

RESOLUTION OF THE NEW JERSEY PINELANDS COMMISSION

NO. PC4-14-

To Approve the New Jersey Pinelands Commission's 2013 Annual Report TITLE:

moves and Commissioner Commissioner

WHEREAS, in September 2006, then Governor Corzine issued Executive Order #37; and

WHEREAS, Executive Order #37 called for the preparation and approval of a comprehensive report concerning the operations of each State authority; and

WHEREAS, the report shall set forth the significant actions of the Commission; and

WHEREAS, since the report is to be done on an annual basis and it includes much of the same information as the Commission's Annual Report, which is required by the Pinelands Protection Act, the two reports have been combined since 2007 as a cost savings measure to eliminate waste and promote efficiency as called for in Executive Order #37; and

WHEREAS, pursuant to N.J.S.A. 13:18A-5h, no action authorized by the Commission shall have force or effect until ten (10) days, Saturdays, Sundays and public holidays excepted, after a copy of the minutes of the meeting of the Commission has been delivered to the Governor for review, unless prior to expiration of the review period the Governor shall approve same, in which case the action shall become effective upon such approval.

NOW, THEREFORE BE IT RESOLVED that the attached 2013 Annual Report be approved, submitted to the Governor's Authorities Unit and posted on the Commission's web site.

Record of Commission Votes

NP AYE NAY NP ABS AYE NAY ABS AYE NAY NP ABS Ashmun Galletta Prickett Jackson Avery Quinn Brown Rohan Green Jannarone DiBello Witt Lloyd Earlen Lohbauer McGlinchey

Adopted at a meeting of the Pinelands Commission

Nancy Wittenberg **Executive Director** Mark S. Lohbauer

Chairman



RESOLUTION OF THE NEW JERSEY PINELANDS COMMISSION

NO. PC4-14-<u>36</u>

TITLE:

To Authorize the Executive Director to Encourage to the Communications Workers of America, Local 1040 to Vote on the Fact Finder's Report and Recommendations.

Commissioner Alegy moves and Commissioner with seconds the motion that:

WHEREAS, the prior Collective Bargaining Agreement between the Pinelands Commission and its three employee bargaining units (non-supervisory unit, professional unit and supervisory unit) expired on June 30, 2011; and

WHEREAS, the Commission's three bargaining units are represented by the Communications Workers of America (CWA), Local 1040; and

WHEREAS, negotiations for a new Collective Bargaining Agreement for the term from July 1, 2011 through June 30, 2015, commenced between the Pinelands Commission's Negotiating Team and the Employee Bargaining Unit Member Negotiating Team, which included employees from each of the Commission's three bargaining units and representatives of the CWA, Local 1040 (hereinafter referred to as the "CWA, Local 1040 Negotiating Team"); on November 11, 2011; and

WHEREAS, 11 negotiating sessions occurred between the Commission's Negotiating Team and the CWA, Local 1040 Negotiating Team from November 11, 2011 through January 16, 2013; and

WHEREAS, following the January 16, 2013 negotiating session, the negotiating parties had reached an impasse. As a result, the CWA, Local 1040 filed a Notice of Impasse with the Public Employee Relations Commission (PERC) on February 19, 2013; and

WHEREAS, following the filing of the Notice of Impasse, both the Commission's Negotiating Team and the CWA, Local 1040 Negotiating Team met with a PERC mediator on June 10, 2013 and again on July 8, 2013 to try and resolve the impasse; and

WHEREAS, because the Negotiating Parties were unable to resolve their impasse through mediation, they moved on to fact finding; and

WHEREAS, by letter dated October 13, 2013, PERC appointed Richard C. Gwin as the Fact Finder for the bargaining impasse between the Pinelands Commission and the three employee bargaining units represented by CWA, Local 1040; and

WHEREAS, following the Fact Finders' appointment, Mr. Gwin met with each party's negotiating team and attempted to resolve the impasse through mediation. These mediation sessions were conducted on January 14, 2014 and April 28, 2014; and

WHEREAS, because these mediation attempts were unsuccessful, a hearing was held before the Fact Finder on July 10, 2014; and

WHEREAS, during the Fact Finder's hearing, the Negotiating Parties availed themselves of the opportunity to examine and cross-examine witnesses, introduce exhibits and argued their positions; and

WHEREAS, on August 5, 2014, the Fact Finder issued his Report and Recommendations, a copy of which is attached hereto and incorporated herein by reference; and

WHEREAS, it is the Commission's understanding that each member of its three employee bargaining units has been provided a copy of the Fact Finder's Report and Recommendations; and

WHEREAS, to date, the three employee bargaining units have not voted as to whether they will accept the recommendations of the Fact Finder; and

WHEREAS, it has been two months since the Fact Finder issued his Report and Recommendations and no further progress has been made toward resolving the pending Collective Bargaining Agreement negotiations; and

WHEREAS, the Fact-Finder's Report and Recommendations provide a means to resolve the bargaining impasse; and

WHEREAS, pursuant to N.J.S.A. 13:18A-5h, no action authorized by the Commission shall have force or effect until ten (10) days, Saturdays, Sundays and public holidays excepted, after a copy of the minutes of the meeting of the Commission has been delivered to the Governor for review, unless prior to expiration of the review period the Governor shall approve same, in which case the action shall become effective upon such approval.

NOW, THEREFORE BE IT RESOLVED that given the length of time that negotiations has been on-going, the Commission wants to hear from its three employee bargaining units before it acts on the Fact Finder Report and Recommendations and, therefore, encourages the three employee bargaining units to vote on the Fact Finder's Report and Recommendations within the next thirty (30) days so that the Commission may take an action at its next monthly meeting.

Record of Commission Votes

	AYE	NAY	NP	ABS		AYE	NAY	NP	ABS		AYE	NAY	NP	ABS
Ashmun	X				Galletta	X				Prickett	X			
Avery	X	T.,			Jackson	,	X			Quinn	X			
Brown	1	X			Jannarone			\times		Rohan Green			X	
DiBello	X				Lloyd	\times				Witt	\propto		,	
Earlen	1	X			McGlinchey		X			Lohbauer	X			

Adopted at a meeting of the Pinelands Commission

Nancy Wittenberg Executive Director Jack S. Lolleane

Mark S. Lohbauer Chairman

STATE OF NEW JERSEY PUBLIC EMPLOYMENT RELATIONS COMMISSION

In the Matter of the Fact-finding

-between-

THE NEW JERSEY PINELANDS COMMISSION

("Public Employer")
-and-

COMMUNICATIONS WORKERS OF AMERICA, AFL-CIO, LOCAL 1040

("Employee Representative")

Docket Nos. FF-2014-014; FF-2014-015; FF-2014-016

REPORT AND RECOMMENDATIONS

APPEARANCES:

For the Communications Workers of America, AFL-CIO, Local 1040

WEITZMAN & MINTZ, LLC by Rosmarie Cipparulo, Esq.

For the New Jersev Pinelands Commission

McELROY, DEUTSCH, MULVANEY & CARPENTER, LLP by James Patterson, Esq.

BEFORE: Richard C. Gwin, Fact-finder

INTRODUCTION

By letter dated October 25, 2013 from the Public Employment Relations

Commission ("PERC"), the undersigned was appointed Fact-finder to a bargaining impasse between the New Jersey Pinelands Commission, ("Commission") and three

negotiations units (professionals, supervisors, and non-supervisory employees) represented by CWA Local 1040 ("Union" or "CWA"). The CWA had filed a Notice of Impasse with PERC on February 19, 2013. After several meetings with a mediator, the parties narrowed the issues considerably, but were unable to resolve their impasse. The parties met twice with the Fact-finder in mediation, but the impasse persisted. A hearing was held on July 10, 2014 at which the parties examined and cross-examined witnesses, introduced exhibits, and argued their positions. The record was then closed.

THE PARTIES' POSITIONS

The hearing in this matter was originally scheduled for April 28, 2014. A few weeks before the hearing the parties mutually requested that the date be used for mediation. By letter dated April 16, 2014, the Union presented its position. (U-6) In addition to the issues tentatively resolved during negotiations, the CWA proposed wage increases of 2% across-the-board effective July first in 2011, 2012, 2013 and 2014; an increase in sick days from 10 to 15 annually; and a change in the parties' Layoff and Recall language. The Union argued that its wage proposal is consistent with the trend of New Jersey public sector settlements over the last three years. It argued that the proposed increases are considerably lower that those received by State employees, because the State settlement (0%, 0%, 1.0% and 1.75% across-the-board) was exclusive of increments. The Union maintained that consideration should be given to the fact that in 2009 and 2010, in order to save jobs, it met with the Commission mid-contract and agreed to waive, reduce and

delay previously negotiated salary increases. The Union also agreed to unpaid furlough days. (U-6)

At the hearing on July 10, 2014, the Union introduced an unsigned memorandum of agreement into the record. (U-8) The memo covers the term of July 1, 2011 through June 30, 2015. It includes all the issues tentatively agreed to during negotiations and the following proposals on the open issues:

1. <u>Salary Provisions</u>: All negotiations' unit members shall receive the following:

Effective July 1, 2011 - 0% increase.

Effective July 1, 2012 - 0% increase.

Effective July 1, 2013 - 1% across-the-board increase.

Effective July 1, 2014 - 1.75% across-the-board increase.

Effective July 1, 2014 - 2.25% one time payment to base salary. (Id.)

- 2. <u>Sick Leave Provision</u>: All negotiations' unit members will receive an additional three sick days for a total of 13 days paid sick leave each year. (Id.)
- 3. <u>Personal Leave Bank</u>: All negotiations' unit members will receive four Personal Leave Bank Days. (Id.)
- 4. Layoffs and Recall:
 - A. The Commission may institute layoff action for economy, efficiency and other related reasons.
 - B. When it is necessary to lay off employees, the Union shall be notified at once or as far in advance as possible. Affected and possibly affected employees shall be notified within 45 calendar days prior to the date of their release. Notice(s) shall be supplied to the Union with all relevant data concerning the layoff.

- C. Affected Employees shall be laid off based on their overall evaluation average for the last three years of service at the Commission within their job title. Where two employees maintain the same evaluation average within the same job title employees shall be laid off in the inverse order of their overall seniority within the Commission.
- D. An employee scheduled for release from a position may replace or "bump" an employee with less seniority in the position. An employee shall also have bumping rights to any other position to which they meet the necessary qualifications, skills, and abilities of the position. A reduction in salary shall be made only to the extent necessary to stay within the range of the position to which the employee is to be demoted where applicable.
- E. Employees shall be on a recall list for one year. If a position opens up and the employee is qualified in the sole estimation of the Commission, he or she shall be recalled. (Id., U-5)

5. Article XVI - Provisional Status:

1 29

Employees who are promoted or transferred to a new job title during the term of this Agreement shall serve a probationary period of three (3) months from the date of the promotion or transfer. During this probationary period, the Commission reserves the right to return such employee to his/her previous position. The probationary period may be extended at the discretion of the Program Director/Division Manager with approval of the Executive Director for two extensions of forty-five (45) days each.

The Commission's final position follows:

- 1. All issues tentatively agreed to.
- 2. Wages:
 - a. Across-the-board increases as follows:

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Effective July 1, 2011 - 0%
Effective July 1, 2012 - 0%
Effective July 1, 2013 - 1%
Effective July 1, 2014 - 1.75%
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- b. No merit pay during the term of the contract; status of merit pay to be negotiated during the next round of bargaining.
- c. Lump sum payments (not on base) to each employee of \$450 on or before August 1, 2014; and \$450 to each employee on or before July 1, 2015.
- 3. Furlough/Leave Bank Employees shall receive four furlough (paid leave bank) days to be used by January 1, 2016. Days not used by January 1, 2016 will be lost.
- 4. Layoff and Recall status quo.
- 5. Professional Status Probationary period in new position of 6 months.
- 6. Sick Days Increase to 12. (C-1)

The Commission argues that its proposal for across-the-board increases is consistent with the State CWA contract and CWA contracts with smaller government agencies and appointing authorities, such as the HMFA. The Commission contends that the two \$450 lump sum payments are comparable to

those received by HMFA employees, but should not be applied to base salary because HMFA employees agreed to eliminate salary guides at the expiration of their bargaining agreement; and because the Commission no longer seeks the elimination of merit pay from the contract. The Commission asserts that the Union's proposed Layoff and Recall language too severely limits its flexibility to manage its small workforce. The Commission argues that a 6-month probationary period is necessary to assess the performance of employees moving into a new position. (C-1)

DISCUSSION

The Union presented sixteen exhibits through the testimony of two witnesses: CWA National Rep Victor Waller; and Shop Steward Paul W. Tyshchenko. Mr. Waller has represented Pinelands Commission employees since they organized in 2006. Most of his testimony addressed comparability issues and the parties' bargaining history. He explained that the 2% increases sought by the Union were consistent with public sector salary settlements since 2011. As examples he cited CWA settlements in Pemberton (2%); Atlantic County (2%); and Morris County (2.25%, 2.2%). Mr. Waller testified that the Union's proposal of 2% across-the-board in each of four years was considerably less than the State settlement because State employees continued to receive step increases.

Mr. Waller also testified about the concessions negotiated by the parties during the term of their original 2007-2011 bargaining agreement. (U-1; J-1) On June 22, 2009 the parties executed a memorandum of agreement containing concessions to avoid a Commission plan to layoff seven employees. The parties agreed to eliminate a 3.5% across-the-board increase due July 1, 2009; and to a 1.5% increase in lieu of merit pay. (U-2) They also agreed that every employee would take (6) furlough days, for which they would receive 4 paid leave days. (Id.) The parties signed this memo just weeks after the State and the CWA had reached an agreement deferring a 3.5% increase for State employees, and establishing 10 furlough days to be taken over FY 2009 and FY 2010 in exchange for 7 paid leave days. (U-4)

On May 25, 2010 the parties executed a second memo containing concessions in exchange for an agreement to limit layoffs. (U-3) They agreed to eliminate merit increases, reduce an increase of 3.5% due July 1, 2010 to 1.75%, and to defer the increase until January 1, 2011. They also agreed that all employees would take 8 unpaid furlough days in FY 2011. There was no mention of paid leave days.

Mr. Waller explained that the Union prepared the unsigned memo introduced into the record as U-8 after the Commission had authorized its Executive Director to seek a one time 5% increase to settle the salary issue for the successor agreement. The increase was vetoed by the Governor, in part because it involved transferring funds from the Pinelands Conservation Fund ("PCF"). (U-14) Mr. Waller testified that the settlement proposed in U-8 more closely follows the pattern set in the HMFA settlement than the

Commission's position, because HMFA employees received two lump sum payments of \$500 which were added to base salary.

In support of its argument that the Commission can afford to fund the Union's salary proposal, it introduced the Pinelands Commission Operating Budget Notes for FY 2009 through FY 2013. (U-10, U-11, U-12, U-13, U-15, U-16) Mr. Tyshchenko, who has some familiarity with municipal government finance provided the related testimony. He compared budgeted to actual expenditures, and discussed the revenue sources available to fund a salary settlement for the Commission's reduced staff. According to Mr. Tyshchenko, the Commission has always funded employee salaries from the PCF.

Stacy Roth testified on behalf of the Commission about the creation and purpose of the PCF. The PCF was initially funded with \$13 million from a Commission Agreement with Connective. PCF monies are used on projects with a direct nexus to the protection of the Pinelands. An advisory committee developed protocols to distribute funds among three categories: land acquisition, community design, and research. PCF funds may be used for salaries and benefits, but only for employees working on PCF projects. PCF funds are not used to supplement the general salary account.

The entire record has been carefully reviewed and evaluated by applying traditional considerations involved in public sector negotiations in New Jersey, which include: the economic impact on the employer, the local tax payers, and employees; comparability

with similarly situated employers and employees; the parties' bargaining history; specific issues relevant to the employer and its employees; and the lawful authority of the employer.

Salaries—The most relevant comparables are the State settlement with CWA and how it has been applied to smaller appointing authorities. In this case the parties focused on the HMFA settlement in which employees received across-the-board increases of 0%, 0%, 1.0% and 1.75%; lump sum payments to base of \$500 in the first and second years; and an increment. Those parties also agreed to eliminate the salary guide at the expiration of their agreement.

Within the framework of the State pattern the Commission has offered two \$450 lump sum payments not on base to Commission employees, a freeze on merit pay for the duration of the contract, and a commitment to negotiate the issue of merit pay in the next round of bargaining. The Union proposed a lump sum payment of 2.25% in the fourth year of the State pattern.

I am recommending across-the-board increases consistent with the State settlement of 0% effective July 1, 2011; 0% effective July 1, 2012; 1.0% effective July 1, 2013; and 1.75% effective July 1, 2014. I am recommending a lump sum payment of \$500 not on base no later than September 1, 2014, and a lump sum payment of \$500 not on base no later than July 1, 2015. While it is true this results in smaller percentage increases to Commission employees' base salaries than those received by HMFA employees, they will

be better off in the long run by retaining some form of merit pay in their bargaining agreement.

Furlough days/Paid Leave—State employees took a total of ten furlough days for which they received 7 paid leave days. Commission employees agreed to take a total of 14 furlough days for which they have received 4 paid leave days, I recommend that each Commission employee receive an additional 7 paid leave days which must be used by January 1, 2016.

<u>Sick Days</u>—Commission employees currently enjoy 10 sick days each year. The Commission has offered to add two days and the Union proposed 3. I recommend that sick days be increased to 12.

Layoff and Recall language — The Union presented a comprehensive proposal to modify the parties' Layoff and Recall language. The emphasis in the parties' presentations at hearing was on economics. I do not have a sufficient basis to recommend a change in the current language, and suggest the parties revisit this issue in the next round of negotiations. I recommend status quo.

<u>Provisional Status</u>—The parties negotiated new language creating a probationary period for employees promoted or transferred to a new position. Their only disagreement is on the length of the probationary period. The Union's proposal is 3 months; the

Commission's is 6 months. I find that 6 months provides a more reasonable time period to assess an employees' performance in a new title.

<u>Prior Agreements</u>—All issues agreed to prior to and during impasse should be included in the new contract.

Based on a careful review of the entire record, consideration of the parties' positions and for the reasons discussed above, I make the following:

RECOMMENDED SETTLEMENT

- 1. Salary: All employees shall receive the following:
 - a. Effective July 1, 2011 0% increase.

 Effective July 1, 2012 0% increase.

 Effective July 1, 2013 1% across-the-board increase.

 Effective July 1, 2014 1.75% across-the-board increase.

 Effective on or before September 1, 2014 \$500 lump sum not on base.

 Effective on or before June 30, 2015 \$500 lump sum not on base.
 - **b.** Merit pay frozen for duration of agreement.
- 2. <u>Sick Leave Provision</u>: Effective July 1, 2014. All employees shall receive 2 additional sick days for a total of 12 days paid sick leave each year.
- 3. <u>Furlough Days/Paid Leave Bank</u>: All employees shall receive seven (7) Personal Leave Bank Days, which must be used by July 1, 2016.
- 4. Layoffs and Recall: Status quo.

5. Provisional Status: Add the following new Provision:

Employees who are promoted or transferred to a new job title during the term of this Agreement shall serve a probationary period of six (6) months from the date of the promotion or transfer. During this probationary period, the Commission reserves the right to return such employee to his/her previous position. The probationary period may be extended at the discretion of the Program Director/Division Manager with approval of the Executive Director for two extensions of forty-five (45) days each.

6. <u>Prior Agreements</u>: All issues agreed to prior to and during impasse shall be included in the new contract.

August 5, 2014

Richard C. Gwin, Fact-finder

State of New Jersey County of Mercer

On this 5th day of August 2014, before me personally came and appeared RICHARD C. GWIN, to me known and known by me to be the individual described herein, and who executed the foregoing instrument and who acknowledged to me that he executed the same.

eggy Uzmack, Notary Pu

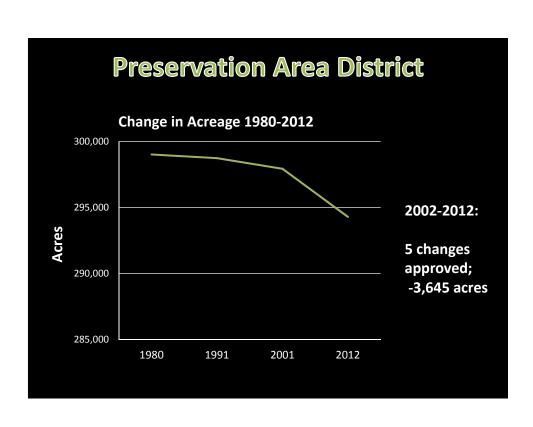
PEGGY L. UZMACK NOTARY PUBLIC OF NEW JERSEY MY COMMISSION EXPIRES MAR. 29, 2018

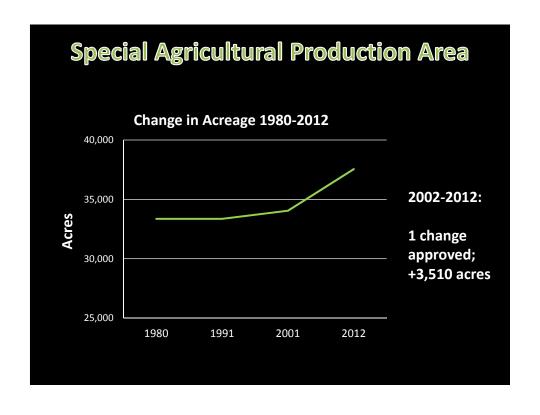


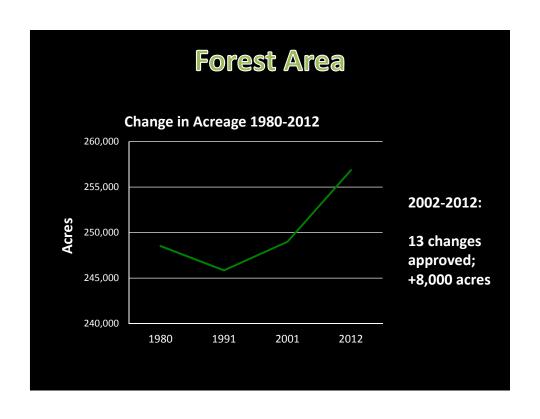


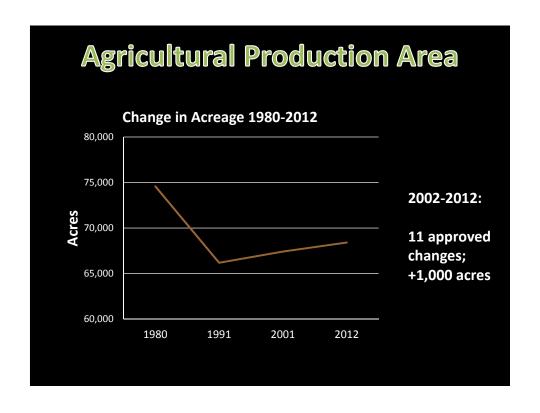
Land Use & Planning Highlights Pinelands Management Areas (2001-2012)

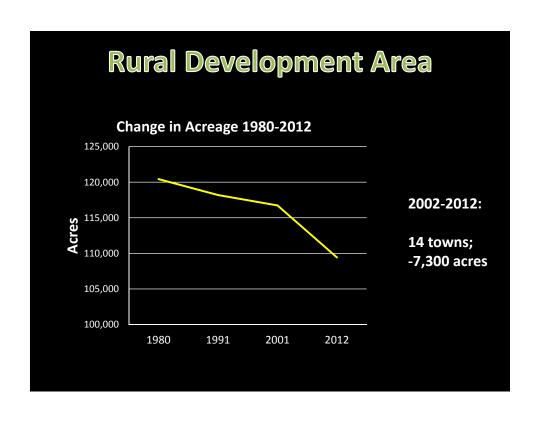
- 21 municipalities adopted boundary changes
- 32 changes in boundaries were approved
- 53% affected less than 100 acres
- Largest increase: Forest Area (+8,000 acres)
- Largest decrease: Rural Development Area (-7,000 acres)

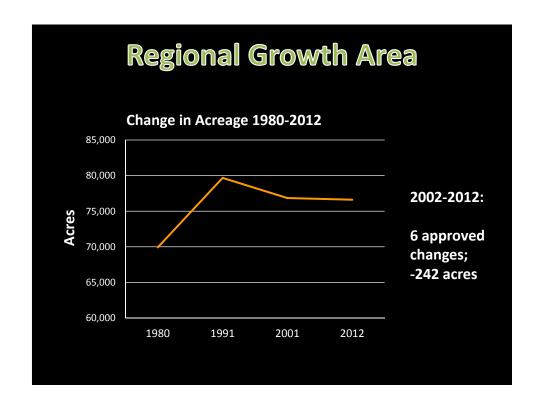


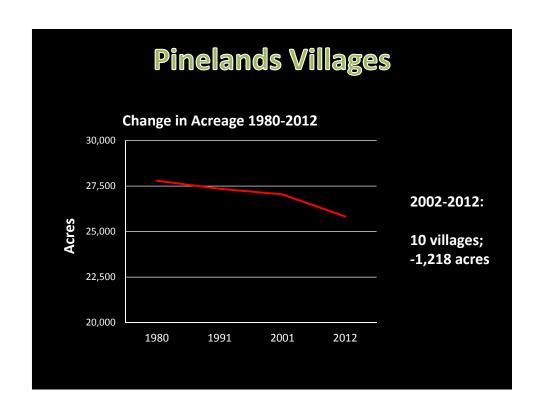


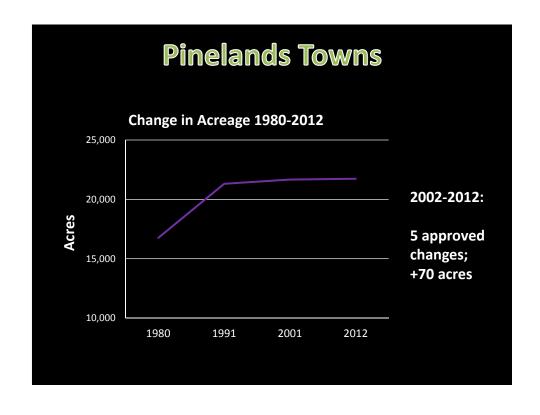


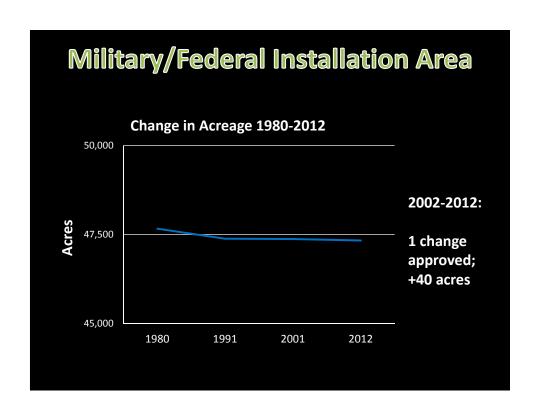


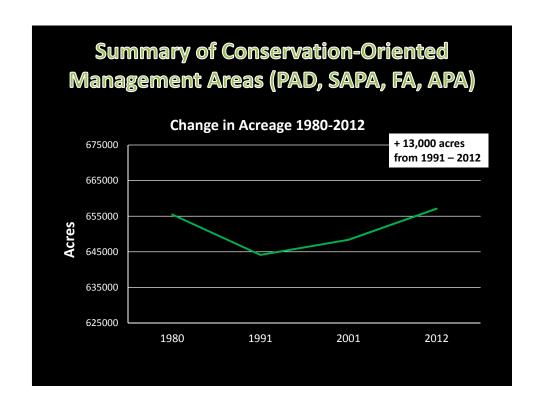


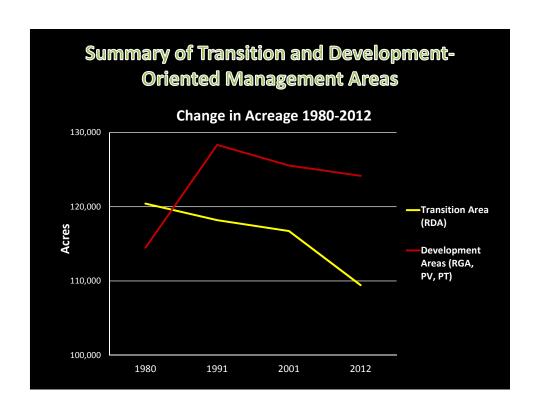










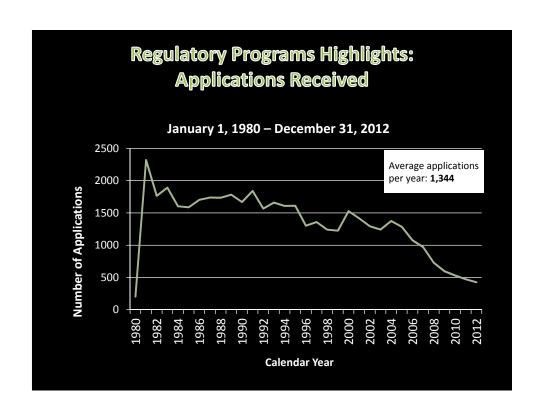


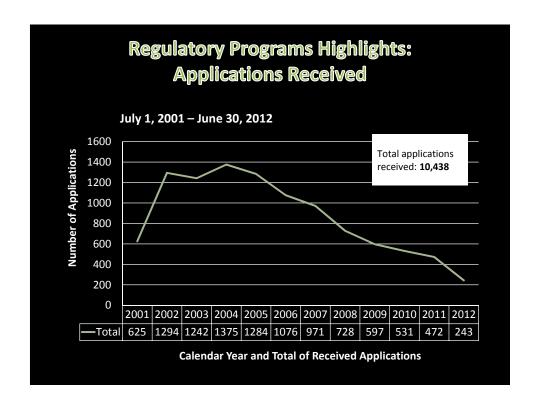
CMP Amendments (2002-2012)

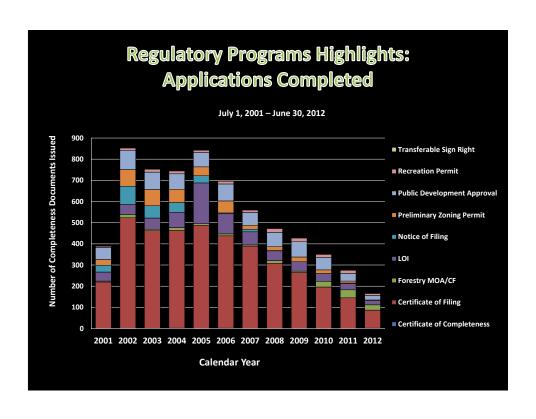
- Application fees and escrows
- Garden State Parkway Overlay District
- Nonconforming uses
- Cluster development
- Solar energy facilities
- Stormwater management
- Forestry
- Cape May Landfill expansion

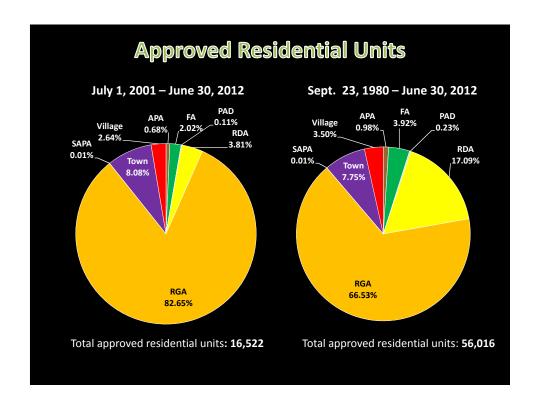


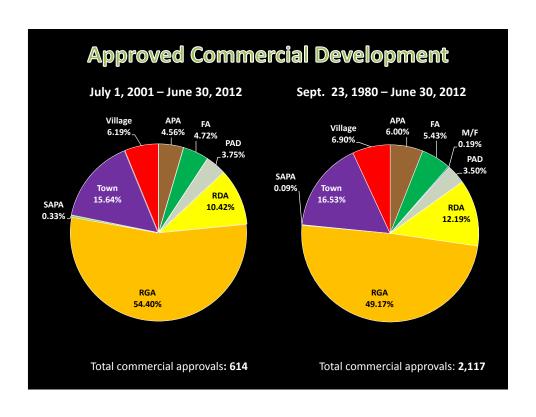
Total CMP amendments during the Plan Review Period: **19**

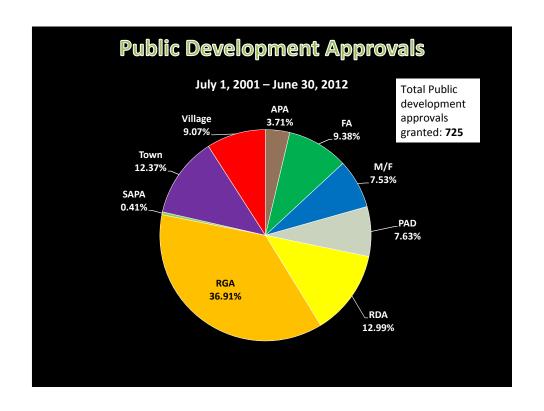


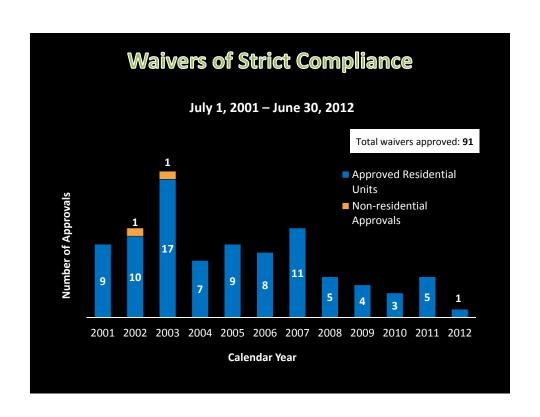












Permanent Land Protection Highlights



Above: Land preserved with PCF funds

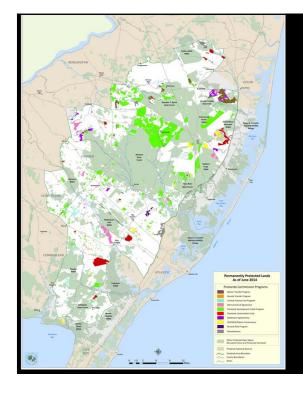
- Between 2007 and June 30, 2013, the Commission approved the allocation of \$9.6 million from the Pinelands Conservation Fund (PCF) to 34 projects in the Pinelands Area.
- Of the 34, 31 have proceeded to closing within the Plan Review time period, resulting in the permanent protection of 6,763 acres.

Permanent Land Protection Highlights

- Nearly 24,000 acres in the Preservation Area District, Agricultural Production Area and Special Agricultural Production Area were permanently protected through the PDC program between July 2001 and June 2013.
- As of June 30, 2013, nearly half of the Pinelands Area (446,000 acres) has been permanently protected.
- Programs administered or funded by the Pinelands Commission have protected approximately 84,000 acres through June 2013.



Above: Land preserved by severing PDCs



Permanently Protected Lands

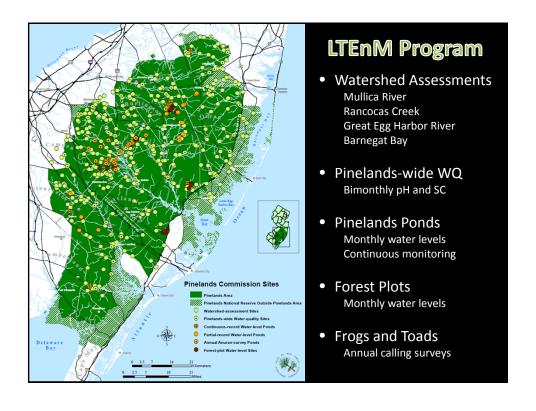
Update (as of June 2014):

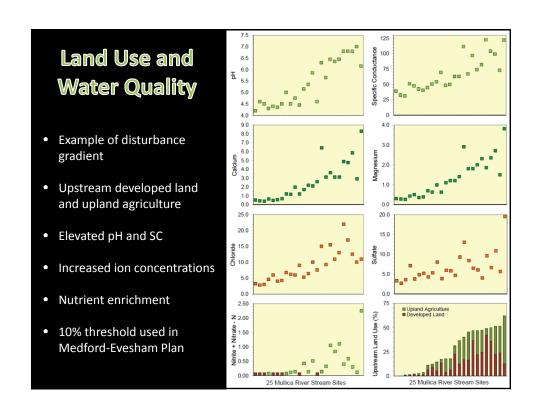
- 450,000 acres protected
- 48% of Pinelands Area
- 94% of the protected land is located in the conservation-oriented management areas (PAD, SAPA, FA, APA)



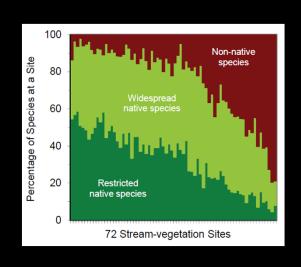


- Long-term Environmentalmonitoring Program
- Kirkwood-Cohansey Project
- Ecological Integrity Assessment





Water Quality Influences Plant and Animal Assemblages

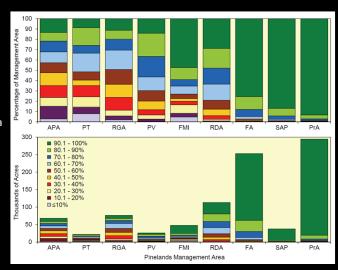


- 72 Mullica River sites
- Ordered by plants present
- Native species at highquality sites
- Non-native species dominate at degraded sites
- Similar results for fish and frogs and toads
- Using multiple indicators is best

Kirkwood-Cohansey Project 20 Percentage change (%) **Five Commission studies** -20 Stream habitat -60 Wetland Herb -Walter's Sedge Swamp pink -80 Leatherleaf Blueberry -100 15 20 25 30 **Forest Vegetation** Water-depth reduction scenario (cm) 100 Pond vegetation Mean Percentage of Metamorphs that Survived -▲-Peeper Treefrog 70 Frog development 60 -Leopard 50 40 Results can be used to 30 20 inform water-supply policy 10 10 15 20 25 30 35 40 45 Water Depth Reduction Scenarios (cm)

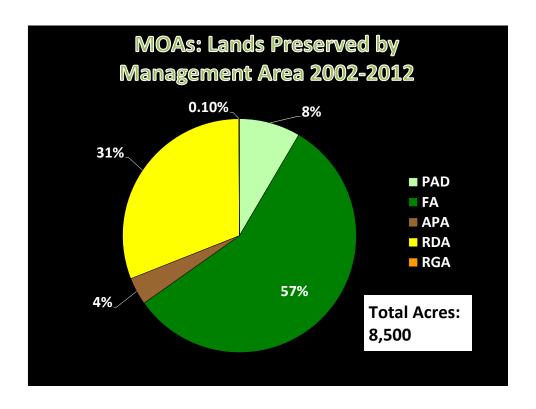
Ecological Integrity Assessment

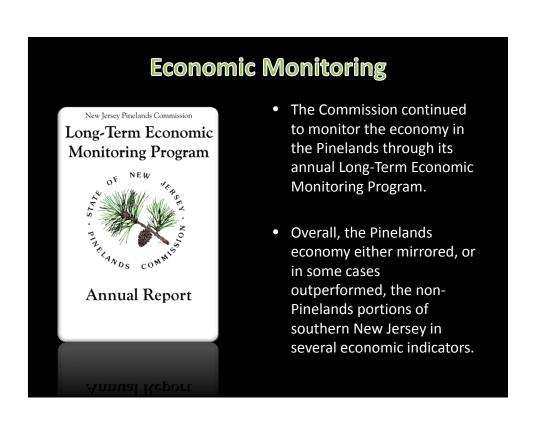
- Landscape, watershed, and wetland integrity assessment
- Pinelands habitat = 82%
- Non-habitat = 18%
- 51% of the Pinelands Area fell within the highest integrity class
- Most rare plant and animal sites fell within highest integrity classes
- Evaluate current management areas, acquisition, etc.

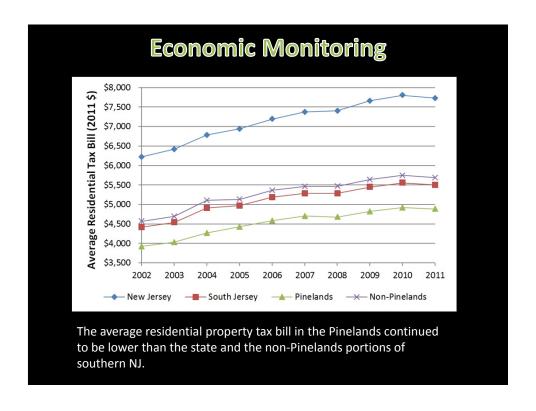


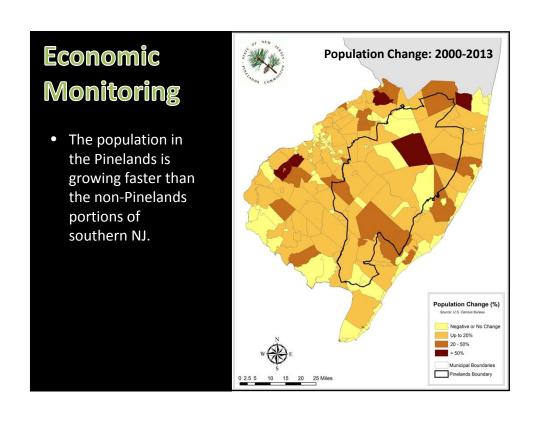
Memorandums of Agreement and Understanding

- The Commission was a signatory to 20 Memorandums of Agreement (MOAs) during the Plan Review period.
- 12 were Permit Streamlining MOAs:
 - There were 245 streamlined public development approvals
- 8 were "deviation" MOAs:
 - Seven of the eight dealt with existing public facilities that helped ensure their long-term viability;
 - The eighth was for a new electrical power line to serve South Jersey; and
 - Offsetting measures were required, resulting in the permanent protection of 8,500 acres in the Pinelands Area.









Public Information & Outreach

- The Commission educated thousands during in-class programs and other events.
- Attendance at the Pinelands Short Course soared to more than 800 as the Commission expanded presentations and field trips.
- The Commission redesigned its website to make it more user-friendly, while adding new content such as the online CMP.
- The Commission completed projects that resulted in the creation of a new Pinelands National Reserve brochure and the installation of Pinelands road signs in 22 locations.



Above: Pinelands-themed World Water Monitoring Day

Public Process

- The Commission formed a Plan Review Committee that met regularly and provided a forum to discuss ways to improve the CMP.
- The Commission gathered comments from 109 groups and individuals during two public hearings and a 2½-month public comment period.
- Commission staff delivered numerous presentations to highlight and expand on the report's findings.

Recommendations

- Dozens of action items are listed in the recommendations chapter.
- Commission staff will use the list of recommendations to guide its work program for the next five years.
- Eight recommendations are described in greater detail. They are as follows

Recommendations

- Implement additional efficiency measures.
- Improve water management standards as a result of the Kirkwood-Cohansey Aquifer study.
- Enhance the Pinelands Development Credit Program.
- Bolster the protection of native Pinelands vegetation.

Recommendations

- Improve the process for Memorandums of Agreement.
- Codify application standards for organized off-road vehicle events and discuss ways to address deviations from approved routes.
- Increase protection for the Black Run headwaters area of southern Evesham.
- Develop standards to address digital sign technology.

