



# 2025 Goals Review & 2026 Goal Setting

March 12, 2026

# Council Themes/Priorities

Social Equity

Resilience &  
Climate Action

Transit  
Streetscape &  
Parking

Affordability

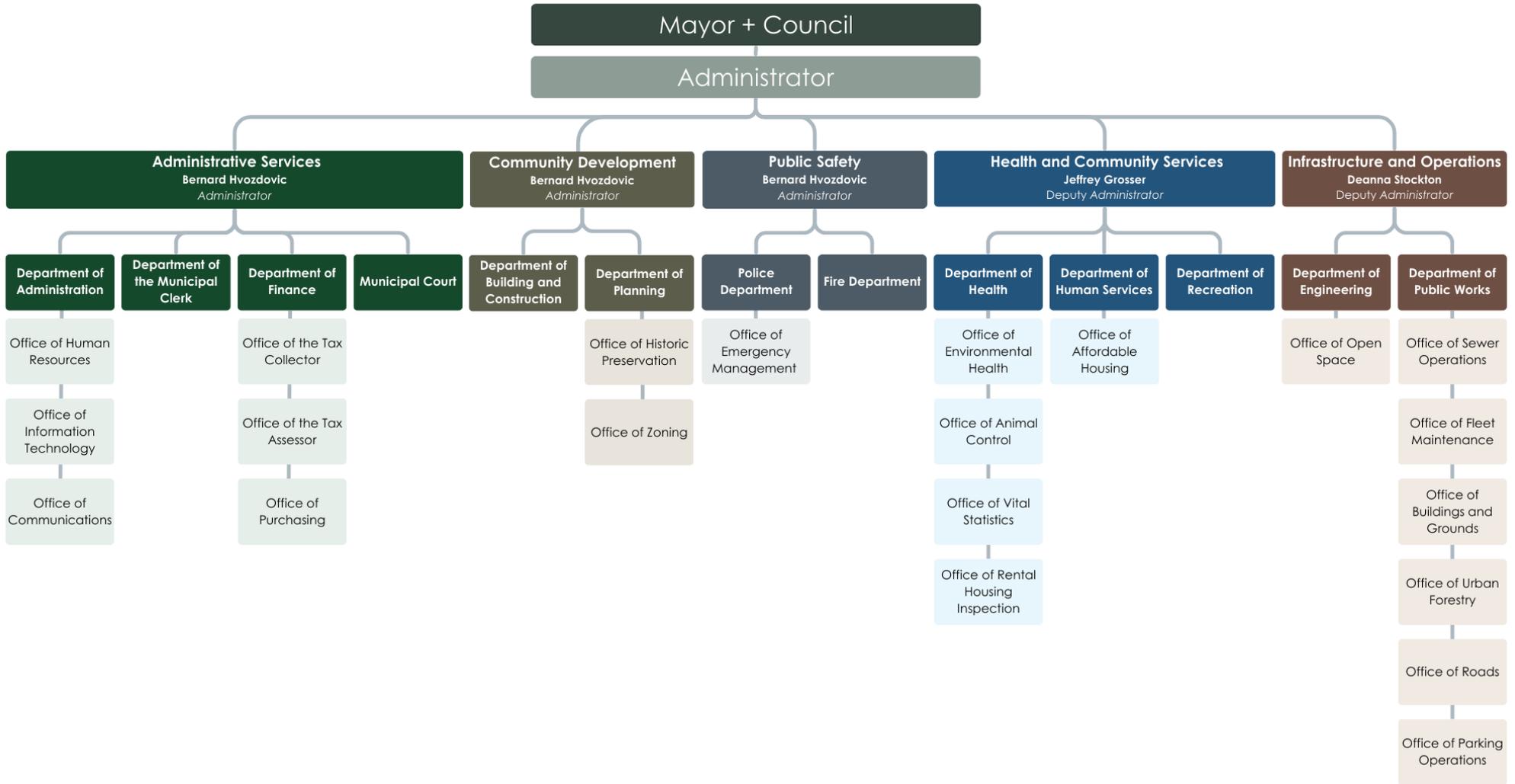
Good  
Governance

Land Use  
Planning for the  
Built  
Environment

Emerging  
Challenges

# Organizational Chart

## Municipality of Princeton



# 2025 Highlights

# Administrative Services / Community Development / Public Safety – 2025 Highlights

## Administration

Created and finalized organizational chart.

Negotiated PBA contract.

Transitioned new Municipal Clerk and Police Chief.

## Finance

Achieved AAA bond rating.

Filed clean audit report with no recommendations.

## Planning

Adopted Fourth Round Housing Element and Fair Share Plan.

Published GIS maps for zoning and historic districts.

Issued RFP for land development code overhaul.

## Police

Successfully implemented the NJOAG Arrive Together Program.

Enhanced roadway safety with targeted enforcement, collaborative efforts with partners, and NJ Street Smart campaign.

Partnered with Greater Mercer TMA and Princeton Public Schools to encourage walk and bike to school initiatives.

## Fire

Improved digital software utilization through training and document migration.

Transitioned incident report writing into a new system to maintain federal compliance (NFIRS to NERIS).

Completed acquisition and training on new Seagrave Aerialscope (tower ladder).

# Health and Community Services – 2025 Highlights

## Health

**Public Health Reaccreditation:** Reaccredited as of May 2025 following document submission and site visit.

**STR Ordinance:** Created and passed ordinance regulating STRs in Princeton in December 2025.

**Sustainable Jersey:** Achieved Gold Star in Health for 2025.

## Human Services

Administered 2025 Community Needs Assessment.

**Workforce Development:** Hired an assistant director.

Enhanced partnership with Catholic Charities.

Established financial education program framework.

## Recreation

Completed Mercer at Play Round 2 – Smoyer Park Playground.

CP South Design Phase began in early 2025.

Smoyer Park Playground – installed new inclusive playground.

Added several additional inclusive programs/activities.

# Infrastructure & Operations – 2025 Highlights

## Transit & Streetscape

2nd fixed route bus route (pilot) approved

Harrison Street bicycle lanes (pilot) installed

Cherry Hill Road shared use path constructed

## Resilience & Climate

Community Forestry Management Plan completed

Stormwater permit compliance and utility study continue

5+ sanitary sewer I&I projects underway

## Resilience & Climate

Food scraps program expansion – 1 ton/week recycled

5 residential energy efficiency projects scheduled

6 commercial direct install energy efficiency projects completed

## Planning

DPW facilities planning

Firehouse expansion planning

Westminster site management planning

# Proposed Goals for 2026

# Administrative Services

# Administration

## **Social Equity**

- Create an “Equity in Procurement Toolkit” within the Social Equity Toolkit to increase opportunities for women- and minority-owned businesses.

## **Good Governance**

- Become a Film Ready Certified Town.
- Finalize FMBA contract.
- Transition Zoning Officer position.
- Steward Westminster Choir College (WCC) transition.
- Steward adoption of Special Events Ordinance.
- Steward the hiring process and transition of a new CFO.

## **Transit Streetscape & Parking**

- Review parking rates and parking meter bag policies.

# Administration (Communications)

## Good Governance

- Support the 250<sup>th</sup> celebration and collaborate with community partners to co-sponsor key events.
- Promote and support increased ridership of The Loop in partnership with Experience Princeton.
- **Increase Transparency and Public Understanding of Municipal Governance**
  - Increase coverage of municipal business via a council meeting summary to be posted as a website newsflash after each meeting.
  - Highlight specific policy and regulatory changes in greater detail.
- **Improve Internal Communication, Coordination, and Organizational Culture**
  - Establish Teams as required app for texts or calls, sync with SharePoint and Outlook, introducing rules and norms.
  - Establish and assign dedicated “communications” points-of-contact with clear expectations and responsibilities.
  - Send out a monthly internal newsletter from the Administrator to all staff.
- **Formalize the Municipal Communications Function**
  - Explore reflecting the “Office of Communications” in the budget, which is currently “Access Princeton”, by renaming and including all the products as line items to show the scope of the Office.

# Finance

## **Good Governance**

- Improve the timing and other aspects of the budgeting process and create a better long-term capital budgeting process.
- Conduct a financial analysis to determine budget priorities, including strategic constraints and trade-offs.
- Improve transparency in budgeting, ensuring public communication and input.

# Community Development

# Building and Construction

## **Good Governance**

- Continue technical training for all building disciplines.
- Maintain compliance with ever-increasing OPRA and CRC requests.
- Incorporate Mitchell Humphrey software and staff training for DCA digital compliance.

# Planning

## **Good Governance**

- Finalize and publish Historic Preservation District design guidelines.
- Streamline permitting processes using OpenGov.
- Steward adoption of Signage Ordinance.
- Steward adoption of Allowable Uses Ordinance.

## **Land Use Planning for the Built Environment**

- Publish Zoning Code Diagnostic Report and first drafts of consolidated zoning code as part of land development code consolidation and overhaul.
- Build out 3D model of Princeton utilizing ESRI's ArcUrban and CityEngine programs.

# Public Safety

# Police

## **Resilience & Climate Action**

- Research and purchase new electric parking scooters to improve battery life and charging reliability.

## **Social Equity**

- Attract a diverse group of qualified individuals to pursue a career with the Princeton Police Department.

## **Transit Streetscape & Parking**

- Continue to improve bike/e-bike and pedestrian safety through an educational campaign to communicate current traffic laws and responsibilities of all roadway users.

## Good Governance

- **Improve Communication with the Public**
  - Biweekly posts on social media with updates on FD operations, training or fire prevention.
  - Develop and post 2025 Princeton Fire Department annual report.
- **Update Fire Department Standard Operating Procedures & Guidelines.**
- **Selection and Training of Fire Officers**
  - Create a process for promotion / selection of fire officers (Captains) for the PFD.
  - Develop a training & mentorship program for the promoted employees to make them successful in their new roles.
- **Improve Fire Department Annual Training Program**
  - Deploy annual training program that exceeds local, state & federal standards while also achieving recommended hours for an improved ISO score.
  - Improve training with partner and mutual aid agencies.

# Health and Community Services

# Health

## Good Governance

### • **Short-Term Rental Ordinance Implementation**

- Monitor registration compliance, tax revenue, and overall program performance on a quarterly basis.
- Undergo software onboarding with Deckard Technologies.
- Leverage monitoring software to increase compliance.

### • **Strategic Plan Implementation**

- Integrate the updated strategic plan into departmental operations through monthly reporting and quarterly performance management tracking.
- Carry out priority strategies and actions in the areas of mental & behavioral health, access to wellness, housing & built environment, and public health continuous improvements, leveraging partnerships when applicable.

## Social Equity

### • **Princeton Integrated Behavioral Health – Youth Mental Health**

- Strengthen program presence and outreach to the adolescent population, with regular review of intake volumes and client growth metrics.
- Improve coordination and collaboration between Princeton Public Schools and Princeton Integrated Behavioral Health.

# Human Services

## Social Equity

- **Strengthen Digital Outreach and Service Navigation**
  - Develop a digital resource guide to enhance access and knowledge of services.
  - Increase community outreach and digital presence to expand visibility and marketing.
- **2025 Community Needs Assessment Implementation**
  - Crosswalk findings of the assessment with other municipal departments.
  - Present findings to Mayor and Council to demonstrate data highlights and action plan.
  - Present findings to community partners, addressing data highlights and collaboration action.
  - Launch Financial Education program in collaboration with Affordable Housing and C.A.R.E.S.

## Good Governance

- **Emergency Shelter Planning**
  - Work closely with C.A.R.E.S and OEM to expand hotel and motel partnership for homelessness prevention and emergency sheltering, to compliment OEM Directors Emergency Shelter Plans.

# Recreation

## Land Use Planning for the Built Environment

### • Park Improvement Projects

- CP South: Continue to evaluate the proposed design to determine phasing plan/timeline and budgetary impact. Pursue grant opportunities and create fundraising initiatives, which are included later in the proposal.
- CP North Stage: Construct new stage at Amphitheatre.
- Park Signage: Ongoing installation of new park entrance signs in partnership with Infrastructure & Operations

## Social Equity

### • Develop & Expand Inclusive Facilities/Programming

- Playgrounds: Continue to install inclusive playground equipment when renovation/replacement is necessary.
- Park Improvement Projects: CP South & Grover Park – incorporate inclusive facilities and accessibility into the process.
- Continue to develop and expand inclusive and adaptive program menu.

## Good Governance

### • Expand Outreach and Partnerships

- Grow and strengthen relationships with community partners to continue providing affordable/accessible summer programming for all Princeton Youth
- Collaborate with Princeton Public Schools to determine the impact of referendum construction schedule at CP Elementary for summer 2026 on Recreation programming and explore alternative options as needed.
- Explore available grant funding opportunities for Park Improvement Projects.

# Infrastructure and Operations

# Infrastructure & Operations

## Resilience & Climate Action

- Promote Energy Efficiency programs incl. Community Solar
- Continue Food Scraps Program Expansion
- Steward the Urban Tree Canopy and Expand Tree Planting Opportunities
- Steward Open Space in Coordination with Community Partners

## Good Governance

- Complete Stormwater Utility Study
- Maintain Stormwater Permit Compliance
- Continue Sanitary Sewer I&I Reduction Projects
- Progress Deferred Projects incl. Culverts and Sanitary Pump Stations
- Maintain Public Infrastructure incl. Roadways and Landfill
- Complete Motor Vehicle Code Consolidation

# Infrastructure & Operations

## Sustainable Planning

- Consolidate Municipal Facilities / Operations incl. Public Works
- Plan Best Use of Public Properties incl. WCC; Clearview, etc.; and Monument
- Promote Sustainable Urban Landscapes incl. Green Infrastructure, Mow/Mulch, Canopy Restoration, and Right Tree / Right Place
- Promote the Dark Sky Initiative

## Equitable Streetscapes

- Add Bicycle and Pedestrian Infrastructure through Signage/Striping and Projects incl. Grover Park and Harrison Street
- Promote Vision Zero and Walk / Bike to School Programs
- Promote and Enhance Transit Options incl. Real Time Bus Info Kiosks
- Adopt a Complete Green & Complete Street Policy
- Improve CBD by Enhanced Landscaping, Bicycle Parking, Kiosks, Furniture, and Cleaning Via Parking Operations and Rate Adjustments and Collaboration with Experience Princeton