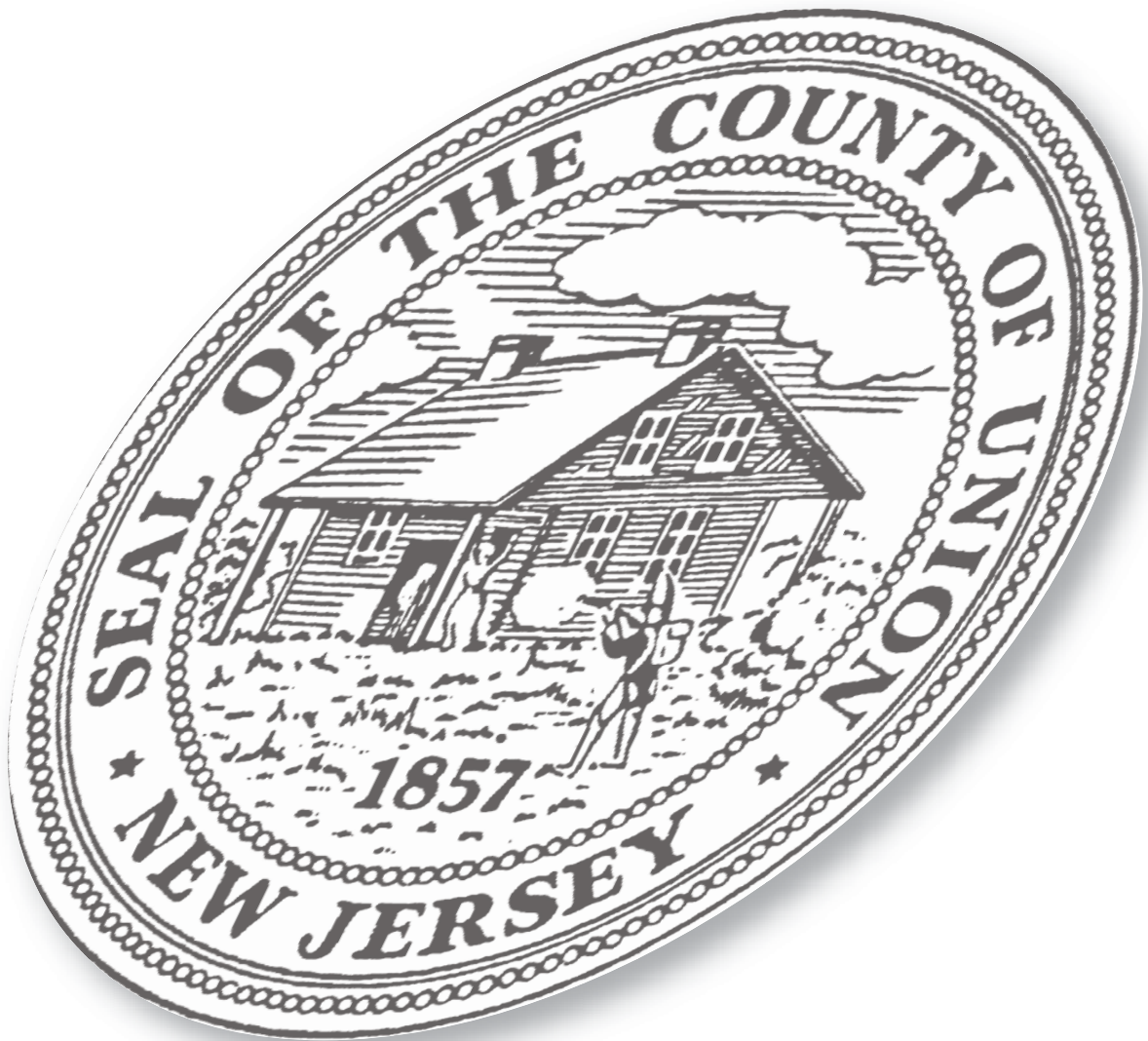


UNION COUNTY GOVERNMENT

2014 EXECUTIVE BUDGET



ALFRED J. FAELLA
COUNTY MANAGER

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COUNTY OF UNION

2014 Executive Budget

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County Manager Letter to Board of Chosen Freeholders

OFFICE OF THE COUNTY MANAGER
Alfred J. Faella, County Manager

February 18, 2014

**BOARD OF
CHOSEN FREEHOLDERS**

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Chairman

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ALFRED J. FAELLA
County Manager

WILLIAM REYES, JR.
Deputy County Manager

ROBERT E. BARRY, ESQ.
County Counsel

JAMES E. PELLETTIERE
Clerk of the Board

The Honorable Chairman Christopher Hudak
Members, Union County Board of Chosen Freeholders
Union County Administration Building
Elizabeth, NJ 07207-2204

Dear Freeholders:

The 2014 Executive Budget is contained in this document for your review and approval in compliance with N.J.S.A. 40:41A-1 et Seq., the Optional County Charter Law.

This year's executive budget maintains critical governmental services and invests in educational, recreational, infrastructure and economic development initiatives that ensure the high quality of life in Union County that is valued by our residents.

While our budgetary condition has somewhat improved, there is still attention required in some areas, that if left unaddressed, could potentially lead down the road to position eliminations and/or layoffs.

We've made progress aggressively pursuing revenue collections, and controlling our costs, but this is tempered by the need to address the annual subsidy required at Runnells Specialized Hospital and to explore efficiencies at the Union County Jail.

We began our effort two years ago at Runnells Specialized Hospital with the completion of the facility's privatization of housekeeping and dietary services, and a resolve to pursue outstanding debts. This year, I am pleased to report we were able to collect \$1 million owed by Middlesex County for the placement of psychiatric patients at the facility.

Nevertheless, the County's annual subsidy for Runnells was approximately \$13.5 million at the close of 2013 and more than \$30 million during the past two years. We also anticipate reductions in Medicare and Medicaid reimbursements this year.

ADMINISTRATION BUILDING

Elizabethtown Plaza

Elizabeth, NJ 07207

(908)527-4200

fax(908)289-0180

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We're Connected to You!

We are now at the conclusion of the RFP process that will determine the future steps needed to ensure Runnells can operate in a fiscally sustainable manner, and anticipate a final decision to be made within the next few months.

Additionally, the County will soon be receiving a study I mentioned in last year's budget message focusing on the Union County Jail, which costs more than \$55 million to operate. The study will provide a thorough examination of the jail's management, personnel, staffing, custodial care, and labor contracts.

This study will supplement an ongoing policy initiative, conducted through Luminosity, which has continued to reap operational and cost efficiencies at the jail over the past two years.

Through the implementation of recommendations in the Luminosity report, we realized a 20% reduction in the jail's prisoner population. This reduction allowed us to re-negotiate two competitive contracts-- Medical Services and Food Services--with savings as follows:

- Medical / Pharmaceuticals: Reduced by \$517,392;
- Food Services: Reduced by \$248,336;
- Totals Reduction in Contracts: \$765,728 annually.

A third area we targeted for reform last year included the operations of the Watchung Stables, which ran at a deficit of approximately \$600,000 in 2012. Utilizing a study we had commissioned, and working with staff and the Auxiliary, I am pleased to report we were able to trim this deficit by \$200,000 through a programmatic restructuring that was completed. We look forward to more progress in the year ahead.

As we review this year's executive budget, the revenue increases realized in certain areas were offset by large federal and state grant reductions, some rising mandated costs, and continued softness in the real estate market. Overall, the ratable base declined by a total of \$1.6 billion or a 2.45 percent reduction year over year.

Some of the leading drivers that contributed to a \$15.5 million deficit included:

- The completion of the Federal Neighborhood Stabilization Program (NSP3) and a reduction in State Peer grouping funds (Medicare) totaling \$1.2 million;
- A reduction in red light cameras revenues by \$700,000 as it is possible this program may not be reauthorized by the State;
- An increase in pension costs by \$500,000;
- An increase in all insurances, including workman's comp, general liability, and prescription plans totaling \$1.8 million;
- Revenues for fringe benefits declined by \$300,000 due to a reduction in a variety of grants funding certain positions;
- An increase in debt service by \$3 million for public investments in our County College (expansion of the Cranford campus), and the new state-mandated Family Courthouse, which is expected to open next year in Elizabeth.

With regard to our debt service, thanks to our fiscal management and administrative oversight, the County's bond rating remains one of the highest attainable at Aa1. A recent report from Moody's, the leading provider of credit ratings, research, and risk analysis, reaffirmed the County's bond rating.

The report stated the county's debt burden to "remain manageable, given a currently modest direct debt burden," while also citing the County's "conservative" fiscal practices and diverse tax base.

It is important to note that we have also been able to increase our surplus by 25 percent or \$4 million more over the past year, a key indicator of our fiscal health, which the ratings agencies take note of.

The report, however, did reference Runnells Specialized Hospital, noting the County would be challenged "by volatile hospital revenues" should medical reimbursements continue to decline.

Apart from this positive report and continuing the good news, we settled with half of the County's collective bargaining units and realized savings by negotiating changes in co-pays for prescriptions, network deductibles and network reimbursements. The changes were also applied to exclusionaries, bringing the county savings to over \$1 million.

The Parks and Recreation Department, largely through its golf operations, exceeded last year's anticipated revenue total by an additional \$700,000.

Through our continued aggressive pursuit of revenues, we also managed to collect an additional \$3.2 million in welfare reimbursements from the state.

Overall, we managed to close the budget gap, meeting the state cap on spending. This year's Executive Budget is \$507.3 million. The executive budget would increase property taxes by an average of about \$84 per household.

As I mentioned in my opening statement, this budget maintains our services and continues to make public investments in quality of life initiatives that have made Union County's communities some of the most desirable places to live in New Jersey, according to articles in New Jersey Monthly and Money Magazine. This was also supported by the latest public safety statistics, as we recently received the news that Union County led the state with the largest decrease in crime--a 12 percent drop for 2012.

Chairman Hudak perfectly summarized our governing philosophy, through his initiatives this year, which are entitled "Strong Services, Strong Government and Strong Services." These endeavors included the creation of free Wi-Fi in several County locations, and programs addressing gun control, economic development, planning, recreation, health and wellness.


The first part of his initiatives focused on economic development projects, creating new jobs and “Union County 2030,” a multi-level planning endeavor. The developments include the new Family Court building and expansion/renovation of Union County College’s Cranford and Plainfield campuses (which were mentioned above), and the expansion of the Vocational Technical School’s West Hall building in Scotch Plains. “Union County 2030” involves the creation of new plans and surveys addressing sustainable development, storm infrastructure resilience, transportation, and economic competitiveness.

Other highlights include:

- “Turf and Build,” which is four new turf field installations and recreational improvements, including lights and track installations. The projects will be rolled in over the course of the next few years at Warinanco Park in Roselle; Mattano Park in Elizabeth; Madison Avenue Park and Rahway River Park in Rahway.
- Union County Knows HOW—Health, Opportunity and Wellness—which is aimed at increasing health awareness Countywide. The County will partner with Overlook Medical Center in events that involve free health screenings, inoculations and information distribution. The County will also promote health awareness among its employees through the introduction of an Office Work Challenge weight loss program, wellness fairs and more.
- Increasing social media and webpage outreach. We’ve opened an Instagram social media site and are working to revamp the County webpage to improve navigability and include a section so users may subscribe to periodic information on county services.
- The creation of free WiFi at six County locations including: Wheeler Pool in Linden, Ulrich Pool in Rahway, the County Clerk’s Office in Westfield, Warinanco Skating Rink in Roselle, Trailside Nature and Science Center in Mountainside, and possibly part of Nomahegan Park.
- Ask gun vendors wishing to sell guns to the County socially responsible questions on gun control and conduct a second Countywide gun buyback program through County Police.

We once more have another busy year ahead of us in achieving the many goals we have set. I look forward to working with the Freeholder Board, our residents and our employees in continuing our progress and moving Union County forward.

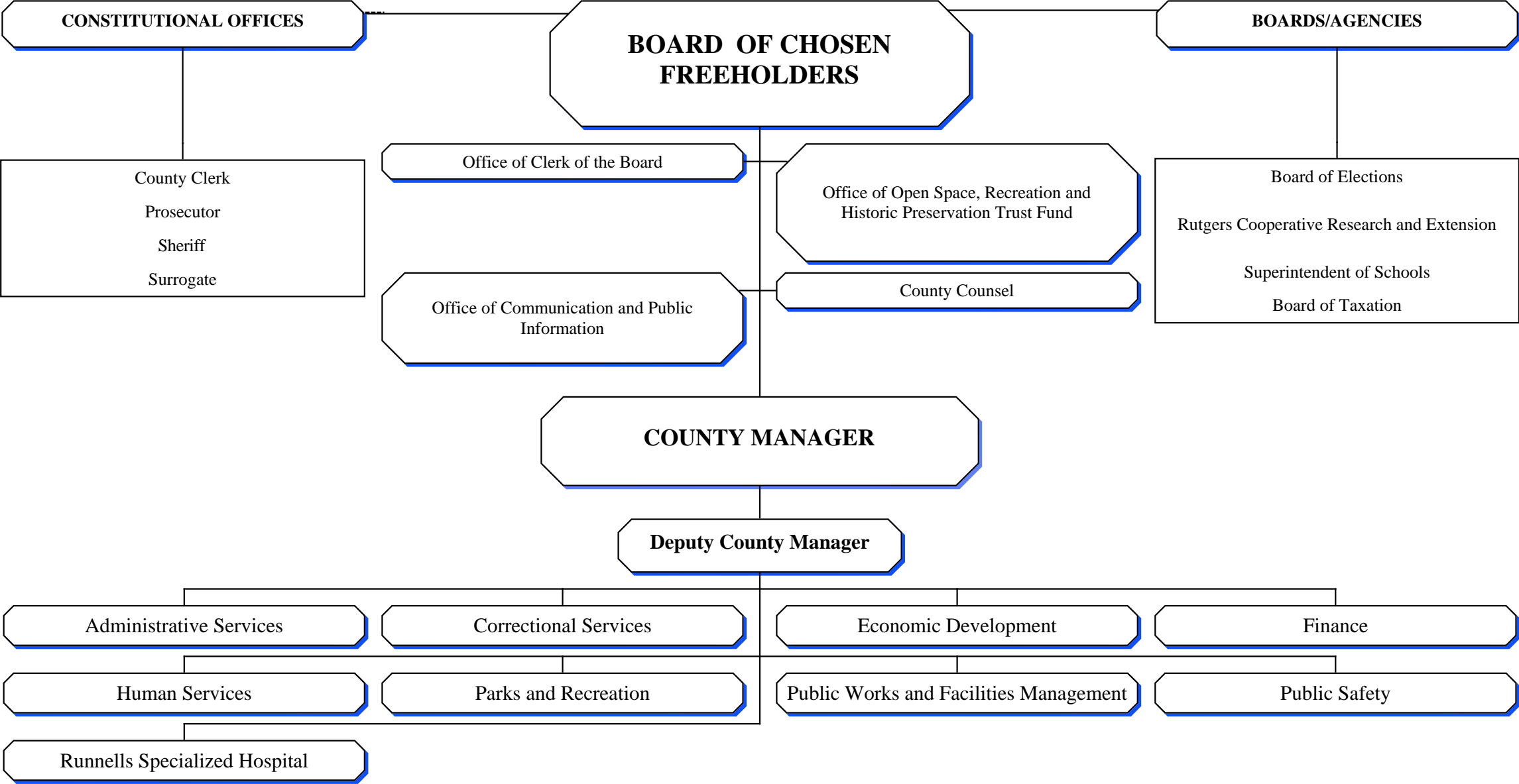
Sincerely,

A handwritten signature in black ink, appearing to read "Alfred J. Faella". The signature is fluid and cursive, with the first name "Alfred" and last name "Faella" clearly distinguishable.

Alfred J. Faella
Union County Manager

County of Union Organizational Chart

RESIDENTS OF THE COUNTY OF UNION



Financial Overview

**2014 EXECUTIVE BUDGET
REVENUE SCHEDULE**

	Adopted 2013	Realized 2013	Anticipated 2014
Surplus Anticipated	19,000,000	19,000,000	20,000,000
Miscellaneous Revenues - Section A: Local Revenues			
County Clerk	2,205,840	1,859,582	1,858,500
Surrogate	191,915	191,915	190,000
Sheriff	1,000,000	1,000,000	1,000,000
Interest on Investments and Deposits	145,000	217,200	175,000
County Board of Pay Patients	32,640,000	36,114,389	35,000,000
Permits Road Department	102,500	114,628	110,000
Register of Deeds - Realty Transfer Fees	3,623,553	3,585,253	3,550,000
Parks and Recreation Facilities Revenue	7,050,000	7,757,876	8,500,000
Rent - 921 Elizabeth Ave.	415,000	418,307	415,000
Rental Beds - Juvenile Detention Center	900,000	1,148,497	-
Miscellaneous Revenues - Section B: State Aid			
County College Bonds	1,960,185	1,960,186	2,079,594
Miscellaneous Revenues - Section C: State Assumption of Costs			
Supplemental Social Security Income	1,064,075	551,253	1,045,714
Division of Youth and Family Services	4,611,749	4,611,749	4,095,828
Maintenance of Patients: Mental Diseases (DMHS)	7,710,278	7,710,278	8,883,332
Maintenance of Patients: DDD	22,475,630	22,475,630	23,652,904
Miscellaneous Revenues - Section D: Public & Private Revenue	16,440,413	34,915,012	14,500,000
Miscellaneous Revenues - Section E: Prior Written Consent			
County Clerk Increased Fees	1,818,699	1,690,843	1,690,000
Surrogate Increased Fees	293,085	308,854	300,000
Sheriff Increased Fees	-	133,009	50,000
Fringe Benefits	2,500,000	2,444,928	2,175,000
Indirect Costs	175,000	106,056	105,000
Medicare - Peer Group	1,966,563	2,173,695	983,282
Bail Forfeitures	350,000	224,530	220,000
NJ Reimbursement State Prisoners	145,000	161,992	150,000
Educational Building Aid	450,000	538,558	450,000
NJ Division of Economic Assistance - Earned Grant	28,300,000	31,374,237	29,500,000
Service Fees - Courts	185,000	342,384	342,000
Capital Fund Balance	1,000,000	1,000,000	750,000
Franchise Fee - Jersey Gardens	475,000	630,356	500,000
Reserve to pay Serial Bonds	114,044	114,044	-
Title IV D - Facility Reimbursement	1,050,000	1,206,495	850,000
Debt Service - Open Space	5,639,826	5,639,826	4,639,826
Leaf Composting	200,000	258,950	250,000
PILOT's	200,000	228,997	200,000
State Reimbursement - Delaney Hall	1,750,000	1,302,932	1,250,000
Union County Utilities Authority	2,000,000	2,000,000	2,000,000
Open Space - Parks Maintenance	2,600,000	2,600,000	2,400,000
Telephone Commissions	400,000	422,858	400,000
Reimbursement Prosecutor Salary	65,000	32,233	-

**2014 EXECUTIVE BUDGET
REVENUE SCHEDULE**

	Adopted 2013	Realized 2013	Anticipated 2014
Division of Developmental Disabilities (DDD)	550,000	631,659	550,000
Dispatch Services	300,000	244,092	240,000
Rental Income UC College/Trinitas Hospital Kellog Build	200,000	183,333	180,000
Weights & Measures	140,000	188,524	140,000
ILSA Traffic Control Monitoring	1,207,500	1,207,500	586,968
PACE Agreement	576,553	576,553	576,553
 Amount to Be Raised by Taxes	 317,544,198	 317,544,198	 330,848,091
 TOTAL REVENUES	 493,731,606	 519,143,392	 507,382,591

2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
GENERAL GOVERNMENT				
Board of Chosen Freeholders	SW	268,500	268,500	268,500
Miscellaneous	OE	70,400	70,400	63,500
Annual Audit	OE	188,950	188,950	194,750
Other Accounting and Auditing Fees	OE	145,225	145,225	199,581
County Manager's Office	SW	699,046	720,046	349,704
Miscellaneous	OE	123,000	123,000	122,000
Special Studies and Initiatives	OE	325,000	325,000	325,000
Clerk of the Board	SW	764,017	764,016	964,750
Miscellaneous	OE	233,500	233,500	226,000
Advisory Boards, Committees & Commission	OE	5,000	5,000	5,000
Status of Women Advisory Board	OE	500	500	500
County Clerk	SW	1,866,858	1,866,858	1,871,059
Overtime	SW	51,000	51,000	51,000
	OE	154,000	154,000	158,000
Elections (County Clerk)	SW	131,469	131,469	125,161
Overtime	SW	10,000	10,000	3,900
	OE	1,016,855	966,855	991,000
Special Primary Election	OE	-	775,300	-
Board of Elections	SW	1,304,366	1,304,366	1,288,705
Overtime	SW	40,000	40,000	40,000
	OE	1,057,500	1,057,500	1,057,500
Special Primary Election	OE	-	974,700	-
Department of Finance:				
Office of Director	SW	257,552	257,552	256,686
	OE	115,500	115,500	175,000
Public Obligations Registration Act P.L. 1983	OE	178,000	178,000	200,000
Aid to Union County Improvement Authority	OE	600,000	600,000	500,000
Division of Reimbursement	SW	204,425	205,625	261,303
	OE	2,700	2,700	2,700
Division of Treasurer	SW	334,814	334,814	392,371
	OE	2,300	2,300	52,300
Division of Comptroller	SW	909,914	888,914	778,938
	OE	16,900	16,900	16,900
Division of Internal Audit	SW	143,295	143,295	181,020
	OE	1,800	1,800	1,800
County Counsel	SW	1,284,866	1,284,866	1,359,222
	OE	422,500	422,500	321,750

2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
County Adjuster	SW	313,290	318,290	317,534
	OE	3,000	3,000	3,000
Department of Administrative Services:				
Office of Director	SW	189,117	279,117	693,867
	OE	60,000	60,000	35,000
Division of Motor Vehicles	SW	1,324,175	1,324,175	1,631,044
Overtime	SW	46,000	46,000	59,000
	OE	4,339,000	4,339,000	4,382,000
Division of Personnel Mngt & Labor Relations:	SW	770,409	770,409	949,311
	OE	874,500	874,500	874,500
Division of Purchasing	SW	644,601	644,601	641,847
	OE	218,000	218,000	228,000
Board of Taxation	SW	227,024	232,524	243,488
	OE	-	-	-
County Surrogate	SW	851,551	851,551	806,242
	OE	29,795	29,795	29,800
Department of Parks & Community Renewal:				
Office of Director	SW	1,878,941	1,788,941	-
Overtime	SW	25,000	25,000	-
	OE	869,460	869,460	-
Division of Planning & Community Development:	SW	378,074	378,074	-
	OE	541,500	541,500	-
Cultural and Heritage Affairs	SW	198,296	198,296	-
	OE	8,000	8,000	-
Division of Golf Operations	SW	176,360	177,360	-
	OE	5,479,468	6,079,468	-
Division of Planning & Environmental Services:	SW	282,214	282,215	-
Overtime	SW	4,500	4,500	-
	OE	36,750	36,750	-
Department of Economic Development:				
Office of Director	SW			541,128
	OE			24,300

2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
Community Development & Housing	SW			167,916
	OE			2,700
Division of Strategic Planning & Intergovernr	SW			330,461
	OE			514,500
Division of Information Technology	SW	962,301	962,301	696,009
	OE	1,435,600	1,450,600	1,730,900
Engineering, Land and Facilities Planning	SW	741,201	741,201	440,884
Overtime	SW	45,000	45,000	-
	OE	95,400	95,400	188,000
Insurance:				
Group Health Insurance Plan for Employee	OE	47,452,685	47,452,685	46,672,065
Employees' Prescription Plan	OE	11,202,876	11,202,876	11,631,262
Dental Plan	OE	1,200,000	1,200,000	925,000
Health Waivers	OE	1,645,000	1,670,000	1,700,000
Surety Bond Premiums	OE	12,800	12,800	12,800
Other Insurance Premiums	OE	9,314,537	9,314,537	10,245,991
Disability Insurance	OE	250,000	250,000	250,000
TOTAL GENERAL GOVERNMENT		107,056,177	109,408,877	99,774,149
 PUBLIC SAFETY:				
Sheriff's Office	SW	15,741,506	15,741,506	16,279,204
Overtime	SW	475,000	475,000	620,000
	OE	367,459	367,459	367,459
Department of Public Safety				
Office of Director	SW	167,654	168,654	218,929
	OE	3,600	3,600	4,050
Division of Weights and Measures	SW	331,202	346,202	329,750
Overtime	SW	500	500	2,700
	OE	3,565	3,565	3,565
Division of Medical Examiner	SW	511,362	511,362	525,190
Overtime	SW	20,000	20,000	7,700
	OE	250,000	335,000	364,500
Division of Emergency Management	SW	546,104	651,104	580,194
Overtime	SW	16,500	16,500	8,500
	OE	269,500	269,500	226,100

**2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
Emergency Medical Services	SW			332,500
Overtime	SW			8,000
	OE			50,000
Division of County Police	SW	7,353,374	7,533,374	7,565,184
Overtime	SW	402,000	402,000	475,000
	OE	199,600	199,600	199,600
Division of Health	SW	100,000	100,000	45,900
	OE	55,000	55,000	81,000
County Prosecutor's Office	SW	19,025,670	19,445,670	19,585,891
Overtime	SW	550,000	550,000	600,000
	OE	742,000	742,000	765,000
Contribution to Soil Conservation District	OE	26,886	26,886	28,230
Department of Corrections	SW	26,229,883	26,229,883	25,488,340
Overtime	SW	5,800,000	5,800,000	6,500,000
	OE	10,448,000	10,448,000	10,348,000
TOTAL PUBLIC SAFETY		89,636,365	90,442,365	91,610,486
OPERATIONAL SERVICES:				
Department of Engineering, Public Works & Facilities Mngt				
Office of the Director	SW	30,421	31,421	30,422
	OE	22,000	22,000	36,776
Red Light	OE	1,207,500	1,207,500	586,968
Division of Public Works	SW	1,420,440	1,520,440	1,755,385
Overtime	SW	65,000	65,000	92,000
	OE	52,600	52,600	52,600
Division of Facilities Management	SW	6,028,536	6,028,536	5,889,752
Overtime	SW	90,000	90,000	143,000
	OE	7,573,050	7,573,050	7,573,050
Park Maintenance	SW	2,225,795	2,225,795	-
Overtime	SW	175,000	175,000	-
	OE	350,000	350,000	-
Hospital Maintenance	SW	1,075,714	1,075,714	1,134,966
Overtime	SW	105,000	105,000	104,000
	OE	385,320	385,320	379,368
Contribution for Flood Control	OE	17,000	17,000	14,776
TOTAL OPERATIONAL SERVICES		20,823,376	20,924,376	17,793,063

2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
HEALTH AND WELFARE:				
Crippled Children	OE	39,200	39,200	39,200
Runnells Specialized Hospital	SW	21,062,070	20,502,070	21,511,504
Overtime	SW	2,172,350	2,082,350	2,030,000
	OE	12,114,199	12,114,199	12,464,199
Adult Diagnostic Center	OE	9,000	9,000	9,000
Pyschiatric Treatment	OE	5,000	5,000	5,000
Maintenance of Patients: Mental Health Servi	OE	11,895,199	11,895,199	12,385,236
Maintenance of Patients: DDD	OE	22,475,630	22,475,630	23,652,904
Maintenance of Patients: Geriatric Center	OE	48,000	48,000	48,000
NJ Bureau of Children Services: DYFS	OE	4,611,749	4,611,749	4,095,828
Department of Human Services				
Office of Director	SW	438,229	458,229	702,112
	OE	3,500,000	3,500,000	4,114,319
Employment & Training	SW	-	-	293,797
	OE	-	-	-
Juvenile Detention	SW	4,222,357	4,202,357	4,194,818
Overtime	SW	870,000	870,000	750,000
	OE	1,500,000	1,500,000	939,950
Division of Aging	SW	228,603	228,603	237,491
	OE	962,012	962,012	1,584,861
Division of Youth Services	SW	551,286	551,286	549,084
	OE	85,800	85,800	71,500
Division of Social Services	SW	30,066,751	29,266,751	31,112,250
Overtime	SW	288,000	288,000	440,580
	OE	7,538,650	6,938,650	7,784,525
Division of Planning	SW	328,974	329,974	472,045
	OE	5,500	5,500	124,925
Community Social Services - Medicare Peer G	OE	1,833,000	1,833,000	916,500
TOTAL HEALTH AND WELFARE		126,851,559	124,802,559	130,529,628

2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
RECREATION:				
Department Parks & Recreation:				
Office of the Director	SW			679,904
Overtime	SW			13,000
	OE			138,900
Recreational Facilities	SW			1,276,177
Overtime	SW			24,000
	OE			7,515,520
Division of Planning & Environmental Services	SW			327,918
Overtime	SW			4,500
	OE			20,300
Park Maintenance	SW			2,355,937
Overtime	SW			199,000
	OE			422,750
Cultural and Heritage Affairs	SW			52,932
	OE			8,000
TOTAL RECREATION		-	-	13,038,838
EDUCATION				
Office of County Superintendent of Schools	SW	209,157	211,357	211,413
	OE	12,500	12,500	12,500
Vocational Schools	OE	4,375,368	4,375,368	4,462,875
Union County Extension Service in Agriculture	SW	64,854	65,854	103,068
	OE	90,406	90,406	103,878
Union County Community College System	OE	13,307,913	13,307,913	13,574,071
Scholarship Program	OE	190,000	190,000	190,000
Reimbursement for Residents: Out of County	OE	207,000	217,000	217,000
Educational Services Commission	OE	70,000	70,000	70,000
TOTAL EDUCATION		18,527,198	18,540,398	18,944,806

**2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
UNCLASSIFIED:				
Prior Year Bills				
Other Expenses	OE	204,781	204,775	159,983
Salary Adjustment	SW	2,242,378	-	1,785,436
Accumulated Absences	SW	750,000	750,000	1,250,000
Utilities	OE	8,417,000	8,417,000	8,899,630
TOTAL UNCLASSIFIED		11,614,159	9,371,775	12,095,049
STATE AND FEDERAL PROGRAMS:				
State and Federal Grants	OE	16,440,413	33,239,147	14,500,000
Matching Funds	OE	1,250,000	1,250,000	1,250,000
TOTAL STATE AND FEDERAL PROGRAMS		17,690,413	34,489,147	15,750,000
Contingent	OE	50,000	50,000	50,000
TOTAL CONTINGENT		50,000	50,000	50,000
CAPITAL IMPROVEMENTS:				
Capital Improvement Fund	OE	1,500,000	1,500,000	2,000,000
Road Resurfacing	OE	2,000,000	2,000,000	3,000,000
TOTAL CAPITAL IMPROVEMENTS		3,500,000	3,500,000	5,000,000
BOND PRINCIPAL:				
Bond Principal				
State Aid College Bonds	OE	235,000	235,000	235,000
Vocational School Bonds	OE	3,410,000	3,410,000	3,393,000
Other Bonds	OE	23,440,000	23,440,000	24,203,000
College Bonds	OE	1,790,000	1,790,000	1,787,000
Interest on Bonds				
State Aid College Bonds	OE	81,000	80,296	60,015
College Bonds	OE	264,000	263,460	185,970
Vocational School Bonds	OE	1,872,000	1,871,716	1,594,170
Other Bonds	OE	13,125,000	12,874,815	11,833,428
Interest on Notes		610,000	598,333	660,000
Principal on Notes		13,000	12,650	13,000
Lease Payments				
UCIA		7,878,610	7,551,636	11,619,792
UCIA - State Aid College Bonds		3,606,000	3,605,074	3,738,890
Dam Restoration Loans				

**2014 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

		2013 Adopted Budget	2013 Modified Budget	2014 Proposed Budget
Dam - Principal		156,000	155,099	158,216
Dam- Interest		55,000	54,442	51,324
License Agreements - Pace		576,553	576,553	576,553
TOTAL COUNTY DEBT SERVICE		57,112,163	56,519,074	60,109,358
 DEFERRED CHARGES:				
Deferred Charges to Future Taxation - Unfun	OE	286,310	286,310	970,000
TOTAL DEFERRED CHARGES		286,310	286,310	970,000
 STATUTORY EXPENDITURES:				
Public Employees Retirement System	OE	15,374,379	15,374,379	15,952,815
Social Security System (OASI)	OE	10,842,000	10,842,000	11,500,000
Sheriff Officers' Pension Fund	OE	27,500	27,500	-
Police and Firemen's Retirement Fund	OE	13,290,007	13,290,007	13,214,400
Defined Contribution Retirement Fund	OE	35,000	35,000	35,000
Unemployment Compensation Insurance	OE	1,015,000	1,015,000	1,015,000
TOTAL STATUTORY EXPENDITURES		40,583,886	40,583,886	41,717,215
 TOTAL GENERAL APPROPRIATIONS		 493,731,606	 508,918,767	 507,382,591

Overview of Union County Government

Clerk of the Board

**Office of Communication and Public
Information**

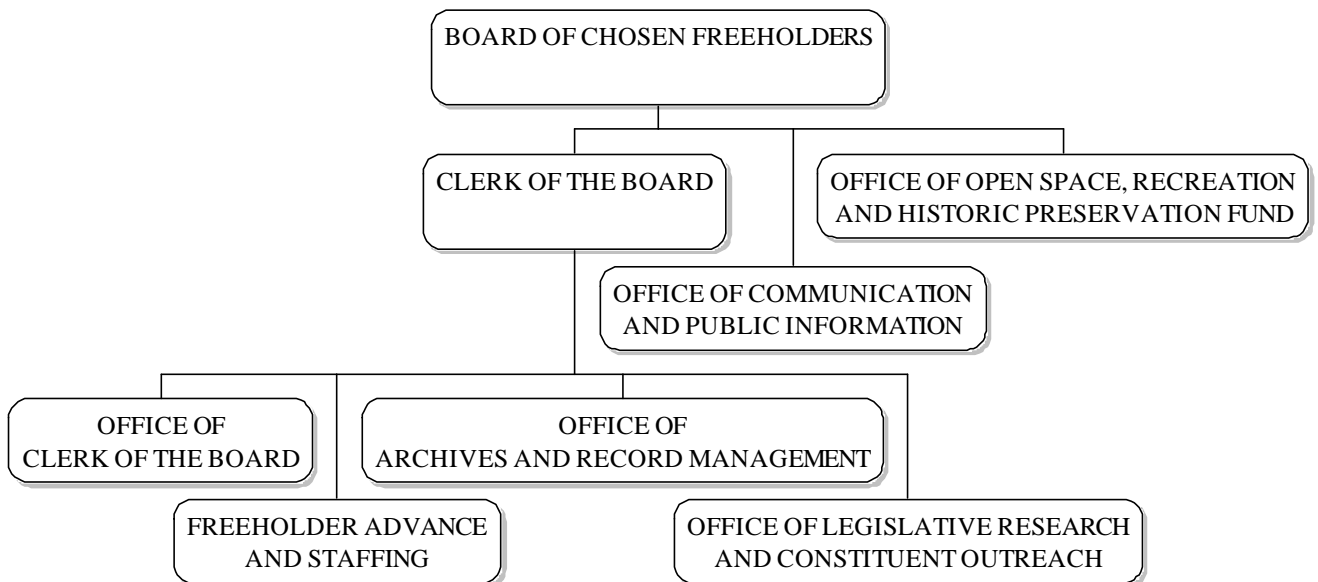
**Office of Open Space, Recreation and
Historic Preservation Trust Fund**

Organizational Chart

Clerk of the Board

Office of Communication & Public Information

Office of Open Space, Recreation And Historic Preservation Trust Fund



CLERK OF THE BOARD

Mission

To prepare for and coordinate the activities of Freeholder meetings; act as the depository and maintenance of vital County documents; act as custodian of the official County seal and provide administrative services for the Board.

Programs & Services

Freeholder Meetings

Coordination of Freeholder meetings includes, but is not limited to, scheduling, agenda development and preparation, constituent outreach, policy execution, correspondence, attendance, recording of votes and actions, processing of all resolutions and ordinances and forwarding of same to appropriate entities, and required legal advertising.

Record Keeping

Note and preserve the minutes of the Board, recording all actions and votes taken, and the substance of discussions and debate relating thereto.

Official Depository

Preserve all official records, actions, votes, and substance of discussions of the Board of Chosen Freeholders. Keep and compile all ordinances, resolutions, minutes, contracts, surety bonds, insurance policies, and other official papers. Maintain a system of receiving and processing all Open Public Records Act (OPRA) requests.

Constituent Services & Freeholder Outreach

Provide administrative and support services for the Board, provide information and assistance to constituents contacting Freeholders, expedite Freeholder correspondence, coordinate outreach to County groups and associations, and assist in legislative research and execution.

2013 Accomplishments

Coordination of Freeholder Meetings

The Clerk's office successfully coordinated 43 meetings, including 1 special meeting, of the Union County Board of Chosen Freeholders in accordance with statutory requirements.

The Clerk of the Board's Office successfully continued its implementation of the electronic (and paperless) agenda process. Over 120 users have been trained and are currently using the system; adding and subtracting end users when and where appropriate. The agenda packet including all the back-up is created electronically and emailed to the Freeholder Board, which has eliminated the need for the duplication of the packet at the print shop and reduced the burden of labor hours of the messengers to deliver the packets to the Freeholders prior to the meeting, saving printing, gas and personnel costs.

In an effort to continue to provide information to the public, the agendas for the Agenda Setting meetings were posted to the website the evening of the meetings; and in most instances posted with a 24 hour notification. The Regular Meeting agendas were posted to the website the Wednesday prior to the meeting.

The minutes of the Board meetings are complete and accurate, and are posted to the website within 24 hours of their approval and adoption by the Board.

Ordinances approved by the Board of Chosen Freeholders are posted to the website after introduction and then in final format after final adoption. The public hearing dates and final adoption dates are posted on the website as well.

Open Public Records Act Compliance

The Clerk of the Board's Office has developed a thorough process for handling Open Public Records Act (OPRA) requests. The OPRA office continues to see a strong interest in government documents from the public, yielding over 3,068 individual requests for documents; representing an increase of over 10% from 2012.

The system by which responses are tracked has proven to be advantageous to both the County and the requestor, allowing the office to track progress and maintain open lines of communication with the public.

The OPRA staff, in conjunction with the Office of Public Information, updated the County's OPRA Request Forms to be more concise for both the OPRA staff and the general public. Additionally, the OPRA Request Forms were formatted to be downloaded from the official Union County website allowing the OPRA process to be both more user-friendly and easily accessible to the general public.

Office of Archives and Records Management

As the official custodian of documents for the County, the Clerk of the Board's office is working to improve records management in the County of Union. The Office of Archives and Records Management (OARM) has had a very productive year in working to improve records management county-wide.

The OARM completed its transition in vendors to provide the storage and records management for all County records and documents in June 2013. The transition was laborious and time-consuming; nonetheless the County's new vendor, Cityside Archives, provides archives and records management for the County's 24,958 archived boxes.

Additionally, the OARM has worked diligently to reduce the costs associated with the storage and management of Union County documents and successfully destroyed over 1,839 boxes that had met their retention schedule as prescribed by the New Jersey Department of Archives and Records Management (DARM). The elimination of these boxes from Union County's records management inventory saved the County of Union approximately \$3,100 in 2013 from unnecessary storage costs. OARM has instructed and supervised the various County departments in this process.

The OARM, within the Office of the Clerk of the Board, continues to effectuate change in the area of records management on both the County and municipal level. OARM continues to build upon, upgrade and expand the County's Electronic Data Management System (EDMS). The EDMS has become a program which is heavily relied upon by every department within

the County and new personnel are trained each year to enter and retrieve documents.

The OARM continues its shared service with municipalities offering assistance with the destruction of inactive documents, pursuant to state requirements, at no cost to the municipalities. Additionally, the County continues the scanning and indexing of historic and permanent documents for Union and Roselle Park, Fanwood and Rahway.

The OARM employs an Archivist, whose expertise has been a tremendous asset to the County. Over the years, the archivist has developed expansive databases outlining important aspects of Union County's history including a freeholder database of every freeholder since the county's inception and a parks photo archives memorializing the importance and significance of our impressive parks system.

The County Archivist has spearheaded the preservation of the Freeholder Office's most precious documents, the Minutes of the Board of Freeholders, by scanning these directly from their bound books. To date, all Minutes of the Board from 1870 (the earliest days) through 1982 and from 2013 back to 1984 have been scanned and preserved. In addition to every County Ordinance ever passed, each and every county resolution from 2013 back to 1972 has been successfully scanned and preserved.

These images will be preserved on Microfilm and the bound books will continue to be preserved in archival boxes in a climate controlled environment.

The Archivist continues to be an invaluable resource to various internal departments and external agencies including Rutgers University, neighboring counties and the State of New Jersey.

Office of Freeholder Relations

The Director of Freeholder Relations supervised and managed two (2) Freeholder Relations & Outreach Aides in an effort to provide appropriate Freeholder staffing.

In 2013, the Office of Freeholder Relations prepared numerous Laudatory Resolutions to honor community members, outstanding events and achievements and show support for efforts of individuals and groups throughout the county, including Boys and Girls Scout Troops, non-profit agencies and citizen's groups.

The Office of Freeholder Relations also worked in the field, providing assistance to the Freeholders at events, such as County sponsored music concerts, movies in the parks, Union County Means Business seminars and more.

Additionally, the Freeholder Aides also provided assistance to residents via phone calls and letters to make sure requests to the office are addressed and concerns regarding county services are sent to the proper departments and questions of residents answered in a timely manner.

In December of 2013, the Union County Board of Chosen Freeholders adopted Ordinance #2013-755, which re-organized the structure of the Office of Freeholder Relations by dividing it into two (2) distinct offices: 1) Office of Freeholder Advance and Staffing and 2) Office of Legislative Research and Constituent Outreach.

2014 Initiatives

Office of the Clerk of the Board

The Office will continue to perform statutory duties as required in an efficient and effective manner and continue to provide a high level of service to the public, the Board of Chosen Freeholders and all other users of the Office as is expected.

The Office participated in various meetings with other Departments in exploring the establishment of an internship and/or cooperative extension program through the development of an Affiliation Agreement with Kean University and will be the lead office in finalizing said internship and/or cooperative extension program that provides hands on experience for students enrolled in the Public Administration B.A./M.P.A.; Five-Year

Accelerated Program within the School of Criminal Justice and Public Administration.

The Office will continue to explore ways to utilize the website to provide easier access and transparency to public documents. The Office will maintain a monthly updated record of Advisory Boards and any agendas and/or minutes of said Advisory Boards.

The Office will provide training to all Departmental users of the County's Minutetraq Electronic Agenda System.

Open Public Records Act Compliance

The Open Public Records Act (OPRA) staff will continue to respond to OPRA requests in an expeditious manner, allowing greater accessibility to government documents to members of the public.

The OPRA staff will continue to explore ways to utilize the website to inform the general public of the measures the County of Union undertakes to respond to OPRA requests in accordance to the Open Public Records Act.

The OPRA staff will continue to explore ways to enhance the efficiency of the communication between the Office of the Clerk of the Board and County Departments relative to the collection of information and responsive documents pertaining to the various OPRA requests submitted by the public.

Office of Archives and Records Management

The OARM will compile an updated user registry and coordinate a two-day training session given by the software vendor for all personnel who image documents. This training session will assist the OARM staff in its efforts to monitor all county records and documents.

The OARM staff will continue to monitor the retention schedules of the County's archived records and documents and set a biannual review of inventory and permanent withdrawal of records and documents that have reached its retention period as prescribed by the New Jersey Department of Archives and Records Management (DARM).

The OARM staff will continue to scan and index County resolutions; focusing on the years from 1971 back to 1961 (the earliest years they were separated from the minutes).

The OARM staff will continue the successful municipal inventory purge project, assisting municipalities in purging their inactive inventories at no cost. Additionally, the OARM will continue to scan, index and make available electronically historic and permanent documents in the Fanwood, Rahway, Roselle Park and Union municipal clerks' offices.

In 2014, the archivist will continue to scan historic minute books of the Union County Freeholder Board; completing the minutes from 1983, which will complete all Minutes of the Union County Board of Chosen Freeholders from 1870 through present day. In order to preserve the bindings of the book, a book scanner is being used. While using the book scanner is a time consuming process, it is the most effective way to preserve the original document, while creating an electronic version, which will then be converted to microfilm.

Once completed, the Archivist will begin preserving the official deeds and relevant communications of the Union County Parks Commission's land acquisition files; which date as far back as the 1920's. The Archivist will preserve these precious documents in acid-free folders and boxes; ensuring the preservation of the County's rich history of the Olmstead Park System.

Office of Freeholder Advance and Staffing

The Director of Freeholder Advance and Staffing will supervise and train three (3) Legislative Aides on providing appropriate Freeholder staffing at events; serving as liaison to constituent concerns; coordinating individual Freeholder schedules; and attending various advisory board and/or meetings on behalf of the members of the Board of Chosen Freeholders.

The Office of Freeholder Advance and Staffing will assist the Clerk of the Board on the coordination of all presentations during the Freeholder meetings. The Office of Freeholder Advance and Staffing will videotape and prepare all Agenda Sessions and Regular Meetings to be disseminated to various municipalities and media outlets. The Office will assist in the

videotaping, editing and coordination of video to be posted to the Union County Video Channel on the official Union County website.

The Office of Freeholder Advance and Staffing will coordinate with various county departments with their printed materials to be used on the Freeholder/Office of Public Information Van. The Office will schedule the Freeholder OPI Van to be made available to the general public at various County Sponsored and Non-County Sponsored events.

The Office of Freeholder Advance and Staffing will assist the Office of Public Information on the coordination of special events, ground breaking and ribbon cutting events.

Office of Legislative Research and Constituent Outreach

The Director of Legislative Research and Constituent Outreach will supervise and train three (3) Legislative Aides on preparing responses to constituent requests; through the drafting laudatory resolutions and the preparing of incoming and outgoing correspondence. Additionally the Office will assist in the drafting of Freeholder talking points.

The Office of Legislative Research and Constituent Outreach will enhance, cultivate and develop relationships with Community and Governmental organizations within the County of Union.

The Office of Legislative Research and Constituent Outreach will research various issues and pending legislation affecting Union County residents, and will work in conjunction with State Legislative Offices, Governmental and Community Organizations in support or opposition to said legislation.

The Office of Legislative Research and Constituent Outreach will increase constituent outreach by way of social media; including the creation of a pilot Social Media Program, focusing on the utilization of individual Freeholder Facebook sites and Instagram.

OFFICE OF COMMUNICATION AND PUBLIC INFORMATION

Mission

The Office of Communication and Public Information connects the residents of Union County's 21 municipalities with the programs and services initiated by the Board of Chosen Freeholders and implemented by Union County Government. This is accomplished through media relations, a wide range of publications, our County webpage, social media, TV shows, commercials, radio, our telephone infoline, a mobile van, letters, mailings, direct outreach and direct information and referral services.

2013 Accomplishments

The Office of Communication and Public Information once again had a very productive year in 2013, delivering press releases, DVDs, videos for the webpage, and photographs to all media including print, broadcast, cable, and internet media, as well as answering Infoline calls and emails, updating our website and social media sites, staffing public events, and presenting news about the County's services to the public. The Office also assumed primary operation responsibilities for Union County First Alert, the email and text messaging emergency notification system for Union County.

Among many initiatives this year, OPI worked to:

- Coordinate press conferences and prep speaking points, press releases and inform media on special events, including the opening of the Colleen Fraser Building, the Union County Means Business series, National Night Out, Union County STEP program, African American Heritage month, Rizzuto Turf field, Wheeler Turf Field, Columbus Day flag raising, Gun Buyback, the Prescription Drug Program, green programs and more. The office also participated in staffing special events such as the 9-11 commemoration at the County's memorial, and the Fourth of July Parade in Plainfield.
- Produce videos, vignettes, and public service announcements posted to the webpage, as well as new print/downloadable material for the Public Info Van publicizing recycling and other green County services

while minimizing paper use, and a new “History of Union County” downloadable flyer in support of school districts for statewide civics curriculum.

- Update social media applications, including YouTube, Facebook, and Twitter for County Government, while preparing for a new Instagram account which launched during the January 5, 2014 re-org meeting.
- Tape and distribute a second public affairs show, “Vintage Views,” to help inform Union County’s senior population about County government.
- Produce the County Directory and Executive Directory, and compile the Executive Budget in accordance with mandatory deadline.
- Supervise the in-house operations of the print shop, reviewing and approving hundreds of County publications.
- Engage Union County residents in conservation, nutrition, and other aspects of community health, and promote public awareness of “green” sustainability issues including recycling, solar power, water conservation, land conservation, tree stewards program, and more.
- Promote educational and academic initiatives at Vo-Tech.
- Provide a liaison to the County Surrogate’s and Sheriff’s Office.
- Coordinate, stock, prepare and schedule the County’s Public Information van at all events.

Additionally, the staff of the Office of Public Information once again worked closely and effectively with media outlets throughout the county and the New York metro region in 2013. The office works with dozens of publications and media outlets including newspapers, websites, magazines, broadcast TV, cable television outlets, radio stations, and newsletters to deliver news about County services and keeping citizens informed. The office’s primary director remains in 24-hour contact with media on police and emergency events.

The County's photographer attended and photographed numerous events, and emailed the photographs to media, as well as the public, saving money on printing costs.

During special events, the office provided staff to communicate directly to residents. Throughout the year, the office develops and presents materials to thousands of residents who attend County parks events and any other public event with which the County is involved.

The office works closely with all departments of County Government to provide information assistance and support. The office helps departments communicate to the media by writing press releases, developing fliers and mail materials, talking points, press conferences, display materials, scripts, photography and video services. The office also translated many of key press releases into Spanish language for distribution and for the website.

The Public Information Office advises the media, preps presenters, develops display materials and follows up with the dissemination of backup material.

This office handled media inquiries and works with the Board of Freeholders and County Manager's office to answer constituent and media questions quickly and accurately.

This office also continued providing emailed clippings or links from daily and, when available, weekly newspapers.

2014 Initiatives

Public Information will continue to keep the public informed through media relations, publications, TV shows, and direct public contact through the Public Information Vehicle, Infoline and County web page, and will continue to engage new online publications and internet opportunities.

Public Information has started a new Instagram page that it is posting on in real time for special events. Public Information will also participate in a social media advisory board aimed at discussing social media policy and development.

Public Information will unveil an updated website with improved navigability.

Finally, Public Information will continue its work to implement vehicles for outreach with various departments to ensure that programs and services reach their targeted audience so that Union County residents are included in programs, events and services.

OFFICE OF UNION COUNTY OPEN SPACE, RECREATION AND HISTORIC PRESERVATION TRUST FUND

Mission

The mission of the Open Space, Recreation and Historic Preservation Trust Fund is to assist in the execution of policy made by the Union County Board of Chosen Freeholders to conserve open space, provide recreational opportunities, and preserve historic sites throughout the twenty-one municipalities in Union County.

2013 Accomplishments

Trust Fund

The Open Space, Recreation and Historic Preservation Trust Fund was created by referendum on November 7, 2000 to be funded by establishing a levy of 1 ½ cents per \$100 of total County equalized real property valuation for twenty years, to provide monies for:

1. Acquisition of lands in Union County for recreation and conservation purposes;
2. Development of lands acquired for recreation and conservation purposes;
3. Maintenance of lands acquired for recreation and conservation purposes;
4. Historic preservation of historic properties, structures, facilities, sites, areas, or objects in Union County and the acquisition of such properties, structures, facilities, sites, areas, or objects in Union County for historic preservation purposes;
5. Payment of debt service on indebtedness issued or incurred for purposes (1), (2) and (4) above.

According to a report prepared by the Edward J. Bloustein School of Planning and Policy at Rutgers University, the following was noted: “The preservation and maintenance of Union County’s park system...will be necessary to help sustain an attractive quality of life for the residents of Union County. Initiatives to create an Open Space Trust Fund that will support this effort...are highly recommended.”

Open Space

The commitment to acquisition of open space in the County of Union by the Union County Board of Chosen Freeholders is, and will remain, a cornerstone of the Trust Fund. With over 316 acres of land preserved as we entered 2013, the residents of Union County benefit each day from the increased quality of life those purchased bring.

Some of the acquired parcels continue to prove the thoughtful commitment of Union County voters when this initiative was approved in 2000. It is not difficult to imagine the economic hardship that the development of the 63 acre American Water Property in the Watchung Reservation, the 17 acres in Berkeley Heights, or the varied dozens of acres in Clark, Rahway, Union and other municipalities would have caused. Equally as distressing would have been the irreversible loss of that open space in our already crowded county.

Recreation

Through the Open Space, Recreation and Historic Preservation Trust Fund, the Union County Board of Chosen Freeholders has had a great impact on the recreational health of our county residents through two avenues of assistance. First, the County of Union continues to create, improve and rehabilitate its already existing system of parks throughout our County.

In addition, the Board has provided direct assistance to municipalities through the Kids Recreation Trust Fund grant program. This grant allows for municipalities to create, improve and expand recreational opportunities in their own backyards, as dictated by their needs and abilities.

Some highlights of these two avenues of improvement include:

- Over \$1,000,000.00 was awarded to municipalities in 2013 through the Kids Recreation Trust Fund grant program. It is important to note that this matching grant program provides for recreational improvements with municipalities, directed by municipalities. Since its inception in 2004, this grant program has put close to \$12,000,000.00 back into the parks and playgrounds in each of the 21 municipalities in Union County. As an example of the importance of the Kids Recreation Trust Fund grant program, Westfield received assistance with its turf replacement program at two different fields within the municipality, Plainfield chose to devote its resources to renovating basketball courts at various parks, and both Elizabeth and

Hillside chose to focus their resources this year at their community pools.

- Work progresses on the Clark Reservoir Master Plan project. With over 150 acres of water and land in several municipalities in Union County, this goal of this master plan is to provide a planning document that takes all aspects of the properties into account, along with the incorporation of input from all affected stakeholders throughout the County of Union.
- Working in conjunction with Rutgers, the State University of New Jersey, the Union County Board of Chosen Freeholders was proud to focus announce the installation of a new greenhouse at the Master Gardeners' Greenhouse and Gardens at Trailside. In addition to a sorely needed new greenhouse, general renovations were made to the head house and the outside areas; increased accessibility and usage will assist with the work carried out at this facility.
- Over \$300,000.00 was awarded to municipalities and not-for-profit organizations throughout Union County through the 2013 Preserve Union County grant program. First offered in 2003, this grant program has provided close to \$3,000,000.00 to historic sites throughout the County of Union. Funding for these sites is at a premium, and this grant program is strongly supported throughout the historic preservation community. It allows historic sites to continue their work in stabilizing and moving forward with important renovations. That, in turn, allows the educational importance of these historic sites to be shared with all residents of Union County.

Revenue Generation

The Open Space, Recreation and Historic Preservation Trust Fund continues to be an excellent vehicle for the generation of additional revenue to the County of Union. The State of New Jersey, through its Green Acres Program, has been an important partner in the Freeholder Board's efforts. Each year, the Trust Fund has applied for funding in the areas of acquisition and park development. Since the inception of the Trust Fund, the Union County Board of Chosen Freeholders has generated \$17,450,000.00 in grant awards from the Department of Environmental Protection, Green Acres Program.

We are also pleased to begin the engineering phase for work at Briant Park through the first ever partnership between the County of Union and a park conservancy for a Green Acres award. An application was submitted by the

Briant Park Conservancy for enhancements to Briant Pond Park located in Springfield and Summit. Notification came in 2011 that a matching grant in the amount of \$275,000.00 was awarded, and the Union County Board of Chosen Freeholders will begin construction on this project in 2014.

2014 Initiatives

Trust Fund

The creation of the Open Space, Recreation and Historic Preservation Trust Fund in 2000 simply affirmed the Union County Board of Chosen Freeholders continued commitment to the quality of life in our area. This unprecedented opportunity allows the freedom to pursue that goal, while bringing an obligation to manage in a responsible and thoughtful manner. It is an opportunity that is respected, and an obligation that is taken seriously. This Board will continue to pursue every avenue available as it seeks to preserve open space in the County of Union. Through its own efforts in the area of recreational expansion, the Board will continue to seek to improve existing facilities and add recreational opportunities as deemed necessary and affordable.

Grant programs like the Kids Recreation Trust Fund will continue to allow municipalities a strong voice in the management of their own recreational needs. Preserve Union County, a matching grant program available to historical sites within the County of Union, will continue to bring our rich history to life through the preservation of the buildings and areas of history in our own backyard. Greening Union County will continue the important work of replacing trees throughout the County of Union, shaping the landscape and the environmental health of our municipalities.

The importance of planning documents commissioned by this Freeholder Board in the past several years will become strong tools as we move forward. This Freeholder Board also believes strongly in the maintenance of the amazing Union County Park System as it presently exists and, in keeping with the tenants of the original ordinance, will continue its efforts to make certain that our park system remains a jewel of our county.

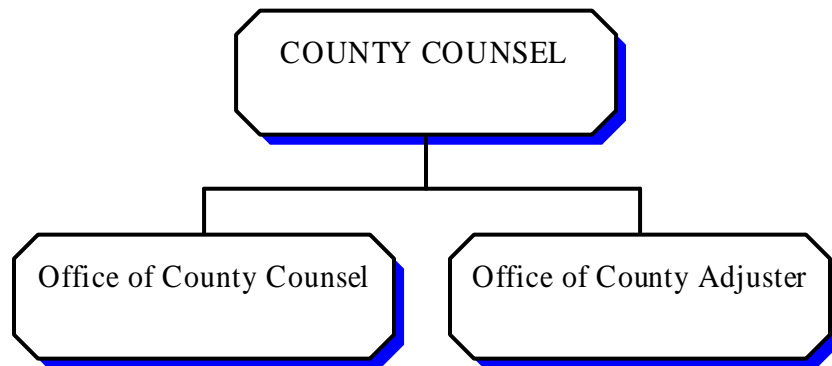
County Counsel

Office of County Counsel

Office of Adjuster

Organizational Chart

County Counsel



OFFICE OF THE COUNTY COUNSEL

Mission

The mission of the Office of the County Counsel is to provide the full range of legal services, representation and guidance to the Board of Chosen Freeholders, the County Manager and the departments, divisions, and offices within the County structure in a timely, efficient and cost-effective manner.

Programs & Services

Defense or Prosecution of Civil Actions

Prosecute or defend all civil actions brought on behalf of, or against, the County, its agents, employees, or representatives during the performance of their duties.

Legal Opinions and Advice

Advise County government, all divisions and departments thereof, and all constitutional officers on legal rights and responsibilities, remedies, and ramifications of actions taken by them in the performance of their duties.

Draft County Legislation

Prepare all resolutions and ordinances for consideration by the Board of Chosen Freeholders.

Draft and Negotiate All Non-Labor Contracts

Draft and negotiate all non-labor contracts committing County taxpayer funds for the performance of any work or service rendered by or for County government.

Briefing of Current Laws, Rules and Regulations

Advise and inform all County officials and personnel of current relevant State and Federal statutes, regulations, rules, and administrative orders.

Review and Update of County Codes and Policies

Assist in the continuing review and revision, as required, of the Administrative Code, by-laws, and all other policies of the County.

Supply Hearing Officers

Supply hearing officers in all disciplinary actions filed against County employees.

Division of Social Services

Provide on-site legal services, guidance, and advice to the Division of Social Services and carry out statutory mandates as they relate to State or Federal reimbursement programs.

Bail Forfeiture

Continue to prosecute bail forfeitures and maximize revenue entitlements of the County of Union.

Review of Bids

Review and evaluate all bids and bidding practices and procedures in accordance with the Local Public Contracts Law.

Fair and Open Process

The Office of the County Counsel drafts, administers and supervises more than 90 Requests for Proposals and Requests for Qualifications for the County of Union, including overseeing and supervising the public openings and the review committee process in evaluating all the submitted proposals. In addition, the Office of the County Counsel provides guidance on the Fair and Open process to the various departments, offices and constitutional officers.

Recovery of Bail Forfeitures

The Office of the County Counsel works in conjunction with the Superior Court of New Jersey in Union County, Finance Division and the Clerk of the Superior Court in Trenton, in response to a variety of motions, the filing of Default Judgments and other forfeiture matters. This Office negotiates hundreds of bail forfeiture matters with counsel for the insurance companies and bail bond agencies. If payment is not

received in a timely fashion, then a Default Judgment is filed which demands payment in full. If payment is not received then the bail bond company is shut down and can no longer write any bails.

2013 Accomplishments

Case Management

- Handled over 70 new Tort Claims for the year 2013.
- Handled approximately 65 lawsuits, a majority of which the County is named as a defendant or co-defendant.
- Attorneys handle all phases of the litigation from the initial pleadings through discovery, motions and, if necessary, trial.
- Reasonably successful in filing and winning summary judgment motions.
- Utilization of Demands for Dismissal of Actions pursuant to Court rules on frivolous actions have produced moderate success to date.
- In conjunction with Administrative Services, coordinated assignment of Personnel Counsel relative to disciplinary matters to ensure timely and effective representation of the County.
- Collected over \$411,000.00 in bail forfeitures for the year 2013.
- The addition of an Assistant County Counsel for Open Space, Recreation and Historic Preservation matters enhances the services provided and is cost effective.

General Office

- Updated the Administrative Code
- Updated contracts in the areas of service, construction and products
- Updated computer bank of alternate contract provisions
- Updated our computerized bank of all leases to County property
- Continued to initiate collection on County matters
- Continued to update and maintain a bank of all titles to County owned properties
- Continue to update and revise the Request for Proposal and Request for Qualification process.

2014 Initiatives

- Continue to limit the County's exposure as it relates to self-insured liability claims.
- Continue to collect monies due to the County on bail forfeitures and to work in conjunction with the State of NJ on collection of past due judgment orders.
- Continue with the use of "Offer of Settlement" to reduce litigation costs and achieve better and earlier settlements.
- Continue to investigate and where appropriate and necessary, initiate litigation to recover County expenditures relative to State obligated services/responsibilities.
- In conjunction with the Freeholder Policy Committee, continue to revise and update the Union County Administrative Code.
- Continue to ensure investigations are conducted, defenses are properly asserted and where applicable, insurance coverage is provided in all litigation matters.
- Continue our aggressive programs of identifying Frivolous Lawsuits and where appropriate seeking Summary Judgments in favor of the County, saving the County substantial amounts in counsel fees and costs associated with litigation.
- Continue to play an active role in securing the County's fair share for all reimbursable services/expenditures, especially reimbursement from both the State and Federal Governments. Particular emphasis will be devoted to Medicaid and Medicare reimbursements for both Runnells Specialized Hospital and for resident psychiatric patients in State facilities.
- Continue to assist the Department of Engineering to insure proper notification is received from all municipalities when installing traffic control signals monitoring systems (cameras) at any intersection within Union County. Pursuant to N.J.S.A. 39:4-8.12, the County has the option to share the costs of installation and maintenance and thereby share in the revenues generated through fines. This pilot program could prove to be a substantial revenue generator and at the same time improve and promote public safety.
- Provide legal assistance for all shared services initiatives with municipalities and other public entities.
- Review of all periodicals in Law Library to ensure practicability.

COUNTY ADJUSTER

Mission

County Adjuster is a statutory office authorized to act in cases of commitments or admission of persons to State, County or private hospitals for the mentally ill. It processes applications and holds hearings to determine both the legal residence of the patient and the ability of relatives of the patient to contribute toward care and maintenance while hospitalized and presents cases relating to this work before the Courts. The Office also schedules all judicial initial and review hearings held at the hospitals on behalf of the patient and prepares all Court Orders relative there.

2013 Accomplishments

- Approximately 1250 initial hearings and 853 review hearings were heard at various hospitals for Union County.
- A total of 3650 hearings were scheduled.
- Over 364 cases were investigated and 220 cases court ordered.
- Over 2745 consents for mental health reports were processed relative to firearm applications.
- Completed initial training sessions for the State issued C-CATS program.

2014 Initiatives

- Continue input of current data into the State issued C-CATS program.
- Continue to maintain and update the computerized version of Charity Care forms.
- Continue to maintain the procedure by which all hard copy files of psychiatric patients are reviewed for retention/destruction evaluation.

- Continue the use of scanning documents into a secure database for easy retrieval and to reduce archive costs.
- Attend training session by State on the County Billing System which will manage electronic data transfer between the State Psychiatric Hospitals, the Department of Human Services of NJ, and its County Adjusters, Institutional Users and SPA Administrators.

Department of Administrative Services

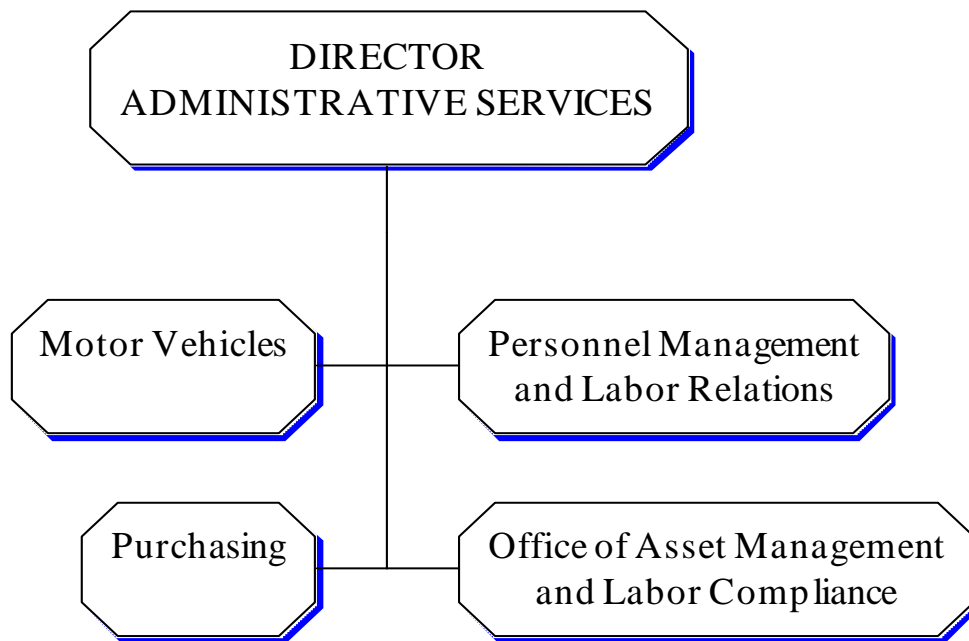
Motor Vehicles

Personnel Management and Labor Relations

Purchasing

Organizational Chart

Department of Administrative Services



DEPARTMENT OF ADMINISTRATIVE SERVICES

Mission

To provide administration and internal structure for the government of Union County departments as well as supporting municipal governments, enhancing their effective and cost-efficient delivery of services to the public.

To provide programs designed to control costs for wages and benefits, increase staff productivity, increase purchasing power towards greater economy, and improve effectiveness of the organization.

Programs & Services

Division of Motor Vehicles

The Division consists of two service garages located in Elizabeth and Scotch Plains. The Division oversees the repair, maintenance and procurement of the County's motor vehicles and active motorized equipment.

In addition, the Division operates the Messengers dispatch office, located in the Elizabeth garage facility, and the Mailroom which is located in the Courthouse.

Division of Personnel & Labor Relations

The Division administers all New Jersey Civil Service Commissions matters relative to classifications, examinations, and certifications in compliance with the New Jersey Administrative Code.

The Division manages human resource programs and services, including health benefit administration, classification and compensation, employee/labor relations, employee assistance, risk management, and loss prevention.

The Division provides staff training and development to maintain a highly skilled and productive workforce.

Division of Purchasing

The Division provides procurement and purchase of general and specialized materials, goods and services in adequate quantities and of satisfactory quality in a timely manner for all operating departments and agencies of the County.

Office of Asset Management

The Office of Asset Management responsibilities is to document the requirements and responsibilities necessary for the effective management of assets required to support departmental objectives within County Government. To inventory County assets which will be subject to its jurisdiction; maintain a central database within assets will be inventoried; provide a mechanism for identification of assets and their location within the County and account for all additions and subtractions to County assets to prevent their loss.

2013 Accomplishments**Division of Motor Vehicles**

Staff reductions due to retirements, lay-offs and long term employee disabilities have impacted the Division throughout the calendar year of 2012 and into 2013. Our mechanical staff has doubled up on the work load and everyone has taken on additional responsibilities. Our Messengers staff now operates with 3 full time personnel and each of our repair shops has lost mechanical staff. Through this the Division still strives to provide the best service possible.

Redistribution of the county's vehicle and equipment fleet has been a major concentration throughout this calendar year. Repairs and services are now provided by the shop that will best serve the needs of the end user and not by the operating location of the vehicle or piece of equipment. Heavy duty vehicles and large equipment are handled by the Scotch Plain Facility. The Department of Public Works, Parks, Facilities, Shade Tree and Emergency Management equipment by our Turf Shop. Buses and Ambulances are maintained by our Paratransit Shop. Automobiles and lighter duty trucks are serviced and repaired at the Elizabeth facility. Both the Scotch Plain and Elizabeth Facilities have welding and fabrication services on site to handle the needs of the departments we service.

The 2012 Vehicle and Equipment Auction held on October 24, 2012 was another very successful venture with the live auctioning of 54 individual lots. Total proceeds from this auction equaled \$84,960 which was distributed between auction's participants: the County of Union selling 33 vehicles and 6 pieces of equipment for \$54,090, the City of Linden selling 9 vehicles for \$7,425 and the Union County Prosecutors Office lots of jewelry for \$23,445.

The Division continues to use state contract purchasing agreement whenever possible to procure the goods and materials need to provide the service and repair of the counties fleet. We are actively participating in various County Coop. and have bid agreements executed with automotive parts distribution warehouses which have streamlined the repair parts procurement processes. Many of our parts & equipment vendors have offered DMV access to their on-line ordering and inventory control system which has been a valued asset in our daily operation. This access has been implemented in all of our shops and facilities. Vehicle and Equipment bid specifications are continuously prepared and updated for municipalities and authorities that purchase these commodities from the County's cooperative purchasing agreement.

The Division's 9 fueling sites have provided 430,656.4 gallons of gasoline and 272,497.7 gallons of diesel fuel during the 2012 calendar year. These sites also provide fuel for various municipalities and authorities throughout the County. These end users are billed at a per-gallon charge on a monthly billing cycle by division personnel. As of December 31, 2012 a total of 132,189.6 gallons of fuel had been dispensed to the municipalities using this service which includes Garwood, Springfield, Winfield, The Elizabeth Housing Authority, The Elizabeth Parking Authority, Union County Education Commission, and The Utilities Authority. The Divisions in-house personnel continue to provide the maintenance and repair necessary to keep all the fueling sites operational.

The Division completed 3,489 work orders as of Oct. 31, 2013 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 9486.7.

2013 Repair order breakdown:

- Elizabeth Garage – 1,266.
- Turf Shop (Public Works & Parks equipment) – 338.
- Paratransit – 452.
- Scotch Plains (Heavy Equipment Shop) – 640.

Mailroom

- The mailroom processed 557,159 pieces of mail for the calendar year as of October 31, 2013.

Messengers

- Completed 10,615 deliveries for the calendar year as of October 31, 2013.

**Division of Personnel & Labor Relations
Staff Training and Development**

The County established a Wellness Committee comprised of union leaders, members of the personnel staff as well as professionals in the industry. The goal of the committee is to foster an environment of health and wellness for our employees. The Wellness Committee broadcasts monthly emails to all employees on current health topics. Representatives from Health Benefits and Health Broker offer savings and discounts as well as trying to familiarize employees with the Claims and Wellness Website.

The Committee put together several wellness fairs for County employees. The Division had several healthcare vendors and a nutritionist to educate, support and promote healthy choices to our employees and cultivate a healthy work environment. Employees were also offered biometric screenings which comprised of the following tests:

- Cholesterol (Total Cholesterol, HDL and Total Cholesterol / HDL Ratio)
- Blood sugar (Glucose)
- Blood pressure and pulse
- Body Mass Index (BMI)

The Division continued its Weight Watchers at Work program which is held every Tuesday afternoon. 2013 saw 10 members of the group reaching their weight loss goals. The group as a whole lost well over 300lbs.

With the Divisions assistance, Weight Watchers At Work Meetings are now held at the Division of Social Services Office in Elizabeth on Tuesday afternoons.

Employee Assistance Program (EAP)

The Division assisted and coordinated eight supervisory referrals to Departments on an as needed basis. Assisted in coordinating three critical incident sessions to Departments in need.

Disciplinary Matters

The Division processed and managed approximately 100 major disciplinary matters with the assistance of our personnel attorneys.

Leaves of Absence

The County provides family and medical leaves to its employees. The Division processed approximately 429 leaves of absence this year.

Fitness for Duty

The Division coordinates physical and/or psychological examinations based on the County's concern regarding an employee's physical and/or mental ability to perform the duties of their job. The Division coordinated and managed approximately 22 physical and/or psychological fitness for duties.

Liability Insurance

The Division oversees the County's insurance policies to protect the County's interests and employees. This Division continues to survey the market to find the best possible rates and coverage for the County.

Certificate and Graduate Programs in Public Administration with Kean University:

The Certificate and Graduate Programs were continued and offered to all Union County employees. These programs are designed to give practitioners a greater understanding of public policy and administration, enhancing their ability to provide quality services to the residents of Union County.

- There was no employee participation in the Undergraduate Certificate Program in 2013.
- Seven (7) employees participated in the Masters Graduate Enhancement Program.
- Four (4) employees participated in the program at the graduate level, working to achieve a certificate in Public Administration.
- Two of the total employees completed the program and will receive a Masters Degree in Public Administration. These programs are designed to give practitioners a greater understanding of public policy and administration and to enhance their work skills.

Chapter 78 (2013)

At Year End 2012, 15 of the County's 22 Bargaining Units, plus Non-Contractuals, were contributing toward Health Care costs in accordance with the payment schedule outlined in NJ P.L. Chapter 78. Effective January 1, 2013, 5 additional Bargaining Units began paying the "Year 1" Chapter 78 contribution, with the 2 final, remaining units following suit effective July 1. All Union County employees are now incorporated into the Chapter 78 contribution schedule as follows:

- January 1, 2013
 - 5 units moved into "Year 1"
 - 6 units moved from "Year 1" to "Year 2"
- July 1, 2013
 - 2 units moved into "Year 1"
 - 9 units plus Non-Contractuals moved from "Year 2" to "Year 3"

Integrated Human Resources System

The interface to transfer employee information from Sage HRMS (formerly “Abra”) and the County Police Scheduling System (POSS) is complete and functional. The attendance interface module for moving Vacation, Sick and Personal time from both COSS (Corrections Scheduling System) and POSS into Sage HRMS will be completed and functional for January 2014.

The process to update Health Benefit premium amounts and employee contributions to continue compliance with NJ P.L. Chapter 78 has been improved. This allows for faster and easier updating as employees continue to move along the contribution schedule and newly settled bargaining unit contracts create new benefit plan outlines.

Absence reason codes have been streamlined and will continue to be modified to ensure greater uniformity to track employees taking paid and unpaid time off, as well as Leaves of Absence.

Employee Benefits

Donated Catastrophic Leave Program

The Donated Catastrophic Leave Program provides compassionate assistance to employees who are incapacitated due to traumatic injuries or life threatening health conditions. Employees who have a member of their immediate family afflicted with a life threatening illness or injury are also eligible for participation. During the 2013 calendar year, the program included seventeen (17) seriously ill employees and two (2) employees with critically ill family members. Approximately 1,400 days were donated to these staff members by their generous and concerned co-workers.

Donated Vacation Program

The Donated Vacation Program was designed for employees who require time away from work to recover from surgery or other non catastrophic illnesses. During 2013, three (3) employees participated in the program receiving approximately 72 donated vacation days from fellow workers.

The Donated Catastrophic Leave and Donated Vacation Leave programs continue to be highly regarded by employees. Sponsoring these programs enables critically ill employees and their families to focus on recovery while providing their compassionate co-workers the opportunity to assistance.

Health Benefits

The Division assisted in the transition of the Horizon Blue Cross and Shield prescription benefits from CVS/Caremark to Prime Therapeutics, LLC, effective July 1, 2013. The transfer affected more than 2,500 employees and 985 retirees and their dependents.

Volunteer Health Benefits Buyout Program

The Voluntary Health Benefits Buy Out Program continued for all union and non-contractual employees with a yearly maximum incentive up to \$5,000 for employees who would otherwise be enrolled with Family or Husband/Wife contracts. Single employees were also eligible for the buy out with a yearly maximum reimbursement of up to \$1,800.

This program continues to be well established among employees, with an increase in the number of participants. During 2013, approximately 360 employees enrolled in the program for at least part of the year. Currently, the program includes more than 342 employees who would have been enrolled with Husband/Wife or Family coverage, and an additional 19 employees who would have been enrolled with a Single plan. The annual cost savings in health benefit premium payments was approximately \$4,218,130, with an additional \$1,800,000 for those who also declined prescription coverage. *(this does not take into consideration mandatory employee payroll deductions towards yearly premiums)

Medicare D Prescription Drug Program

The Division reapplied for and was approved for continued participation in the Federal Retiree Subsidy Drug Program. This grant provides local governments who supply prescription coverage to Medicare eligible retirees, reimbursement for a portion of the costs of

participants' drug costs. Through this program, \$17,618.81 was reimbursed to the County of Union during 2013.

Risk Management and Loss Prevention

Worker's Compensation

The Division was able to continue its proactive program of recognizing problems that exist and curing them. Members of the Division meet with Directors, Departments and professionals to prevent repeat losses.

The County's Executive Safety Committee meets monthly in order to examine the County's safety and loss prevention procedures which are designed to foster a safe work environment for our employees as well as maintain fiscal responsibility with its property. The Committee addresses, monitors and resolves all safety issues raised by its members, sub-committees and employees. Additionally, the Committee stays abreast of all changes in Federal and State Laws and regulations as well as relevant industry topics that may affect the County. The Executive Safety Committee is supported by various sub-committees, safety and loss prevention plans, regulatory compliance audits and worksite inspections, and employee trainings held throughout the year.

There have been 246 work related injuries reported thus far in 2013. PMA, the County's 3rd Party Workers' Compensation Administrator, reviews all claims, as well as medical bills. For 2013, PMA negotiated on the County's behalf a 60% reduction in the medical billed charges associated with these injuries.

Training

Over 300 hours of ongoing Safety Awareness Training programs were conducted. These sessions aimed to reduce workplace injuries, illnesses, lost employee productivity and property loss, and to be in compliance with PEOSH Regulations.

- **Blood Borne Pathogens (BPP)** Prosecutors Lab and Park Maintenance.

- **Hazardous Communications (HAZ-COM)** educates Runnells and Facility Management employees how to properly utilize cleaning agents, paint and any substance that is a chemical.
- **Hazardous Communications (HAZ-COM)** for new County Employees during New Employee Orientation.
- **Fire Extinguisher Awareness Training** for Facilities Management Employees.
- **Personal Protective Equipment (PPE)** also Lifting/Back Safety, Exposure to Heat, Poison Ivy, and Ticks for Motor Vehicle Employees.
- **Fork Lift Certification** Seven hours Theory and Practical on Fork Lift.
- **Fork Lift Recertification** for Facilities Management.
- **New Equipment Training** for Motor Vehicle, Park Maintenance and Public Works.
- **Defensive Driving for CDL Truck Drivers** for Park Maintenance and Public Works.
- **Supervisor CDL Department of Transportation (DOT) Reasonable Suspicion Training** for all Supervisors and Bureau Chiefs who have CDL Drivers.
- **Confined Space Entry (CSE) Annual Drills** for Public Works, Park Maintenance and Facilities Management.
- **Welding/Torch Cutting Safety** for Park Maintenance and Public Works.
- **Ladder Safety Training** for Park Maintenance and Public Works.
- **Lock Out Tag Out Training (LOTO)** for Motor Vehicle Employees.
- **BEAP (Building Emergency Action Plan)** training and drills conducted at various county building locations. Also drills and BEAP plans have been completed for all County facilities.
- **CPR Defibrillator Recertification** training for Public Works Employees.

Labor Relations Accomplishments

Employee/Labor Relations

Finalized negotiations with four (4) law enforcement bargaining units: PBA250 - Detective/Investigators, PBA250A - Detective/Investigators Superiors; PBA73A - County Police Superiors and PBA203 - Weights & Measures. PBA250A - Detective/Investigator Superiors and PBA203 -Weights & Measures followed the same pattern with a five (5) year contract:

January 1, 2010 through December 31, 2014

- No Salary increases in 2010, 2013 & 2014
- 2.25% Salary Increase - 2011
- 2.5% Salary Increase - 2012 effective July 1
- Rx & Health Benefits – Ch78 Contributions applied.

PBA73A- County Police Superior Officers settled with a three (3) year contract as follows:

January 1, 2013 through December 31, 2015

- 2% increase in 2013
- 2% Salary Increase in 2014
- 2%Salary Increase in 2015
- Rx & Health Benefits – Ch78 Contributions applied.

PBA250-Detectives & Investigators settled with a two (2) year contract as follows:

January 1, 2013 through December 31, 2014

- No Salary Increase + \$49 Increase Sr Officer Pay at 20th yr - 2013
- No Salary Increase + \$31 Increase Sr Officer Pay at 20th yr - 2014
- Rx & Health Benefits – Ch78 Contributions applied.

Those non-law enforcement bargaining units whose contracts expired in 2011 and settled in 2013 are as follows:

Park Foremen Association settled with a four (4) year contract as follows:

January 1, 2012 through December 31, 2015

- No Salary Increases – Salaries will be adjusted by Salary Guide
- Rx & Health Benefits – Ch78 Contributions applied

HPAE Local 5112-Runnells Nurses settled with a three (3) year contract as follows:

January 1, 2012 through December 31, 2014

- No Salary Increase in 2012
- 1.5% Salary Increase in 2013
- 1.45% Salary Increase in 2014
- Rx & Health Benefits – Ch78 Contributions applied

Two new bargaining units settled with initial contracts:

FMBA-HazMat Technicians settled with a four (4) year contract as follows:

January 1, 2011 through December 31, 2014

- No Salary Increases in 2011 & 2012
- 2% Salary Increase in 2013
- 2% Salary Increase in 2014
- Rx & Health Benefits – Ch78 Contributions applied

IBEW Local 1158-Prosecutor's Supervisory, Clerical & Laboratory settled with a six (6) year contract as follows:

January 1, 2010 through December 31, 2015

- No Salary Increases in 2010 & 2011
- 1% Salary Increase in 2012
- 2% Salary Increases in 2013, 2014, & 2015
- Rx & Health Benefits – Ch78 Contributions applied

The County is continuing the negotiation process with the following units whose contracts expired in 2011:

Union Council No. 8
Teamsters Local 102-Secondary Supervisors
Supervisor's Association
Park Maintenance Union
Assistant Prosecutors Association

There are four (4) law enforcement bargaining units whose contracts expired in 2012 that the County is continuing the process of negotiations as follows:

PBA73-County Police Officers
PBA108A-Sheriff Superior Officers
PBA199A-Correction Superior Officers
PBA199-Correction Officers

Four (4) non-law enforcement units whose contracts have expired in 2012 and 2013 respectively are as follows:

Local 68-Operating Engineers
Teamsters Local 102-Jail Professionals
Teamsters Local 102-Primary Supervisors – 2013
CWA Local 1080-Social Services – 2013

As we continue the process of negotiations with these four units the same pattern of settlement as other situated groups will be applied.

The Vacation Purchase Pilot Program that began as a side-bar agreement became a County Policy and is continuing annually with all eligible labor unions and non-contractual employees, excluding employees in 24/7 facilities or operations. The program allowed employees to obtain additional vacation days while simultaneously saving tax dollars. For the tenth year of the program 86 employees participated, saving \$70,109 in salaries and social security costs (savings reflected January through October 2013).

Division of Purchasing

The year 2013 brought new challenges to the efficiency and professionalism of the Division of Purchasing. Purchasing itself had two positions eliminated and another employee retired and not been

replaced to date. Further, many employees with purchasing responsibilities in the Divisions were laid off and/or duties shuffled resulting in re-training and a significant increase in work by the staff of Purchasing.

That said, the Division of Purchasing had no discernible downturn in its service and received the fourteenth straight clean review by the outside auditors of the County.

Being a service division, Purchasing will use the Edmunds computerized requisition system to vet, amend and approve over 10,000 requisitions by the end of 2013 for the essential goods and services needed to run the County. The Division will also have advertised and processed about 100 public bids for County entities by the end of 2013. This open competition is essential to provide the County with the lowest possible costs pursuant to the Local Public Contracts Law.

The newly instituted Division Liaison System bore fruit as projects big and small benefitted from Purchasing being involved from the onset of a using Division need. Some examples:

- The Print Shop contract with Xerox, after months of negotiation, was signed in March and realized a savings of over \$17,000 a month for the term of 60 months.
- Requisition entered for copiers at an incorrect monthly rate was detected required and resulted in a savings \$6,624.
- Video project for Public Safety was re-quoted using state contracts that resulted in a \$94,000 reduction of cost.
- Advised using Division that according to MSRP vehicle pricing, the price per vehicle should be \$262 less than what vendor is charging. As a result, the vendor lowered the cost on all 10 vehicles saving \$2,620.

Purchasing, as lead agent, conducted cooperative bids with our other Union County local governments for bulk items such as rock salt and trees.

Office of Asset Management

In 2013 the Office of Asset Management, with the cooperation of all

departments, began to inventory the assets of the County. Cartegraph software was chosen as the software to utilize for asset management. Cartegraph integrates with the County's current work order application and in 2014, the software will be upgraded to a web-based application thereby allowing for utilization on mobile devices and a greater flexibility of utilization. The Policy and Procedures for Asset Management, together with Procedures and Lost or Stolen Assets and Disposal of Assets were distributed to all departments.

2014 Initiatives

Division of Motor Vehicles

The Division will continue to make strides to update its aging fleet of vehicles in 2013. The procurement of new more fuel efficient vehicle will be the main focus whenever possible. Every effort will be made to provide for the needs of the departments/divisions we service within the county due to our operating constants. Vehicle and equipment specifications are constantly being updated as necessary and bid packages are sent to Purchasing for procurement.

One of our primary goals for future is update the aging infrastructure of our county fueling sites. Most of our existing equipment was last updated in the late 1980's and early 1990's and have seen extensive service through the years. The October storm showed the need to increase the fuel storage capacities of 2 of the fueling sites we currently operate. These sites are geographically located and will be able to provide the fueling supply needed for the vehicles and equipment operating from those areas. The closing of our Cherry Street facility last year has put a strain on the other facility in the area which was never intended to handle the volume. Possible upgrades may provide for a backup power supply to keep the larger volume sites running during emergency situations. The division would like to look to the possibility of installing newer above ground fuel storage tanks (AST) were possible and increasing our fuel storage capabilities at our Galloping Hill and Quarry facilities. These site upgrades would included technology updates to our fuel management systems and address all future environmental concerns regarding the operation of the counties fuel sites.

The division will be implementing an online auction process for surplus vehicles and equipment thus replacing the current live auction process that was held once yearly. This will enable us to hold multiple auctions throughout the calendar year as obsolete vehicles or pieces of equipment are removed from service. The division will be contracting with an online auction service that specializes in government auctions to provide these services. As always our staff will prepare these obsolete assets for the disposal process.

With the recent purchase of the West Grand Street Facility the Division will look to making improvements and small needed repairs to the facility. These repairs made in conjunction with the Division of Facilities Management will better address the needs of all who occupy the facility. Interior space management and structural needs will be a priority. Upgrades to the parking and storage areas of the building will also be provided in the coming year.

Division of Personnel

Staff Training and Development

- Continue Employee Handbook Seminars.
- Union County Policy Against Workplace Discrimination and Harassment training to all county employees.
- HIPAA Privacy and Security and HITECH Training for certain employees who have access to secure employee information.
- Family Medical Leave Act training to all county Department Heads, Division Heads and personnel liaisons. This training will ensure uniform forms and procedures.
- Continually monitor and update all County Policies and distribute to all Departments.
- Continue monthly Wellness Seminars for County Employees.
- Coordinate and oversee Wellness Fairs at 5 County locations.
- Institute wellness induced activities for County Employees.
- Coordinate training to educate Department and Division Heads on progressive discipline procedures.
- Create a web portal for County Employees for Voluntary Benefits, Employee Assistance and Horizon Wellness Program.

- Continue to promote employee participation in the Certificate and Graduate Programs in Public Administration in cooperation with Kean University.
- Continue to promote and offer Weight Watchers at work for interested employees.
- Create a database for County Policies and Personnel forms to make it accessible to all employees.
- In an attempt to streamline State government and improve efficiency, the New Jersey Civil Service Commission has embarked on a challenging task to reduce the more than 7,000 State and Local job titles in the classification system. The “Title Consolidation Initiative” has been established to eliminate barriers that agencies face using the current classification system and to provide greater flexibility for managing workforce, broadening employee mobility and improving productivity. As a Local Appointing Authority the Division has supported the NJCSC by participating in their initial efforts focused on abolishing over 650 state and local titles which were inactive, obsolete and had zero incumbents. Future phases of this initiative will take place in the upcoming year and will require significant resource support by this division.

Employee Assistance Program (EAP)

The Employee Assistance Provider will continue to enhance the County’s outreach program to Supervisors. They will continue to conduct smoking cessation seminars in 2014.

Risk Management and Loss Prevention

- Continue CPR Defibrillator Recertification Training for Employees.
- New CPR Defibrillator Certification for employees who request Training.
- Continue On Site Safety Inspections.
- Continue New Employee Safety Orientation.
- First aid training for Confined Space Entry Teams.
- Continue Defensive Driving Training for new employees.

- Continue Professional Training to meet or exceed PEOSH Standards for County employees in Occupational Safety and Health.
- Conduct Fall Protection Training for employees using Arial Lift Trucks.
- Conduct Live Burn Fire Extinguisher Training for new employees.
- Conduct Trenching and Shoring Training.
- Conduct Ladder Safety Training.
- Respiratory Training and Fit Testing.
- Conduct Injury Audits (root cause, preventative measure and education) for injured employees.
- Conduct Hazardous Communications Training.

Division of Purchasing

The Division of Purchasing provides procurement guidance and services to all County Divisions, Bureaus and Offices. The range of goods and services procured by Purchasing runs the gamut from fertilizer to flooring to financial services.

All the aforementioned purchases are made with taxpayer monies in one form or another and are governed by state laws and a mandate by the Board of Chosen Freeholders to always use these guidelines, the six R's:

- In the Right manner - according to all laws and ethics.
- At the Right price – to assure spending the minimum of tax monies.
- For the Right goods or services – to accomplish the work efficiently.
- In the Right quantity – to buy in bulk to save when it is applicable.
- In the Right Timeframe – to meet any timetable for completion.
- With an eye on the gReen – to be environmentally friendly.

The Director and Assistant Director will continue to use their membership in the County Purchasing Agent Association, the National Institute for Governmental Purchasing, and the

Governmental Purchasing Association of New Jersey to network and keep abreast of how their peers in public purchasing find solutions to common problems.

The goals of the Division, above and beyond continuing to provide courteous and responsive service to all County divisions, bureaus and offices, this year include but are not limited to:

- Revamping the fuel contracts by combining gas and diesel in one bid to one supplier to lower costs through higher gallonage.
- Holding Purchasing retraining seminars for all county employees with purchasing duties and all supervisors.
- Deploying a web database on the county website to allow direct alerts to interested business. E.g. Plumbing bid alert sent to plumbing vendors.
- Use national cooperatives to get better pricing on large pieces of equipment and national brands such as Toro and Astro-turf.
- Continue to expand the Purchasing Liaison interaction to reduce costs.

Office of Asset Management

Implementation of the web-based application of Cartegraph to expand the utilization of the asset management system to all departments and to mobile devices for greater efficiency and accountability.

To begin to have individual departments update its inventory on-line.

The creation of Insurance and Labor Compliance Coordinator within the Office of Asset Management to oversee labor compliance activities and insurance compliance by vendors doing business with the County, and act as a central office for review and dissemination of insurance-related information for the rest of the County's staff. The Coordinator would monitor all phases of enforcement from the commencement of the vendor's agreement until final completion, thus protecting the interests of the County to the fullest extent possible. In

addition and incidental to insurance oversight would be the monitoring of the contract provisions within the vendor agreements for the inclusion of standard terms and conditions and to work with the County Counsel's Office in insuring uniformity of terms and conditions of vendor agreements whenever and wherever possible.

Department of Correctional Services

Administrative

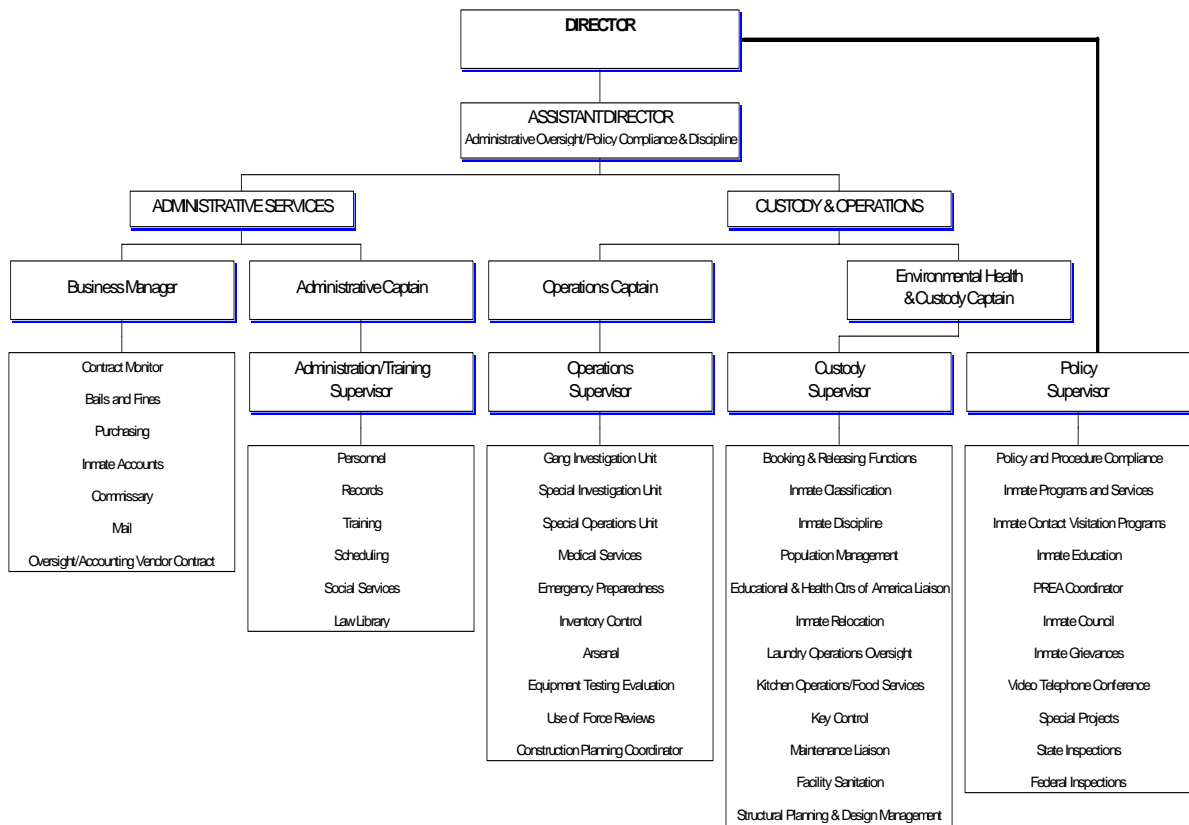
Operations/Security

Programs/Services

Environmental Health/Custody Management

Organizational Chart

Department of Correctional Services



DEPARTMENT OF CORRECTIONAL SERVICES

Mission

Responsible for protecting the public by housing all persons committed to the County's Correctional Facility in a safe, secure, and constitutionally correct environment.

Programs & Services

The Department of Correctional Services provides fair, firm, and consistent treatment for those inmates. The Department also makes available drug and substance abuse programs, recreation, life skills, anger management, and keys to intervention for a population of more than 800 inmates convicted of a crime or awaiting disposition of criminal charges by the courts.

2013 Accomplishments

Staff Enhancements

- Promotions of 11 Correction Officers to Sergeant, 4 Sergeants to Lieutenant, and one (1) Lieutenant to Captain.
 - This included two (2) Administrative Lieutenants assigned with supplemental responsibilities to oversee officer scheduling, inmate classification, and Booking & Releasing. Through their conditional deployment to custody supervision, overtime expenditures within supervisor ranks is reduced.
- Hiring and Agency Training completed for 34 Uniformed Members of Service.
- Academy Training completed for 12 Correction Officers.
- Provided New Employee Orientation for 35 new Staff members/volunteers.

Security Enhancements

- Continuance of warrant checks being performed prior to inmate discharge, whereas an automated search is conducted to determine if a prisoner (that is ready for release) has any outstanding warrants or open charges that should prevent or delay his release to the street.
- Replacement and or repair of seven (7) inmate cell windows
- Completed the 3rd floor detention outdoor gated recreation area and obtained compliance with NJDOC requirements.
- Improvements made to our Outside Perimeter Security, including enhancements to our tour requirements and ‘weed control’ maintenance for increased visual observations and detections.

Technical Enhancements

- Annual upgrade made to FastId and LiveScan Systems (electronic identification systems governed by NJ State Police); systems continues to be available to affiliated Law Enforcement Agents upon their request, eliminating the risk and resources previously required when transferring inmates from the jail back to locals for ID processing. In the past, a local law agent with a need to process one of our incarcerated individuals would drive to the facility, pick up, secure, and transport that prisoner back to home headquarters, then return to us that individual to custody, requiring those same precautionary and security measures, expenses, and risks.
- Maintaining a computer data base firearms tracking and reporting system.
- Upgrades made to Bio-metric Kiosk Time Clocks, integrating staff Time & Attendance with personnel profiles, scheduling assignments, and time off requests.
- Installed additional network computer in our Ground Floor Interview Room, for data base computerized reporting system, enhancing the quality of reports, and the timeliness for Administrative review and address. This project is part of our “Go Green” initiative.
- All Supervisors are now given access to, and trained in, the use of UCNJ email.
- Completed Phase II of an installation project where energy efficient flat panel monitors are replacing older CRT monitors at Booking/Releasing work stations. (Another “Go Green” initiative).

Health & Safety Modifications

- Additional significant enhancements continue to be made to Infectious Disease Policy including routine and continuous surface bleaching throughout the facility, resulting in greater impact towards beneficial results.
- Maintained cleanliness and sanitation throughout the facility; disinfecting efforts to ensure compliance with sanitation policies, while maintaining a cosmetically appealing environment through progressive paint details.
- Right to Know Program was enhanced through modification of our Hazardous Communication Training for staff, as well as maintaining an active voice in meetings with County OEM.
- Facilitated the administration of the flu vaccine at the facility.
- Enhancements and precautions remain in place to prevent bed-bug infestation.
- Enhanced our procedures to ensure indigent discharged prisoners are adequately clothed before being released to the street.

Operational Enhancements & Accomplishments

- Completed a major kitchen renovation project, which included continual supervision of the effort, encompassing a design and operational implementation of a temporary working kitchen environment.
- Modified and implemented a Kitchen Inventory Check Sheet for equipment inventory control.
- Procurement of new culinary tools and devices, including a new food tray drying rack.
- Ongoing Inmate Population Management Study conducted by Luminosity-Solutions, with objectives for identifying strategies or methods to reduce prisoner overcrowding. Judicial Speedy Trial Committee, established for addressing and executing those viable strategies, continues to meet.
 - Average Daily Inmate Population in October 2012: 881
 - Average Inmate Daily Population in October 2013: 768
- Correctional staff continues to update inmate Indictment records in CCIS thru a cooperative effort of document sharing with the UC prosecutor's office. Benefits include accurate inmate status records,

effective case management, while aiding in the inmate population management project.

- Enhancements and training made with network computer system, enabling staff to have database access for automated reports and Corrections Forms, thus reducing the number and need of handwritten documents. This project is part of our “Go Green” initiative. All supervisors have access and have received training.
- Installed and implemented a “Language Line” telephone communication system, aiding foreign speaking inmates with due process of the judiciary system while incarcerated. A telephone ‘hot line’ contacts an appropriate interpreter for a multi-person telephone conference. Monumental benefits to the Public Defender’s office, and other case managers, have been obtained and reported.
- Effort and coordination with Union County Crisis Intervention Team (CIT) to identify, treat, and appropriately discharge prisoners with medical/psychological deficiencies. Three (3) separate tours of the facility were offered and conducted with 90 members of the team.
- Officer hand held radio system received updates to enhance the quality of the radio signal; this was possible with the installation of a new repeater.
FCC regulated re-banding project is continuing. Video recorder Archive Log was procured.
- Addition of a Prisoner transport van to our existing fleet, increasing the number of our transport vehicles from three (3) to four (4).
- Continual renovations are being made to the booking and releasing offices, which previously included cabinet replacements, Instructions & Communication “Hot-Board,” installation of environmentally friendly low energy computer monitors, and the completion of emergency lighting and power supply identification for use during power disruption. Inmate holding rooms (bullpens) are now connected to emergency generator power.
- Inmate clothing and property room was relocated, and enhancements of secured inventory and storage units were completed. This included a property storage system in our Close Custody Unit.
- Enhancements made to emergency lighting and power supply systems, resulting from our annual Emergency Generator Testing.
- Face-to-face interviews are conducted for all newly committed prisoners before they are classified from reception units.

- Through the assignment of an Administrative Officer, we enhanced the procedures for identifying and approving prisoners for work assignments. Stringent eligibility criteria was reviewed and revised for those entitled to work, and conducting more face-to-face interviews prior to assignments, reduces management risks while promoting public safety thru operational security.
- Reviewed more than 650 inmates for possible in-house work assignment, resulting with a greater than 90% approval rate.
- Total of 344 inmates were interviewed for possible gang affiliation.
- Total of 216 inmates were identified and confirmed as gang members.
- Various law enforcement agencies requested G.I.U. assistance on numerous occasions; this included but is not limited to:
 - Dept. of Homeland Security
 - FBI
 - UC Prosecutor's office
 - NJ State Commission of Investigations
- Safely and securely facilitated 6 funeral viewing trips for inmates thru Administrators and Social Services, administering humanitarian efforts and moral values while encouraging family ties and relations. Sharing final respects, and grieving with family, reduces anxiety and uneasiness of those incarcerated when suffering the loss of a loved one.
- 95 accommodations and provisions were extended for special visits, and for visitors with special needs. Authorized flexibility accommodated visitors with physical restrictions and hardships, as well as those residing out of state requesting a one-time visit. Family bond orientation is the focus here as well.
- Attended to more than 31,000 inmate requests thru professional address, direct response, and personal contact; provided more than 23,000 various services (religious, social, law library, etc.) to inmates.
- Enrolled more than 40 female prisoners in our CCS (Catholic Community Services) Drug Program.
- Enrolled 56 female inmates, and 122 male prisoners, in Anger Management classes.
- Provided County Counsel with documentation required for five (5) Tort Claims.
- Facilitated over 2500 Video Conferences, eliminating the risk and resources required when inmates are transferred for appearances in court rooms. "In-house court" eliminates the need, expense, and risk

- of transporting prisoners from the jail proper to an outside municipal courthouse, saving transportation efforts and expense, eliminating the requirement for court officers to provide custody of the prisoner while in the courtroom, and eliminating the safety/security risks therein.
- Facilitated more than 590 Division of Youth and Family Services (DYFS) parent-child bonding visits.
- Modified our Logan Hall Variance form, enabling more inmates to attend drug intervention programming.
 - ✓ Classified and transferred more than 450 inmates to Logan Hall in 2013.

Training & Equipment

- Conducted Incident Command Training (ICS-100) for newly promoted Lieutenants – 4 Lieutenants completed the course.
- Completion of Special Operations Unit Team’s 40-hour re-certification by TJA. Forty-four (44) SOU members received re-cert.
- Conducted Emergency Evacuation Drills, enhancing relative policies.
- All Attorney General guidelines for mandatory training were met.
- G.I.U. (Gang Intelligence Unit) conducted Gang Awareness and Prevention training for:
 - Union County Sheriff’s Youth Academy
 - Essex County Police Academy
 - John H. Stamler Police Academy
 - Academy for Urban leadership Charter High School
- Received FN-303 Less-Lethal Launcher Armorer/Instructor re-certification.
- Successful completion of Armorer Re-Certification from both Remington and Glock.
- Acquisition and installation of energy efficient computer monitors for Social Services counselors and the Inmate Law Library. Part of our “Go Green” initiative.
- Continued with Radio Re-banding project, mandated by the FCC.
- Penal Counselors are engaged in Continuing Education courses, and attended a workshop on Co-occurring Disorders.
- “Go Green” Initiatives are thriving:
 - ✓ Individual paper reports being streamlined to ‘shared’ reports within worksites and units.

- ✓ Only generic printer cartridges are being used, and stockpiling of these toner cartridges has been curtailed.
- Attended NJ Police Security Expo in Atlantic County. Four (4) Administrators attended.
- After 6 staff attended last year's CODIS Training for DNA collection and processing, we obtained and processed over 100 of those samples in 2013.
- Additional supervisors and corrections officers received training (from NJSP) in DNA collection and processing.
- NJCJWA (New Jersey County Jail Wardens' Association) Training Conference (October) attended by the Director, Assistant Director, and Administrative Staff.

Points of Interest

- Number of inmates committed: 6529
- Number of inmates discharged: 6502
- Number of inmates transferred to NJSP: 847
- Average daily inmate population (in-house): 809
- Entered into a "Shared Services" agreement with Hudson County. Female prisoners are classified here, then conditionally transferred to Hudson County jail for housing, creating swing space necessary for our jail housing unit renovation project. More than 300 inmate transfers have been facilitated
- Classified and transferred over 450 inmates to Logan Hall.
- Corrections staff processed more than 2731 bails, processed over 7,800 money orders and Kiosk transactions for prisoners (\$537,280.00 in money orders), over 194,000 pieces of incoming/outgoing inmate mail, books, and reading literature, while filling and delivering more than 12,300 inmate commissary orders.
- There has been a marked decrease in the number of inmate-patients who received off site medical treatment services:
 - Hospital admissions are down 50%.
 - Emergency room visits are down 54%.
 - Outpatient services are down 68%.

This is attributed to the increase in on site services through the concerted efforts of the nursing staff, medical providers, medical administrators, and Corizon Regional Medical Administration; all mastered thru training initiatives.

- Medical and Mental Health administrated 3620 psychiatric visits, 3694 Mental Health Worker visits, 532 Jail Diversion/Linkage visits, 2278 nursing sick calls, and 3991 inmate visits with jail physicians, and over 280 inmates treated by the dentist.
 - ✓ MRSA cases – 0 (none); H1N1 cases – 0 (none).
- Continuing with our Mental Health small group sessions, therapeutic sessions are still held weekly.
- The NCCHC (National Commission on Correctional Health Care) conducted and completed their audit of our medical services and facilities. The audit / inspection process was successfully undertaken and we received unofficial certification.
A final decision will be rendered when the Nation Commission convenes their periodic meeting. We anticipate no obstacles to official accreditation.
- UCDOC Disciplinary Committee held 518 inmate hearings, addressing over 1100 prohibited acts.
- Inmate Contact Visit Program (ICVP) continues, increasing NJDOC Standards and inspection compliance; ICVP facilitates two (2), semi-annual sessions; one is conducted in the spring and another in December...each session normally provides 60-70 contact visits.
- Administrative Lieutenant Anthony Bonito was the recipient of the New Jersey County Jail Warden's Association Employee of the Year Award.
- Sponsored two facility tours for judiciary representatives and Judges.
- Participated in the county's "Bring Your Children To Work" day, which included tours of the old jail. Approximately 60 youngsters took the tour, with a positive impact found in the children participating.
- Revenue Generated:
 - ✓ Keefe Commissary **\$158,690**
 - ✓ Inmate Processing Fees **\$99,395**
 - ✓ Medical Co-Pay **\$3,665**
 - ✓ GTL Phone Co. **\$372,108**
 - ✓ NJDOC **\$150,000**
(reimbursement for State Prisoners held in UCJ)
- Continuing with inmate Social Security data entry being transmitted to Social Security Administration for the suspension of benefits to convicted felons. Union County receives financial incentive payments for this effort.

- SCAAP (State Criminal Alien Assistance Program): This Federal Program provides financial reimbursement to local detention centers for holding illegal immigrants. Record keeping, validation, and automated filing is processed by Correctional staff, and filed with the Bureau of Justice Administration (BJA).

*This year, SCAAP FY 2013 award to Union County: **\$557,063***

2014 Initiatives

Ongoing attention to the projects involving renovations for the ground floor, lobby, and inmate housing unit enhancements including showers.

Continued attention to security issues

- Including reparations to the Jail Control Center electronic control panels.
- Continued Troubleshooting of Video Camera Surveillance System.

Continued training and reinforcement for all staff.

Continued computerization and record keeping updates

- Includes EMR System (Electronic Medical Record).
- Electronic Scheduling & Personnel System.

Establish a method to coagulate all miscellaneous jail records, along with a scanning process for all department files

In keeping with the ongoing efforts towards inmate population management, with meetings between the Judiciary, Public Defender, Probation, and Corrections to discuss possibilities to increase consultation times between inmates and their attorneys/defenders, strategies are being developed to identify viable methods, procedures, or obtainable resources to provide additional contact.

“Go Green” Initiatives:

- Individual paper reports continue to be streamlined into ‘shared’ reports within worksites and units.
- Replacing paper documents, reports, and statistics, with technological and automated data.

- Transitions towards the use of environmentally friendly cleaning supplies

Implementation of DOC compliant Inmate Education Program.

- Includes installation of Closed Circuit Television system (CCTV) at no cost to the county.

Will project a Requisition for Proposal for collective bidding on an inmate Telephone System, which would include (but be not limited to):

- Automated messaging services
- JMS (Jail Management System)
- Video Visitation capabilities.

Department of Economic Development

Community Development

Engineering

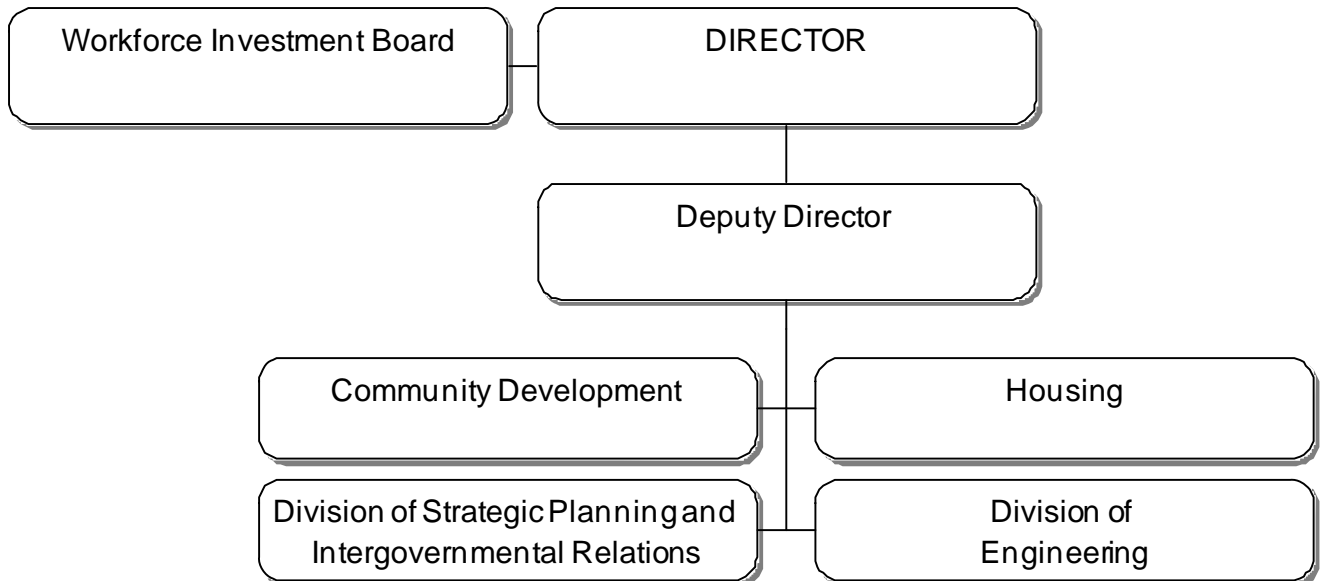
Housing

Strategic Planning and Intergovernmental Relations

Workforce Investment Board

Organizational Chart

Department of Economic Development



DEPARTMENT OF ECONOMIC DEVELOPMENT

Mission

The mission of the Union County Department of Parks and Community Renewal is the promotion and development of the planning and growth of the County of Union, through the implementation and coordination of all economic development plans and programs including matters affecting workforce investment, community development, quality of housing.

Programs & Services

The Division of Strategic Planning and Intergovernmental Relations

The Division of Strategic Planning and Intergovernmental Relations consists of two bureaus – the Bureau of Transportation Planning and the Bureau of Planning and Economic Development. The Division's responsibilities are the strengthening of Union County's economy and positioning the County to compete in a global marketplace by stimulating and creating new jobs, retaining existing businesses, and facilitating economic growth and development in partnership with the Union County Alliance, the Union County Economic Development Corporation and all other public/private partnerships.

- The establishment of an ongoing program of legislative advocacy at the federal, state and/or local levels; lobby for and/or develop legislation as needed; provide analysis of legislation as needed; and act as liaison with municipal, state and federal levels of government.
- Maximize federal, state and foundation grant dollars and reduce property tax burden by increasing revenues into the County to fund existing and/or new programs and services as consistent with the needs of the County.

- Developing and administering continuing shared service opportunities with other public entities throughout the County and State; facilitating intergovernmental relations on behalf of the County; and researching and acquiring County grant opportunities programs for maximum effectiveness.

Bureau of Transportation Planning

The Bureau develops and sponsors major mass transit, road infrastructure, transportation management and freight movement projects. The Bureau secures federal and state grant funds for technical studies and strategic planning initiatives regarding countywide transportation issues. It is also involved with the development of programs to enhance countywide transportation systems, in addition to coordinating and reviewing transportation data developed for the County area by regional transportation agencies.

The Bureau of Planning and Economic Development

The Bureau assures that the County complies with all state planning statutes and regulations, including the review of site plans and subdivisions. It maintains a central repository of all local Master Plans and zoning ordinances and provides support staff for the County Planning Board and the County's involvement in the State Cross Acceptance Process. Staff also serves as a conduit between municipalities regarding planning information, municipal redevelopment efforts and brownfield/grayfield information. The Bureau applies for and secures federal and state grant funding for Smart Growth Studies, brownfields/grayfields and any other planning and economic development related studies.

As the designated "Negotiating Entity," the staff coordinates the State Plan's Cross Acceptance and Endorsement process for the County and its municipalities. This process was established by the state to update the State Development and Redevelopment Plan (State Plan). The objective of this process is two-fold: to update the State Plan and to foster communication and consistency of plans at the local level.

The Bureau develops and maintains a County Master Plan, County Land Development Ordinance, Comprehensive Economic Development Strategy (CEDS) and the Transportation Circulation Plan for the County. These plans and other study efforts outline

potential economic development opportunities while providing the principles and strategies to guide economic growth and enhance the quality of life in Union County.

Bureau of Housing

The Bureau of Housing's primary focus is to increase accessibility to safe, affordable housing in the County and assure the continuation of an adequate housing stock. It is the administrator for CDBG Multi-Jurisdictional Housing Rehabilitation, HOME Program, Section 8 Program, the Senior Home Improvement Program, and the Union County Lead Hazard Reduction Demonstration Program.

The HOME program provides for increased access to decent housing and suitable living environments for low and very low-income families. HOME funds may be used to provide home purchase or rehabilitation financing assistance to homeowners and new homebuyers; to build or rehabilitate housing; to demolish dilapidated housing; and to acquire or improve property.

Bureau of Community Development

The Bureau oversees the Community Development Block Grant Program (CDBG), HUD's primary program for promoting community revitalization.

CDBG funds are used for a wide range of community development activities directed toward neighborhood revitalization, economic development, social service programs and improvements to community facilities.

CDBG funds are leveraged with municipal, state and private dollars to meet long- and short-term objectives. To maximize the effectiveness of CDBG dollars, efforts are coordinated with the Union County Department of Human Services.

Division of Engineering

The Division of Engineering consists of Engineering Services, the Bureau of Geographic Information Services and the Bureau of Information Technology. In support of the mission of the Division several goals have been established: provide for a well-trained, knowledgeable staff, provide adequate space for staff, automate file

storage and retrieval of engineering drawings, maps, projects and a complete electronic inventory of all of the County's infrastructure assets, and fully integrate the operations of the Department in the County's Geographic Information System (GIS).

Bureau of Engineering Services

- Responsible for the inspection, design, rehabilitation, and replacement for 146 bridges, 240 culverts, and 12 dams.
- Coordinate and manage the annual resurfacing program for 174 miles of County roadways, averaging about 12 miles of rehabilitation per year.
- Manage environmental remediation programs for underground storage tanks (UST) and other contaminated sites.
- Support all of the Municipalities within the county with design and construction programs for traffic signal rehabilitation and replacement, as well as analyzing traffic needs for new traffic signals.
- Manage the New Jersey Storm Water Program for Union County and its municipalities, and support their flood control efforts.
- Inventory and maintain records of the County's entire infrastructure.
- Support other County departments and agencies, including the Department of Parks and Recreation, the Office of Open Space, Recreation and Historic Preservation Trust Fund, the Department of Public Safety and Runnells Specialized Hospital in fulfillment of their capital programs by providing design services for and supervising construction on their facilities.
- Provide engineering review of the site plans and subdivision applications that are brought before the Union County Planning Board.

Bureau of Geographic Information Systems (GIS)

The Bureau of GIS programs and services include updating County maps and no loitering zone maps as well as maintaining and managing county GIS investment by updating GIS layers in a regular basis. Updates include county parcel layer, road layer, public and private school layers, board of election layers and community organization layer. Bureau of GIS has been actively supporting our twenty one

municipalities and their engineering and economic developments initiatives by providing data which reduce their cost tremendously.

The bureau maintains certified digital drug free zone maps. These certified maps are distributed by the Bureau through a secured website to the local law enforcement entities. Bureau of GIS implements the CarteGraph System across the County departments including Public Works, Facilities, Parks and Information Technology. The Bureau prepares approximately 40 to 50 maps per month for the Union County Prosecutors office for crime scene analysis and for various incidents, which is assisting in the prosecution process of criminals. We continue to prepare County maps, digitized photographs and specific information for County departments and municipalities to deal with issues of public safety, economic development, and transportation.

Bureau of Information Technology

The Bureau of Information Technology programs and services include the maintenance of computers and software essential to the operation of the data processing center.

The Bureau develops, installs and maintains management information system applications and provides application support to user departments and agencies. The Bureau is also responsible for the proper configuration and performance of centralized operating systems and local and wide area networks for the County.

2013 Accomplishments

Workforce Investment Board

- In 2012 the WIB was awarded nearly \$1 million from the Hurricane Sandy Disaster National Emergency Grant to help in the superstorm recovery effort. This program not only helped with the physical recovery but also put individuals to work in that effort. The County worked with 7 municipalities and the Department of Public Works in this effort employing over 70 individuals.

- In 2013 the County launched the Union County Choices program providing training to individuals out of work in three key growing employment sectors: Health Care; Transportation, Logistics and Distribution, and Retail & Hospitality. Cohorts are ongoing or beginning this fall.

Union County Foreclosure Task Force

The Union County Foreclosure Task Force was created in December 2008 as a forum for sharing ideas and information and to coordinate action among various local entities working on foreclosure prevention and intervention. Representatives from municipal, county and state government, community and advocacy groups, legal agencies, financial institutions, faith-based organizations, and housing counseling agencies have assembled to address the growing problem.

The Union County Foreclosure Resource Directory continues to be disseminated to and by various organizations, made available in county offices and buildings and on the county website and is available upon request. This directory provides both homeowners and rental tenants with a variety of foreclosure related resources such as foreclosure counseling agency contacts, legal services, mediation programs, rental assistance, utility assistance, security assistance and general assistance.

Awareness of foreclosure prevention information and resources available to residents continues to be promoted through county public service announcements and the Freeholder Forum.

Seven designated towns utilize free Office of the County Clerk property website access and subscriptions to research foreclosure and lis pendens information to target specific areas or homes in the process of foreclosure.

The Foreclosure Task Force is a cosponsor of public educational forums with the Union County Human Relations Commission, in cooperation with the N.J. Public Defender's Office of Dispute Settlement and Union County Superior Court. This educational forum, "Foreclosure: Moving From Fear to Positive Action" is designed to provide guidance to property owners facing foreclosure issues and to assist tenants in properties with foreclosure issues. The Foreclosure

Task Force continues to serve as a local anchor for policy and advocacy on behalf of the needs of residents in the context of the mortgage crisis.

Bureau of Community Development

Disbursed more than \$3.7 million in Community Development Block Grant Funds to municipalities and nonprofit agencies. A breakdown of funds by town include (note the City of Elizabeth and Township of Union receive their own CDBG entitlement and are not part of our consortium):

Township	Approved Allocation
Borough of Fanwood Total	\$12,300.00
Borough of Garwood Total	\$17,950.00
Borough of Kenilworth Total	\$43,700.00
Borough of Mountainside Total	\$12,700.00
Borough of New Providence Total	\$13,300.00
Borough of Roselle Total	\$187,995.00
Borough of Roselle Park Total	\$80,490.00
City of Linden Total	\$453,000.00
City of Linden Non-Profit Total	\$4,400.00
City of Plainfield Total	\$884,500.00
City of Plainfield Non-Profit Total	\$89,070.00
City of Rahway Total	\$455,380.00
City of Rahway Non-Profit Total	\$42,000.00
City of Summit Total	\$33,880.00
Countywide Total	\$834,200.00
Town of Westfield Total	\$40,000.00
Township of Berkeley Heights Total	\$14,200.00
Township of Clark Total	\$24,400.00
Township of Cranford Total	\$39,690.00
Township of Hillside Total	\$188,430.00
Township of Scotch Plains Total	\$20,000.00
Township of Springfield Total	\$17,430.00
Township of Winfield Total	\$51,700.00
United Way Total	\$158,585.00
Grand Total	\$3,719,300.00

Bureau of Housing

- In 2012 the County allocated over \$750,000 to housing projects to help low-income families and individuals with disabilities. In 2013 over \$1million has been allocated to various projects.

- The County continues to issue and administer Housing Choice Vouchers (formerly known as Section 8) to approximately 370 families each month.
- In spring of 2012 the Apartments at St. Elizabeth project in Linden was completed. This provided 11 units of housing for individuals and families with disabilities. The County contributed approximately \$570,000 toward this project (\$425,000 HOME and \$145,000 of CDBG funding).
- In October of 2012 the Emma Street Project was completed in the City of Elizabeth. This project provides 5 units of housing for families at 50% of the median area income or lower. The County contributed \$300,000 of NSP funds toward this project.
- In November of 2012, Community Access Unlimited completed 5 units of low income housing for disabled adults in Roselle. The County contributed approximately \$620,000 of NSP funds toward these projects.
- In December of 2012 84-86 Street, LLC located in the City of Elizabeth completed the renovation of 5 units of low income housing for families. The County contributed approximately \$620,000 toward this project (\$400,000 NSP and \$220,000 HOME).
- In 2013 the Plainfield Community Development Corporation completed rehabilitations of two homes in Plainfield for low income families to purchase a home. The County contributed approximately \$340,000 of NSP funds toward this project.
- In summer of 2013, the Domus project in Rahway was completed which includes 51 units of low income housing for senior citizens at 50% of the median income or below. The County contributed approximately \$900,000 for this project.
- The County continues its Home Improvement Program, offering income eligible families no-interest loans of up to \$25,000 to make needed improvements to their homes. In 2012 over 30 families were assisted with this program.

Division of Strategic Planning and Intergovernmental Relations

- Since February 2012, 730 Union County business owners/employees have registered to attend one or more of the eight Union County Means Business Networking breakfasts held during that time period.

- Two hundred fifty women and men attended the first ever Union County Women Mean Business Summit on June 19, 2013. The event, which featured a guest speaker, two sessions of break-out seminars and networking opportunities, was completely sold out.
- Fifteen municipalities, several school districts, the NJ Superior Court, Union County Vicinage, several libraries and non-profit agencies utilize the services of the Union County Print Shop as a shared service. Revenue in 2012 was approximately \$61,000, up from \$45,000 in 2011.
- There are 395,754 registered users of Union County First Alert. The First Alert system indicates 24,027 new users since October 27, 2012, two days before Super Storm Sandy made landfall in New Jersey.
- The County joined the Together North Jersey initiative as a Steering Committee Member. TOGETHER NORTH JERSEY is an unprecedented planning initiative currently underway in the 13-county North Jersey Transportation Planning Authority region of New Jersey. Through open forums TOGETHER NORTH JERSEY and its members will create a comprehensive and balanced plan that invests in the region's existing communities. The outcome of plan implementation will be a more sustainable future for the region that invests in existing communities where housing, jobs, educational, cultural, and recreational opportunities are made more easily accessible.

Bureau of Transportation Planning

- The Division of Engineering and the Bureau of Transportation completed MUTCD Traffic Sign Inventory and Assessment Program -- \$133,000 grant through the NJTPA to establish and implement a sign assessment or management method to maintain traffic sign minimum retroreflectivity standards. Also supplied the funds for the purchase of equipment to assist with the routine maintenance of County roadway traffic signs.
- In July 2012, arranged a Walkable Communities Workshop in Garwood through the NJTPA to identify locations to improve pedestrian safety in the area near the Garwood train station. Several recommendations for improvements have been implemented.

- In 2013-2013, participated in the NJ Transit/NJTPA Union County Sustainability Corridor. This examines the idea of a cross county part on-road part off-road Bus Rapid Transit line.
- In 2012 created the ConneXions page on the County website. It has user friendly connections for travel by car, train, bus, air and bicycle in the County and the New York-New jersey region and is updated periodically.

Bureau of Planning and Economic Development

From January 2013 to August 2013 the Planning Board has received 65 applications to date that relate to \$22,196 in fees received. These applications represent 157,218 square feet in retail and commercial space proposed, 776,733 square feet of Warehouse/Industrial space, 103,157 square feet of office space, 48,000 square feet of education space and 1,120 square feet of utility space. Along with these application numbers 322 residential units and 23 new lots are proposed through subdivision.

Division of Engineering

The Division of Engineering continues to accomplish more with less by having consultants assume more responsibility for project coordination and quality assurance. The performance of the Division's consultants has been very good and project design costs have in some cases been reduced as a result of fewer layers of review. The implementation of the Cartegraph Asset Management system database has allowed for management control of large amounts of infrastructure information.

Berkeley Heights

- Design and permitting for replacement culvert at Valley Road and Glenside-Construction Completed October 2013.
- Design of traffic signal upgrade at intersection of Diamond Hill Road and McMane Avenue –Design and Estimated applied toward 2013 ATP.
- Design Fire Alarm System for Church Store in Deserted Village – Design completed April, 2013. Project awarded August 2013 and in construction.
- Construction of Solar Panel array at Runnells Hospital parking area –Construction completed June 2013.

- Construction of elevator upgrades at Runnells Hospital – Construction completed September 2013.

Clark

- Award contract for Resurfacing and Handicapped Ramps Construction of Raritan Road from Oak Ridge Road to Garden State Parkway – Phase Construction Completed.
- Design and permitting for improvements to Oak Ridge Park.

Cranford

- Resurfacing and Handicapped Ramp Construction of Raritan Road from Oak Ridge Road to Garden State Parkway – Phased Construction Completed.
- Construction of replacement Nomahegan Lake Dam – Construction Completed.
- Construction of organic silts and bank improvements for Nomahegan Lake.
- Design of Centennial Avenue Corridor traffic signals- Project Underway anticipated completed October 2013.
- Construction of Traffic Signal upgrade on Springfield Avenue at Union County College and Nomahegan Park.

Elizabeth

- Traffic signal Improvements- The completion of 12 intersections (ARRA Funding) – Final Acceptance June 1, 2013.
- Resurfacing and Handicapped Ramps Construction of West Jersey Street from West Jersey Street to Cherry Street – Phased Construction Completed.
- Perform Alternative Analysis and submitted funding application to NJTPA for the South Front Street Bridge –Core Assessment Committee Created via NJDOT/FHWA.
- Design and permitting for the Summer Street Bridge – Design Completed award \$1M 2012 Local Bridge Future Needs Funding.
- Design Traffic Signal upgrades for intersections at Magie Avenue and Galloping Hill Road and at Magie Avenue and Summit Road.
- Design turf field and lighting improvements at Mattano Park- Design pending NJDEP approval.
- Construction of Phase A Courthouse Fire Code protection improvements.

- Design and Construction of UC Jail Facility improvements.
- Design of Board of Election exterior renovation – NTP given February 2013 with construction started March 2013. Construction on-going with 70% completed.
- Construction of solar panel array on roof of Ruotolo Building- Construction Completed August 2012.
- Complete Traffic Study for Block surrounded by Elizabethtown Plaza, Cherry Street, Rahway Avenue and West Jersey Street. Report Provided April 2013.

Fanwood

- Traffic Signal Improvement - The completion of the Terrill Road Corridor (ARRA Funding) – Final Acceptance June, 2013.

Hillside

- Traffic Signal Improvement (ARRA Funding) the completion of 2 Intersections (Lower Road) – Final Acceptance June, 2013.
- Design Traffic Signal upgrade at intersection of Chestnut Avenue and Hillside Avenue – Design and estimate proved towards 2013 ATP Program.
- Design Traffic Signal upgrade at intersection of North Broad Street and Central Avenue – Design and Estimate provided towards 2013 ATP Program.

Kenilworth

- Construction of Galloping Hill Golf Course Clubhouse and Learning Center – Club House & Catering – Ribbon Cutting Ceremony April 2013.
- Construction of Galloping Hill Golf Course Maintenance facility – Construction Completed August 2013.

Mountainside

- Award contract for Resurfacing and Handicapped Ramps Construction of Ackerman Avenue from Deer Path to Coles Avenue –Phased Construction Completed.
- Construction of Greenhouse at Trailside Nature Center – Construction completed June 2013.
- Design and permitting for Watchung Stable paddocks- Draft plans received Project “on-hold” March 2012.

- Design and permitted for Watching Stable Riding Rings- Design completed March 2013.
- Design and permitting for Lake Surprise Dam replacement
- Construction of solar array on roof of Trailside Nature Center building- Construction completed July 2012.
- Constructions of maintenance facility expansion at Echo Lake Park – Construction completed September 2012.

Linden

- Resurfacing and Handicapped Ramps Construction and Rehabilitation of Roselle Street from Elizabeth Avenue to St. Georges Avenue. –Construction Completed – September 2013.
- Design and permitting for three culverts located on Lower Road, Chandler Avenue and Elizabeth Avenue respectively – Construction Completion – September – 2013.
- Construction of turf field and lighting improvements at Wheeler Park- Construction completed August 2013.

New Providence

- Pedestrian Signal at the intersection of Springfield Avenue and Prospect.

Plainfield

- Traffic Signals Construction (ARRA Funding) – the completion of Terrill Road Corridor and Park Avenue Corridor- Final Acceptance June 1, 2013.
- Design and permitting for the Raymond Avenue Bridge over the Green Brook – Project Out to Bid October 2013.
- Award contract for Resurfacing and Handicapped Ramps Construction of Park Avenue from Ninth Avenue to Sloan Boulevard – Phase Completed.
- Design and permitting for the Pemberton Avenue Culvert over stream in Cedar Brook line – Design and Estimate applied towards 2013 ATP.
- Design and permitting for Pedestrian Bridge in Green Brook Park.

Rahway

- Design and permitting of dam improvement of the Rahway Park Lake Dam to pre Hurricane Irene conditions (FEMA) – Limited FEMA funding awarded to OEM March 2013.
- Bridge Restoration Emergency scour repair of the Madison Hill Bridge, over Rahway River following Hurricane Irene (NJDOT) – Design and Estimate provided applied towards 2013 Local Bridge Future Needs Program.
- Design of traffic signal upgrade at intersection of Elizabeth Avenue and Grand Avenue – Design and Estimate provided towards the 2013 ATP.
- Design and permitting of rehabilitation of the Madison Avenue Road Bridge over Rahway River. – Design and Estimate provided and applied towards Local Bridges Future Needs Funding 2013
- Design turf field and lighting improvements at Rahway River Park- Construction Completed August 2012.
- Restoration of Rahway Park Lake consisting of bank improvements for Rahway Park Lake.

Roselle

- Resurfacing and Handicapped Ramps Construction of the Warinanco Park Loop Road. Resurfacing and Handicapped Ramps Construction of Locust Street Road from Westfield Avenue to Ninth Avenue. Resurfacing and Handicapped Ramps Construction of Linden Road from Westfield Avenue road to Warinanco Park. Phased Construction completed.
- West Brook Flood Control – Major items of construction includes the construction of 9,650 linear feet of channel improvement and the replacement of 6 bridges. Estimates completion fall of 2013.
- Bridge Improvement – Gordon Street Bridge – Design progress on Federal Scoping Study. Gordon Street bridge improvements project award of design contract pending NJTPA approval.
- Design and permitting of culvert on First Avenue near Locust Street – 2010 ATP Project Underway October 2013.
- Design and improvements of Warinanco Park Comfort Station – Construction contract awarded September 2013 with NTP pending.
- Design turf field, lighting and bleacher improvements at Warinanco Park Stadium – Project bidding, October 2013.

Roselle Park

- Resurfacing and Handicapped Ramps Construction of Locust Street from Westfield Avenue to 9th Street – Phased construction completed.
- Bridge Improvement – Gordon Street Bridge – design progress on Federal Scoping Study.

Scotch Plains

- Park Improvement – The opening of the Ponderosa Park multi use recreational facility – Construction completed April 2013.
- Design and permitting for the Raritan Road Culvert over stream near Ashbrook Reservation – Design and Estimate provided towards the 2013 ATP.
- Construction of solar array on roof of Police Academy Building
- Design of fire alarm improvement at UC Public Works Facility – Draft design completed June 2013. Pending scope review and proceed to bid construction.

Springfield

- Park Improvement – Progress of Meisel Park multi use recreational facility – Construction completed for Park phase October 2011. Field house renovations completed August 2012.
- Resurfacing and Handicapped Ramps Construction of Mountain Avenue from Shunpike Road to Hillside Avenue. Resurfacing and Handicapped Ramps Construction of Shunpike Road from Mountain Ave to Route 78.
- Design and permitting of the Short Hill Avenue Culvert over stream near Milburn – Design and Estimate provided towards the 2013 ATP.
- Design and permitting of the Hillside Avenue Culvert over stream near Ann Place - Project Completed October 2013.
- Design and permitting for removal of organic silts and bank improvement for Meisel Park Pond.

Summit

- Traffic Signal(s) replacement completed on Summit Avenue – Capital Improvement – Completed May 2013.

- Design and permitting of the Locust Drive Culvert over stream near Tulip Street – Design and estimated applied towards 2009 ATP.
- Construction of Prospect Street Culvert over Salt Brook- Construction completed September 2012.
- Design and permitting for removal of organic silts and bank improvements for Briant Park Lake.
- Design Traffic Signal upgrade at intersection of Broad Street and Springfield - Project completed and accepted May 2013 – local safety program 2010.
- Design Traffic Signal upgrades at three intersections including Springfield Avenue and New England Avenue; Passaic Avenue and Springfield Avenue; and Passaic Avenue and Kent Place Boulevard Design and estimate provided towards the 2013 ATP.

Union

- Construction of the Vauxhall Road Culvert near the fire station – Project completed 2012 removal.
- Resurfacing and Handicapped Ramps Construction of Chestnut Street from Galloping Hill Road to Summer Street – Phased Construction Completed.
- Design Traffic Signal upgrades at three intersections including Vauxhall Road and Pine Street; Vauxhall Road and Caldwell Avenue; and Chestnut Street and Parkview Terrace – Design and Estimate provided towards the 2013 ATP.
- Design Traffic Signal upgrades at intersection of Vauxhall Road and Valley Street- Project Completed October 2013 – 2013 Local Safety Program.
- Design turf field and lighting improvements at Rizzuto Park – Construction completed August 2013.

Westfield

- Design Traffic Signal upgrades at two intersections including Rahway Avenue at Lamberts Mill Road; and West Broad Street and Scotch Plains Avenue – Design and Estimate applied towards 2013 ATP.
- Construction of Dispatch Center at Ralph Froehlich Building.

- Pedestrian Hybrid HAWK signal design underway on North Avenue at Lord and Taylors – Operational September 2013 – Westfield owned.

Winfield

None.

Bureau of GIS

- Continued to maintain and update existing parcel layer for 21 municipalities, enabling government and private agencies to fully utilize the County's Geographic Information System.
- Over 150 drug free zone maps were created, printed in Mylar, certified by the county engineer and filed in the Court House.
- Trained over 30 employees from the prosecutor's office on using the secured website to access the digital certified maps.
- Support all IT operations for the Division of Public Works and bureaus, which includes 5 server maintenance, backup, restore.
- Maintain and manage 4 SQL servers daily and perform backup restore and all IT management.
- Continue to incorporate major and minor subdivision changes to the tax parcel layer in order to keep it updated. Updating owner information every three months is also part of the ongoing process.
- Prepared and printed an average of 9 to 12 maps per week for the Union County Prosecutor's office for prosecution, crime scene analysis, drug free zone prosecution and various other needs. Also, maintained and managed the Megan's Law database and printed about 5 to 10 maps per week for notification, as well as prosecution purpose.
- Prepared and printed an average of 10 to 15 maps per week for the State of New Jersey public defender's office. These maps include crime scene analysis, drug free zone prosecution and various other needs.
- Continue to update and reprint as necessary our "No Loitering Zone" maps, which are based on the new county ordinance. We located and identified all playgrounds, crated a buffer area were sex offenders are not permitted, and printed 25,000 copies of the map for distribution.
- Completed a massive cleanup of the CarteGraph system database since its implementation.

- Updated our public and private school locations for the Prosecutor's Office and published through the website for internal use.
- Trained the edits to our County park maps as requested by the Parks and Community Renewal and completed set of park maps for residents use.
- Continue to support City of Summit's GIS and Asset Management system as part of the County's shared service initiative.
- Received updated and implemented new Pictometry flight data and distributed to all law enforcement departments among the Municipalities and across the county.
- Provided GIS maps for various community organizations for their various community initiatives.
- Provided over 200 maps for Bio-blitz 2011 in support of the project.
- Changed the wards and districts maps for the Board of Election department, which are based on the new census redistricting.
- Printed over 800 Board of Election maps for the department to sell to the public.
- Currently in the process of updating Union County map and we will print another 25,000 copies towards the end of December or January.
- Located and mapped foreclosure properties located in seven municipalities as part of federal grant initiatives through the Division of Community Development.
- Division of Park Maintenance: Bureau is supporting every aspect of Parks operation by providing prints, analyzing various property lines and stream cleanup disputes.
- Supporting, maintaining and managing, CarteGraph system for the county while running prints cost analysis and various other reports weekly and monthly.
- County Road layer has been updated to match with Engineering and Traffic Bureaus with their projects which are in CarteGraph.
- Updated road layer and created road repaved history in the system, which was used to make a thematic map for the department.
- Road ratings were collected and incorporated to the CarteGraph system, which will be used to determine future road projects based on the road conditions.

- GIS Websites: Continued to maintain and manage four GIS websites, which are linked to the County's website serving both, public and county departments. The website has been enhanced with new tools, enabling municipalities utilizing these enhancements to save money on the purchase of GIS software since the information is accessible on the County website.
- Shared Services: The Bureau assisted 20 municipalities with GIS services as a part of the County's Inter-local Agreements for shared services to reduce their operating costs as follows:
 - Berkeley Heights: Using the County's GIS system to maintain and manage their Asset Management software, which is reducing their operating cost considerably. We support and manage their operation by updating GIS layers and providing phone support.
 - City of Summit: The County is hosting a GIS website, which eliminated the need for mailing various schedules to the general public such as recycling and garbage pickup dates. The bureau is also in the process of integrating their asset management system and the County's GIS database, which will result in an approximate yearly savings for the City of \$50,000
 - 911 System Support: The County is providing 911 system supports to the City of Elizabeth, the City of Rahway, and the City of Linden through the quarterly updates.
 - Working with County 911 system to implement mapping to the existing system.
 - Pictometry: The bureau continues to support and manage every aspect of Pictometry software. The bureau in conjunction with the Divisions of Emergency Management and Information Technologies, installed, configures, and made the 2011 Pictometry flight available, acquired using UASI funding, to all departments and municipalities.
 - Water Layer: Bureau of GIS has edited and finalized 15,000 Fire Hydrants for the use of 21 fire departments.
- Bridge Inventory: assisting in the process of bridge inventory, inspection reports and every aspect of engineering projects using CarteGraph.
- Bureau of Mosquito Control: mapped over 400 points in GIS where they set traps and test Mosquito samples. The use of CarteGraph and mapping the test results are one of the benefits of CarteGraph and GIS.

- Bureau of Traffic: Every road segments is separated and attached to projects as necessary to track various projects in CarteGraph. In addition, over 18,000 signs are in GIS, which is maintained in CarteGraph by the Bureau.
- Maintaining and managing the State Bridge Software system to create, update and maintain priority bridge work orders from NJDOT.
- Continue to update and revise labors, materials, tools, equipment's and work orders in the system.
- Division of Facilities: we are supporting every aspect of facility management CarteGraph operation for 5 employees
- Division of Engineering: we are managing six engineering projects currently and the number of projects will continue to grow
- Division of InfoTech: we are supporting every aspect of their daily operation by making changes, running reports and troubleshooting daily issues by supporting 5 employees.
- Parks Maintenance: we are supporting every aspect of their daily operation by making changes, running reports and troubleshooting daily issues by supporting 8 employees.
- Communication: we are supporting every aspect of their daily operation by making changes, running reports and troubleshooting daily issues by supporting 4 employees.
- Located all outfalls in the county for State mandate project: located all outfalls within the county by field verifying them by municipality. Updating Street database and submitted the final report for the State DEP.
- Pictometry 2010 Database install and configuration: Installed 2010 imagery and configures for 21 municipalities. Imagery distribution and training of 21 police departments with server update and software update.
- Supporting Summit GIS applications and their usage: maintaining GIS layers and database, supporting Summit's Asset Management Software by weekly updates, troubleshoot and supporting every aspect of their operation.
- Maintain the GIS partnerships and relationships: State government, DEP and 20 counties GIS departments.

Bureau of Information Technology

During the year 2013, the Bureau responded to more than 2,700 help line calls for support. Support calls were from all County facilities including the Township of Berkeley Heights. The Township of Berkeley Heights ended the shared services agreement with the County on October 14, 2013.

The following virtual servers were upgraded from Microsoft Server 2003 to Microsoft Server 2008:

- LINC
- HVAC
- Surrogate
- Brightmail
- SQL

The following physical servers were replaced and upgraded:

- Trailside
- Juvenile Detention Center (2)
- UCNJJDAD
- UCNJFILES

The continuation of shared services as it relates to the 911 system continued with Roselle, Hillside, Springfield, Roselle Park, Fanwood, and South Orange. County Police headquarters renovations have enhanced and expanded service to these municipalities.

The County acquired leased office space at 40 Parker Road, Elizabeth. The Bureau was instrumental in relocating the Social Services Law Division from Prince Street. Social Services staff located at the Albender Building and Elizabeth Social Services staff at Westminster Avenue were also relocated to 40 Parker Road.

The Bureau replaced and upgraded an outdated firewall for the Union County Police Department which segmented their network from the general County network per Attorney General Guidelines. As a result, the County Police has recognized increased speed and throughput on their side of the network.

The existing virtualized server infrastructure in both the Elizabeth Administration Building and the Westfield Fraser Building was upgraded. All virtual servers were upgraded to Windows Server 2008.

The RecTrac system utilized by Bureau of Recreation staff was upgraded from version 10.3.0 to version 10.3.t.

A redundant Catalyst 6500 Core was installed and completed in the new Fraser Building in Westfield to serve as a backup in the event of a failure of the main core in the Froehlich Building.

The Bureau and the Division of Golf Operations continued working together on the following renovation and construction projects, which were completed in 2013:

- Galloping Hill Service Yard
- Galloping Hill Club House
- Galloping Hill Learning Center

With the migration to Microsystems from Vital (Tax System), the process of disconnecting lines from our network has been initiated. 13 of the 17 towns that were provided connectivity have been disconnected. This has resulted in cost savings as the need to pay for these lines has been eliminated.

Maintenance and backups of all 16 County phone systems is routinely performed.

Construction and renovations on the second floor of the Ruotolo building commenced. The Bureau has been coordinating with Prosecutor staff and continues to provide expertise and recommendations for voice and data infrastructure.

The Bureau is in the process of planning the relocation of all voice and data infrastructure and connectivity for the Linden Youth Services Bureau to a new location.

Approximately 25 telephones for the 1-E wing of Runnells Hospital for resident use were installed.

A preliminary overview for recommending the upgrade of the existing telephone system at the Warinanco Service Yard/SLAP Building in Elizabeth is underway.

The Bureau is providing assistance and support to the Prosecutor's Office in the enhancement of their emergency contingency plan as it relates to disaster recovery and emergency response.

The Bureau assisted in the procurement and installation of the Sheriff's Department LYNX system to provide security for Superior Court Judges.

Bureau staff provided the preliminary planning and configuration as well as technical specifications and drawings for all new cameras and surveillance equipment for the Courthouse Annex building to provide enhanced security for Superior Court, Court Administration and the public.

The Bureau has been collaborating and providing support to the NJ Judiciary and its IT Division in the planning of the Family Court building currently being constructed on Cherry Street in relation to data, voice and security implementation.

The Bureau assisted the Department of Human Services in planning, coordinating and fulfilling phone bank requirements at their Plainfield and Elizabeth locations.

The Union County Police Department SAN replication project will be operational by November 2013. This solution will securely replicate all pertinent data from the UCPD servers to the Administration Building as required by the State Attorney General.

The County has undertaken an upgrade of its technology infrastructure for voice over IP (VOIP) and is currently in Phase I of a three-phased project. Phase I is 85% complete.

Projects which continue to be in progress in 2013 with an anticipated completion date of early 2014 are:

- Annex duress alarms

- Annex cameras
- Juvenile Detention key cabinet
- Juvenile Detention Jail Tracker software and upgrade.

The County outsourced a portion of the Bureau network support function in the summer of 2013 with a contract being awarded to All Covered (a division of Konica, Minolta Business Solutions USA). Bureau staff will continue to monitor the services of All Covered staff.

Programming:

Personnel System

Staff continues to make modifications to the county's ABRA personnel system. Additional work, not provided by HR Systems, is provided to Personnel by bureau staff which includes custom reports.

Aged Out Dependent reports were developed as a result of Affordable Care Act criteria. This data comes from the ABRA system.

Payroll System/Check Printing

Bureau staff continues to send the direct deposit (time sensitive) file to the bank, process, print and fold payroll and retroactive payroll in a timely manner. The Bureau also continues its responsibility for the printing and folding of accounts payable and other miscellaneous checks. As part of the Payroll Committee, two bureau staff members assisted in the selection of a new payroll system.

Poll worker Check Processing

In 2013, the bureau staff processed, printed and folded poll worker checks for 5 elections: Berkeley Heights Special, Primary, Special Primary, Special Congress and the General. The timely delivery of these checks to the workers is mandated by the State of New Jersey. IT does its part to have them completed on time. The Annual School Poetry contest winners are also processed using the Poll worker format.

Tax System

Tax bills continue to be processed, printed and delivered to county homeowners on time as required by the State of New Jersey. Along

with the tax bills, the bureau is responsible for running, processing and printing Tax Lists for 20 municipalities, Assessment Cards for 20 municipalities, Extended Tax Duplicates for 20 towns, Added/Omitted Tax Bills and Reports for all municipalities, which are sent to all Tax Assessors and Tax Collectors. MOD IV files are sent several times a year to various tax vendors. Tax Board, Microsystems and tax towns are continually supported for a variety of questions and problems. MOD IV state forms are maintained with the help of Xerox.

Correctional Services

Firearms and Requalification system has been successfully used now through 5 qualifying seasons. The reporting features fulfill the Prosecutor's and State required reports.

The Department of Corrections Forms database system, which has been in use for years, continues to grow yearly. There have been modifications made to various forms and reports concentrating on Gang Admission and Serological Testing forms and reports.

The Department of Corrections disciplinary system has also been modified and brought to a greater level. Additional yearly summary reports were created through the request of the Disciplinary Officer.

The Special Investigations Unit purchased a Random Drug Testing program that could not be modified for their specific needs. Bureau staff developed a program for them, better than what they purchased. This system retrieves officers for drug testing by selecting a quantity of officers or a percentage of officers. Our development communicates with ABRA in updating correction officer information, keeping it current. This system has easy access for randomly choosing officers for testing and immediately generating reports at a judge's request. A history file is also created and information is attainable with a click of a mouse. The purchased program cannot compare to the bureau in-house developed program. Other counties use a BINGO machine to select officers. This system should help keep our SIU personnel out of the courtroom.

Office of the Sheriff

Sheriff's Labor Assistance Program that was started in 2011 continued into 2012 and implemented. In 2013, more development

was added to accommodate new business requirements, pending and transferring processes and the development of new reports.

This past year, the DAS/CAD system underwent some minor changes.

A new Overtime database was developed for the Sheriff's Office. This system combined individual reports from each unit into one database, strictly maintained in the Sheriff's Administrative Office. Overtime hours are tracked and calculated in one system, and reported in Daily, Bi-Weekly, Monthly and Quarterly reports. Reports also show if the overtime hours for each unit are over or under the allowed hours. The program developed is a much more accurate and time efficient program.

The Sheriff's Pistol Range database, developed and implemented in 2012, has been a great help to the County Range Master. There are currently 602 shooters registered in the system. The program is accessed by Citrix to a laptop at the range.

The Sheriff's Firearms and Requalification system began its transformation in 2012 and continued in 2013. System tweaking and report modifications took place this year. After a successful fall 2012 requalification, the system was again used successfully for the spring and Fall 2013 requalifications. The program is accessed by Citrix to a laptop at the range.

A new Firearms and Requalification system was specifically designed and developed for the county S.W.A.T. team. This system will hopefully be used in the spring of 2014.

County Police

In 2012, the bureau replaced an old version of the UCPD Personnel system, developed by an unknown, with an in-house developed system. The system tracks and prints personnel information, course history and images of the officers. More work and modifications were required in 2013, concentrating on the officer images portion of the program.

After many modifications required by the UCPD, the Bureau is happy to report that its new Firearms and Requalification program was successfully used in the fall 2013 requalifications.

Human Services

A new Paratransit Rider database/billing system has been implemented in the Paratransit office. This system has made the billing process accurate, efficient and bills are mailed in a timely manner. Billing is now in-house and not handled through the bus vendor. Duplicate bills can be printed if needed. The information maintained in the system and printed on the bills is detailed and allows the Paratransit staff to assist riders with questions and answers, from their first ride to their last ride.

IT assisted in the development of an Excel spreadsheet for Human Services. This spreadsheet is a comprehensive HES Report to HUD.

Work continued on the Early Periodic Screening Diagnosis database requested by the Division of Social Services. Continue to wait to hear back from the contact person.

The Juvenile Detention Training database underwent some changes this past year. Additional reports requiring more details were requested and provided in a timely manner.

Parks and Community Renewal

The Archery database is undergoing a change for next year. Development has been started.

The Take Your Child to Work database, re-designed this year, provided a quick and accurate way to monitor the program by providing efficient registration and reporting tools.

Finance

A tool in MS Access was developed that automatically downloads accounts payable data from the Edmunds database into Excel. The user only needs to input a date range and click “download.” This tool is now being used by six people in the Finance Department.

A Labor Distribution system was developed by request of Bibi Taylor. This automation works with ABRA and Condata, where data is exported from both systems to create a labor distribution report. This program quickly shows what percentage of an employee's salary is charged to current fund or grants. Subtotals are grouped by divisions, county and non-county funds and subaccounts.

Administrative Aspect of Programming

ABRA

IT Programmer staff helped facilitate the implementation of a new interface, with *POSS*, the County Police's scheduling system.

Significant work not performed by HR Systems, Inc. included: modifications to ABRA Alerts, first level troubleshooting of numerous system and interface failures, and the coordination of the resources of HR Systems, Inc. when problem escalation was necessary.

Edmunds

The signature fonts for the accounts payable checks were modified to reflect the changes caused by the retirement of Joseph Bowe. Staff assisted in initiating the procurement process to acquire a new signature font for Erick Mesias, whose signature will be implemented soon.

Payroll

Modified the signature files in the Secure32 program, for payroll checks, to reflect the changes caused by the retirement of Joseph Bowe. Helped start the procurement process to acquire new signature files for Julie Origliato, whose signature will be implemented soon.

Upgraded the Secure32 program and its database on one computer to utilize current technology.

Dossier (Vehicle Maintenance System)

Staff worked with vendor, Arsenault, to perform server side and client upgrades of the software.

Automation was developed to allow ABRA and Dossier to communicate and grab data for Cartegraph.

OPRA Requests

In addition to the regular monthly check registries, staff provided OPRA office with files to satisfy numerous other requests for procurement and vendor payment information.

SQL Server Database Management

Installed SQL Server on four new County Police virtual servers in support of their new CAD software, one server at the Juvenile Detention Center, and upgraded the SQL Server version on one server at OEM.

Migrated a critical Social Services database to a new server to improve stability, performance, and scalability.

ONBASE

Expanded the County's EDMS system to include a new scanner rolled out to Runnells Hospital.

Also, developed a completely new document type category for the Utilities Authority, to be implemented soon.

2014 Initiatives – Economic Development

Division of Engineering

Bridge and Culvert Projects

- Summer Street Bridge, Elizabeth is planned to start construction Quarter 1 – 2014.
- Raymond Avenue Bridge, Plainfield is planned to start construction – Quarter 1 - 2014.
- Lower Road Culvert, Linden is planned to start construction.
- Chandler Avenue Culvert, Linden is planned to start construction – Quarter 2 – 2014.

- Elizabeth Avenue Culvert, Linden is planned to start construction – Quarter 2 – 2014.
- Valley Road at Glenside Culvert, Berkeley Heights is planned to start construction.
- First Avenue Culvert, Roselle is planned to start construction
- Hillside Road Culvert, Springfield is planned to start construction.
- Locust Drive near Tulip Culvert, Summit is planned to be advertised for construction.
- Pemberton Avenue Culvert, Plainfield is planned to be advertised for construction – Quarter 1 – 2014.
- Raritan Road Culvert, Scotch Plains is planned to be advertised for construction – Quarter 2 – 2014.
- Short Hill Avenue Culvert, Springfield is planned to be advertised for construction- Quarter 2 – 2014.
- South Front Street Bridge, Elizabeth application for NJTPA funding is anticipated.
- Madison Hill Bridge, Clark/Rahway is planned to be 75% designed
- East Hazelwood Ave. Bridge, Rahway is planned to be 75% designed.

Road Resurfacing Projects

- 2013 Road Resurfacing Project (12.1 miles) is planned for to be constructed.
- 2014 Road Resurfacing Project is planned to begin design.
- 2015 Road Resurface Project is planned to begin candidate selection.

Intersection Improvements Projects

- Chestnut and Hillside Traffic Signal Project, Hillside is planned to start construction – Quarter 2 – 2014.
- Two Intersection Traffic Signal Project, Elizabeth is planned to start construction – Quarter 2014.
- Two Intersection Traffic Signal Project Westfield is planned to start construction – Quarter 2 – 2014.
- Broad and Springfield Traffic Signal Project, Summit is planned to complete construction – Quarter 2 – 2014.
- Diamond Hill and McMane Traffic Signal Project, Berkeley Heights is planned to start construction – Quarter 2 – 2014.

- North Board and Central Traffic Signal Project, Hillside is planned to be start construction – Quarter 2- 2014.
- Grand Avenue and Elizabeth Traffic Signal Project, Rahway is planned to be start construction – Quarter 2 -2014.
- Three Intersection Traffic Signal Project, Union is planned to start construction – Quarter 2 – 2014.
- South Avenue and Center Traffic Signal Project, Garwood, is planned to start construction – Quarter 2 – 2014.

Other Projects

- Lake Surprise Dam Replacement is planned to finish design and advertise for bid.
- Long Term Environmental Remediation Projects at various sites are planned to progress in accordance to NJDEP/LSRP program.
- Westbrook Phase IV Flood Control Project, Roselle is planned to be constructed throughout the year.

Bureau of Geographic Information Systems (GIS):

- The Bureau will upgrade CarteGraph to a browser based version in few months.
- The Bureau will continue to manage multiple engineering projects with various consultants.
- The Bureau will continue to support all IT related issues within the department of Public Works.
- The Bureau will continue to support the Prosecutor’s Office, NJ State defender’s office, 21 Municipalities as well as 21 Police departments.
- Bureau will continue to assist with various municipalities with their 911 mapping system by providing the data and support
- Bureau will continue to handle SQL Server backups, and Database maintenance for the department.
- Bureau will continue to assist the Office of Asset Management in its County-wide Asset Management System implementation.
- Bureau is in the process of updating 170,000 parcels by updating all subdivisions and tax information.
- Bureau will continue to maintain “Megan’s Law Division” database and support their efforts.

- The Bureau will update the County Street Map by locating and identifying missing streets, and updating CarteGraph Street view database.
- The Bureau will update CarteGraph bridge view database and the sign view database.
- The Bureau will update Union County Map and reprint 25,000 copies as soon as the edits are completed.
- The Bureau will coordinate new Pictometry flight and distribute to all law enforcement departments.
- The Bureau will continue to maintain GIS website and support various layers of GIS including tax maps, enforcement zones and OEM information.
- The Bureau will continue to maintain the secured website that contains certified drug free zone maps and continue to train and support all 21 municipal police departments.

Department of Finance

Comptroller

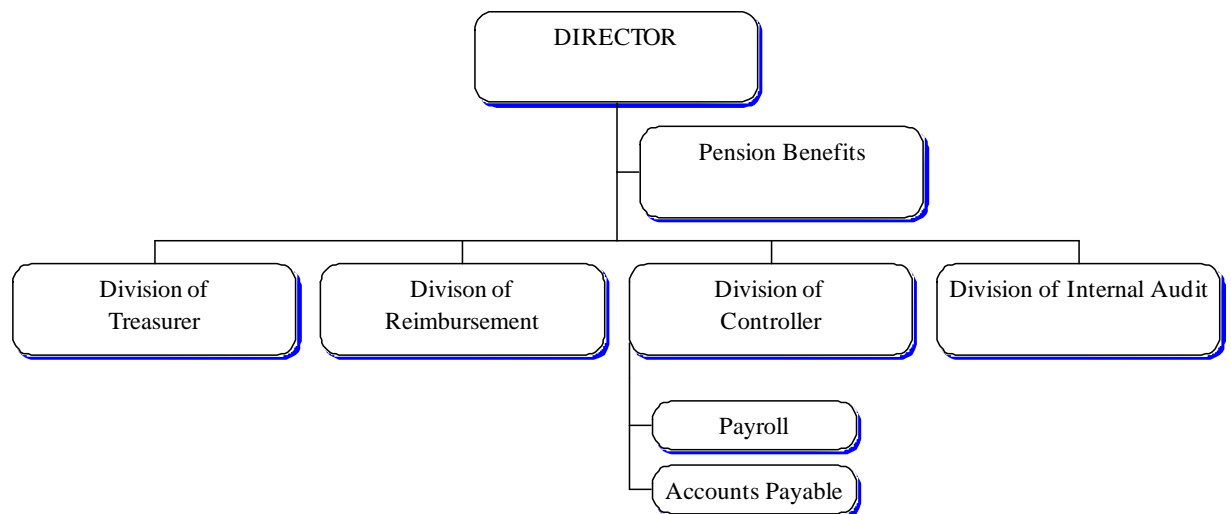
Internal Audit

Reimbursement

Treasurer

Organizational Chart

Department of Finance



DEPARTMENT OF FINANCE

Mission

The mission of the Department of Finance is to provide quality financial services to all Union County operations and provide decision-makers with sound and reliable information for managing resources. The services provided include planning, programming, budgeting, reporting, consulting, investing, and evaluation.

Programs & Services

The Division of the Treasurer

Ensures efficient management of the County's cash, investments, and debt. In addition, it is responsible for timely and accurate financial reporting. This division also focuses on maximizing non-tax revenue, minimizing expenses, and providing professional financial management for the citizens of Union County.

The Division of Comptroller

Provides support and guidance to all County operating departments with regard to financial matters of a general accounting and budgeting nature while ensuring that the County complies with all regulatory statutes of the Division of Local Government Services. Primary responsibilities include maintenance of the financial system and its security, comprehensive payroll production and a weekly accounts payable process which includes producing checks.

The Division of Reimbursement

Ensures that the County of Union realizes maximum reimbursements and revenues from all funding sources other than by direct taxation, primarily through federal and state programs. In addition, the division assists all departments with financial and analytical support relative to the management of grant programs, develops a composite fringe benefit rate, and develops an annual comprehensive central service cost allocation plan.

The Division of Internal Audit

Ensures compliance with state statutes and county policies i.e. petty cash procedures, insurance refunds, cash collections, change orders, and purchase orders. The division is a liaison to county, state, and federal auditors.

2013 Accomplishments

Comptroller's Division

Fixed Asset Accounting:

Finance Department has worked with the Office of Asset Management to compile an in-house inventory of fixed assets including land, buildings, buildings improvements, vehicles, and equipment as of 12/31/2013.

Accounts Payable Enhancements:

New processing procedures for Accounts Payable and financial reporting were developed.

Financial Software System:

The latest upgrades to the Edmunds Financial Software was installed which includes enhanced reporting of purchase orders and payments.

Treasurer's Division

Sale of Bond Anticipation Notes:

Issued bond anticipation notes of \$88,000,000 to fund capital projects such as road and bridge improvements, traffic signals, improvements to buildings and parks.

Debt Service Refinancing:

Issued \$38,585,000 for bond refinancing to lower debt service payments on existing bonds for general improvements and for the County Vocational-Technical School.

Assisted the Union County Improvement Authority in issuing Lease Revenue Bonds for Union County College.

Electronic Banking:

Upgraded County Parks Facilities registers to accept American Express credit cards.

Revenue Enhancements:

Training was implemented to various County Departments for continued implementation of the centralized county accounts receivable system.

Payroll

- Poll worker payments were transferred from Accounts Payable to Payroll Department.
- Payroll gathered YTD payments to poll workers issued from A/P (Edmunds System) and merged into payroll system (Payall Solutions) to be included as one figure on their 2013 W2.
- RCCP was issued where a committee of employees from Payroll, IT and Personnel selected a new vendor for Payroll and where Primepoint was awarded the bid.

2014 Initiatives

Comptroller's Division

Fixed Asset Accounting:

Finance Department and the Office of Asset Management will work together to monitor and report acquisitions and dispositions of fixed assets on an on-going basis.

Deferred Compensation:

During 2014 the Department of Finance will provide services to employees in an effort to provide assistance with a deferred compensation program.

Offer the service of onsite consulting services by a licensed investment advisor.

The Department of Finance also assists employees with enrollments and changes requested through deductions.

Accounts Payable Enhancements:

Continue developing new processing procedures for Accounts Payable and financial reporting.

Budget Cancellations:

Analyze our Trust and Capital accounts in order to cancel balances into each respective fund.

Treasurer's Division

Electronic Banking:

Upgrades to banking, collections and payments via wire transfers and automatic clearing house (ACH).

2014 Bond and Notes Sale:

Issue general obligation bonds and bond anticipation notes for funding of capital improvement projects.

Payroll

- W2's will be issued for poll workers.
- Payroll will be converted to new Vendor Primepoint by April 2014 or sooner.
- All Payroll Clerks will have to learn new system. We will be attending training classes on and offsite to ensure Payroll staff is trained appropriately on the new system.
- Primepoint will have a number of new services that we will slowly transition into and perhaps maybe even carry through to 2015.

Employee Self Service (ESS)

ESS will allow the County to move forward technologically and most importantly having the ability of "going green". Employees will be able to retrieve via websites, smart phones or APPS their Payroll information and history.

Position Control Module

New Position control module will be more customizable to our needs. Personnel and Payroll will work together with Primepoint to build and customize it accordingly.

Department of Human Services

Aging

Employment Services and Planning

Paratransit

Planning

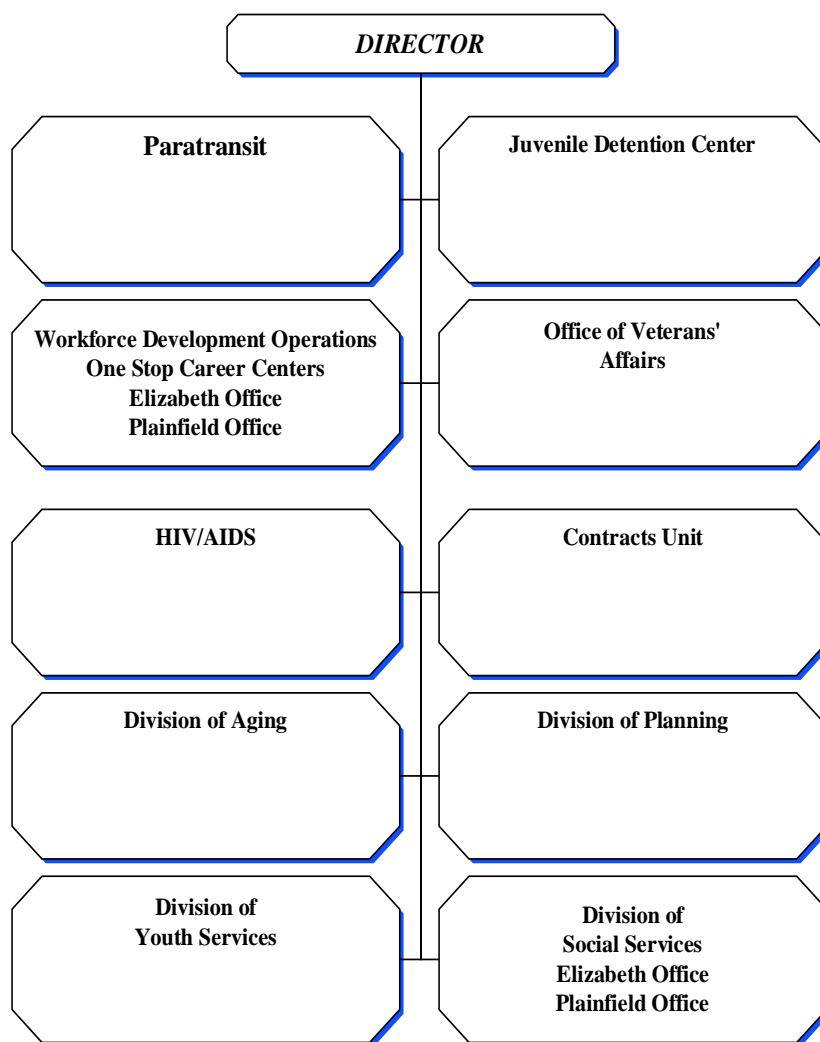
Social Services

Youth Services

Juvenile Detention

Organizational Chart

Department of Human Services



DEPARTMENT OF HUMAN SERVICES

Mission

The mission of the Department of Human Services is to coordinate and deliver quality, cost-effective programs and services that recognize and respond to the quality-of-life needs of Union County's residents, in particular the elderly, poor, unemployed, underemployed and youth populations.

Programs & Services

Office of the Director

The Office of the Director has administrative responsibility for service delivery of the department's four divisions plus the Juvenile Detention Center; Paratransit; Workforce Development Operations; Veterans' Affairs; and HIV/AIDS services. In addition, special Freeholder initiatives and programs that respond to the emerging needs of more than 530,000 people in Union County's 21 municipalities are delivered through the Director's Office. The Department of Human Services is staffed by approximately 740 professional and support staff and is the largest department in County government.

Juvenile Detention Center

The Union County Juvenile Detention Center provides a wide range of short-term, secure care and custody services to youth offenders, held under New Jersey Statute, and awaiting disposition or other Court action.

Youth Shelter

The Youth Shelter Home Program serves as an alternative to institutional services for juveniles needing temporary placement following a juvenile/family crisis, including youngsters with behavior problems or those whose family behavior may threaten their safety.

Paratransit System

Countywide transportation for seniors, disabled residents, veterans, and other income eligible residents is provided by Paratransit, helping these individuals maintain independence or access a better quality of life. Trips include rides to medical, educational, employment and shopping facilities

throughout the county and bordering municipalities. Regularly scheduled trips are made to veterans health care facilities in East Orange and the Lyons VA Medical Center.

Workforce Development Operations (WDO)

The services of Workforce Development Operations are designed to support economic development through the provision of a unified system of job preparation, especially for economically disadvantaged youth and adults, dislocated workers, welfare clients, and others facing major employment obstacles. In Union County, the federal Workforce Investment Act (WIA) is administered by Workforce Development Operations.

Workforce Development Operations provides the following educational, occupational training, and career planning services through its One-Stop Career Centers: Adult Literacy Education; English as a Second Language; Basic Skills English and Math; Computer Instruction (Internet and Microsoft Office); Financial Literacy; Job Training/Employment; Occupational Training; Transitional Job Training (WFNJ employment directed activities); Resume Assistance; Interview Techniques; On-the-Job Training; Community Service Work Experience; and Job Coaching. Local Labor Market Information includes Career Exploration; Career Development; Education; Vocational Training; Job Search; Printing & Graphics Academy; Apprenticeship Programs; Local in-demand occupations; Non-traditional Careers; Youth Programs for In-School Youth and Out-of-School Youth; Summer Internships; Career Exploration; Leadership; Financial Literacy; and Adult High School.

Employer Services include Job Opening Postings; Job Fairs; Prospective Employee Referrals; Specialized Occupational Training; Financial Assistance; Seminars; and Small Business Development.

Office of Veterans' Affairs

Veterans' Affairs provides advocacy and information for veterans and their families on a wide variety of financial, health and issues related to VA benefits and services. Service is available through a toll-free hotline (866-640-7115) and at the office in Elizabeth. The office serves as a liaison to county veterans' groups. In addition, the office handles burial of indigent veterans and coordinates the placement of flags on all veterans' graves each Memorial Day.

HIV and AIDS Services

Through two programs, the Ryan White Treatment Modernization Act, and the Housing Opportunities for People Living with AIDS (HOPWA), primary medical and support services are provided to over 700 Union County residents living with HIV/AIDS.

Contract Unit

The Contract Unit is responsible for processing and monitoring contracts with community based organizations and vendors for the Union County Department of Human Services. The Independent Monitoring Unit (IMU) monitors all contracts awarded through the Union County Department of Human Services. On-site visitations/reviews are planned on a regular basis. These reviews consist of a desk review for preparation, an on-site visit, and a narrative report. During the on-site visit, information gathered includes: Services Provided; Levels of Service; Geographic Service Area; Facility; Client Eligibility; Attendance; Administrative Procedures; Board of Directors; By-Laws; Time Frames; Budgeting Procedures; Recordkeeping; Staffing; Fiscal Systems; Contract Compliance; Fee Schedules; and, Report Submissions.

Division on Aging and Disability Resource (ADRC)

The Union County Division on Aging is one of 670 “Area Agencies on Aging” nationwide established under the federal Older Americans Act. As of 2012, the division became the Division on Aging and Disability Resource (ADRC) in compliance with a state initiative to better serve the elderly and disabled populations. The division has bilingual (English/Spanish) staff and information printed in Spanish to serve the county’s large Hispanic population. According to the 2010 U.S. Census, 12.7 percent of Union County’s 536,499 residents are over age 65. With the exception of Elizabeth and Plainfield, 19 of the County’s 21 municipalities have in excess of 11% of their population age 65 and older. The Division on Aging provides care management services for the state’s Medicaid Waiver Programs, Global Options, and for the Jersey Assistance for Community Care giving Program (JACC), the goal being to promote wellness, independence, dignity and choice for seniors and their families. The Division’s other services include Information and Assistance; the State Respite Program (SRP); and Nutrition programs, including home-delivered and congregate meals, the Farmers Market food voucher program, and nutrition education for seniors.

Division of Planning

Planning provides Union County residents with a wide variety of social service programs through direct service or funding of community based service providers. Planning insures the most cost effective utilization of funding from federal, state and county sources.

Planning/Mental Health Services

The Mental Health Services unit of Planning provides information and referral services to link individuals and families to mental health providers for crisis intervention, inpatient and outpatient care, partial care and residential care programs.

Planning/Substance Abuse Services

Substance Abuse Services include the provision of information and referral services to community-based organizations offering a wide range of alcohol/drug treatment, prevention and education programs.

Planning/Homeless Services

Homeless Services include the provision of information and referral services to community-based organizations offering short-term shelter; housing and support services; financial assistance for rent and/or mortgages; utility bills; food; clothing; limited medical assistance; transportation; and assistance to achieve permanent housing. The 24-hour hotline number is (908) 756-6061.

Planning/Disabled Services

Services for the disabled include the provision of information on all available services for disabled individuals, including vocational counseling and personal assistance in the home.

Planning/Rape Crisis Center

The Rape Crisis Center provides crisis intervention and counseling to victims of sexual assault and their families. Trained volunteer advocates staff a 24-hour hotline, 908-233-7273.

Planning/Intoxicated Driver Resource Center (IDRC)

Union County's IDRC is a state mandated program. The IDRC is funded by DWI (driving while intoxicated) client fees. The program requires offenders to attend a 12-hour, two-day education/prevention

program to determine if a driver's license can be restored or if further treatment is warranted before restoration.

Division of Social Services

Social Services, Union County's welfare office, promotes personal responsibility as defined by the state's Work First New Jersey (WFNJ) legislation by helping individuals and families move from welfare dependency to self-sufficiency through employment and educational skills training, family case management, job readiness preparation, child care assistance, and related support services.

Immunization Clinic

The federally funded Immunization Clinic provides information on available health services to families in need and screenings and immunizations for eligible children under age 18 at the Elizabeth office of the Division of Social Services. Children, who are uninsured, underinsured, on Medicaid, or on N.J. Family Care are eligible for services.

Division of Youth Services

The Union County Division of Youth Services plans, monitors and evaluates the delivery of programs and services targeted to prevent or reduce delinquency and related at-risk behaviors affecting children, youth and families. Units under the division include the Youth Service Bureau, Youth Services Commission (YSC) and UJET Project, a team of professionals who work cooperatively to identify alternatives to detention.

2013 Accomplishments

Office of the Director

Union County One- Stop Career Centers Services for Job Seekers and Employers

Union County's One Stop Career Centers planned and implemented an intense recruitment and referral effort for the County's employers who were awarded subcontracts from the federal National Emergency Grant in the wake of Hurricane Sandy. This funding allowed employers to hire temporary employees to assist with Hurricane Sandy cleanup and restoration projects.

Several staff members from One Stop participated in an ex-Prisoner Re-Entry Symposium hosted by N.J. Department of Parole at Union County College in Cranford with the goal of providing input for a Re-Entry Training Grant.

One Stop staff developed a referral process that was used to assist Literacy 4 NJ grant recipients with participant recruitment and eligibility determination for their respective programs.

In May, the One Stop co-sponsored a Veteran's Job Fair at Kenilworth VFW. The event drew 65 employers and service providers and as many veteran job seekers from Union and surrounding counties. Several veterans received job offers.

In August, the One-Stop hosted a visit by Assistant Commission Mary Ellen Clark of the NJ Department of Labor and Workforce Development at Plainfield One Stop and Plainfield Public Library. Assistant Commissioner Clark facilitated a Jersey Jobs Club Workshop on that day.

Information & Outreach

Provided information and referrals to federal, state, and county programs and services during the aftermath of 2012's Hurricane Sandy.

In April 2013, One Stop Staff participated in Information Sessions for the Freeholders' Initiative Union County Choices at the Plainfield Public Library and at Union County College's Elizabeth campus.

Staff collected and donated hats, gloves, coats, and other warm clothing items that were to be given out during the county's Point-in-Time activity, which eventually had to be cancelled due to inclement weather.

In September, Staff from each One Stop office, as well as administrative staff, supported longtime DHS employee Pamela Burns-Wyatt at the 32nd Annual GSETA Workforce Conference in Atlantic City, where she received the Sharon Dutra Front Line Worker Award.

Juvenile Detention Center

Care and Custody

Projected for CY 2013, there will be 214 new admissions to the Juvenile Detention Center with a projected 14,953 days of service [bed days]. The average daily population is in excess of 39.50 residents with an average length of stay of 41 days; this number continues to be skewed, or appear high, due to the unusually high number of waiver cases being held in Detention. Waived cases are those that are sent from Family/juvenile Court to Criminal/adult Court for disposition. Until the case is brought to Court, the “waived” juvenile is confined in the Juvenile Detention Center.

NJ Juvenile Justice Commission (NJ JJC) Audit

During 2013, Union County received a very favorable report from the NJ JJC Juvenile Detention Monitoring Unit. There were no negative areas noted and the areas of concern noted by the NJ JJC were corrected prior to the end of the evaluation.

Federal Audit

Since 2009, Union County has held juveniles under contract with the US Office of Refugee Resettlement/Division of Unaccompanied Childers’ Services. In September of 2013, ORR/DUCS completed a full three (3) day audit of the County’s program. The only area of concern was the number of annual hours of training – the federal requirement is 40 hours and state law is 24. The issue was addressed in an Action Plan completed and submitted in the first week of October, 2013. It should be noted by the auditors’ report was very complimentary to the County’s program and staff.

During 2013, the Detention Center applied for and received a federal grant that will allow the County to continue to house the ORR residents for three (3) years.

Educational Services

During the school year ending June 30, 2013, the Detention Center provided a total of 228 days of education to our juvenile residents. A similar number will be offered during current school year. The Detention Center’s school program is one of the few in the state that requires attendance from all residents incarcerated, regardless of educational performance level or age. The school program received another very favorable audit report completed by the state’s Juvenile Justice Program in the spring of 2013, the fifth in as

many years.

Union County's Juvenile Detention Center's Educational Program is now being used as a state wide model for Juvenile Detention Programs.

Paratransit

In 2013 the Union County Paratransit System (UCPS) provided 207,497 one-way trips in and around Union County for residents who are elderly, disabled, economically disadvantaged, and veterans. Paratransit has logged over one million miles.

5,684 rides were provided under Title III (Older Americans Act). 19,823 Medicaid trips and 11,352 Title XX (low income) trips were provided. In addition, approximately 100,000 rides were delivered through funding received from SCDRTAP the (Senior Citizen & Disabled Residents Transportation Assistance Program) and Union County. These trips were provided medical services including chemotherapy; dialysis; radiation; physical therapy; and doctor and dental appointments. Transportation was also provided for recreation, education, nutrition and shopping purposes.

Veterans are transported every Monday and Wednesday to the East Orange VA Hospital, and to the VA Hospital at Lyons every Tuesday and Thursday. On Monday through Friday transportation is provided to the Veteran's Clinic at Trinitas Regional Medical Center in Elizabeth. In 2013, 938 trips were made to these facilities that serve veterans.

Route 22 Shuttle

Paratransit operates a Route 22 Safety Shuttle that runs seven days a week, from Union through Kenilworth into Springfield, transporting individuals for the purpose of employment. This shuttle provided approximately 70,000 trips last year. A "Welfare to Work" shuttle runs from the Rahway Train Station through Plainfield to the Blue Star Shopping Center in Watchung this shuttle provided 12,863 trips last year.

Contract Unit

In 2013, the Contract Unit continued processing and monitoring contracts with community based organizations and vendors for the Union County Department of Human Services. Contract staff ensured that all contracts met regulatory requirements set by the funding source (state and federal government) and the County of Union.

The Independent Monitoring Unit (IMU) monitored all contracts awarded through the Union County Department of Human Services. Over 475 monitoring visits took place in 2013. On-site visitations/reviews are planned on a regular basis. These reviews consist of a desk review for preparation, an on-site visit, and a narrative report. During the on-site visit such information as follows is gathered: Services Provided, Levels of Service, Geographic Service Area, Facility, Client Eligibility, Attendance, Administrative Procedures, Board of Directors, By-Laws, Time Frames, Budgeting Procedures, Recordkeeping, Staffing, Fiscal Systems, Contract Compliance, Fee Schedules, and Report Submissions.

HIV and AIDS Services

Through two programs, the Ryan White Treatment Extension Act, and the Housing Opportunities for People Living with AIDS (HOPWA), emergency primary medical care, support services, and long term housing are provided to over 1,400 Union County residents living with HIV/AIDS.

Despite a 6% reduction in funding due to the federal government's sequestration, the Ryan White program provided emergency medical and support services to more than 1,400 HIV+ Union County residents, an increase compared to 2012. The Housing Opportunities for People with AIDS program (HOPWA) provided stable housing and prevented homelessness for over 77 Union County HIV+ residents and their families by providing tenant based rental assistance.

Office of Veterans' Affairs

Veterans Assistance Project

In 2013, Veterans Affairs continued to work with the Superior Court, Union County Vicinage, and the Prosecutor's Office to identify veterans incarcerated in the county jail who are non-violent, and who may benefit from intervention for mental health and other supportive services.

Medal of Honor Monument Dedication

In October Union County became the first county in New Jersey to erect a memorial to its Medal of Honor recipients when the Board of Chosen Freeholders dedicated a monument to their service. The monument lists the county's 10 Medal of Honor recipients from the Civil War to Vietnam. The dedication drew more than 100 veterans, members from the county's historical societies, educators, and the public.

Job Fairs

In cooperation with the One Stop Career Centers and the NJ Department of Labor and Workforce Development, and the Kenilworth VFW, Veterans Affairs hosted a well attended job fair for veterans and their families. Veterans Affairs also participated in the GI Go Fund Job Fair and other job fair events in support of veterans.

Benefits & Claims

In 2013, 45 new pension claims were successfully processed for eligible veterans, as were appeals for benefits. The office continues to receive hundreds of calls for information and assistance with veterans and family benefits, housing, and other social services needs.

North Jersey Stand Down

In October, several volunteers from Union County joined Veterans Affairs to assist 325 homeless veterans with health care, clothing, and other support services at the North Jersey Stand Down held in Newark.

Community Outreach

The Director's Office provided literature, speakers and staffed information tables for several community events. The Department of Human Services participated in a Black History Month event at Union County College, Elizabeth; a Strengthening Families Initiative evening event for families of pre-school children enrolled in more than 10 child care centers in Plainfield; a panel discussion and resource event at the Crescent Avenue Presbyterian Church in Plainfield for public and private agencies that serve Plainfield residents; a weekend Health Fair for Plainfield's Hispanic community; a weekend community resource event held at Union High School; and a Park Concert featuring the Department of Human Services.

JDAI – Juvenile Detention Alternatives Initiatives

In 2013, Union County was awarded \$120,000 from the state's Juvenile Justice Commission, Innovations Funding grant, the maximum amount given from the state and the Annie E. Casey Foundation. Union County is one of the state's first counties to implement the core strategies of the national JDAI program in an effort to improve its Juvenile Justice System for youthful offenders. The Director's Office, the Juvenile Detention Center, and the Division of Youth Services, Youth Services Commission, work with the Court, Prosecutor's Office, Public Defender, municipal police

departments, public schools, and several community-based agencies to better serve youth and their families, and to reduce youth confinement whenever possible.

Recognition

The department's Assistant Director, Karen Dinsmore, received the "Public Leadership Award" from Community Access Unlimited during its annual gala event in October.

Division on Aging and Disability Resource Connection (ADRC)

Successful inter-departmental linkages were made to strengthen working partnerships with the Division of Planning's Office for the Disabled and Division of Social Services to create new referral mechanisms within existing department procedures. The ADRC also implemented the Screen for Community Services tool. These activities greatly expedited the process for eligible clients to access Medicaid benefits and to receive services in a more efficient, timely manner.

In May of 2012, the Division on Aging became known as the Division on Aging and Disability Resource Connection (ADRC), in compliance with an initiative of the State of New Jersey. The goal of this initiative is to create a "no wrong door" single entry service system for older adults, younger persons with physical disabilities and long-term chronic illnesses, and their caregivers.

Addressing Priority Service Needs

In 2013 the focus of the ADRC remained those priority needs identified by seniors: Nutrition; Home care and Community Services; and Transportation. These services have been delivered over the past year as follows:

- **Nutrition**

The projection for December 31, 2013 is that 184,099 home delivered meals, and 164,525 congregate, or group meals, will be served. The ADRC operates 25 Congregate Nutrition sites throughout Union County. The congregate and home delivered meals programs help adults age 60 and older stay healthy, active and independent while providing both good nutrition and social engagement. Union County's Senior Nutrition Program continues to be a valuable resource to older persons throughout the County. In 2013 the county kitchen reopened after damage from Hurricane Irene, thereby, allowing for the daily

preparation of fresh food for the nutrition program participants.

The state sponsored Senior Farmers Market season provided income eligible seniors with \$20.00 worth of vouchers to 2,232 older adults for the purchase of fresh, locally grown produce.

- **Home Care Services & Home Health Aides**

Home care services enable older adults to remain in their homes and communities with dignity and by choice by providing a range of personal, medical and homemaking services. Home care services also insure a safer home environment so that senior adults may remain in their homes. In 2013, 17,113 hours of home care services were provided.

To provide adequate resources and consumer choice for home and community based services, the ADRC, in conjunction with the Union County Home Care Consortium, offered a four week training session for those wishing to become State Certified Home Health Aides.

- **Transportation**

In 2013, as of November 1, 17,435 one way rides were provided to senior adults (total rides provided by Paratransit are indicated under the Office of Paratransit narrative).

- **Mental Health Promotion**

Mental Health Programming (over 600 units of service), utilizing evidence based programs, was directed at screening, assessment, and treatment of frail, isolated seniors and caregivers.

The Healing Arts program, also used to assist caregivers, offered them the opportunity to use art as a therapeutic tool in their role as caregivers.

- **Advocacy**

Advocacy at the local, state, and federal levels of government was ongoing throughout 2013. Advocacy efforts included contact with key legislators and letter writing campaigns. Both the AAA (Area Agency on Aging), a statewide network representing all 21 counties in New Jersey, and the ADRC's Advisory Council responded to advocacy alerts to address state and local issues that had the potential to impact

the quality of life for older adults and their caregivers in Union County.

- In 2013 activities focused on the impact of the federal sequester (mandatory cuts to defense and domestic spending) and reauthorization of the Older Americans Act. Several Union County advisory council members attended a statewide advocacy workshop where the keynote speaker was the policy expert from the National Association of Area Agencies on Aging.
- **Care Transitions**
The Union County Division on Aging/ADRC became part of the only CMS (Centers for Medicare & Medicaid Services) funded Care Transitions Program in the State of New Jersey. The CMS administers Medicare, Medicaid, and Child Health Insurance Programs. As part of the Central New Jersey Care Transitions Program, ADRC division staff began coaching patients at Rutgers-Robert Wood Johnson Hospital at Rahway in September and will continue in 2014.

Division of Planning

Behavioral Health

State Level: In 2013, the NJ Division of Mental Health and Addiction Services (DMHAS) has continued to merge staff and planning activities and to offer training about upcoming changes to the statewide mental health, alcoholism and drug abuse delivery system and the implementation of the Affordable Care Act beginning in 2014. The change from contracted services to managed care for service providers requires training and education for staff and agencies and the Behavioral Health Unit participates in this process by providing informative presentations for the Professional Advisory Committees and the appointed boards. The county's Alcohol and Drug Coordinator represented Union County at the NJ Department of Community Affairs (DCA) initiative to develop county level coordination and communication in addressing problems in facilities licensed by DCA. Behavioral Health staff participates in statewide meetings with NJ Division of Mental Health and Addiction (DMHAS) leadership.

County Level: Behavioral Health planned a Continuity of Operations Plan (COOP) session for the Union County Department of Human Services in

February and assisted in the planning of a second COOP training session in October. The COOP planning is to facilitate the development of an emergency plan to keep an agency operating during a disaster.

Behavioral Health has participated in many information, referral and linkage activities including Wellness Day at Union County College, Red Ribbon Day and the 1st Annual Union County Youth Services Networking Conference at Kean University.

Alcohol

In 2013, the Alcohol/Drug Abuse Unit, with input from their advisory committees [County Alliance Steering Subcommittee (CASS), the Professional Advisory Committee on Alcoholism and Drug Abuse (PACADA) and the Local Advisory Committee on Alcoholism and Drug Abuse (LACADA)], continued to provide a system of care that reflects a move toward a more client recovery-oriented focus. Over \$903,358 was designated for the provision of alcohol/drug abuse services for low-income, uninsured Union County residents. Approximately 487 residents received treatment through this grant in 2013. Additionally, 675 youth and families received prevention education and early intervention services and 400 professionals have received training through this grant in 2013.

The Union County Comprehensive Plan for the 2015-2018 grant cycle is due to DMHAS on May 31, 2014. Four Community Forums are being held this fall to gather citizen input for the plan. Two forums were held in Elizabeth in October. One forum was facilitated entirely in Spanish at PROCEED, Inc. A Community Forum will be held in Westfield and Plainfield in November.

In 2013, the County Alcohol & Drug Abuse Coordinator served on the Governor's Council on Alcoholism and Drug Abuse (GCADA) Guidelines Committee – writing the grant guidelines and requirements for the upcoming Alliance grant cycle, FY 2014-2018. The Alcohol and Drug Abuse Coordinator continued to serve on the Executive Board of the Union County Health and Wellness Coalition of Union County (HAWC), which is the NJ Division of Mental Health and Addiction Services (DMHAS) funded AOD prevention coalition in Union County, and also completed the DMHAS sponsored Rutgers Planning Certificate program in 2013.

Municipal Alliances

Nineteen Union County municipalities continue to participate in the Alliance

program. In 2013, over \$530,872 in grant funds were allocated for alcoholism/drug abuse prevention programming in Union County; and, the Municipal Alliances ran 169 activities within their communities in CY 2013. GCADA has recently extended the CY 2013 grant cycle to include a six month extension from January 1, 2014 – June 30, 2014. The County received an extension award of \$265,436 which is 50% of the CY 2013 grant. The County Alliance Coordinator is currently providing technical assistance to the local Municipal Alliance Coordinators as they plan their programs for the extension period.

The Municipal Alliance Coordinators are also receiving training and technical assistance from the County Alliance Coordinator as they develop their strategic plan applications for the new grant cycle which begins on July 1, 2014. Community level change is the focus of the new grant. Each Municipal Alliance will focus all of their efforts on one, identified drug or alcohol problem within their community with their FY 2014 funding.

The County Alliance Coordinator also served on the Executive Board of the Union County Health and Wellness Coalition of Union County (HAWC), which is the DMHAS funded AOD prevention coalition in Union County.

Mental Health

The Mental Health Board (MHB) reviewed and recommended that the NJ Department of Human Services, Division of Mental Health Services, approve the contracts of 12 mental health agencies for a total of approximately \$27,755,000 for 2013.

MHB members reviewed four separate state funded Requests for Proposal (RFP) applications and a waiver request and forwarded recommendations to the state Division of Mental Health and Addiction Services. The office of the Mental Health Administrator (MHA) has participated in three annual and triennial agency reviews with the NJ Department of Human Services, Office of Licensing.

The MHA is part of the Traumatic Loss Coalition (TLC) and part of the Lead Response Team and responds to TLC incidents when requested.

The office of the Mental Health Administrator maintains a roster and supports the training of Disaster Response Crisis Counselors (DRCC) for Union County. County Disaster Response Crisis Counselors (DRCC) have

responded to various situations around the county and in other counties as requested. Currently there are 30 credentialed volunteers who can respond in the event of an emergency.

Two countywide training sessions were held in 2013 as part of the 2012-13 DRCC Disaster Grant to the county. The all day training conferences were:

- Collaboration Among Partners – from Response to Recovery, April 16, 2013. This mini-conference provided the opportunity for many segments of the Union County's human services community to come together and discuss their common and divergent roles. Participants included: Union County DRCCs; DMHAS/DTB; Union County Department of Human Services, Office of the Director; Union County Division on Planning (Continuum of Care Coordinator, Behavioral Health Unit, Office for the Disabled); Runnells Specialized Hospital of Union County; Trinitas Regional Medical Center; Community FoodBank of New Jersey; the American Red Cross; the Salvation Army; Union County Office of Emergency Management; LINCS; and the Medical Reserve Corp (MRC).
- Review of NIMS and Union County Emergency Response Plan, May 21, 2013: This conference reviewed basic Incident Command, NIMS, how and under what circumstances DRCC activation takes place. The afternoon included a disaster exercise. Participants included: Union County DRCCs; DMHAS/DTB; the Union County Manager; Union County Department of Human Services, Office of the Director; Union County Division on Aging; Union County Division on Planning (Continuum of Care Coordinator, Behavioral Health Unit); the American Red Cross; the Salvation Army; Trinitas Regional Medical Center; Overlook Hospital; and the Children's Specialized Hospital, Mountainside. Behavioral health agencies, housing and homeless/housing providers including Bridgeway Rehabilitation Services; Advance Housing; Prevention Links; PROCEED, Inc; Holy Redeemer; Brand New Day; Streetlight Mission; Elizabeth Coalition to House the Homeless; The Bridge Inc.,; and the Gershen Group. Other participants were the Union County Office of Emergency Management; LINCS; and the Elizabeth Fire Prevention Bureau.

Office for the Disabled

Personal Assistance Services Program (PASP) – During 2013, a total of 35 County residents, between ages 18 and 70, with permanent physical

disabilities (including spinal cord injuries; Multiple Sclerosis; Muscular Dystrophy; Cerebral Palsy, post-polio, rheumatoid arthritis, etc.), received on average a total of 3,500 personal assistance service hours per month to support vocational goals and independent living. Personal assistance services include routine, non-medical personal care, assistance with chores and errands, basic light housekeeping and meal preparation.

Information & Referral [I&R] is funded through the Community Service Block Grant (CSBG) received from the NJ Department of Community Affairs, Division of Housing & Community Resources. As of November 2013, the Office for the Disabled was contacted and provided approximately 200 individuals with disabilities information and referral services.

Intoxicated Driver Resource Center (IDRC)

The Union County IDRC is a state mandated 12 hour (two day) program designed to educate, screen and evaluate clients who may be in need of a structured intervention regarding their alcohol and/or drug abuse. The IDRC's purpose is to prevent future recidivism by making clients who have been identified as having an alcohol or drug involvement in connection with the operation of a motor vehicle, otherwise known as a DWI, aware of their inappropriate behavior of being under the influence while driving. All IDRC clients are required to be screened on an individual basis by Licensed Certified Alcohol/Drug Counselors (LCADCs) to determine the level of care to be recommended on an individual basis, or if the individual is deemed treatment appropriate for additional services. The goal of this educational alcohol/drug program is to provide quality services with a positive outcome for our clients and to heighten community awareness and safety.

The IDRC has completed its 29th year of operation since 1984. In 2013, this program has provided service to 808 individuals with four classes still remaining, averaging 40 per class. This is an increase of 72 clients over the same period last year.

The IDRC continues to make every effort to retrieve clients for rescheduling who in the past had been non-compliant. Through these efforts, the IDRC has been able to increase revenue and provide the clients the option of fulfilling the mandated IDRC requirements. This year, the Union County IDRC's outreach retrieved 67 out of 147 non-compliances scheduled with the intent to have clients participate without future consequences. As a result of this effort, the IDRC managed to accrue an additional \$15,410 thus far

from clients that were placed originally in non-compliance for failure to show.

Homeless/Continuum of Care

Comprehensive Emergency Assistance System & Continuum of Care (CEAS/CoC) Committee - The CEAS/CoC Committee worked with all social service agencies throughout the County to best utilize all Federal/State/Local funded programs and to better serve the community during this time of high unemployment and limited resources.

Under the supervision of the Office of the Director, County staff worked with the Committee on planning for a full 2013 Point in Time Survey (PITS) to count the number of homeless in Union County. The PITS was conducted on January 30, 2013. There were 1,669 homeless men, women and children counted in Union County according to the official U.S. Department of Housing and Urban Development (HUD) McKinney-Vento Act definition of homelessness.

During the 2012-13 Code Blue season 61 nights were called, of which 51 were during calendar year 2013, providing shelter on nights when the temperature was at 25 degrees or less, or at/below 32 degrees with precipitation. As of today (10/28/2013) the 2013-14 Code Blue season has had 0 nights called.

In July 2012 HUD released the Continuum of Care (CoC) Program Interim Rule which changes the focus and activities for the CEAS/CoC Committee structure and the SuperNOFA Continuum of Care - Supportive Housing Program & Shelter Plus Care grants. These regulations took effective August 30, 2012 with a two year implementation time frame. In 2013, the Committee worked on being in compliance with these new regulations in the following areas: Coordinated Assessment System (quality control for services within Union County/performance standards & smooth CoC) and recruiting new agency members: Veterans; Board of Education/Superintendents Office; Youth; Mental Health; and, Homeless/Formerly Homeless.

The current leadership terms end 12/31/2013. Currently the Committee is seeking nominations for both the Chair and Co-Chair positions. Based on the proposed slate, elections may be held at the November 14, 2013 meeting.

Homeless Trust Fund Advisory Board – The Union County Homeless Trust Fund (HTF) Advisory Board had meetings on February 21, 2013; August 19, 2013; and September 26, 2013. The committee reviewed the regulations, by-laws, and discussed/implemented a plan to help focus the funds. As per the regulations, funds must be spent within four (4) years of collections. The first year (May-December 2010) the County collected \$100,917. This amount will need to be awarded and expended by April 2014. In an effort to spend the minimum amount collected by the expiration date, the Advisory Board recommended and approved the allocation \$89,681 to buffer the 47% cut in current HEARTH Emergency Solutions (HES) grant funding affecting subcontracts for similar services. The HTF funds will provide a one-time extension to offset the decrease for the period of 8/1/13-11/30/13. This would allow HES agencies to reduce the interruption of essential homeless services over a prorated four-month period. A Request for Proposals (RFP) was then released to allocate the remaining funds that need to be spent by the expiration of April 2014. Two agencies were funded through this RFP: Central Jersey Legal Services (\$3,000) and Elizabeth Coalition to House the Homeless (\$27,049). This RFP allowed year One HTF expiring dollars to be expended by 4/30/2014 (regulation deadline). Furthermore, this would allow the HTF Advisory Board to focus on year Two priorities for HTF expiring dollars to be expended by 4/30/2015. As of today (10/28/2013), the account reflects a total of \$531,028.54 collected including interest.

Community Service Block Grant (CSBG) – In 2013 under CSBG funding, a wide variety of anti-poverty services were provided to approximately 592 County residents who met the income eligibility guidelines (125% of the Federal Poverty Guideline). Services included assistance for rent/ mortgage/ utilities; emergency/disaster relief coordination; nutritional services; companionship services; financial literacy training; health/medical assessments; food pantry services; emergency shelter nights; linkages to entitlement and workforce development programs; behavioral health counseling for substance abuse and/or mental health; family development stabilization; and, community awareness.

HEARTH Emergency Solution (HES) Grant – In 2013 under HES funding, 924 County residents were provided homeless assistance services. This grant funds a wide variety of services to Union County residents who met the income eligibility guidelines (30% of the Area Median Income). Services included emergency shelter; meals for shelter residents; street

outreach; staffing for data system entry; rapid re-housing case management services; rapid re-housing cash assistance for rent/utilities; and homelessness prevention case management services.

SuperNOFA Continuum of Care: Supportive Housing Program & Shelter Plus Care – In 2013, this HUD funded program continued provision of homeless assistance services for approximately 356 County residents through 31 projects with various budget cycles. Services included, but were not limited to, acquisition; new construction/rehabilitation of transitional/permanent housing units; case management; linkages to community programs; behavioral health counseling; and life skills programs to promote self-sufficiency.

The County is currently awaiting the grant agreements for the FY2012 application and the release of the FY2013 application process. Currently the registration, Grant Inventory Worksheet, and the Housing Inventory Chart have been submitted but, due to the Federal Government shutdown, the release of the full application has not been made public yet. It is anticipated that it will be released by mid-November 2013. The application is anticipated to be for \$4.2 million dollars for 28 renewals (17 Supportive Housing Programs and 11 Shelter Plus Care Programs). County staff anticipates a notification of award to be announced in early 2014. The start of each project varies from February 2014-December 2014.

Human Services Advisory Council (HSAC) – In response to Hurricane Irene and Super Storm Sandy, the HSAC has established a Disaster Response Committee to assess the social services community needs in an emergency and develop a plan to minimize response difficulties in the future. During 2013, two Continuity of Operations Plan (COOP) sessions were held to assist local agencies in identifying needs and addressing potential weaknesses that could result in a potential disruption of services.

Family Support and Prevention - Initiated in the fall of 2012, this is a newly funded program that focuses on families with school age children. The program identified priority communities. Components of the family support and prevention included outreach (1,257 families) and engagement (156 families); parent/caregiver empowerment by way of community forums (8) or workgroups (3); and, flex funds to address emergency needs (201 families). Statistics represent the first nine months of the program.

Social Services for the Homeless (SSH) – As of September 30, 2013, the SSH program provided homeless assistance services for 1,064 County residents. Services included a 24-Hour Emergency Response Hotline; case management; cash assistance for rent/mortgage/utilities; food vouchers; hotel/ motel nights; and emergency shelter.

Rape Crisis Center (RCC)

Rape Care - During the period of January-September 2013, the Rape Crisis Center (RCC) provided the following assistance through its 24hr hotline: 204 (victim and/or significant other crisis support calls); 113 (victim-related calls); 40 medical accompaniments; and 19 statement accompaniments.

Another accomplishment for 2013 was the Administrator's nomination to be Chair of the Advocate Certification Committee for the New Jersey Coalition Against Sexual Assault (NJCASA). To date, she has led the committee in revamping many of the Advocate certification requirements. Work has centered on the following areas: identifying who should be certified; determining whether initial or renewal fees should exist; exploring continuing education expectations and methods; and redoing portions of the exam which included identifying core competencies and in turn formulating new questions accordingly.

An additional highlight of 2013 was having a survivor speak about her sexual assault experience during a monthly Advocate meeting. This survivor not only went through the forensic examination process but also reported the crime to the police. In both instances, she requested the services of an RCC Advocate. The survivor was able to candidly share the benefits of having an Advocate. She was able to share the value of both the counseling and the on-going legal case advocacy she received. Her case represented a team effort on behalf of the UCRCC and the Office of the Prosecutor in that both entities have been working together intermittently for the past six and a half years to assist her.

A final success for 2013 worth noting, involved partnering with Union County College (UCC) to help host events in April, as part of SAAM (Sexual Assault Awareness Month). The UCRCC assisted the college in facilitating their Clothesline Project workshop and first ever candlelight vigil in conjunction with Denim Day. The UCRCC also helped publicize these endeavors by staffing three different outreach/table events on the school's campus.

Rape Prevention Education - When it comes to achieving prescribed prevention and strategy implementation benchmarks set forth by the state, the Rape Crisis Center (RCC) has exceeded expectations. The RCC is currently launching prevention programming and finding success in three different implementation sites: high schools in Linden; Clark; and Scotch Plains-Fanwood.

Recently, the RCC received additional funding from the state, in the form of a Social Services Block Grant. This funding is time limited but it allows the RCC the opportunity to expand its Rape Prevention Education programming into two new implementation sites per each year of the funding. At present, the RCC has recruited Roselle High School as one its new sites for the first year. This award is also enabling the RCC to hire an additional public educator to help meet required benchmarks. Presuming prescribed benchmarks continue to be met, the RCC will receive the second/final year of this time limited funding and will be able to launch programming at two more sites. Overall, this funding has facilitated an opportunity for growth beyond measure, when it comes to primary prevention education.

Division of Social Services (DSS)

Revamping Customer Intake Process

The Division of Social Services has integrated the Case Banking model of processing case work in both the Elizabeth & Plainfield offices. Case Banking is a state initiative to overhaul, on a statewide basis, the client intake process and begin to streamline the eligibility determination process. Case banking is meant to help diminish the County's escalating caseloads, and to reduce the overwhelming number of customer visitations to our offices. Our implementation of the Case Banking approach involves both our Intake and Redetermination Units.

Through Case Banking the DSS now operates programs utilizing a "generic" case worker, meaning one case worker case manages an applicant's various applications for assistance from beginning to completion.

The ultimate goal is to present to the state a model in which the case worker provides a full array of services to the customer, inclusive of Income Maintenance, Emergency Assistance, Food Stamps, Medical Services, Child Support, and other social services programs.

In addition, the DSS will install several public access computers in the waiting rooms that will be available to the public who do not wish to meet with a case worker but wish to complete an on-line application to determine their eligibility for services. This new technology initiative will begin as soon as renovations to the Elizabeth office are completed.

Additional Office Space

In 2013, the DSS Welfare Fraud, Legal, and ABACAS Units were re-located to 40 Parker Road, Elizabeth. The goal was to relocate and consolidate these units at one nearby location to allow for expansion of existing waiting room and interviewing areas in the Elizabeth office.

Document Imaging Management System (DIMS)

The DIMS system, newly begun by the state in the fall of 2013, electronically captures paper documents and forms using various workstation-attached scanners located in the interviewing booths. The forms and verifications are stored electronically and are always available to the case worker, thus reducing the need for clients to reproduce required documents such as birth certificates and drivers licenses.

Every county welfare agency in New Jersey will be implementing a DIMS system, enabling counties to transfer files and documents electronically across county lines making transfer of cases and exchanges of information much simpler for both clients and caseworkers.

Division of Youth Services

Improved service delivery outcomes to at-risk and court involved youth.

FCIU delivered crisis intervention, case management and referral services to a total of 194 youth and families from January-October 2013.

The Youth Services Commission contracted service providers served a total of 864 youth from

January- September 2013. The Union County Juvenile Expediting Team (UJET) of volunteer agency representatives provided weekly case management and monitoring services for youth in secure and non-secure custody to improve service outcomes and provide more efficient use of secure and non secure custody placements.

Building Partnerships

Resulting from a successful project with Merck/Rahway Toastmasters

International Group, Youth Services was awarded a Merck Partnership-for-Doers Award of \$500.00. In April 2013, Youth Services donated the full amount to the Boys and Girls Club of Union County to fund one year memberships for 10 children from low income families.

In September 2013, Youth Services was selected by Rutgers University Graduate School of Social Work as a certified Field Placement site for Masters of Social Work Interns.

In September 2013, Youth Services' TeamWorks Logistics became a member of the Society for Science and the Public, a national nonprofit organization that organizes student science and tech fairs throughout the county and promotes science and research to improve student skills and school achievement.

In October 2013, Youth Services recognized the support and contributions of organizations serving as worksites with the Youth Services Bureau, Community Services Youth Offenders Program for the past 20 years through a Board of Chosen Freeholders laudatory presentation.

In October 2013, Youth Services began a partnership with the Advocates for Children of NJ (ACNJ) to increase county participation in the federal school breakfast program.

Raised Public Awareness about Services and Issues Impacting Youth

In May 2013, the Youth Services Commission held the Take Control of Your Future through Education event at Union County College in Elizabeth with nine nonprofit organizations represented and over 70 students and volunteers in attendance.

Marketing and Communications

Youth Services uses the (pro bono) project management, marketing and graphic design services of TeamWorks Logistics to promote organization events, create print materials and design youth services website layout and updates. New Website will be launched in November 2013.

In 2013, TeamWorks produced the Youth Services Commission educational event poster and flier; Youth Services Employee Handbook; and will handle event management and marketing for the 2013-14 Science and Tech Expo.

Improved Staff Productivity and Teamwork

In an ongoing commitment to improving employee and organization performance, Youth Services enrolled Youth Services staff in Case Management Training over a two day period in June 2013. Training and support was provided by Rutgers University School of Social Work/Continuing Education.

In July 2013, Youth Services, in partnership with cloud-based service provider Social Solutions, improved the organizations Efforts-to-Outcomes Client Information System to allow greater flexibility in collecting and analyzing client demographics, improving reporting capability and tracking key performance outputs.

2014 Initiatives

Office of the Director

Union County One Stop Career Centers

In 2014, the One Stop Career Centers will pursue a more intense, structured outreach to employers in order to establish a relationship between local workforce groups and the business community.

The One Stop will host an Employer Open House at both One Stop Centers. The purpose of these open house programs will be to provide information about the resources and services available to employers at the One Stop Career Centers.

An effort will be made to strengthen the One Stop's Re-Entry services for the Ex-Offender community.

The "Partners Resource Directory", a comprehensive directory of local, county, state and federal services for employers and community based agencies, will be updated in 2014.

Paratransit

In 2014 Paratransit will face yet another difficult financial challenge: the state's Casino Revenue has been cut by \$224,062 over last year and other grants have not increased. To generate more revenue, the Union County

Paratransit System has entered into a contract to begin advertising on all Paratransit vans. This revenue, along with fares, will bring in more revenue. In February we entered into an agreement with the YMCA of Eastern Union County to transport elderly residents to their Wise Adult Day Care center for \$3,200 per month. In addition, we were awarded a grant from the Kessler Foundation in the amount of \$25,000 to transport the disabled for employment purposes. At a time when we are faced with a growing number of elderly and disabled residents in need of this specialized transportation, additional revenues are necessary in order to maintain the service at its current level.

HIV/AIDS Services

Union County has received its 2014 HOPWA notice of grant award (an increase of \$26,750). The Grantee for the HOPWA program experienced a major reduction in funding for FY2014 and this increase, though minor, is a surprise. The HOPWA program will be able to continue seamless services to the 77 beneficiaries and be able to expand its current level of service.

In preparation for the Affordable Care Act (ACA) and its impact on the Ryan White program, staff has been participating in ACA webinars that target people living with HIV. Staff has been meeting with the Ryan White grantee and quality management team to make key changes to the Ryan White program in response to the ACA. In 2014 the Ryan White program will continue to provide emergency medical and support services to the more than 1,400 Union County residents living with HIV who rely on these services.

Office of Veterans' Affairs

In 2014, Veterans Affairs will begin to develop a public school history curriculum based on the 10 Medal of Honor recipients memorialized in a monument dedicated by the Board of Chosen Freeholders on October 25, 2013.

Division on Aging & Disabilities Resource Connection (ADRC)

In 2014 the ADRC will give priority to ensuring the provision of essential services for seniors. These services include home care and community services, transportation services, and senior nutrition services.

Nutrition for At-Risk Seniors

In the area of nutrition, emphasis will be placed on ensuring adequate nutrition for at-risk older adults. Adequate nutrition is essential for healthy aging. A goal of the division is to assure that there is effective targeting and attention given to this vulnerable population. The division will seek to provide assurances that funding from state and local sources will permit continued nutrition program funding, and ensure the provision of emergency nutrition services in crisis situations.

Screening for Services and Benefits

A goal of the Division in 2014 is to continue to support initiatives that improve the effectiveness of home and community based services. The Aging & Disability Resource Connection (ADRC) model, a state initiative that Union County has embraced, has identified a new client pathway, assessment, and eligibility determination. The division is actively utilizing the newly implemented clinical assessment tool involving information and assistance (I&A) intake, a “Screen for Community Services” and a comprehensive care needs assessment tool.

In 2014 new initiatives, such as the Options Counseling & Benefits Screening service, will expand current options counseling curriculums to be more inclusive of varied populations. Efforts will be directed to pursue funding options involving Options Counseling and Benefits Screening procedures as an effective way to serve consumers.

Care Transition Model of Services

In 2014 the division will continue to be a viable partner of the Central New Jersey Care Transitions Program Services. The goal will be for the division to provide patient coaching aimed at decreasing the number of hospital re-admissions for high –risk Medicare beneficiaries using “person–centered” hospital discharge planning.

DDD Support Coordination

In 2013 the Division had professional staff trained by NJ Department of Developmental Disabilities to prepare them for the Support Coordination Role of the DDD population age 21 and over to be implemented early 2014.

Advocacy

Advocacy efforts will continue in 2014 at the local, state, and federal levels of government, through contact with key legislators, education and raising public awareness, and letter writing campaigns. Issues for legislative action include sequestration variables and the critically important reauthorization of the Older Americans Act.

Division of Planning

Behavioral Health

In 2014, action will be taken to complete the merger of the Professional Advisory Committee to the Mental Health Board and the Professional Advisory Committee on Alcoholism and Drug Abuse. A survey was sent to membership to determine preferences on meeting logistics and the purpose of the joint committee.

Two joint meetings between the Mental Health Board and the Local Advisory Committee on Alcoholism and Drug Abuse will be held to explore whether the two boards will merge.

The Mental Health Administrator will hold 4 meetings with Union County Disaster Response Crisis Counselors in 2014.

At the request of NJ DMHAS and NJ Department of Community Affairs (DCA), the Mental Health Administrator will facilitate four meetings between DCA, Union County Division of Social Services and Union County facilities licensed by DCA. The goal is to improve communications and develop a way of solving problems.

The possible reactivation of the Justice Involved Services Committee will be reviewed.

Homeless/Continuum of Care

Comprehensive Emergency Assistance System & Continuum of Care (CEAS/CoC) Committee - County staff will work with the Committee on planning for the 2014 Point in Time Survey to count the number of homeless in Union County. The PITS will be conducted on January 29th, 2014. Program staff will participate in the street count as well as the daytime

events (Elizabeth/Plainfield). Code Blue efforts will continue throughout the cold weather season. The CEAS/CoC Committee will assist in Operation Warm Heart, an emergency shelter program for Union County residents.

In 2014 the Committee will continue to work on being in compliance with these new regulations in the following areas: Coordinated Assessment System (quality control for services within Union County/performance standards & smooth CoC) and recruiting new agency members: Veterans; Board of Education/Superintendents Office; Youth; Mental Health; and Homeless/Formerly Homeless. It is anticipated to be in full compliance by June 2014, prior to the regulation deadline.

Homeless Trust Fund Advisory Board - It is anticipated that an RFP process will be completed in 2014 for the second year of funds collected, as they must be expended by April 2015.

Community Service Block Grant (CSBG) - It is anticipated that an RFP process will be completed in late 2014 for the 2015 funding year.

Rape Crisis Center (RCC)

Rape Care - In 2014, the RCC will continue providing confidential support services to victims of sexual violence and their significant others. The next Confidential Sexual Violence Advocate training is already scheduled to take place in the spring of 2014. The RCC also plans to continue participating in outreach endeavors hosted by fellow community counterparts.

Rape Prevention Education - The RCC aims to continue facilitating prevention education throughout the Union County community. Partnerships with its current implementation sites will be strengthened and new alliances will be achieved.

Division of Social Services

Implementation of the Consolidated Assistance Support System (CASS)
The state's new CASS system will continue to be implemented. The CASS system, launched in the fall of 2013, is a single application for all of the New Jersey Department of Human Services programs, including WorkFirst NJ/ Temporary Assistance for Needy Families (WFNJ/TANF); WFNJ/GA

(General Assistance); Medicaid; SNAP (Food Stamps); Family Care; and Child Care Assistance. This is a statewide initiative to reduce the number of applications clients have to complete when applying for assistance. The CASS system will provide all of the following improvements to case work processing:

- CASS will allow for person-search across all programs and counties to avoid duplicate registrations.
- Shared Evidence/Verifications.
- Evidence such as birth certificates, pay stubs, rent receipts, etc. are only entered once and are used across programs.
- Updated evidence for income, household composition, expenses, etc., will automatically update eligibility for all programs.
- Rules-based Automated Determination of Eligibility.
- Workers no longer have to manually determine eligibility or calculate benefit amounts, thus reducing error rates.
- Eligibility for Medicaid is automatically ‘cascaded’ down through the various programs.
- Automated Client Correspondence.
- Easy Case Transfers.
- CASS will have imaged documents, changing the case owner will transfer the case file.
- Activities and supports at the sending county will be automatically stopped.
- New Reports & Reporting Tools.
- Reports based on consolidated benefit programs will now be available because all the information is in one system.
- Reports will be user and program based rather than system-based.
- Ad hoc reporting tools allow users to run customized reports.
- One Login for case workers.

Division of Youth Services

In 2014, Youth Services will strive to improve service delivery outcomes for youth through building partnerships with other government agencies, nonprofits, and public sector supporters to improve delivery of programs, services and projects;

Public awareness about Youth Services programs and services will be raised as a result of research about client service needs from user surveys, social

media, focus groups and public presentations.

Youth Services will plan, promote and manage events that meet target audience expectations.

In 2014, Youth Services will continue staff training, development and employee recognition activities to improve organizational performance and staff morale.

Department of Parks and Recreation

Cultural and Heritage Affairs

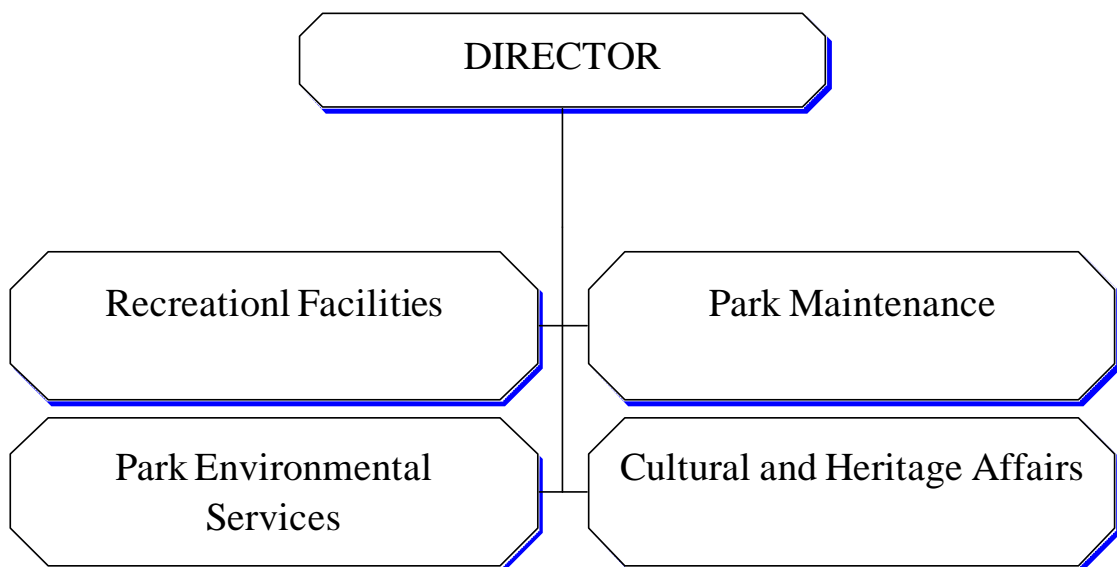
Park Environmental Services

Park Maintenance

Recreational Facilities

Organizational Chart

Department of Parks and Recreation



DEPARTMENT OF PARKS AND RECREATION

Mission

The mission of the Union County Department of Parks and Recreation is the the development of recreational programs and the development and maintaining of public parks, playgrounds, recreational places and facilities, the Watchung Reservation and open space within the County of Union.

Programs & Services

Office of Cultural and Heritage Affairs

The Office of Cultural and Heritage Affairs provides residents of Union County with the opportunity to benefit from the county's rich multi-cultural arts, history, and historic resources. The Office provides programs and services in the arts and history that contribute to sustainable economic development, builds more livable communities, encourages civic engagement and contributes to a vibrant quality of life for all residents.

Bureau of Administrative Support

The Bureau of Administrative Support provides financial and administrative support services, such as accounts payable, accounts receivable, budgeting and purchasing.

Division of Park Maintenance

Bureau of Park Maintenance

- Preserves and improves the County's parks and recreational facilities, provides the necessary technical resources to ensure the smooth operation of all park facilities and special events, and provides custodial and janitorial services as well as general park maintenance.
- Supports recreation initiatives and program to facilitate the public use and enjoyment of County parks and recreational facilities.
- Providing for the care, cultivation, planting and replanting of flowers, shrubs and lawns on County property.

Division of Recreational Facilities

Management and operation of all County Park Recreational Facilities, to include, but not limited to Galloping Hill Golf Course, Ashbrook Golf Course, Warinanco Ice Skating Center, Ulrich and Wheeler Pools, Watchung Stables, Trailside Museum and any all future recreational facilities at Oak Ridge Park. The division consists of the Bureau of Recreation.

Bureau of Recreation

The Bureau of Recreation develops and administers programs to facilitate the public use and enjoyment of County parks and recreational facilities. Programs are carried out at the Trailside Nature and Science Center, Watchung Stable, Warinanco Ice Skating Center, and the Walter E. Ulrich and John R. Wheeler Pools.

Division of Park Environmental Services

The Division of Park Environmental is responsible for developing plans and coordinating environmental park programs. and for providing for the care, cultivation, planting and replanting of flowers, shrubs and lawns on County property.

2013 Accomplishments**Division of Recreational Facilities**

In 2013 the County completed the construction of the Clubhouse at Galloping Hill. Opening in April the Clubhouse has received exemplary reviews from the public and press on both design and level of service being delivered by the KemperSports staff. Below are some of the highlights for the golf courses.

- Total Revenue for Union County will exceed \$6,000,000. This is over \$1,500,000 more than any previous year.
- Total golf rounds in 2013 will exceed 110,000 patrons.
- The Clubhouse at Galloping Hill hosted over \$400,000 (more than 55 events and 5,500 guests) in events in first five months and booked over \$550,000 for eight months in 2013 (more than 70 events and 7,000 guests).

- Successful opening of the Red Knot restaurant in June 2013 and achieved a 3 star rating by the Star Ledger and Zagat listed as “Up and Coming” restaurant.
- Total Red Knot revenue in first seven months will exceed \$900,000 (Average of 70 guests per day).
- Total golf outing business went from \$180,000 in 2012 to over \$350,000 in 2013 (105 events and more than 4,000 golfers).
- Total Learning Center guest visits estimated at over 50,000.
- Total business that has been pre-booked YTD for Galloping Hill in 2014 is in excess of \$1,000,000 and will have in excess of 10,000 guests.
- Player’s Card sales will be approximately \$425,000 vs. a budget of \$397,339. (Over 6,300 sold. 76% of cards are county residents. 27% of cards are seniors.)
- Ash Brook is projected to exceed budget. (Over 47,000 rounds and \$1,470,000 in revenue)
- The Learning Center is projected to exceed budget. (Over \$750,000 in revenue and 50,000 plus patrons)
- Over 600 juniors participated in at least one of our player development programs in 2013 with The First Tee of Raritan Valley, LPGA/USGA, Renaissance Junior Golf and NJPGA Kids for Golf.
- Galloping Hill hosted the 2013 All-Stars for the American Junior Golf Association which had over 70 players from across the United States playing over three days.
- 170,000 Total patrons visiting Union County Golf Facilities.
- Galloping Hill has begun the reconstruction of the 18 Hole golf course with world renowned architect Rees Jones. This project will put Galloping Hill on the national stage as one of the premiere public golf facilities in the country.

Warinanco Ice Skating Center

This unique semi-enclosed facility has been ranked in the top ten in the State for best overall ice rinks out of fifty rinks in New Jersey. It ranked number one in staff and customer service and third for best ice surface in New Jersey for the fifth year in a row.

A new Hockey Clinic program is in place for the upcoming 2013-2014 year, making this a self-supporting, revenue generating program planned and administered by Union County.

The new hockey curriculum will feature a structured program, run in accordance with USA Hockey Standards. Hockey Rental time, Community Rental hours and Ice Skating Lessons continue to fill, and during the cold weather, residents take advantage of 13 public skating sessions held throughout the week.

Special programs, including Lunch-time Hockey, School use programs, family skate sessions, Ice Skating with Santa and the Thanksgiving Weekend special, “Turkey Broom Bowl” remain popular.

Wheeler / Ulrich Pools

For the second year in a row, a schedule change has enabled public swim sessions to be extended and the number of Group Swim Lesson sessions to be doubled from past years. In terms of participation, swim classes were filled to capacity for the second year in a row. Local camps have adjusted their programs to meet newly updated NJ State Bathing Codes, and the Rules, Regulations and Facility Manuals of the pools were updated and approved accordingly, with appropriate signage posted for public view.

Trailside Nature & Science Center

Trailside’s Outreach Programming has reached over 700 children to date in 2013, visiting schools and community organizations that do not have the means to travel to the Trailside facility. Through this means, Union County’s premiere facility is able to expose participants to a wide variety of nature programs at their own school or facility.

The Center’s programming includes a number of special events held throughout the year, providing fun, affordable, educational and recreational opportunities for the public to participate in. The first big event of the spring, Wild Earth Fest, has become a means for participants to learn ways to become eco-friendly and to increase awareness of wildlife conservation. Highlights of the day include a wildlife photography contest, with 12 winning photographs designed it calendars which are sold at Trailside’s gift shop. Winners of an Environmental Hero Award contest, conducted in conjunction with Wild Earth Fest, are announced at the event. Other public activities and events run or hosted by the facility include the Garden Fair, Rock, Gem & Mineral Show, Harvest Festival and the Holiday Nature Craft Show.

Approximately 775 campers and 950 family members enjoyed the facility and the Watchung Reservation during Trailside's summer camp program. The popularity of this program requires a lottery registration system conducted in March. This two month program brings in well over \$100,000 in revenue.

Wednesday Matinees is a series of six educational, entertaining programs provided to the public during the summer held in the air conditioned auditorium. This popular, affordable program can bring in up to 250 or more families with young children on a Wednesday afternoon in the summer.

In a partnership with the Linden School system, the entire 4th grade participates in Trailside's Forest Community program. Approximately 400 4th grade students visit Trailside in eight trips to learn about a forest ecosystem. Participants navigate through four distinct stations on the Red Trail which focus on the layers of the forest and emphasize observation and data recording.

Watchung Stable

The horse is the State animal of New Jersey. Much of our state is abundant in horse farms and barns. However, the Watchung Stable is the only facility of its kind in Union County. It affords hundreds of residents, ages 9 through adulthood, the opportunity to learn and actively participate in lifetime equestrian sports and horse related activities. This process in itself is unique because of the special human-animal relationship that is formed in order to participate at any advanced level. Additionally, it affords local residents who own their own horses the opportunity to house them close to home, and take advantage of the miles of bridle trails through the Watchung Reservation. Residents who simply want to experience riding a horse are welcome to do so through public and private trail rides, and of course, the barn is open to the public on a regular schedule to simply walk through or perhaps treat a youngster to a lead-line horse ride.

- The website was completely redone in September of 2013. After this update the stable inquiries about the stable increased and the website is now designed for less maintenance and ability to easily add brochures and special upcoming events.

- Boarder end stalls were fully renovated by staff. Mats were removed and washed. Wash stall was painted, cemented and sloped to direct water into the drain. Right outside the front of the wash stall was re-cemented to replace damaged flooring from water overflow. Mats replaced and custom fit to the wash stall properly for flat surface making it safer for horses.
- Straight stalls—a few stalls flooring was re-cemented, chains in front and in back replaced. Stalls are constantly up kept and checked for dangerous or unsafe conditions.
- Re-grading the main ring—in order to protect the main ring's investment—money has been put aside to re-grade the footing to keep ring and footing in top shape.
- Inventoried entire facility
- Fire system completed and running up to date

Equine Health and Care

- “Niles” retired to the SHOW program and within two weeks was retired to his forever home in Pennsylvania.
- Night Turnout (NTO)—NTO has been very successful yet again. After the winter, many unsafe conditions including fencing and footing were fixed in house by staff. During the month of September, The horses were out every night except one due to rain, thus saving approximately 15,000 lbs of straw during this time. In addition daily and NTO is crucial to the health and well being of the horses. Turnout increases social, mental and emotional behavior increasing work ethic in the program.
- Switched all horses at Facility to one type of specially formulated senior feed for health and well being of horses and to try to save on costs.
- Monthly assessment of horses and capabilities of working in the program. Each horse's health is assessed by manager (and vet if needed) to see if they are working in the program well; have the correct nutritional needs, exercise needs and veterinary needs.
- Vaccination, dental and de-worming program continues with high success rate with boarder and school horses together making a safer and healthier environment for horses.

Staff

- Cut down on seasonal staff saving approximately \$50,000.00 on seasonal budget.
- Closed the office on Mondays saving approximately \$7000.00 in seasonal costs

Programs

- Troop -- Eliminated Saturday afternoon Troop (spring and fall) in order to open up facility to general public on Saturday afternoons as well as Sundays. During this time we offered Public trail rides at 1:00 and 2:00 as well as private trail rides, birthday parties, lead lines, barn tours, ring rentals and private lessons.
- Reduced and/or eliminated any small or non generating revenue programs due to staffing issues (summer show, just the 2 of us etc.).
- Buy One Get One Trail Ride -- New program tried this July. Typically July Trail rides are slow during the month of July. This doubles the trail ride attendance from July 2012
- Pre-Horse Show Clinics -- Due to popular demand we are holding pre-horse show clinics for the Fall Horse show. Currently all classes are full and we opened overflow classes.
- Public Trail Rides -- As of September 30, 2013 we have had 527 participants for our public trail rides. In comparison as of December 31, 2012 (total for 2012) we had 460 participants.
- Adult Program -- has grown increasingly popular -- we have “kept it casual” with the adults and found that many are enjoying the “just go have fun” aspect of riding. Would like to formulate more programs for the casual adult riders.
- Meeting with Auxiliary -- County and Auxiliary Board met -- Auxiliary set up “Sponsor your Horse” program to help donate 5 new saddles to school horses. To date over \$3,000 has been raised and 3 new saddles have been purchased. In addition to all other fundraising, Auxiliary raised the annual donation to the stable from \$3,000 to \$4,000 helping reduce county costs

Bureau of Recreation

Most facilities, programs and events administered by the Recreation Bureau are activities that are unique to Union County and fill a void that cannot be met on the municipal level or in the private sector. In many instances, we work hand-in-hand with municipal bodies and private

organizations to reach as many Union County residents as possible, bringing them recreational opportunities that they would not have otherwise.

Additionally, in a tight economy when many residents cannot afford the luxury of extensive vacations or private facilities, residents look to us to fulfill their recreational needs – close to home and at affordable rates.

Annual special events offering low cost recreational opportunities close to home continued to attract thousands of County residents. Over 24,000 people attended the Summer Arts Festival Concert Series, Public Hay Rides, Harvest Festival, the Kids Fishing Derby, Family Flix, Archery Lessons, and more.

Most of these events are one-of-a-kind, or are offered on a larger scale than those offered at the municipal level, thereby drawing large crowds from all over the County.

Summer Arts Festival

During July and August, eight Summer Arts Festival concerts were split between Echo Lake Park, Mountainside/Westfield, and Oak Ridge Park, Clark. With only one rained-out show, attendance reached over 5,300 people. A ninth Summer Arts concert was hosted in Cedar Brook Park, in conjunction with the City of Plainfield's Independence Day Celebration and fireworks. All were well received and enabled us to reach audiences from different areas of the County.

Archery Range

The Archery Range at Oak Ridge Park, which opened in 2009, has continued to flourish. Four hundred and thirteen archers renewed or purchased first time ID cards, allowing them to utilize the range during all daylight hours of 2013. The addition of several new certified Archery instructors enabled the County's Archery Safety Course and lesson program to expand. Between April and October, 264 people ages 8 and up participated in fourteen Group Archery Safety Course lessons, and nearly 100 people signed up for private and small group safety courses and lessons.

Additionally, the Lightning Wheels Youth Archery Club from Children's Specialized Hospital, the Spinal Navigators and the Union County 4-H Archery Club, have made the range their home field.

As with many other Recreation Bureau programs this year, Archery programs are self-supporting.

Fall Activities

While Hurricane Sandy wreaked havoc on the bureau's 2012 fall activities, the public came back hungry for this year's nearly sold out events. Participation included 935 tickets sold for three nights of Haunted Hayrides at the Deserted Village of Feltville; 1,568 tickets sold for five public Hay Rides and Campfires; and 350 family tickets sold for three sessions of the ever-popular, Pumpkin Sail. The good news about these popular events is that each of these unique programs is both revenue producing and self-supporting.

Harvest Festival

A beautiful autumn day greeted this year's Harvest Festival as Union County welcomed a record crowd of over 4,600 visitors to the Trailside grounds at the Watchung Reservation. Children ages 8 and under were admitted free of charge, while nominal admission fees were charged for adults and for some activities. This self-supporting event included pony rides, a scarecrow building area with prizes awarded at two "Best Scarecrow" contests, food vendors, a pumpkin Patch, children's crafts, two stages featuring continuous entertainment, colonial and Native American craft displays and demonstrations, native American dancers, face painting, a variety of crafters displaying and selling hand-made wares, and much more.

Four Centuries in a Weekend at the Deserted Village

A record setting 2,100 people visited the Deserted Village of Feltville during this year's annual 2-day event. Guests were able to view the exhibits in the restored Church/Store Building and Masker's Barn. Additionally, they were able to participate in a variety of activities, including hayrides, old-fashioned children's games, apple cider pressing, a children's archaeological dig and daily tours by the ghost of David Felt (who built the town in 1845). In the barn, visitors were able to sit-in on an open public meeting of the Archaeological Society of New Jersey, and

take part in a book signing event by Robert Sullivan, author of “My American Revolution.”

General Visitation at the Deserted Village

The number of people visiting the historic Deserted Village of Feltville has steadily increased, and is now estimated at over 75,000 annually. Restrooms in the restored Church/Store Building are open daily. The Visitor Center in that same building provides exhibits of artifacts, photographs, and maps that explain the 300-year history of this site as an agricultural community, mill town, summer resort, ghost town, county park, outdoor education center and historic site. A booklet that enables visitors to do their own self-guided walking tour is available. Smartphone links to historical material are available at two informational kiosks on site.

Additionally, the newly-restored Masker’s Barn was opened to the public in 2012. In addition to providing a unique new site for public nature and craft programs administered by the Trailside Nature and Science Center, it is quickly becoming a sought-after rental site for private birthday parties, showers, club meetings and more. This year, the Recreation Bureau’s, Barn Dance for People with Disabilities, was held in the refurbished barn.

Athletic Fields, Picnic Groves and Public Special Events

Reserved use of the County’s general park resources and facilities continues to be a major function of the Recreation Bureau. Municipalities, schools, athletic teams, leagues, clubs, organizations, businesses and most importantly, the general public, reserved thousands of picnic areas, athletic fields and special event reservations during 2013.

Public use for access to these services, through the Bureau’s satellite Reservation Desk in the Colleen Frasier Building, Westfield has continued to grow. Residents who need or choose to visit the Recreation Bureau in person for certain permits, event tickets or paperwork, have a choice to visit Elizabeth or Westfield. The Westfield office also offers customers the option of utilizing evening hours every Thursday. Archery ID Cards are also sold from this location.

Reservations for use of various park areas continue to be a major function of this Bureau. When combined with playgrounds, walking, running and

biking paths, lakes, fishing, boating, basketball, bocce, volleyball, model airplane flying, and any number of other passive and active recreational activities, the Union County Park System affords County residents from all twenty-one municipalities the opportunity to participate in the recreational pursuit of their own liking, at a low cost, close to home.

Recreation Programs for People with Disabilities

Programs are offered year-round for children, age 5 through adult. Over 600 residents from the county and surrounding areas take advantage of this unique programming. Union County partners with community centers, schools, colleges, YMCAs, businesses, support organizations and volunteer groups to present these recreation programs at county facilities as well as locations in various municipalities. In recent years, the lion's share of these programs have been funded through grants from the NJ Department of Community Affairs, Recreational Opportunities for Individuals with Disabilities Grant, Community Development and the Union County Recreation Trust Fund and County matching grant appropriations.

In 2013, programs offered included: Ceramics, Culinary Delights, Horticulture, Yoga, Karate, Swimming, Modified Exercise, Fishing Derbies, Soccer, Volleyball, Arts Unbound and spring and fall social events.

Division of Park Maintenance

Bureau of Park Maintenance:

- All ball fields were cut, lined, dragged, etc on a regular schedule
- All bathroom facilities were serviced on a daily basis including weekends
- All special events were successfully set up and broken down by Park Maintenance staff.
- Permits were obtained from the DEP and work completed to clean the Rahway River in Cranford along Crane Parkway of natural and man-made debris and litter.
- The paving of walking paths continued throughout the Park System.
- A new spray-ground was installed at Cedar Brook Park in Plainfield.

- Sport Surfacing was installed on basketball courts in Cedar Brook Park, Green Brook Park, Unami Park, and Mohawk Park and on tennis courts in Unami Park.
- A new asphalt basketball court was built in Rahway River Park.
- The Wheeler Park Playground was completely renovated including barrier free equipment, rubberized safety surface, new trash receptacles and benches.
- Artificial turf field projects were completed for Wheeler Park in Linden and Rizzuto Park in Union.
- Octagon bathroom and spray ground in Warinanco Park bids were rewarded and construction is expected to begin late this fall.
- A new fence was installed around Mattano Park.
- A Home Run Fence was installed at Nomahegan for the softball fields.
- Playground equipment parts were replaced throughout the Parks system on an as needed basis.

Chatfield Memorial Garden

The historic Chatfield Garden in Warinanco Park has long been known for its displays of tulips in the spring and annual flowers in the summer. However, reduction of the size of the Horticulture Crew in 2012 precluded the ability to continue to maintain those displays. In 2013, the Chatfield Garden was converted to a perennial garden. The Horticulture Crew, with assistance from SLAP workers and an Adopt-A-Park group, planted over 1,500 perennials per a plan prepared by a professional garden designer. The Elizabeth Garden Club is providing assistance with maintenance of the new plants.

Planting of New Trees

Funding from the Open Space, Recreation and Historic Preservation Trust Fund enabled the installation of new trees throughout the Union County Park System by a landscaping contractor in the fall of 2013. Division staff selected and marked locations for 369 trees of 19 different species at 25 sites in 11 different parks, and provided oversight of the contractor's crew during installation.

Bureau of Administrative Support

The Bureau of Administrative Support oversees financial and administrative services such as accounts payable, accounts receivable, purchasing processes, contracts, trust accounts and budgetary items.

In 2013 the Bureau contributed to streamlining costs and increasing revenue streams over the previous year and worked with the Bureau of Recreation in utilizing trust funds to off-set some direct costs typically associated with the operating budget; which contributed to better utilization of funding.

- Increased revenue for second straight year for vending machines by 28%.
- Increased revenue from Ulrich Pool concession for second straight year.
- New Mobile Food Concessions at Ponderosa Park in Scotch Plains. Increased revenue.
- Trust accounts being monitored for more efficient tracking and use of funds.
- Continued to build close working relationship with Union Center National Bank & Department of Finance to more actively address issues and resolve inconsistencies with recording Facility Revenues both in Finance and Bank.
- Maintained quality services through the portable toilet contract with increased placements and cleanings. No complaints in 2013.
- Continuous monitoring of facilities and parks; site visits to suggest improvements and increased communication with County Police for safety of citizens.
- Continued improvements and upgrades to food concessions.
- Advertising of pedal boats on electronic LED boards and new signage which increased rentals substantially at Echo Lake & Warinanco, encouraging more public attendance.

Division of Park Environmental Services

In 2013, the Division of Park Environmental Services accomplished the following:

Green Acres Concerns

Division staff made progress toward the resolution of Green Acres stewardship issues as follows:

- Green Acres approval will be necessary to use a portion of Galloping Hill Golf Course for construction of a temporary roadway during construction of a new bridge to carry Route 22 over Chestnut Street in Union. A house on the property will need to be relocated or demolished. The Division continued to provide assistance to NJDOT in meeting their federal 4(f) mitigation analysis, and their assessment of options for relocation of the house and its tenant.
- Division staff continued to work with NJDOT personnel and New Jersey Green Acres staff on reconfiguration of a U-Turn on Route 22 in Union that requires diversion of a small piece of county parkland in Rahway River Parkway.
- The Union County Recreation and Open Space Inventory was revised in May, 2013 for submission with a Green Acres grant application. The Union County Park System now officially has 6,187.65 acres spread across 36 different park units.

Lake/Stream Shoreline Restorations

Management of shoreline restoration, stream daylighting and wildflower meadow projects continued to be challenging in 2013, but much progress has been made. Thanks to two separate donations from Adopt-A-Park corporate groups, sturdier, shorter fencing was installed in 2013 at locations around the Echo Lake and Warinanco Lake projects by Adopt-A-Park groups and staff.

A new Adopt-A-Park steward is now maintaining one of the planted sections near the Echo Lake boathouse with great success. Additional interpretive signage has been developed and installed at the Warinanco Lake restoration site. Education is a key component in achieving success with these projects.

Adopt-A-Park groups have also been busy at Michael S. Bezega Wetland Wildlife Observation Area, removing invasives, planting natives, mulching and removing debris and trees that had fallen and been carried into the park via stormwater resulting from Hurricane Sandy. Damage was also repaired to the existing kiosk and to the trail in the park. The Adopt-A-Trail Chainsaw crew worked alongside the AAP groups here.

KHovnanian Encroachment/Restoration Project:

In 2006, the KHovnanian Corporation was required to mitigate damage done to the Watchung Reservation due to encroachment by their construction activity onto county property. KHov hired the renowned ecological

restoration firm, Andropogon Associates, and Think Green Landscape Architects to restore the area using native vegetation. This project is quite successful and has the potential to act as a native plant nursery to the surrounding parkland. A dense understory is now present with fewer invasive plants. It is hoped that the plants will re-seed outside the exclosure. In 2013, damage caused by Hurricane Sandy was mitigated, including the removal of downed trees and the repair of damaged fencing.

Watchung Reservation Deer Management Program

Thirteen volunteer hunters removed 68 deer from the Watchung Reservation in 5 days throughout January and February of 2013. This annual effort is necessary to keep the deer population in balance with the flora and fauna of the forest. A spotlight count conducted in April, 2012 showed that continued hunting is necessary to reduce the density of deer in and around the Watchung Reservation. Reducing the population to a lower density will enable the forest to regenerate from decades of overbrowsing more quickly.

Simultaneous to the Watchung Reservation hunt, 10 additional hunters removed 21 deer from Lenape Park, during the second year of hunting at that park. Additionally, one deer was harvested from the Summit section of Passaic River Park.

Some of the venison that was processed from the deer harvested from the Watchung Reservation and Lenape Park was donated to the Community FoodBank of New Jersey. That donation provided a much-needed source of protein in meals for the needy and the homeless.

For the first time since the Union County Deer Management Program began in 1994, hunting was conducted in the Watchung Reservation under a regular hunting season format, rather than through a Community Based Deer Management Program permit. Normally, opening property to hunting under the regular hunting season format would not be effective due to the two deer per day bag limit imposed by the Fish & Game Code. However, a change in the Fish & Game Code now enables deer to be checked by telephone, rather than being brought in to a check station.

This change enabled a harvest of deer from the three parks at a much lower cost. The suburban deer management model that was pioneered by the County of Union in 1995 has now evolved into a new model that costs less and has a smaller administrative burden.

Hunters who are interested in participating in Union County's deer management program can now register to receive an application through the County website.

Ash Brook Reservation Deer Management Program

This program is intended to reduce the white-tailed deer population in the Ash Brook Reservation and Golf Course in an attempt to minimize overbrowsing of the forested parkland, reduce browse damage on the landscape plantings of surrounding homes, reduce the incidence of deer-related motor vehicle accidents, and lessen the occurrence of Lyme disease.

For the fourth year, licensed hunters from the Oak Ridge Sportsmen's Association volunteered to remove deer from Ash Brook Reservation. Over the course of five weeks, 7 hunters removed 18 deer. Some of the venison from those deer was donated to the Community FoodBank of New Jersey.

Goose Management Program

In 2010, the County entered into a 3-year agreement with the United States Department of Agriculture by which the federal agency would provide services to manage Canada geese in Union County. Those services include surveying goose populations, inactivating goose eggs at sites throughout the County parks, and lethal removal.

In 2013, the 3-year agreement with USDA was renewed. In mid-June, USDA staff captured and euthanized 73 resident geese in 5 parks during their short flightless period.

A USDA Wildlife Specialist continues to work full-time out of the Division's offices in Scotch Plains. The USDA is working to develop new strategies for dealing with the thousands of migratory geese that overwinter in our parks but are currently protected from removal by international treaty.

BioBlitz

A 24-hour long scientific census of flora and fauna occurred in June at Lenape, Nomahegan & Echo Lake Parks. A base camp was located in Lenape Park near the former Trap & Skeet field house. Fifty-five staff and volunteers assisted in the Registration, Food, Junior Scientist and Bio-Blitz Central Tents; parked cars; and helped with setup and breakdown. One hundred ninety-five volunteer scientists on 9 teams collected data in this 9th

annual program, and approximately 552 species of plants and animals were identified. About 587 members of the general public attended and took part in free workshops and programs and visited the Bio-Blitz Central and Junior Scientist Tents. Twenty-two displays were available to the public and scientists under the BBC tent and near the registration tent. Much of the direct costs of operating this program were offset by donations and sponsorships of \$3947.84 which were obtained through the work of the Watershed Ambassador, Environmental Specialist Betty Ann Kelly and Ellen Chase.

Four Centuries in a Weekend at the Deserted Village

A record-setting 2,100 people (a 40% increase over last year) visited the Deserted Village of Feltville during this annual 2-day event to see the exhibits in the restored Church/Store Building and to participate in activities, several of which were staffed by volunteers. Visitors could ride a hayride, play old-fashioned children's games, participate in apple cider pressing, talk to an archaeologist and dig for artifacts, and meet the ghost of David Felt (who built the town in 1845). Guided and self-guided tours were available. Highlights of the weekend, both of which occurred in the restored Masker's Barn, included an open meeting of the Archaeological Society of New Jersey and a book signing by local author Robert Sullivan.

Haunted Hayride

The Haunted Hayride program at the Deserted Village of Feltville in the Watchung Reservation again sold out all of the 887 available tickets – 3 weeks in advance – and generated over \$7,000 in revenue. Those who rode the hayride for any of the 17 shows spread across three nights learned about the history and restoration plans for this historic site in a fun way. Over 55 people staffed the event each night, with more than 50% of them being volunteers. Participants provided many favorable comments.

General Visitation at the Deserted Village

The number of people visiting the historic Deserted Village of Feltville has steadily increased. Based on traffic counts conducted in the spring of 2013, it is now estimated that the Village receives over 75,000 visitors annually. Restrooms in the restored Church/Store Building are open daily.

A booklet that enables visitors to do their own self-guided walking tour is available at two informational kiosks on site, as well as on the County website. The booklet explains the 300-year history of this site as an

agricultural community, mill town, summer resort, ghost town, county park, outdoor education center and historic site. Smartphone links to historical material are also available at the kiosks.

The Deserted Village page on the County website was expanded in 2013 to provide more information to potential visitors, as well as to researchers.

Masker's Barn Rentals

The use of Masker's Barn by residents as a rental hall is increasing. At a modest cost, people can rent the newly-restored historic carriage house in the Deserted Village for family occasions, organizational meetings, or corporate training events. New furniture has been acquired to make the Barn function well for events of up to 150 participants. In 2013, Masker's Barn hosted 6 birthday parties, a Christening party, an Eagle Scout award reception, a Boy Scout fundraising kickoff, and a wedding, as well as 4 programs run by Trailside Nature & Science Center. There are already 4 private events, including a wedding and reception, booked for 2014 and one in 2015.

Adopt-A-Park Program

Community and corporate groups continued to assist in the maintenance, improvement, beautification and natural resource management of the Union County Park System through the Adopt-A-Park Program. To date, over 1,157 participants have provided 4,204 hours of voluntary service on 41 different projects in parks throughout the County. At least 127 bags of recyclable materials were collected along with 619 bags of trash, weeds and other debris. Vegetated buffers were planted and weeded; invasive plants were pulled; new, sturdier and more aesthetically pleasing fencing was installed; eroded areas were addressed; trail steps were installed and tons of garbage and litter were collected.

Hurricane Sandy caused a great deal of damage, with trees falling and garbage and many, many floatables (plastic bottles, bags, etc.) washing up along the Elizabeth, Rahway and Passaic Rivers. This year, a newcomer to the AAP program, Kean University's Center for Student Leadership, participated for many long hours with many students to remove litter from shorelines in Mattano & Warinanco Parks. In 2013 we also welcomed a stronger partnership with Jersey Cares, a volunteer clearing house which recruited many corporate volunteers for several big projects.

Additionally, several new individuals signed on to do ongoing work in the parks. Two corporate AAP groups donated over \$4,000.00 towards the purchase of new fencing and plant material for projects. Another group granted Union County a \$1,000.00 matching grant once their project had been completed. This money can be used to fund additional fencing supplies.

Adopt-A-Trail Program

Trail stewards continued to spend their free time monitoring and maintaining hiking and bridle trails in the Watchung Reservation, Lenape Park, Ash Brook Reservation, the Passaic River Parkway in Berkeley Heights and Summit and the Rahway River Parkway in Union.

Over 56 trail stewards adopt all or sections of trails, perform periodic maintenance, and report back on their work or problems beyond their ability to handle. Stewards are provided with training on an annual basis, including the use of a chain saw by one particular crew. The stewards cut back overgrowth, picked up litter, cleared clogged stormwater culverts, and removed hundreds of trees that fell across the paths, particularly in the aftermath of Hurricane Sandy.

Monthly trail maintenance days organized and led by Environmental Specialist included additional volunteers and tackled specific projects on the trail system. The AAT Chainsaw Crew continues to clear downed trees from trails and other areas of several parks, especially in the wake of Hurricane Sandy.

Eagle Scout and Gold Award Projects

Eleven Eagle Scout and Gold Award candidates developed proposals, recruited volunteers and/or implemented plans for leadership service projects that improved the Union County Park System in 2013. The projects include:

- Construction and erection of a kiosk was completed at the Echo Lake Dog Park. Procurement of agility training equipment and organization of a training session are planned for the future.
- Development of a brochure outlining trail hiking guidelines and a program to be presented to younger Girl Scouts at Trailside by the Scout was completed in 2013.
- A Girl Scout Gold Award candidate has submitted a rough draft of a brochure to educate the public about invasive plant species and to target local nurseries to partner with. She has been encouraged to partner with

the New Jersey Invasive Species Strike Team and our volunteer trail map editor.

- Another Girl Scout Gold Award Candidate successfully completed her project which included leading a program for other scouts about hiking basics and using a compass. This scout also designed a beautiful brochure on the same topic.
- A walking trail in Rahway River Parkway in Winfield was improved. Steps were installed and erosion control measures were constructed, in addition to securing donations of native trees and installation of those trees along the path.
- A Scout led volunteers and County staff in reconstructing the parapet walls on a Colonial-era bridge that spans the Blue Brook along a bridle trail in the Watchung Reservation.
- Two scout proposals for work in Passaic River Park in Summit have just been submitted for approval. These will include installation of trail steps, benches, donated plantings and marking/blazing of the trail.
- Another scout project will feature construction of a boardwalk crossing over a drainage swale in Passaic River Park in Berkeley Heights.
- An Eagle Scout project in Milton Lake will include construction of check dams to address a severely eroded section of trail, as well as clearing for a canoe/rowboat access point.
- A footbridge in the Watchung Reservation along the Green Trail will be reconstructed by another Eagle Scout candidate.

Watershed Education Program

Free watershed education classes were provided to 77 school classes and community groups this year, with 1,954 participants. Classes are arranged through the Division and presented by the Watershed Ambassador or a teacher contracted for this program. Some funding assistance was provided through a Clean Communities grant.

Invasive Plant Management

In 2009, Union County became a charter member of the Central Jersey (now New Jersey) Invasive Species Strike Team. NJISST's goal is early detection and eradication of new invasive plant species throughout the state. Environmental Specialist Betty Ann Kelly has been designated as the Union County representative to this team.

The NJISST collects a small membership fee which will help to offset intern and contractor costs for the organization and in turn allow members to apply for help using these resources.

In 2013, NJISST leader Melissa Almendinger presented an excellent, informative slide-illustrated program to the general public about aquatic invasives. This program was coordinated by the watershed ambassador.

Also in 2013, the United States Department of Agriculture released thousands of weevils control mile-a-minute weed (an invasive vine) in the Watchung Reservation.

New Watershed Ambassador

In August, Matthew Popin completed his one-year term as the twelfth Watershed Ambassador hosted by the Union County Department of Parks & Community Renewal. The Watershed Ambassador is provided through the NJDEP Americorps Watershed Ambassador Program and conducts visual and biological stream assessments for water quality. The Ambassador also provides watershed education programs for local schools, occasionally assists with Adopt-A-Park projects, and helps with the planning and implementation of the Bio-Blitz event. In 2013, Mr. Popin presented 60 in-class programs to 1,327 students. A new Watershed Ambassador, Jon Dugan began his ambassadorship in Watershed Management Area 7 at Union County in late September.

An additional watershed instructor was hired via a Clean Community's grant. Matthew Manthey (a former Watershed Ambassador for NJDEP) taught 43 classes of 1,028 students about our local watersheds and the impact residents can have on water quality. A total of 103 programs were presented to a grand total of 2,355 students in 2012-2013. In addition, Matt Popin presented programs at four different watershed-wide festivals.

Office Of Cultural & Heritage Affairs

- Forty-nine HEART grants were awarded to Union County municipalities, schools and other agencies totaling \$75,000.
- For FY2013, thirty-one Art Re-grants were awarded for a total of \$58,500.
- Seven History Re-grants were awarded for FY2013 totaling \$19,500.
- 112 senior artists participated in the 2013 Union County Senior Art Show.

- Approximately 3,500 students representing 58 Union County schools participated in Teen Arts 2013.
- Approximately 4,530 individuals visited at least one of twenty-five County historical sites during Four Centuries in a Weekend in October 2012.
- The Care for Caregivers program provided art instruction to 23 individuals who are responsible for taking care of terminally ill family members.
- Approximately 3,800 shoppers at the Outlet Collection at Jersey Gardens were treated to musical entertainment while shopping during Columbus Day Weekend 2012. Fifteen musical groups performed in one hour increments over the course of the weekend.
- 88 Union County employees exhibited 144 pieces of artwork during the Union County Employee Art Show. Monetary prizes totaling \$2,400 and were awarded to first, second and third place winners.
- Fifty-five Cranford students participated in Operation Archaeology during the spring semester 2013.

2014 Initiatives

Division of Recreational Facilities

Watchung Stables

- New Smaller Ring—Remove where current metal round pen and move to back area for use (turnout). In its place construct a slightly larger square area that can be used for turnout and Lead lines while classes and other activities are going on. Lead lines are popular, but limited due to horses and space. Having an additional area would allow for an increase in lead line times and availability
- Wi-Fi for public to use at Facility
- Trails—Last year a white binder dust was laid on part of a local trail for testing. The footing hardens when it becomes wet to prevent movement off the trail. Thus far the footing has stayed in place keeping the footing ideal for equestrians, hikers and the environment. Many of the other trails need to be repaired to ensure proper safe footing for riders.

Trailside

The upgrade of technology throughout the facility, including Wi-Fi and video presentation equipment and smart boards.

Golf Courses

In 2014 the Division will continue to focus attention on building the Galloping Hill brand as the premiere public golf facility in NJ. We will work to build our revenues in our banquet facility and restaurant. Focus will be quality and service to all our patrons.

At Ash Brook we will begin to turn out attention to repairing the irrigation and drainage problems that have plagued the course a number of years.

Division of Park Maintenance

Bureau of Park Maintenance

Plainfield Safety Improvements

In an effort to make County playgrounds as safe as possible for children, the County will continue to convert the playground safety surfacing material at some locations from wood chips to bonded rubber.

Where appropriate, guard rails will be erected to ensure a stronger separation between vehicles and children playing.

Continue safety inspections for playgrounds and replace damaged parts as needed.

Spray Pools

The County will replace the existing spray ground in Warinanco Park with new equipment and features. Replace baby pool at Wheeler with a spray ground feature. These facilities provide cooling relief to families in urban areas during the summer months.

Synthetic Turf on County Athletic Fields

Award contracts to begin construction in Warinanco Park and Rahway River Park and Madison Ave. Park. Identify potential new sites and design accordingly.

Rahway River Park Service Yard

Repave the interior yard lot including appropriate facilities for cleaning and servicing equipment.

Cedar Brook Service Yard

Asphalt top the interior yard lot including appropriate facilities for cleaning and servicing equipment.

Master Plan

Evaluate the recommendations in order to prepare plans and budget estimates to carry out suggested initiatives. Work closely with Parks & Community Development in identifying priorities.

Garden Volunteers

In response to the severe loss of staff from the Horticulture Crew in 2012, the Division will actively recruit volunteers to assist in the planting and maintenance of flower gardens and shrub beds. These volunteers would operate as a subset of the Adopt-A-Park Program overseen by the Division of Park Environmental Services.

Division of Park Environmental Services

For the year 2014, the Division of Park Planning & Horticulture proposes the following initiatives:

Deserted Village Site Plan

A consultant will be hired to develop a plan for improvements to the 130-acre grounds of the Deserted Village of Feltville in the Watchung Reservation. Those improvements would provide better protection for the property and historic resources, while bettering the use of the property by an increasing number of visitors. Desired improvements include parking areas and paths, stormwater management, interpretive signage, and restoration of the historic landscape. Of particular importance is the provision of parking for Masker's Barn, which in its newly-restored condition has lots of potential as a revenue producing venue.

Church/Store Building Exhibits

A consultant is needed to design, fabricate and install interpretive exhibits in the restored Church/Store Building in the Deserted Village. Opening this building to visitors on a regular basis can begin to generate revenue through sales of souvenirs and refreshments.

Restoration of House #7 in the Deserted Village

House #7 in the Deserted Village of Feltville is adorned with murals on the first floor plaster walls. The murals were painted about 1927 by a

Nicaraguan artist who has been connected to famous Mexican muralist Diego Rivera. The condition of the murals is deteriorating in this vacant and unheated building, leading Preservation New Jersey to designate this as one of the Ten Most Endangered Historic Sites in New Jersey in 2013. Capital funding is needed to design a restoration of the building, but this project is a good candidate for matching grant funding assistance from the New Jersey Historic Trust. Conservation and preservation of the murals would likely receive funding assistance from one of two foundations that are connected to the history of this building and the murals.

Trails Assessment & Management Plan

Owing to their sheer volume, and topographic challenges, maintenance of the existing network of hiking and bridle trails in the Watchung Reservation is beyond the capabilities of both County staff and trail maintenance volunteers. Capital funding is needed to engage a qualified trails consultant to inventory the existing trails and assess their condition. The consultant would then develop a plan to close some trails, relocate others, and build new ones as necessary to result in a network of trails that require less maintenance and yet provide safe and adequate access for hikers and equestrians. A model for this would be the NY/NJ Trail Conference Plan for Bear Mountain.

Rehabilitation of Deserted Village House Porches

A study conducted by USA Architects in 2009 concluded that the Deserted Village vacant houses have structural integrity, but some of their porches need stabilization. Plans need to be developed for this work, with review and approval by the New Jersey Historic Preservation Office, which regulates encroachment of historic properties, and the New Jersey Historic Trust, which holds a preservation easement on the buildings. Division staff will develop those plans. Replacement of the porches will enable two of the houses that were rented up until 2010 to again be tenanted, returning annual revenue to the County of over \$25,000.

Scout Camping Area Improvements

Plans will be completed and implemented for grading and roadway construction improvements at the Scout Camping Area in the Watchung Reservation in Mountainside.

Installation of an Irrigation System at Chatfield Garden

Staff reductions in 2012 were particularly hard on the Horticulture Crew that maintains the flower gardens and shrub beds in the County parks. The Chatfield Garden in Warinanco Park requires the largest expense of that crew's time. The conversion of flower beds from annuals to perennials that was accomplished in 2013 should lessen the labor burden. Installation of an irrigation system in 2014 is necessary to keep this garden blooming with the available staff resources.

Deer Management

At the request of the City of Linden, the Union County Deer Management will be expanded to include the removal of deer from Hawk Rise Sanctuary. The County will select hunters and supervise their activity on the municipal property as a shared service.

Friends of Feltville

A friends group will be established for the Deserted Village of Feltville, similar to those that support State-owned historic sites. The Friends of Feltville would provide volunteers to operate and staff the Feltville Visitor Center and some programs. This non-profit organization would also undertake its own fund-raising efforts to fund improvements that are consistent with the County's master plan for the site.

Vegetation Management Plan

Division staff will develop a vegetation management plan to direct the maintenance of environmentally sensitive areas, such as wildflower meadows and stream buffer areas. A series of signage has been created and installed in Echo Lake, Warinanco and Milton Lake Parks to educate the public about these areas. Additional signage will be installed elsewhere. Delineation markers will be installed to separate "No Mow" zones from mowable areas.

Invasive Plant Management

A plan for eradication of invasive exotic plants will be developed, including identification of target species, prioritization, and management protocols and techniques. Volunteers will be trained in new herbicide treatment techniques. Kean University students will be recruited as interns to plant and monitor restoration sites. If resources allow, invasive plant communities will be mapped onto the County's GIS system.

Shoreline Stewards

Additional volunteers will be recruited and trained to adopt sections of shoreline at the Cedar Brook Lake, Upper Echo Lake, Warinanco Lake and Warinanco Stream Restoration Projects. Some Shoreline Stewards already maintain fencing, pick up litter, and remove weeds to assist in the establishment and stabilization of the aquatic and upland plants that were installed during the restoration projects.

Tool Trailers

The County currently uses a trailer stocked with tools, wheelbarrows and supplies to enable work by the many volunteers of the Adopt-A-Park, Adopt-A-Trail and Eagle Scout Programs. That trailer and its contents will become so much more important in 2014 as the Division tries to mitigate staff losses in the Horticulture Crew and the Division of Park Maintenance by recruiting more Adopt-A-Park groups.

The existing trailer needs to be better equipped with tools, and be retrofitted with racks and shelving for more efficient and orderly storage of the tools. A surplus truck will also be outfitted with racks and tools, to enable two projects to occur simultaneously. An Adopt-A-Park Logo will be designed and installed on both the tool trailer and tool truck.

Department of Public Safety

Emergency Management

Medical Examiner

Police

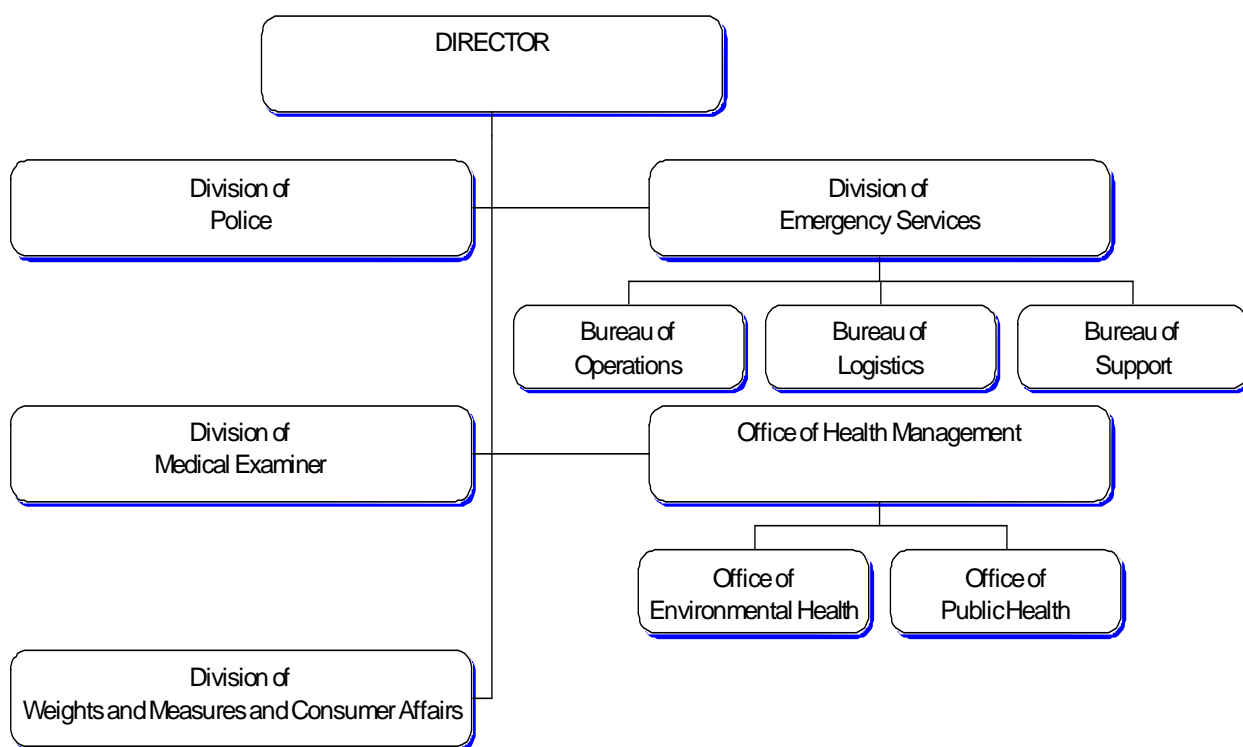
Weights and Measures

Office of Health Management

Office of Consumer Affairs

Organizational Chart

Department of Public Safety



DEPARTMENT OF PUBLIC SAFETY

Mission

The mission of the Department of Public Safety is to protect the residents of Union County through the effective and cost-efficient provision of both primary and ancillary public safety services. The six divisions of the Department of Public Safety include the County Police, Emergency Management, Health Department, Medical Examiner, Weights and Measures and Consumer Affairs. Each of these departments is dedicated to protect the residents of Union County in such diverse areas as criminal investigation, emergency response, health education and surveillance, seat belt education and consumer protection.

Programs & Services

Consumer Affairs

Aids consumers in making better purchasing decisions and facilitating the protection and assertion of consumer rights by staying actively involved in getting regulations enforced to protect Union County residents. This office educates senior citizens and young people, who are a large number of the spending/buying population. Retailers are made aware of New Jersey State Regulations governing the quality of service to consumers.

Emergency Management

Responsible for mitigating, preparing for, responding to, and recovery from natural or manmade disasters according to federal, state, and county guidelines.

The Division provides incident management support at local and county scenes to assist Local Governments in maintaining their National Incident Management Systems (NIMS) requirements.

Emergency Management oversees educational programs at the Fire Science Training Academy, providing fire training to personnel from all municipal Departments.

It is the responsibility of the division to oversee the Fire Investigation Task Force. In partnership with the County Prosecutor's Office and Police Chiefs' Association, the Division provides training for volunteers serving as auxiliary police officers.

In October of 2006, the County of Union created two Bureaus within the Division: the Bureau of Hazardous Materials and the Bureau of Domestic Preparedness.

The Bureau of Hazardous Materials

The Bureau is responsible for maintaining a Full Time Type 1 Regional Hazardous Materials Response Team, as defined by the Department of Homeland Security Typing System. It coordinates and implements all necessary response, assistance, training and related services for the identification of hazardous materials. The Team provides appropriate cleanup and disposal of hazardous materials caused by accident or intention.

The Bureau of Domestic Preparedness

The Bureau is responsible for the coordination, management and supervision of multidiscipline all-hazards preparedness projects and initiatives; enhancing the preparedness levels of first responders through equipment, regionalized planning and training; ensuring the County's compliance with the rules and regulations of the National Incident Management System (NIMS); researching, applying for, administering and managing the State and Federal Preparedness Grants; and coordinating multidiscipline preparedness drills.

The Bureau is also the lead agency in the County's participation in the Urban Area Security Initiative (UASI.) UASI is the State's North Eastern Homeland Security Region which, since its inception in 2003, has received \$97 million in specialized Homeland Security Grant Funds.

Office of Health Management

The Office of Health Management is a vital component of the emergency preparedness and response system so as to plan and manage the health related aspects of community response. Within the division are the Office of Environmental Health and Office of Public

Health working together with the goal of a healthier and safer community.

The Office of Environmental Health

The Office assures compliance with environmental health regulations, coordinates public employee occupational safety and health mandates, and implements the State Right-to-Know programs. The Bureau is responsible for ensuring compliance with the County Environmental Health Act (CEHA) as regulated by the New Jersey Department of Environmental Protection (DEP). The CEHA work program includes compliance and enforcement in areas such as hazardous materials, air, solid waste, water, noise and underground storage tanks.

The Office of Public Health

The Office is responsible for managing the Local Information Network Communications System (LINCS) to enhance and integrate local public health agencies' state of preparedness for, response to, and recovery from acts of terrorism and other public health emergencies. LINCS is responsible for managing the regionalized and coordinated public health assessment, disease identification, and rapid response and containment of incidents that threaten public health. LINCS coordinates an e-information system supporting interactive reporting, health data analysis and the dissemination of information between the Department of Health and Human Services, the Centers for Disease Control, local health departments, health care providers and emergency responders.

Medical Examiner

This office conducts death investigations and scene visitations. A major responsibility of the Medical Examiner's Office is to perform autopsies and external examinations when required. If an autopsy is not necessary to determine the cause, manner and mechanism of death, an external examination is conducted. The Medical Examiner investigates all deaths reported under the County's jurisdiction as mandated by New Jersey State statute. It also provides surveillance to detect "serial" crimes, natural epidemics and biological or chemical terrorism at the earliest stages.

Forensic Pathologists serve as expert witnesses for the prosecution in criminal cases and consult with family members to answer questions regarding the death of loved ones.

County Police

The County Police protects and serves the citizens of Union County by providing efficient, cost-effective, and professional delivery of law enforcement and protection services on all County-owned properties, parks and facilities, utilizing a variety of enforcement and crime prevention strategies. The County Police is an essential law enforcement support agency for providing Union County's overall homeland security defense.

The Traffic Enforcement Unit, which includes the "Weigh Team," continues to be a critical component in safeguarding the integrity of Union County's bridges and roadways, as well as producing significant County fine revenue.

The County Police provide a variety of specialized and unique law enforcement shared service programs and services that benefit police agencies throughout Union County.

This Division is the State of New Jersey medium for managing and coordinating Emergency 9-1-1 activities for all municipalities in Union County and Kean University. It also manages several crucial law enforcement programs that directly contribute to the protection, safety and welfare of families and citizens throughout Union County.

Public safety awareness, information and education presenters are in constant demand by senior citizen groups, educational institutions, civic organizations, scouting groups, and public information mediums.

Weights and Measures

This Division provides cost-effective weights and measures enforcement protection and services to businesses, government agencies and consumers of Union County. The Division reduces or eliminates fraud and unfair business practices against consumers. It monitors and enforces proper use of measuring and weighing devices, such as gasoline meters, oil truck delivery meters and scales used in commercial establishments, through testing and inspection.

The Division audits for accuracy consumer packages offered for sale and Universal Product Code scanners for accurate pricing and labeling. Staff investigates consumer complaints regarding weighing and measuring violations. This Division prepares summonses and prosecutes violators.

2013 Accomplishments

Consumer Affairs

The Office of Consumer Affairs saved consumers \$375,048 in restitution in addition to generating \$24,750 in fines from businesses that violated the Consumer Fraud Act.

The Office of Consumer Affairs responded to 265 complaints filed by the consumers of Union County.

The Office of Consumer Affairs worked with the State Department of Consumer Affairs to test the Notice of Investigative Findings (NIF) process by reaching out to local retail Home Improvement Contractors as they shopped at home improvement stores to replenish their supplies and tools. Warnings were handed out to unregistered contractors; they were given a specific time period to become registered in order to avoid paying fines and penalties. It also provided an opportunity for dialog that addressed our desire to work with and keep good business in Union County.

The Office of Consumer Affairs increased its partnership with businesses and organizations who share interests in pooling resources by identifying areas where working together will increase each entity's ability to resolve cases by sharing resources. Through networking efforts we were more successful in bringing complaints to resolution.

The Office of Consumer Affairs increased the number of business we made a friendly visit to for the purpose of sharing information about changes in consumer fraud regulations in New Jersey and to make them aware of our desire to partner with them in bringing quicker

resolutions to the complaints filed against their business. Retailers welcomed our outreach efforts.

County Police

The Union County Arson Task Force was successfully re-organized and brought under the management & control of the Union County Police.

Our efforts to extend and provide shared service municipal dispatching services have continued with a measure of success and have experienced a growth in providing municipal dispatching services relative to E9-1-1 answering & dispatching Fire and EMS services.

The County Police successfully realized NJ State Agency Accreditation and recognition by the Commission on Accreditation for law Enforcement Agencies (CALEA).

Efforts through FEMA continue in replacing our Marine Unit's physical base of operations, destroyed during Super-storm Sandy.

License Plate Readers (LPR's) were acquired with Homeland Security funding and successfully implemented into our Patrol Division fleet.

Our working relationships with our federal, state and local law enforcement partners remained strong and vibrant. Mutually, we provided vigorous, effective and proactive multi-tiered domestic security services to our county and to our region.

The county police had continued success in providing effective law enforcement and protection services to all county facilities as well as to the numerous county sponsored special events.

The county police remained responsive to all municipal agencies relative to requests for police support and assistance, sharing every law enforcement asset and available resource.

We continued our efforts to provide low-cost and no-cost law enforcement and career developing training to our personnel.

We successfully partnered with the NJ Attorney General's Office, in providing a 24/7 prescription medicine disposal program "Project Medicine Drop" for the citizens of Union County. The immediate success of this program has given us an impetus to expand this service in 2014.

Conducted Energy Devices were acquired for special field operations and use implementation will be conducted once final training methodologies are concluded by NJ Criminal Justice.

Emergency Services

Began the Emergency Management Accreditation process through the Emergency Management Accreditation Program (EMAP).

Working with the State of New Jersey to implement the Public Safety Interoperability System (radio system) for all County Public safety agencies.

Union County EMS is expanding to add resources to help manage the increased call volume throughout the county.

Our Fire Academy continues to provide advanced firefighter training.

Continuing to offer the statewide credentialing program for all first responders in Union County. To date over 710 ID cards have been issued throughout Union County.

Coordinating emergency management programs and initiatives.

Administering the Homeland Security Grant and Urban Area Security Initiative grant programs.

Working with the New Jersey Office of Emergency Management and FEMA to seek reimbursement for Hurricane Sandy and other declared disasters.

Health Management/LINCS

The Office of Health Management suffered cuts in federal funding over the past five years in federal funding for the county's public health emergency preparedness program. The current grant cycle

2013/2014 will exhibit further funding cuts, and going forward the agency will see cuts in personnel staff. The shared services agreement between Union County and Middlesex County was established for the Epidemiologist position. This shared service agreement will continue through 2013. The county will work with a regional epidemiologist from the New Jersey Department of Health beginning in 2014. The part time health educator/risk communicator position under the emergency preparedness grant was eliminated due to budget cuts. The remaining office staff has been able to maintain a basic level of operation, but has not been able to enhance programs in accordance with federal guidelines, as we continue to work under budget cuts and small staffing levels.

The County Health Officer continues to represent Union County on the Urban Area Security Initiative (UASI) Public Health Subcommittee. The program took delivery, trained and implemented the mobile tent shelter system for emergency public health operations. The program continues to assess tent operations to establish medical necessary Point of Distribution for immunization or medication, potentially establish a functional needs (special needs) shelter, assist local hospitals with surge capacity, and establish a community reception center for potential situations involving the release of a man-made or naturally occurring release of a chemical or biological agent. As part of the 2012 UASI funding grant, the program received delivery of equipment in 2013 that will enhance long term shelter operations. UCOHM, in collaboration with the local health departments in the county, continues to implement quality improvement programs in association with the County Community Health Implementation Plan. To this end, the office has progressed in the area of identifying collaborative programs with stakeholders within the community, including the Union County Cancer Coalition, Overlook Hospital, Trinitas Hospital, Union County Public Schools and Non-Public Schools through the Archdiocese of Newark.

The Office of Health Management responded during the response and mitigation aspects of Hurricane Sandy. Office personnel with assistance from the Union County Medical Reserve Corps opened and operated a county-wide shelter to assist residents who were displaced during the hurricane and resulting power outages. The shelter operated from October 29th through November 12th, 2012. Office of Health

Management staff coordinated volunteer efforts and donations to the shelter evacuees the entire length of the operation. As a direct result of the Emergency Shelter operations, the Office of Health Management is creating alternative plans to aid in the sheltering and care of the medically fragile residents of the county (ex. advanced dementia, mobility deficit, post-operative patients). The Office of Health Management staff has met with Directors of Long Term Care Facilities to create partnerships for aid in sheltering these types of patients in the event of a disaster. Moving forward, the work will continue well into next year that will include creating mutual aid agreements. Also, the Office of Health Management has been directly working with the Union County Office of Emergency Management on establishing the Union County CART (County Animal Response Team), as the county shelter operations during Super-storm Sandy saw many animals and owners come through its doors.

The Office of Health Management received grant funds for the former “Cancer Coalition”, which was a joint venture between Union County and Hudson County and was administered by the Union Township Health Department. The NJDOH has redistricted all County Cancer Coalitions and Union County has been placed in region 6, along with Middlesex County. The grant will be co-coordinated by the Union County Office of Health Management and the Middlesex County Office of Health Services. In addition to the regionalization of the grant, the objectives have also changed, and will move towards the prevention and management of chronic diseases, including cancer. The newly formed Middlesex and Union County Chronic Disease Coalition will renew relationships with current coalition members, as well as increase community involvement. The goal is to form a committee made up of community leaders, business professionals, health care providers, and representatives from public health who will provide guidance on program development as well as build a strong coalition that will support and reinforce strategies that lower the risk for disease.

CEHA

The Office of Environmental Health (OEH), one of 21 CEHA (County Environmental Health Act) Agencies in New Jersey, continued to perform above standard work enforcing environmental regulations as documented by the annual audit performed by the New

Jersey Department of Environmental Protection in accordance with the county's 2012 grant agreement. In accordance with NJDEP guidelines, OEH conducted compliance and enforcement investigations and inspections including:

- Air Pollution Program - 238 facility inspections and 88 complaint response investigations
- Solid Waste Program - 177 inspections and 12 complaint response investigations, (not including inspections performed by the Union County Utilities Authority under the Inter-local Shared Services Agreement.)
- UST Program - 67 facility inspections
- Pesticides Program – 10 inspections
- Noise Program – 9 complaint response investigations
- Water Program – 2 complaint response investigations.

Enforcement of the NJ motor vehicle idling regulations became a larger focus of the OEH in 2012 as diesel exhaust is a primary pollutant known to cause or exacerbate a variety of heart and lung ailments.

Notice of Penalty Assessment documents were issued in 2012 in the amount of \$310,250.00 for penalties associated with violations noted during the aforementioned inspections and investigations. Typically penalties are settled, based on NJDEP guidelines, with a 50% penalty reduction and frequently payment plans are made available. A total of \$114,650.00 in penalties from violations issued was collected in 2012. A solid waste violation issued for \$76,500.00 is currently in litigation. Since 2005 the OEH has collected well over \$1,250,000.00 in penalties which is used to support the OEH Compliance and Enforcement programs as well as the County Hazmat program. The Environmental Supervisor sits on the NJ Noise Control Council serving as the Vice Chair.

Medical Examiner's Office

The Medical Examiner's Office is in the process of acquiring the National Association of Medical Examiners Accreditation. In 2013 the Medical Examiner's Office has fully investigated 1071 deaths, and performed 173 autopsies and 66 external examinations.

Weights and Measures

Conducted 1647 inspections on commercial business throughout the County. During these inspections the Division tested 9642 weighing and measuring devices for accuracy. Examples of these devices are scales, gas pumps and timers.

Performed 90,882 scanner and commodity audits. Scanner audits consist of scanning items in a store to ensure they are ringing up correctly at the register. Commodity audits are weighing packages throughout the store to ensure they are the correct weight.

Performed 216 inspections on gas stations to ensure compliance with weights and measures regulations. The Division brought in \$194,500 in revenue for the completion of daily inspections & violations.

The Division generated more revenue in violations with increased man-power hours. It was attained by using those hours to do more Scanner and Commodity audits.

2014 Initiatives

Consumer Affairs

Continue to partnership with retailers to increase customer service to consumers by providing them with more information about the products and services being sold. Inform retailers of the laws spelled out in the N.J. Consumer Fraud Act and their responsibility to abide by same.

Continue to implement new policy, Notice of Investigation Findings (NIF) for working with retailer, especially those using unfair business practices.

Continue to increase staff training to better serve consumers and retailers.

County Police

Continue our efforts to extend and provide shared service municipal consolidation relative to E-9-1-1 call taking and Fire/EMS dispatching.

Continue our efforts with Federal/State partners to restore the Marine Unit's base of operations which was destroyed during Superstorm Sandy and to complete a network communications project into their base of operations.

Continue our efforts to effectively provide the best possible law enforcement and protection services to our county facilities and to our county's special events.

Continue our priority mission to remain responsive to all requests for police support and assistance, sharing every law enforcement asset and resource that we have available.

Continue our maritime presence on the county and UASI regional coastal waterways, while enhancing our protection efforts in providing formidable domestic homeland security to our vulnerable Port and chemical/petro infrastructure facility sites.

Expand our field shared services in providing enhanced equipment, protection and weapon capabilities, and conduct joint training with cooperating municipal agencies.

Implement our program for the use/deployment of Conducted Energy Devices by our patrol division and implement a training program regarding the advanced use/deployment of mechanical breaching equipment.

Develop & implement a firearms/weapon replacement and training program & developing and acquiring an automated program for mandatory firearms re-qualifications.

Expand our License Plate Reader (LPR) technology program with additionally anticipated Homeland Security funding.

Enhance our efforts in providing Active Shooter and Crisis Intervention training to UCPD Officers and continue to effectively provide quality low and no-cost police and career developing training to our personnel.

Continue to evaluate and enhance our emergency response protocols and our delivery of shared resource services in regard to natural, major and critical incidents and disasters.

Expand the accessibility of “Project Medicine Drop.” Methods to “mobilize” this popular and successful program at county-wide public events will be explored and implemented.

It is anticipated that the Union County Police will have active participation in the 2014 Super Bowl. Our Bomb Squad, Marine Unit and Special Operations Unit are expected to have land/water law enforcement and security responsibilities.

A program to replace, upgrade and enhance the Personal Protection Equipment (PPE) and Ballistic Body Armor issued to County Police Officers will be developed and hopefully realized.

Our Special Investigations Unit will continue their quality-of-life enforcement efforts in stemming the flow of illegal narcotics through our County. We will be exploring the development of an Information Sharing Network with our boarder Counties to support this effort.

Emergency Services

Expand training programs offered at the Union County Fire Academy.

Upgrade our in car computers to a cost effective solution for use with our Computer Aided Dispatch system and EMS Charting software.

Continue to transfer agencies to a new public safety radio system, increasing interoperability and radio coverage.

Continue to provide countywide hazardous materials responses to all 21 municipalities

Continue to provide countywide EMS mutual aid coverage growing and expanding as needed to meet the demand and keep up with increasing call volume.

Continue to support our Fire Mutual Aid program and work with all 21 fire departments to ensure firefighter safety.

Work closely with the Union County Homeland Security Grant working group to provide grant funding to support various regional initiatives.

Upgrade the Union County Emergency Operations Center to support expanded operations.

Health Management

The Office of Health Management will continue to work with the nine local health departments and stakeholders within the county to identify public health areas of improvement as it relates to emergency preparedness and response. The program will continue to use the “The Union County Medical Reserve Corps-Ambassador Program,” which utilizes trained MRC personnel to provide training and Education programs to community groups and organizations within each of our municipalities. This program is important as shared services continue to expand in the wake of continued down-sizing of local health departments, and as a result in the decreased funding seen in our preparedness grant program. Our MRC continues to be our greatest support mechanism in times of crisis, and as such we look to maintain our capacity to provide services to the municipalities and citizens of Union County. Upon receipt of our additional equipment related to the Public Health Shelter Tent systems, we will train and deploy these assets where and when needed. Our staff will participate in county and regional training regarding deployment of this system.

Medical Examiner’s Office

In an effort to provide exceptional services Dr. Shaikh will continue to interact with the local Police Departments, the Union County Prosecutor’s Office and the Sheriff’s Department.

The Medical Examiner’s Office will put forth every effort to shorten the average case TAT (turnaround time), from the original six months

in the past to less than six weeks (which is the current TAT). The nationwide average turnaround times for most forensic cases are around three months.

They will adjust office personnel to better service the forensic need in Union County, provide easy access for the family and law enforcement agency, provide quick case turnaround time, and provide 24-hour on call system by one forensic pathologist.

Weights & Measures

Continue to monitor gas stations closely ensuring they are staying within weights and measures regulations.

Continue to pay salaries in the amount of \$97,230 out of our weights and measures trust fund.

Continue to monitor gas stations closely ensuring they are staying within weights and measures regulations.

The Division will continue to bring in more revenue in violations with increased man-power hours.

Department of Public Works & Facilities Management

Facilities Management

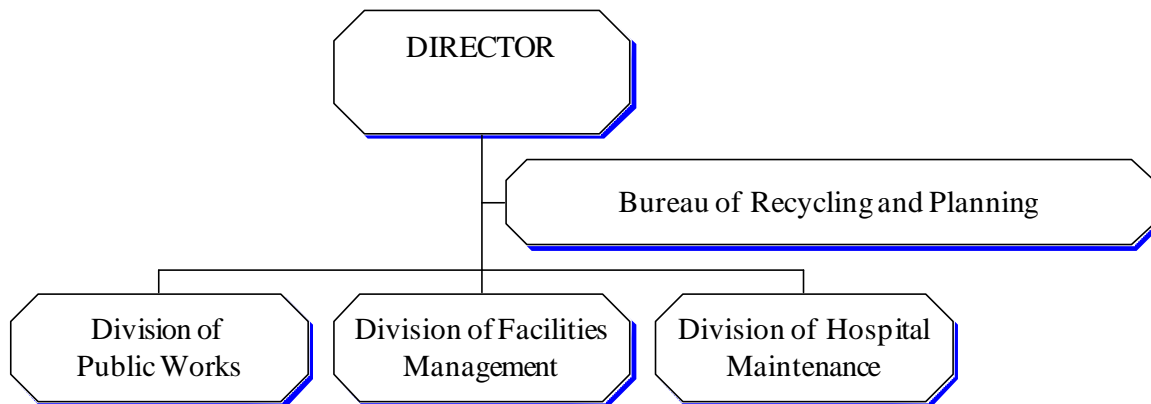
Hospital Maintenance

Park Maintenance

Recycling & Planning

Organizational Chart

Department of Public Works and Facilities Management



DEPARTMENT OF PUBLIC WORKS & FACILITIES MANAGEMENT

Mission

The mission of the Department of Public Works & Facilities Management is to provide and administer professional design and construction services for the planning, development and maintenance of the county's infrastructure, while supporting various other County departments, divisions and agencies in bringing to fruition the Capital Program.

Programs & Services

Division of Public Works

The Division consists of six bureaus:

Bureau of Roads & Bridges

This Bureau repairs and maintains a safe riding surface on 174 miles of County roadways, 386 bridge and culvert surfaces, County Park roads and paths, County Golf Course parking lots and paths, and over 30 County-owned facilities and parking lots, including Runnells Specialized Hospital.

The Bureau completes up to 3000 work orders per year. There are currently no outstanding work orders.

Roadways are swept a minimum of twice each month, and storm drains are cleaned and maintained on a regular schedule in compliance with the Federal Clean Water Act and requirements of Union County Highway Agency Storm Water General Permit NJ0141887 dated 2005, as required by the State of New Jersey.

The Bureau of Roads & Bridges is responsible for snow and ice removal on all county roads and bridges, and assists with snow removal for various other County agencies. Records such as snow accumulation totals, cost of material, cost of labor, and duration of storms are kept for future use and reference. 146 bridges and 240 culverts are inspected and

maintained on a regular schedule. Major and minor repairs on these structures are performed as outlined through a bi-annual inspection. Debris blockages are cleared when needed to help the downstream flow. Bridge rails, decks, and walkways are cleaned, repaired and repainted as required. Graffiti is removed instantly.

Beam guiderail repair, replacement, and installations are performed as required for the benefit of public safety. Right-of-way maintenance is conducted whereby vegetation is cut back or removed through treatment to aid in driver visibility on County roads, intersections and bridges.

In late winter and early spring a widespread annual pothole repair program is instituted. Several crews are dispatched to repair potholes that appear as a result of the winter snow plow operation. In 2013 the Bureau filled over 66 potholes.

Crack sealing of county roadways and parking facilities is carried out during the winter season. Locations are chosen and prioritized by inspection and work order data.

Residents, Municipalities, and other County agencies and official are assisted daily with information, requests, and complaints via telephone, e-mail and in-person requests. Requests for assistance are logged through the use of a work order system and completed on a priority basis.

A Bi-annual Road Rating Survey is conducted. The intent of this survey is to provide the means to establish priority repairs and preventive maintenance measures. It acts as a catalyst to provide recommendations for the County's Resurfacing Program conducted in cooperation with the Division of Engineering.

The Bureau maintains an active mutual aid/shared services agreement with other County agencies and Municipalities, providing them use of equipment, personnel, and/or materials. Examples of these services include milling, paving, vegetation removal, equipment loans and miscellaneous repairs and construction.

Solid waste and recyclable hauling is performed weekly. Roll-off containers are located in a number of locations throughout the county. The containers are dropped off, picked up, and emptied and returned

upon request. The roll-off is also used to assist with County [sponsored recycling events through the Bureau of Environmental Services through mutual aid and in conjunction with the County Clerk's Office, for the incineration of documents for both County and Municipal shared services.

The Bureau of Roads & Bridges is proactive on employee safety, providing up-to-date training and equipment for employees. The Bureau maintains a trained and equipped Confined Space Rescue Team on staff to monitor safety when confined space entries must be performed. Snow plow safety training is performed in-house yearly for new employees.

Equipment maintenance is performed daily. Snow removal equipment undergoes routine maintenance year-round to ensure readiness at the start of the winter season. Repair to snow equipment is also made available to other county departments and divisions.

The Bureau of Roads & Bridges is on call twenty-four hours a day, seven days a week, year-round for emergency services, weather events, and hazardous road conditions.

Bureau of Mosquito Control

The Bureau of Mosquito Control is responsible for controlling the mosquito population in Union County. The Bureau inspects, constructs and maintains drainage ditches to eliminate standing water where mosquitoes breed. Applications of pesticide are kept to a minimum as long as the Bureau can keep mosquito breeding in check. However, Union County, because of its proximity to the ocean and its tributaries, has many marshes and wetland areas that need to be monitored and treated when mosquito breeding reaches levels endangering the health of human and animal populations. A regimented surveillance and data collection program is essential to maintaining a handle on mosquito population and breeding by this Bureau. Mosquito samples are gathered for identifying species and to track the number of mosquitoes through the use of New Jersey light traps.

The Bureau of Mosquito Control ends its active monitoring and treatment on November 1. The Bureau also assists in Union County's annual Leaf Collection Program.

Public education for the elimination of potential breeding sites is performed by the Bureau by way of appearances at elementary schools, senior citizens groups and Municipal Health Fairs.

Bureau of Shade Tree & Conservation

The Bureau maintains approximately 15,000 trees along County roads. Resolution 493-2000 states that at least one tree is to be planted for every tree removed in the county. Every year since then the Bureau has planted more than one-for-one to keep the County roads tree-lined. The Parks Shade Tree Bureau has been added to the Public Works Shade Tree Bureau. With this addition, the Bureau now also maintains the thousands of trees throughout the County parks system.

The leaf removal season, which begins during autumn each year, brings in over 150,000 cubic yards of leaves into the County leaf compost facility located within the Houdaille Quarry in Springfield. Nineteen of the County's 21 towns participate in this program. The County charges a minimal fee of \$2 per cubic yard for loose leaves and \$4 per cubic yard for compacted leaves. This service saves Municipalities a great deal. The management and maintenance of this conservation facility is another responsibility of this Bureau.

Bureau of Inspections

Utilities such as water, sewer, electric, cable and wastewater are commonly found under the road. This Bureau is responsible for the proper restoration of roadway excavation performed by private contractors and utility companies. The safeguarding of our underground utilities and properly restored roadway are essential in a congested area like Union County.

Bureau of Heavy Equipment & Truck Repair

This Bureau repairs all county-owned heavy equipment and a large fleet of trucks utilized by the Divisions of Public Works and Park Maintenance. Within this Bureau there are hydraulic and diesel mechanics, as well as a welding shop that fabricates and repairs a wide array of equipment, including security devices for the Union County Jail and local Law Enforcement agencies.

Bureau of Traffic Safety & Maintenance

The Bureau of Traffic Safety & Maintenance serves the residents of Union County by maintaining the traffic control devices (traffic signs and roadway striping) along 174 miles of county roadway providing the citizens of the county with safer travel-ways. The Bureau also designs and implements temporary traffic control work zones, collects and documents traffic movement data, designs and installs custom signs and vehicle markings, conducts traffic safety studies and audits, and provides support for other Division responsibilities including project inspections. Each task is vital in protecting the county by limiting its liability in traffic tort claim cases, saving the county untold thousands or millions of dollars in any given year. The Bureau also interfaces with the County's twenty-one municipalities through co-op purchasing and shared services, as well as providing technical guidance on various traffic issues.

The functional units of the Bureau: Sign Shop, Sign Installations, Line Striping, Data Collection, GIS/Asset Management, Traffic Studies and Investigations, and Work Zone Traffic Control.

The Bureau of Traffic Safety and Maintenance:

- Provides for the safe transit of motor vehicles and pedestrians on County roadways through the maintenance of over 8,000 highly visible roadside signs and over 500 miles of roadway striping that is managed through the GIS Asset Management System.
- Conducts pedestrian, intersection, and traffic studies and investigations through Traffic Data and Studies units in order to determine unsafe conditions and their causes, and makes recommendations to the County Engineer on corrective action. Most corrective action is implemented directly through the Bureau using in-house resources.
- Supports the County's municipalities through mutual aid and the Municipal Striping and Signage Programs, assists with traffic control for local events and emergencies, and supports communities by providing traffic data and studies.
- Reviews detour and work zone traffic control plans for private and public construction and maintenance projects through the Work Zone unit, which develops work zone traffic control and detour plans and implements those plans on Department of Engineering & Public Work projects. The Bureau also developed and maintains a page on the

- County's web site providing the public with educational material and up-to-date roadway traffic construction project information.
- Supports other County departments and agencies by manufacturing and installing specialty signs for various County events, fabricating vehicles markings, and striping parking lots through Bureau's fully equipped Sign Shop and Line Striping Shop.
 - Assists municipalities and other County agencies with advice and guidance on traffic related issues, and works with community and professional organizations to further traffic safety.

Division of Facilities Management

The Division of Facilities Management's primary function is to service, maintain and repair State Court System facilities and all property and facilities owned and operated by Union County. Operations also include but are not limited to general trades, custodian maintenance and printing.

The Division provides and maintains technical and mechanical services required by all County agencies for their safe and efficient operation. This encompasses two million square feet of multi-purpose facility space including the maintenance of boilers, generators, electrical, plumbing, and structural, elevators, HVAC and carpentry in addition to providing custodial services for all County facilities.

In addition, the Division provides coordination for the County's capital improvement projects working collectively with various professional service consultants to accomplish set goals in a timely, cost efficient manner. The majority of standard utilities such as Public Service Electric, Water and Gas are monitored and paid through this division in addition to the Natural Gas Cooperative Extension Project. Monitoring also incorporates contractual bids and non-bid agreements.

The Division consists of five bureaus:

Bureau of Construction Management/ Bureau of Trades

The Bureau of Construction Management maintains approximately 30 Union County buildings, leased and owned, consisting of the non-mechanical trades. The Bureau sees to all maintenance issues such as cleanliness, recycling, personnel moves, etc. Trades governed by this Bureau are the carpenters, masons, painters and maintenance repair (day shift).

- Conducts and coordinates Countywide renovation projects such as, but not limited to, framing and dry wall of new offices, ceiling tile replacement, painting and the installation of vinyl base and carpet tile, in addition to setting p or modifying cubicle layouts provided by staffed furniture installers. Cost effective carpentry cabinet work and furniture is manufactured in-house as opposed to buying same from outside vendors at increased prices.
- Directs compliance and maintenance with safety regulations and standards such as the replacement of damaged sidewalks, retaining walls, steps, etc., and snow removal from the County Complexes and parking lots.
- Completes approximately 12,000 work orders annually, generated from a computerized work order system that records the job type, and designates the shop performing the task and the man-hours used to complete the job.

Bureau of Custodial Maintenance (Night Shift)

The Bureau of Custodial Maintenance works in conjunction with its day shift counterparts maintaining approximately 22 Union County buildings at various locations. Primary nightly responsibility is to develop an effective work schedule with employees conforming to necessary cleaning, garbage removal, recycling, stripping and waxing of floors and carpet shampooing.

- Responsible for the direct supervision of 19 employees.
- Daily record keeping and equipment inventory required to provide cost effective measures and the ability to complete the job.
- Oversight of work areas in order to ensure safety for all employees and the general public.
- Enforce proper training of new employees consisting of building familiarity, uniforms, proper use of safety equipment, emergency situations, cleaning techniques and the use of cleaning products and chemicals, individual employee conduct, and individual responsibilities.
- Works collectively with the day shift on snow removal and emergency situations such as the use of snow plows, shovels and salt deposits in addition to addressing any crisis situation on an as needed basis.

Bureau of Stationary Engineers

Strictly coordinates and monitors four mechanical trade units within the Division of Facilities Management, consisting of electricians, plumbers,

HVAC and stationary engineers to ensure adherence to Federal, State and County mandates regarding health, safety and fire code enforcement.

- Maintains approximately 28 buildings with two million square feet, 24 hours per day, seven days per week. The electricians, plumbers and HVAC function on the standard time frame with the exception of being on an on-call basis when needed.
- Oversees larger scale capital projects, in-house renovations and reconstruction independently and in conjunction with the architects and engineers retained by the County. The bureau Chief will attend vital meetings to enforce and monitor progress tracked by computerized system and work orders.
- Monitors the Automatic Logic Control System (ALC) reporting and regulating individual building temperature control.
- Enforces compliance and consistency with New Jersey EPA STACK testing mandates guideline and permits.
- Maintains power house consisting of:
 - ✓ Three high pressured vessels
 - ✓ Electrical buss with 480 switches gears.
 - ✓ All generators within the county buildings.

Bureau of Administrative Support

The Bureau of Administrative Support has four employees (not including the contracted Xerox employees) and offers a wide range of Countywide services including printing, typesetting graphic design, image scanning, plate making, document scanning, lamination, creation of digital files including .pdf, .tiff, .jpg, .qxd, .indd, .ai, image and file preparation for use in Digital Printing, Offset Printing, Sign Making, Vehicle Lettering, installation of custom signs made of vinyl, plastic, foam board, aluminum, paper etc., and the production and creation of forms, carbonless (NCR) forms, flyers, business cards, invitation, tags, nameplates, labels, SLATS, menu directories, event signs, temporary signs, indoor and outdoor banners signs & posters and presentation check etc.

- Provides countywide support, management, production, installation and job tracking of Union County's In-house Print Services and Facilities Sign/Banner Shop with oversight of contract Print Services vendor (a five-year Xerox contract at \$324,840.00 per year).

- Orders and tracks all copy paper countywide, maintains various consumable inventories, and supports numerous computer equipment, printer, software and office applications at the division level.
- Maintains the Division of Facilities Management work order system database and creates various spreadsheets (printed and digital) for tracking, monitoring and logging at the division level.
- Offers design, layout/paper suggestions, software usage and troubleshooting advice.
- Utilizes a variety of software such as Adobe Photoshop, Illustrator, and In-Design, Acrobat, Live Cycle Designer, MS Word, Excel, Power Point, SQL Query Analyzer/Enterprise Manager, Quark Express, Gerber Omega and Onyx Postershop.
- Operates equipment such as the Gerber Edge II, Gerber HS15 plotter, HPz6100 60" printer, Gerber PS2 60" plotter, Exante Impressia Platemaker, Xante Platemaker 4, AB Dick DPM 2340 and various other equipment including offset presses, digital presses, and numerous pre-press and post-press equipment.

Division of Hospital Maintenance

The Division of Hospital Maintenance is responsible for the mechanical service, repair and upkeep of Runnells Specialized Hospital facility. The building is a 344 bed county hospital located on 45 acres in Berkeley Heights, NJ. The sub-acute care hospital includes Physical Therapy and Occupational Therapy Departments, two Psychiatric Units and long-term care.

Our operation includes various building trades and a 24 hour per day, seven days per week shift manned by our Stationary Engineers. Room repairs, flooring and painting are done constantly to maintain a pleasant and comfortable atmosphere. Preventive maintenance is of the utmost importance for the safety and comfort of the resident/patients. This includes proper emergency generator service, testing and functioning of utilities and elevators. The Division is held to federal, state and county regulations which include critical onsite inspections and mandates. We also initiate various contract bids and various purchasing quotes.

The Division operation is always ongoing and subject to various requests as needed.

Bureau of Recycling and Planning

- Responsible for implementing county-wide recycling programs including scrap metal, fluorescent bulbs, computer and electronics, tires, used motor oil and motor oil filters, and mobile paper shredding events.
- Coordinates Household Hazardous Waste Disposal days which provide residents an opportunity to responsibly dispose of paints, pesticides, fertilizers, solvents, pool chemicals, used motor oil and more.
- Sponsors regular meetings for municipal recycling coordinators and provides assistance to the municipalities to obtain annual state recycling grants.
- Disseminates environmental education and recycling material and implements Union County Clean Communities Program.

2013 Accomplishments

Division of Public Works

Bureau of Roads & Bridges

Roads were swept twice per month and basins, manholes, inlets, and storm lines were cleared periodically in compliance to DEP Stormwater Regulations. Approximately 180 Catch Basins and Inlets were repaired or rebuilt throughout the County.

In 2013 the Bureau filled and repaired more than 600 potholes. Minor and major road surface repairs and preventive maintenance were completed at approximately 50 locations throughout the county. Repairs to related infrastructure on county roadways were performed such as sink holes and storm line failures.

In coordination with the Bureau of Shade Tree and Conservation, sidewalks were repaired and replaced where required. As a result of Superstorm Sandy the bureau completed replacements at more than 170 locations throughout the County.

Roadside vegetation was trimmed and/or removed by request. Railroad crossing were cleaned up and maintained; vegetation was cut back as needed.

The 2013 Leaf Removal Program begins on or about November 1st.

Routine inspections and preventive maintenance and repairs of bridges, culverts and parapets were conducted throughout the county. Graffiti removal was performed at various locations. Priority repairs are evaluated. Scheduled and repaired via reports from DOT and Consulting Engineers.

Snow and Ice removal and Flood Control were performed throughout 2013 before, during and after severe weather events. Preventative maintenance and repairs were performed on all Bureau of Roads & Bridges equipment and snow removal equipment. General housekeeping and maintenance projects of the Public Works Complex were performed.

Routine maintenance and repairs were conducted on all Public Works equipment and vehicles. Safety pre-trip inspections were performed.

Assistance was provided to the Division of Park Maintenance for various improvement projects in Cedar Brook Park, the Loop playground and Echo Lake Park.

Assistance was provided to the Bureau of Recycling and Planning through the use of equipment and personnel during County Sponsored Recycling events.

The Bureau provided assistance to law enforcement agencies via hauling and disposal of controlled substances.

Assistance was provided to the office of the County Clerk with hauling records to the incinerator.

The Bureau provided assistance to municipalities through equipment and personnel loans and shared services.

The Bureau milled and resurfaced the following roadways utilizing in-house personnel and equipment:

- a) Union County Parkway, Clark
- b) Hillside Avenue, Springfield
- c) Orchard Street, Summit
- d) Cedar Brook Park Drive, Plainfield
- e) Myrtle Avenue Extension, Plainfield

Bureau of Roads and Bridges Work Order Request for 2013

From 12/31/2012 – 9/20/2013

Total work order requests – 1,214

Labor & Material - \$2,719,627.30

Bureau of Inspections

During 2013 the Bureau issued 359 roads and curb permits, collected \$74,027.89 in permit fees and \$126,085.00 in refundable bond fees, for a total of \$200,112.89.

The Bureau is responsible for all of the permitting of road openings on Union County roads and right-of-ways. In addition to permits for water, gas, electric, cable, communications, sanitary and other public utilities found underground, are the permits for curb alterations by public and private contractors. The Bureau provides continuous monitoring of curbing installation, and roadway and right-of-way excavations in order to ensure proper restoration and compliance with County specifications. This Bureau also provides personnel for snow removal operations.

In addition to Roads & Bridges Inspectors, the bureau houses the Departments Safety Coordinator, who is responsible for scheduling safety programs and ensuring compliance with Local, Federal and State regulations. Examples of these regulations are: OSHA and Right to Know Compliance, Commercial Drivers Licensing, Storm Water Management, and Work Zone Safety. In house training is also scheduled such as forklift, backhoe, and bucket truck operation, fire extinguisher and ladder usage, and proper flagging techniques, just to name a few. The reporting and recording of all departmental employee injuries and motor vehicle accident issues also fall under this Bureau.

Bureau of Shade Tree & Conservation

This year the Bureau has concentrated on completing all old work orders and to date the Bureau has completed over 1000 work orders. The Bureau started in Berkeley Heights and ending in Elizabeth, removing all dead or dying trees. There were a total of 500 trees removed along with 400 trees being trimmed throughout the county that posed a potential safety or traffic hazard, and another 100 trees had hangers removed. These trees were mainly identified through requests from the public as well as county personnel. This year the Bureau completed a large request for tree trimming

and removal throughout the county. New Providence, Summit, Mountainside, Union, Roselle have all been in our daily work. Also, due to Super Storm Sandy, a large amount of trees approximately 2000 lost or damaged throughout Union County roadways and parks. The Bureau worked seven days a week beginning early morning and working late to clear up most debris from the storm along with leaf pick up. The Bureau continues to promote arboriculture and the preservation and planting of shade trees within the county.

This year the county planted 150 trees throughout the county, the towns that are being done are Elizabeth, Roselle, Plainfield and Roselle Park. Trees that are being planted are:

Quercus Macrocarpa (Bur Oak)	30
Gleditsia Tricantos (Shademaster Honeylocust)	30
Acer Rubrum (Red Maple)	30
Chinese Elm (To be substituted) for Red Bud	30
Quercus Rubra (Northern Red Oak)	30

The Bureau continues to work with the local electrical companies removing trees and limbs that are located in their power lines. This year we removed 75 trees throughout Union County.

Mutual Aid: The Shade Tree Bureau assisted Summit, Mountainside, Roselle, Union and Garwood in removing large trees and hangers. The Bureau also loaned out equipment to assist in their duties.

The Bureau addressed concerns of trees in various parks:

- **Cedar Brook** – due to Super Storm Sandy 200 trees were uprooted and at least 100 trees had hangers that needed to be removed or taken down.
- **Warinanco Park** – The County lost 300 trees that were either uprooted or destroyed. Also, all of our picnic areas had to be cleared of all hangers (hanging tree branches).
- **Echo Lake** – County lost 200 trees and had hangers throughout the park that had to be removed before the picnic areas can be opened, also 50 trees were trimmed. The Bureau is continuing to address all concerns in this area and all of the parks throughout the county.
- **Oak Ridge Park** – We lost 100 large Oak trees and 50 Pine trees. All tree work will be completed in a timely manner.

- **Rahway** – was another one of our heavily used parks that was devastated. There were 200 trees lost and hundreds of trees that needed to be trimmed and hangers removed.
- **Ashbrook Golf Course** – 50 trees have been removed and 75 trees trimmed.
- **Gallop Hill Golf Course** – 20 large dead trees were removed and 50 trees were trimmed.

Bureau of Mosquito Control

Union County Bureau of Mosquito Control began the 2013 year by continuing to address the backlog of ditch maintenance that was further exacerbated by the diversion of Superstorm Sandy. We now have an untenable number of blow downs in our wooded areas throughout Union County. Some of these trees are blocking various drainage areas along with the root ball holes that are new areas of breeding that we have to try and control the breeding in. The bureau did address four of the projects that had challenging access for equipment and personnel. Minor drainage areas were addressed as well.

Our mosquito control equipment was maintained and repaired during the off winter season. We also contributed our resources to the snow plowing and ice conditions throughout the winter season.

The onset of the 2013 mosquito season began with the arrival of March. Unseasonable early high temperatures brought an unusual high population and complaint calls from residents throughout Union County. Our crew hit the ground running because we also were contending with a high population of emerging adult mosquitoes that had been in hibernation during the relatively mild winter.

This season was again monitored by twenty two semi-permanent New Jersey light traps for trends and populations, and also our portable trapping to find the areas where West Nile Virus might be vectored.

Here are some figures that better illustrate the season so far (Female Mosquitoes Only):

N.J. Light Trap Data

Aedes vexans.....	16,102
Culex pipiens/restuans.....	13,007
Ades sollicitans.....	1,201
Anopheles punctipennis.....	301
“quadrimaculatus.....	488
Anopheles bradleyi.....	9
Psorophora Columbia.....	781
Other.....	4,484
TOTAL.....	36,364

Portable Trap Data

Mosquitoes sent to State Lab...	12,887
Mosquito Pools Sent.....	240
Culex species pools sent.....	200
Aedes albopictur pools sent.....	31
Aedes japonicas pools sent.....	9
Pools testing positive for WNV....	68
Number of municipalities.....	16

This bureau handled 422 complaints for 2013 as of this time, with others still trickling in. We processed 380 individual work orders for Adulticiding alone, with the daily hot spots and Larviciding, and duplicate work orders not included.

Our staff attended several public outreach venues in order to educate the public to the health risks and public nuisance of mosquitoes and how to prevent breeding of them.

Last year we had combined two Adulticiding machines on one truck in order to increase our efficiency by using the second machine for liquid Larviciding. This season we were able to go one step further by utilizing one machine to do both operations by first Larviciding and with an auxiliary tank, switch over to Adulticiding. This freed up the other machine so that an additional crew could treat other areas of the county.

This season also was innovative in that we started using all of our available media resources to alert the residents of Union County of our spraying operations. It is still in the tweaking stages, but all in all, it has been a neat way of getting the word out and has promoted the County in a positive light to people that may not have been aware of our operation.

Bureau of Heavy Equipment & Truck Repair

• Repair Work Order	485
• Total Cost	\$254,543.11
• Hours	4386

These figures include the repair, welding and spreader shops in-house work performed by the Bureau.

Bureau of Traffic Safety & Maintenance

Departments and bureaus that benefited from our services include: Engineering, Roads & Bridges, Shade Tree, Mosquito Control, County Manager's Office, County Police, Sheriff's Office, County Security, Emergency Management, Environmental Services, Park Maintenance, Parks Golf Courses, Facilities Management, Human Services, Rutgers Cooperative Extension, Cultural and Heritage Affairs, Board of Elections, Runnells Specialized Hospital, Parks & Community Renewal, Motor Vehicles

Our Functional units have processed the following requests for 2013:

- A) **Sign Shop Unit** – fabricated 855 signs
 - B) **Sign Shop Unit** – fabricated 22 vehicle marking sets
 - C) **Sign Repair & Installation Unit** – installed/repared 772 signs and trimmed brush around signs along each County Road.
 - D) **Line Striping/Markings Unit** – striped approximately 70 miles of 4-inch road lines
 - E) **Line Striping/Markings Unit** – striped 16 parking lots and 69 marking locations
 - F) **Data Collections Unit** – performed 14 traffic collections
 - G) **GIS/Asset Management Team** – tagged 647 assets
 - H) **Survey Team** – performed 4 surveys
 - I) **Traffic Studies & Investigations** – studied approximately 10 traffic issues
 - J) **Work Zone Traffic Control** – implemented/designed 21 work zone projects
 - K) **Traffic Municipal Aide-** the bureau has processed 35 mutual aide requests from the municipalities
- The Bureau has continued to provide the County Counsel's Office with information and professional consultation related to depositions, and interrogatories, and expert testimony in regard to tort claims and law suits during 2013.
 - The Bureau of Traffic Safety & Maintenance has maintained our ***Traffic Information Program*** that consists of a page on the County website dedicated to providing the citizens of Union County with up-to-date information on construction, and maintenance projects that impact traffic

flow on the County's 174 miles of road, along with 5 brochures designed to educate the public on traffic safety issues. Improvements have been made to the website to enhance its interactive capabilities.

- The Bureau has supported the County's municipalities through Mutual Aid and Shared Services with our ***Municipal Striping and Sign Program***. Beneficiaries of this program were Berkeley Heights, Clark, Linden, Cranford, Fanwood, Hillside, Kenilworth, Garwood, Rahway, Roselle, Roselle Park, Springfield, Summit and Union. This program generated \$11,704.00 in 2013. It has also provided signage support, traffic data, and traffic control materials to almost all municipalities as well as other County affiliated agencies at no cost.
- The Bureau has provided Work Zone Traffic Control design, planning and implementation on many construction projects including the ***Annual Road Resurfacing Program***. This ensures that the County has immediate control of the project and can respond to the concerns of local officials and citizens quickly.
- The Bureau has many other ongoing traffic safety and maintenance initiatives including: ***General Guide and Warning Signs Upgrades***; compilation of ***Traffic Data for G.I.S.*** relative to traffic movements/speed/volume/accidents for future GIS mapping layers; and meeting the Federal ***M.U.T.C.D. Compliance*** mandates for signage, striping, and work zones associated with the current edition of the ***Manual on Uniform Traffic Control Devices***. The Bureau's ***Sign Shop*** and ***Line Striping Shop*** also provided other County Divisions and Departments with event signage, vehicle lettering and markings, and parking lot striping.

Division of Facilities Management

2013 Accomplishments

Administration Building

The second air conditioning unit will be replaced the first unit was replaced in 2011. This is ongoing, completion scheduled in 2013.

Andrew K. Ruotolo Justice Center

Demolition of the existing Day Care Center to allow the overhaul of space to expand the UC Prosecutors Justice center office 90% complete.

Architectural On-Call and Engineering On-Call Services

County retained consultants for 2013 and monitored by the Division of Engineering.

Board of Elections

Emergency netting was installed to protect the general public and employees from falling concrete and building debris prior to the Exterior Fenestration and Weatherization renovations expected to commence in 2013. Provision for contractual enhancement initiated in 2012 and will be re-bid 2013.

Elizabeth Complex

The Justice Complex Project:

Phase #1: Chancery Court renovations, New Annex, Fire Suppression and Garage restoration was 100% completed during 2012.

Phase #2: Juvenile Detention Center (old bldg.) restoration; Courthouse Rotunda and Tower elevators; Oriscello Correctional Facility – kitchen renovations; 48 inmate showers on PODS project 50% complete with an anticipated 2013 completion time.

Phase #3: The Oriscello Correctional Facility installation of approximately 250 surveillance cameras; secure Correctional Officers area on PODS; booking and receiving area, lobby, visitation area, control center, locker room reconstruction and elevator upgrade. Specifications and drawing are being updated and project bid expected to begin in 2013.

UC Courthouse Tower and Old Annex Building

Develop specifications and project time-line on the upgrade of a new Security and Camera System.

Oriscello Correctional Facility – *Refer to Justice Complex Phase # I, II & III*

Westfield Complex

UC County Police Building Control Center & 911 Emergency Response area- Equipment upgrade project has begun in 2012 and underway.

Bureau of Recycling

2013 Recycling Event Accomplishments

The Bureau of Recycling continued to host various one-day recycling collection events throughout Union County. Participation in all programs remains strong, most notably with mobile paper shredding and e-waste.

County started a pilot program to assist public entities with shredding their confidential documents; eight towns took advantage of the service.

Tonnage data for all recycling events through the first three quarters of 2013 is as follows:

- **Electronics Recycling** – a total of 1,496,553 lbs. of e-waste was collected through county recycling events and municipal drop off programs. Approximately 2,600 residents participated in one day events.
- **Household Hazardous Waste Days** – 2,050 residents brought in 150,930 lbs. of toxic waste for proper disposal.
- **Mobile Paper Shredding** – 170,700 lbs. of confidential documents were shredded from the 4,153 residents who participated, saving about 213 trees.
- **Fluorescent Bulbs** – 25,575 of fluorescent bulbs were collected and recycled via nine (9) municipal drop-of locations.
- **Tire Recycling** – 652 tires collected and recycled.
- **Propane Tanks** – 378 propane tanks were collected and recycled at three events

Program Accomplishments

- **Union County Recycling Rate** – Union County achieved the highest overall recycling rate in NJ with 66%!
- **Electronics Recycling**
Union County continued to work with our e-waste vendor as well as electronics manufactures to help offset costs associated with recycling electronics. We were able to recycle all covered and non-covered materials at no-cost and despite serious market fluctuations in revenue.
- **Scrap Metal Pilot Program**

Organized bi-monthly scrap metal recycling program to allow residents to readily recycle appliances and other metals. For convenience, three locations were provided.

- **Fluorescent Bulb Recycling**

In an effort to increase convenience and opportunities for residents to properly recycle fluorescent bulbs, Union County partnered with nine (9) municipalities to offer local drop offs. Union County manages and pays for the program, while the towns serve as collection points.

- **Food Waste in Parks**

Staff worked with municipal recycling coordinators to begin food waste recycling at several schools.

- **Recycling in Parks**

Union County continued to expand recycling initiatives throughout the county park system by providing additional recycling containers and educating park maintenance staff.

- **CRP Agreement**

In accordance with new legislations requiring a CRP to sign off on all tonnage reports, Union County staff maintained their Certified Recycling Professional accreditation and continued to serve as the CRP for eight (8) municipalities in 2013.

2014 Initiatives

Division of Public Works

Bureau of Roads & Bridges

As affected by winter conditions roadways, bridges, culverts, parapets, catch basins, manhole, and storm water inlets will be prioritized for in-house repair along with on-going routine maintenance.

Bridge maintenance consisting of sidewalk, rail repair and replacement, structural deck repairs, and drainage will be scheduled. General bridge cleaning and clearing under bridge obstructions will continue as required. In-house forces shall respond to priority repairs as recommended through the Division of Engineering.

The Bureau will continue to flush, clean, repair and survey all storm sewer inlets, catch basins and manholes on roadways throughout Union

County. Repairs will be prioritized according to results of the surveys conducted. Cleaning and inspections will be conducted on a yearly schedule ensuring basins and manholes in all municipalities are addressed approximately three times per year.

Street sweeping will be conducted on a monthly schedule. All County roads are scheduled to be swept twice per month, weather permitted.

Rights of Way maintenance will be conducted from spring through autumn on all County roadways.

The Bureau will continue with the Mutual Aid/Shared Services program through equipment, personnel and material loans. Assistance will continue with the Bureau of Shade Tree and Conservation with sidewalk replacements as required. The Solid Waste and Recycling hauling will continue to operate according to requests. Requests will be completed as received.

The Leaf Removal Program will commence on or about November 1, 2014. The 2014 leaf pick up schedule will be made available to all municipalities for notification to residents. The 2014 Schedule will all be posted on Union County's website.

The Bureau's in-house paving program will provide resurfacing to various County facilities prioritized as requested through County departments, divisions, and bureaus. Requests are submitted to the Bureau of Roads & Bridges and will commence on or about May 1, 2014.

Various park paving projects will be coordinated with the Division of Park Maintenance. Projects will include resurfacing paths, roadways and lots.

The Bureau of Roads & Bridges will continue to improve the in-house Milling and Paving, of County Roadways Program. Upon conclusion of Winter Operations, roadways and roadway sections will be evaluated and prioritized for resurfacing. The following roadways are slated to be resurfaced in 2014: LaGrande Avenue & Laurel Place, Fanwood; Ross Street, Clark/Rahway; Amsterdam Avenue, Roselle; Fairway Drive, East,

Union; Hart Street, Rahway; Ashland Road, Summit; Horseshoe Road, Berkeley Heights; Arlington Avenue, Plainfield.

Preventative maintenance and surface repairs will be conducted on roadways on various County roads by work order requests. Surface repairs will be performed by removing deteriorated sections of roadway and replacing with new hot mix asphalt. Preventative maintenance will also include crack sealing and drainage improvements.

The Bureau will continue with efforts to augment training and improve safety awareness for all bureau employees.

Bureau of Inspections

The Bureau will continue to closely monitor all construction, maintenance, and repair being performed on County roads as it pertains to the proper permitting for curbing, road openings, excavations and alterations, and continue to assure compliance with County specifications.

The Safety Coordinator will continue to do more conduct training in areas, and will continue to assure compliance with Local, Federal, and State regulations. A goal is to become an injury and accident free workplace.

Bureau of Shade Tree & Conservation

The Bureau will continue to maximize all its efforts in completing all work order and put in place a plan to assist the department in working along with all the county departments. The Bureau will continue to observe trees throughout the County to identify dangerous or dying trees and their condition to determine which will be in need of trimming or removal due to decay. The Bureau also received approximately 100-150 calls per month for trimming, inspection or removal of trees. The Bureau also conducts insect and disease management and takes the necessary protection measures to save the trees. The Bureau assess all trees which have the potential of being removed based on condition, structural integrity, life expectancy, infestations and diseases.

The Bureau will also continue educating employees in safety and training on equipment and to teach the public through Arbor Day about how

important it is saving our trees through activities and the Poetry Contest, which is geared towards school age students.

Employees of the Bureau will continue to attend programs with regard to trees, pesticide training, electrical hazard safety programs, chainsaw safety programs, and any other program that may address their job duties.

The Union County Compost Facility will continue to operate as it has in the past with collection of leaves from municipalities throughout the County.

Bureau of Mosquito Control

We draw to the conclusion of our surveillance and treatment season for mosquitoes in 2013. As we do, we focus on winterizing our equipment. Such work requires that we change the rid of our trucks and set them up for leaf collection. Pesticide boxes are removed, contents accounted for and returned to storage, trucks cleansed and gone over for minor issues that have to be addressed. Our single axle dump trucks are cleaned up and checked for leaf operation and modified for that use. The loader is also being checked as of this writing to make sure it is road ready and the versa bucket is in good working order.

After that, we will switch gears to have all equipment read to go for any snow events that require our team participation.

During winter we accomplish most, if not all, of the ditch maintenance that we can for the year. Here again, we switch over to another type of work, requiring our skilled operators and labor force. Several sites need to be addressed with our heavy equipment and chain saws in order to maintain access to remote sites that breed.

And on into March, we once again follow the cycle of the emerging mosquitoes to contain their populations.

Last but not least, we will again be presenting at educational venues to continue our public outreach.

Bureau of Heavy Equipment & Truck Repair

The Bureau of Heavy Equipment is responsible for the repair, maintenance and records for County vehicles. The Bureau will continue

to seek efficiencies in operation in order to provide a cost effective solution for the maintenance of County owned trucks and equipment.

Bureau of Traffic Safety & Maintenance

- Will be working in support of the County Engineers initiatives for participation in NJTPA grant program for ***Sign Reflectivity Compliance*** and developing a ***Roadway Inventory System***.
- Will continue to assist County Counsel's Office by providing ***information and professional consultation*** to answer depositions, interrogatories, and provide expert testimony when needed in regard to tort claims and law suits.
- Will in 2014 begin addressing issues that were identified in our 2012 survey of ***Pedestrian Safety on County Roads***.
- Will continue to improve its ***Traffic Information Program*** and ***Incident Management Initiatives*** via the expanded use of portable "Variable Message Board", new safety brochures, and enhanced traffic interruption notification systems. The Bureau will also continue to work with community and professional organizations to further Traffic Safety.
- Will continue its **MUTCD Compliance** initiatives addressing the new requirements established by the FHWA.
- Will continue compilation of traffic data relative to the ***Traffic Data for G.I.S.*** project and expand this initiative by adding traffic movements, speed/volume, and crash data for future GIS mapping layers. Additionally the Bureau will continue researching new pedestrian and turning movement technology
- Will continue its ***General Guide and Warning Signs Upgrades*** for roads resurfaced in 2013-2014.
- The Bureau's ***Sign Shop*** and ***Line Striping*** will continue providing other County divisions and departments with event signage, vehicle lettering and markings, and parking lot striping, and it will be researching new striping materials to enhance safety on the County Road system.
- During 2014, the Bureau will continue to provide traffic control and work zone safety for 2014 ***Road Resurfacing Program*** and the remainder of the 2013 ***Road Resurfacing Program***. I will also continue to support the local municipalities through Mutual Aid and Shared Services.

- The Bureau will continue to provide **Work Zone** safety training to other County agencies, departments, and municipalities, and will continue to participate in research Traffic Safety Grants.

2014 Initiatives

Division of Facilities Management

Andrew K. Ruotolo Justice Center

The remaining 10% of the UC Prosecutors Office – Homicide Unit expansion will be completed in 2013.

Architectural On-Call Service and Engineering On-Call Services

County will retain consultants for 2013 monitored by the Division of Engineering.

Board of Elections

Exterior Fenestration and Weatherization renovations for 271 Broad Street, Elizabeth will be re-bid in 2013 with the expectation to have architectural drawing complete by year end.

Elizabeth Complex

The Justice Complex Project:

Phase #2: Juvenile Detention Center (old bldg.) restoration; Courthouse Rotunda and Tower elevators; Oriscello Correctional Facility – kitchen renovations; 48 inmate showers on PODS project remaining 50% will be completed in 2013.

Phase #3: The Oriscello Correctional Facility installation of approximately 260 surveillance cameras; secure Correctional Officers area on PODS; booking and receiving area, lobby, visitation area, control center, locker room reconstruction and elevator upgrade. Will go out for public bid 2013.

UC Courthouse Tower and Old Annex Building

Develop specifications and project time-line on the upgrade of a new Security and Camera System.

Oriscello Correctional Facility

Water proofing, glass etching and re-caulking of windows and the replacement of broken security glass where necessary will be completed in 2013.

Westfield Complex

UC County Police Building Control Center – Equipment, upgrade project has begun in 2012 and expected to be completed in 2013.

2014 Initiatives

Bureau of Recycling and Planning

- Provide ample opportunity for county residents to participate in various county-wide recycling events.
- Begin a county-wide compliance assistance and education program for commercial businesses and institutions.
- Work with school custodial staff to improve recycling in schools

Runnells Specialized Hospital

Ancillary Services

Hospital Finance

Hospital Maintenance

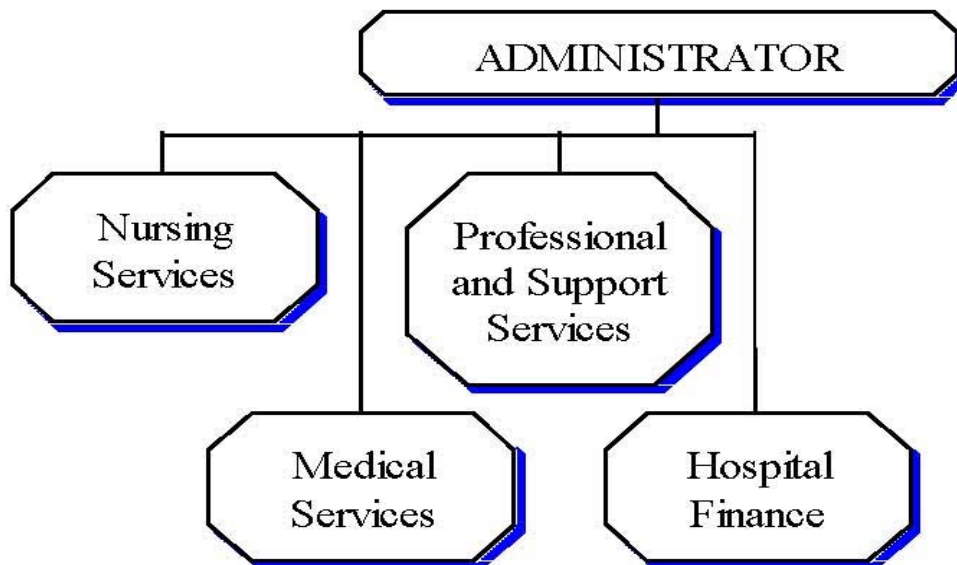
Medical Services

Nursing Services

Professional and Support Services

Organizational Chart

Runnells Specialized Hospital



RUNNELLS SPECIALIZED HOSPITAL

Mission

Runnells Specialized Hospital of Union County is dedicated to the provision of nursing care, physical rehabilitation and behavioral health care. The hospital is committed to the delivery of these services in a caring and compassionate manner that promotes individual well-being and the celebration of life.

Our Vision is that we will be a premier provider of health care. We will offer a state-of-the-art array of physical, restorative and psychosocial services and serve as an educational center for health care professionals and the community. Our philosophy of compassionate care, offered in an environment of professional excellence, will be reflected in the care provided to all.

Programs & Services

Nursing Care

Totaling 300 beds, nursing care is the hospital's core service, meeting the needs of the chronically ill when in-patient care becomes a necessity. Runnells' staff utilizes a multi-disciplinary approach to provide assessment, medical intervention, and assistance for all activities of daily living. Emphasis is placed on individualized care for each resident to achieve and maintain the highest practicable level of physical, mental, spiritual, and social well-being. Specialty services including sub acute rehabilitation, respite, palliative and hospice-type care as well as Alzheimer's type and other related dementia care round out a comprehensive program of services for those in need.

Cornerstone

An adult psychiatric hospital offering an in-patient rehabilitative environment, this acute-level service is guided by psychiatrists and provides an exceptional level of care. These 44 beds are staffed by a full complement of Masters-prepared psychiatric social workers, psychologists, and clinical nurse practitioners, as well as physical, occupational, activities and speech therapists. Treatment programs utilize individual, group, and family therapies. Great emphasis is placed on

preparing the patient for re-entry into the community, which is coordinated with family and community resources far in advance of discharge.

2013 Accomplishments

Runnells Specialized Hospital of Union County is in its 101st year of service to the surrounding communities. The Union County Board of Chosen Freeholders continues to be committed to providing quality care, responsive to community needs, mindful of the economy and endeavoring to accomplish continuous improvement. The Federal Center for Medicare and Medicaid Services ranks the performance of every nursing facility in the country to assist consumers in making educated choices when seeking care in a residential setting. These ratings, which evaluate variables such as staffing, survey performance and other quality measures, provides the best available indicators of the confidence a consumer may invest when making difficult decisions for someone in need. Runnells has earned four star ratings for both “staffing” and “quality measures” signifying “above average” in these areas.

Runnells also ranks in the highest category of staff retention resulting in a very experienced staff to care for the complex needs of our patient population. In another measure of quality not scored by these agencies, Runnells provides social work staff at roughly double the hours and education required by statute. These critical staff members address the fear and anxiety that frequently accompany compromised health status and separation from family. They also provide advocacy for residents/patients as well as specialized training to all staff to ensure that resident rights are protected. Unlike other nursing facilities where physicians are on call, Runnells Specialized Hospital remains unique in its pledge to provide physicians in-house, daily.

Other accomplishments include:

- Successfully added twenty-four additional private rooms while still maintaining a total of three hundred licensed long term care beds. These private rooms are designed to accommodate the needs of the sub acute rehabilitation patient population and to increase our census.

- Developed an association with Summit Medical Group. Dr. John Health, Internal Medicine/Geriatrics, Dr. Allen Khademi, Psychiatrist, Julie Benton, APN, and Cheryl Gauff, APN have joined our medical staff to provide vital services to our patients/residents along with increasing our census for both the SubAcute and Long Term Care Units.
- Dr. Andrew Bernstein, Urologist – Premier Urology has joined our medical staff and will be providing professional services to our patients/residents
- Dr. Sneha Mishra, Internal Medicine – Hospitalist Associates / Berkeley Internal Medicine has joined our medical staff and will be providing professional services to our patients/residents.
- Dr. James Modugno, Podiatrist – Advanced Podiatry has joined our medical staff and will be providing professional services to our patients/residents.
- Eshban Muthuka, APN – NJ Memory & Behavioral Care has joined our medical staff and will be providing professional services to our patients/residents.
- Jennifer Wong, OD – Resident Eye Care Associates has joined our medical staff and will be providing professional services to our patients/residents.
- We are currently immunizing our employees with the influenza vaccine. With an average of 65 percent, we are presently higher than the national average.
- The Medical Staff continued to provide consultative services from a wide variety of specialists, both in our Long Term Care / Sub Acute Care and our Cornerstone Units.
- We continue to maintain a highly qualified professional medical staff at no increase in costs to Union County.
- Currently, we continue to manage a bio-medical equipment service contract, with ongoing monitoring of the costs for parts and service. The review of expenditures has shown a cost savings to the County of Union.
- Continued to review physician charges to achieve the highest level of reimbursement allowed by insurance and Medicare.
- Medical Services continues to encourage educational opportunities and provide materials to all staff to enhance and improve their skills.
- Medical Director serves as the liaison for the LINC'S Program and assists key staff at RSH with information required for preparation for

any public emergency. He also serves as the medical consultant to the Sexual Assault Nurse Examiner / Sexual Assault Response Team Advisory Board.

- Medicaid Average CMI scores have remained over 1.0 for the past 3 quarters (6/30/13 CMI 1.1022) maximizing Medicaid reimbursement.
- Completed an evaluation of Nursing Department linen usage and revised Laundry PAR levels needed for appropriate distribution to nursing units to accommodate resident/patient needs. Spreadsheet created for monitoring linen inventory and ordering process to ensure supply, efficient productivity, and cost control.
- Restructured Nursing Administration to maintain cost containment:
 - Administrative Director of Nursing not replaced; duties re-assigned.
 - Nursing supervisors to provide essential coverage required off-shift and weekends.
 - Nursing payroll clerical position filled from the reassignment of unit clerk staff.
 - Addition of part time/per diem nursing staff assigned to weekends to decrease overtime.
- Psychiatric Services Master Staffing reviewed. Part-time RN's increased to full-time status utilizing split shift schedules successfully decreasing overtime.
- Products such as Vacuum Assisted Closure and dressing costs reviewed for possible contracted services for the provision of Medicare B for immediate reimbursement and cost savings. RFP drafted and under review.
- Facilitated Pilot Program with Overlook Hospital for POLST Program Practitioner Orders Concerning Life Sustaining Treatment (NJ law). The program puts into place a written practitioner order that follows patients and residents between health facilities and providers so their healthcare choices are followed for emergency/medical interventions.
- RSH was represented in the North Central Jersey Pressure Ulcer Collaborative providing support and education to reduce the incidence of pressure ulcers as continuation of the NJ Hospital Association initiative.
- Continued reduction of residents with pressure ulcers developed at Runnells – decreased by 50% in 3 months since instituting weekly Interdisciplinary Pressure Ulcer Rounds.
- Provided quarterly interdisciplinary educational programs

- Reviewed and revised Pressure Ulcer Committee spreadsheets for detailed tracking 9/2/13
- Long Term Care Restraint use continued decrease – average 0% (as of 9/20/13)
- Organized Restraint Fair and provided restraint education to interdisciplinary staff to maintain Zero restraint usage in Long Term Care.
- Referrals to the Runnells Comfort Care Team and Program have increased 66% from 2012.
- Annual Flu vaccine administration, documentation, and education for residents, staff and Union County target population, employees and families.
- National Quality Indicator results remain above standards including;
 - Pain Management
 - Physical Restraints (remains at 0 percentile)
 - Falls
 - Falls w/major injury
 - Anti-Psychotic Medication
 - Anti-Anxiety/Hypnotic Medication
- Multidisciplinary staff approach and participation on the following RSH Committees and programs:
 - Comprehensive Comfort Care Committee and Team
 - Pain Committee and Team
 - Restraint Committee
 - Fall Committee
- Activities Department provided Monthly Resident Council meetings to give Residents a chance to fully participate in the long term care planning processes and to provide opportunities to give suggestions and enhance communication.
- Social Work provided and facilitated Family Council programs designed to provide essential information and increase family involvement and engagement in the care process.
- Social Work continues to coordinate the League of Women Voters annual program for residents and the entire staff has been actively advocating and assisting with voter registration and access for the residents who wish to participate in the process.
- Specialized programs, support groups & therapeutic groups provided to residents, patients and families:

- Caregivers Support Group co-sponsored with the Alzheimer's Association.
- Cornerstone groups (Family Support Group, Wellness and Recovery Groups and Community Resource groups).
- Tea and Conversation programs for Long Term Care residents.
- Resource and Information Events: Alzheimer's/Dementia, Mental Health, Advance Directives.
- Representation of Runnells to various community and professional committees including;
 - Liz Migneco: Union PAC & PACADA/SRC, Middlesex PAC & PACADA/SRC; DMHAS Central Region Advisory Committee; participated in Statewide Point in Time Survey for Union/Middlesex Counties; PAC/PACADA merger meetings (Union and Middlesex); Union County SRC Sub-Committee reviewing commitment documents.
 - Anne Dobb: currently participating on the new NASW-NJ Membership/Marketing Committee and the NASW-NJ Conference/Continuing Education Committee.
 - Tish Isack: represented Runnells on the Coalition for Family Care giving Committee.
 - Liz Migneco serves as Chair of Union County PAC.
- Facility successfully completed the transition from Peminic to Verge Solutions under the guidance of our Quality Improvement Director. (Our incident reporting system). This required a test phase and a facility wide training program on the use of the new platform for events. This will be followed by implementation of the Patient Relations module in 2014 which is similar to the events/incidents module.
- Streamlined processes related to education tracking and performance improvement activities, in order to maintain mandated Performance Improvement and Educational requirements with minimal staff.
- During the National Activity Professional's Week celebration (Jan. 20 – 26, 2013), a ZUMBA Class was offered along with many other activities for residents and staff. During the weeklong celebration, the Activities Therapy Department had "Runnells T-shirt Day" in which all facility staff wore their blue 100th Anniversary shirts in support of team work.
- The Resident Council and Resident Council Executive Board provided the Meada Alexander Caring Hearts Appreciation Day for

staff and volunteers. This event was arranged by the residents to thank each department for going above and beyond the call of duty during Hurricane Sandy.

- Educational Endeavors: The Activities Therapy Dept continues to mentor Music Therapy students from Montclair State University ranging from freshmen to seniors and also Graduate students. Our 3 board certified music therapists provide opportunities for the students to practice their talents, as well as clinical skills in our long term care and behavioral health units. This year we mentored 12 students and had several students come to Runnells just to observe the music therapy process. Each of these students was provided with clinical supervision as they observed small group and 1:1 interventions. Discussions on how residents respond to the variety of activities were taken place giving the perspective clinician the opportunity to communicate their observations, feelings and visions for the healthcare field. The music therapist also worked alongside the music therapy supervisors from the college to enhance the educational process.
- Ms. Jaimee Hawkins, MA, Assistant Director of Activities Therapy, presented an education module on “Activities with the Dementia Resident” for the Nursing and Activities Therapy Departments. This update on how to facilitate recreational activities with the memory care residents helped to remind staff on the gentle ways in which to communicate with the Alzheimer’s residents and provide positive interaction.
- Residents were provided opportunities to attend many community activities including the following: Somerset Patriots Baseball games (tickets were donated by various businesses), Paper Mill Playhouse, Pt. Pleasant Beach, shopping at the Dollar Tree stores and area malls, movies, concerts in the park, Olive Garden and SCOOPS Ice Cream Shop to name a few. Memory care residents took advantage of outings to the Shriner’s Circus, Pizza Hut, SCOOPS, Concert in the Park and viewing the holiday lights throughout Union County. Getting out and socializing with the public is key to keeping residents/patients engaged in their environment. The Cornerstone patients were taken out once a month through their leisure education class. They are taught how to find cost effective activities in and around their homes such as attending the Echo Lake Concert in the Park, Branch Brook Park to see the Cherry Blossoms, Trailside

- Museum and Nature Trail, Sacred Heart Cathedral in Newark, bowling and they were taken to a Somerset Patriots baseball game.
- Several very special events were provided during the year for the residents/patients. They included Candle Light Dinners for Valentine's Day, celebration of spring, autumn and Thanksgiving, seasonal parties, with the cooperation of Sodexo Food and Nutrition Services, the 15th Annual Courtyard Carnival and of course "The Senior Prom." This year we also included the "Runnells Got Talent Show." Many residents and staff performed their favorite songs, danced to 80's tunes and recited poetry. The show was a hit. Twice during the year The American Health Care Clothing Company came to the facility and offered residents, patients and family members an opportunity to select appropriate clothing items on their own. This activity is extremely important in the life of a long term care resident.
 - Resident/Patient Barbecue Luncheons continued during the summer months. Sodexo Food and Nutrition Services Dept. worked tirelessly to prepare delicious meals on the grill. Each long term care unit, as well as the Cornerstone Units, was able to enjoy the picnic fare. Family members joined in on some of the festivities as well.
 - In the continuing effort to help reduce costs, the Activities Therapy Dept changed staffing of the Recreation Therapy Aides positions to Certified Institutional Attendants. Two CNA's were hired this year to bring the complement to 3 full time nursing assistants. The responsibility of these individuals includes assisting residents with feeding, facilitating recreational activities on weekends and evenings, as well as accompanying residents on community outings.
 - Fifty-five new volunteers were recruited to assist in the Physical Therapy and Occupational Therapy Departments, Volunteer Guild Coffee Shop and Gift Shop, Activities Therapy Department, Food & Nutrition Services and the Performance Improvement Department.
 - Runnells Volunteer Guild obtained their incorporation status for the purpose of seeking greater opportunities in fundraising.
 - Hosted the 50th Annual Volunteer Awards Luncheon in the 3rd floor dining/recreation room of Runnells Specialized Hospital in two days to reduce the expenses of an outside venue. Sixty two group and 260 individual volunteers were honored at this event. The calculated saved earnings for the County of Union was \$106,010.93 (based on \$16/hr) with 6,625.41 hours of community service provided from the service year, April 2012 – April 2013. The highlight of the awards

luncheon was honoring The Women's Club of Berkeley Heights for 25 years of service, Our Lady of the Mount Prayer group for 35 years of service and to Sylkvia DeBrito for 40 years of service to Runnells Hospital.

- The Junior Volunteer Corps was expanded to provide volunteer hours on Saturday mornings and afternoons, as well as Sunday mornings. They have greatly assisted the Physical Therapy and Occupational Therapy Departments with the sub-acute residents. They escort each resident to and from their therapy sessions and engage them in conversation as they wait to be seen. Many of the Junior Volunteers are looking to gain experience in the healthcare field. Another volunteer group is the Key Club of Union High School. With their group of 15-20 participants, they assisted the residents at the 15th Annual Courtyard Carnival by manning the game booths, serving Italian Ices and popcorn and assisting with selecting prizes.
- Community presentations by Activities personnel included: The Director spoke to two community agencies about the advantages of volunteering. The two groups were the Berkeley Heights Senior Citizens and Our Lady of Peach Rosary Altar Society of New Providence. These two organizations have since then stepped up their efforts in organizing bingo prizes for residents and donated clothing for those in need. Resident volunteers were taken to Westlake School to play bingo with the students and learn about the class programs that the students are undertaking at the school. The student volunteers, who come to RSH twice a week, served the residents refreshments and talked about their favorite recreational activity. Our resident volunteers enjoyed the opportunity to give back to their fellow volunteers.

2014 Initiatives

- Increasing occupancy in the nursing facility remains a primary goal. Creation of a formal marketing plan and program will improve our visibility in the community and increase admissions. As sub-acute services are vital to reaching financial goals, Runnells will focus considerable attention on referral sources in this area. The recent opening of the twenty-four additional private rooms will be highlighted in marketing efforts throughout the next year. Increasing occupancy through recruitment of additional physicians and

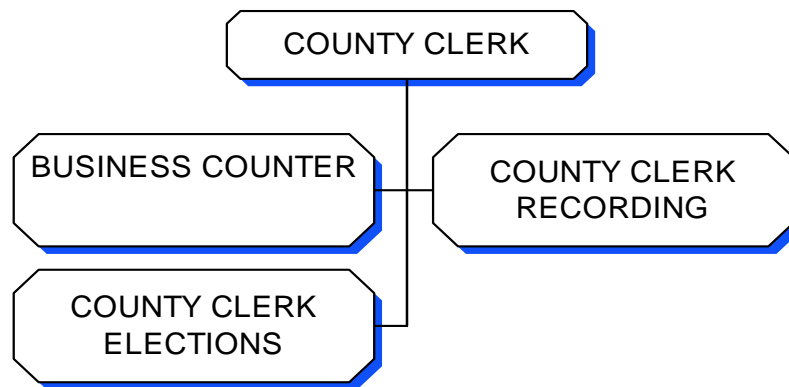
- development of specialty units/services will also be included in the plan.
- Efficiency and Service Delivery teams will include input from all levels of staff to actively find and implement more systems and find creative ways to decrease spending while maintaining and improving quality outcomes.
 - An intensive customer service initiative is being planned to continue to maintain and improve upon patient satisfaction. Kick-off of this 2014 initiative is already scheduled for December 16, 2013.
 - Maximize reimbursement through cost savings and enhanced services including increasing outpatient PT/OT services and exploring Runnells role with Accountable Care Organizations and other specialized care programs designed to decrease hospital readmissions and increase outcomes as well as costs.
 - Electronic Medical Record implementation: with the legislation of the HITECH (Health Information Technology for Economic and Clinical Health) Act and Affordable Care Act, health care reform law requires the health care industry to adopt electronic information systems. This is a major project with many steps required from needs assessments to implementation.
 - Continue to improve Quality Indicators with assistance from our staff and key consultants.
 - Implement a system for managing Utilization Review for Cornerstone, using the newly acquired MCG website for care guidelines.
 - Adoption of the INTERACT system for measuring and reporting data on unplanned transfers to acute care.
 - Train staff and implement the VERGE Patients Relations module. This is the portion that deals with complaints, compliments and suggestions. This information allows the facility to quickly respond to individual and systems issues and to positively impact customer and staff satisfaction.
 - Provide residents/patients with an increased opportunity to interact with the community utilizing public and private school programs (Adopt-A-Resident), college affiliations and community organizations via volunteer projects.
 - Investigate and offer interesting and cost effective out-trips for resident participation to enhance quality of life within the community and within the budgetary allotment.

- Enhance the sub acute consumer patient experience by offering and promoting greater self-reliance and pursuit of leisure activities for the long term care sub-acute residents through 1to1 and small therapeutic group sessions.
- Re-design daily Activities Therapy programs as they relate to residents/patients needs, interdisciplinary goals and state and federal regulations.
- Research and provide quality entertainment experiences for residents/patients special events utilizing our resident/patient preferences.
- Recruitment programs to be initiated to increase number of volunteers to assist in Coffee Shop and Gift Shop and on weekend shifts.

Office of County Clerk

Organizational Chart

Office of the County Clerk



OFFICE OF THE COUNTY CLERK

Mission

The Office of the County Clerk certifies, records and preserves numerous categories of public, legal, and property documents, acts as an agent of the Federal Government for the issuance of passports, and is an election administrator who is responsible for the efficient and accurate management, tabulation and certification of county, municipal and school board elections.

Programs & Services

Elections

- Applications for Vote-By-Mail and mailing of Vote-By Mail Ballots.
- Acceptance of Election Law Enforcement Commission forms.
- Acceptance of candidates' petitions.
- Preparation of official machine, provisional, emergency, absentee and sample ballots.
- Mailing of sample ballots to Union County registered voters.
- Computerized tabulation and certification of totals for school board, municipal, county, state, and federal elections.

Passports

- Passport and Pass Card Acceptance Agents for the Federal Government.

Record and Preserve

- Construction Liens.
- Deeds, Mortgages, Assignments, Releases, Discharges, Lis Pendens, Federal Tax Liens, Cancellations of Mortgages.
- Firemen's Exempt Certificates.
- Inheritance Tax Waivers.
- Maps including subdivision, municipal, right of way, NJDOT, and NJDEPE.
- Oaths of Office.
- Peddlers' Licenses.
- Physician Liens and Licenses.

- Trade Names and Discharges of Trade Name.
- Veterans' Discharges.

Issue

- County Clerk Certificates.
- Naturalization Certifications.
- Notary Public Commissions.
- Veterans' Discharge ID Cards.

2013 Accomplishments

Recording

The real estate market continued its recovery in 2013 with property document recording volume increasing 2.5 percent. Revenues derived from property recordings increased about \$5.3 million dollars or 21 percent over 2012. Foreclosure Filings, which were not permitted to be filed under a court moratorium issued in 2010, were lifted from restrictions in September 2011. *Lis Pendens* or pre-foreclosures increased to 2,500 from 2,100 in 2012.

The Union County Clerk also continued active participation in the countywide Foreclosure Task Force designed to assist homeowners threatened with or facing foreclosure. Written materials designed to assist tenants and homeowners were provided via website and to each

municipality. Task Force members also attended seminars to assist homeowners and provide information. Additionally, statistics and access to updated foreclosure data were provided to the hardest-hit municipalities.

The Clerk also alerted homeowners to new “deed” scams which incur unnecessary expenses to residents.

The electronic recording system, begun in 2007, increased its volume for its e-filing customer base. A total 54.9 percent of all discharge recordings and assignment recordings were received through e-filing in 2013, which eliminates paper and adds to the greening of the county. Plans to expand electronic recording continued.

The County Clerk’s Property Web Site, a search engine for recorded documents, remains a popular web destination. Document searches are available from 1977 to the present for title companies, banks, clients and other interested parties. This allows for paper records, typically maintained in the Public Record Room, to be archived and/or destroyed. More than 850,000 customers accessed property records online in 2013.

As older deed and mortgage books are scanned, the books are removed from the Record Room and transferred to Archives to be preserved. In 2013, Mortgage Books and Deed Books from 1984 were scanned and indexed in house by staff and uploaded to the website bringing the total document images and years from 1984 to 2012 available for public access, a total of 67 books. In addition, 90 older property records books, including Grantor Books, Grantee Books and Lis Pendens books housed in the Record Room were recreated for use by the public. The Record Room will be reconfigured to take into account the removal of the books which have been scanned, making it more customer friendly. Additionally, 100 Deed Books have been re-canvassed to ensure protection of the historic books.

The imaging, e-filing and microfilming functions of the office were recertified by the New Jersey Division of Archives and Records Management during the year.

The Union County Homeless Trust Fund, initiated by a Union County Board of Freeholders resolution in May 2010, continues to provide for the collection of a \$3.00 surcharge for all recorded documents in the Clerks’

Office. The funds are turned over to the County for assistance to the homeless. Approximately \$160,000 was collected for 2013 bringing the accumulated total to more than \$562,000 since the funds' inception. The County Clerk serves on the County Homeless Trust Fund Committee.

An important initiative completed this year was the upgrading of the mainframe infrastructure which will allow the office to expand the database for at least another seven years. The upgrade is compliant with all state retention and disaster recovery requirements. A redundant system was also upgraded in our Disaster Recovery Site in Westfield to ensure continuity of business in the event of a disaster.

The Clerk continued to conduct outreach to attorneys, their clients and others updating the COANJ Records Manual. She also is a frequent speaker in recording, most recently appearing at the Geological Society of the West Fields.

Elections

Six elections were held in 2013 including a Special Election in Berkeley Heights in May, the Primary Election in June, the General Election in November, the Hillside Runoff in December, and two Special Elections for the election of United States Senate.

There was a petition challenge in the Primary Election. The Deputy Clerk conducted a Summary Hearing in a challenge for Republican State Committee, as the Clerk had recused herself from participating in the process because she appeared on the Democratic Primary Ballot as a State Committee Candidate. There was also a recount for the General Election for Linden, Ward 2.

Special Primary and General Elections for United States Senate were held this year on August 13 and October 16, respectively, following the passing of US Senator Frank Lautenberg.

A significant success in Elections was the expansion of the Vote-By-Mail satellite office in Westfield. Opened in 2011, the office serves county residents particularly those in the western portion of the county. This second location generated greater accessibility and convenience in obtaining an

application and a ballot, and allowed people to vote in one location, moreover for each of the six elections held in 2013. Vote-By-Mail access continued at the main location in Elizabeth.

Another significant trend was the growth of the Vote-By-Mail General Election Permanent Lists which expanded from 3,000 in 2009 to 5,200 in 2011 and reached 7,168 in 2012 and decreased to 6,978 in 2013 due to deaths, moves and requests. This spurt is a direct result of the ease of registering to obtain Vote-By-Mail Ballots in General Elections since the option was initiated in 2009.

The office's dedicated e-mail address for voters wishing to access voting information has proven successful, receiving requests for absentee ballot applications, overseas ballot applications and voter registration information.

The Clerk again published the annual Election Date Brochure for 2013. It was distributed county wide along with a 2013 Election Calendar which provided dates for election-related registration and voting deadlines. The calendar, published in-house, was distributed to all Union County libraries, municipalities, colleges and universities and elected and appointed officials. It also could be ordered by the general public online at the Clerk's website.

The public continued to have access to the Sample General Election Ballots on the Clerk's website. In addition to the mailed sample ballot to each voter, this access ensured that all voters can view their ballot on line and locate their polling place. Sample ballots for the Primary Election also were made accessible on line.

A new initiative, a continuous tally update on the Clerk's Website, was introduced in the General Election in 2012 and continued throughout the year for each of the 2013 Elections, allowing access to up to date vote results to the public and media outlets.

Using the "Walk Sequence Protocol" for mailing the sample ballots, the Clerk saved more than \$21,000 on sample ballot postage in 2013 for both the Primary and General Elections and the Special Primary and General Elections.

The Clerk, who served as President of the International Association of Clerks, Records, Election Officials and Treasurers (IACREOT) in 2012-2013 initiated a Task Force in Elections and testified in September at a hearing of the Federal Presidential Commission on Election Administration in Philadelphia, PA.

Business Office

The Clerk's satellite Business Office in Westfield, which opened in April 2010, continued to expand its functions with the filing of Veteran Discharge Papers and Issuance of Veteran Discharge Photo ID's. Along with Veterans cards, the office now is able to process Notary Publics, file Inheritance Tax Waivers, issue Trade Name Certificates, and process Passport, Passport Cards and photographs.

The Clerk's Westfield Office sponsored a Passport Fair in March in celebration of National Passport Day. The National Passport Processing Center conducted an audit of the Clerk's offices during the year. Their report illustrates that the Clerk's staff are knowledgeable and professional Certified Passport Agents who ensure that the office is in compliance with standards dictated by the National Passport Center.

Eleven passport staff attended a rigorous one-day program conducted by the National Passport Office. The Union County Clerk's Office hosted this regional event. Each individual was tested and all staff received their certification in passport processing.

The Clerk's Office also coordinated a statewide Municipal Clerks Conference in May. The Clerk taught an Ethics course at the event.

Additionally, the Clerk continued to chair the Civil War Sesquicentennial Committee which opened an exhibit in the Courthouse Rotunda and hosted an official opening and subsequent speaker on President Abraham Lincoln in February and an event on Civil War Medal of Honor Recipients in November. Visitors to the courthouse have made many positive comments on the display.

The Clerk also served as the 2012-2013 President of IACREOT, the largest organization of election officials, recorders and clerks in the United States.

She also was honored in 2013 by the Greater Elizabeth Chamber of Commerce for her many accomplishments.

2014 Initiatives

Recording

A major initiative will be the expansion of the current e-filing recording system to include more property documents. Currently, discharge and assignment documents are received through e-filing. Expanding the system to deeds, mortgages and other land documents will eliminate paper, cut postage costs, save staff time and add to the greening of the county.

To ensure the security and integrity of our certified recording system, the County Clerk's office will be upgrading all computers to a Windows 7 platform as it is expected that Windows XP will no longer be supported by Microsoft effective April 2014.

In addition, the Clerk's in-house project of back-scanning documents for the property web site will continue. Documents from 1984 to 1977 will be prepared and scanned to be uploaded on the website.

The Clerk will continue to participate on the Union County Homeless Trust Fund Committee in 2013.

Business Office

Construction Liens and Physician Liens will be put on the website completing the document types to be accessed by the public.

The integration of the Business Office and Recording Accounting Systems will continue in 2014.

There will be an expansion of services at the Westfield Satellite Office to include Peddler's License Applications for veterans.

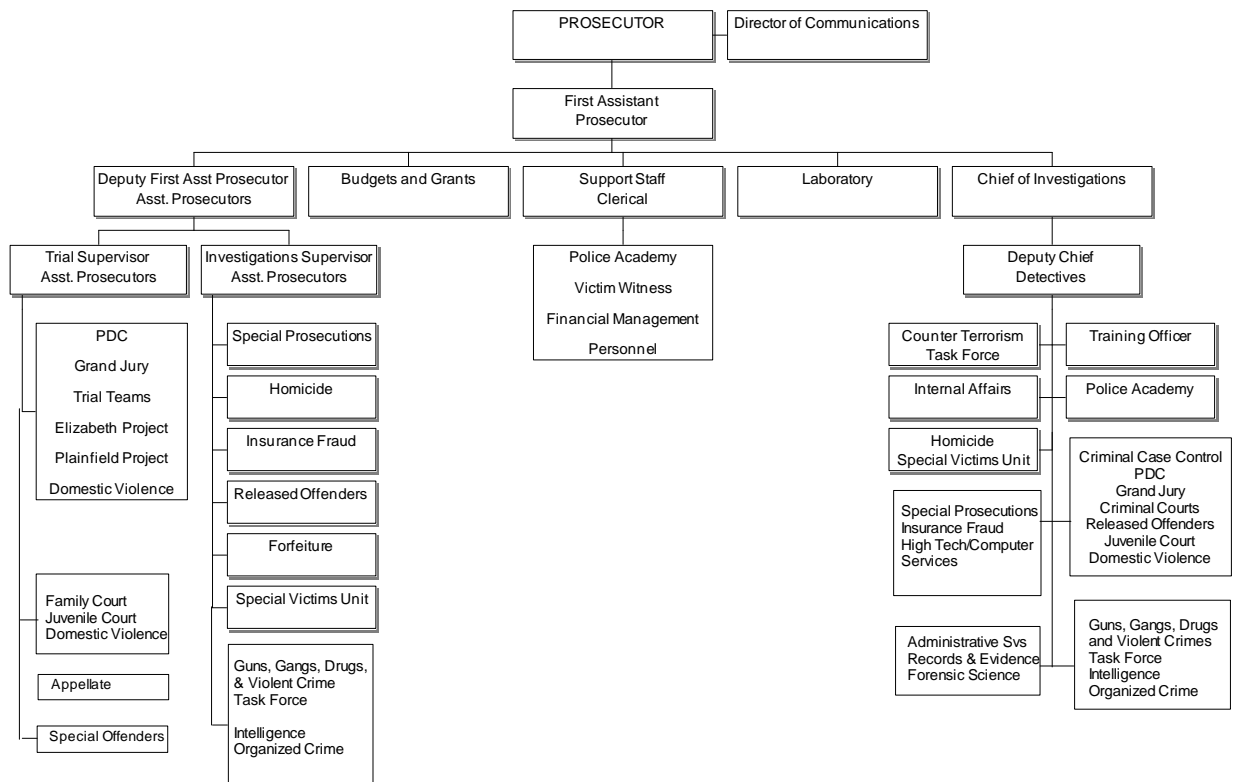
Elections

A staffed voting office will continue in Westfield for the Primary and General Elections and any other special elections which may occur, a month prior to each event to assist voters with applications and ballots for voting by mail. The main office in Elizabeth will continue to assist voters. A 2014 Election Date brochure will be issued along with a 2014 Election calendar.

Office of the Prosecutor

Organizational Chart

Office of the Prosecutor



OFFICE OF THE PROSECUTOR

Mission

Improving performance at every level without major increases in funding is part of the challenge for the Union County Prosecutor's Office along with a mission that includes investigating and prosecuting serious crimes.

The Office has a history of pro-active outreach efforts and sharing of resources with all 21 municipalities to maintain confidence in our criminal justice system, and to protect the public's fundamental right to safety and to insure a better quality of life.

The Office consists of approximately 230 assistant prosecutors, detectives, and support staff assigned to distinct units with diverse responsibilities and functions.

Programs & Services

Appellate Unit

Attorneys in the Appellate Unit represent the State of New Jersey in various proceedings in the Superior Court Law Division and Appellate Division, the New Jersey Supreme Court, and Federal Court. These proceedings include direct appeals, post-conviction relief proceedings, appeals of municipal court convictions, including convictions for driving while intoxicated, motions to suppress evidence, expungement petitions, and PTI rejections and appeals. Members of the Unit also conduct legal research and handle interlocutory appeals, both on emergent and non-emergent bases.

The Appellate Unit serves as the primary training ground for new attorneys embarking on prosecutorial careers. The Unit also employs law students, many of who return to the office as assistant prosecutors after completed their legal studies. These employees concentrate on handling direct appeals referred back to this Office by the Attorney General's Office, thus becoming familiar with all aspects of New Jersey criminal law and procedure. Handling these appeals also enables new attorneys to hone their skill in crafting persuasive legal arguments. Additionally, appearing in both the

Law Division and Appellate Division of the Superior Court provides firsthand knowledge as to how the courts function, and provides further training for their future work as trial attorneys.

Child Advocacy Center/Sex Crimes Unit

On October 3, 2012, with the opening of the new Union County Child Advocacy Center, the legal, investigative and support staff of the Child Advocacy Center and the adolescent and adult Sex Crimes Unit merged into the 26 person Special Victims Unit. The Special Victims Unit provides completed criminal justice, investigative, therapeutic, child protection and medical services to all children, adolescents and adults experiencing and reporting sexual abuse. The Special Victims Unit members shepherd each client's case through the criminal justice system. SVU legal staff completes vertical prosecution on all cases. UCPO detectives start and complete all child and adolescent criminal investigations. Prosecutors supervise adult sexual assault investigation in collaboration with municipal police. Referrals come from all 21 municipalities in the county.

Since 1995, the Union County Child Advocacy Center's detectives have interviewed 3,093 children, aged 12 and under regarding sexual abuse. Similarly from 1995 to present over 3360, adolescents and adults have reported sexual abuse to police. From 2006 to present, Trinitas mental health staff has provided services in the form of group and individual counseling and out-of- county mental health referrals to more than 480 families.

The SVU client's case moves from initial disclosure, continued investigation, complaint authorization, updated safety and mental health assessments, Grand Jury presentation, plea or trial, and finally criminal sentence. Essential to the investigatory process is the building of rapport with each client, respecting the client's evolving capacity to both disclose and heal, and stabilizing parents and other caregivers in acute crisis. Detectives, who are trained as forensic child interviewers, interview the child in an open-ended format. Often sexual abuse disclosure is an event that is painful for a child to disclose. The digitally-recorded interview process eases disclosure and prevents multiple re-interviews. The Union County Multi-Disciplinary Team meets monthly to assess the status of all necessary and appropriate investigative, legal, therapeutic and medical services for each family and child or adolescent victim. The MDT members

routinely review family case plans and services to meet the changing, multi-faceted and on-going needs of families recovering from sexual and physical abuse. Adult sexual assault survivors who qualify for medical treatment have their case reviewed on a bi-monthly basis by the Sexual Assault Response Team. The Sexual Assault Response Team is comprised of a supervising assistant prosecutor, a Sexual Assault Nurse Examiner, a Rape Crisis Counselor and a Municipal Police detective. All children, adolescents and adults reporting sexual assault in the previous five calendar days are eligible for a no cost forensic medical exam completed by a Sexual Assault Nurse Examiner and accompanied by a Rape Crisis Counselor. The Sexual Assault Nurse Examiner Coordinator, a UCPO employee, maintains and supervises sexual assault medical coverage team comprised of 15 specially trained nurses. The Sexual Assault Nurse Examiners provide coverage at Trinitas, Rahway, Muhlenberg and Rahway hospitals on a 24 hour, seven day a week period for the entire calendar year.

Criminal Case Control Unit

The Criminal Case Control Unit, also identified as the CCCU, is comprised of one sergeant, six detectives, one floating detective (who is utilized amongst various units) and five clerical support staff.

Within the CCCU there are six trial teams, each consisting of two assistant prosecutors, one clerical and one detective assigned to each team who assist the trial team assistant prosecutor with trial preparation. In addition, the one floating detective assists the Domestic Violence and Juvenile Units and takes on the role for any detective who is out sick, in training, on medical leave or vacation.

The duties of the detectives assigned to the CCCU are to locate witnesses/victims, take statements, pick up and return evidence, photograph crime scene locations, transport assistant prosecutors to municipalities to interview police officers and view crime scenes in preparation for trial, interview witnesses and/or victims of crimes, secure certified judgments of convictions, writ inmates and maintain custody of them during interviews with assistant prosecutors. The detectives also assist other units within the Office. For example, periodically an assistant prosecutor will request assistance from a trial detective in the case of a homicide, resulting in a lengthy reassignment, causing other trial detectives to absorb additional duties. They are also called upon to assist the Released Offenders Unit to

assist in notifying people living in the area of a Tier 3 sex offender. They are also called upon for temporary assignments to the Narcotic Strike Force to assist with lengthy in-depth investigations.

Domestic Violence Unit

Domestic violence cases present several challenges that distinguish them from other cases typically handled by the Prosecutor's Office. In the face of these challenges, the Domestic Violence Unit devotes direct, comprehensive, specialized attention to domestic violence cases so that victims receive the care and attention they so desperately need. These cases require a significant amount of additional time and effort on the part of the Unit to work with these victims. The types of cases run the gamut from harassment to very serious first-degree crimes.

The Domestic Violence Unit is comprised of a supervising assistant prosecutor, a full time assistant prosecutor, a detective, a domestic violence victim-witness counselor and a clerical. Additionally, the Domestic Violence Unit is assisted by four rotating assistant prosecutors from the Juvenile Unit. The primary responsibility of the Unit is the prosecution of violations of domestic violence restraining orders issued by the Family Court; the handling of weapons, forfeiture hearings on domestic violence cases where weapons were seized for safekeeping and cases involving law enforcement officers involved in acts of domestic violence. In addition to the steady caseload of violations of restraining orders, members of the Unit handle domestic violence cases involving indictable crimes, appear before the Grand Jury and assist other Units in the Union County Prosecutor's Office in bringing a case to conclusion; either through a plea or a jury trial. The members of the Domestic Violence Unit appear at the daily first appearance hearings, handle the pleas and trials of all restraining order violations heard in Family Court and provide assistance to municipal police departments in domestic violence case investigations and complaint charging decisions. The Unit also handles all violations of probation where defendants fail to follow the probation conditions set forth by the Family Court. The Domestic Violence Unit works closely with the Special Offenders Unit, to adequately address the mental health needs of a defendant so as not to have the defendant released into the community without the assistance he/she needs and thereby create a hazardous condition for both the victim and the community.

In addition, the Domestic Violence Unit assists in determining the appropriateness of charges in cases of alleged interference with custody and parental abduction. In these cases, the offending parent absconds or denies visitation in defiance of a Court Order.

The child is most often not at risk of physical injury and locating the offending parent and securing voluntary surrender of the child usually resolves the cases.

The continued goal of the Domestic Violence Unit is to stop the violence, protect the victim and hold abusers accountable.

Drug Court

One assistant prosecutor is assigned to the Drug Court Unit. The assistant prosecutor is responsible for the legal review of all applications and all Court-related appearances for defendants who are accepted into the Program.

The Drug Court Program offers non-violent offenders who are substance-abuse addicted a community treatment based alternative to State prison. In 2013, more than 300 individuals participated in Drug Court and were required to report to Court on a weekly, bi-monthly or monthly basis dependent upon the length of time and success within the Program. Participants are required to: submit to random drug testing; submit to unannounced home visits; report to probation on a weekly basis, to obtain employment or education; and participate in either inpatient or outpatient treatment, as is clinically determined.

Elizabeth Project

Since 1994, the Office has assigned an assistant prosecutor to work full-time at the Elizabeth Police Department. Referred to as the “Elizabeth Project,” the program aims to improve the relationship between the Elizabeth Police Department and the Prosecutor’s Office by providing legal advice and investigative support.

The assistant prosecutor reviews police reports and statements for complaint approval and determines where there is sufficient evidence for indictable charges to be filed, or whether the case should be heard in the Elizabeth

Municipal Court.

The assistant prosecutor's referral of appropriate cases to the Municipal Court, rather than to the Prosecutor's Office, allowed the detectives of the Elizabeth Police Department to spend more time on cases involving serious indictable charges. The referral of cases to the Municipal Court also eased the burden of the clerical, investigative and legal staffs of both the Elizabeth Police Department and the Prosecutor's Office.

The Prosecutor's representative screens all criminal investigations for accuracy, completeness and disposition before they are forwarded to the Prosecutor's Office for Grand Jury Presentation. The assistant prosecutor also provided daily legal advice to the investigative units of the Elizabeth Police Department.

Additionally, the assistant prosecutor authorizes complaints for indictable crimes, reviews affidavits for search warrants and/or court orders, and assists the Detective Bureau and the Narcotics Unit in obtaining the search warrants and/or court orders. In addition, the assistant prosecutor assisted the Detective Bureau, Narcotics Unit, Traffic Bureau, and Juvenile Bureau in obtaining and preparing hundreds of Grand Jury subpoenas for bank records and other essential documents and was responsible for preparing affidavits and orders for Investigative Detention. The assistant prosecutor also obtains authorization from Superior Court Judges for higher bail for recidivist defendants who committed serious offenses.

Forensic Laboratory

The Union County Prosecutor's Forensic Laboratory was established in 1972 to analyze physical evidence submitted by law enforcement agencies in Union County and was New Jersey's first county laboratory. The Laboratory also occasionally extends services to the DEA, Customs and Port Authority Police Department.

The Forensic Laboratory is comprised of two analytical sections, the Forensic Biology Section and Controlled Substances Section, which offer forensic science service delivery for criminal investigations within Union County. The Laboratory currently employs 12 technical and support staff, consisting of a laboratory director, DNA technical leader (Forensic Scientist II), two senior forensic chemist supervisors and other staff members.

Seized Asset Forfeiture Unit

The Seized Asset Forfeiture Unit files civil lawsuits seeking the forfeiture of property that has been, or is intended to be, utilized in the furtherance of illegal activity, has been, or is intended to become an integral part of illegal activity, or constitutes the proceeds of illegal activity.

A forfeiture action is commenced by the filing of a verified complaint in the Law Division of the Superior Court. A copy of the filed complaint and summons are then served upon each claimant and/or potential property claimant. A claimant is an individual who has an ownership and/or possessory interest in the seized property. If the claimant fails to file an answer to the complaint, the Court or the Clerk of the Superior Court may enter default against the claimant. Upon the entry of a default, the State then applies to the Court for the entry of an Order for Judgment by default. Once an Order is entered, title in the property is transferred to the State. Where an answer is filed, the matter will ultimately be resolved either by way of a negotiated settlement, trial or Court Order.

Forfeiture actions promote major public policy objectives by encouraging property owners to be more responsible with their property and deter them from using or allowing their property to be used for, or in furtherance of, illegal activity. A corollary benefit is that the forfeited property is distributed to the law enforcement agency or agencies that participated in the investigation and seizure of the property. The forfeited property is to be utilized by the seizing agency or agencies, solely, in furtherance of law enforcement purposes.

Grand Jury Unit

The Grand Jury Unit is responsible for preparing, investigating and presenting matters involving indictable offenses that cannot be resolved through a Pre-Disposition Conference to a Grand Jury panel.

The Unit consists of three assistant prosecutors, one lieutenant, one sergeant, two detectives, three clericals and a clerical supervisor. These individuals have the responsibility of preparing and processing the files for presentation to those citizens who comprise the Grand Jury.

Files are received on a weekly basis and an assistant prosecutor and detective review each file through the screening sheets, preliminary reports, and hand-written and sworn statements. A detective looks for information such as: supplemental municipal police reports, ballistics reports, State Police weapon affidavits, operability reports, evidence inventory reports, search warrants, 911 tapes, CAD records, photo arrays, medical records, DNA request forms, fingerprint submittal forms, DVD/CD copies of statements taken, photos of victim(s) injuries and any other documents required to complete the case file. The file is then assigned to the clerical staff to complete a Grand Jury summary, which contains all pertinent reference information for a case. After a detective has reviewed the file and the Grand Jury summary is complete, the file is transferred to an assistant prosecutor for their legal preparation and presentation of the matter to the Grand Jury.

Detectives continue to work on case files by locating witnesses, serving subpoenas and taking statements not acquired by the municipal police departments. Additionally, if required documentation has not been received during this period of time, a written request is prepared and sent to the appropriate municipal department.

Grants Management

Grants Management oversees all Federal and State grants awarded the Union County Prosecutor's Office, as well as, all donation funds maintained by this office totaling over 2.5 million dollars.

In the past year with the assistance of the Director of the Union County Forensic Laboratory, we were able to secure funding from the NIJ FY2012 DNA Backlog Reduction Program. With these funds, it is expected that the Laboratory will considerably reduce DNA analysis time, as well as, obtain better DNA profiles to assist in criminal investigations. We continue to maintain the NIJ FY 2011 DNA Backlog Reduction Program, which funds a contract with a DNA Consultant.

The Multi-Jurisdictional County Gang, Gun and Narcotics Task Force Grant continues to be funded. Through funds received by the State of New Jersey from the Justice Assistance Grant Program, we are able to offset overtime costs and purchase equipment for the Strike Force.

The Jail Diversion Program continues through an agreement between the

Department of Behavioral Health at Trinitas Hospital and the Union County Prosecutor's Office.

The Insurance Fraud Grant continues to fund three salaries in the Insurance Fraud Unit.

The SART/SANE Program continues to fund the training costs and pay all on-call and examination fees of nurse examiners who are a part of the Union County Sexual Assault Response Team. Four hospitals in Union County continue to participate in this program. Since the program's inception in June 2001, SANE nurses have provided over 1,100 forensic examinations to victims of sexual assault. During the 2012 funding period, additional SANE nurses were trained to perform pediatric forensic examinations in Union County. The Union County SART/SANE Coordinator is now part of the Special Victims Unit of the Union County Prosecutor's Office.

Funds from the Victim Assistance Project continue to fund the salaries of Victim Advocates and Victim Notification Clerks to improve and enhance programs and services to victims of crime in Union County.

We continue to participate in the State of New Jersey Violence Against Women Act Program that funds the salary of a domestic violence advocate.

The Law Enforcement Officers Training and Equipment Grant awarded by the Police Training Commission to the John H. Stamler Police Academy provided new equipment to be used by the recruits during training, as well as, funding for in-service training for Union County law enforcement personnel.

The Union County Prosecutor's Office maintains a Child Advocacy Donation Fund and Shaken Baby Donation Fund, fiscally managed by Grants Management. These funds continue to provide for the special needs of child abuse victims and their families, such as, food, clothing, shelter and relocation costs, as well as, shaken baby syndrome education throughout Union County.

Union County continues to receive funds from the Body Armor Replacement Program, and from these funds, we are able to upgrade the body armor for our investigative staff, as well as purchase body armor for new investigative staff.

Guns, Gangs, Drugs, and Violent Crimes Task Force

The primary goal of the Guns, Gangs, Drugs, and Violent Crimes Task Force is to work with local, state and federal law enforcement agencies, both in New Jersey and out of state, to investigate and prosecute individuals involved with illegal drug trafficking and gang activity in Union County.

The Guns, Gangs, Drugs, and Violent Crimes Task Force is the successor to the Union County Narcotic Strike Force, the oldest countywide, multi-jurisdictional narcotic task force in the State of New Jersey, established in 1971. Its reputation was based on years of cooperative efforts with all law enforcement agencies operating in the State.

The Guns, Gangs, Drugs, and Violent Crimes Task Force is the largest field unit within the Prosecutor's Office, comprised of three full-time assistant prosecutors and 13 detectives from the Prosecutor's Office. The Task Force's mission revolves around a multitude of efforts, which include a patrol drug response, municipal search warrant preparation, speaking engagements to civic and government groups regarding drug enforcement and gang activity, technical and surveillance assistance to local, state and federal law enforcement agencies, and maintenance of an extensive inventory of sophisticated equipment utilized for the operation of the Guns, Gangs, Drugs, and Violent Crimes Task Force. Detectives and assistant prosecutors at the Task Force are also responsible for the presentation of training courses held at the John H. Stamler Police Academy regarding both narcotics and gang enforcement.

Detectives assigned to the Task Force contribute their expertise by reviewing cases in Union County where a defendant is charged with possession with intent to distribute controlled dangerous substances. These detectives are responsible for testifying as an expert in Superior Court when requested by an assistant prosecutor.

The enforcement effort at the Guns, Gangs, Drugs, and Violent Crimes Task Force is two-pronged in that the priority of the Task Force is to identify and arrest mid-level and upper-level drug dealers and organized street gangs operating within Union County while also assisting municipal police departments with disrupting open-air, street-level drug distribution and gang activities. This effort is accomplished by utilizing the full spectrum of law

enforcement techniques, including surveillance operations, undercover operations, search warrant executions and electronic surveillance.

Homicide Task Force

The Homicide Task Force is responsible for the investigation of all homicide cases including vehicular homicides. The Unit is also responsible for the investigation of police shootings involving death, suspicious deaths, in-custody deaths, baby deaths and murder-suicides. The detectives in the Task Force work in conjunction with the detectives in the local police departments. The Homicide Task Force maintains a 24-hour a day legal and investigative “on-call” service to all law enforcement agencies in the County. Five assistant prosecutors, four investigative supervisors, six detectives, seven municipal detectives, one Prosecutor’s Agent and two clerical personnel staff the Unit.

Some of the Unit personnel are assigned to a particular area, such as cold cases and electronic surveillance/evidence.

Intelligence Unit

In December of 2002, the Union County Prosecutor’s Office Intelligence Unit was established and a directive was issued outlining the Unit’s mission. The mission of this Unit is to gather information from all sources in a manner consistent with the law in order to provide tactical and strategic assessments on the existence, identities, and capabilities of criminal suspects and criminal enterprises and to further the crime prevention and law enforcement objects/priorities identified by the Union County Prosecutor’s Office.

The Intelligence Unit is responsible for collecting all intelligence information at the local, county, state, and federal levels on any and all individuals or enterprises involved in criminal activity, as well as the more organized traditional, and less organized regional gang enterprises.

The Intelligence Unit is further responsible for collating, analyzing, and disseminating intelligence information into one of two centralized databases: the unclassified crime intelligence database or the verified gang intelligence database, retained at the Union County Prosecutor’s Office.

Both the unclassified crime intelligence and the verified gang intelligence databases are accessible to every municipal police department in Union County, as well as, the Union County Sheriff's Office, the Union County Police, and the Kean University Police via the countywide CrimeNtel information sharing system.

Law enforcement agencies throughout Union County and the state continue to utilize the CrimeNtel information sharing database system.

The Union County Prosecutor's Office Intelligence Unit is tasked with mapping criminal activity throughout the State; identifying crimes that have similar methods of operation; and to give focus and assistance to specialized units such as the Union County Terrorism Task Force, as well as the Guns, Gangs, Drugs and Violent Crime Task Force, while also giving focus and assistance to municipal police departments' intelligence, patrol, detective, narcotic and street units.

Professional Standards Executive Summary

The Union County Prosecutor's Office is responsible for conducting investigations of police misconduct regarding criminal and administrative violations committed by its law enforcement personnel. It is also charged with the responsibility of overseeing internal affairs criminal investigations of all police jurisdictions within Union County. Under certain conditions, the Prosecutor's Office may review completed internal affairs investigations and may conduct independent or joint investigations of a criminal or administrative incident involving municipal and county law enforcement. At times, the Prosecutor's Office provides legal and investigative support to municipal and county law enforcement for internal affairs investigations. The Prosecutor's Office requires all Union County law enforcement agencies to report statistical information on a quarterly basis summarizing each department's Internal Affairs Unit's activity for that period. Union County internal affairs reporting statistics are derived from each of the County's Police Department's Professional Standards Summary Report Forms. It is important to note that these statistics are from manually collected data. The Union County Prosecutor's Office's Internal Affairs Professional Standards Summary Reports provides a summarized yearly analysis for the entire county. The Prosecutor's Office requires from each county police agency to report the activity of each individual internal affairs investigation on a summary report to be forwarded on a quarterly basis to the County

Prosecutor's Office.

Juvenile Unit

The Juvenile Unit is responsible for prosecuting juveniles for acts of delinquency which range from violations of township ordinances to murder. The Unit is comprised of a supervising assistant prosecutor, three full-time assistant prosecutors, a detective, a victim/witness advocate and two secretaries. The goals of the Union County Prosecutor's Office Juvenile Unit are to promote swift and certain punishment for repeat violent offenders and to divert minor offenders away from delinquency and further Court action.

The Unit provides daily legal advice to the twenty-two Juvenile Bureaus within Union County. The supervising assistant prosecutor is a member and officer of numerous county initiatives regarding juveniles, including, but not limited to, the Juvenile Officers Association, the Juvenile Detention Alternative Initiative, the Youth Services Commission, and the subcommittee on Disparate Minority Contacts.

Pre-Disposition Conference / Pre-Trial Intervention Unit

The Pre-Disposition Conference Unit is assigned the responsibility of reviewing the majority of criminal cases in Union County involving second, third and fourth degree criminal charges. The goal of the Unit is to resolve as many cases as possible prior to any Grand Jury action. This not only saves the State the time, cost and effort of processing these cases through the Criminal Justice System, but also helps bring closure to victims of crimes in a timely manner.

The Unit consists of three assistant prosecutors, two clerical employees and one victim witness counselor. The Unit handles all cases assigned a Pre-Disposition Conference date at the time of defendant's first appearance hearing. The time between the complaint and the Pre-Disposition Conference hearing is approximately six weeks. The Unit also reviews cases where a complaint has been signed but the defendant has not received a first appearance date.

In 2013, the Unit will review more than 4,000 cases with Court dates. Cases are disposed of by the plea negotiation process, administrative dismissals, admission into the Pre-Trial Intervention Program and remands to a

Municipal Court. Frequently, the attorneys must consolidate cases from other counties to dispose of defendants with multiple charges. Pre-Disposition Conference attorneys handle all types of cases, including aggravated assaults, gun possession cases, burglaries, robberies, eluding police officers and drug cases.

The Unit, as always, is very concerned with the rights of victims of crimes. A great deal of time and effort is put into contacting the victims, informing them of status of their case, listening to their concerns and explaining the process to them. The adult criminal trial calendar continues to show a marked reduction in the number of second, third and fourth degree offenses due to improved screening of cases, diversionary programs and vigorous plea negotiations by members of the Pre-Disposition Conference Unit.

Plainfield Project

The Plainfield Project is a fully staffed satellite office established in the City of Plainfield. Its mission is to work closely with the Plainfield Police Division to advance the shared goal of reducing crime in the “Queen City.” It serves as the presence of the Prosecutor’s Office in Plainfield, New Jersey, to work with the community and the police division on crime reduction initiatives.

The assistant prosecutor assigned to the Plainfield Project provides legal advice and investigative support to the Plainfield Police Division on a daily basis. This consists of preparation and review of affidavits for search warrants, obtaining court orders and communication data warrants and other legal documents required appropriately investigating and prosecuting criminal matters arising in the City of Plainfield. The Plainfield Project is also responsible for assisting in the sharing of criminal intelligence information between the Union County Prosecutor’s Office, the Plainfield Police Division and any other necessary law enforcement agencies. The Plainfield Project also serves to provide in-service training to Plainfield Police Division personnel and participates in crafting strategies to address emergent and chronic crime problems. In addition to providing daily legal advice and investigative support to the Plainfield Police Division, the assistant prosecutor also provides legal assistance to the Westfield, Scotch Plains and Fanwood Police Departments.

All criminal matters arising within Plainfield, Westfield, Scotch Plains and

Fanwood are initially screened to determine whether there is sufficient evidence for indictable charges to be filed. Upon a determination that indictable charges are appropriate, all cases are further screened for accuracy and completeness before being forwarded to the Pre-Disposition or Grand Jury Units for disposition. This helps improve the quality of cases emanating from all four towns.

John H. Stamler Police Academy

Union County is home to one of New Jersey's premier police training facilities, the John H. Stamler Police Academy. The Academy has two primary functions: to provide basic police training to recruits to produce qualified law enforcement officers for municipal, county and state agencies, and to provide advanced (in-service) training for veteran police officers.

The Basic Training Police Curriculum meets the strict requirements of the New Jersey Police Training Commission (PTC). The instructional staff is comprised of experts in various areas of law enforcement, thus assuring the Academy graduates have the desire, ability and judgment to serve the public and honor their oaths of office.

In addition to training police recruits, the Academy strives to provide top-notch continuing education to law enforcement professionals in Union County and throughout the state. The Academy courses represent a diverse offering focused on expanding the core Police Training Commission's Basic Police Training Curriculum and are often created to respond to forecasted and identified needs in the field.

The unique partnership between the Police Academy, Union County Police Chiefs Association and the Union County Prosecutor's Office, forged in July 1986, continues to ensure broader opportunities for the basic and in-service training programs, and ensure the highest standards of training, competence and professionalism to assist our law enforcement officers to successfully and safely protect and serve our citizens.

Records and Evidence Unit

The Records and Evidence Unit of the Union County Prosecutor's Office is responsible for maintaining and safeguarding all evidence from Office-originated investigations such as homicides, narcotic investigations, search

warrants, and the issuance of employee police equipment and firearms. Additionally, the Unit personnel arrange for the destruction of evidence and weapons from adjudicated cases, which include forfeited weapons and firearms seized during domestic violence investigations by all municipal departments within Union County. The Records and Evidence Unit is also responsible for returning seized property to crime victims and to defendants who have been cleared of their charges.

Released Offenders Unit

Two assistant prosecutors, one legal analyst, one legal assistant, one investigator, one prosecutor's agent, and two clericals staff the Released Offenders Unit, better known as the Megan's Law Unit.

The Unit is responsible for ensuring that all convicted sex offenders residing in the County have properly registered their residence, employment and/or school attendance with the police department in the municipality in which they live. This includes verifying that the registrant does, in fact, reside at the given address and the monitoring of offenders with local law enforcement to ensure compliance with the quarterly and annual address verification for each registrant residing in Union County. As a result of intense monitoring and tracking of sex offenders, this Unit, working with local law enforcement and State parole, uncovered instances where sex offenders failed to register their employment, failed to notify the police of their intent to move, failed to re-register their new addresses, and provided false address information to law enforcement.

The Unit also works closely with the State Parole Board Sex Offender Management Unit and the GPS Monitoring Unit and investigates and prosecutes offenders who violate Community Supervision for Life, Parole Supervision for Life or GPS conditions.

The primary focus of the Released Offenders Unit is the tiering of registered offenders to determine the level of risk of re-offense to be assigned to each individual and the subsequent scope of community notification. This requires an assessment of many factors, including the individual's criminal history, the facts of the sex offense, institutional progress, and response to treatment, employment, residential stability and whether publication on the Sex Offender Internet Registry is applicable to the registrant. Registrants must also be re-tiered whenever their address, employment or school status

changes.

This Unit is also responsible for entering all sex offender data in the State Police Sex Offender Registry and Megan's Law Promis Gavel. The State Police database is the basis for the information that is listed on the Internet Sex Offender Registry and the data entry is an important and continuous function to track sex offenders, as sex offenders frequently move and change employment. The up-to-date data entry significantly improves notification procedures to schools and community organizations and the public, thereby enhancing public safety. This past year several members of the Unit continued to work diligently to review the list of offenders and obtain the necessary fingerprints and documentation so that those offenders, who were no longer residing in Union County, and those who were deported or deceased, could be removed from the New Jersey State Police database and the Internet Registry of Union County sex offenders.

Special Offenders Unit

The Special Offenders Unit was created in March 2005 to address the marked increase in criminal prosecutions against individuals with mental illness. The Unit is comprised of two assistant prosecutors, who handle any Trial Team case where the defendant presents with a mental illness. The cases raise a myriad of issues, including competency to stand trial, and the defenses of insanity or diminished capacity.

The Special Offenders Unit partners with Trinitas Hospital and Bridgeway Rehabilitation Services to operate the Jail Diversion Program. The Jail Diversion Program attempts to divert mentally ill criminal defendants from traditional prosecution, where the underlying offense is related to the defendant's mental illness. A treatment plan formulated by mental health professionals from Trinitas Hospital and Bridgeway Rehabilitation Services is incorporated into a plea bargain. The Special Offender's Unit screens cases for acceptance into the Jail Diversion Program.

The Unit handles cases in a mental health program assigned to one judge within the criminal courts. This program began in July 2009 and the mental health list is heard once a month. This specialization allowed more individuals to be diverted from incarceration and prosecution because of the close monitoring of the cases.

The Unit works closely with the Department of Corrections to provide mental health records when a person with mental illness is sentenced to State prison. The institution is then better able to provide services and treatment to the inmate.

The Unit provides training for law enforcement in the recognition of mental illness and techniques for de-escalation of crisis situations.

Additionally, the Unit is responsible for the involuntary civil commitment cases at the State psychiatric hospitals. The assistant prosecutors in this Unit regularly appear at Ann Klein Forensic Center, Trenton Psychiatric Hospital, and Ancora Psychiatric Hospital to represent the State in the commitment hearings of profoundly mentally ill criminal defendants and monitor those defendants released from these institutions back into the community.

In an effort to address the increasing number of veterans suffering from mental illness and/or substance addiction, in 2012, the Unit expanded its role and partnered with the Veteran's Administration to track veteran offenders who make contact with the criminal justice system. Once the Unit is alerted that a defendant has self-identified as a veteran, contact is made with a Veteran Justice Outreach Specialist to verify the defendant's status as a veteran and his/her eligibility for VA services. Once verified, the veteran is evaluated by the VA and, when appropriate, the defendant is referred for services through the VA as part of any disposition in the case. The Unit further expanded its work with developmentally disabled offenders and training for police officers who interact with persons suffering from autism. In light of the CDC's 2012 statistics predicting that 1 in 49 births in New Jersey will result in a child diagnosed with autism, the Unit conducted autism training for law enforcement in early 2013, at which officers were educated as to the indicators for identifying persons with Autism Spectrum Disorder, appropriate de-escalation methods and safe and effective restraint techniques.

Special Prosecutions Unit

The Special Prosecutions Unit's core function is the investigation and prosecution of complex financial matters and official misconduct by elected or appointed officials. The Unit also takes on such investigations as insurance fraud, human trafficking, bribery, kick-back schemes, election law

violations, identity theft, bias crime, open public meeting act violations, welfare fraud, officer involved shootings (Shooting Response Team/SRT) and computer crimes. Three assistant prosecutors, one lieutenant and five sergeants staff the Unit. There are three detectives assigned to the Special Prosecutions Unit, one assigned to the Insurance Fraud Unit; and three assigned to the High Tech Task Force. The Special Prosecutions Unit Financial Crimes Section handles telephone calls, letters, and walk-ins “from the public.” Whenever members of the public have a question that does not fit neatly into one of the other investigative units, they are directed to the Special Prosecutions Unit.

Trial Unit

Ten assistant prosecutors are assigned, in teams of two, to five criminal courts that handle first, second, third and fourth degree criminal charges that are not being handled by a specialized unit. The five courts and the designated assistant prosecutors handle arraignments, pre-trial conferences, pre and post trial motions, trials and sentences.

The cases which proceed to trial include defendants who are subject to significant penal exposure due to the nature of the charges or a significant prior record. The trial unit is the backbone of any Prosecutor’s Office, as reflected in the volume of cases which each assistant prosecutor must review, prepare and dispose of during the course of a year. The trial unit handled approximately 1,300 cases for crimes of kidnapping, carjacking, burglary, robbery, aggravated assault, weapons possession, eluding, and drug possession and sale.

Victim Witness Unit

Victims of crime face many problems, inequities and inconveniences when they become enmeshed in the criminal justice system. The woman who is seeking a restraining order, the teenager who was assaulted walking home from school, the family that walked in on an intruder, and the man that was beaten on the street are the faces of the people behind crime statistics.

The Victim Witness Unit provides comprehensive services to help victims deal with the financial, psychological and physical injuries that arise as a consequence of being a crime victim. Our goal is to provide victims with an understanding of the criminal justice system so that they are better prepared

to participate in the court process. We act as both advocates and liaison with office staff, as well as with outside agencies.

For each and every victim we attempt to devise a program that will respond to their individual needs whether they are financial, physical or psychological.

The Unit is staffed with a coordinator, four Victim Witness advocates and two support staff. Three advocates are located in the Pre-Disposition, Special Victims, and Juvenile Units and provide specialized services that extend from case inception through the time a defendant is released on parole, and oftentimes for a longer period. Advocates make an initial assessment and can then provide appropriate services, *i.e.*, short term crisis counseling, case status notification, explanation of the criminal justice system, assisting in problem solving caused by court appearances, court accompaniment and acting as a liaison with law enforcement, courts and social service agencies.

2013 Accomplishments

This past year saw a continuation of the good work from the men and women of the Union County Prosecutor's Office. Various units and task forces conducted investigations, made arrests and prosecuted criminals for crimes ranging from homicide to insurance fraud.

Accomplishments include a high success rate in the courts and diligent work by our various units and departments. The Homicide Task Force, which is comprised of Prosecutor's Office staff and members of municipal police departments, quickly solved a number of homicides that occurred during the year and continue to diligently investigate the others. Work continues to solve cases from years past, with investigators reviewing files and seeking new information.

Successful investigation and prosecutions were not limited to the Homicide Task Force. Virtually all the units in our Table of Organization worked tirelessly to perform their duties and achieve their goals.

2014 Initiatives

As in the past, the Union County Prosecutor's Office will continue to perform its core function of investigating and prosecuting individuals and organizations that commit criminal acts within the County.

While we will devote more resources to violent crimes, such as homicide, assaults and sexual assaults, other units in the office, alone and in conjunction with other law enforcement agencies, will pursue the less publicized crimes.

The Office will employ new strategies to help solve the problems we face with non-lethal shootings: while the solve rate for the Homicide Task Force is high, the solve rate for non-lethal shootings throughout the County remains low. In conjunction with the municipal police departments, assistant prosecutors from the Guns, Gangs, Drugs and Violent Crimes Task Force, and detectives from the Intelligence Unit, will use a multi-faceted approach copying many of the protocols currently in use with the Homicide Task Force to address the problem.

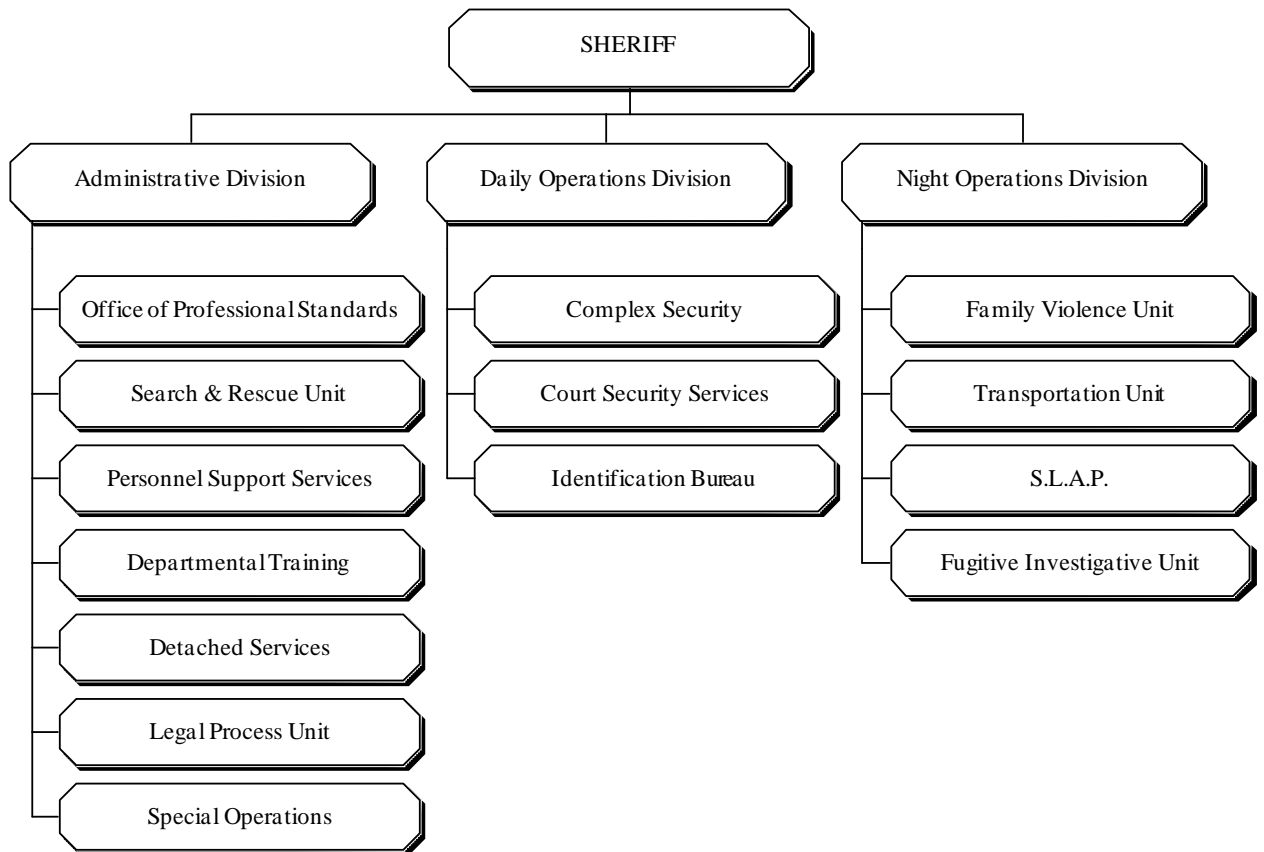
The Office will also focus efforts on its Mental Health Unit, which is designed to help people with mental health issues avoid jail under certain circumstances. The Office is poised to make additional advances in its drug interdiction program.

This year will bring a continued sense of purpose and determination from the men and women of the Prosecutor's Office to ensure that every resident of Union County receives fair and responsible representation.

Office of the Sheriff

Organizational Chart

Office of the Sheriff



OFFICE OF THE SHERIFF

Mission

The Office of the Sheriff is established by the state constitution. The Sheriff's law enforcement functions are varied, but the primary objective is to provide coordinated services to the Union County Trial Court System that insures a safe County Courthouse environment and an uninterrupted judicial calendar. The advent of shared services has expanded this role to encompass the provision of specialized support services to other law enforcement agencies.

Programs & Services

- Court Complex and Building Security.
- Transportation of inmates.
- Service of civil and criminal process.
- Execution of domestic, juvenile and criminal warrants.
- Maintenance of criminal identification records.
- Enforcement of domestic violence orders issued by superior courts.
- Provision of search and rescue support services.
- Community education programs.
- Maintenance and responsibility of the Union County Pistol Range.
- Re-routing of non-violent offenders into S.L.A.P. (Sheriff's Labor Assistance Program).
- Provision of emergency medical response services within the Union County complex in Elizabeth.
- Support services to local, state and federal law enforcement agencies upon request.

2013 Accomplishments

- Processed thousands of prisoner movements without significant incidents.
- Realigned staffing and personnel based on 2013 retirements.

- Upgraded Annex Building security cameras, providing improved response time to Annex security incidents.
- Plans to have U.C.S.O., already CALEA certified in 2011, to be reassessed in 2014 through ongoing self-analysis and procedural review.
- Consolidated services through each unit to maximize manpower use.
- Completed a two-week, 80-student attendees, Sheriff's Youth Academy.
- Developed a Field Officer Training program to augment the Academy training of new officers.

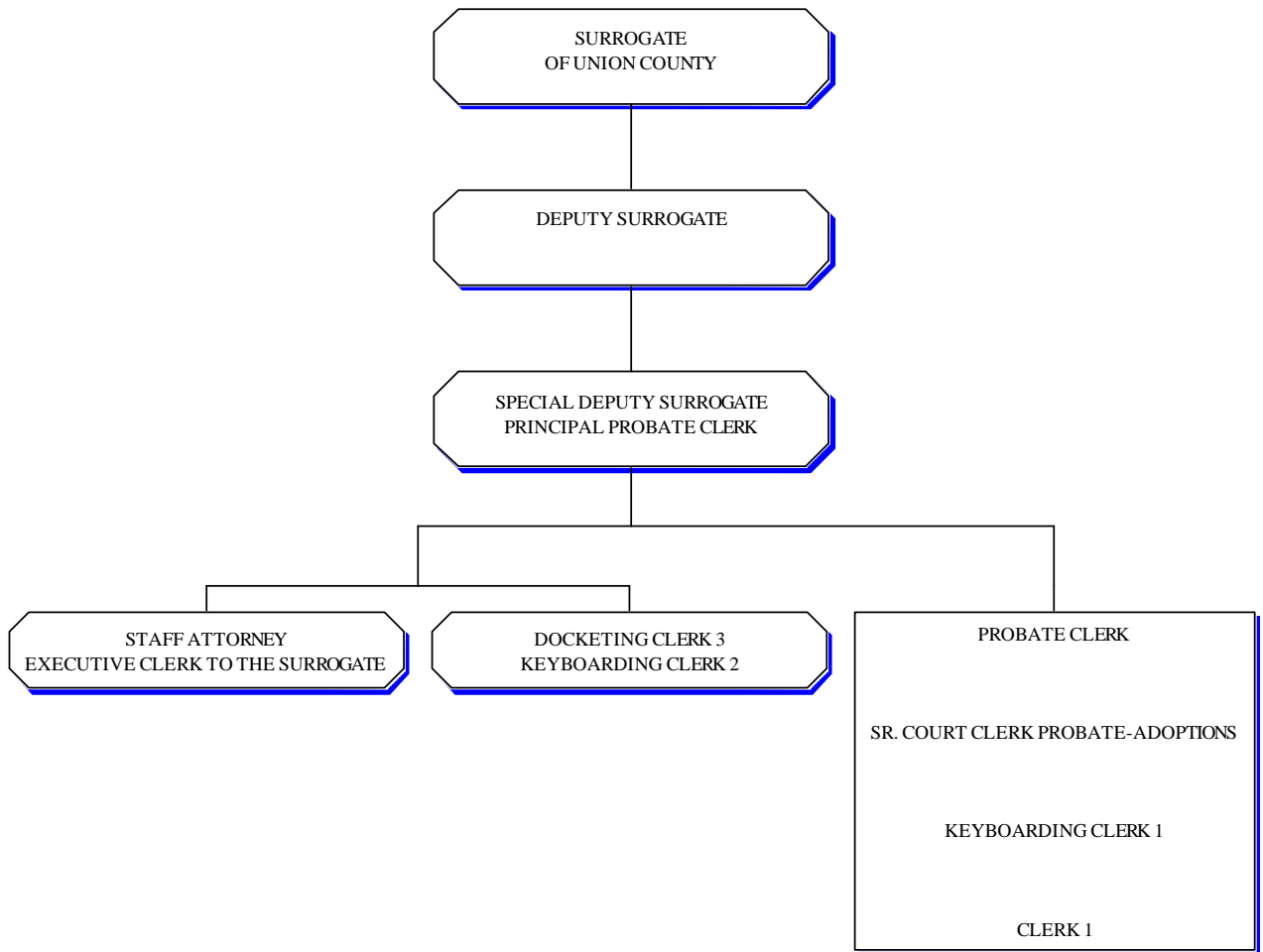
2014 Initiatives

- Upgrade Tower Building security and video cameras for improved response times.
- Prepare for new Family Courthouse opening for 2015. Include in the overall Court Security Plan.
- Achieve reaccreditation through the N.J. Chiefs of Police, replacing CALEA.
- Continue participation with Union County Foreclosure Committee to educate residents in legitimate programs that are available for assistance.
- Institute revised bidding procedures, with the potential of online bidding, for Sheriff's sales.

Office of the Surrogate

Organizational Chart

Office of the Surrogate



OFFICE OF THE SURROGATE

Mission

The mission of the Office of the Surrogate is to comply with the mandates of N.J.S.A 2:5-1 et seq. and 3B:1 et seq. as they relate to Wills, Administrations, Guardianships etc; to be receptive to the needs of the people while serving them in the most compassionate, accessible, cost effective, and efficient manner; to provide outreach programs on a voluntary basis; and to educate the public with regard to the services of the office.

Programs & Services

Mandated

Superior Court, Chancery Division, Probate Part – New Jersey Court Rules 4:80-4:82

- **Wills:** Probate, issue Letters Testamentary, issue Letters Trusteeship, permanent depository for Probate related documents.
- **Administration:** appoint administrators, issue Letters of Administration and permanent depository for related documents.
- **Guardianships:** appoint guardians of minors, issue Letters of Guardianship, maintain and account for Minors Intermingled Trust Fund; periodic transfer of funds to minors as per court orders.

Deputy Clerk, Superior Court, Chancery Division, Probate Part – New Jersey Court Rules 4:83 – et. seq.

- Contested Wills, Administrations, Guardianships of Minors and Incapacitated Persons: complaints filed, processed, calendared by Court Clerk Unit.

- Adoptions: filed, reviewed and processed by Court Clerk Unit.
- Housing and retention of original Last Wills and Testaments. Filming of related court documents as required for Judiciary Court Management.
- Over the last several years the Administrative Office of the Courts has mandated new reporting requirements for the Superior Court Section. In addition to filing in Complaints and Orders for Probate the State has initiated mandatory reporting on sensitive cases which include Guardianship and Adoption matters.
- Monitor Guardianships for Incapacitated persons. My office follows up with sending a mandatory yearly report form for all the cases. They have followed up with a new mandate described below which will put extra pressure on the families and guardian to maintain account for any finances held for the incapacitated person.
- The Administrative Office of the Courts requires that we enter all adoption matters on their “Internet” secured web site. This is an effort to give access to DYFS for all state adoption records. It is required by a Court Order from Judge Grant.
- The Administrative Office of the Courts is now mandating that the Surrogate provide space for a Court Volunteer to have access to the court records for Incapacitated Persons who have guardianships through our office. The program roll out has begun in other counties and we were supposed to go online in August, needless to say that at this time it has been delayed. We expect to have operations begin between December 2013 and February 2014 when all 21 counties should be up and running. This Directive came with a signed Order by Judge Grant approved by the Chief Justice to release all our Guardianship records to these volunteers. General Law, Court Rule 113, prohibits anyone but the guardian and volunteer from seeing these records. I have made space to accommodate these “AOC Volunteers.”

Surrogate's Court

Clients are individually interviewed by the probate clerks. Appropriate computerized applications and related documents are prepared by probate clerks who take oaths and witness signatures of the applicants.

Probate clerks assist the applicants by answering questions and then distributing relevant printed materials. Client assistance was expanded in 2009 to help individuals administer the estates, providing folders that contain materials necessary to complete the probate process. The Surrogate's Staff can assist the client as much as possible however, legal advice cannot be provided.

Applications are reviewed by the Deputy Surrogate and forwarded to me for my signature. Signed Judgments and other related documents are then processed by the record unit. In addition, late in 2006 we began scanning documents; this is now done on a daily basis. Current estate records and those dating back to 1995 have now been added to the On Base system. Clerks and public alike no longer have to handle the original documents; they can be accessed by computer in the record room for public viewing and by clerks who may view all material.

Requests for additional certificates, exemplified or certified copies, proof of mailings, filing of claims and estate searches are processed by the clerical staff. This unit also provides the client service area with knowledgeable assistance for phone inquiries on a personal level. In the case of a physically incapacitated client, signatures are taken at a time and place convenient for the client. For the sake of convenience to the administrators and executors who cannot take time from work, evening hours have been established. Evening hours are conducted in Cranford, Linden, Union and Summit.

Deputy Clerk, Superior Court

Contested wills, formal accountings, contested administrations, incapacitations and adoptions are referred to Superior Court, Chancery Division, Probate Part with the filing of the appropriate

complaint in our office. The Court Clerk Unit reviews, schedules and processes the complaint through to the final judgment. Under the direction of the Special Deputy Surrogate and the Attorney to the Surrogate, motions and hearings are scheduled on a bi-monthly basis. The Staff Attorney to the Surrogate provides a review of documents, researches case law, and attends court sessions. Upon the final decision of a Superior Court Judge, a judgment is signed and the necessary legal documents are prepared by the Court Clerks. They are then docketed and filed.

Non-Mandated

The Surrogate conducts educational seminars for the public on probate law, advance medical directives, self-proving wills and other related topics.

The Surrogate coordinates and educates volunteers for the Superior Court Guardianship Monitoring Program. Training seminars are conducted as new volunteers are recruited. Any new changes to the law, procedures or any concerns are discussed at that session.

The Surrogate conducts evening hours four times a month in four different locations throughout the County. The first Monday of every month is in Cranford, the second Tuesday is in Linden, the third Wednesday is in Union and the fourth Thursday of every month is in Summit. Residents must set up appointments with the office so that paperwork for each estate may be generated. The schedule allows for the Surrogate's office to see clients between 4:30 – 6:30 each evening.

The office provides a web site to assist the pro se client in conducting the business of the estate. Important information is contained on the site. Residents may download forms for probate matters and check legal terms. E-mail inquiries about estate matters are also processed.

2013 Accomplishments

Speaking Engagements

I have conducted several speaking engagements this year. The audiences ranged from 15 to 250; the engagements were conducted at social clubs and organizations throughout the county. I also addressed professional groups such as Rotary, Police Trainees and social organizations.

Continuing education for our residents is important. I recently conducted a seminar at Trailside in Mountainside for senior citizens. Recent changes in banking laws and concern over reverse mortgages have brought new information to the forefront in estate planning. Just recently I spoke to The Undertakers Association on Oct. 31st. which included consultants from Union, Hudson and Essex Co. who were very appreciative for my help. I would like to conduct more seminars with business professionals and have a link to their employees.

Even small businesses that have low income employees, and especially this segment of our community can benefit from services offered by our office and information that is necessary to protect them and their families.

Evening Hours

During the year we conducted over 100 evening appointments in host communities. We share services with Linden, Cranford, Union and Summit to use their facilities to probate estates for clients who are unable to make in into the office during the daytime. Evening hours are conducted at the request of the attorney or individual filing with the courts. Information is given to the office at least 24 hours prior to the appointment. Once we have all the necessary information the clerk will prepare the papers and schedule the appointment.

Our new location in Linden is proving to be a popular choice. The facility is the new public library which opened in 2012. Our location on the 3rd floor is accessible to handicapped clients and provides a private conference room for business.

Home Appointments

As an addendum to Evening Hours, home appointments, so far this year I visited 46 households or hospitals to take signatures on estate matters. Appointments are scheduled for the homebound for a number of reasons and it is my pleasure to serve the public in this manner.

Clients

We are still averaging over 4000 clients this year, and handled approximately 8000 phone calls for information. Most calls came from individuals looking for information on how to proceed with an estate matter. In addition to probate and estate matters our office handles a multitude of issues from guardianships for minors, adoptions, superior court cases and incapacity hearings. Individuals in our office are trained to help clients understand the complexity of these issues.

Very often there is a disagreement with family members over who should become the administrator of an estate. There could be an estate that no one has come in about but needs an administrator appointed, or we have cases where next of kin cannot be located or are incapable of serving. When this happens I am allowed to conduct a hearing on the "Surrogate's Level." This is done in my office and allows me to adjudicate who shall or shall not be able to serve for an estate. In 2013 there were over 37 such hearings thus far that I presided over and the majority of them were settled on my level without the need for a Superior Court Judge to get involved. This serves as a cost savings to the client, the estate and the State of New Jersey. It would also allow a creditor to come forward to force an estate into probate when money is owed to them by the decedent.

Court Monitor Program

In 2009 the Courts mandated that a guardian file a yearly report with the Surrogate to indicate the status of the incapacitated person whom they are the guardian of. Our office now has a procedure in place to identify who should receive the yearly reports. On a monthly basis the forms for the reports are mailed to a select

number of cases and a list is kept. In addition Union County is very lucky to have one of the finest court monitoring programs in the State. Court Volunteers are used to monitor a person who has been adjudicated incapacitated; these cases are selected on a random basis. The volunteer will visit the homes or facilities where these individuals reside and make sure they are receiving the proper care. Our monitors are very committed to protecting the welfare of the incapacitated person. The courts and the county participate in this program as a joint effort, and the program is monitored supported and conducted through my office, training sessions are conducted when the law changes or new volunteers are added.

New State Mandate

The State of New Jersey, Administrative Office of the Courts has mandated that all Surrogates provide their volunteers with access to court records and a place to perform their monthly assessments. The State volunteers shall be looking specifically into the monetary assets of the incapacitated person and the guardian who is responsible for handling all the funds of the individual. Originally set to go live with this program the new target date for Union County is now in early 2014.

Surrogate's Intermingled Trust Fund

The Surrogate's Court currently holds over \$26+ million in the fund. All withdrawals from the fund must be accompanied by a court order. This requires that the office prepare a petition for the court requested by the Guardian. Once the completed complaint is filed with our office, the clerk will prepare the necessary paperwork and take the cases to the assigned Superior Court Judge on a weekly basis. The Judge will approve or deny the petition and the clerk will then complete the case by sending the denial or preparing the necessary papers for the release of funds according to the judgment permitting the use of these funds. The Surrogate has the final authority to release the funds when the minor turns 18.

Changes in Adoption Laws

Since the Administrative Office of the Courts has issued a new directive pertaining to adoptions our office had to revise some of our adoption procedures in order to comply with the new directive. The

State has initiated a web based program for adoptions and our office has complied with the directive.

Change of Court Locations

Our current Probate Court Judge, Judge Kessler is retiring the end of this year. We are not sure which courtroom we will be operating out of starting in 2014 or who will be our assigned judge.

Staffing

During 2013 we had several leaves of absences from employees which left us short staffed. Additional funding in the overtime budget helped us bring back a former employee to assist for 8 weeks.

2014 Initiatives

New Court Rules

The Administrative Office of the Courts has deemed it necessary for the Surrogates to participate in a web based monitoring Incapacitated Persons. The responsibility of maintaining, security and training for this program lies solely with the ACO, however, the Surrogate's Court is required to find space and internet connections to assist this endeavor. The Court's WiFi system is not accessible in our office; however we will provide them access through the county system.

Constituent Services

I am always looking to improve our outreach to the individuals in the county and educate them on the probate process. In the fall I conducted a Seminar in at Trailside for the senior population in the western part of the County. It is my intention to conduct a similar seminar in the spring toward the eastern section of the county. I am currently searching for a facility that would allow easy access and parking for seniors. I extend an open invitation to all elected officials in the communities to take advantage of the services provided by my office.

In addition, the introduction of a new brochure this year has gone through the testing phase and has been well received. Copies of the new brochure will be distributed early in 2014.

Continuing Legal Education

It is mandated by law that attorneys continue to educate themselves on valuable information and changes in the law in order to serve their clients. My Executive Clerk and I must maintain certain credits in order to be able to continue to practice law and we are required to attend classes. My staff and I continue to address the new laws and issues raised in Probate matters by attending classes. Key staff members and I have participated as panelists on several occasions to help educate the legal profession about changes in probate law.

The legal education process is not just for the members of my staff but also for the residents of the County; when we attend these seminars we take the information back to the office and discuss the best procedure for our office. When new laws are enacted it is my job is to inform the public of what the impact could be on them. Additionally, it is my responsibility to guide the client through the probate process to settle the estate in a lawful and responsible manner. Over the years we have developed the tools and forms necessary for the pro se client to understand these requirements and handle the matters of the estate.

New Software System

The new system has provided efficiency and additional resources that the old system lacked; the office is now able to generate reports in a matter of minutes. We now have the ability to pull reports, request data and forms that have been beneficial to the court. The information from this new system is necessary for the monthly court reports. It is also connected to the scanning system in an indexing capacity and provides an index of records available for the new court guardianship monitors.

IT Communications

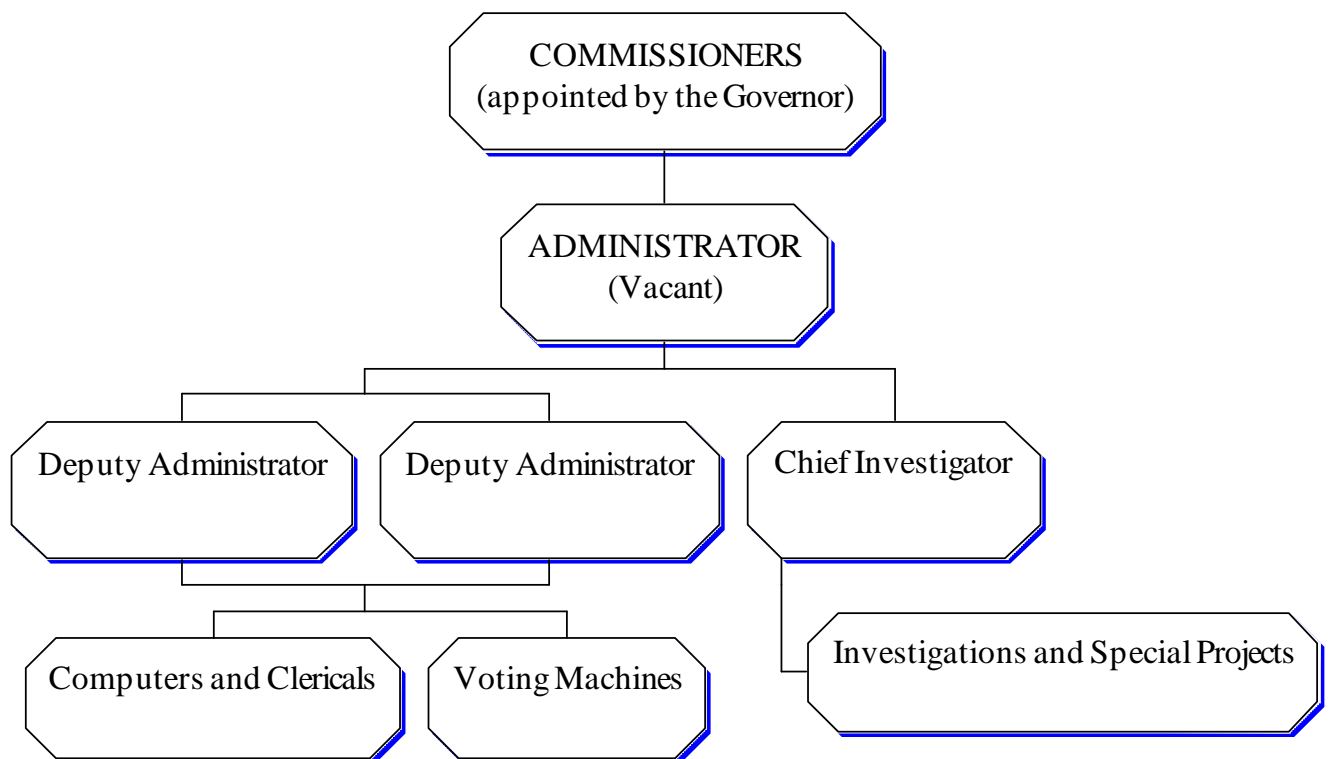
On our web site we would like to enhance the system so that residents may fill out the information sheet on line to print or e-mail it to the office. This would be a technology upgrade and

enable clerks to decipher the information necessary to complete documents. The office has been complimented many times on the value of the web site in proving guidance and availability on many levels. We are getting more and more clients that are outside New Jersey and quite a few international clients.

Board of Elections

Organizational Chart

Board of Elections



BOARD OF ELECTIONS

Mission

The Union County Board of Elections is comprised of four members commissioned by the Governor to serve a two-year term. Their primary responsibility is to ensure that all elections are conducted within strict compliance with all state and federal mandates with accuracy, integrity, and efficiency.

The Right of Suffrage is a Fundamental Right. This board guarantees this right by maintaining an accurate and inclusive registry of eligible voters.

Programs & Services

The board provides election-related services to the 310,000 active and inactive voters registered in Union County, including:

- Processes new registrations (averages 25,000 per annum).
- Processes registration transfers both in and out of Union County (averages 25,000 – 50,000 per annum).
- Trains and assigns more than 1,900 district board workers for each election.
- Trains and assigns more than 40 election deputies to assist this office on Election Day (on a local level).
- Provides, upon request, mock elections and demonstrations of the AVC Electronic Voting Machines for students, civic groups, or any group requesting the same.
- Maintains a digitized signature verification system for poll book creation and petition verification.
- Maintains a computerized system of all active and inactive voters in Union County.

Voting Machine Maintenance

As part of its responsibilities, the board maintains, services, prepares, and coordinates the transportation of 500 voting machines for each municipal, primary, general, special school and annual school board election conducted within Union County.

Americans with Disabilities Act (ADA) Compliance

The board cooperates with local, state, and federal agencies to ensure that the 192 polling sites throughout Union County are in compliance with ADA regulations.

Enforcement

The board conducts investigations relating to questionable registrations to prevent voter fraud (including on-site inspections).

Maintains a file of all current and former residents of Union County convicted of indictable offenses (forfeiture of Suffrage).

Processes cancellations of registration for deceased residents of Union County.

Each month, the board electronically transfers County registration information into a statewide registry file maintained by the Office of the Secretary of State.

Maintains and upgrades all maps for each municipality in Union County resulting from any district adjustments.

2013 Accomplishments:

Updated all voting districts after the rewording.

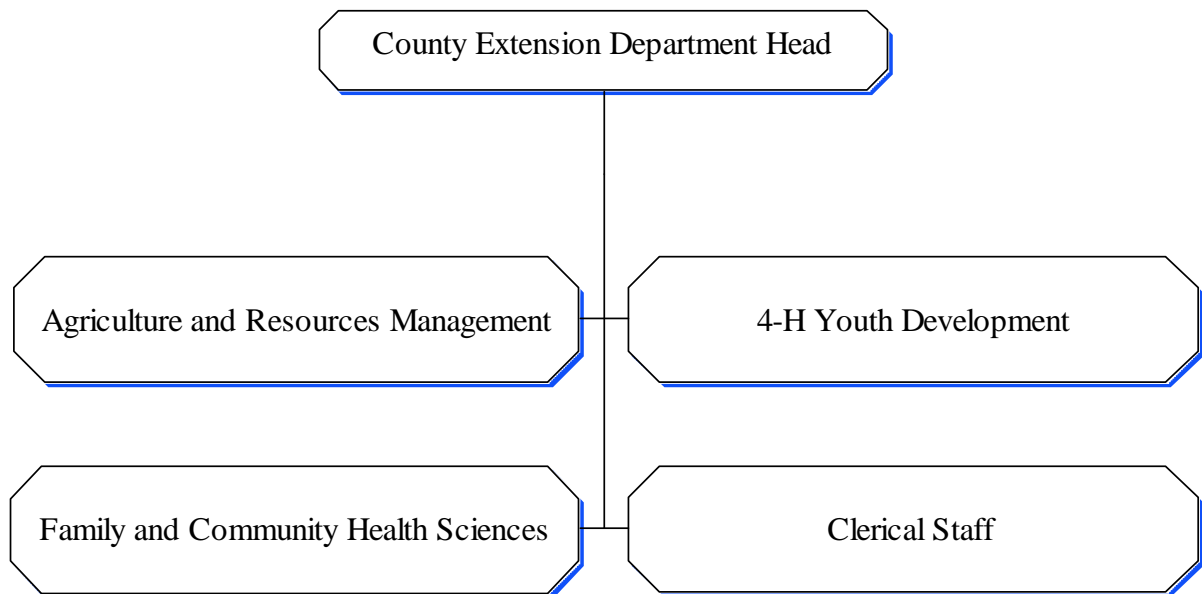
2014 Initiatives:

Replace all batteries in all 500 voting machines so machines are updated.

Rutgers Cooperative Research and Extension of Union County

Organizational Chart

Rutgers Cooperative Extension



RUTGERS COOPERATIVE EXTENSION OF UNION COUNTY

Mission

Rutgers New Jersey Agricultural Experiment Station (NJAES) Cooperative Extension helps the diverse population of New Jersey adapt to a rapidly changing society and improve their lives and communities through an educational process that uses science-based knowledge. Through science-based educational programs, Rutgers Cooperative Extension enhances the quality of life for residents of New Jersey and brings the wealth of knowledge of the state university to local communities.

The mission of NJAES Cooperative Extension is to ensure healthy lifestyles; provide productive futures for youth, adults, and communities; enhance and protect environmental resources; ensure economic growth and agricultural sustainability; and improve food safety and nutrition by disseminating this science-based knowledge through outreach programs.

The program thrust areas include:

- Economic Growth and Agricultural Sustainability.
- Healthy Lifestyles.
- Human and Community Development.
- Environment and Natural Resources.
- Food Safety and Nutrition.

Programs & Services

Agricultural & Resource Management

The Agriculture and Resource Management Program in Union County provides educational programs and services that promote environmentally sound practices to commercial horticultural and pest management businesses, as well as county and municipal parks, public works departments, and health departments. Programs include Community Gardening, Pesticide Applicator Training and Department of Environmental Protection pesticide re-certification classes, School Integrated Pest

Management Coordinator Training, Home Gardening and Lawn Care, Lyme Disease Prevention, Organic Land Care, and the use of Green Infrastructure Practices (including rain gardens and rain barrels) for Stormwater Management. Volunteer Master Gardeners, trained by Rutgers Cooperative Extension faculty and staff, provide teaching and consulting services to residents of Union County.

Family & Community Health Sciences Department

Staying Healthy, Raising Healthy Kids, Eating Right - Living Well are the focus of Family & Community Health Sciences (FCHS) community outreach. FCHS helps people throughout the state stay healthy, enjoy life, be active, and reduce health care costs. FCHS encourages today's busy families and individuals to make choices to improve their health through a variety of workshops, publications, and on-line learning opportunities. FCHS combines research and practical advice to improve lives for a better tomorrow. County residents receive research-based information in several areas related to healthy lifestyles including: nutrition, health literacy, health finance, physical activity, food safety, food allergies and environmental health, mainly reducing asthma triggers.

The Supplemental Nutrition Assistance Program – Education (SNAP-Ed) grant provides federal funds to hire paraprofessional and professional staff to teach nutrition education classes to individuals and families in need in Union County. SNAP-Ed in the schools promotes fruit and vegetable consumption to students in grades K-8 in 10 schools. Additional nutrition and health education is provided to Community Access Ltd, PROCEED, Bridgeway, Eastern Union County YMCA and various farm markets throughout the County. In-service education of teachers, school nurses, social workers and food service workers covers obesity prevention education and food safety.

A collaborative nutrition project with the Division on Aging provides funding to improve the nutritional support of seniors through the Congregate Meals program at 25 senior sites throughout Union County.

FCHS *Get Moving, Get Healthy, NJ* educational programs and classes emphasize the need for behavior change to improve the quality of life of individuals and families. The “Small Steps to Health and Wealth” book, wellness newsletters and on-line program emphasizes health and financial management goals and is part of a nationwide program supported by

NIFA/USDA. The Union County Healthy Kids Coalition works to provide strategies to address the issue of childhood obesity in the County.

4-H Youth Development

The 4-H Program provides youth with the knowledge, skills, and motivation to function effectively in the economy of a global society. Youth develop positive attitudes, competencies, and skills that are critical for employment and good citizenship. 4-H programs include: 4-H clubs, the Master Tree Steward Program, the Summer Science Program, and 4-H Camping. 4-H facilitates science and horticulture training to afterschool providers in Union County and provides programming for the Union County Juvenile Detention Center, Union County Parks Department, and the Shade Tree Commission.

2013 Accomplishments

Agricultural & Resource Management

RCE of Union County Community Gardening Workshop

RCE receives many inquiries about starting a school or community garden. To address this need, all three departments within RCE of Union County shared their expertise in the fields of agriculture and resource management, nutrition and health, and youth development by offering a day long workshop “Starting a School and Community Garden”. The target audience for the workshop was schools and community organizations. The event was held at Trailside Nature and Science Center. Seventy-five (75) people attended the workshop. Participants identified most important concepts learned as testing soil for lead, nutrition guidelines, container gardening, and curriculum material resources.

Community Vegetable Gardens

“Come Grow with Us”

RCE teamed up with the United Way of Union County’s “Come Grow with Us” program and Assemblywoman Annette Quijano’s office to establish two additional community vegetable gardens. The new gardens are located at the Elizabeth YMCA and Josephine’s Place in Elizabeth.

These new gardens join: First Baptist Church of Cranford / Elizabeth, the Elizabeth Senior Housing Complex on Division Street, Jewish Family Service of Central NJ in Elizabeth, Roselle Day Care, the Union YMCA,

First Baptist Church, Linden, the Sonic Restaurant in Elizabeth and the New Providence Senior Center in providing fresh produce to families.

County Agricultural Agent Madeline Flahive DiNardo taught a container gardening workshop for clients at Josephine's Place in Elizabeth. She made visits to the gardens to help solve pest and drainage issues.

School Gardening Projects

Mountainside School District received a grant from PSE&G to install two hobby greenhouses at Deerfield School. Madeline Flahive DiNardo, County Agricultural Agent, consulted with teachers and administrators to help them prepare the grant application. RCE is a project partner. Madeline DiNardo taught an in-service training program for teachers on greenhouse management and plant propagation. Master Gardeners taught students how to grow vegetables from seed and transplant them into the school garden.

Rutgers Master Gardener Program

The Rutgers Master Gardeners of Union County celebrated their 25th Anniversary in 2013. Twenty-three new volunteers were trained in 2013, joining 242 active volunteers. As of November 4, 2013, Master Gardeners reported 5,915 hours of service in 2013, valued at \$153,257.65 by the Independent Sector (independentsector.org).

Introduction to Horticultural Therapy

Master Gardeners offer an "Introduction to Horticultural Therapy" program to Union County agencies that serve special needs populations. In 2013, the program was offered at Runnells Hospital, Children's First School in Fanwood, Covenant Manor Senior Housing in Plainfield, and Children's Specialized Hospital in Mountainside. The Master Gardeners teamed up with the County Parks and Community Renewal Recreation for People with Disabilities program to offer a horticulture program.

The County Recreational program for children with developmental disabilities was a six week session. At each session the children completed a horticulture related project. Master Gardener Mary Roberts prepared "Stories" explaining each step of the upcoming week's project for the children's parents / guardians so they could show the children what to expect at the next gardening session. The "Stories" help children with developmental disabilities participate in projects.

Award

The Master Gardeners & County Parks program received the 2013 New Jersey Recreation and Parks Association Award for Excellence in Programming for the program for children with developmental disabilities.

Master Gardener Mary Roberts and County Agricultural Agent Madeline DiNardo taught a three session horticulture program for brain injury students at Children's Specialized Hospital in Mountainside. The two of the sessions were held at the Master Gardener Demonstration Garden at Trailside. The children were the first group to tour the new greenhouse facility. Students started plants from seed, transplanted them into the "Sharing Garden" at Trailside and harvested the beans later in the summer. Students also studied plants in the Herb Garden, drawing and writing about their observations of the plants through the growing season.

Demonstration Garden Summer Camp and Public Visits

Master Gardeners provided 14 campers from Camp Discovery in Plainfield with a morning of educational activities such as herbal crafts, coloring with flowers, identifying trees, studying insects and harvesting vegetables.

The Annual Master Gardeners Spring Garden Fair and Plant Sale in the demonstration garden had 713 visitors despite heavy rains, and 476 people enjoyed the gardens during the Trailside Harvest Festival. The gardens were also visited by senior residents of Covenant House in Plainfield and the Floraphile Garden Club of Cranford.

The "Sharing Garden"

The "Sharing Garden" project, in which Master Gardeners have been growing vegetables, small fruits and herbs for local food pantries, since 2002 reached a milestone of surpassing 20 tons (20,000 pounds) of donated produce. In the 2013 growing season, the garden yielded over 2,100 pounds of fresh produce as of early October.

Seeds for Hope

Since 2007, the Master Gardeners have arranged over 1,000 bouquets of over 23,435 flowers and greens, mostly grown in the demonstration garden at Trailside. The bouquets are given to cancer survivors and families cared for by The Wellness Community of Central Jersey, Overlook Hospital Oncology Social Services and the North Jersey Branch of the Susan G. Komen Foundation. These organizations provide support, education and

hope to people with cancer and their loved ones. Master Gardeners create floral arrangements for special events such as the “Relay for Life”. The Master Gardeners provide four bouquets a week to in-patient and out-patient centers at Overlook Hospital’s Oncology Unit.

Garden Helpline

The Garden Helpline provides environmentally friendly advice for residents on lawn and landscape maintenance and home insect pest control. Master Gardener “Helpliners” answer an average of 1,843 inquiries annually on the County’s Garden Helpline, (908) 654-9852. The Master Gardeners also identify ticks for residents concerned about Lyme and other tick-borne diseases. The Helpline volunteers answer an average of 875 phone calls, speak with 532 office visitors, diagnose or identify 355 plant and insect samples and responded to 69 emails annually.

Robinson’s Branch Watershed Implementation Project

Michele Bakacs, Environmental and Resource Management Agent, along with the Rutgers Water Resources Program, received a four year \$512,000 319 (h) Nonpoint Source Pollution Control Grant from the NJ Department of Environmental Protection to implement stormwater management and water quality improvement projects in the Robinson’s Branch Watershed. The grant provides funding to install “green” infrastructure solutions such as rain barrels, rain gardens, cisterns, and porous pavement that can help prevent pollutants from reaching the waterway, in addition to reducing the threat of flooding. The township of Clark and City of Rahway are both partners on the project. The 2013/2014 fiscal year marks the final year of this grant.

City of Rahway

As part of this grant and in cooperation with the City of Rahway, Rutgers Cooperative Extension piloted the Rahway Rain Garden project targeting homeowners. The goal of the project was to demonstrate how homeowners can prevent rain water from getting to the storm drain system thereby reducing flooding and pollution in the watershed. Close to 70 applications were received for the program and 10 homes were selected. The customized rain gardens were designed by professors in the Rutgers landscape architecture department and engineers with the RCE Water Resources program. An additional goal of the project was to demonstrate how rain gardens can add curb appeal and be aesthetically pleasing additions to a home landscape. Pictures of the installed rain gardens can be found at this link:

<https://plus.google.com/u/0/photos/107857951227606144607/albums/5932844789230143137?authkey=CJ2HpK29i97rKw>

This project has been used to help educate the ongoing efforts of the Rahway River Stormwater Advisory Board and their 1000 Rahway River Watershed Rain Garden campaign.

Township of Clark

A research study based in part on the green car wash installed in the Township of Clark and co-authored by Michele Bakacs, Steve Yergeau and Chris Obropta was published in the Journal of Environmental Engineering. The study showed the rain gardens effectively remove pollutants associated with car wash runoff, specifically surfactants from car wash soap. To view this article visit:

[http://ascelibrary.org/doi/abs/10.1061/\(ASCE\)EE.1943-7870.0000719](http://ascelibrary.org/doi/abs/10.1061/(ASCE)EE.1943-7870.0000719)

This project was also presented at the following national and regional conferences:

- International Low Impact Development Conference in St. Paul, Minnesota on August 18- 21, 2013.
- American Water Resources Association Mid-Atlantic Conference in West Windsor, New Jersey on September 26 and 27.

Rain Barrel Train the Trainer Program

The North Jersey Rain Barrel Train the Trainer program on August 1, 2013 brought 13 Master Gardeners, teachers, environmental organizations, and gardening club representatives from Union County and the surrounding region together to learn how to teach their communities about the environmental benefits of rain barrels. Through the Train the Trainer program, Rutgers Cooperative Extension enables communities to teach their residents about conserving water and reducing stormwater runoff from home landscapes. Since the program began in 2010, close to 70 trainers have provided water management education to 1500 community residents and built 491 rain barrels. Collectively it is estimated the program has saved close to 639,300 gallons of water. New additions to the Train the Trainer website highlight trainer success stories including Union County volunteers and their rain barrel activities.

Organic Land Care

In cooperation with Extension colleagues, Michele started a new state-wide Organic Land Care Certificate program (njaes.rutgers.edu/organiclandcare).

The program offers landscape professionals the tools to transition away from synthetic pesticides and fertilizers to a natural approach that focuses on promoting healthy soil, enhancing biodiversity, and reducing polluted runoff from managed landscapes.

The inaugural four-day organic land care course was completed in January, 2013, and graduated 27 professionals. In addition, a half day field was offered in July, 2013 attended by 25 professionals who learned from experienced organic practitioners about hands-on techniques for transitioning lawns and gardens to organic management. The establishment of this program and the landscaper database provides environmentally-minded residents and businesses that are looking to manage their properties sustainably with easy access to credentialed professionals. The uniqueness of this educational program lies in the breadth and depth of topics covered including soil health, composting, planting and plant care, turf establishment and maintenance, wildlife management, water resource protection, and organic land care business practices. In addition, this holistic program is taught by over 20 Extension professors, researchers, DEP employees, and land care practitioners. Thus far, the program has the potential to impact close to 12,300 acres of residential and commercial properties after the first year alone.

Promoting Green Infrastructure Practices

Along with Extension co-workers, Michele received a \$10,000 Faculty Research Grant to investigate obstacles and needs for green infrastructure practices in New Jersey. Michele surveyed Union County municipalities to determine obstacles and needs for implementing green infrastructure practices in their towns to help reduce stormwater runoff. Based on survey results, a one day New Jersey Green Infrastructure Forum was held in collaboration with the U. S. Environmental Protection Agency on July 31, 2013 at Duke Farms in central New Jersey. The goal was to educate municipalities about the use of rain gardens, rainwater harvesting, permeable pavement, and other green infrastructure practices. Experts at the conference spoke about practical issues such as how to finance projects and how to choose the best projects for a particular community. Close to 150

government representatives and environmental organizations attended the conference.

Participant feedback included:

- "I will be discussing green infrastructure methods benefits and funding opportunities with town administrators in central NJ"
- "I will use the funding information and convey it to Sandy-affected environmental commissioner. I will also use green infrastructure information in several projects I am engaging in my own town as well as professionally"
- "Add green infrastructure to our menu of services we offer clients"
- "I will utilize the tools and information in my current position as climate change coordinator as well as share these tools with municipality I live in"
- "Utilize the EPA stormwater tool for my GI planning to calculate the stormwater volumes retained by specific BMPs"
- "I work with 26 municipalities and will ask Environmental Commissions to consider policy changes in their focus"

Awards

Michele received one award from the Association of Natural Resource Extension Professionals; the fact sheet titled "An Introduction to Green Infrastructure Practices" was selected to receive an ANREP 2013 Silver Award in the Educational Material Short Publication category. This fact sheet can be viewed at:

<http://njaes.rutgers.edu/pubs/fs1197/intro-to-green-infrastructure.asp>

Family & Community Health Sciences Department Supplemental Nutrition Assistance Program – Education (SNAP-Ed)

The NJ SNAP-Ed of Union County Program reached over 1,865 participants at 13 health fairs and reached 2,168 youth through 701 special hands-on workshops on how to make nutritious food choices. Sixty adults and 209 families were reached at 15 sites with the assistance of 130 volunteers. A total of 23 one-time presentations were delivered to over 300 residents. The SNAP-Ed federal grant provides \$425,000 to support five full-time staff working at the Rutgers Cooperative Extension of Union County office. The SNAP-Ed Program collaborates with 39 agencies, including schools, shelters, Abbott preschool programs, PROCEED, Bridgeway, Community Access, Community Coordinated Child Care (4C's), Eastern Union County

YMCA, International Rescue Committee, and Division on Aging. In 2013, the Registered Dietitian Supervisor and three Community Assistants mentored 9 Dietetic Technicians and 18 Dietetic Interns from local colleges.

Senior Meals Program

In a continued collaboration with the Union County Division on Aging, the FCHS Educator works with the Director of the UC Division on Aging to provide a registered dietitian to direct the Senior Meals program. A grant of \$81,000 provides funding for the position and allows for continued support of the program at 25 senior cafes throughout Union County. The RD provided nutrition training for home health aides, acted as gerontology program preceptor for dietetic interns and dietetic technicians, taught Tai Chi classes at two sites, set up Farmer's Markets to distribute produce vouchers and assisted with setting up food delivery. She supervises over 20 staff at 25 congregate sites feeding giving 750 seniors their noon meal each week.

Over 10,000 Farmer's Market vouchers worth \$60,000 were distributed to Union County seniors for Jersey Fresh produce. SNAP-Ed staff assisted the Program Coordinator in delivering the vouchers. This program is sponsored through the federally funded USDA Women, Infants and Children (WIC) program.

Small Steps to Health & Wealth

Dr. Karen Ensle, Community Health Sciences Educator/Department Head and Dr. Barbara O'Neill, Financial Specialist, co-authors of the book "Small Steps to Health & Wealth" updated the logo to include "MyPlate" and the 2nd edition to the Small Steps to Health and Wealth workbook was published in 2012. The Small Steps Program including adult and youth curriculums, webpage, challenges and webinars were cited by USDA-NIFA as "examples of Extension Programs with impact" and were added to the federal NIFA Strategic Plan. As a result of the program, consumers continue to reduce their debt, improve savings, increase healthy food consumption and decrease their weight:

<http://njaes.rutgers.edu/sshw/message/default.asp?p=Health>.

"GROW HEALTHY": A USDA TEAM NUTRITION PROJECT

Grow Healthy is a collaborative \$325,000 school wellness initiative of the Family & Community Health Sciences (FCHS) Department, Rutgers

Cooperative Extension, and the New Jersey Department of Agriculture. The Queen City Academy, Plainfield, NJ participated as one of nine New Jersey Schools in 2010-2012 and received \$ 7,500 in funding over two years to provide nutrition education that support NJ Core Curriculum Content Standards. *Grow Healthy* is a school-wide wellness program that includes: teachers, staff and administration, children, families, and volunteers all working together to make each school a healthier place. Included are classroom nutrition lessons for K-6, school and family fitness events, foodservice trainings and wellness council support. *Grow Healthy* has been re-funded for 2013-2015 and is promoting family health at PROCEED in Elizabeth and Neighborhood House in Plainfield. Emphasis is on eating more fruits and vegetables, being active, selecting more locally grown foods, decreasing screen time, windowsill gardens and making smart food choices.

Get Moving, Get Healthy NJ with FCHS

The USDA National Institute of Food and Agriculture (NIFA)

Partnership Award for Innovative Program Models was awarded to the FCHS Department. Rutgers Cooperative Extension's "Get Moving, Get Healthy NJ" programs encourage healthier eating and physical activity behaviors in NJ families through multidisciplinary health promotion programs. Union County programs under this umbrella include: "10 Tips for Eating Healthy"; taught to 35 members of the College Club, Scotch Plains/Fanwood. "Family Meals: Healthy Eating for the Holidays" was taught to 55 seniors in Westfield; Functional Foods programs on "Chocolate", "Berries", "Coffee" were taught to 385 adults to the Berkeley Heights seniors, Deutscher Club in Clark; and St Agnes Rosary in Clark. "Reducing Salt in the Diet" program was taught to Plainfield school nurses, seniors at Autumn Ridge in Union and Learning for Life in Plainfield. "Garden-Enhanced Nutrition Education" was presented to 85 NJ state dietitians in Trenton and "My Plate for Health" was taught to 70 adults at senior groups in Union and New Providence. "Healthy Food for Kids" was taught to over 300 professionals and parents at the Connections for Families in Summit, Calvary Nursery in Cranford, Fahema Daycare in Plainfield, and 4 C's in Hillside. Provided on-line Worksite Wellness Education Program for Union County employees with weekly e-mail newsletters and websites on health-related topics.

Health & Wellness Fairs

Provided educational materials and education to 800 Elizabeth High School, and Roselle (Abraham Lincoln) high school students at school events. Also

provided similar for the ARC of Springfield employees. Continue to participate on the Union County Wellness Committee and five Wellness Fairs around the county reaching several hundred employees and participate in the “Take Your Child to Work Day” with nutrition and wellness education for 100 youth and parents that attended.

Invited Speaker

Provided the 2013 Food Day lecture at Montclair State University. Over 40 dietetic interns, students and nutritional sciences faculty attended.

4-H Youth Development

4-H Traveling Science Program – *Helping students from low-income areas thrive in school.* Participating in the 2013 4-H Traveling Science Program were Camp Discovery, The King’s Daughters Day Camp, Neighborhood House, Agape Summer Camp and The Black United Fund, all in Plainfield; The Agape Worship Center of Rahway, along with The Rahway Housing Authority, and The JFK Community Center of Rahway; the Elizabeth Coalition to House the Homeless. Altogether, 350 youth participated in the 2013 Summer Science Program. Each week, for seven weeks, 4-H science teachers visited the above mentioned centers. During those visits the children learned the fundamentals of science through experiments such as building roller coasters, making paper bridges, and creating a new soft drink while experimenting with dilutions. The end-of-program evaluation showed the children were much more interested in science as a study and possible career. Other findings included:

- 90% said they can solve a problem better now.
- 86% said they can observe things better.
- 87% said they can do an experiment.
- 78% said they like science more than before.
- 78% said they would like to learn more about science.
- 73% said they would tell someone what they learned.
- 42% said they would like to become a scientist someday.

Elizabethport 4-H Program – *Bringing activities to low-income youth.* This 4-H program provided afterschool activities to approximately 40 youth in 2013. Working out of the Elizabethport Safe Haven Building on 1st Street, the program taught children about science and nutrition. This was

accomplished through gardening and cooking activities. Previous participants in the program are now serving in the Armed Forces, have completed and/or are attending Rutgers University and Notre Dame, and are gainfully employed.

Horticulture Therapy Program for Union County Juvenile Detention Center - *Using horticulture to generate pride and self-esteem in troubled youth.* Since the spring of 2009, 4-H has been running a horticultural therapy program for the inmates at the Juvenile Detention Center in Rahway. The youth look forward to their time nurturing their garden, started with the help of 4-H. The garden, located in the courtyard of the facility, allows the youth to experience the healing power of working with plants. By nurturing their garden, these youth learn how persistence and patience can result in success when they harvest a successful crop. This garden has become a calming place that helps them de-stress and become more receptive to instruction. The pride that this garden generates is desperately needed by these youth. Flowers from their garden are used by the inmates as gifts for their visitors.

4-H Clubs – *Developing life skills in youth.* One hundred and forty Union County youth from grades 1 through 12 participated in 17 4-H clubs in 2013. Each club focused on a specific interest area such as small animal care, dog obedience, and horticulture. New clubs in 2013 included several new animal and science clubs. Club members developed leadership and communication skills through participation in the various club activities, community service, and serving as club officers. Some of the service activities for the year were tree planting, serving at a food bank, and volunteering at County events. Adult Volunteer Leaders are screened and trained by the 4-H office to facilitate the clubs. Volunteers are taught how to use a hobby to teach children team-building, communication, and decision-making skills. There are currently 30 active 4-H Club leaders in Union County.

4-H Public Presentation Night 2013 – *Improving communication skills in youth.* Presentation Night 2013 was held at the Union County Magnet High School in Scotch Plains. Forty children participated in the event. Each child gave a presentation of at least three minutes in length about their favorite hobby or interest. Using 4-H standards, each child was evaluated by a group of volunteer judges.

Project Recognition Day - *Encouraging youth to develop mastery skills.* 4-H recognizes the accomplishments of its club members every year through

Project Recognition Day, held at Forest Road Recreation Center in Fanwood. Awards and ribbons are presented for accomplishments in areas such as pet care, displays, crafts, photography, and plant care. Each club member also receives a year-pin representing the number of years they have been involved in the program. Awards are also given to deserving members who achieved perfect attendance at their club meetings. This year over 150 parents and 4-H members attended.

Union County 4-H Camp Programs – *Helping youth develop life skills and outdoor education.* 4-H Camp Programs are located at the L.G. Cook 4-H Camp for Outdoor Education in Sussex County, New Jersey. In 2013, 48 Union County residents in 4th through 8th grade attended summer camp. This sleep away camp provided many new experiences for urban youth. Activities include water sports, outdoor cooking, crafts, nature study, archery, air riflery, and more. Scholarships for 15 youth were paid for by the Eddie Grey Fund of Elizabeth.

Environmental Awareness and Protection – *Educating youth about the community forest of Union County.* Educating children about trees is the job of the 4-H Master Tree Stewards. Thanks to these 20 volunteers, over 3,300 children learned about one of Union County's most precious natural resources: its trees. The Stewards visited classrooms in 19 municipalities and taught the children about tree identification, biology, and ecology. Educating our youth about trees is crucial to the future of our environment.

An end-of-program evaluation showed that as a result of the Rutgers/4-H Class on Tree Appreciation:

- 71% of students said they were less likely to damage a tree.
- 90% said they were more likely to take better care of trees around their homes.
- 86% said they were more likely to take better care of the trees around their schools.
- 70% said they will observe trees more closely.
- 69% said they are more likely to plant a tree.
- 98% said they learned that there are many different kinds of trees.
- 84% said they were more likely to stop others from damaging trees.
- 78% said they want to learn more about tree care and planting.
- 83% said they will tell someone about what they learned.

Working in conjunction with the Union County Shade Tree Advisory Board, the 4-H Youth Development Program worked to make Union County the garden spot of the Garden State. Through the Union County Freeholders Arbor Day Tree Program, we have made a large step in that direction. This program provides training for school children and a tree to plant on their school grounds. 4-H played a major role by helping to create and implement this program. In 2013, 40 fourth through tenth graders and 20 adults participated in this program. Together, this group planted 75 trees at schools throughout Union County. These schools involved an additional 1,000 students in the planting and care of these trees.

Children's Gardens – *Improved nutrition and work skills.* 4-H established a children's garden at the Kings Daughters Day School in Plainfield, and the Elizabethport Safe Haven Program. Children who participated in the programs reported eating vegetables they had never tasted before, and developed a greater appreciation for the steps involved in growing food. Training in how to start a garden was provided to the Barack Obama Academy of Plainfield.

Awards – The Rutgers Cooperative Extension 4-H program of Union County received the national youth achievement award for its work in creating a leadership conference for teenagers from the National Association of Extension 4-H Agents.

2014 Initiatives

Agricultural & Resource Management

Greenhouse Project

Construction of the new greenhouse at the demonstration garden at Trailside is complete. The new greenhouse will provide growing space for the "Sharing Garden" and other Master Gardener projects such as the flower bouquets for cancer patients and horticultural therapy programs. The greenhouse will be used as a classroom for Master Gardener students, people with disabilities and the general public. The 2014 Master Gardeners/County Parks program for children with developmental disabilities will take place at the greenhouse. Classes on greenhouse management and IPM for greenhouses have been planned for winter of 2014.

Community Gardening

RCE will continue working with schools and community organizations to assist with establishing and maintaining community gardens. RCE will be having a “Starting a Community Garden” workshop on Saturday, February 22, 2014 at Trailside. The target audience for this program is school teachers and administrators and people interested in starting a community garden.

Integrated Pest Management Education Programs

Integrated Pest Management (IPM) education programs for School IPM Coordinators, County public works, parks and golf course employees, and turf, landscape, pest control, and Health Officers will continue to be offered. These programs place an emphasis on the reduction of pesticide use on County and residential properties. New training programs for school IPM coordinators, maintenance staff and groundskeepers will be developed.

NJ Fertilizer Applicator Certification Program

RCE of Union County will be offering a training program in January for professional turf managers, county and municipal employees on the NJ turf fertilizer application regulations. The program will be taught by Dr. James Murphy, Extension Specialist in Turf Management. Participants will have an opportunity to take the NJ Fertilizer Applicator license exam at the end of the program.

The Master Gardener Program

The volunteer Master Gardener program will continue to offer educational services, such as gardening programs for people with disabilities and the “Garden Helpline” to county residents and provide fresh produce and flowers to local agencies. Gardening lectures will be held at the demonstration gardens and greenhouse facility for the general public.

Robinson’s Branch Watershed Implementation Project

Michele Bakacs, Environmental and Resource Management Agent, will be closing out the Robinson’s Branch project which will include a final project with the City of Rahway to install green infrastructure practices on municipal properties that help reduce stormwater runoff.

Promoting Green Infrastructure Practices

Michele will be helping coordinate the 2nd annual New Jersey Green Infrastructure forum to be held in the summer of 2014 in collaboration with

the U.S. Environmental Protection Agency.

Through a \$12, 300 grant received from The Watershed Institute, Michele will be working with the Rahway River Association to raise awareness about climate change and increase the knowledge base regarding rain garden design throughout the Rahway River Watershed. The focus of the project will be in Cranford, Maplewood, Millburn, South Orange, Springfield and Summit.

Organic Land Care

Michele will help organize the 2nd Organic Land Care Certificate course planned for January 27-29 and February 3-4, 2014. Outreach to Union County landscapers is currently being conducted to attend this program. Half day field visits will also be planned in the summer to learn from experienced organic land care professionals.

In addition, Michele will be helping to write the New Jersey Organic Land Care Best Practices manual along with other Extension colleagues including Madeline Flahive DiNardo. Michele is the chair of the Rutgers Organic Land Care working group and will continue to set the agenda and guide the efforts of that team.

Build A Rain Barrel Program

This program will again be offered to Union County residents in April or May of 2014. The Train the Trainer program will also be offered in the late summer for communities to run their own rain barrel activities.

Community Gardening Conference

Michele will be helping to organize and teach the Union County Community Gardening conference in late February, 2014. Michele will be working on lesson plans for teaching students about safe gardening practices.

Family & Community Health Sciences Department

Nutrition Education & Services for Seniors

Continue the grant collaboration with the Division on Aging to provide a full-time Director of the Senior Nutrition Program and support nutrition education sessions through collaboration with Rutgers, Montclair State Dietetic Internships, College of St. Elizabeth, Aramark and Middlesex County College nutrition students.

Get Moving, Get Healthy NJ with FCHS Initiative

Obesity Prevention in New Jersey - The State of the State: Important Next Steps. Continue to offer “live” workshops such as “Small Steps to Eating Well and Moving More”, “Choose MyPlate: Selected Consumer Messages”, “Improving Family Meals”. “Dietary Guidelines for Americans”, “Physical Activity for Mature Adults, “10 Tips for Eating Healthy on-the-Run,” “Functional Foods for Life”, “Balanced Living” and “Seafood at Its Best” class series and on-line Worksite Wellness programs. Develop on-line programs for undergraduate students, agencies and the public on health topics related to obesity prevention, diabetes, food safety and reducing the risk factors for heart disease, cancer and food allergies. Provide family health programs as part of the RCE Get Moving, Get Healthy NJ statewide initiative that is supported through private and state grants.

“Grow Healthy” USDA TEAM Nutrition Education Grant

Facilitate nutrition education training of school personnel and parents at PROCEED and Neighborhood House, both recipients of the new 2-year grant from USDA/NJ Department of Agriculture refunded for 2013-2015. Ten counties including Union are part of another \$340,000, two year grant.

Eastern Union County YMCA Partnership

Continue to collaborate with the YMCA as a board member and CTG Grant External Coach. Provide nutrition education, “family night” and “Healthy Kids Day” participation with school-aged youth, parents and community partners at the YMCAs in Elizabeth, Rahway, Five-Points and the Wellness Center in Union. Continue to offer obesity prevention programs in nutrition, food safety and health.

Balancing Diet and Budget Education Programs

Provide programs to consumers on “Eating a Balanced Diet on a Balanced Budget,” “Healthy Eating On-the-Run,” and “Small Steps to Health and Wealth” to assist consumers in making healthy financial and food choices for improved health and wealth.

Functional Foods for Life Educational Series

Provide a series of programs that emphasize the research and health benefits of consuming foods and beverages high in phytochemicals such as tea, chocolate, mushrooms, coffee, berries, fruits and vegetables.

School Wellness Training and Education

Provide educational training for teachers, school nurses, parents and aides on improving school meals, farm-to-school initiatives, healthy snacks and good nutrition for the young child. Assist schools to implement school wellness policies and obesity prevention programs. Continue to reach out to the Union County Healthy Kids volunteers to provide direction for childhood obesity prevention activities for the Family & Community Health Sciences Program.

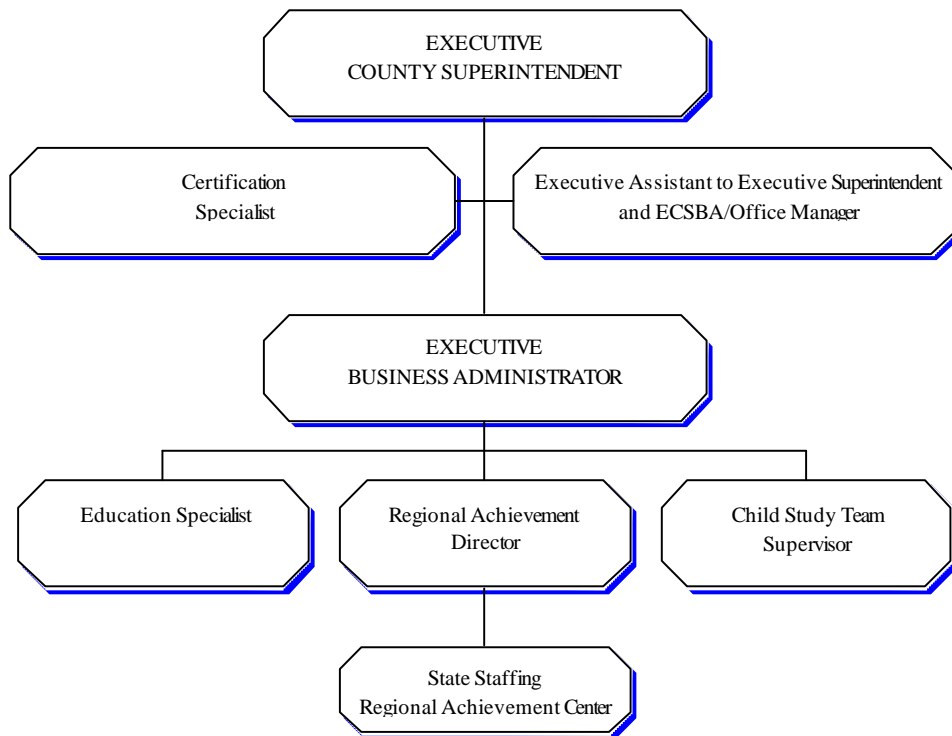
4-H Youth Development

- The 4-H Master Tree Steward Program will reach 3,000 youth.
- The 4-H Summer Science Program will increase the emphasis on visits from scientists and science workers to the participating day camps and involve 500 children.
- Recruit a new site to house the 4-H Summer Science Program.
- The 4-H Club Program will add an additional First Grade Pet Club and continue to recruit new leaders as needed. Leadership training meetings will be held four times per year. 4-H will coordinate at least three countywide activities for all 4-H youth.
- Youth enrollment in the 4-H Club Program will increase by 10%.
- Public Presentation Night participation will increase by 5%.
- At least 45 Union County youth will attend 4-H Summer Camp.
- Continue regional teen conference for youth.
- Recruit 10 new Master Tree Steward Volunteers.
- Involve 1,000 youth in tree planting.
- Provide assistance with Union County Shade Tree Advisory Board Poetry Contest.
- Provide assistance with Union County Shade Tree Professional Training Seminar.
- Continue to work with other groups to plan and implement Union County Freeholder Arbor Day Tree Program.
- Continue Horticultural Therapy Program at Juvenile Detention Center.
- Continue to search for an indoor location for the Union County 4-H Archery Club.
- Continue to assist Barack Obama Academy with development of its Community Greening Program.

Superintendent of Schools

Organizational Chart

Superintendent of Schools



UNION COUNTY SUPERINTENDENT OF SCHOOLS

Mission

The county offices are the focal point of general support, oversight and routine communications between local districts and the department's central office. Each county office is led by an Executive County Superintendent of Schools and has a core staff, which includes an Executive County School Business Administrator, an Education Specialist and a County Child Study Supervisor, County office staff:

- support districts in responding to questions, advising them on improvement plans;
- respond to community, legislative and parental concerns;
- evaluate and monitor all public school districts through the New Jersey Quality Single Accountability Continuum (NJQSAC);
- review and approve district budgets;
- review school buildings to ensure compliance with health and safety codes;
- review and approve district transportation contracts;
- coordinate the process for licensure of education staff and issue county substitute certificates;
- conduct special education program reviews;
- provide technical assistance to school districts, boards of education and parents on a variety of topics; and
- assist department divisions in securing required data.

Programs & Services -- County Office of Education

Education

- Visit and examine all of the schools under the Executive Superintendent's general supervision and exercise general supervision over them in accordance with the rules prescribed from time to time by the State board.

- Keep informed as to the management, methods of instruction and discipline and the courses of study and textbooks in use, the condition of the school libraries, and the heating, ventilation and lighting of school buildings in the local districts under Union County's general supervision, and make recommendations in connection therewith.
- Provide advice and counsel to the boards of education of the local districts under general supervision and of any other district of the county when so requested, in relation to the performance of their duties.
- 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.
- 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.
- Recommend to the Commissioner the elimination of laws that the executive county superintendent determines to be unnecessary State education mandates, other than the categories of laws set forth in section 3 of P.L.1996, c.24 (C.52:133).
- 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 of P.L.2007, c.63 (C.18A:7-11 et al.); 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 election, at a time to be determined by the executive county superintendent, and submit the question whether or not the executive county superintendent's proposal for the regionalization of the school district shall be adopted. The question shall be deemed adopted if it receives a vote in accordance with the provisions of N.J.S.18A:13-5. If

the question is adopted by the voters, then the regional district shall be established or enlarged in accordance with chapter 13 of Title 18A of the New Jersey Statutes; 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; Review and approve, according to standards adopted by the Commissioner, all employment contracts for superintendents of schools, assistant superintendents of schools, and school business administrators in school districts within the county, prior to the execution of those contracts; Request the Commissioner to order a forensic audit and to select an auditor for any school district in the county upon the determination by the executive county superintendent, according to standards adopted by the commissioner, that the accounting practices in the district necessitate such an audit; Promote cooperative purchasing within the county of textbooks and other instructional materials; 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; 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; 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; Conduct regional planning and identification of program needs for the development of in-district special education programs; 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.

- 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.
- Provide assistance to districts in budgetary planning for resource realignment and reallocation to direct special education resources into the classroom.

- Report on a regular basis to the commissioner on progress in achieving the goal of increasing the number of special education students educated in appropriate programs with non-disabled students.
- Render a report to the commissioner annually on or before September 1, in the manner and form prescribed by him, of such matters relating to the schools under his jurisdiction as the commissioner shall require; and Perform such other duties as shall be prescribed by law.

Review

C.18A:13-52 Report -- A feasibility study is directed by the Executive County Superintendent when there is consideration of regionalization as well as dissolution of regional districts.

The executive county superintendent shall, within 60 days after such request, file with the governing bodies of the municipalities constituting the regional district and the boards of education of all of the constituent school districts and the board of education of the regional school district a report containing a statement of the current assets and operating expenses of the regional district for the then current year. Also such financial, educational and other information as may be deemed necessary to enable said governing bodies and local boards of education and regional board of education to form an intelligent judgment as to the advisability of the proposed withdrawal or dissolution and the effect thereof upon the educational and financial condition of the withdrawing district and the regional district, or upon each of the constituent districts in the event of a dissolution and setting forth the amount of indebtedness, if any, to be assumed by the withdrawing and the regional districts, or by each constituent district in the event of a dissolution, calculated as hereinafter provided. The report, in discussing the educational and financial effect of the withdrawal or dissolution, shall include the effect thereof upon the administrative and operational efficiencies, and the resultant cost savings or cost increases, in the withdrawing and the regional districts, or by each constituent district in the event of a dissolution.

The executive county superintendent may require the constituent municipalities and school districts and the regional district to submit a feasibility study in order to determine the educational and financial impact of the withdrawal from, or dissolution of, the limited purpose regional district. In the event the executive county superintendent requests a feasibility study, the executive county superintendent is required to submit

a report, with recommendations, within 60 days following submission of the feasibility study.

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 determined that the district has not implemented all potential efficiencies in the administrative operations of the district or if determined that the budget includes excessive non-instructional expenses. If the executive county superintendent disapproves a portion of the school district's budget pursuant to this paragraph, the school district shall deduct the disapproved amounts from the budget prior to publication of the budget. During the budget year, the school district shall not transfer funds back into disapproved accounts. A district may submit to the voters a separate proposal or proposals for additional funds pursuant to paragraph (9) of subsection d. of section 5 of P.L.1996, c.138 (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 arrangements with other districts, 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.

In order to ensure a high quality of education for students residing in Union County, the Executive County Superintendent of Schools office reviews, approves, and monitors school programs, student achievement, and school facilities. The office also processes and maintains records for both substitute and permanent certification credentials and reviews school aide job descriptions. In addition, the office oversees special education programs as well as special needs placements in both public and approved private facilities, on as need basis we serve as a facilitator between parents and school district representatives when necessary.

Facilities

Through a combination of on-site visits and document review, staff members monitor all public educational facilities and private schools for

the disabled in Union County, including those of the Department of Corrections and the Department of Human Services. The office processes and approves requests for educational use changes, construction plans, temporary (substandard) facilities, and code waivers.

The office guides the local districts through the requirements for new facilities, including the referendum process. We view the request for new facilities and/or renovations within the parameters of each district's long-range facilities plan. We annually review the 3-year district maintenance plan during the budget review process.

Information and Assistance

In an effort to provide assistance to school districts and the public, the office compiles information, responds to questions, and disseminates materials. The office often serves as a means of connecting people, school districts, and/or agencies that have voiced related concerns or needs and can help each other. In a similar manner, members of the staff serve as educational liaisons to such diverse groups as the Union County Association of School Administrators, Union County Association of School Business Officials, the Union County Alliance, the Workforce Investment Board, and the Human Relations Commission. We attempt to participate in agencies that relate directly to children and families, such as the Department of Human Services, the County Interagency Coordinating Council, the Union County Child Protection Council, the Youth Services Commission, and the Case Assessment Resource Team. We involve ourselves with the Union County Juvenile Officers Association, the Union County Parent Teachers Association, the Union County School Boards Association, Union County College, and the New Jersey School of the Arts.

It is the responsibility of the Executive County Superintendent's Office to ensure a constitutionally mandated, "thorough, and efficient" education for more than 90,000 Pre-K to grade 12 public school children. We house these students in 174 school buildings in Union County and 62 non-public schools. We oversee compliance with state and federal laws related to spending approximately \$627,000,000 that the 23 Union County school districts and four Charter Schools receive in state and federal aid and grant funding and \$2 billion in total expenditures. We provide assistance to school districts, the public and encourage shared, cost-effective efforts

among school districts, county offices, and municipal and private industry agencies.

This office has responsibility for approving and monitoring public school district budgets, financial reports, and transportation contracts. In addition, staff members analyze applications for federal and state grants, review other legal documents and mandated reports, and examine certification credentials.

This office monitors and promotes administrative/operational efficiencies and cost savings within the school districts located in the county. We continue to enhance the effectiveness of the districts in providing a thorough and efficient system of education. Our school monitoring process consists of five key components of school district effectiveness under the New Jersey Quality Single Accountability Continuum as follows: instruction and program; personnel; fiscal management; operations; and governance.

Due to restructuring of the State Department of Education, the County Office of Education is home of Regional Achievement Centers. Through New Jersey's waiver from provisions of the Elementary and Secondary Education Act (ESEA), the Department of Education has developed a new school accountability system to replace certain provisions of No Child Left Behind. Most importantly, schools are no longer subject to the mandated interventions associated with failing to make Progress Targets (PT). Instead, the Department has identified three categories of schools based on a combination of both growth and proficiency - Priority Schools, Focus Schools, Reward Schools – in order to more fairly categorize school performance and to provide flexibility and more targeted supports and interventions where needed.

In the state's ESEA waiver application dated November 14, 2011, we developed a preliminary list of Priority, Focus, and Reward Schools for illustrative purposes using preliminary 2010-11 data. The official list of Priority, Focus, and Reward schools developed with final 2010-11 school data as well as other technical information can be found at:

<http://www.nj.gov/education/reform/PFRschools/>.

As outlined in our ESEA waiver application (which can be found at: <http://www.nj.gov/education/grants/nclb/waiver/>), the Department is undergoing a fundamental shift from a system of primarily oversight and

monitoring to service delivery and support. The developing of seven field-based Regional Achievement Centers (RACs) staffed with expert school improvement teams that will work directly with the County Office of Education to assure Priority and Focus Schools implement proven turnaround principles and dramatically improve student achievement. These RACs are operational and have been supporting Priority and Focus Schools.

Reward Schools will be recognized for either high overall performance or significant growth over the prior three years. Reward Schools that received Title I funds may also be eligible for financial rewards through Title I funds.

Beyond these three categories, the vast majority of the 2,500 schools in New Jersey will not be categorized as Priority, Focus, or Reward Schools. In these schools, districts will have autonomy over the necessary investments and supports to sustain strong performance or strengthen areas for improvement. Beginning with the 2012-13 school year, the Department has developed individual growth targets for each school and subgroups within that school and will report those targets in a new School Performance Report. These new School Performance Reports will also include measures of college readiness and comparison to peer schools across the state. School boards will be required to have public discussions on the findings of these reports to ensure transparent communication about school performance. Through these new School Performance Reports, district administrators and educators will have unprecedented actionable data to drive their improvement efforts.

This criteria for identification of Priority, Focus, and Reward Schools; the development and implementation of the RACs; and initial information for districts with Priority and Focus Schools can be found on the Department website: <http://www.nj.gov/education/rac/>.

Definition of Priority, Focus, or Reward Status

New Jersey's ESEA waiver application includes a detailed methodology for identifying Priority, Focus, and Reward Schools. Below is a short definition of each category.

Priority Schools

A Priority school is a school that has been identified as among the lowest-performing five percent of Title I schools in the state over the past three

years, or any non-Title I school that would otherwise have met the same criteria. There are 75 Priority Schools. The types of Priority Schools are:

- Lowest-Performing: schools with the lowest school-wide proficiency rates in the state. Priority schools in this category have an overall three-year proficiency rate of 31.6% or lower.
- SIG schools: schools that are part of the School Improvement Grant (SIG) program.

Focus Schools

A Focus School is a school with significant but focused areas of concern in student performance over the past three years. As part of the process, Focus Schools will receive targeted and tailored solutions to meet the school's unique needs. There are 183 Focus Schools. The types of Focus Schools are:

- Low Graduation Rates: high schools with a 2011 graduation rate lower than 75%.
- Largest Within-School Gaps: schools with the largest in-school proficiency gap between the highest-performing subgroup and the combined proficiency of the two lowest-performing subgroups. Schools in this category have a proficiency gap between these subgroups of 43.5 percentage points or higher.
- Lowest Subgroup Performance: schools whose two lowest-performing subgroups rank among the lowest combined proficiency rates in the state. Schools in this category have an overall proficiency rate for these lowest-performing subgroups of 29.2% or lower.

Reward Schools

A Reward School is a school with outstanding student achievement or growth over the past three years. There are 112 Reward Schools. The types of Reward Schools are:

- Highest-Performing: schools that are the highest-performing in the state, in terms of school-wide proficiency, subgroup proficiency, and graduation rates.
- Highest-Progress: schools that have high levels of student growth, measured using their median Student Growth Percentiles (SGP) over time.

The Department used a number of factors in the development of these lists. They include:

State Assessments

The proficiency rates used to determine Priority, Focus, and Reward Schools are based on 3-year averages of state assessment data, from the 2008-09, 2009-10, and 2010-11 school years. Every test-eligible student is included in all proficiency rates. A subgroup must have an average of 30 test-eligible students and make up 5% of the test-eligible student body to be included.

Student Growth

The lists of Priority, Focus, and Reward Schools take into account that some schools or student subgroups exhibit very high levels of student growth over time. For high schools, high growth is determined using school-wide HSPA proficiency changes over time. For elementary/middle schools, high growth is based on median Student Growth Percentiles (SGP) over the past three years of assessments. Schools with high growth cannot be classified as Priority Schools. Subgroups with high growth cannot be classified as a school's lowest or second-lowest performing subgroup for purposes of Focus School designations.

Graduation Rates

Each school's 2011 four-year cohort-adjusted graduation rate is used. The Department will report final graduation rates for the state, district, and schools in the coming weeks using the new federally mandated 4-year cohort adjusted graduation rate.

Regional Achievement Centers (RACs) information

Seven RACs have been deployed across the state and are supported by the County Offices of Education to provide targeted support to Priority and Focus Schools have been deployed beginning in September, 2012, to provide training and support that can also be utilized by non-categorized schools. Each RAC will be led by an Executive Director for Regional Achievement, a master educator who will oversee a team of instructional and content-area specialists whose sole job will be supporting student improvement in Priority and Focus Schools.

RAC teams will partner with Priority and Focus School staff to execute comprehensive School Improvement Plans aligned to the eight turnaround principles that are widely known to drive student achievement in challenged environments:

- School Climate and Culture: Establishing school environments with a climate conducive to learning and a culture of high expectations; School Leadership: Ensuring that the principal has the ability to lead the turnaround effort;
- Standards Aligned Curriculum, Assessment and Intervention System: Ensuring teachers have the foundational documents and instructional materials needed to teach to the rigorous college and career ready standards that have been adopted;
- Instruction: Ensuring teachers utilize research-based effective instruction to meet the needs of all students;
- Use of Time: Redesigning time to better meet student needs and increase teacher collaboration focused on improving teaching and learning;
- Use of Data: Ensuring school-wide use of data focused on improving teaching and learning, as well as climate and culture;
- Staffing Practices: Developing the skills to better recruit, retain and develop effective teachers; and
- Family and Community Engagement: Increasing academically focused family and community engagement.

The interventions and supports necessary for Priority and Focus Schools will be different based on the individual needs of the schools. Because Priority Schools have low school-wide achievement, interventions will address school-wide concerns. By definition, Focus Schools have targeted areas of weakness in the school, such as specific subgroup performance. The state's supports and interventions in those schools will be much more targeted to the specific area of weakness.

Although the RACs will focus on schools as the main unit of change, significant collaboration and communication will take place with school districts to ensure cohesive, sustained improvement. It is the Department's intention that all School Improvement Plans will be developed and implemented collaboratively with district leadership.

If interventions are implemented faithfully, the Department believes that each Priority and Focus School should achieve sustained, positive growth in student achievement that dramatically narrows the achievement gap and sets schools on a trajectory for preparing all students for college and career.

RAC Interventions

Quality School Reviews (QSRs) will be performed in each Priority and Focus School to evaluate the school's current performance and determine the school's needs in connection with each turnaround principle. QSRs for Priority Schools are underway and will be completed by the end of this school year. QSRs for Focus Schools will take place this fall.

Based on the findings from this review, RAC teams and the County Office of Education will work in conjunction with school and district leaders, educators, and families to develop comprehensive and individualized School Improvement Plans based on the unique needs of the school.

Specific, differentiated interventions for all eight turnaround principles have been identified. Examples of interventions include:

- Removal or reassignment of the school principal in select Priority Schools;
- Required professional development focused on the eight turnaround principles for school leaders and educators;
- Implementation of NJDOE model curriculum and unit assessments aligned to the Common Core State Standards;
- Hiring full-time specialists (e.g. culture and climate specialist, data specialist, literacy specialist, mathematics specialist) to be embedded in schools.

Interventions in Priority Schools will be closely monitored and will continue for a three-year period, providing schools the time needed to implement required changes and demonstrate improvement in student achievement. Priority Schools that fail to implement the required interventions or fail to demonstrate required improvement in student academic achievement may become subject to state-ordered closure, replacement, or other action.

Focus School interventions will continue for a minimum of two years, at which time a school could exit status if all requirements for improvement are met.

Next steps for LEAs with Priority and Focus Schools

The Department is committed to proactively sharing information RAC and County Staff will meet with LEA leadership prior to the start of the school year to share more information about RAC interventions and initiate conversations about Priority and Focus School Improvement Plans, which will include plans for professional development.

Title I

Title I LEAs with Priority and Focus Schools will be required to set aside funds in an instructional programs reserve and sign an assurance that those funds will support RAC supports and interventions taking place in Priority and Focus Schools. The exact allocation of funds will be determined in collaboration with LEAs in the coming months. Funds set aside in this reserve may be used for the following items:

- Hiring of a data, climate and culture, math, or literacy leader;
- Technology upgrades to support Common Core-aligned curriculum and formative assessments;
- Other items aligned to the eight turnaround principles identified in the ESEA waiver.

LEAs will also be required to sign a preliminary assurance in September that they will faithfully implement School Improvement Plans for each Priority and Focus School. RAC staff members and County Office Staff will then work with Priority and Focus Schools and LEAs to develop individualized School Improvement Plans that will be submitted by the end of October. These plans will serve as the schools' Title I school-wide plans.

2013-14 Budget Reviews

The approved efficiency standards of the department of education were in use in all budget reviews and approvals.

All districts in Union County provided on the district's Internet site, public access to the district budget summary. Availability was within 48 hours after the public hearing and was in "user friendly" commonplace language. The budgets remain on the district site, or link, for the entire budget year and there are updates with any revisions.

The budget summary includes both the pre-budget year and for the current year the following:

- All line items by type.
- The school tax rate.
- The equalized school tax rate.
- Revenues by major categories.
- The amount of available surplus.
- Unusual revenues.
- List of shared service agreements.
- Employment contracts that exceed \$75,000 that are not part of a negotiating contract.

There are submissions of all employment contracts that exceed \$75,000 and not part of a negotiating unit contract. Benefits, including stipends and bonuses, for all staff were under review.

Consolidation of Costs

Through countywide district committees, the Board of Education established shared services leadership models that consist of sharing one or more administrators and services between one or more school districts. All districts pursue cooperative bidding and joint purchasing models, along with shared systems models such as computer networks, financial and human management software systems, and electronic records storage. There is also a phase-in of information management systems between districts.

Required Contract Reviews

Pursuant to the regulations NJSA18A:7-8(j), district superintendents', assistant superintendents' and Business Administrators contracts are reviewed, consequently resulting in district cost savings. The elimination of ineligible benefits or incentives, which appeared in the previous contracts and are not permitted under current regulations along with legislation capping Superintendent salaries assisted in these cost savings.

2014 Initiatives

During this past calendar year the many changes in the New Jersey Department of Education, have proved to be a successful part of the Education system. This office has incorporated the role of the Regional

Achievement Director and his/her staff to accommodate Federal NCLB waiver regulations. This office continues to make sure all districts within Union County are acting according to the Fiscal Accountability Regulations, and continues a full cycle of Quality Single Accountability Continuum. It has also focused on the changes required to code and law pursuant to the Commissioner's TASK Force Report.

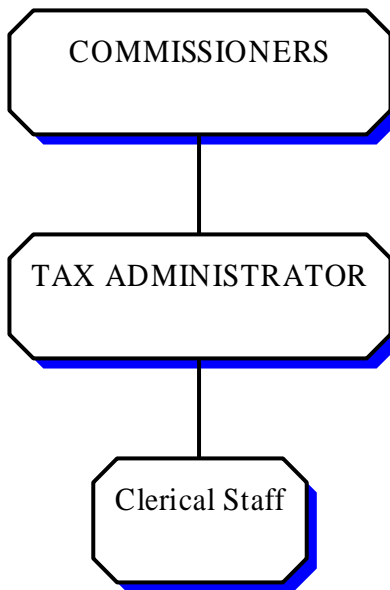
The 2014-15 district budgets will be under review for increased efficiencies. The assistance and review of those districts that remain in the "improvement needed status" will continue. As follow-up visits occur, this office will report publicly the district status and future direction of the district.

The integration of the Department's new reorganization, the Department's Regional Achievement Centers to the County Offices has required adjustment for all Union County Districts with the Executive County Superintendent's Office at the forefront. The fiscal year 2014 promises to be challenging for the State Department of Education and respective County Offices.

Board of Taxation

Organizational Chart

Board of Taxation



BOARD OF TAXATION

Mission

The Mission of the Tax Board is to secure the taxation of all property in the County and its taxable value as prescribed by law in order that all property shall bear full and just share of taxes.

The Union County Board of Taxation, a state agency with countywide jurisdiction, serves as an agent for the Director of the Division of Taxation; is the first line supervisor of the municipal assessor; is the custodian of the tax lists and other official records; and is the first formal level of appeal from the municipal assessor.

Programs & Services

Mandated

Supervise municipal assessors; equalize municipal assessments for apportionment of County Taxes; calculate municipal tax rates; certify Added & Omitted Assessments; publishes County Abstract of Ratables, Provide SR1-A data and other mandated reports to the Division of Taxation; hear and determine property tax appeals from regular and added assessments.

Prepare public records and make them available to the public, including tax lists; SR1-A sales ratio study.

Non-Mandated

Provide assistance to municipalities, in cooperation with the Department of Administrative Services and by Freeholder Resolution of 1986.

Provide on-line computer capability to all 21 municipal assessors' offices at no charge, including production of tax lists, extended tax duplicates, tax bills, assessment notices, senior citizen post-tax year statements, tenant rebate notices, various other lists and reports as required.

2013 Accomplishments

In 2013 the Union County Board of Taxation received 5,362 tax appeals. Although this was a reduction of 3.5% from the previous year, it was still the second highest total received in the history of the Board. Helping us to handle this workload was the utilization of the online tax appeal system that Union County entered into as a shared service with Monmouth County in 2012.

By utilizing an electronic filing system the Tax Board was able to realize the following major institutional achievements:

1. Improved customer service. (25% Electronic Filers 1st year)
2. Reduction in the amount of paper work received and processed.
3. Creation of an online database of all appeals moving forward in accordance with all State of NJ retention requirements.

In addition to the achievements listed above there were many other areas where efficiencies were realized. In an effort to continue to improve and expand upon the system, Union County and Monmouth County are currently reviewing notes from this year's appeal season with the intention of releasing an enhanced 2.0 model for the 2014 tax appeal season. One of the goals is to incorporate the added assessment appeal process into the system to allow for electronic submission of those appeals as well.

Additionally, the Tax Board was able to purchase 20 scanners for the Assessor's offices throughout Union County for use with the online tax appeal system. The Tax Board also purchased several new computers for the Assessor's offices as well.

Lastly, the Tax Board processed 8,321 deeds in 2013. This represented an 11.5% increase over 2012. Hopefully, this is an indication the real estate market in Union County is beginning to recover.

2014 Initiatives

In 2014 the Union County Board of Taxation will seek to explore and harness any technology advancements that will help save money, improve work processes and enhance customer service.

Additionally, we look forward to the ability to provide electronic filings through the online system for 2014 added assessment appeal season through the release of the enhanced 2.0 online appeal filing system.

In conclusion, the Tax Board anticipates tax appeal filings to continue to remain at record setting levels for 2014. As usual, the Tax Board and its staff will be prepared to step up to this monumental task.