%	6 / 55%	7 / 70%	3 / 75%

Graph A1

Budget Approvals – Respondent Districts

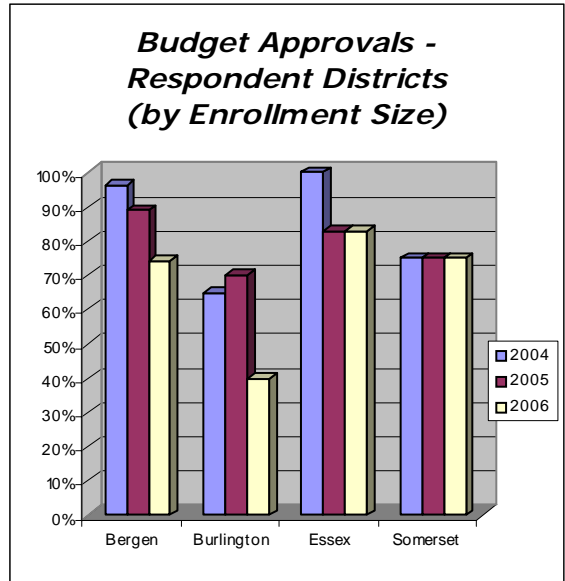
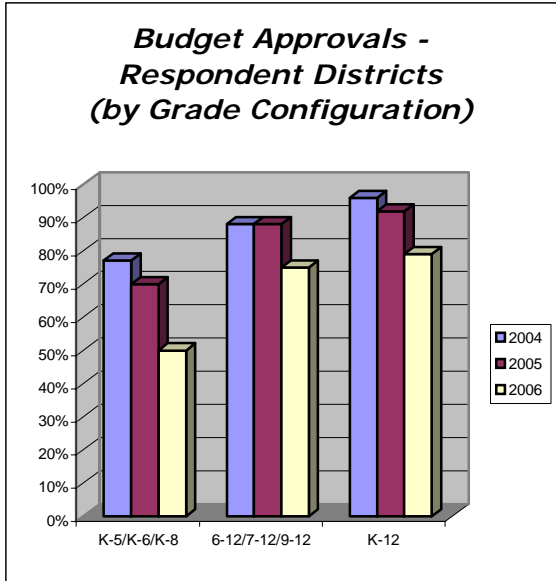
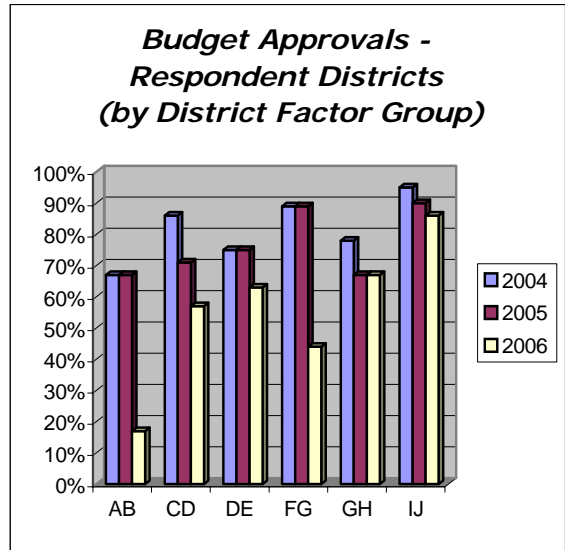
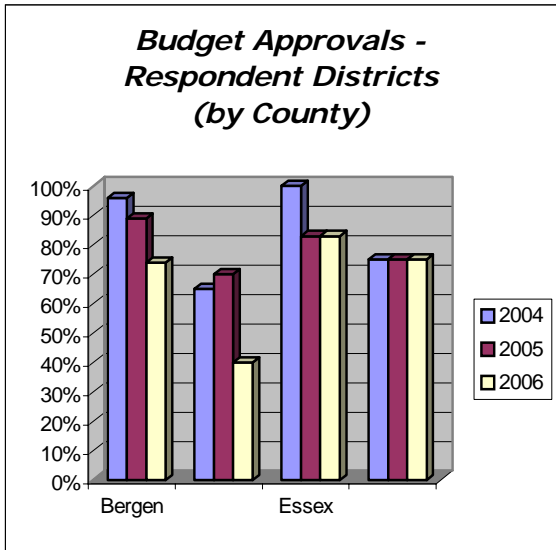


Table A5

*Shared Services Arrangements – Respondent School Districts
(by County)*

	<u>Bergen</u>	<u>Burlington</u>	<u>Essex</u>	<u>Somerset</u>
<u>Number of Responses</u>	28	21	7	8
Transportation	26 / 93%	18 / 86%	5 / 71%	7 / 88%
Insurance	22 / 79%	18 / 86%	5 / 71%	4 / 50%
Supplies	14 / 50%	17 / 81%	5 / 71%	2 / 25%
Special Education Classes	17 / 61%	12 / 57%	2 / 29%	5 / 63%
PT, OT, Speech Therapy	13 / 46%	16 / 76%	3 / 43%	2 / 25%
Professional Development	15 / 54%	9 / 43%	3 / 43%	4 / 50%
Other	9 / 32%	10 / 48%	3 / 43%	3 / 38%
Child Study Team Services	8 / 29%	9 / 43%	1 / 14%	2 / 25%
Food Services	6 / 21%	9 / 43%	2 / 29%	0 / 0%
Facility Maintenance	6 / 21%	6 / 29%	0 / 0%	4 / 50%
Custodial Services	5 / 18%	3 / 14%	1 / 14%	0 / 0%
School Business Services	5 / 18%	3 / 14%	0 / 0%	0 / 0%
Other Administration	3 / 11%	2 / 10%	0 / 0%	2 / 25%
Other Instruction	1 / 4%	1 / 5%	2 / 29%	1 / 13%
Textbooks	2 / 7%	2 / 10%	0 / 0%	0 / 0%
Health Services	1 / 4%	1 / 5%	1 / 14%	0 / 0%
Security	1 / 4%	1 / 5%	0 / 0%	1 / 13%

Graph A2

*Shared Services Arrangements – Respondent School Districts
(by County)*

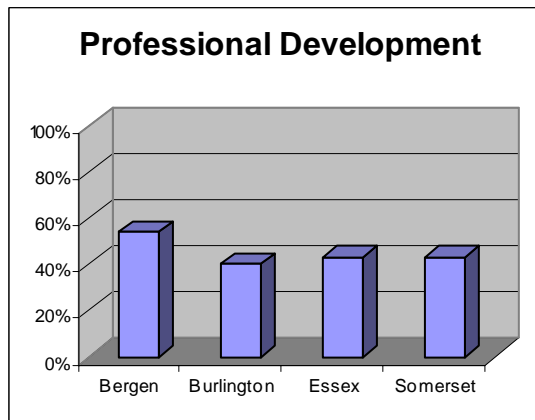
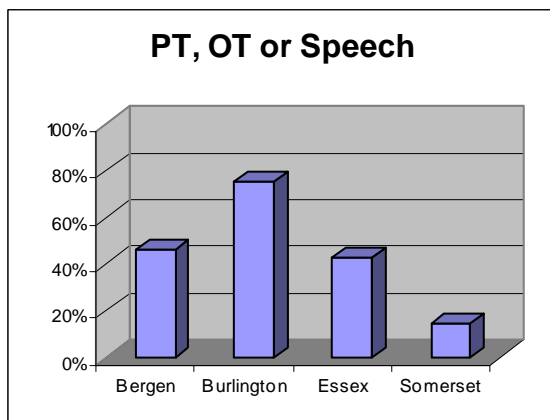
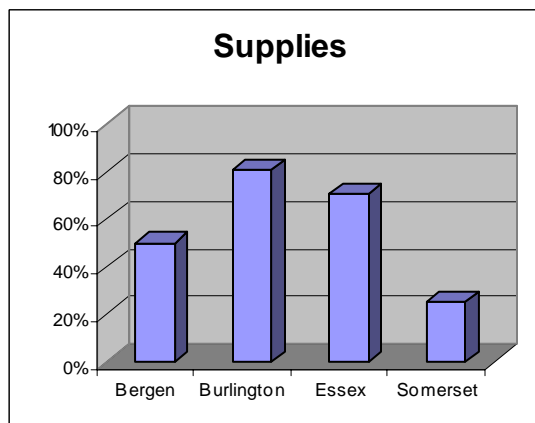
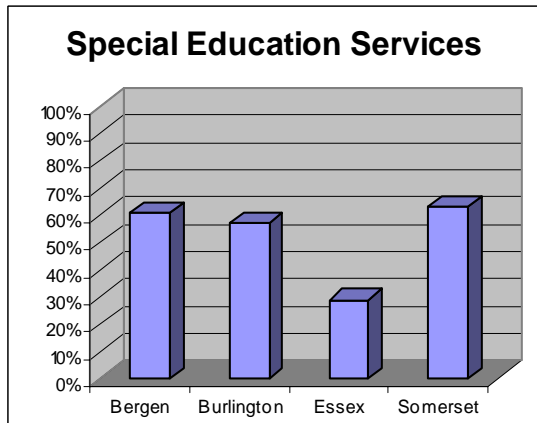
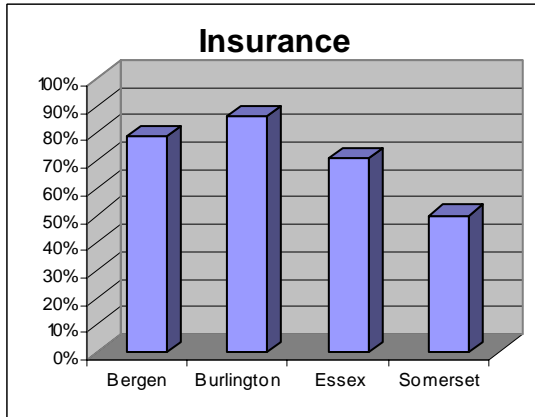
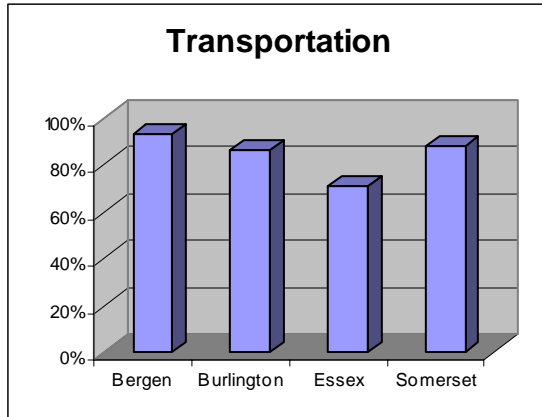


Table A6

*Shared Services Arrangements – Respondent School Districts
(by District Factor Group)*

	<u>A or B</u>	<u>CD</u>	<u>DE</u>	<u>FG</u>	<u>GH</u>	<u>I or J</u>
<u>Number of Responses</u>	6	7	9	9	9	22
Transportation	5 / 83%	7 / 100%	7 / 78%	8 / 89%	7 / 78%	21 / 95%
Insurance	3 / 50%	6 / 86%	7 / 78%	7 / 78%	5 / 56%	19 / 86%
Supplies	2 / 33%	2 / 29%	5 / 56%	7 / 78%	5 / 56%	17 / 77%
Special Ed Classes	1 / 17%	3 / 43%	5 / 56%	3 / 33%	7 / 78%	16 / 73%
PT, OT, Speech Therapy	2 / 33%	3 / 43%	5 / 56%	4 / 44%	6 / 67%	12 / 55%
Professional Development	0 / 0%	3 / 43%	5 / 56%	4 / 44%	3 / 33%	14 / 64%
Other	2 / 33%	2 / 29%	5 / 56%	3 / 33%	3 / 33%	10 / 45%
Child Study Team Services	2 / 33%	3 / 43%	1 / 11%	2 / 22%	3 / 33%	8 / 36%
Food Services	0 / 0%	4 / 57%	3 / 33%	2 / 22%	1 / 11%	7 / 32%
Facility Maintenance	1 / 17%	1 / 14%	2 / 22%	2 / 22%	3 / 33%	7 / 32%
Custodial Services	0 / 0%	0 / 0%	1 / 11%	2 / 22%	0 / 0%	6 / 27%
School Business Services	0 / 0%	1 / 14%	2 / 22%	0 / 0%	2 / 22%	3 / 14%
Other Administration	1 / 17%	0 / 0%	0 / 0%	2 / 22%	2 / 22%	1 / 5%
Other Instruction	0 / 0%	1 / 14%	0 / 0%	0 / 0%	1 / 11%	2 / 9%
Textbooks	0 / 0%	0 / 0%	0 / 0%	2 / 22%	0 / 0%	2 / 9%
Health Services	0 / 0%	0 / 0%	1 / 11%	0 / 0%	0 / 0%	2 / 9%
Security	0 / 0%	0 / 0%	0 / 0%	1 / 11%	0 / 0%	1 / 5%

Graph A3

*Shared Services Arrangements – Respondent School Districts
(by District Factor Group)*

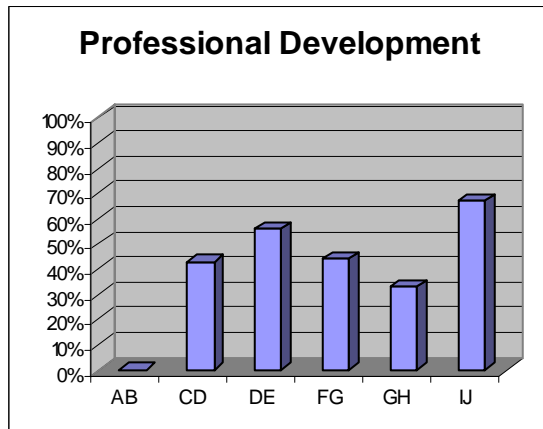
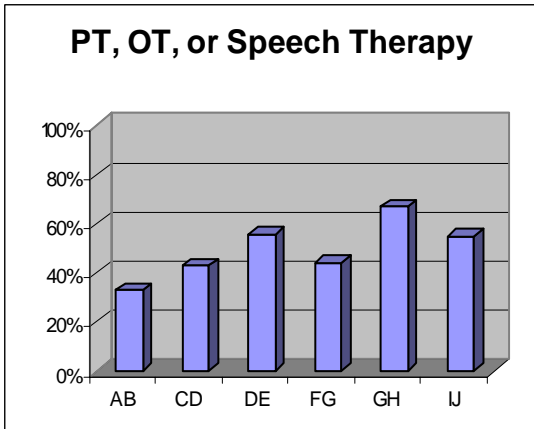
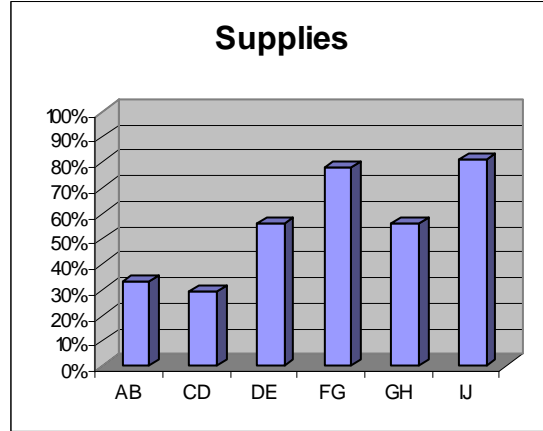
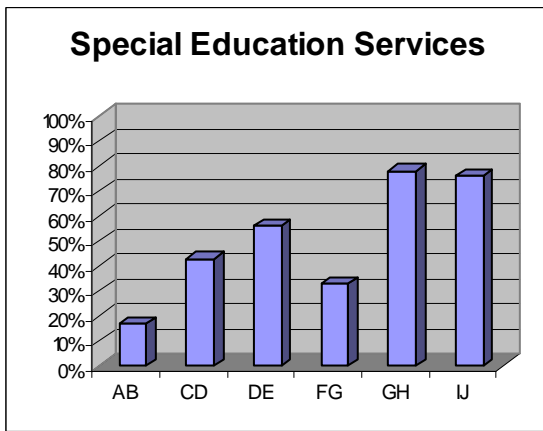
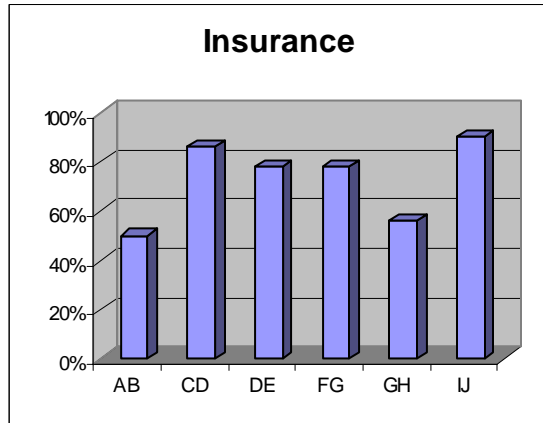
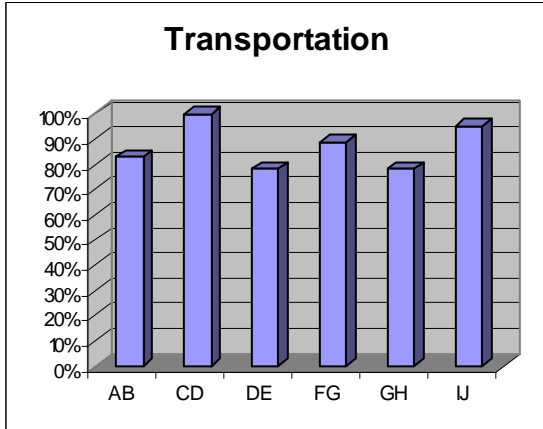


Table A7*Shared Services Arrangements – Respondent School Districts
(by Grade Configuration)*

	<u>K-5 / K-6 / K-8</u>	<u>6-12 / 7-12 / 9-12</u>	<u>K-12</u>
<u>Number of Responses</u>	30	8	26
Transportation	28 / 93%	7 / 88%	21 / 80%
Insurance	23 / 76%	7 / 88%	19 / 73%
Supplies	21 / 70%	4 / 50%	13 / 50%
Special Ed Classes	19 / 63%	6 / 75%	11 / 42%
PT, OT, Speech Therapy	18 / 60%	7 / 88%	9 / 35%
Professional Development	16 / 53%	6 / 75%	9 / 35%
Other	12 / 40%	2 / 25%	11 / 42%
Child Study Team Services	11 / 37%	4 / 50%	5 / 19%
Food Services	9 / 30%	3 / 38%	5 / 19%
Facility Maintenance	8 / 27%	3 / 38%	5 / 19%
Custodial Services	4 / 13%	3 / 38%	2 / 7%
School Business Services	5 / 17%	1 / 13%	2 / 8%
Other Administration	5 / 17%	1 / 13%	1 / 4%
Other Instruction	3 / 10%	1 / 13%	1 / 4%
Textbooks	4 / 13%	0 / 0%	0 / 0%
Health Services	2 / 7%	0 / 0%	1 / 4%
Security	1 / 3%	1 / 13%	1 / 4%

Graph A4

*Shared Services Arrangements – Respondent School Districts
(by Grade Configuration)*

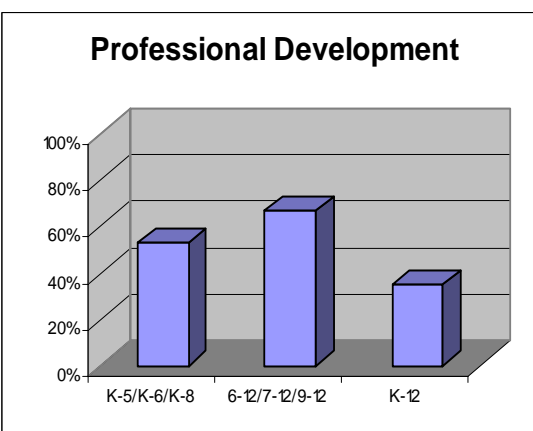
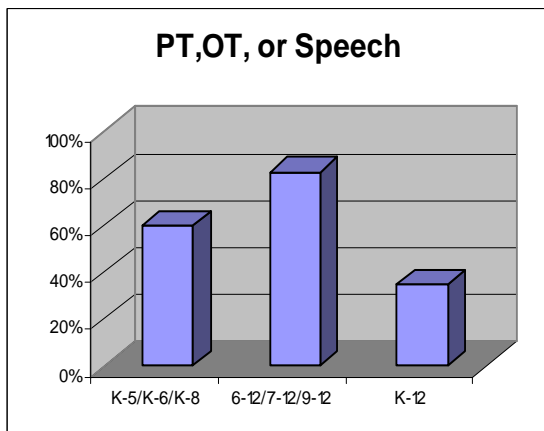
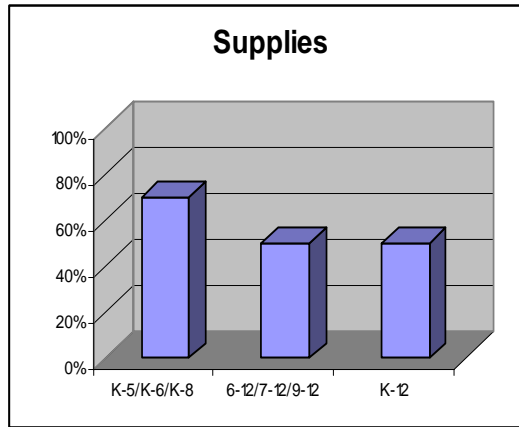
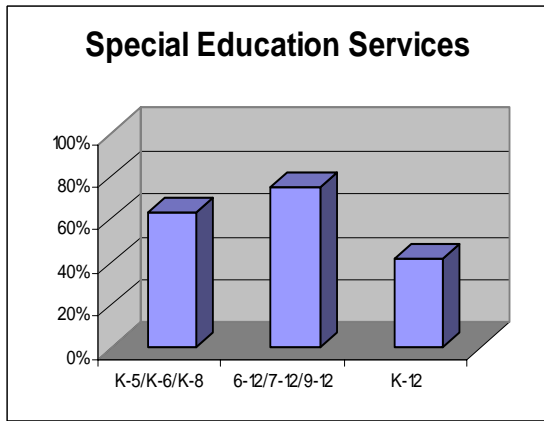
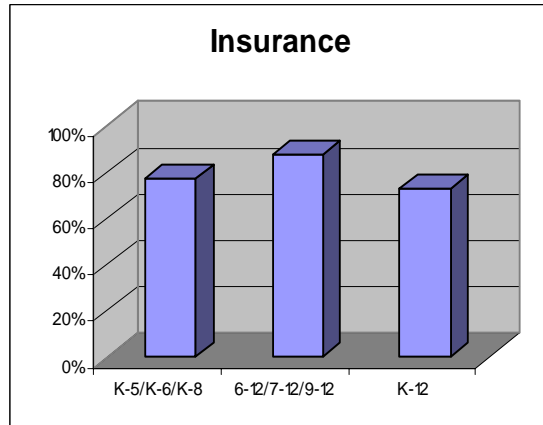
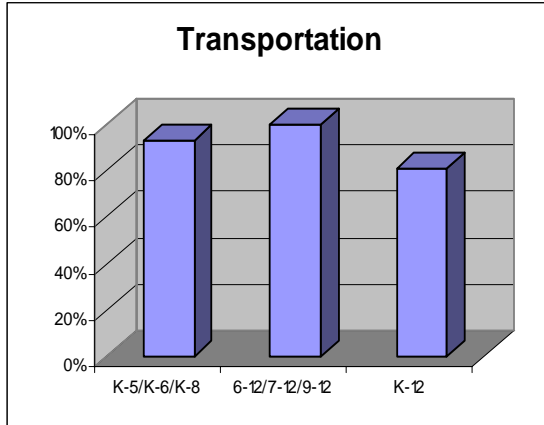


Table A8

*Shared Services Arrangements – Respondent School Districts
(by Enrollment Size)*

	<u>1-500</u>	<u>501-1000</u>	<u>1001-2000</u>	<u>2001-3000</u>	<u>3001-5000</u>	<u>5001 or more</u>
Number of Responses	9	15	13	12	10	5
Transportation	9 / 100%	14 / 93%	12 / 92%	9 / 75%	8 / 80%	4 / 80%
Insurance	8 / 89%	11 / 73%	13 / 100%	8 / 67%	6 / 60%	3 / 60%
Supplies	6 / 67%	10 / 67%	9 / 69%	7 / 58%	3 / 30%	3 / 60%
Special Ed Classes	5 / 56%	10 / 67%	7 / 54%	7 / 58%	5 / 50%	2 / 40%
PT, OT, Speech Therapy	6 / 67%	8 / 53%	10 / 77%	6 / 50%	2 / 20%	2 / 40%
Professional Development	6 / 67%	10 / 67%	6 / 46%	5 / 42%	3 / 30%	1 / 20%
Other	4 / 44%	7 / 47%	5 / 38%	5 / 42%	2 / 20%	2 / 40%
Child Study Team Services	5 / 56%	5 / 33%	4 / 31%	5 / 42%	1 / 10%	0 / 0%
Food Services	3 / 33%	4 / 27%	3 / 23%	4 / 33%	2 / 20%	1 / 20%
Facility Maintenance	1 / 11%	5 / 33%	3 / 23%	4 / 33%	1 / 10%	2 / 40%
Custodial Services	1 / 11%	1 / 7%	2 / 15%	2 / 17%	0 / 0%	3 / 60%
School Business Services	3 / 33%	1 / 7%	0 / 0%	2 / 17%	2 / 20%	0 / 0%
Other Administration	3 / 33%	3 / 20%	1 / 8%	0 / 0%	0 / 0%	0 / 0%
Other Instruction	3 / 33%	1 / 7%	0 / 0%	1 / 8%	0 / 0%	0 / 0%
Textbooks	1 / 11%	2 / 13%	1 / 8%	0 / 0%	0 / 0%	0 / 0%
Health Services	1 / 11%	1 / 7%	0 / 0%	0 / 0%	1 / 10%	0 / 0%
Security	1 / 11%	1 / 7%	0 / 0%	1 / 8%	0 / 0%	0 / 0%

Graph A5
Shared Services Arrangements – Respondent School Districts
(by Enrollment Size)

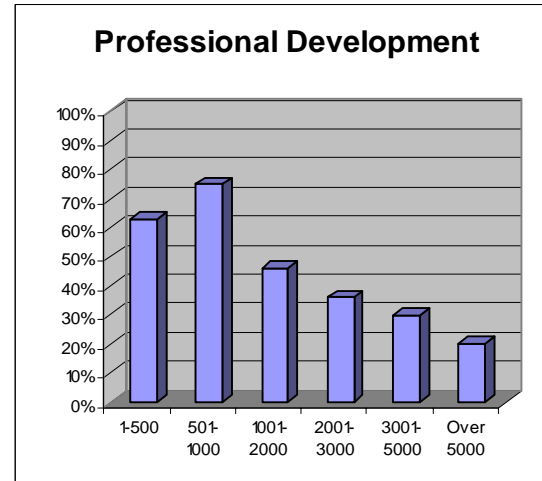
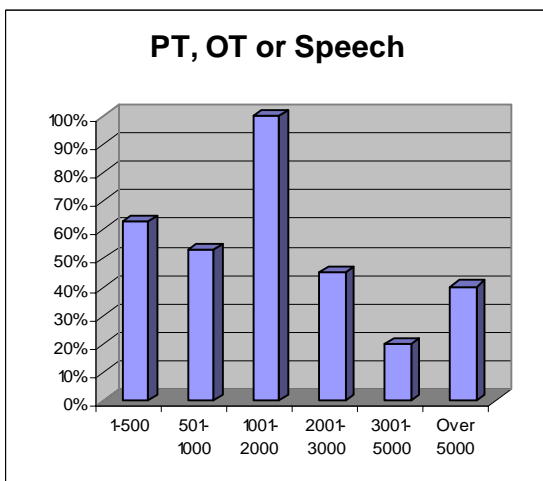
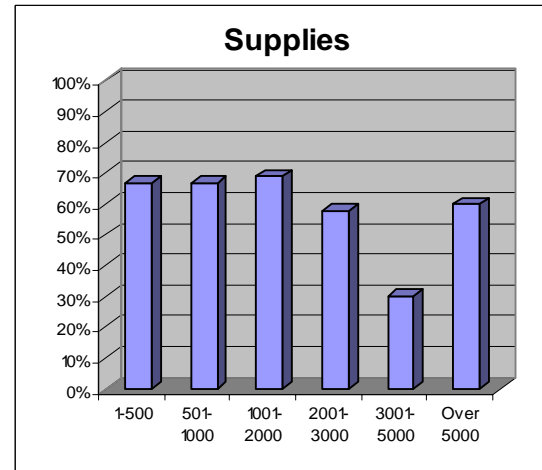
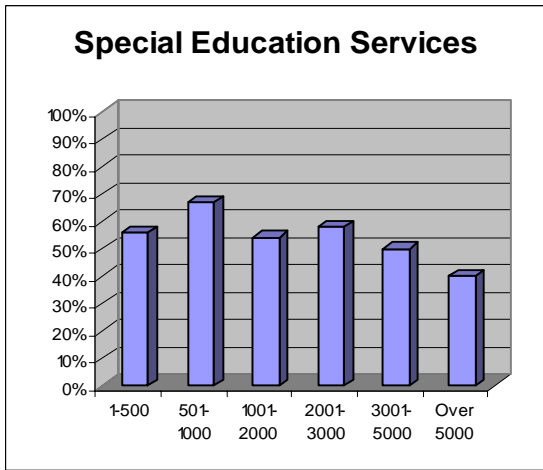
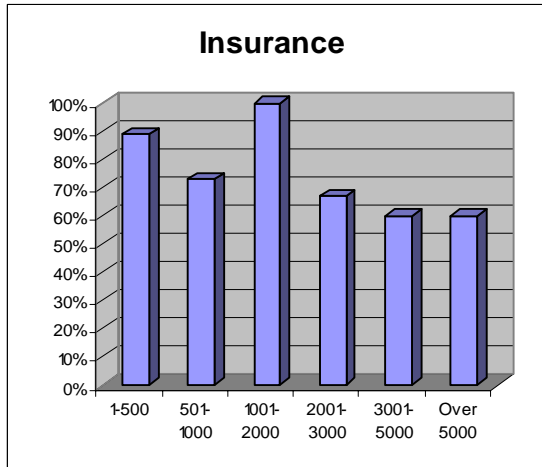
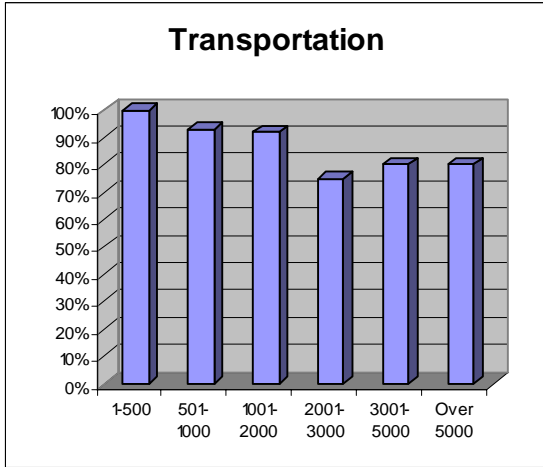


Table A9

*Other Parties to Shared-Services Arrangements
(by County)*

	<u>Bergen</u>	<u>Burlington</u>	<u>Essex</u>	<u>Somerset</u>
<u>Number of Responses</u>	24	18	4	8
Other Boards of Education	19 / 79%	11 / 61%	1 / 25%	4 / 50%
Consortia of Boards and/or Other Entities	16 / 67%	15 / 83%	3 / 75%	6 / 75%
Municipalities	5 / 21%	7 / 39%	4 / 100%	6 / 75%
Counties	1 / 4%	2 / 11%	0 / 0%	1 / 13%
Other Entities	0 / 0%	0 / 0%	0 / 0%	1 / 13%
More than One Type of Entity	14 / 58%	11 / 61%	3 / 75%	6 / 75%

Table A10

*Other Parties to Shared-Services Arrangements
(by District Factor Group)*

	<u>A or B</u>	<u>CD</u>	<u>DE</u>	<u>FG</u>	<u>GH</u>	<u>I or J</u>
<u>Number of Responses</u>	3	7	7	9	8	18
Other Boards of Education	1 / 33%	7 / 100%	3 / 43%	4 / 44%	8 / 100%	11 / 61%
Consortia of Boards and/or Other Entities	3 / 100%	4 / 57%	6 / 86%	5 / 55%	5 / 63%	15 / 83%
Municipalities	1 / 33%	3 / 43%	1 / 14%	3 / 33%	2 / 25%	12 / 67%
Counties	0 / 0%	0 / 0%	0 / 0%	2 / 22%	1 / 13%	0 / 0%
Other Entities	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%
More than One Type of Entity	2 / 67%	6 / 86%	3 / 43%	2 / 22%	6 / 75%	13 / 72%

Table A11

*Other Parties to Shared-Services Arrangements
(by Grade Configuration)*

	<u>K-5 / K-6 / K-8</u>	<u>6-12 / 7-12 / 9-12</u>	<u>K-12</u>
Number of Responses	23	7	24
Other Boards of Education	16 / 70%	5 / 72%	14 / 58%
Consortia of Boards and/or Other Entities	17 / 74%	4 / 57%	11 / 46%
Municipalities	10 / 42%	1 / 14%	11 / 46%
Counties	2 / 9%	1 / 14%	2 / 8%
Other Entities	0 / 0%	1 / 14%	0 / 0%
More than One Type of Entity	14 / 61%	1 / 14%	16 / 67%

Table A12

*Other Parties to Shared-Services Arrangements
(by Enrollment Size)*

	<u>1-500</u>	<u>501-1000</u>	<u>1001-2000</u>	<u>2001-3000</u>	<u>3001-5000</u>	<u>5001 or more</u>
Number of Responses	7	13	10	11	8	5
Other Boards of Education	4 / 57%	9 / 69%	9 / 90%	7 / 64%	4 / 50%	2 / 40%
Consortia of Boards and/or Other Entities	6 / 86%	9 / 69%	7 / 70%	8 / 73%	5 / 63%	5 / 100%
Municipalities	1 / 14%	7 / 54%	1 / 10%	6 / 55%	4 / 50%	3 / 60%
Counties	2 / 29%	0 / 0%	0 / 0%	1 / 9%	0 / 0%	0 / 0%
Other Entities	1 / 14%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%
More than One Type of Entity	5 / 71%	9 / 69%	6 / 60%	7 / 64%	4 / 50%	3 / 60%

Table A13

*Reasons for Entering into Shared-Services Arrangements
(by County)*

	<u>Bergen</u>	<u>Burlington</u>	<u>Essex</u>	<u>Somerset</u>
<u>Number of Responses</u>	26	20	4	8
Anticipated Cost Savings	22 / 85%	15 / 75%	4 / 100%	7 / 88%
Board Initiative	8 / 31%	5 / 25%	1 / 25%	2 / 25%
Encouragement by County Supt. or BA	4 / 15%	2 / 10%	0 / 0%	2 / 25%
Encouragement by Other Board/ Other Entity	3 / 12%	5 / 25%	1 / 25%	1 / 13%
Product or Service Otherwise Unavailable	4 / 15%	5 / 25%	0 / 0%	0 / 0%
Marketing by Vendor	2 / 8%	2 / 10%	0 / 0%	0 / 0%
Other	6 / 23%	3 / 15%	1 / 25%	1 / 13%

Table A14

*Reasons for Entering into Shared-Services Arrangements
(by District Factor Group)*

	<u>AB</u>	<u>CD</u>	<u>DE</u>	<u>FG</u>	<u>GH</u>	<u>IJ</u>
<u>Number of Responses</u>	4	7	8	9	9	19
Anticipated Cost Savings	4 / 100%	7 / 100%	4 / 50%	7 / 78%	7 / 78%	17 / 89%
Board Initiative	1 / 25%	3 / 43%	2 / 25%	0 / 0%	0 / 0%	2 / 11%
Encouragement by County Supt. or BA	0 / 0%	3 / 43%	2 / 25%	0 / 0%	0 / 0%	2 / 11%
Encouragement by Other Board/ Other Entity	0 / 0%	2 / 29%	3 / 38%	0 / 0%	1 / 11%	3 / 16%
Product or Service Otherwise Unavailable	0 / 0%	2 / 29%	3 / 38%	1 / 11%	2 / 22%	1 / 5%
Marketing By Vendor	0 / 0%	0 / 0%	1 / 13%	0 / 0%	0 / 0%	2 / 11%
Other	0 / 0%	0 / 0%	4 / 50%	2 / 22%	3 / 33%	2 / 11%

Table A15

*Reasons for Entering into Shared-Services Arrangements
(by Grade Configuration)*

	<u>K-5 / K-6 / K-8</u>	<u>7-12 / 9-12</u>	<u>K-12</u>
<u>Number of Responses</u>	27	7	23
Anticipated Cost Savings	22 / 81%	6 / 86%	20 / 87%
Board Initiative	10 / 37%	2 / 29%	4 / 17%
Encouragement by County Supt. or BA	3 / 11%	1 / 14%	4 / 17%
Encouragement by Other Board/ Entity	5 / 19%	3 / 43%	2 / 9%
Product or Service Otherwise Unavailable	6 / 22%	1 / 14%	2 / 9%
Marketing by Vendor	2 / 7%	2 / 29%	0 / 0%
Other	4 / 15%	0 / 0%	7 / 30%

Table A16

*Reasons for Entering into Shared-Services Arrangements
(by Enrollment Size)*

	<u>1-500</u>	<u>501-1000</u>	<u>1001-2000</u>	<u>2001-3000</u>	<u>3001-5000</u>	<u>5001 or More</u>
<u>Number of Responses</u>	9	15	12	10	7	5
Anticipated Cost Savings	8 / 88%	12 / 80%	10 / 83%	9 / 90%	6 / 86%	3 / 60%
Board Initiative	2 / 22%	6 / 40%	3 / 25%	3 / 30%	0 / 0%	2 / 40%
Encouragement by County Supt. or BA	3 / 33%	1 / 7%	1 / 8%	2 / 20%	0 / 0%	1 / 20%
Encouragement by Other Board/ Entity	3 / 33%	2 / 13%	2 / 17%	1 / 10%	0 / 0%	2 / 40%
Product or Service Otherwise Unavailable	3 / 33%	1 / 7%	4 / 33%	1 / 10%	0 / 0%	0 / 0%
Marketing By Vendor	0 / 0%	2 / 13%	1 / 8%	1 / 10%	0 / 0%	0 / 0%
Other	0 / 0%	2 / 13%	3 / 25%	2 / 20%	3 / 43%	1 / 20%

