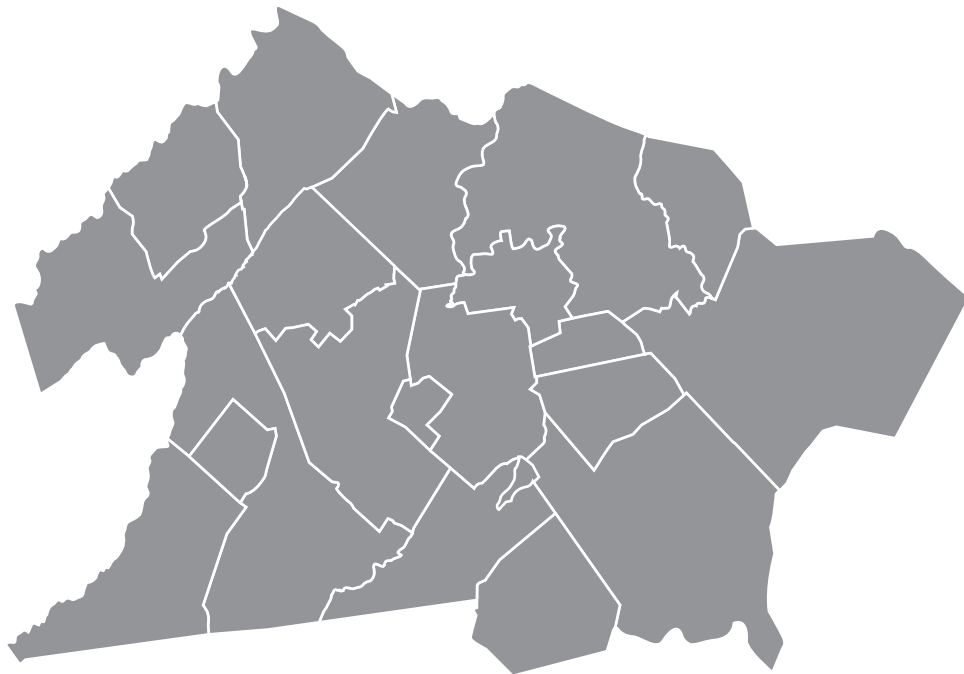


UNION COUNTY GOVERNMENT

2015 EXECUTIVE BUDGET



ALFRED J. FAELLA
COUNTY MANAGER



UNION COUNTY
We're Connected to You!

Table of Contents

COUNTY OF UNION

2015 Executive Budget

Table of Contents

	Page
County Manager Letter to Board of Chosen Freeholders	
Organizational Chart	
Financial Overview	
Overview of County Government	
Clerk of the Board	1
Office of Communication and Public Information	
Office of Open Space, Recreation and Historic Preservation	
Trust Fund	
County Counsel	19
Department of Administrative Services	27
Department of Correctional Services	49
Department of Economic Development	60
Department of Finance	101
Department of Human Services	107
Department of Parks and Recreation	140
Department of Public Safety	175
Department of Public Works and Facilities Management	193
Office of the County Clerk	222
Office of the Prosecutor	231
Office of the Sheriff	240
Office of the Surrogate	245
Board of Elections	255
Rutgers Cooperative Extension	259
Superintendent of Schools	281
Board of Taxation	298



COUNTY OF UNION

February 27, 2015

The Honorable Chairman Mohamed S. Jalloh
Members, Union County Board of Chosen Freeholders
Union County Administration Building
10 Elizabethtown Plaza
Elizabeth, NJ 07207-2204

Dear Freeholders:

The 2015 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.

The state of this year's executive budget reflects a broad-based recovery in Union County's economy and our success in setting goals, implementing policy and continuing progress on all areas requiring attention.

This past year, we achieved one such major administrative goal--the sale of Runnells Specialized Hospital, which not only brought in revenue from the sale itself but will also save millions more each year on mandated costs such as health and liability insurances, pension and operating expenses.

These savings are helping to balance the budget, as we also continue to build surplus. Over the past several years, we've been able to boost our surplus by 71 percent as our financial condition has improved. The increase to surplus is vital to maintaining our bond rating (Aaa1), which is among the highest obtainable.

We are also continuing to examine our Correctional facilities for operational efficiencies and increased revenues. We recently signed a two-year contract with Hudson County to accept their

juvenile detention detainees to the Union County's Detention Center in Linden, a move that could bring in as much as \$1.5 million in revenues—if not more---per year. This occurs as we look at ways of achieving efficiencies at the Union County Jail, which as I noted in last year's executive budget message, costs more than \$55 million to operate.

We succeeded in reducing our operational costs and expenses at the adult facility by \$1 million through the implementation of recommendations made in the Luminosity study. This report, which was commissioned several years back, continues to reap benefits by bringing together stakeholders in an effort to reduce unnecessary detention while maintaining public safety and the integrity of the courts process.

In other areas, the Parks and Public Safety Departments also succeeded in providing increased revenues to County coffers.

The Union County Emergency Medical Services (UC EMS) increased its revenues by more than 60 percent over the past year and realized a 130 percent growth in calls to the agency. The success was recognized by the New Jersey Department of Health which recognized UC EMS as the "Outstanding Public EMS agency of the Year."

Combined with another important public safety program, the Union County Regional Dispatch Center, both agencies now contribute nearly \$1 million in revenues, while providing important life-saving services to our residents and shared services to our municipalities. The Dispatch Center has grown to cover 17 agencies throughout Union County since its inception in 2010. In 2014, the regional dispatch center processed 70,500 calls, up from 57,827 the previous year.

Parks Department total revenues, including golf, increased by \$400,000 this past year. Our golf facilities are brimming with activities and outreach programs for all ages, and next year, the NJ Open Championship will host its prestigious tournament for the first time in its history at a public golf course---our Galloping Hills facility in Kenilworth.

Also within our Parks Department, I am pleased to report that we will make substantial progress in another area we targeted for operational reforms over the past few years---the Watchung Stables. As I noted in last year's executive budget message, we were able to nearly erase a \$600,000 deficit. This year, we will focus on beginning several improvements, including the construction of a new indoor riding ring and the resurfacing of existing outdoor riding rings that will grow revenues at the facility, increase usage and enable it to reach its full potential.

As we continue our review of the executive budget, these revenue increases and cost savings were offset by some rising mandated costs and the loss of revenues in other areas, which included:

- *A loss of over \$800,000 in net revenues from the end of the state's red light camera program;
- *An increase in pension costs of \$500,000;
- *An increase in debt service of \$5 million, which in part funded public investments in projects such as the County College (expansion of the Cranford campus), and the state-mandated new Family Courthouse Complex on Cherry Street;

Overall, this year's executive budget is approximately \$492 million, which is \$10.7 million less than last year. The executive budget, which meets the state cap, would increase property taxes by an average of \$57—the lowest increase in years.

Still, there is more good news to report as the economic recovery reached the real estate market: the County's ratable base increased for the first time since 2008, by \$200 million---and recent reports touted significant wage gains in the County job market as a whole---leading the state and one of the highest in the nation. This is a key indicator of economic health.

We are moving forward and now is not the time to stop.

Freeholder Chairman Jalloh noted the remarkable economic progress in his reorganization speech this year and the need to continue “investing in Union County” with the announcement of a comprehensive set of initiatives meant to spur economic growth. The announcements include investments in the arts, planning, economic development, public safety, education, social services and job creation.

Among the programs is a \$2.3 million investment in the Workforce Investment Board (WIB), which partners with businesses to get our residents trained and hired into new jobs. This investment has already begun to pay off, as members of the Freeholder Board joined with the WIB in announcing 150 new jobs for County residents at Newark Airport through AirServ.

Other initiatives Chairman Jalloh announced included:

- The **“Road map to success”** - The County will commission a report, conducted through the Bloustein School at Rutgers, that will examine trends in Union County's overall economy, find strengths and synergies to focus its resources upon, and effectuate positive outcomes.
- **“Build a Community of The Arts”** - this set of initiatives would build a County-wide arts ecosystem that will grow and stimulate Union County's economy, including:
 - * An Arts Master plan, with assistance from former Rahway Mayor Jim Kennedy, which would catalogue the County's Arts resources and determine how to best utilize and market them;

- * The Union County Advancing Community Theatre initiative (UCACT), through which the County would sponsor and promote five or more theatre events at the Union County Performing Arts Center (UCPAC);
 - * A new partnership with Union County College to offer classes in acting, dance, and public speaking at UCPAC that will be open to all residents;
 - * A “creative placemaking initiative,” which will involve covering traffic control boxes with the artistic expressions of local Artists, aimed at enhancing community arts and revitalization.
- **“College Readiness Now”** – Development of a partnership with Union County College to expand this pilot program which tests juniors near the end of the academic year to ensure they are prepared for college and help avoid costly remediation courses.
 - **“Families First initiative”** - which includes a partnership involving the United Way of Greater Union County, the Workforce Investment Board, and our Department of Human Services, that would lead to additional after school programs, workforce investment training and support for families;
 - A pair of social services programs, including a pilot partnership with **Community Coordinated Child Care** (also known as “four C’s”) to serve those who don't meet eligibility for State subsidized child care; and work with various partners including the Court Administration, the Sheriff’s office, Human Service agencies and the Prosecutors Office, to ensure safety and better services for families affected by domestic violence.
 - Public safety and recreational announcements aimed at improving the quality of life, including the creation of a street crimes unit, the installation of cameras in parks and other county locations, bike path improvements; and a pair of continuations, including the Union County Gun Buyback program, and the “turf and build” parks improvement program.

With all this ahead, we have much to achieve in 2015, and we are ready to roll our sleeves up and get to work. I look forward to working with the Freeholder Board, our residents and County workforce in getting the job done and moving Union County forward.

Sincerely,

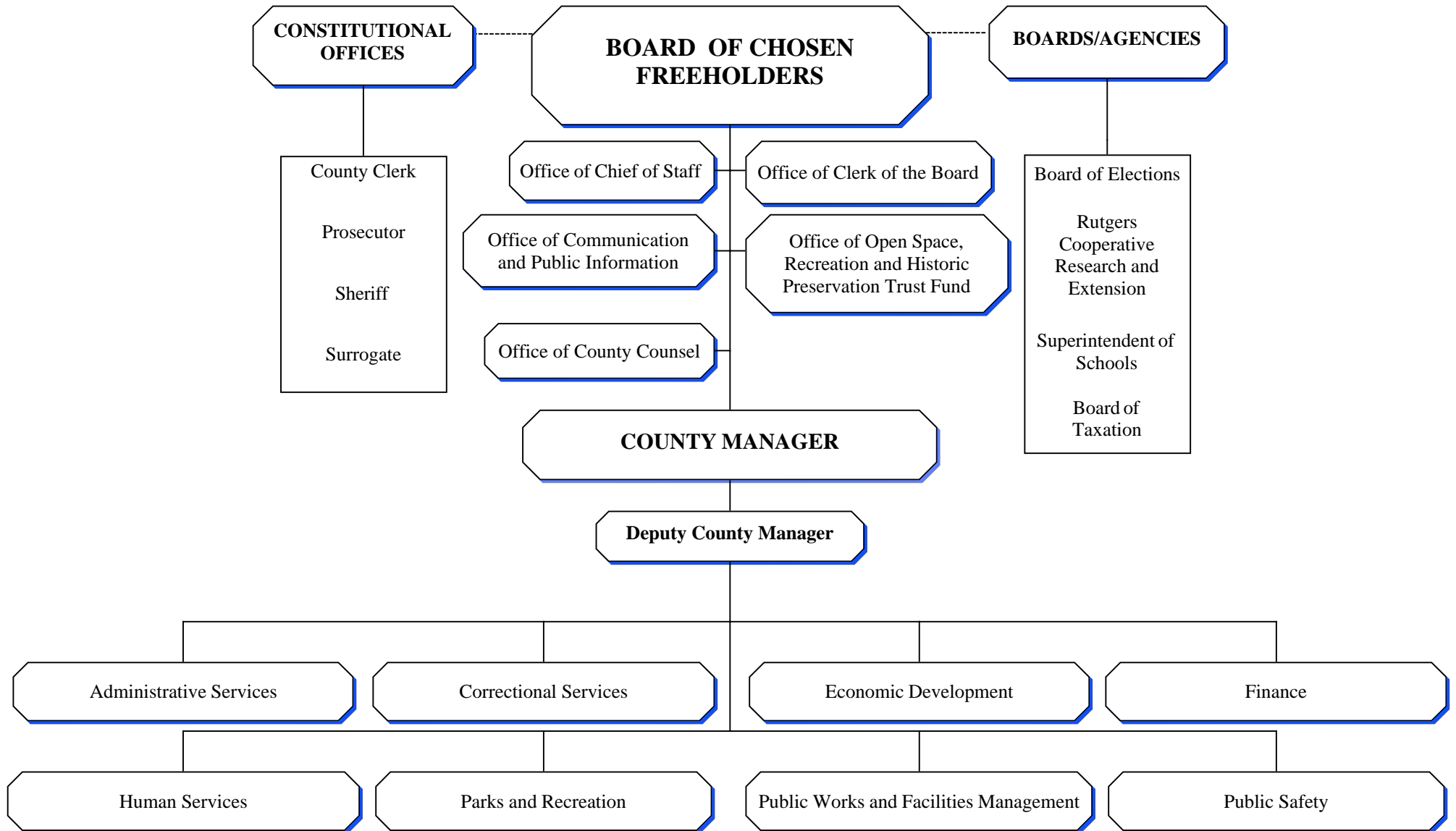


Alfred J. Faella
Union County Manager

County Manager Letter to Board of Chosen Freeholders

County of Union Organizational Chart

COUNTY OF UNION



Financial Overview

The instructions can be found on the instruction Tab of the workbook.			
Summary Levy Cap Calculation			
County			EXAMINER
Union County			
2000			
Model Tax Levy Calculation Worksheet			
Levy Cap Calculation			
Prior Year Amount to be Raised by Taxation - County Purpose Tax			\$327,061,905
Cap Base Adjustment (+/-)			(\$6,506,097)
Less: Prior Year Deferred Charges: Emergency Authorizations			\$0
Less: Prior Year Deferred Charges to Future Taxation Unfunded			\$125,000
Less: Changes in Service Provider: Transfer of Service/ Function			\$0
Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation			\$320,430,808
Plus 2% Cap increase			\$6,408,616
Adjusted Tax Levy			\$326,839,425
Plus: Assumption of Service/ Function			\$0
Adjusted Tax Levy Prior to Exclusions			\$326,839,425
Exclusions:			
Allowable Shared Service Agreements Increase			\$0
Allowable Health care costs increase			\$0
Allowable Pension increases			\$445,165
Allowable Capital Improvements Increase			\$500,000
Allowable Debt Service and Capital Lease Increases			\$7,888,386
Current Year Deferred Charges: Emergencies			\$0
Deferred Charges to Future Taxation Unfunded			\$1,151,529
Add Total Exclusions			\$9,985,079
Less Cancelled or Unexpended Exclusions			\$2,459,232
Adjusted Tax Levy After Exclusions			\$334,365,272
Additions:			
New Ratables - Increase in Apportionment Valuation of New Construction and Additions			\$378,045,168
Prior Year's County Purpose Tax Rate (per \$100)			\$0.512
New Ratable Adjustment to Levy			\$1,936,493
Amounts approved by Referendum			\$0
Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax			\$336,301,765
Plus: 2011 Cap Bank Utilized in CY2014*			\$0
Plus: 2012 Cap Bank Utilized in CY2014*			\$0
Plus: 2013 Cap Bank Utilized in CY2014*			\$0
Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions			\$336,301,765
Amount to be Raised by Taxation - County Purpose Tax			\$336,103,888
<i>*Can only be added to the extent that the Maximum Allowable Amount to be Raised by Taxation – CPT After All Exclusions (Cell E37) does not exceed the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Levy Cap Determination and Budget Preparation Worksheet – Cell D45).</i>			

CY 2014

1977 Cap Exclusions Calculation			
The instructions can be found on the Instruction Tab of the workbook.			
County of:	Union	Municode:	2000
County Purpose Tax			327,061,905.00
CAP Base Adjustment			-6,506,096.51
Revised County Purpose Tax:			320,555,808.49
EXCEPTIONS:			
(Less:)			
Debt Service			47,371,555.00
Deferred Charges			125,000.00
Emergency Appropriations			0.00
Capital Improvements			3,500,000.00
Matching Funds			1,250,000.00
Authority - Share of Costs MUA			0.00
County Welfare Board			18,715,064.00
Special Services School District			0.00
Vocational School			4,375,368.48
Out of County Vocational School			15,000.00
County College (Current Year)		13,307,913.00	
Less County College (1992 Base)		8,995,000.00	
Net County College			4,312,913.00
Out of County College (Current Year)		192,000.00	
Less Out of County College (1992 Base)		275,000.00	
Net Out of County College			0.00
Capital Lease Payments			0.00
9 1 1 Emergency Management Services			0.00
Insurance			1,053,127.20
TOTAL EXCEPTIONS			80,718,027.68
Amount on which .50% Cap is applied			239,837,780.81
.50% Cap Amount			1,199,188.90
Allowable County Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)			241,036,969.71

CY 2014 Levy Cap Determination and Budget Preparation

2000	County	Union County
The instructions can be found on the Instruction Tab of the workbook.		
Allowable County Purpose Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)		241,036,969.71
Add:		
New Construction		1,936,493.35
Debt Service and Capital Leases	65,777,365.00	
Less Debt Service & Capital Lease Revenues Offset by Approps	8,819,083.93	
Net Debt Service and Capital Lease Obligations		56,958,281.07
Deferred Charges to Future Taxation - Unfunded		1,151,529.00
Emergency Authorizations		
Capital Improvements		4,000,000.00
Matching Funds		1,250,000.00
County Welfare Board	59,098,401.87	
Less Welfare Revenue Offset by Appropriation	35,595,141.00	
Net County Welfare Board		23,503,260.87
Special School Districts		
Vocational School		4,702,132.50
Out of County Vocational School		15,000.00
County College	14,125,000.00	
Less County College 1992 Base	8,995,000.00	
Net County College		5,130,000.00
Out of County College	217,000.00	
Less Out of County College 1992 Base	275,000.00	
Net Out of County College		0.00
911 Emergency Management Services		0.00
Health Insurance		
Subtotal		339,683,666.49
2012 Cap Bank Utilized*		
2013 Cap Bank Utilized*		
COLA Increase Utilized*		
"1977 Cap" Maximum County Purpose Tax After All Exceptions		339,683,666.49
"2010 Cap" Maximum Allowable Amount to be Raised by Taxation After all Exceptions		336,301,765.31
(From the Summary Levy Cap Worksheet)		
Amount to be Raised by Taxation - County Purpose Tax		336,103,887.87
		Use 2010 Calc.

**2015 EXECUTIVE BUDGET
REVENUE SCHEDULE**

	2014 Adopted Budget	2014 Realized Revenue	2015 Executive Budget
Surplus Anticipated	20,000,000	20,000,000.00	20,000,000.00
SUBTOTAL	20,000,000	20,000,000.00	20,000,000.00
Miscellaneous Revenues - Section A: Local Revenues			
County Clerk	1,858,500	1,685,541.21	1,650,000.00
Surrogate	190,000	210,530.96	190,000.00
Sheriff	1,000,000	606,840.13	600,000.00
Interest on Investments and Deposits	175,000	209,789.49	175,000.00
County Board of Pay Patients	35,000,000	34,884,537.84	13,000,000.00
Permits Road Department	110,000	111,926.55	110,000.00
Register of Deeds - Realty Transfer Fees	3,550,000	3,339,615.80	3,250,000.00
Parks and Recreation Facilities Revenue	8,500,000	8,921,997.67	6,225,000.00
Rent - 921 Elizabeth Ave.	415,000	434,451.18	415,000.00
Rental Beds - Juvenile Detention Center	-		1,540,000.00
SUBTOTAL Section A: Local Revenues	50,798,500	50,405,230.83	27,155,000.00
Miscellaneous Revenues - Section B: State Aid			
County College Bonds	2,079,594	1,954,310.62	2,650,750.91
SUBTOTAL Section B: State Aid	2,079,594	1,954,310.62	2,650,750.91
Miscellaneous Revenues - Section C: State Assumption of Costs			
Supplemental Social Security Income	1,045,714	985,057.00	1,095,141.00
Division of Youth and Family Services	4,095,828	4,095,828.00	4,498,961.00
Rutgers Behavioral Health Care	-	-	10,756.00
Maintenance of Patients: Mental Diseases (DMHS)	8,934,501	8,934,501.00	8,362,344.00
Maintenance of Patients: DDD	23,652,904	23,652,904.00	22,605,733.00
SUBTOTAL Section C: State Assumption of Costs	37,728,947	37,668,290.00	36,572,935.00
Miscellaneous Revenues - Section D: Public & Private Revenues	15,838,130	37,803,511.00	15,000,000.00
SUBTOTAL Section D: Public & Private Revenues	15,838,130	37,803,511.00	15,000,000.00
Miscellaneous Revenues - Section E: Prior Written Consent			
County Clerk Increased Fees	1,690,000	1,198,737.00	1,175,000.00
Surrogate Increased Fees	300,000	277,257.80	250,000.00
Sheriff Increased Fees	50,000	1,150,627.65	750,000.00
Fringe Benefits	2,175,000	2,787,103.98	2,175,000.00
Indirect Costs	105,000	295,736.56	125,000.00
Medicare - Peer Group	983,282	948,064.73	-
Bail Forfeitures	220,000	186,419.50	150,000.00
NJ Reimbursement State Prisoners	150,000	193,596.60	150,000.00
Educational Building Aid	450,000	659,541.00	550,000.00
NJ Division of Economic Assistance - Earned Grant	29,500,000	38,042,202.26	34,500,000.00
Service Fees - Courts	342,000	362,877.00	342,000.00
Capital Fund Balance	750,000	750,000.00	-
Franchise Fee - Jersey Gardens	500,000	690,256.60	500,000.00
Title IV D - Facility Reimbursement	850,000	947,088.44	850,000.00
Debt Service - Open Space	4,639,826	4,639,826.00	4,584,673.77
Leaf Composting	250,000	283,014.00	250,000.00
PILOT's	200,000	286,978.90	220,000.00
State Reimbursement - Delaney Hall	1,250,000	1,190,077.76	1,000,000.00
Union County Utilities Authority	2,000,000	2,000,000.00	2,000,000.00
Open Space - Parks Maintenance	2,400,000	2,400,000.00	2,400,000.00
Telephone Commissions	400,000	388,294.58	375,000.00
Division of Developmental Disabilities (DDD)	550,000	618,722.85	550,000.00
Dispatch Services	240,000	413,088.50	350,000.00
Rental Income UC College/Trinitas Hospital Kellogg Building	180,000	183,333.37	180,000.00
Weights & Measures	140,000	140,000.00	90,000.00
ILSA Traffic Control Monitoring	586,968	1,034,813.47	-
PACE Agreement	576,553	576,553.00	576,553.00
Proceed from Sale - Runnells			457,106.25
SUBTOTAL Section E: Prior Written Consent	51,478,629	62,644,211.55	54,550,333.02
Amount to Be Raised by Taxes	327,061,905	327,061,905.00	336,103,887.87
TOTAL LOCAL REVENUES	177,923,800	210,475,554.00	155,929,018.93
TOTAL REVENUES	504,985,705	537,537,459	492,032,907

2015 BUDGET

APPROPRIATION SCHEDULE

	Type	2014 Adopted Budget	2014 Modified Budget	2015 Executive Budget
GENERAL GOVERNMENT				
County Manager's Office	SW	463,932	463,932.00	305,981.00
	OE	122,000	122,000.00	122,000.00
Special Studies & Initiatives	OE	325,000	325,000.00	705,000.00
Board of Chosen Freeholders	SW	268,500	268,600.00	556,005.00
Initiatives	OE	63,500	63,500.00	85,000.00
Annual Audit	OE	194,750	194,750.00	225,000.00
Other Accounting and Auditing Fees	OE	199,581	199,581.00	198,875.00
Clerk of the Board	SW	1,004,040	1,004,040.00	869,142.00
	OE	226,000	226,000.00	230,000.00
Advisory Boards, Committees & Commissions	OE	5,000	5,000.00	5,000.00
Status of Women Advisory Board	OE	500	500.00	500.00
County Clerk	SW	1,965,944	1,965,944.00	2,053,531.00
	OE	158,000	158,000.00	161,250.00
Board of Elections	SW	2,053,644	2,053,644.00	2,110,741.00
Board of Elections	OE	332,500	332,500.00	335,500.00
Elections (County Clerk)	SW	144,537	144,537.00	153,032.00
	OE	991,000	991,000.00	968,810.00
Department of Finance: Office of Director	SW	256,686	259,686.00	272,316.00
	OE	175,000	175,000.00	175,000.00
Public Obligations Registration Act P.L. 1983	OE	200,000	200,000.00	200,000.00
Division of Reimbursement	SW	261,878	261,878.00	295,695.00
	OE	2,700	2,700.00	3,500.00
Division of Treasurer	SW	392,368	392,368.00	360,778.00
	OE	52,300	52,300.00	52,300.00
Division of Comptroller	SW	841,036	841,036.00	885,565.00
	OE	16,900	16,900.00	17,500.00
Aid to Union County Improvement Authority	OE	600,000	600,000.00	500,000.00
Division of Internal Audit	SW	181,017	181,017.00	171,882.00
	OE	1,800	1,800.00	2,500.00
County Counsel	SW	1,335,737	1,335,737.00	1,458,491.00
	OE	321,750	321,750.00	146,750.00
County Adjuster	SW	322,910	322,910.00	345,828.00
	OE	3,000	3,000.00	2,700.00
Department of Administrative Services: Office of Director	SW	443,523	443,523.00	513,778.00
	OE	75,000	75,000.00	75,000.00
Division of Motor Vehicles	SW	1,724,506	1,734,506.00	1,790,936.00
	OE	4,382,000	4,382,000.00	4,526,000.00
Division of Personnel Mngt & Labor Relations	SW	854,934	854,934.00	879,437.00
	OE	874,500	874,500.00	874,500.00
Division of Purchasing	SW	663,397	673,397.00	683,731.00
	OE	228,000	228,000.00	252,430.00

2015 BUDGET
APPROPRIATION SCHEDULE

	Type	2014 Adopted Budget	2014 Modified Budget	2015 Executive Budget
Board of Taxation	SW	241,693	241,693.00	248,517.00
	OE	-	-	
County Surrogate	SW	860,933	860,933.00	972,467.00
	OE	29,800	29,800.00	29,880.00
Engineering, Land and Facilities Planning	SW	440,881	455,881.00	511,262.00
	OE	57,000	57,000.00	207,000.00
Department of Economic Development: Office of Director	SW	336,381	336,381.00	546,562.00
	OE	54,300	54,300.00	766,000.00
Community Development & Housing	SW	173,678	173,678.00	179,746.00
	OE	2,700	2,700.00	2,700.00
Division of Strategic Planning & Intergovernmental Relations	SW	304,424	304,424.00	420,486.00
	OE	484,500	484,500.00	326,300.00
Division of Information Technology	SW	711,742	716,742.00	833,131.00
	OE	1,730,900	1,730,900.00	1,760,900.00
Insurance:				
Group Health Insurance Plan for Employees	OE	46,672,065	44,672,065.00	46,000,000.00
Surety Bond Premiums	OE	12,800	12,800.00	12,000.00
Other Insurance Premiums	OE	10,245,991	10,205,991.00	9,650,000.00
Employees' Prescription Plan	OE	11,631,262	11,131,262.00	11,373,407.00
Dental Plan	OE	925,000	925,000.00	959,158.00
Disability Insurance	OE	250,000	250,000.00	250,000.00
Health Waivers	OE	1,700,000	1,740,000.00	1,850,000.00
TOTAL GENERAL GOVERNMENT		99,595,420	97,138,520.00	100,471,500.00
PUBLIC SAFETY:				
Sheriff's Office	SW	16,889,056	16,889,056.00	17,574,067.00
	OE	367,459	367,459.00	367,459.00
Department of Public Safety Office of Director	SW	223,819	224,819.00	234,664.00
	OE	4,050	4,050.00	4,050.00
Division of Weights and Measures	SW	334,149	334,149.00	384,654.00
	OE	3,565	3,565.00	3,565.00
Division of Medical Examiner	SW	514,814	534,814.00	552,097.00
	OE	364,500	364,500.00	368,500.00
Division of Emergency Management	SW	542,980	542,980.00	638,932.00
	OE	226,100	226,100.00	327,188.00
Emergency Medical Services	SW	338,500	338,500.00	587,720.00
	OE	63,500	63,500.00	85,000.00
Division of County Police	SW	7,947,510	7,947,510.00	7,917,363.00
	OE	204,600	204,600.00	245,500.00
Division of Health	SW	35,900	35,900.00	125,927.00
	OE	81,000	81,000.00	148,231.00
County Prosecutor's Office	SW	20,529,823	20,529,823.00	20,298,394.00
	OE	765,000	765,000.00	765,000.00

2015 BUDGET

APPROPRIATION SCHEDULE

	Type	2014 Adopted Budget	2014 Modified Budget	2015 Executive Budget
Contribution to Soil Conservation District	OE	28,230	28,230.00	29,642.00
Department of Corrections	SW	31,958,668	31,958,668.00	31,985,398.00
	OE	10,348,000	10,348,000.00	9,348,000.00
TOTAL PUBLIC SAFETY		91,771,223	91,792,223.00	91,991,351.00
OPERATIONAL SERVICES:				
Department of Public Works & Facilities Mngt	SW	30,422	31,422.00	31,651.00
Office of the Director	OE	22,000	22,000.00	22,000.00
Division of Public Works	SW	1,931,760	1,931,760.00	2,500,765.00
	OE	52,600	52,600.00	404,100.00
Division of Facilities Management	SW	6,123,829	6,123,829.00	7,376,863.00
	OE	7,573,050	7,573,050.00	7,873,050.00
Hospital Maintenance	SW	1,198,009	1,198,009.00	-
	OE	379,368	379,368.00	-
Contribution for Flood Control	OE	14,776	14,776.00	14,775.55
Red Light	OE	586,968	1,034,813.47	-
TOTAL OPERATIONAL SERVICES		17,912,782	18,361,627.47	18,223,204.55
HEALTH AND WELFARE:				
Crippled Children	OE	39,200	39,200.00	39,200.00
Runnells Specialized Hospital	SW	23,349,250	23,349,250.00	6,441,538.00
	OE	12,464,199	12,464,199.00	5,071,097.00
Adult Diagnostic Center	OE	9,000	9,000.00	9,000.00
Pyschiatric Treatment	OE	5,000	5,000.00	5,000.00
Maintenance of Patients: Mental Health Services	OE	12,458,335	12,458,335.00	12,416,844.00
Maintenance of Patients: DDD	OE	23,652,904	23,652,904.00	22,605,733.00
Rutgers Behavioral Health Care	OE	-	-	15,366.00
Maintenance of Patients: Geriatric Center	OE	48,000	48,000.00	48,000.00
NJ Bureau of Children Services: DYFS	OE	4,095,828	4,095,828.00	4,498,961.00
Department of Human Services	SW	748,537	748,537.00	939,459.00
Office of Director	OE	4,114,319	4,114,319.00	4,198,104.00
Juvenile Detention	SW	5,051,231	5,019,231.00	5,366,424.00
	OE	939,950	971,950.00	1,798,625.00
Division of Aging	SW	237,490	242,490.00	263,185.00
	OE	1,584,861	1,584,861.00	1,902,100.00
Division of Youth Services	SW	512,749	512,749.00	577,593.00
	OE	71,500	71,500.00	71,100.00
Employment & Training	SW	296,555	296,555.00	337,283.00

2015 BUDGET

APPROPRIATION SCHEDULE

	Type	2014 Adopted Budget	2014 Modified Budget	2015 Executive Budget
	OE	-	-	
Division of Social Services	SW	31,443,146	31,443,146.00	34,045,516.00
	OE	8,112,525	8,112,525.00	8,965,439.00
Division of Planning	SW	336,240	336,240.00	388,106.00
	OE	124,925	124,925.00	340,500.00
Division of ParaTransit	SW	4,249	4,249.00	4,188.00
Community Social Services - Medicare Peer Grouping	OE	916,500	916,500.00	-
TOTAL HEALTH AND WELFARE		130,616,493	130,621,493.00	110,348,361.00
RECREATION:				
Department Parks & Recreation: Office of the Director	SW	693,190	708,190.00	879,613.00
	OE	138,900	138,900.00	327,300.00
Recreational Facilities	SW	1,276,194	1,276,194.00	2,257,934.00
	OE	7,515,520	7,915,520.00	5,400,492.00
Division of Planning & Environmental Services	SW	332,417	337,417.00	344,968.00
	OE	20,300	20,300.00	34,686.00
Park Maintenance	SW	2,438,462	2,438,462.00	2,506,467.00
	OE	422,750	422,750.00	543,000.00
Cultural and Heritage Affairs	SW	51,686	51,786.00	53,934.00
	OE	8,000	8,000.00	8,000.00
TOTAL RECREATION		12,897,419	13,317,519.00	12,356,394.00
EDUCATION				
Office of County Superintendent of Schools	SW	214,718	219,718.00	226,237.00
	OE	12,500	12,500.00	12,500.00
Vocational Schools	OE	4,462,875	4,462,875.00	4,702,132.50
Union County Extension Service in Agriculture	SW	66,151	66,251.00	71,474.00
	OE	103,878	103,878.00	104,531.00
Union County Community College System	OE	13,574,071	13,607,071.00	14,125,000.00
Scholarship Program	OE	190,000	190,000.00	190,000.00
Reimbursement for Residents: Out of County	OE	217,000	217,000.00	217,000.00
Educational Services Commission	OE	70,000	70,000.00	70,000.00
TOTAL EDUCATION		18,911,193	18,949,293.00	19,718,874.50
UNCLASSIFIED:				
Prior Year Bills				
UMDNJ	OE	43	43.00	
2011 - Runnells				
Union County College	OE	39,905	39,905.00	
2012 - Scholarship Program				
Lawmen Supply Company of NJ	OE	1,771	1,771.00	
2011 - County Police				

2015 BUDGET

APPROPRIATION SCHEDULE

	Type	2014 Adopted Budget	2014 Modified Budget	2015 Executive Budget
Modern Medical	OE	1,803	1,803.00	
2011 - Runnells				
Bergen Community College	OE	338	338.00	
2012 - Reimbursement Out of County College				
Nelbud	OE	567	567.00	
2011 - Runnells				
Union County College	OE	40,370	40,370.00	
2010 - Scholarship Program				
Union County College	OE	75,000	75,000.00	
2011 - Scholarship Program				
Ricoh	OE	186	185.57	
2011 - Information Technology				
DCRS LLC	OE	3,480	3,480.00	
2008 - Parks & Recreation				
Hess Corporation	OE	9,099	9,098.14	
2012 - Utilities				
GTBM Inc.	OE	14,085	14,084.40	
2012 - Public Safety				
Bergen County Regional Medical Center	OE	10,540	10,539.60	
2012 - Maintenance of Patients in State Institutions				4,498.00
Hess Corporation	OE			
2013 - Facilities				255.00
McRoberts Security Technologies	OE			
2012 Corrections				170.00
McRoberts Security Technologies	OE			
2013 Corrections				164.00
Barbara Sandargus	OE			
2013 Social Services				54.00
FC Organizational Products	OE			
2012 - Facilities				602.00
Parker Gardens	OE			
2012 - Parks & Recreation				37.75
NY Life Investment Management	OE			
2011- Human Services				683.00
Bergen Medical Regional Medical Center	OE			
2011 - Runnells				
Salary Adjustment	SW	1,927,461	100,000.00	1,732,698.00
Accumulated Absences	SW	1,250,000	2,549,161.00	1,000,000.00
Utilities	OE	8,899,630	8,899,630.00	8,975,000.00
TOTAL UNCLASSIFIED		12,274,278	11,745,975.71	11,714,161.75
STATE AND FEDERAL PROGRAMS:				
State and Federal Grants	OE	15,838,130	37,803,511.00	15,000,000.00
Matching Funds	OE	1,250,000	1,250,000.00	1,250,000.00
TOTAL STATE AND FEDERAL PROGRAMS		17,088,130	39,053,511.00	16,250,000.00
TOTAL OPERATIONS		401,066,938	420,980,162.18	381,073,846.80
Contingent	OE	50,000	50,000.00	50,000.00
TOTAL CONTINGENT		50,000	50,000.00	50,000.00
DETAIL:				
TOTAL SALARIES & WAGES	SW	175,077,286	174,612,286.00	165,064,152.00
TOTAL OTHER EXPENSES INCLUDING CONTINGENT	OE	226,039,652	246,417,876.18	216,059,694.80

2015 BUDGET

APPROPRIATION SCHEDULE

	Type	2014 Adopted Budget	2014 Modified Budget	2015 Executive Budget
CAPITAL IMPROVEMENTS:				
Capital Improvement Fund	OE	1,500,000	1,500,000.00	1,750,000.00
Road Resurfacing	OE	2,000,000	2,000,000.00	2,250,000.00
TOTAL CAPITAL IMPROVEMENTS		3,500,000	3,500,000.00	4,000,000.00
Bond Principal				
State Aid College Bonds	OE	235,000	235,000.00	615,000.00
Vocational School Bonds	OE	3,393,000	3,393,000.00	3,270,000.00
Other Bonds	OE	24,203,000	24,203,000.00	27,475,000.00
College Bonds	OE	1,787,000	1,787,000.00	1,160,000.00
Interest on Bonds				
State Aid College Bonds	OE	60,015	60,015.00	249,460.00
College Bonds	OE	185,970	185,970.00	208,763.00
Vocational School Bonds	OE	1,594,170	1,594,169.72	1,561,307.00
Other Bonds	OE	11,833,428	11,454,703.61	13,005,448.00
Interest on Notes	OE	660,000	658,166.91	585,000.00
Principal on Notes	OE	66,927	-	13,000.00
Lease Payments	OE			
UCIA - Lease Payments	OE	11,565,865	9,554,119.54	12,411,250.00
UCIA - State Aid College Bonds	OE	3,738,890	3,738,888.27	4,437,042.00
Dam Restoration Loans	OE			
Dam - Principal	OE	158,215	158,215.99	161,397.00
Dam- Interest	OE	51,325	51,324.00	48,145.00
License Agreements - Pace	OE	576,553	576,553.00	576,553.00
TOTAL COUNTY DEBT SERVICE		60,109,358	57,650,126.04	65,777,365.00
DEFERRED CHARGES:				
Deferred Charges to Future Taxation - Unfunded	OE	125,000	125,000.00	1,151,529.00
OverExpenditure of Bond Ordinance	OE	610,000	610,000.00	-
TOTAL DEFERRED CHARGES		735,000	735,000.00	1,151,529.00
STATUTORY EXPENDITURES:				
Public Employees Retirement System	OE	14,536,814	14,536,814.00	14,778,020.00
Police and Firemen's Retirement Fund	OE	12,437,595	12,437,595.00	12,837,746.00
Social Security System (OASI)	OE	11,500,000	11,300,000.00	11,300,000.00
Sheriff Officers' Pension Fund	OE	-	-	-
Defined Contribution Retirement Fund	OE	35,000	35,000.00	49,400.00
Unemployment Compensation Insurance	OE	1,015,000	1,015,000.00	1,015,000.00
TOTAL STATUTORY EXPENDITURES		39,524,409	39,324,409.00	39,980,166.00
TOTAL GENERAL APPROPRIATIONS		504,985,705	522,239,697	492,032,907

Overview of Union County Government

Office of Chief of Staff

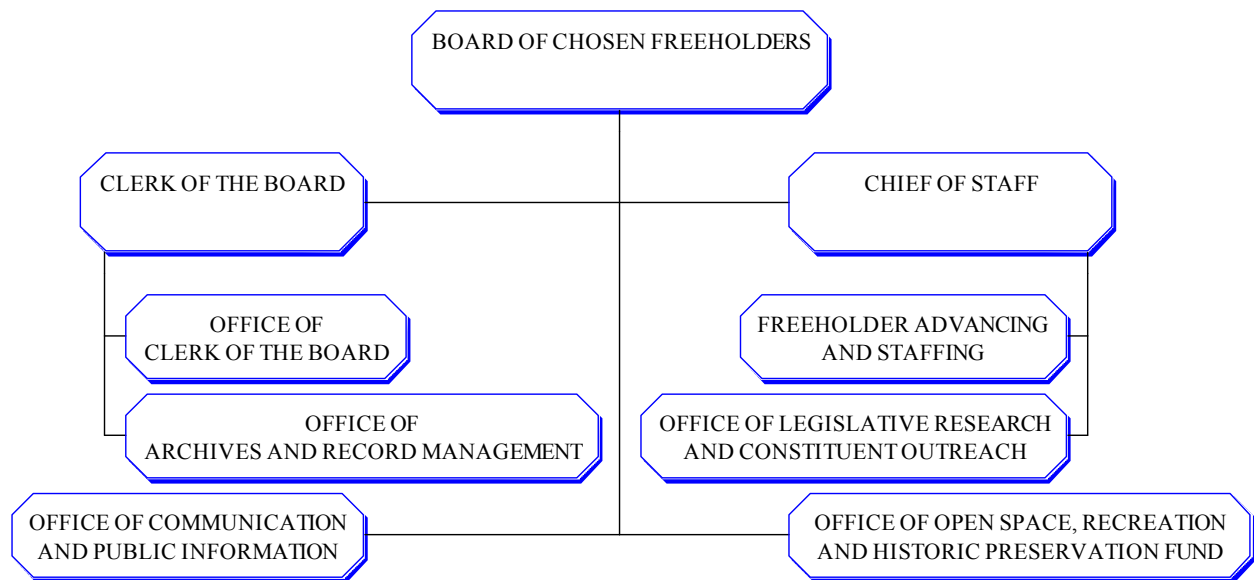
Office of Clerk of the Board

**Office of Communication and Public
Information**

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

Organizational Chart

Office of Chief of Staff Office of Clerk of the Board Office of Communication and 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 including but 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.

2014 ACCOMPLISHMENTS

Coordination of Freeholder Meetings

The Clerk's office successfully coordinated 44 meetings, including 1 special meeting, of the Union County Board of Chosen Freeholders in accordance with statutory requirements. Additionally, the Clerk's office successfully

coordinated each of the Fiscal Standing Committee's three (3) public hearings on the budget.

The Office of the Clerk of the Board 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, in most instances, 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.

In 2014, the office identified inaccuracies in the appointment terms of various Advisory Boards; often as a result of incorrect, or in some instances a lack of, appointments in the mid '90s. The office researched, identified and established a corrective action plan.

Continued Education

The Office of the Clerk of the Board, in conjunction with County Counsel's Office, provided an OPRA, OPMA & Records Retention training session for the members of the Board of Chosen Freeholders, each of the Department Heads (Directors) and County Manager. Items addressed in the training session include, but not limited to: OPRA guidelines relative to: immediate access, exemptions; e-mails; OPMA guidelines relative to NJSA 10:4-12(a),

e-mails, the notion of “public business;” and Records Retention issues pertaining to: legal requirements, retention schedules and e-mail retention.

Open Public Records Act Compliance

The Office of the Clerk of the Board has maintained 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 8,495 individual requests for documents; while this representing an increase well over 100% from 2014, this was due to several atypical submissions that sought hundreds to thousands of documents. Separate and apart from these submissions the approximate total number of documents requested in 2014 was 2,755.

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.

Office of Archives and Records Management

As the official custodian of documents for the County, the Clerk of the Board’s office, through the Office of Archives and Records Management (OARM), has had a very productive year in working to improve records management Countywide.

The OARM completed its transition in vendors to provide the storage and records management for all County records and documents in June 2013. In 2015, Cityside Archives provided storage and management services for 25,401 archived boxes.

Additionally, the OARM continued to work diligently in reducing the costs associated with the storage and management of Union County documents and successfully identified and destroyed over 650 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 \$1,106 in unnecessary storage costs in 2014. This figure is less than the previous year’s cost savings due to a successful culling effort in 2013 and a transition to a new vendor providing reduced rates. OARM has instructed and supervised the various County departments in this process.

The OARM also assisted the staff of Runnells Specialized Hospital in identifying documents of intrinsic value for archiving and destroying other documents that have met their retention schedule during the ownership transition process for the facility.

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. OARM has imaged resolutions into the EDMS database back to the year 1969 and up through the present; all ordinances since the year of their inception (1976) through the present; and has imaged some of the County's earliest minutes (1870) and, more comprehensively, minutes from 1900 through the present.

The OARM coordinated a training session given by the software vendor for all personnel who image documents. This training session assisted not only the EDMS users, but the OARM staff in its efforts to monitor all county records and 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 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.

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 County 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 Advance and Staffing

The Office of Freeholder Advance and Staffing was responsible for managing the Freeholder Schedule, the OPI- Freeholder Van Schedule, and the Union County Bandstand, as it related to Freeholder Sponsored Events, for proper staffing levels.

In 2014, the number of Freeholder scheduled events coordinated through the Office of Freeholder Advance & Staffing doubled; increasing from a typical 500+ events to 1,000 events; increasing exposure of the Freeholder Board.

The Office of Freeholder Advance and Staffing was responsible for increasing the number of municipal street fairs, parades and other local township events to have either the Freeholder Van or a table set up to distribute County information and further increase exposure of the Freeholder Board.

In 2014, the Office of Freeholder Advance and Staffing 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 Advance and Staffing 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.

The Director of Freeholder Advance and Staffing supervised and managed three (3) Freeholder Aides to effectuate the aforementioned accomplishments.

Office of Legislative Research and Community Outreach

The Office of Legislative Research & Constituent Outreach was responsible for reviewing federal, state and local legislation affecting County government for Board action; including but not limited to the Board's resolution leading the national debate on ICE detainers and on-going research on Fracking Policies.

The Office of Legislative Research & Constituent Outreach successfully ensured the drafting of all laudatory resolutions and constituent responses on behalf of the Board. The Office was tasked with developing relationships with Community Organizations and Local Municipalities within the County of Union.

The Office of Legislative Research & Constituent Outreach successfully assisted in the development and implementation of and/or led the development and implementation of special projects assigned to her by the Board; including "UC Get Fit," "Pretty Powerful Women Tea," "UC ACT," programs and a pilot Elementary School Presentation.

The Office also was tasked with the approval of all print requests and ensuring the Freeholders' proper branding on brochures, banners and other such print material.

The Director of Freeholder Advance and Staffing supervised and managed three (3) Freeholder Aides to effectuate the aforementioned accomplishments.

In December of 2014, the Union County Board of Chosen Freeholders adopted Ordinance #2014-761, which reorganized the structure of the Office of the Board of Chosen Freeholders by creating the Office of Chief of Staff, supervising the Office of Freeholder Advance and Staffing and the Office of Legislative Research and Constituent Outreach.

2015 INITIATIVES

Office of the Clerk of the Board

The Office of the Clerk of the Board 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.

In 2015, the Office will continue to explore ways to utilize the website to provide easier access and transparency to public documents; including the posting of all resolutions, duly adopted by the Board of Chosen Freeholders, to the website in a searchable format. The Office will maintain a monthly updated record of advisory boards and any agendas and/or minutes of said advisory boards.

In 2015, the Office will continue in its effort to provide training to all departmental users of the County's Minutetraq - Electronic Agenda System.

In 2015, the Office will provide continue in its effort to provide "continual education" training session(s) for the members of the Board of Chosen Freeholders, Division Heads (Directors), and County Manager in areas such as: Ethics, Finance, and/or Local Public Contracts Law.

As custodian of records for the Board, the Office will review the current process of the indexing all associated documents relative to contracts deposited to the Office for archiving, and develop a means to streamline and/or centralize the archiving of said documents.

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 to facilitate the compilation of documents responsive to OPRA requests, and with the office of County Counsel to obtain legal guidance as necessary and review documents for legally required redactions.

Office of Archives and Records Management

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 their 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 1968 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 2015, the County 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 that 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 1920s. The Archivist will preserve these invaluable documents in acid-free folders and boxes, ensuring the preservation of the County's rich history of the Olmstead Park System.

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 and video production, commercials, radio, our telephone infoline, a mobile van, letters, direct outreach and direct information and referral services.

2014 ACCOMPLISHMENTS

The Office of Communication and Public Information once again had a very productive year in 2014, delivering press releases, DVDs, videos for the webpage and social media, photographs to all media including print, broadcast, cable, and internet media, 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.

Among many initiatives this year, OPI worked to:

- Coordinate press conferences, special events, outreach, prep speaking points, press releases and inform media on special events. This included the opening of the new Warinanco Track and Field facility, the closure of the Pulaski Skyway, the UCPAC production of RENT (sponsored in part through Union County), Sensory Friendly Theater, Union County Means Business, UC Step, WIFI kickoff event in support of the Chairman's initiative, Sandy Bill of Rights event, Weights and Measures (gasoline station) pre-Memorial Day event, Columbus Day flag raising, Gun Buyback, green programs and more.
- Launch an Instagram page for the County of Union, which became the first local government in New Jersey to do so. The Office also unveiled a

redesigned webpage and the new Union County Votes application for the County Clerk;

- Produce videos, vignettes, and public service announcements posted to the webpage and social media;
- Administer the UC FIRST Alert system used for County events and emergency notifications. The responsibility includes managing the system and responding to emails;
- Tape and distribute a public affairs show, “Vintage Views,” to help inform Union County’s senior population about County government;
- Produce the County Directory and Executive Directory;
- Jointly supervise 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, coordinating a number of photo shoots and public events for the Chairman’s UC HOW program. This included publicizing a partnership with Overlook Hospital, and publicizing in house and public wellness events, including the UC FIT program in the parks;
- Translate many key press releases into Spanish language for distribution and for the website and translate publications for the public;
- Participate in and rate highly in a regional bi-state emergency management exercise conducted during the fall.
- Answer the phone public INFO Line and respond to emails from constituents off the webpage;
- 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.

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 2014.

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 and a new videographer photographed and videotaped numerous events. The photographer emailed the photographs to media, as well as the public, saving money on printing costs. The videographer produced videos on events that were posted to the webpage and social media.

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 also edits and assists in the preparation of the annual County budget book.

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

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

2015 INITIATIVES

- Public Information will launch Union County Television, which will include a wide range of video productions for distribution to cable, web, and social media;

- Public Information will engage in formatting new publications to be mailed or distributed to the public;
- Public Information will continue to keep the public informed through media relations, publications, TV shows, Infoline and County web page, and will continue to engage new online publications and internet opportunities.
- 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.

2014 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 2014 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 \$13,000,000.00 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, Elizabeth received assistance with its turf replacement program, Garwood was able to

continue its commitment to its residents by providing enhancements and improvements to its Athletic Field complex, and New Providence, Plainfield and other municipalities chose to focus their resources at playgrounds through each municipality.

- Work progresses on the Briant Park improvement project in Springfield and Summit. With a unique collaboration between the County of Union, the State of New Jersey, the municipalities involved and the Briant Park Conservancy, the improvements in this park are only the start of a partnership that will continue.
- 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 \$75,000.00 was awarded to municipalities throughout Union County through the 2014 Greening Union County grant program. First offered in 2004, this grant program has provided over \$1,000,000.00 to municipalities throughout the County of Union. This matching grant program has added hundreds of trees throughout our county, improving the environmental health for the residents.

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.

2015 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.

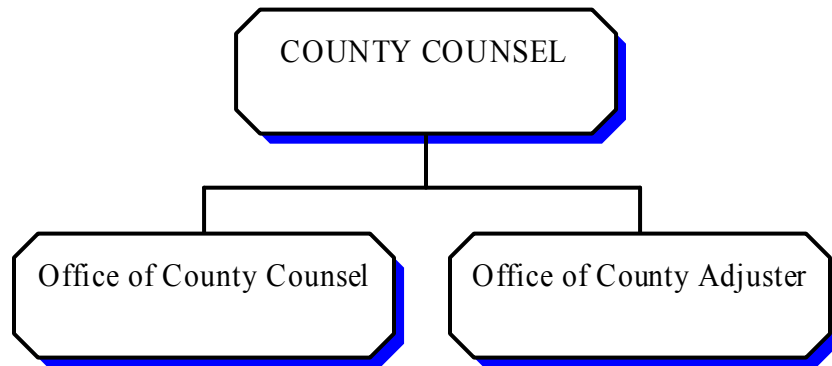
County Counsel

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.

2014 ACCOMPLISHMENTS

Case Management

- Handled over 150 new Tort Claims for the year 2014.
- Handled approximately 70 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.
- Very successful in our 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 \$372,500.00 in bail forfeitures for the year 2014.
- 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.

2015 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 their 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.

2014 ACCOMPLISHMENTS

- Approximately 1680 initial hearings and 1060 review hearings were heard at various hospitals for Union County.
- A total of 4538 hearings were scheduled.
- Over 403 cases were investigated and 316 cases court ordered.
- Over 3036 consents for mental health reports were processed relative to firearm applications.
- Completed initial training sessions for the State issued C-CATS program.

2015 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 sessions 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

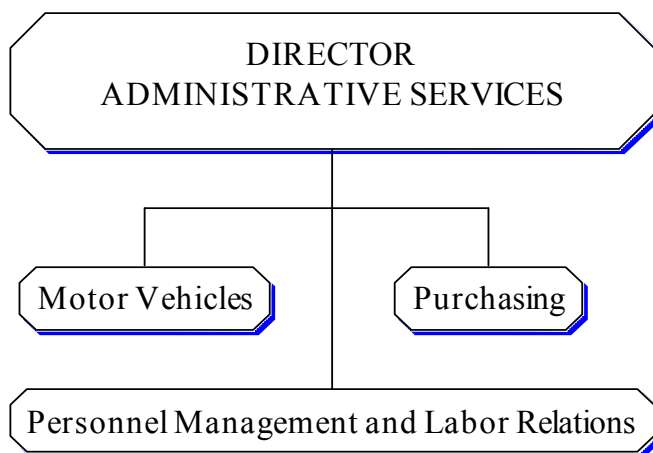
Motor Vehicles

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.

2014 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 2013 and into 2014. Our mechanical staff has doubled up on the work load and everyone has taken on additional responsibilities. Our Messengers staff now operates with 4 full time personnel and each of our repair shops has lost additional mechanical staff. Through this the Division still strives to provide the best service possible.

Motor Vehicles implemented 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.

The 2014 Vehicle and Equipment Auction held from July 9th to July 15th was another very successful venture with the On-line auctioning of 38 individual lots. Total proceeds from this auction equaled \$100,073.60 which was distributed between auction's participants: the County of Union selling

29 vehicles and 3 pieces of equipment for \$47,148.00 and the Union County Prosecutors Office selling 6 vehicles for \$52,925.60.

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 operates 10 fueling sites across the county that have provided 410969.4 gallons of gasoline and 189492.2 gallons of diesel fuel, for a total of 600,461.6 - as of Oct. 31, 2014. 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 Oct. 31, 2014 a total of 111,361 gallons of fuel had been dispensed to the municipalities using this service which includes Garwood, Springfield, Mountainside, Winfield, The Elizabeth Housing Authority, The Elizabeth Parking Authority, Union County Education Commission, and The Utilities Authority. The Division's in-house personnel continue to provide the maintenance and repair necessary to keep all the fueling sites operational.

The Repair Garages

Have completed 2577 work orders as of Oct. 31, 2014 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 9369.5 hrs.

2014 Repair order breakdown

- Elizabeth Garage – 1285.
- Turf Shop (Public Works & Parks equipment) – 311.
- Paratransit – 391.
- Scotch Plains (Heavy Equipment Shop) – 590.

Messengers

Completed 11,519 deliveries for the calendar year as of Oct. 31, 2014.

Telecommunications

Our recently acquired Telecommunications Unit provides the entire phone and communication services for the County of Union. This unit manages all the various providers of communication services throughout all the facilities owned and operated by the county from routing phone calls to repairing and maintaining the communications infrastructure that keeps the county operational. With a small staff that has been short hand throughout this past year this group maintains the highest standards and does a remarkable job. With just 2 repair technicians this unit will have completed 1064 repair and installations of both telephone and computer network lines in the various county complexes.

**Division of Personnel and Labor Relations
Staff Training and Development****FMLA/NJFLA Training**

The Division scheduled several training seminars with the County's Personnel Attorney for the training of Department/Division Heads, Supervisors, Bureau Chiefs and Personnel Liaisons. The seminars included training on the rules, regulations and procedures pertaining to the Family and Medical Leave Act and the New Jersey Family Leave Act.

The Union County Biggest Loser Contest

The Division in conjunction with the County's Health Benefit & Broker Representatives initiated the first "Union County Biggest Loser Contest", 143 employees participated in the contest, losing a combined total of 283 pounds. Prizes were provided to the top three individual and top three teams with the greatest percentage weight loss.

Take Your Child to Work Day

The Division in conjunction with the County Manager's Office invited the employees to bring their child to work for a fun and healthy filled day. We provided the children with a healthy breakfast to start and a Zumba class to encourage the importance of exercise. Towards the end of the day we invited the children to participate in games teaching them how to live a healthy lifestyle. Overall, the children enjoyed their day and took home backpacks filled with health education treats.

Executive Wellness Committee

The County continued its Wellness Committee meetings comprised of union leaders and members of the personnel staff as well as professionals in the health industry. In addition, personnel liaisons from each department were requested to attend the meetings in order to provide a direct link of communication to all employees and to further market the committee's goal to foster an environment of health and wellness for all employees.

The Wellness Committee broadcasts monthly emails to all employees on current health topics. Representatives from Health Benefits and the County's Health Broker offer savings and discounts as well as trying to familiarize employees with the Claims and Wellness Website. A new exciting interactive website "Café Well" will be available to employees and administrators in early 2015.

The County's Health Broker along with members of our staff put together several Wellness Fairs for County employees. County healthcare vendors were on site to assist and provide information on health benefits, prescription, dental, voluntary benefits and our EAP services. Health Screenings were offered to all employees through an online scheduling system or by phone through the Personnel Office:

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

A nutritionist was provided onsite to consult, educate, support and promote healthy choices to employees as part of the health screening process and to cultivate a healthy work environment.

Employee Assistance Program (EAP)

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

Disciplinary and Other General Matters

The Division processed and managed approximately 91 matters with the assistance of our personnel attorney. Assistance was provided in regard to Major Disciplines, Fitness for Duty's, FMLA questions, and FMLA training.

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.

The Division assisted numerous Departments with questions and requests for Certs of Insurance.

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 participants a greater understanding of public policy and administration, enhancing their ability to provide quality services to the residents of Union County.

- Two (2) employees participated in the Undergraduate Certificate Program in 2014.
- Three (3) employees participated in the Masters Graduate Enhancement Program.
- One (1) employee participated in the program at the graduate level, working to achieve a certificate in Public Administration.
- One of the total employees completed the program and will receive a Master's Degree in Public Administration. These programs are

designed to give participants a greater understanding of public policy and administration and to enhance their work skills.

HRMS, Salary Administration and Labor Analysis

HRMS: Integrated Human Resources Management System

In January 2014, implementing the County's reorganization required the creation and/or modification of organizational codes and Federal EEO-4 Function codes within Sage HRMS, the County's HR Management System.

- Three (3) new Department codes were created for the Departments of: Public Works and Facilities (replacing Engineering, Public Works & Facilities), Parks and Recreation (replacing Parks and Community Renewal) and Economic Development (new).
- Eight (8) new division codes were created and Four (4) division codes were redefined beneath the new Departments.

These code changes applied to approximately 350 employees, with approximately 150 employees requiring department and/or division transfers. Additionally, all positions falling beneath impacted departments and divisions were separately modified within Power PCS, the County's Position Control System. Changes were also made to the Personnel Agenda module and Universal Transaction Form.

The County's version of Sage HRMS software was upgraded from "Sage ABRA" to "Sage HRMS 2012", in July 2014. This upgrade which includes additional functionality, streamlining the process of modifying job codes, departments, division numbers and attendance plans.

The County also went live with new payroll software in 2014. After completing the bid process for a new payroll system at the end of 2013, the new system went live in April. The payroll system receives pertinent employee demographic, salary, health benefit and other information via overnight data transfer from information entered into Sage HRMS. Ensuring a smooth transition to the new system required close cooperation with Payroll staff and conducting audits of database reports to identify and correct any possible inconsistencies or functionality issues. Cooperation with payroll and monitoring of the information stored in both systems has continued throughout the year.

Salary Administration and Labor Analysis

Salary Administration and Labor Analysis staff produced reports to comply with monthly requests from the U.S. Bureau of Labor Statistics, respond to the 2014 annual Survey of Public Employment by the U.S. Census Bureau, fulfill OPRA requests and for internal, organizational use.

During 2014, 115 Personnel Change Agendas were created and distributed. These Agendas summarized the 775 individual personnel actions processed by Salary Administration and Labor Analysis staff. Other changes processed in 2014 included an increase in minimum wage and over 2,055 percentage or contractual merit increases.

Six Bargaining Units, representing approximately 930 employees, settled contracts during 2014. All of these settlements included retroactive salary increases for 2013 and any time passed in 2014, requiring the reexamination and updating of employees' salaries for those years. One Bargaining Unit also received a retroactive increase to 2012 salaries, requiring 3 years of salary history to be updated for retro-check calculations and processing. Additionally, benefit contributions for employees who received retro-active salary changes were reconfigured to assess and collect any additional monies owed, due to higher salaries, as mandated by NJ P.L. Chapter 78.

Chapter 78

At Year End 2013, all of the County's 22 Bargaining Units and Non-Contractual employees were paying health benefit contributions as defined by NJ P.L. Chapter 78.

As of January 1, 2014:

- 2 bargaining units were at "Year 1"
- 5 bargaining units were at "Year 2"
- 15 bargaining units and Non-Contractual employees were at "Year 3."

As of July 1, 2014:

- Non-Contractual employees and 9 of the 15 units at "Year 3" in January moved to "Year 4", the final advancement and highest level of the Chapter 78 schedule.

The 2 bargaining units at "Year 1" in January moved to "Year 2". With their movement, the County no longer has any units paying below the "Year 2" contribution percentages.

Additionally, approximately \$12,500 has been submitted to the County toward benefit contributions by employees who missed paychecks due to without pay status.

Donated Catastrophic Leave Program

The Donated Catastrophic Leave Program continues to provide compassionate assistance to employees who are incapacitated due to traumatic injuries or life threatening health conditions. Employees with an immediate family member afflicted with a life threatening illness or injury are also eligible for participation. During the 2014 calendar year, the program included nineteen (19) seriously ill employees and four (4) employees with critically ill family members. Approximately 1,500 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 2014, five (5) employees participated in the program receiving approximately 85 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

Bargaining units affected by the modification in prescription co pays have also had the yearly out of network deductibles changed on all three health benefit options, from \$100/ \$200 to \$500/\$1000, with reimbursement at 150% of the CMS (Medicare) amount. Other units will be transitioned to these new modifications at their contracts are finalized.

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 a valued benefit to employees, with an increase in the number of participants. During 2014, approximately 385 employees enrolled in the program for at least part of the year. Currently, the program includes more than 336 employees who would have been enrolled with Husband/Wife or Family coverage, and an additional 21 employees who would have been enrolled with a Single plan. The approximate annual cost savings in health benefit premium payments was approximately \$4,225,310.10 (this does not take into consideration mandatory employee payroll deductions towards yearly premiums).

Additionally, approximately 325 employees either voluntarily or through unit negotiations, declined prescription card coverage with an estimated cost savings of \$1,606,700.

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, \$267,419.71 was reimbursed to the County of Union during 2014

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.

Division of Purchasing

The year 2014 continued the challenge of the Division on the delivery of its assigned services caused by the ongoing budget crisis. Two employees are on loan to other county entities which increases the workload of the existing staff.

That said, the Division of Purchasing had no discernible downturn in its service either in the conduction of public bids or the often highly involved approval of requisitions and purchase orders.

Being a service division, Purchasing will use the Edmunds computerized requisition system to vet, amend and approve over 15,000 requisitions by the end of 2014 for the essential goods and services needed to run the County.

Staff proof each requisition for legal requirements such as:

- Quotes
- Tracking ID#'s
- Commodity codes
- State contract #
- Bid #
- Descriptions,
- Comments,
- Justifications
- Acct. #
- Purchase type
- State contract back-up

Although the Division strives to train the requisition inputters, constant back and forth communication is required to achieve compliance with the LPCL.

The Division will also have advertised and processed about 70 public bids for County entities by the end of 2014. This open competition is essential to provide the County with the lowest possible costs pursuant to the Local Public Contracts Law.

The following two pages illustrate two innovations on the County website that were implemented under the continuing initiative to allow for ease of use, transparency and sharing services in regards to our contracts acquired through public bidding.

Union County Division of Purchasing Cooperative Pricing

Bids Pricing Available to any Government or Board located within Union County:

The registration system that we use allows prospective to receive emails when a bid is advertised in a field that they have registered for.

There are approximately 70 categories which are added onto through the years as needs evolve.

The Division arranged, scheduled and participated as co-presenters of a forum designed to help any other governmental entity understand how to utilize and benefit from NJ state contracts and the cooperative contracts of Union County government.

Lastly, the interaction between Liaisons, staff and County end users bore fruit as projects big and small benefitted from Purchasing being involved from the onset of a using Division need. A direct savings of over \$50,000 resulted including:

09/08/14	Motor Vehicles	Bought 2 vehicles with state contract options only	\$9,217.00
		Changed vendor from state contract to quotes for a new commercial refrigerator for Ash Brook	\$2,124.50

06/23/14	Prosecutors	Corrected State Contract catalog pages & list prices for furniture	\$5,353.20
05/27/14	Emergency Mgmt	Corrected State Contract pricing & discount for voice added solution	\$19,402.00
03/07/14	Police	Corrected State Contract pricing & discount for police car emergency light packages	\$5,363.18

Office of Asset Management

In 2014 the Office of Asset Management, together with the Bureau of GIS completed the upgrade of the Cartegraph software to a web-based application and a greater flexibility of utilization. The Office submitted to the Department of Finance a listing of the fixed assets that were in the system.

2015 INITIATIVES

Division of Motor Vehicles

The Division will continue to make strides to update its aging fleet of vehicles in 2015. 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 principal goals for future is update the aging infrastructure of our 10 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. Hurricane Sandy 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 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 include technology updates to our fuel management systems and address all future environmental concerns regarding the operation of the counties fuel sites.

The purchase of a new high speed mail processing machine will help the division's mailroom staff process all mailings while keeping postage costs down and improve overall efficiency.

Division of Personnel

Staff Training and Development

- Update the Employee Handbook and conduct Seminars for new employees.
- 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 for all employees, continually monitor and update all County Policies and distribute to all Departments.
- Continue monthly Wellness Seminars for County Employees.
- Coordinate and oversee Wellness Fairs and Health Screenings at several county locations, schedule two health screening dates at the Administration Building location to further accommodate employees.
- Institute wellness induced activities for County Employees and implement "Café Well".
- 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/Labor Relations

- Commence or continue negotiations with law enforcement units whose contracts expire at the end of 2012: PBA199-Correction Officers; and with those expiring in 2014: PBA203-Weights & Measures; FMBA-HazMat Techs & Responders; PBA250/PBA250A-Prosecutor Detective & Investigators /Detective Superiors; PBA108-Sheriff Officers; and PBA73-County Police Officers; which cumulatively covers 513 employees.
- We will continue with our efforts to reach settlements with those units, whose contracts expired in 2011, 2012, 2013, including those in 2014 as follows: Council No. 8; Supervisor’s Assoc.; Teamsters 102 Secondary Supervisors; Assistant Prosecutor’s Assoc.; Teamsters 102 Jail Professionals; Teamsters Local 102 Primary Supervisors; and CWA Local 1080. We will be directing

our efforts toward wage freezes and monetary concessions in as many areas as possible. These units represent approximately 1222 employees; almost 2/3 of the County's total workforce.

- Planning stages to develop a Personnel Group with other Local County Human Resources Professionals that will meet on a monthly basis is still in process.

Risk Management and Loss Prevention

Last year Union County trained well over 500 employees in PEOSH Job related Health and Safety courses, General Safety and Building Evacuation Safety Drills These courses are to include:

- CPR Defibrillator Recertification for Employees.
- CPR Defibrillator Certification for Employees who request training.
- On Site Safety Audit Inspections of County owned Buildings.
- Confined Space Entry Team Drills.
- Continue Work Site Specific Safety Training.
- Six (6) hour New Jersey Safety Council Defensive Driving Course (DDC) for CDL Drivers.
- Building Emergency Action Plan Drills.
- (BEAP) fire drills.
- Continue employee Training to meet or exceed PEOSH Standards to include:
 - Blood Borne Pathogens (BBP)
 - Right to Know/Hazardous Communications (RTK, HAZCOM)
 - Lockout/Tagout (LOTO)
 - Fork Lift
 - Fall Protection
 - Respiratory Protection/Fit Testing

The County of Union will continue to strive to keep a safe the workplace for all of its employees.

Employee Benefits

Continue to assist Runnells employees and retirees in an efficient and sensitive manner with the transition of hospital employment and health benefits related matters.

Coordinate health benefits modifications for additional units.

Further encourage participation in the Voluntary Health Insurance Buy Out program.

Assist with the Federal Retiree Subsidy Drug Program application where required.

HRMS, Salary Administration and Labor Analysis.

Upgrade Sage HRMS software to the newest versions, as they are released.

Unite all employee time and attendance information from differing time-keeping systems into one central database.

Deactivate job codes stored in Sage HRMS that are no longer valid or have been consolidated.

Continue to conduct quarterly salary and benefit audits to ensure accuracy.

Create new forms and databases to streamline complicated processes such as the calculation of retroactive benefit contributions and salaries.

Stay current with laws and policies relating to minimum wage, benefit contributions and HIPPA.

Persist in the collection of Ch.78 Benefit Contributions from employees on leaves of absence without pay.

Update employee photos housed within the Sage HRMS system.

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 deodorizers to doors to defusers for bombs.

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 g**Re**en* – to be environmentally friendly.

The Director and Assistant Director will continue to use their membership in the County Purchasing Agent Association and the National Institute for Governmental Purchasing to network and keep abreast of how their peers in public purchasing find solutions to common problems. Cooperation with the N.J. Association of Counties and the N.J. League of Municipalities also contributes to education and sound policy.

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:

- Constructing on the County website a “How to Do Business with the County of Union” information site.
- Designation of an Assistant Purchasing agent as the coordinator for the Liaison initiative which, with the re-addition to the workforce of County personnel now loaned out, will hope to bear even more financial benefit.
- Creating an appendix to the Purchasing Manual to allow end users to download state contract checklists to give to prospective vendors in order to speed the vetting process.
- Initiating a corrective action policy for repetitive requisition mistakes by end users. The corrective action forms will identify continuing problems and allow Purchasing to give end users extra attention and instruction to increase workflow efficiency.

Department of Correctional Services

Administrative

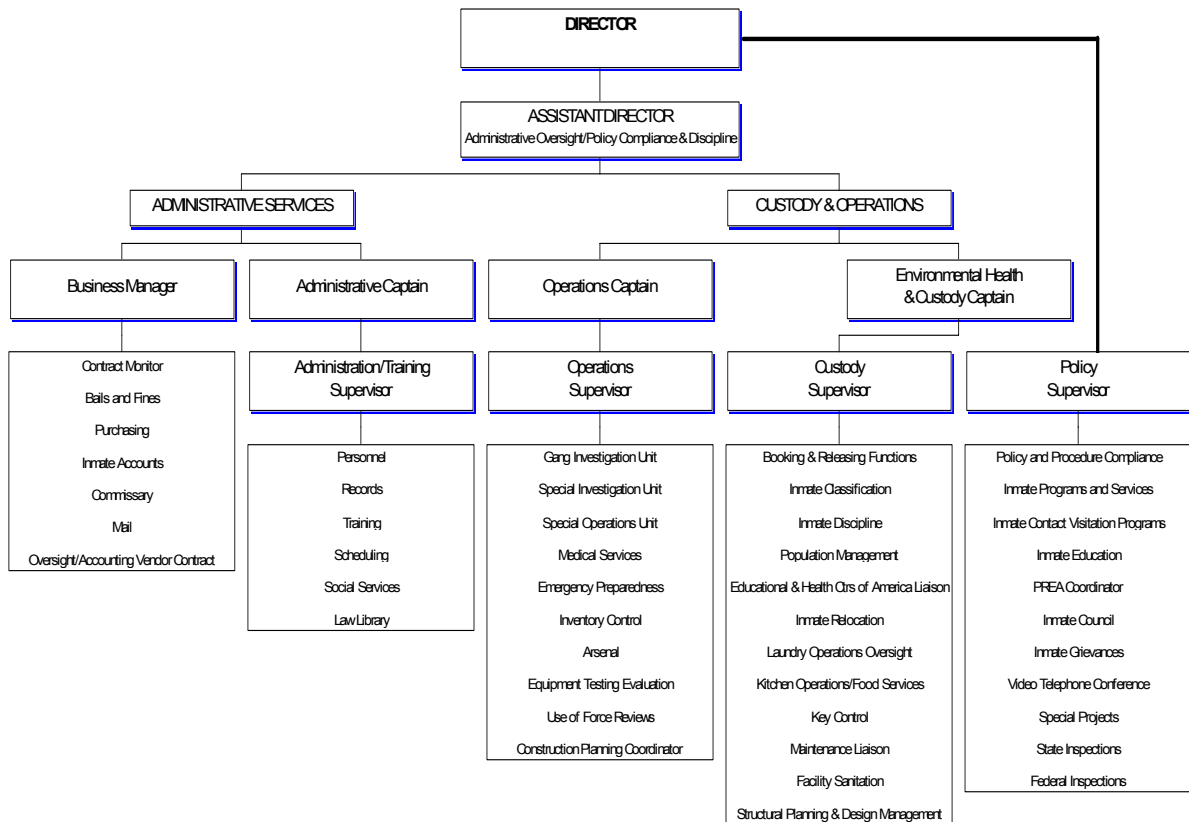
Operations/Security

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.

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.

2014 ACCOMPLISHMENTS

Staff Enhancements

- Promotions of 3 Correction Officers to Sergeant.
- Administrative re-assignment of a Field Lieutenant to Administrative Lieutenant (assigned with supplemental responsibilities to oversee officer scheduling and training. Through conditional deployment to custody supervision, overtime expenditures within supervisor ranks is reduced.
- Hiring and Agency Training completed for 40 Uniformed Members of Service, all of whom completed Academy Training.
 - Union County Officer's won all awards at the last graduating academy class (November 2014).
- Provided New Employee Orientation for 23 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 sixteen (16) security windows throughout the facility.

- Acquired and installed security window covers for all outdoor recreation doors.
- Modifications and structure enhancements completed in the 3rd floor detention outdoor gated recreation, for which we met compliance with NJDOC requirements.
- Improvements made to our Outside Perimeter Security, including enhancements to our tour requirements and ‘weed control’ maintenance efforts with Amtrak and with Union County Building Services (for increased visual observations and detections).
- Upgrades made to Securos Video Surveillance System, including the replacement of 2 PC’s in the jail Control Center, and training for designated administrators to view, download, and archive video for safety, security, and legal record retention.

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 and new Kiosks installed for Bio-metric Time Clocks, integrating staff Time & Attendance with personnel profiles, scheduling assignments, and time off requests.
- Upgrades made to network computer system 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, and all new Supervisors were 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). There were 64 county network PC’s replaced and/or upgraded, and 36 of them were installed

with Hummingbird software for application to the NJ Administrative Office of the Courts CCIS computers.

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 continues to be enhanced thru modification of our Hazardous Communication Training for staff, while we maintain 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 management /inventory procedures to ensure indigent discharged prisoners are adequately clothed before being released to the street.

Operational Enhancements & Accomplishments

- Continuing with a major reconstruction and renovation project to inmate housing units. Shower facilities were remodeled and repaired, control panels refurbished, inmate mattresses replaced, and safety/security mirrors were installed above officer work stations.
- Procurement and distribution of new eco-friendly security spoons and cups, enhancing the safety of inmates on close custody status.
- Site inspections by Operations Captain and Classification Supervisor continue to be made in Logan Hall, correcting deficiencies and enhancing operations there.
- 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

Average Inmate Daily Population in October 2014: 642

- 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, and included the streamlining of 26 county network printers and 4 facsimile machines. All new supervisors have access and have received training.
- Maintaining 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 (Police, EMS, and Health Care Professionals) team.
- Enhancements made to emergency lighting and power supply systems, resulting from our annual Emergency Generator Testing.
- Face-to-face interviews continue to be conducted for all newly committed prisoners before they are classified from reception units.
- Thru 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 670 inmates for possible in-house work assignment, resulting with a greater than 85% approval rate.
- G.I.U. (Gang Intelligence Unit) assisted outside agencies with 18 subpoenas.
- Total of 442 jail inmates were interviewed for possible gang affiliation.
- Total of 131 jail 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 11 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.
- Accommodations and provisions were extended for 66 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 almost 30,000 inmate requests through professional address, direct response, and personal contact; provided more than 21,000 various services (religious, social, law library, etc.) to inmates.
- Enrolled 138 inmates in Anger Management classes.
- Provided County Counsel with documentation required for three (3) Tort Claims.
- Facilitated over 2675 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 725 Division of Youth and Family Services (DYFS) parent-child bonding visits.
- Modified our Logan Hall Variance form and interviewing criteria, enabling more inmates to attend drug intervention programming.
- Classified and transferred almost 500 inmates to Logan Hall in 2014.

Training & Equipment

- Conducted Incident Command Training (ICS-100) for newly promoted Lieutenants – 2 Lieutenants completed the course.
- Completion of Special Operations Unit Team's 40-hour re-certification by TJA. Forty (40) 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
 - ✓ John H. Stamler Police Academy
 - ✓ seven (7) local schools / churches
- Successful completion of Armorer Re-Certification from both Remington and Glock.
- Penal Counselors are engaged in Continuing Education courses, attending relative classes and workshops when available.
- "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 have been curtailed.
- Attended NJ Police Security Expo in Atlantic County. 5 Administrators attended
- Thru ongoing communicative training and relationships with NJCODIS for DNA collection and processing, we obtained and processed over 100 of those samples in 2014
- Completed and submitted surveys for the Department of Justice; Deaths in Custody, Survey of Sexual Violence, and Annual Survey of Jails
- NJCJWA (New Jersey County Jail Wardens' Association) Training Conference (October) attended by the Director and Administrative Staff

Points of Interest

- Number of inmates committed: 4697
- Number of inmates discharged: 4922
- Number of inmates transferred to NJSP: 644
- Average daily inmate population (in-house): 642
- Maintained 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 375 inmate transfers have been facilitated.
- Classified and transferred 497 inmates to Logan Hall.
- Corrections staff processed more than 2171 bails, processed over 8,700 money orders and Kiosk transactions for prisoners (\$515,694 in money orders), over 178,000 pieces of incoming/outgoing inmate mail, books,

and reading literature, while filling and delivering more than 11,400 inmate commissary orders.

- Medical and Mental Health administrated the following to jail inmates:

physicals	4280
physician sick calls	1095
nursing sick calls	2303
nurse practitioner sick calls	983
dental calls	164
psychiatric visits	2452
mental health worker visits	2378
chronic care clinic cases	266
Jail Diversion/Linkage visits	517

and over 420 medical infirmary admissions.
 - MRSA cases – 0 (none) ; H1N1 cases – 0 (none)
- Continuing with our Mental Health small group sessions, therapeutic sessions are still bi-weekly.
- The NCCHC (National Commission on Correctional Health Care) conducted and completed an audit of our medical services and facilities in 2013. The audit / inspection process was a successful undertaking and in 2014 we received prominent accreditation and official certification for compliance with a wide scope of standard for health services in our facility.
- The Department has not been in full compliance with NJDOC Inspections in over sixteen years due to its lack of an education component. Finally, after much work and pooling of resources, we launched an Educational Pilot Program which was met with an overwhelming response. Inmates now participate in programs such as GED Preparation, Adult Basic Education, ESL, as well as Reading and Writing Workshops. Our Educator, and our Programs, now meet all NJEA requirements as well as all criteria required by the NJDOC.
- UCDOC Disciplinary Committee held 423 inmate hearings, addressing over 899 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.
- Participated in the county's "Bring Your Children to Work" day, this 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 \$175,765
 - ✓ Inmate Processing Fees \$84,982
 - ✓ Medical Co-Pay \$2,061
 - ✓ GTL Phone Co. \$427,929
 - ✓ 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's, SCAAP FY 2014 award to Union County: \$402,378.

2015 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.
- ✓ Ongoing maintenance and security enhancements of perimeter management and control.

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 additional DOC compliant Inmate Education Programs:

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

Department of Economic Development

Community Development

Engineering

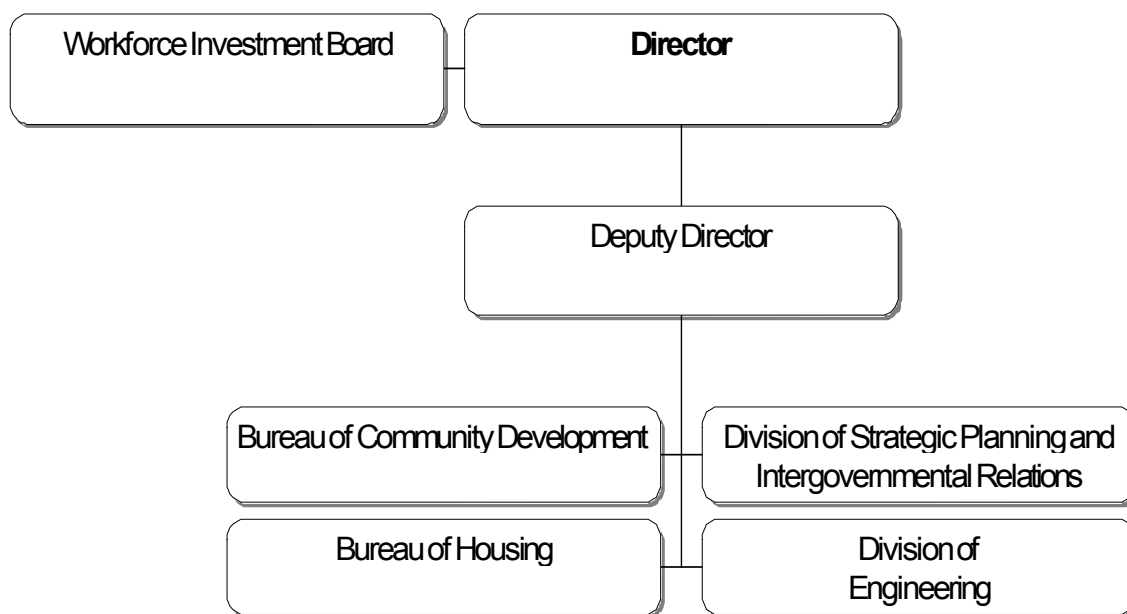
Housing

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 Economic Development 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, and quality of housing.

PROGRAMS & SERVICES

Workforce Investment Board

The Union County Workforce Investment Board of Directors is responsible for all strategic planning efforts under the Workforce Investment Act, including the oversight of the One Stop Career Center. The outcomes of all the programs funded and delineated herein are the responsibility of the One Stop Career Center and its Operator, also a member of the Board of Directors.

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, and the Senior Home Improvement 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 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 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 Divisions' 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.

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/greyfield information. The Bureau applies for and secures federal and state grant funding for Smart Growth Studies, brownfields/greyfields 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.

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). The division applies for and receives grants for design and construction of projects.

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 former 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.
- Support other County departments and agencies, including the Department of Public Works and Facilities, 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)

- Update 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.
- Provide data to our twenty one municipalities for their engineering and economic development agencies.
- Maintain certified digital drug free zone maps. These certified maps are distributed by the Bureau through a secured website to the local law enforcement entities.
- Maintain the CarteGraph work order and asset management system across the county departments including Public Works, Facilities, Parks and IT.

- Prepare 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.
- Prepare County maps, digitized photographs and specific information for County departments and municipalities to deal with issues of public safety, economic development, and transportation.
- Inventory and maintain records of the County's entire infrastructure.

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.

2014 ACCOMPLISHMENTS

Workforce Investment board

In program year 2013 (July 1, 2013 – June 30, 2014), the Workforce Investment Board funded Workforce Investment Act Youth, Adult and Dislocated Worker Programs that offer class-size occupational training, individual occupational training contracts, work experience, educational services and youth development services. The training programs funded include the following:

- B&M Consultants Inc. was awarded \$59,500 to provide a class-size Certified Nursing Assistant Program to train and certify 17 Adult and Dislocated Workers as Certified Nursing Assistants.
- B&M Consultants Inc. was awarded \$78,600 to provide a class-size Certified Home Health Aide Program to train and certify 60 Adult and Dislocated Workers as Certified Home Health Aides.
- The Incubator Inc. was awarded \$70,000 to provide a class-size Customer Service / Retail Sales Program to prepare 20 Adult and Dislocated Workers for customer service/ retail skills employment.

- Workforce Advantage was awarded \$145,000 to provide a class-size Certified Nurse Aide Program to train and certify 50 Adult and Dislocated Workers as Certified Nurse Aides.
- The Workforce Investment Board allocated \$400,000 to provide individual occupational training contracts (ITAs) to 100 Adult and Dislocated Workers.
- The Borough of Roselle was awarded a total of \$137,000 to provide work experiences and educational services to 30 youth aged 16 – 21.
- The Clark Board of Education was awarded \$30,000 to provide work experiences to 20 students aged 16 -21 with disabilities.
- The City of Elizabeth was awarded \$60,000 to provide work experiences to 20 youth aged 16 – 21.
- The Plainfield Board of Education was awarded \$30,000 to provide work experiences to 20 youth aged 16 – 21.
- Rahway Community Action Organization was awarded \$70,000 to provide youth aged 16 – 21 with work experiences operating a Farm stand. The program includes an Entrepreneurship Training component.
- Urban League of Union County was awarded a total of \$150,000 to provide work experiences to 35 youth aged 16 – 21.
- Workforce Advantage was awarded \$100,000 to provide 40 youth aged 16-21 a Youth Journalism Multimedia & Digital Literacy Training Program.

The Borough of Roselle, City of Elizabeth, Rahway Community Action Organization and Urban League of Union County Program Year 2013 Workforce Investment Act Youth programs will be in operation until December 31, 2014.

The Workforce Investment Board allocated \$1,376,270 Program Year 2013 WorkFirst New Jersey funds to four vendors to provide work experience activities that provide an individual with an opportunity to acquire the general skills, training, knowledge and work habits necessary to obtain employment. The WorkFirst New Jersey program includes job search, community work experience, English as a Second Language and basic skills services.

The vendors funded to provide PY 2013 WorkFirst New Jersey services include:

- B&M Consultants Inc. was awarded \$226,270 to provide WorkFirst New Jersey employment directed activities. From July 1, 2013 through July 31, 2014, B&M Consultants Inc. served 359 individuals receiving public assistance.
- Union County College was awarded \$450,000 to provide WorkFirst New Jersey employment directed activities. From July 1, 2013 through May 31, 2014, Union County College served 936 individuals receiving public assistance.
- Workforce Advantage was awarded \$550,000 to provide WorkFirst New Jersey employment directed activities. From July 1, 2013 through July 31, 2014, Workforce Advantage served 644 individuals receiving public assistance.
- Urban League of Union County was awarded \$150,000 to provide WorkFirst New Jersey employment directed activities. From July 1, 2013 through June 30, 2014, Urban League of Union County served 251 individuals receiving public assistance.

The Workforce Investment Board allocated \$1,300,000 of Program Year 2014 Workforce Investment Act Adult and Dislocated Worker funding to provide individual occupational training contracts (ITAs) to a minimum of 325 WIA eligible individuals.

The Workforce Investment Board allocated a total of \$60,000 of Program Year 2014 Workforce Investment Act Youth funding to the following programs:

- The Clark Board of Education was awarded \$30,000 to provide work experiences to 20 students aged 16 -21 with disabilities.
- The Plainfield Board of Education was awarded \$30,000 to provide work experiences to 20 youth aged 16 – 21.

The Workforce Investment Board allocated \$1,100,000 Program Year 2014 WorkFirst New Jersey funds to four vendors for the nine-month period July 1, 2014 – March 31, 2015 to provide work experience activities that provide an individual with an opportunity to acquire the general skills, training, knowledge and work habits necessary to obtain employment. As these programs were recently funded, there is no performance information to report. The following vendors were awarded PY 2014 WorkFirst New Jersey funding for the nine month period July 1, 2014 – March 31, 2015:

- B&M Consultants Inc. was awarded \$200,000
- Union County College was awarded \$400,000
- Urban League of Union County was awarded \$100,000
- Workforce Advantage was awarded \$400,000

Bureau of Housing

The Participating Jurisdiction (PJ) is a consortium of twenty municipalities in Union County, New Jersey. Only one municipality, the City of Elizabeth, is not a participant (having received its own HOME entitlement). The HOME Investment Partnerships Program is operated by the County government, through its Department of Economic Development/Bureau of Housing.

The Union County Board of Chosen Freeholders gives the final approval of applications for HOME funding.

Union County will utilize HOME allocations to fulfill the Federal mandate of expanding the supply of decent, safe, sanitary, and affordable housing for low and very-low income families.

The key words for operation of the HOME Investment Partnerships Program in Union County are partnerships, investments, and affordability. The County will form partnerships with those entities whose proposals can reasonably be expected to further affordable housing objectives and will make financial investments in projects in order to assure the feasibility of affordable housing, or to increase the amount of affordable units, or to leverage other investment in affordable housing.

The County of Union HOME Investment Partnerships Program under the Department of Economic Development/Bureau of Housing initiated a review process for analyzing HOME Proposals.

A HOME Review Team was formed by the Bureau of Housing. It has created a comprehensive process to ensure that the providers who submitted proposals have designed programs that are committed to providing safe, decent, sanitary and affordable housing. The optimum goal is to alleviate excessive rent burden, homelessness and deteriorating housing within the County of Union's jurisdiction.

For the HOME Investment Partnership Year 2013-2014, applications were advertised on the County website. Nine (9) applications were received from the nine (9) organizations requesting HOME funds, totaling \$3,419,590.00. The HOME Review Team has approximately \$649,685.80 in FY 2013-2014 HOME funds and \$129,937.20 in CHDO funds. In an effort to empower municipalities, extend and strengthen partnerships and mobilize community resources, the HOME Review Team recommended funding five (5) of the nine (9) agencies that submitted proposals.

A total of \$3,457,000.00 was the amount of funding requested. The HOME Team recommended funding to the Union County Board of Chosen Freeholders of \$779,623.00.

In order to meet the priorities, needs, goals and specific objectives of the Consolidated Plan, the HOME Program 2012-2013 committed to five (5) projects: three (3) for continuation of new construction, and two (2) for rehabilitation. These projects are located in the City of Elizabeth (4), City of Linden (1).

<u>Organization</u>	<u>Project</u>	<u>Municipality</u>	<u>Type of Project</u>	<u># of Units</u>	<u>Allocation</u>
Magill Real Estate Holdings	272 South Second Street	Elizabeth	Rehabilitation	6	\$300,000.00
Parker Walk Urban Renewal	Parker Walk	Elizabeth	New Construction	30	\$125,000.00
Homefirst Interfaith Housing	Linden Homes	Linden	Rehabilitation	3	\$129,937.20
Tenth Ave. LLC Senior Housing	Tenth Ave. Senior Housing	Roselle	New Construction	45	\$181,686.00
Heritage Village at Westminster Urban Renewal/LLC	Heritage Village at Westminster	Elizabeth	Rehabilitation	75	\$43,000.00

272 South Second Street is a six (6) unit rehabilitation project with 6 units of low income housing for low income residents at or below 50% of median income.

Parkers Walk project is a 30 unit new construction project in the City of Elizabeth for tenants at or below 50% of median income. This project will be layered with tax credits to replace housing projects.

Linden Homes is a three unit rehabilitation project for the homeless and adults with disabilities at or below 50% of median income. This project will be layered with NJHMFA Hurricane Sandy funds.

Tenth Avenue Senior Housing is a 45 unit new construction project for senior citizens at or below 50% of median income.

Heritage Village at Westminster is a 75 unit new construction project for seniors at or below 50% of median income. The Project will have Section 8 project based vouchers.

The HOME Program in the 2013-2014 program year drew funds for ten (10) projects. Eight (8) are for New Construction and two (2) are for Rehabilitation. Four (4) projects are located in the City of Elizabeth – one (1) in the City of Rahway; one (1) in the City of Linden, one (1) in the Borough of Roselle, one (1) in the City of Plainfield, one (1) in the Township of Cranford and one (1) in the City of Summit.

<u>Organization</u>	<u>Project</u>	<u>Municipality</u>	<u>Type of Project</u>	<u># of Units</u>	<u>Allocation</u>
Greater Plainfield Habitat for Humanity	Habitat Village	Plainfield	New Construction Homebuyer	5	\$580,000.00
Magill Real Estate Holdings	217-219 First Street	Elizabeth	New Construction	6	\$300,000.00
Mel Acosta	Florida Street	Elizabeth	New Construction	12	
Community Access	East First Street	Roselle	New Construction Rental	2	\$100,000.00
YMCA of Eastern Union County	Main Building Renovation	Elizabeth	Rehabilitation Rental	20	\$597,518.00
Linden Senior Housing, LLC	Linden Senior Housing	Linden	New Construction	11	\$289,000.00
Myers Senior Residence	Jack & Margaret Senior Residence	Rahway	New Construction	50	\$300,000.00
Morris Habitat	Summit Interfaith Build	Summit	New Construction Homebuyer	6	\$150,000.00
Y Homes	Madison House	Elizabeth	New Construction	15	\$375,000.00
Homefirst	Benjamin Homes	Cranford	Rehabilitation	3	\$229,846.35

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Habitat Village is a Habitat for Humanity project that will provide five (5) families with new homes using their donated labor.

217-219 First Street is a new construction project with six (6) units for households at or below 50% of median income.

Florida Street is a twelve (12) unit new construction building for households at or below 50% of median income.

East First Street is a two (2) unit property for mentally disabled adults. at or below 50% of median income.

The Main Building Renovation at the YMCA of Eastern Union County provides 20 units of low income households at or below 50% of median income.

Linden Senior Housing is a new construction senior citizen project with eleven (11) units for adults at or below 50% of median income.

Jack & Margaret Senior Residence is a new construction project with 50 units for seniors at or below 50% of median income.

Summit Interfaith Build is a new construction six unit homebuyer project for households at or below 80% of median income.

Madison House is a 15 unit new construction project for single room occupancy tenants.

Benjamin Homes is a three (3) unit new construction housing project for households at or below 50% of median income.

On-site inspections were conducted for 60 Division Street, nine (9) units; 661 Marshall Street, eleven (11) units; 821 East Jersey Street, six (6) units; 533 South Broad Street, six (6) units; Home Vision, four (4) units; Gregorio Towers, seventy-seven (77) units; Sierra Gardens, thirty-three (33) units and Center for Hope Hospice, fourteen (14) units.

Bureau of Community Development

Below is a summary of accomplishments for the CDBG program during this reporting period:

Housing

A total of 52 housing units were rehabilitated through the following programs:

Municipality	Approx. Completed
a. Countywide Housing Rehab	16
b. Linden	12
c. Plainfield	12
d. Rahway	12
Total:	52

Handyman Programs (Senior Home Repair)

A total of 126 residents were served by the Senior Citizen Handyman Program.

Municipality	Unduplicated Households
a. Cranford	52
b. Fanwood	6
c. Garwood	28
d. Kenilworth	14
e. Mountainside	16
f. Roselle Park	10
Total:	126

Facilities Improvements

A total of \$500,000 was allocated for facility projects. Some of the accomplishments are as follows:

Senior Citizens

Rahway Housing Authority senior apartment complex received \$42,000 of HUD funding for an emergency generator transfer switch and ADA apartment upgrade.

Scotch Plains Senior Housing utilized \$20,000 of funding to replace windows which were leaking and inefficient.

Disabled

The Association of Retarded Citizens (ARC of Union County) used \$41,000 in funding for facility improvements which consisted of group home rehabilitation at 3 locations throughout the County of Union. These group homes will provide housing and support services for 15 residents with developmental disabilities.

Occupational Center used \$100,000 to remove and replace a faulty roof.

Oswald Nitschke House in Kenilworth received \$20,000 for ADA improvements.

Disadvantaged

BUFF Health & Human Services of Plainfield utilized \$22,000 to convert from oil to gas burner for their boiler.

Plainfield received \$100,000 to rehabilitate restrooms in various playgrounds/parks.

Plainfield UCPC Behavioral Healthcare is using \$20,000 to rehabilitate restrooms.

Public Improvements

A total of \$1,000,000 was allocated for projects. Some of the accomplishments are as follows:

Clark, Cranford, Kenilworth and Springfield – In order to comply with current ADA codes, \$30,000 of CDBG funds were used for curb cuts. Physically disabled citizens have improved access and the areas are no longer substandard.

Hillside is using \$60,000 in funding for rehabilitation to deteriorated streets, sidewalks and curbs.

Linden used \$173,000 in CDBG funding for various roadways to rehabilitate deteriorated streets, sidewalks and curbs.

Plainfield used \$350,000 in CDBG funding for the street rehabilitation throughout the town.

Rahway used \$146,000 in CDBG funding for street rehabilitation.

Roselle is using \$135,000 for rehabilitation to deteriorated sidewalks, curbs and streets.

Roselle Park used \$56,000 for rehabilitation to deteriorated streets.

Winfield Park used \$13,800 for sewer rehabilitation.

Social Services

Handicapped Services

Approximately 1,500 Handicapped individuals were served in the County of Union with programs such as Cerebral Palsy League Multi- Sensory Program; Expressive Recreational Program of New Providence; Shut-In Council for Disabled Care Services in Plainfield; ARC of Union County Adult Medical Day Care; providing individuals with rehabilitation services promoting physical, emotional and cognitive development and assuring their safety and wellbeing. These programs provided services to low and moderate income families who would not be able to afford these programs and also allows other family members the chance to work which otherwise would not be possible.

Emergency Shelter Services

To address homelessness in the County, 300 individuals were served by programs such as FISH Hospitality, YMCA of Eastern Union County, and YMCA of Plainfield. These shelters provide case management, counseling, follow-up services, hot meals, transitional housing, one-time rental assistance payments, transportation, clothing, assistance with job and apartment searches and medical care to persons who are homeless and are homeless due to abusive family members.

Senior Citizens Social Service Programs

A total of 20,000 senior citizens received the following benefits during the contract year.

Health benefits included educational presentations by guest speakers on topics of maintaining wellness and fitness through nutrition and exercise, health aide services to seniors who are unable to attend outside programs showing them how to live safely in their homes and prevent nursing home

placement or hospitalization, health assessments including weight and vital signs, cardiovascular, diabetic, urinary, mental health, skin and wound healing and much more.

Recreational benefits included arts & crafts workshops, line dancing, bingo, tai chi, yoga and zumba to name a few. Seniors also had the opportunity to participate in special events such as a Fashion Show and Holiday Party.

Transportation benefits included pick up and drop off service to various senior programs as well as weekly trips to food markets, doctor appointments, post office, hair appointments and more.

These programs enable the seniors to have a more enjoyable life in addition to giving them the opportunity to socialize with other individuals which promotes a better quality of life.

Maternal & Child Health Care Services

A total of 500 parents and their children were able to participate in this program in Hillside. Public nursing staff provided counseling services, medical screening and referrals to appropriate resources as needed. Well children care was also provided on a monthly basis, which included vaccinations administered by physicians to ensure proper immunizations protection, lead screening and more.

A Health Fair was also held which administered immunizations for children, flu shots for children, eye screenings and lead screenings.

Child Care Services

A total of 650 children Countywide from low to moderate income families were provided with daycare programs; as well as afterschool and summer programs. The after school programs provided homework and reading assistance, tutoring, cultural and recreational activities. The summer programs the children were provided activities such as swimming, arts and crafts, field trips and other recreational services. This funding allowed parents the opportunity to work without having to worry about their children receiving quality care.

Teen Programs

A total of 6,100 teens were assisted in achieving a better quality of life by several agencies and programs including the Plainfield Jr. Monitoring

Program, the Boys and Girls Club of Plainfield; the YWCA Adolescent/Teen at Risk Program in Plainfield; the New Horizons College Club in Plainfield, the YMCA After School Program and the Plainfield Branch of the Girl Scouts.

United Way

The County of Union and United Way of Union County partnered to administer a project called the “Family Strengthening Program”.

Community Development funds in the amount of \$158,585 was provided to the United Way for this program. These funds were matched by United Way funds at almost 3 – 1 rate (approximately \$400,000). As a result of this collaboration, the CDB program served a total of 1,210 clients.

This program is designed to support family strengthening activities for the most vulnerable and at risk population in Union County. Funds were spent on quality child care services, services for battered and abused children, disabled services, homeless prevention, youth services, domestic violence programs, employment and training services, and mental health and counseling services.

Eighteen agencies working directly with United Way provided a coordinated systematic approach to delivering the various services. The agencies included: Homefirst, Cerebral Palsy League, Occupational Center of Union County, Girl Scouts Heart of N.J., YMCA of Eastern Union County, YWCA of Central N.J., ARC of Union County, Catholic Charities, Community Coordinated Child Care, Kings Daughter Day Care, Neighborhood House Association, Rahway Community Action Organization, Rahway Day Care, Roselle Day Care, YM-YWHA of Union County, Holy Redeemer Home Care, Jewish Family Services, and United Family and Children’s Society.

Division of Strategic Planning and Intergovernmental Relations

Union County Means Business

We have hosted three UCMB sessions. The first session on March 18 featured a Legislative Update for Business. The second on September 8th featuring a panel discussion themed around the ten things every business owner should consider. A combined 300 people (approx.) attended these two programs. A final UCMB session was held on October 21st on the topic of Think Globally, Act Locally and featured a panel discussion. Panelists

were Senator Cory Booker, Kristina Hahn of Google and Stan Robenson, Jr. of SHR Marketing...

Union County Women Mean Business

Two hundred women from the surrounding area attended the second annual UCWMB program at the Clubhouse at Galloping Hill on May 28, 2014. The day featured breakout sessions on six different topics, a luncheon with guest speaker Jill Johnson and a lot of networking. Plans are currently underway for the third annual event to be held at the same location on June 10, 2015.

UC STEP

The Support 4 Soldiers Campaign concluded on May 17th at the Westfield Armory. Volunteers assembled 250 care packages which were distributed to active duty and retired military personnel all over the world. Items were collected at locations throughout the County. Schools earning Start Now grants for having the most successful collection campaigns are as follows:

1. UC TEAMS – Plainfield
2. Roselle Park
3. Governor Livingston – Berkeley Heights/Mountainside
4. Union
5. UCVTS

Plans are currently underway for the second annual UC STEP to be held December 12th at Kean University. Ten students from each of the County's 21 high schools will be invited to attend with a maximum participation number of 250 students. Schools will be admitted on a first come first served basis.

Passaic River De-Snagging Grant

Union County continues to serve as the lead agency for the \$300,000 DEP grant funded project to de-snap the Passaic River. Our staff is working with representatives from Berkeley Heights, New Providence, Summit, Chatham Borough, Florham Park, Long Hill Township, Morris County Parks, Long Hill, Bernards and Warren to move the project along. Grant documents are almost ready to submit (resolutions from each entity have been somewhat challenging to collect). An RFP has been sent out to engineer the project with work expected to begin in the next few months, weather permitting.

Costar

In May of 2014 the Division purchased a subscription to Costar, a sophisticated proprietary real estate data, analysis and research tool used widely in the real estate industry. With this interactive program we are one step closer to fully implementing our initiative that would have the Department provide full access to information pertaining to all properties and land available for development in the County. We have begun to work with the City of Elizabeth and will be introducing the service at the Mayor's Roundtable event on September 29th. Shortly there will be a new webpage constructed that will house a electronic portal and process so that the County is seen as the central place of property information by anyone interested in developing in UC.

Union County Mayor's Roundtable

The first of what is hoped will be a series of Mayor's Roundtable sessions was held on September 29th at the Clubhouse at Galloping Hill. The focus of the program was Economic Development. The agenda included a presentation by the NJ Economic Development Authority on incentives, programs and opportunities available to municipalities and prospective developers. In addition, the mayors were introduced to the Department of Economic Development and its renewed focus on strengthening and growing all 21 local economies. There was emphasis on our partners and the resources they are able to provide to residents and our local communities. (WIB, UCEDC, The Alliance , UCIA and Elizabeth EDC).

Union County Alliance

The Alliance has a contract with the County and is currently actively engaged in several areas of importance to Economic Development. Highlights include: working together to obtain One Seat Ride access along the Raritan Valley Line, which upon full implantation will spur economic growth for UC; continued collaboration on the Directions newsletter; assistance with the recently awarded grant to produce a Brownfields Guide and Inventory list; and coordination of creating a Background/Baseline Analysis report on Union County with Rutgers University. This report will look at the extensive data collected about the County and produce an effective report on the status of the County's economic health.

Union County Sustainable Development Guide

Funded by a Local government Capacity Grant through Together North Jersey, this guide is currently in its final stages and will be completed with

assistance from NJ Future. The guide will provide a structure, general guidance and rationale and specific recommendations for incorporating future –oriented sustainability practices into county plans, especially Transportation, CDBG, Housing and WIB efforts.

Strategic Recovery Planning Report (SRPR)

The recently completed SRPR report supports long range planning for UC in the aftermath of Superstorm Sandy. The report, prepared by T & M, was accepted by the Freeholder Board at their August 14th meeting. We are currently working on applying for additional Post-Sandy planning assistance grants from NJDCA. These additional funding opportunities were made available as a result of the successful completion of the SRPR.

Urban focused Comprehensive Economic Development Strategy (CEDS)

Union County personnel are providing assistance to Thomas Edison College/Urban Mayors Association in creating an urban focused CEDS planning document advancing economic development for 19 municipalities, 4 of which are in UC.

Bureau of Transportation Planning

The Bureau of Transportation Planning applied for and received a grant for a two year \$300,000 through North Jersey Transportation Planning Authority (NJTPA) over a two year period to produce a new Union County Transportation Master Plan. Funding became available July 2014. The Transportation Master Plan will reflect the significant improvements made to the local and regional transportation system over the past ten years. Using updated information and data on local transportation, it will identify goals, objectives and future needs.

The Bureau completed the FY 2014, \$131,443.75 NJTPA Subregional Studies Program (STP) in June 2014. It supports local and regional transportation planning. In July 2014, it began work on the FY 2015, \$131,443.75 Subregional Studies Program. This is the primary financial support for the Bureau and underwrites the essential transportation planning functions for the county. The activities including participating at NJTPA committee meetings, capital project tracking, regional/local transportation planning projects and participation in regional/interagency coalitions.

As a supplement to the NJTPA STP FY 2015 program, the Bureau applied for and received \$15,000 of funding to supplement staff with a part time Transportation Planning Intern. The Intern is hired by the NJTPA and is assigned remotely to Union County.

Earlier in 2014, the Bureau received equipment through STP supplemental funds to replace an inoperable color document scanner with a new model. The scanner is useful to scan maps and images in color rather than having them reduce to grayscale.

The Bureau has worked closely with the Township of Springfield and its Business Improvement District on the Morris Avenue Vision and Mobility Plan in Springfield. It was completed in spring 2014 and a draft of the Plan has been issued. The Springfield project was one of 14 made possible in the region through the Local Demonstration Project Program with NJ Transit in the lead. The Bureau of Transportation Planning initially proposed the opportunity to Springfield and worked closely with the Township on the application.

As a result, the town received \$90,000 of planning services, with no match required, and a planning team was selected by NJ Transit to conduct the work. The focus was the Morris Avenue downtown and recommendations included measures on traffic calming, bus service improvements, parking, urban design/redevelopment and environmental and infrastructure.

The Bureau continues to work with the Raritan Valley Rail Coalition. In March 2014, the one-seat ride on the Raritan Valley Rail Line to NY Penn Station was inaugurated. On weekdays, midday trains can carry passengers to NY without having them switch trains at Newark.

Further expansion of the service is expected in the fall 2014 when the one-seat ride is offered on the weekend evening trains after 8 PM. These improvements make the Raritan Valley Rail line more efficient, attractive and enhance the value of all the municipalities in the County it serves. The Bureau has been involved in the Coalition since shortly after its inception and in 2014 has participated in the working group meeting and the quarterly meetings at NJ Transit as well as the regularly scheduled public meetings.

The Bureau of Transportation Planning, at the invitation from Springfield, assisted with its 2014 application to the NJDOT Transportation Alternatives

Program for the Comprehensive Mountain Avenue (County Road 635) Streetscape Improvement Project for over \$1.0 million. The grant awards announcement is still pending.

The Bureau tracks the advancement of improvements to the transportation impacting the County. It advocates for continued capital funding for fourteen transportation improvement projects on highway and bridges in the county listed in the Transportation Improvement Program (TIP). It highlighted the decision by the NJ Turnpike of the Tremley Point Connector Road project, Linden, from the agency's Capital Program which ultimately was placed in an appendix for unfunded projects.

Early in 2014, the Bureau had the NJDOT project team for the Pulaski Skyway rehabilitation project attend the January meeting of the Union County Transportation Advisory Board. The NJDOT representatives explained the plans to rehabilitate the Pulaski Skyway and the necessity of closing the northbound lanes of the structure for two years. This issue was presented to further meetings led by the TAB Freeholder member liaison, to include the cities more likely to be impacted and their emergency services representatives and as well as a public meeting.

The Bureau manages the Union County Transportation Advisory Board (TAB) and provides staffs support to the chairman and officers during meetings, propose and arrange presentation topics, track membership appointments and send out meeting minutes and notices to membership. The TAB meets six times annually and offers an ongoing forum for municipal representatives on matters related to the County transportation system. Also, TAB is tasked with making recommendations to the Freeholder Board on relevant transportation issue. Each year, every municipality is invited to appoint representatives to the TAB.

The Bureau delivers reports to meetings of the Senior Citizens and Disabled Resident TAB (SCDRTAB) and it focuses on the operations of the County Paratransit system in the Department of Human Services. Among its operations, the Paratransit system is responsible for the Union County Route 22 Safety Shuttle. This service improves pedestrian safety and helps workers and area residents safely access both sides of Route 22. The Bureau of Transportation Planning has been involved in the shuttle service since its inception as a safety measure on the highway.

Bureau of Planning and Economic Development

Planning Board

In the period of January to August 2014 the Board received 81 land development applications and has completed the review of 80 of those applications. The towns related to the number of applications received represents 19 of the 21 towns in the County. The amount of land development application fees I collected in this time period for the County is over \$43,000.

Constituents Served

Based on data requests the bureau answered nearly 400 of these requests in the noted timeframe (Jan.-Aug. 2014), which equates to about 67 per month and represents over 10 County municipalities on a monthly average. Most of these data requests related to development applications, planning process, transportation, demographic information, and other general areas related to planning. The people that make these requests range from citizens, town representatives, realtors, researchers, academics, and attorneys or other professionals representing applicants.

Also served in this timeframe are Open Public Records Act (OPRA) requests submitted from the County's public information office. During this timeframe I've answered over 170 OPRA requests which equate to a little less than 30 OPRA requests per month and on average relates to 13 County municipalities. The majority of these requests relate to environmental or planning information requested by citizens, attorneys, and environmental associations or professionals.

Grants – EPA Brownfield

In this time-period the Bureau worked with Brownfield Redevelopment Solutions in updating the EPA Brownfield grant that I originally prepared that was submitted in January and we later received confirmation that we'll be awarded a \$600,000 grant in October of this year to be conducted over a 3 year period. Associated documentation by the EPA for this grant was prepared and submitted in early August. The next steps include the preparation of an account resolution for Freeholder Board consideration and the development of a request for proposal to establish a professional environmental team to perform associated grant tasks. In conjunction with these next steps will be the creation of a stakeholder committee for outreach components of the project.

Bond Documentation

Prepared associated demographics and economic development data related to the County to assist with the Finance Department's annual preparation of bond documents needed to establish the County bond rating used for financing County activities.

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. The division applies for and receives grants for design and construction of projects. In

The following projects were designed and/or constructed in 2014:

Berkeley Heights

- Completed construction of Diamond Hill Road and McMane Avenue Intersection Traffic Signal
- Completed construction of Fire Alarm System for Church Store in Deserted Village
- Awarded contract for Road Resurfacing and Handicapped Ramps on Mountain Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Diamond Hill Road
- Awarded design contract for the Desnagging of the Passaic River

Clark

- Ongoing design and permitting activities for improvements to Oak Ridge Park
- Awarded contract for the construction of the Madison Hill Road Bridge replacement
- Entered into Developer's agreement for the improvement of Raritan Road and Central Avenue which impacted by the Clark Commons project

Cranford

- Construction of Road Resurfacing and Handicapped Ramps on South Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Springfield Avenue
- Construction of Traffic Signals and Road Resurfacing, Handicapped Ramps near Hillside School on Centennial Ave.
- Construction of Road Resurfacing and Handicapped Ramps on Centennial Avenue in Centennial Ave. Village Area
- Completed dredging of Nomahegan Lake and construction of two fishing piers.
- Awarded design contract for paving of Nomahegan Park Baseball Field parking lot.

Elizabeth

- Started the Local Concept Design Project for the South Front Street Bridge which is sponsored by NJTPA
- Completed construction of the Summer Avenue Bridge Deck Replacement
- Awarded contract for construction of Intersection Traffic Signals at Magie Avenue and Galloping Hill Road and at Magie Avenue and Summit Road
- Completed design and permitting for artificial turf field at Mattano Park
- Awarded Architectural and Construction Management contracts for Phase C/C1 of the Courthouse Fire Code Project
- Construction of Phase 2 of the Justice Complex Project is in progress
- Completed construction of Board of Election exterior stabilization and renovation
- Awarded contract for the construction of rooftop Cooling Tower at Orisello Jail.

Fanwood

- None.

Garwood

- Awarded Engineering contract for the design of Intersection Traffic Signal at South Avenue and Center Street

Hillside

- Completed design Intersection Traffic Signal of Chestnut Avenue and Hillside Avenue
- Awarded contract for construction of Intersection Traffic Signal at Magie North Broad Street and Central Avenue

Kenilworth

- Completed construction of Bunker and Tee Renovations at Galloping Hill Golf Course

Mountainside

- Awarded construction contract for Lake Surprise Dam replacement

Linden

- Completed Traffic Study for Wood Avenue
- Awarded design contract for Wheeler Park pool house renovation, new spray park and equipment replacement.

New Providence

- None.

Plainfield

- Construction started for the replacement of the Raymond Avenue Bridge over the Green Brook
- Completed construction of Road Resurfacing and Handicapped Ramps for Park Avenue
- Completed construction of Road Resurfacing and Handicapped Ramps for Plainfield Avenue
- Completed design and permitting for the Pemberton Avenue Culvert over stream in Cedar Brook Park
- Design and permitting for Pedestrian Bridge in Green Brook Park
- Design and permitting of Cedar Brook Park artificial turf field and lighting
- Awarded contract for Road Resurfacing and Handicapped Ramps for Front Street

Rahway

- Completed construction of traffic signal upgrade at intersection of Elizabeth Avenue and Grand Avenue

- Completed design for artificial turf field and lighting improvements at Rahway River Park
- Completed construction of Road Resurfacing and Handicapped Ramps on East Hazelwood Avenue
- Awarded design contract for artificial turf field and lighting improvements at Madison St. Park
- Awarded contract for the construction of the Madison Hill Road Bridge replacement

Roselle

- Completed construction of Road Resurfacing and Handicapped Ramps on Third Avenue
- Awarded Engineering contract for design of the Gordon Street Bridge
- Completed construction of the Warinanco Park Stadium artificial turf, lighting, track, restroom/concession building and bleachers
- Completed construction of the Warinanco Park Restroom building restoration, spray park and playground
- Awarded Engineering contract for the design of sprinkler system in Chatfield Garden in Warinanco Park
- Awarded Engineering contract for the design of clay tennis court resurfacing in Warinanco Park
- Awarded Engineering contract for the design of fishing dock on pond in Warinanco Park

Roselle Park

- Completed construction of Road Resurfacing and Handicapped Ramps for Locust Street
- Awarded Engineering contract for design of the Gordon Street Bridge

Scotch Plains

- Completed design and permitting for the Raritan Road Culvert replacement.
- Awarded contract for design of Bunkers and Irrigation Improvements at Ash Brook golf Course

Springfield

- Awarded contract for construction of basketball court in Meisel Park
- Completed construction of Road Resurfacing and Handicapped Ramps on Meisel Avenue

- Award design contract for replacement of the Mountain Avenue Bridge deck.
- Completed design and permitting of the Short Hills Avenue Culvert over stream near Milburn

Summit

- Completed design and permitting of the Locust Drive Culvert over stream near Tulip Street
- Awarded contract for the historical restoration at Briant Park
- Awarded contract for Road Resurfacing and Handicapped Ramps on Ashland Road
- Awarded contract for Intersection Traffic Signal at three intersections including Springfield Avenue and New England Avenue; Passaic Avenue and Springfield Avenue; and Passaic Avenue and Kent Place Boulevard

Union

- Design Intersection Traffic Signal at two intersections including Vauxhall Road and Pine Street; Vauxhall Road and Caldwell Avenue
- Design Intersection Traffic Signal at Chestnut Street and Parkview Terrace
- Construction of Intersection Traffic Signal at Valley Road and Vauxhall Road

Westfield

- Completed design of Intersection Traffic Signal at two intersections including Rahway Avenue and Lamberts Mill Road; and West Broad Street and Scotch Plains Avenue
- Completed design of Intersection Traffic Signal at East Broad Street and Elm Street

Winfield

- None

Bureau of Geographic Information Systems (GIS):

- Completed taking CarteGraph to the next level by implanting an online version with training and additional services.
- Updated the County Street Map by locating and identifying missing streets, and updating CarteGraph Street view database.
- Updated CarteGraph bridge view database and the sign view database.

- Coordinated new Pictometry flight and distribute to all law enforcement departments.
- Upgraded to new GIS server and switched all information from a 10 year old server.
- Continued to maintain GIS website and support various layers of GIS including tax maps, enforcement zones and OEM information.
- Continued to maintain the secured website that contains certified drug free zone maps and continue to train and support all 21 municipal police departments.

Bureau of Information Technology

Between January and November of 2014, the Bureau of Information Technology responded to more than 2,100 help line calls for support. Support calls were from all County facilities.

The Bureau of Information Technologies undertook a major project which involved the purchasing and configuration of approximately 600 new computers to replace outdated Microsoft XP operating system to Windows 7 OS, which also included the deployment, installation and migrating files of all county users.

The continuation of shared services as it relates to the 911 system continued with Clark, Kenilworth, Mountainside, Roselle, Hillside, Plainfield, Springfield, Roselle Park, Fanwood, Scotch Plains, and South Orange.

The Bureau of Information Technologies undertook a major Freeholder Initiative. Planned and installed a free Wi-Fi network for the public to use at six locations in various parts of the County: Trailside Nature and Science Center, Walter Ulrich Pool, John Russell Wheeler Pool, Warinanco Skating Center, Nomahegan Park and the Colleen Fraser Building in Westfield.

In 2014, the Bureau accomplished the following:

- Provided assistance and support on the upgrade of video cameras at the Union County Juvenile Detention Center.
- Assisted in the procurement and installation of the card access system for the Juvenile Detention Center and upgraded its ID badge printer so that they can produce their own ID cards and upgraded the Key Cabinet system.
- The Bureau installed internet access to UC Fire Academy.

- Upgraded three servers, outdated cameras and software for the Jail surveillance system.
- Completed the upgrade of cameras and duress alarms in the New Annex Building and also installed new servers and a monitoring system in the Control Center in the Courthouse.
- Renovations on the third floor of the Ruotolo Building are almost complete. The Bureau has been coordinating with the Prosecutor staff and continues to provide support and recommendations for voice and data.
- Maintenance and backups of all 16 County phone systems is routinely performed.
- Coordinating with Prosecutor staff and continues to provide expertise and recommendations for voice and data infrastructure after renovations on the second floor of the Ruotolo building.
- Process of relocating all voice and data infrastructure and connectivity for the Youth Services Bureau previously located in Linden to the Bank of America Building on North Broad Street, together with the relocation of computers and printers.
- A preliminary overview for recommending the upgrade of the existing telephone system at the Warinanco Service Yard/SLAP Building in Elizabeth has been completed.
- 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.
- Assisted in the procurement and installation of the Sheriff's Department LYNX system to provide security for Superior Court Judges for the Annex Building and now is engaged in doing so for the Court House Tower.
- Collaborating and providing support to the NJ Judiciary and its Information Technology Division in the planning of the Family Court building currently being constructed on Cherry Street in relation to data, voice and security implementation. Conduits have been trenched from Cherry Street to the Admin Building for such lines to be installed.

The following virtual servers were upgraded from Microsoft Server 2003 to Microsoft Server 2008 or 2012:

- UCNJADV- 2008
- UCNJWSUS- 2012

The following new virtual servers were added:

- UCNJWEBSEC
- UCNJWEB3

The County has undertaken an upgrade of its technology infrastructure for voice over IP (VOIP) and is currently in Phase II of a three-phased project. Phase I is 100% complete.

Projects which continue to be in progress in 2014 with an anticipated completion in 2015:

- New employee time system for Juvenile Detention Center.
- Juvenile Detention Jail Tracker software and upgrade.
- Microsoft Exchange for County e-mail.
- Specialized public areas with voice and data access for Plainfield Social Services.
- Continuing support for Juvenile Detention enhancements.
- Upgrade of firmware for our virtual server systems in Westfield and Elizabeth.
- Migration to new telecommunications carrier.
- Router for remote locations access.

The following encompasses 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 staff which includes custom reports:

The New PPA form program has been upgraded. The bureau updated the system with our new County of Union department structure and re-designed history automation process with advance SQL queries

ABRA reports system now has a new funded/non-funded report system that summarizes calculations based on ABRA/PowerPCS software.

The Vacancy report were redesign based on new Finance requirements and redesign layout was made to the Pension export to file.

ABRA and Motor Vehicle (Dossier) database was developed for the Bureau of GIS. This interaction between the ABRA system and the Motor Vehicle database, produced a file that is exported, with data manipulation and calculations. This data is then uploaded to the motor vehicle database from ABRA data.

Payroll System/Check Printing

Bureau staff continues to process, print and fold accounts payable and other miscellaneous checks. As part of the Payroll Committee, two staff members were responsible for assisting in the selection of a new payroll system Prime Point.

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 21 municipalities, Assessment Cards for 21 municipalities, Extended Tax Duplicates for 21 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 by the Bureau.

Correctional Services

Firearms and Requalification system has been successfully used now through 6 qualifying seasons and ready for the 7th season. The reporting features fulfill the Prosecutor's and State required reports.

The Corrections' Forms database system, which has been in use for many years, continues to grow year after year. There have been new and modified tables, queries, forms, reports and macros, along with additional topics. Additional forms include Progress of Probationer and Officer Performance.

The Correction's 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 State Inspectors marvel at the yearly reports that are so easily generated and handed to them. They say no other county provides them with such detailed and efficient information.

The Special Investigations Unit Random Drug Testing is fully operational. The Bureau developed a program for them that is updating and modifying as scheduled. 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. This system should help keep our SIU personnel out of the courtroom.

The Gang System Database has had additional developmental enhancements, and is in the process of being converted from MS Access 2000 to MS Access 2012.

The Social Services System has been tremendously helpful to Correctional Services 'staff. The system interfaces with the Gang System Database and helps track inmates while in custody with gang affiliations.

Office of the Sheriff

Sheriff's Labor Assistance Program that was started in 2011 and continues to enhanced. In 2014, 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. Sheriff's Office Civil Serve system - worked with this vendor, SoftCode Inc., to perform server side and client upgrades of the software.

The Sheriff's Firearms and Requalification system continues to be used successfully. It has been used every Spring and Fall since Fall 2012. The new Range Master used it Spring 2014 and will again for Fall 2014 with great ease. Reports were modified to suit the Sheriff's Office's needs.

The Sheriff's Office Domestic Violence database was re-vamped this past year to make monthly and yearly reporting much easier and more efficient.

County Police

Though the County Police Firearms and Requalification program was used successfully in the Fall of 2013, greater detail was requested. The UCPD's

procedures and processes are very different from those of Correctional Services and the Sheriff's Office. The new system will be up and running for the Fall 2014 requalifying season.

Human Services

The Paratransit Rider database/billing system that was implemented last year was in a test phase. Though used successfully, modifications were needed. Additional reports needed for monthly and quarterly meetings were added to the system also. The billing processed is now easier than before.

Work continues on The Early Periodic Screening Diagnosis database requested by the Division of Social Services continues to run efficiently. More data entry was needed and added accordingly.

The Respite database that has been used for many, many years was converted to Access 2010 with ease. From time to time, the State requests certain data and reports be sent to them. This is taken care of through the IT office.

The UJET database was implemented about five years ago. At the end of 2013, end of year statistical reports were requested for the first time. Through much manual work, it was accomplished; however it showed that the system needed an over-haul to generate these reports, since the original design did not incorporate these reports. Therefore, work began on structural changes to the system. The plan is to have it ready for January 2015.

Public Works

The Quarry database has been used for over 15 years and has undergone changes over the years. This past year is no different. A new system was requested to be used along with the existing system. After reviewing the request, it was determined it was not needed. The existing system, with modifications, was able to handle the new request. It is always best to limit your systems to keep from duplicating work and data.

Finance

The Label System has been converted from MS Access 2000 to MS Access 2010.

Administrative Aspect of Programming

ABRA

Programming staff upgraded Countywide to version 12 (previous version was 10), including all client-side (individual pc) upgrades.

Regular ongoing services provided to Personnel and other departments 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

Several MS-Access database programs were modified to be compliant with the newly upgraded (late December 2013) system.

Extensive correspondence was sent to Edmunds and Associates to document problems we experienced using the drawdown feature of the software. This resulted in Edmunds making some changes in the software for our benefit. We realized time savings, reduced aggravation, and ultimately, increased productivity.

Payroll

Configured an entirely new secure process for file transfer of the daily ABRA-To-Payroll information feed, using key-pair encryption. This is superior to the password encryption method used previously.

OPRA Requests

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

SQL Server Database Management

Continued to provide daily monitoring, performance tuning, and troubleshooting of eleven different Microsoft SQL Servers, supporting approximately twenty-two critical applications countywide.

Performed a Microsoft SQL Server version upgrade on the Cartegraph server.

ONBASE

Improved the County's EDMS system by enabling our Municipal E-Share clients in Rahway, Roselle Park, Fanwood and Union to access the system

using Citrix. This gave them a significant performance increase, and a friendlier user experience. It also enabled us to eliminate an old, outdated web server that was used exclusively for these clients. This resulted in cost savings and efficiency of operations.

Regular ongoing services provided to all County departments using Onbase included additions and changes, as requested, to automated processes, document types, keywords and security settings.

2015 INITIATIVES

Workforce Investment Board

Year 2015 Initiatives include the implementation of a Workforce Innovation Business Center that will provide a myriad of workforce development programs housed in one location. The Workforce Innovation Business Center is a partnership among various agencies that will leverage each agency's resources to provide a more holistic approach to preparing individuals for employment. The Workforce Innovation Business Center will include resources provided by the WIA Title II ABLE Plus Consortium, Union County College and the Elizabeth Development Company. The Workforce Investment Board allocated \$1,000,000 of Workforce Investment Act funding to create this program, which shall be located at the former Retail Skills Center at Jersey Gardens Mall.

A minimum of fifty (50) adults, one hundred-thirty (130) dislocated workers and 80 youth shall be trained and placed in jobs.

The list of services to be offered includes:

- Soft Skills Training
- English as a Second Language
- Basic Skills
- Computer Literacy
- On-the-Job Training

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. The division applies for and receives grants for design and construction of projects.

The following projects are planned to be designed and/or constructed in 2015:

Berkeley Heights

- Completion of the Passaic River Desnagging project
- Construction of Road Resurfacing and Handicapped Ramps on Mountain Avenue
- Award design contract for replacement of minor bridge on Mountain Avenue
- Award design contract for replacement of minor bridge on Springfield Avenue

Clark

- Ongoing design and permitting activities for improvements to Oak Ridge Park
- Construction of the Madison Hill Road Bridge replacement
- Complete the improvement of Raritan Road and Central Avenue which is part of the Clark Commons Development project

Cranford

- Construction of paving at Nomahegan Park Baseball Field parking lot.

Elizabeth

- Continuation of the Local Concept Design Project for the South Front Street Bridge which is sponsored by NJTPA
- Construction of Intersection Traffic Signals at Magie Avenue and Galloping Hill Road and at Magie Avenue and Summit Road
- Construction of artificial turf field at Mattano Park
- Architectural and Construction Management Design progress for Phase C/C1 of the Courthouse Fire Code Project
- Construction of Phase 2 of the Justice Complex Project
- Construction of rooftop Cooling Tower at Orisello Jail.
- Construction of Road Resurfacing and Handicapped Ramps on South Broad Street

Fanwood

- Construction of Road Resurfacing and Handicapped Ramps on LaGrande Ave./Laurel Place

Garwood

- Construction of Intersection Traffic Signal at South Avenue and Center Street

Hillside

- Construction of Intersection Traffic Signal at North Broad Street and Central Avenue

Kenilworth

- Construction of Road Resurfacing and Handicapped Ramps on Galloping Hill Road

Mountainside

- Construction of Lake Surprise Dam replacement

Linden

- Construction of Wheeler Park pool house renovations, new spray park and equipment replacement.
- Construction of Road Resurfacing and Handicapped Ramps on Raritan Road

Plainfield

- Construction of the replacement Raymond Avenue Bridge over the Green Brook
- Construction of Pemberton Avenue Culvert, Plainfield
- Construction of Pedestrian Bridge in Green Brook Park
- Construction of Cedar Brook Park artificial turf field and lighting
- Construction of Road Resurfacing and Handicapped Ramps on Front Street

Rahway

- Construction of artificial turf field and lighting improvements at Rahway River Park

- Design of artificial turf field and lighting improvements at Madison St. Park
- Construction of Road Resurfacing and Handicapped Ramps on Scott Avenue
- Apply for funding to replace East Hazelwood Ave. Bridge
- Construction of the Madison Hill Road Bridge replacement

Roselle

- Construction of Road Resurfacing and Handicapped Ramps on Third Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Amsterdam Avenue
- Design of the Gordon Street Bridge
- Completed construction of the Warinanco Park Stadium artificial turf, lighting, track, restroom/concession building and bleachers
- Completed construction of the Warinanco Park Restroom building restoration, spray park and playground
- Awarded Engineering contract for the design of sprinkler system in Chatfield Garden in Warinanco Park
- Awarded Engineering contract for the design of clay tennis court resurfacing in Warinanco Park
- Awarded Engineering contract for the design of fishing dock on pond in Warinanco Park

Roselle Park

- Design of the Gordon Street Bridge

Scotch Plains

- Construction of minor bridge on Raritan Road
- Construction of Bunkers and Irrigation Improvement at Ash Brook golf Course
- Construction of Road Resurfacing and Handicapped Ramps on Front Street

Springfield

- Construction of Road Resurfacing and Handicapped Ramps on Hillside Avenue
- Construction of minor bridge on Short Hills Avenue near Milburn

- Design of deck replacement for bridge on Mountain Avenue near Trivitt Street

Summit

- Construction of minor bridge at Locust Drive near Tulip Street
- Construction of the historical restoration at Briant Park
- Construction of Intersection Traffic Signals at three intersections including Springfield Avenue and New England Avenue; Passaic Avenue and Springfield Avenue; and Passaic Avenue and Kent Place Boulevard
- Construction of Road Resurfacing and Handicapped Ramps on Ashland Road
- Construction of Road Resurfacing and Handicapped Ramps on Morris Avenue

Union

- Construction of Intersection Traffic Signals at two intersections including Vauxhall Road and Pine Street; Vauxhall Road and Caldwell Avenue.
- Construction of Intersection Traffic Signal at Chestnut Street and Parkview Terrace

Westfield

- Completed design of Intersection Traffic Signal at two intersections including Rahway Avenue and Lamberts Mill Road; and West Broad Street and Scotch Plains Avenue
- Construction of Intersection Traffic Signal at East Broad Street and Elm Street
- Construction of Road Resurfacing and Handicapped Ramps on East Broad Street

Bureau of Geographic Information Systems (GIS):

- Update the County Street Map by locating and identifying missing streets, and updating CarteGraph Street view database.
- Update Union County Map and reprint 25,000 copies as soon as the edits are completed.

Department of Finance

Comptroller

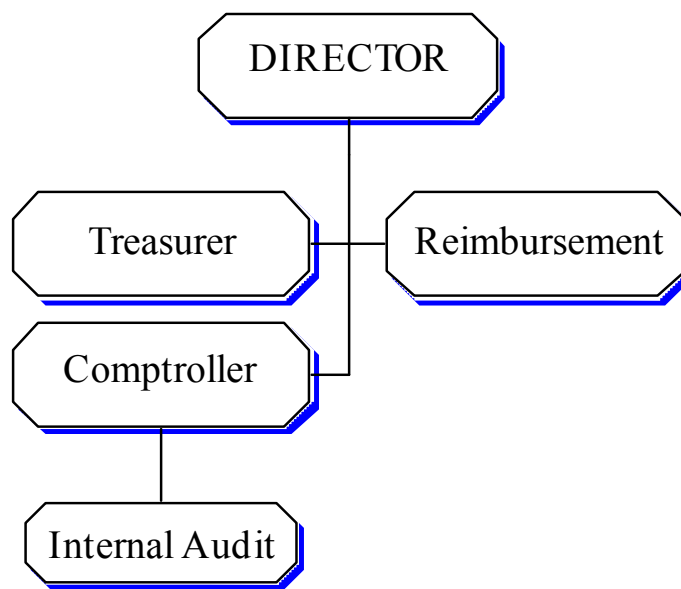
Internal Audit

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.

2014 ACCOMPLISHMENTS

Comptroller's Division

Fixed Asset Accounting:

Finance Department has worked with the Office of Asset Management to compile an official in-house inventory of Fixed Assets report that was included in the Report of Audit on the Financial Statements of the County of Union for the Year Ended December 31, 2013.

Financial Controls and Audit Function Procedures:

Assist other departments with the implementation of the Financial Controls and Audit Function procedures that was issued by the Department of Finance in 2014. These procedures include existing as well as new procedures that will assist in improving the maintenance of the financial system and the weekly accounts payable process.

Treasurer's Division

Sale of Bonds:

Issued General Obligation, Vocational-Technical School, County College and Redevelopment Bonds totaling \$65,000,000

Sale of Bond Anticipation Notes:

Issued bond anticipation notes of \$77,000,000 to fund capital projects such as road and bridge improvements, traffic signals and improvements to buildings and parks.

Debt Service Refinancing:

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

Electronic Banking:

Enhancements were made to several of the County's GUDPA approved financial institutions on line Treasury services.

Revenue Enhancements:

Worked with various Departments/Divisions to ensure they submit proper documentation with their deposits and reminders that Departments keep copies with their records.

Reimbursement Division

Development of new procedures to ensure compliance with federal and state grants (i.e. - A Special Item of Revenue Insertion Form to insure information is uniform and maintained for auditing purposes; Centralized location for federal and state grants (i.e. - Fiscal reports, time sheets, audit reports).

Payroll

Payroll moved to a new provider ...from Payall to Primepoint.

Primepoint was awarded the RCCP and in April 2014 we converted to the new system.

2015 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 2015 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.

Financial Controls and Audit Function Procedures:
Continue assisting other departments in the implementation of the Financial Controls and Audit Function procedures.

Treasurer's Division

Electronic Banking:
Continued upgrades to banking, collections and payments via the County's approved listing of GUDPA approved financial institutions.

Credit Card Merchant Services:
Upgrade the current credit card equipment at various County Facilities to prepare for coming changes in security guidelines that will require the acceptance of EMV (chip-and-PIN) transactions.

Reimbursement Division

Development of reconciliation progress for salary allocations to actual time spent on activities for federal and state grants.

Payroll

Continue to work with our new payroll provider to enhance and move forward with additional payroll functions for employee services.

Department of Human Services

Aging

Employment Services and Planning

Paratransit

Planning

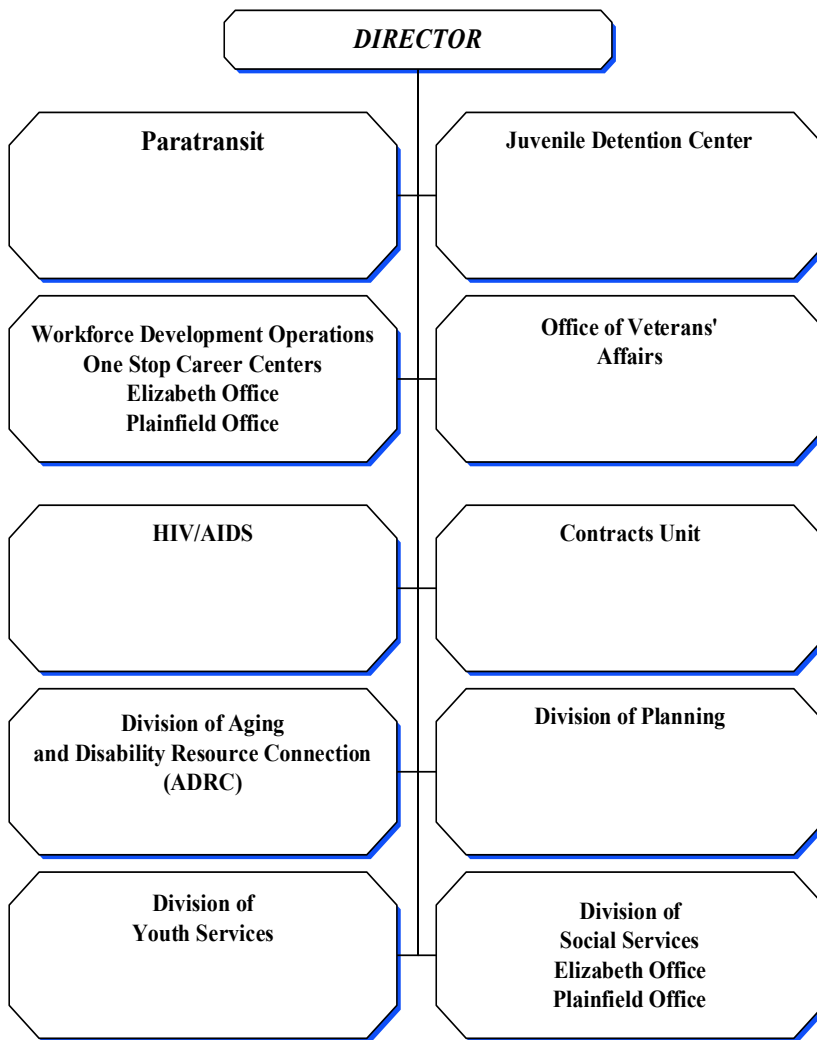
Social Services

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 divisions plus the Juvenile Detention Center; Paratransit; Workforce Development Operations/One Stop Career Centers; Veterans' Affairs; Contracts Unit; 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 Union County government.

Juvenile Detention Center

The Union County Juvenile Detention Center is a secure holding facility designed to temporarily house youthful offenders accused of delinquent acts, while they await court disposition and those committed to the approved short term Commitment Program.

The Juvenile Detention Center population is comprised of a very eclectic mixture of culturally diversified residents. Due to the institutional nature of the facility, detention places internal, as well as external, stressors on its resident population. Juveniles enter the detention facility with his or her own complex needs and issues, requiring a wide range of comprehensive services. The Juvenile Detention Center must provide a diversified social service package tailored to the health, safety, educational and social psychological needs of the individual.

The Juvenile Detention Center's primary function is to provide each resident with a program of structured supervision in a nurturing and caring environment. In keeping with this philosophy, the Union County Juvenile Detention Center serves the detention facility population through education, social services, in-house service programming and direct involvement of the outside community, its agencies and programs.

The facility's primary objective is to encourage residents to utilize the aforementioned programs and services in an attempt to establish a successful reentry into the community with a more positive transition into adulthood.

Youth Shelter

The Youth Shelter 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)/One Stop Career Centers

The services of Workforce Development Operations (WDO) 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 Writing Assistance; Job 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 the Union County Administration Complex 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/AIDS Services

The Union County Office of HIV/AIDS Services is responsible for the planning, contracting and monitoring of the Ryan White Part A Emergency Relief Grant Program's service delivery system that improves the quality and availability of care for individuals and families living with HIV disease. HIV/AIDS Services provides information and resources for people living with HIV (PLWH) who have no insurance, are under insured or do not have access to health care.

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 Connection (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 Connection (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 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 and health 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 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. Children, who are uninsured, underinsured, receive Medicaid, or 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*** that delivers 24/7 family crisis intervention, emergency shelter placement, case management and related services for at-risk youth and their families; the ***Youth Services Commission (YSC)*** that administers delivery of NJ Juvenile Justice programs and other options to reduce youth incarceration and recidivism; and the ***Union County Juvenile Expediting Team (UJET)***, a team of professionals who voluntarily provide case management and monitoring services for youth in detention and shelter care.

2014 ACCOMPLISHMENTS

Office of the Director

Union County Workforce Development/One-Stop Career Centers

In 2014 Union County's One-Stop Career Centers continued its mission of providing training and job referral services for the unemployed residents of Union County. Systems have been streamlined and made uniform in each office in Elizabeth and Plainfield so that case managers can be rotated between each office as the need arises. Computers were upgraded to meet new state AOSOS case management requirements. Three new case managers were brought on board to fill existing vacancies due to retirements.

The One Stop continued to engage the community through monthly "Partners" meetings that allow attendees to become aware of community resources that can assist the One Stop to better serve client needs. Increased efforts were made to work with public libraries to share resources and services.

In 2014, One-Stop's front line staff began the process of visiting area training schools and businesses to become aware of any new trends in the local business community. Staff also began visiting area educational entities to determine that the training necessary to compete in today's labor force is being provided.

The One-Stop Career Centers actively participated in the Runnells Specialized Hospital State Response Team visit to employees impacted by the sale of the hospital. In addition to the traditional services offered by the state, One Stop staff offered resume writing classes, set up a job fair with local hospitals; and, provided a training resource booth for these employees.

Juvenile Detention Center

Care and Custody

Projected for CY 2015, there will be 291 new admissions to the Juvenile Detention Center with a projected 10,578 days of service [bed days]. The average daily population is in excess of 29.6 residents with an average length of stay of 65.3 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 the spring of 2014, Union County received a very favorable report from the NJ JJC Juvenile Detention Monitoring Unit. The NJJC Compliance Monitoring Unit made several visits to the Detention Center during the months of March and April to conduct a programmatic evaluation. The facility was found to be 100% compliant for the third consecutive year in a row.

Educational Services

During the school year ending June 30, 2014, 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 October 29, 2014, the sixth in as many years.

Union County’s Juvenile Detention Center’s Educational Program continues to be used as a state wide model for Juvenile Detention Programs.

Medical Services

In March 2014, the Union County Juvenile Detention Center's medical operation was accredited by the national Commission on Correctional Health Care whose mission is to improve the quality of health services delivery in secure care facilities and recognize those that have achieved excellence. Union County is one of only three Detention Centers in the state to receive this distinction.

Federal Program

Since 2009, Union County has held juveniles under contract with the US Office of Refugee Resettlement/Division of Unaccompanied Children's 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 thru 2016.

Paratransit

In 2014 the Union County Paratransit System (UCPS) provided 206,358 one-way trips for the elderly, disabled, economically disadvantaged, and veterans, traveling over one million miles.

Paratransit provided 7,064 rides under Title III (Older Americans Act); 13,844 Medicaid trips, and 9,499 Title XX (low income) trips. In addition, 99,189 rides were made possible from funding received from SCDRTAP the (Senior Citizen & Disabled Residents Transportation Assistance Program) and from Union County government. All trips were provided for the purposes of dialysis; chemotherapy; radiation; physical therapy; doctor and/or dental appointments; education; employment; nutrition; recreation; and, food shopping.

Veterans Transportation

Veterans are transported every Monday and Wednesday to the East Orange VA Hospital, and to the VA Hospital at Lyons every Tuesday and Thursday. Every Monday and Wednesday Paratransit transports veterans to VA Hospital in East Orange and every Tuesday and Thursday to the Lyons VA

Hospital. On Monday through Friday transportation is provided to the Veteran's Clinic at Trinitas Regional Medical Center in Elizabeth. In 2014, 960 trips were made to these facilities that serve veterans.

Route 22 Safety Shuttle

Paratransit operates the Route 22 Safety Shuttle that runs seven days a week, from Union through Kenilworth into Springfield, transporting individuals for the purpose of employment. The Route 22 shuttle provided 75,800 trips in 2014. A "Welfare to Work" shuttle that ran from the Rahway Train Station through Plainfield to Blue Star Shopping Center in Watchung provided 1,352 one way trips. As of September 1, 2014, due to loss of funding, that shuttle is no longer in existence.

Contract Unit

In 2014, the Contract Unit continued processing and monitoring over 450 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) monitors contracts awarded through the Union County Department of Human Services. Over 330 monitoring visits took place in 2014. 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

In 2014, with \$1.9M in Ryan White Part A funding, more than 1,200 Union County residents living with HIV received emergency medical, substance abuse, mental health, and oral health services. Ryan White funding also provided emergency financial assistance (back-rent and or utilities) and other HIV related support services. Housing for 70 families living with HIV was stabilized and homelessness prevented with Housing Opportunities for People With Aids (HOPWA) funding.

Office of Veterans' Affairs

Information and Assistance

In 2014 the office received more than 575 calls requesting information and assistance from veterans and their families. There was an increase in calls from veterans and survivors outside the county due to many elder veterans and/or their surviving spouses and adult children seeking VA benefits. The veteran population in Union County by congressional district is over 35,000.

Compensation Claims/Pension Requests/Appeals

More than 50 new compensation and pension requests were processed. There is a large backlog of claims pending at the regional VA office. Two appeals are in process and several others were addressed during 2014. The appeals range from compensation cases to spousal benefits.

Community/Veteran Outreach

Veterans' Affairs supported several service organizations, including the Order of Purple Heart; the American Legion; VFW; the American Legion Post of Roselle; Catholic Charities; the Hillside chapter of UNICO National; and, worked with the LYONS VA outreach team to provide information about VA benefits. The office also participated in the state's Veterans Day ceremony on Nov 11, 2014 at the Major General William Doyle Veterans Memorial Cemetery.

In 2014, 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 was completed and posted on the county's website. The curriculum may be used in whole or part by schools and youth groups. The new monument was also included in the Department of Parks annual 'Four Centuries in a Weekend' celebration of Union County's historic sites.

Special Court Program

In 2014, 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, recognizing that Post-Traumatic Stress Disorder (PTSD) and other stress related conditions may lead to behaviors like domestic violence or drunk driving. The program is funded through grants from Division of Mental Health and is administered by the Courts.

Flag Guardian Committee

In 2014 the committee, in partnership with scout troops, veteran's organizations and other community service groups, placed approximately 30,000 American flags on the graves of military veterans in all of Union County's cemeteries.

Community Outreach

Throughout the year, the Director's Office provided literature, speakers and staffed information tables for several community information/resource events and activities. For example, in April, the Department of Human Services participated in the Strengthening Families Initiative evening event for families of pre-school children enrolled in more than 10 child care centers in Plainfield. More than 500 parents and children attended to learn about government and community resources available to help parents and protect children from abuse and neglect.

JDAI – Juvenile Detention Alternatives Initiatives

In 2014 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's proposal was recognized by the state as being unique in that it focuses on intensive supervision with an officer handling a maximum of 15 cases.

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.

Division on Aging and Disability Resource Connection (ADRC)

Addressing Priority Service Needs

In 2014 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.

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.

Nutrition

The projection for December 31, 2014 is that 212,189 home delivered meals, and 165,902 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. The state sponsored Senior Farmers Market season provided income eligible seniors with \$20.00 worth of vouchers to 2,650 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 2014, 17,862 hours of home care services are projected to be 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 2014, 19,825 one way rides are projected to be provided to senior adults (total rides provided by Paratransit are indicated under the Office of Paratransit narrative).

Mental Health Promotion

Mental Health Programming (over 1700 units of service), utilizing evidence based programs, are projected for screening, assessment, and the 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 2014. 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.

Additional activities in 2014 focused on the reauthorization of the Older Americans Act. Several Union County advisory council members attended a statewide advocacy workshop to develop an advocacy action plan.

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 University Hospital at Rahway in September and will continue in 2015.

Division of Planning

Behavioral Health

State Level: In 2014, the NJ Division of Mental Health and Addiction Services (DMHAS) hired an accrual firm to set DMHAS fee for service

rates for mental health and addiction services. DMHAS mental health contracts will change from a monthly contractual payment system to a fee for services system in July, 2015. The DMHAS contracts for addiction services have been on a fee for service system for a number of years, but the rates for services will change during this process. The new rates will be released in December, 2014, for review. County staff has assisted county agencies in their preparation for these changes by inviting state and agency speakers to present on these changes at the Union County Professional Advisory Council on Mental Health, Alcoholism and Drug Abuse Committee (PACMHADA) meetings in 2014. Behavioral Health staff participates in statewide meetings with NJ Division of Mental Health and Addiction (DMHAS) leadership monthly.

In 2014, the County Alcohol and Drug Abuse Coordinator was a member of the Governor's Council on Alcoholism and Drug Abuse (GCADA) Guidelines Committee which revised the grant guidelines, strategic planning process and reporting requirements for the new grant cycle, FY2015 – 2019.

County Level: The Behavioral Health staff continues to participate in countywide committees providing monthly updates on services, statewide funding changes and developments. In 2014, the County Alcohol and Drug Abuse Coordinator participated in the Children's Inter Agency Coordinating Council (CIACC), the Unified Juvenile Expediting Team (UJET), the UC Youth Services Commission (YSC), the UC YSC Executive Committee, and the UC Re-Entry Taskforce. The County Alcohol and Drug Abuse Coordinator and the County Alliance Coordinator are also members of the Executive Committee of the Union County Health and Wellness Coalition (HAWC), the DMHAS funded regional prevention coalition which is facilitated by Prevention Links, Inc.

The County Alliance Coordinator is also a member of the City of Elizabeth's Youth and Public Services Task Force and the Rahway Prevention Coalition which is funded through a federal SAMSHA Drug Free Communities grant.

Alcohol and Drug Abuse

In 2014, \$879,211 was designated for the provision of alcohol/drug abuse services for low-income, uninsured Union County residents. As of the third quarter, approximately 2,228 residents received treatment through this grant in 2014. A total of 4,600 residents participated in prevention education activities, and 54 residents received early intervention services. To date, 114

Mental Health and Behavioral Health Information and Referral phone calls have been answered by the Behavioral Health Unit staff.

The Alcohol and Drug Abuse Coordinator coordinated the Local Advisory Committee on Alcoholism and Drug Abuse (LACADA) meetings where the LACADA members developed the funding priorities and goals for the County Comprehensive Plan, CY 2016-2019. The LACADA membership also heard presentations on recovery support services that may be funded in the new grant cycle.

In 2014, the Professional Advisory Committee on Alcoholism and Drug Abuse (PACADA) and the mental health Professional Advisory Committee (PAC) merged to form a unified committee – the Professional Advisory Committee on Mental Health, Alcoholism and Drug Abuse (PACMHADA). There are 40 member agencies with an average of 25-30 members attending the meetings.

Municipal Alliances

Nineteen Union County municipalities participate in the Alliance program. The CY2013 grant cycle was extended to an eighteen month cycle, 1/1/13 – 6/30/14. The CY2013 award was \$530,872. An additional \$265,436 was awarded for the six month extension period, totaling \$796,308 for the eighteen month period. During the 2013 extended grant cycle, 169 prevention programs were funded. A total of 117,521 participants took part in these activities, and 2,935 volunteers assisted with these programs.

During the 2013 extension period, two countywide prevention activities were funded and facilitated by Prevention Links: Prevention 101 and the Community Education Program. The goal of Prevention 101 was to create prevention prepared communities by increasing awareness, community readiness, and capacity. The workshops were held in Cranford and Mountainside and approximately 26 participants were impacted by this program. The Community Education program addressed the abuse and misuse of prescription medication in the senior citizen population. Prevention Links staff made ten presentations at Senior Centers across the county focusing on medication misuse and the proper disposal of prescription drugs. These presentations impacted approximately 100 seniors from Union County.

During 2014, the County Alliance Coordinator worked closely with the local

Municipal Alliances as they completed strategic plans for the FY2015- 2019 grant cycle. Community level change is the focus of this grant cycle. Each Municipal Alliance will focus all of their efforts on one, identified drug or alcohol problem within their community. The County Alliance Coordinator is providing ongoing technical assistance with this effort.

The County Alliance Coordinator facilitates the County Alliance Steering Subcommittee (CASS) which met three times in 2014 to oversee the Alliance program as a subcommittee of the LACADA.

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 2014.

MHB members reviewed three separate state funded Requests for Proposal (RFP) applications and forwarded recommendations to the state Division of Mental Health and Addiction Services. The office of the Mental Health Administrator (MHA) participated in four 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) which is operated by Trinitas Regional Medical Center, Elizabeth.

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) responded to a fire at a residential healthcare facility in 2014. Currently there are 30 credentialed volunteers who can respond in the event of an emergency. Three DRCC training sessions were held in 2014.

Office for the Disabled

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 2014, the Office for the Disabled was contacted and provided information and referral services to approximately 153 Union County residents with disabilities. This figure does not reflect multiple contacts regarding various subjects from the same individual.

Charles Newman, director of the Office for the Disabled, serves as president of New Jersey Connect, a non-profit organization that develops affordable, barrier-free housing for low and moderate income people with disabilities. New Jersey Connect and the Greater Plainfield Habitat for Humanity recently announced that they will collaborate on a project to build an affordable, barrier-free home for a disabled veteran and his/her family. The name for this collaborative project is “Habitat for Heroes.”

On October 30, 2014, William Smith was acknowledged for his 30 years working for the County of Union and serving County residents with disabilities.

Personal Assistance Services Program (PASP)

During 2014, a total of 29 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 34.5 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.

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 designed to prevent future recidivism and provide quality services with a positive outcome for our clients and to heighten community awareness/safety. The IDRC continues to work cooperatively with the local providers, courts, the State IDP, and DWI offenders.

The IDRC has completed its 30th year of operation since 1984. In 2014, this

program has provided service to 1,064 individuals with two classes still remaining, averaging 48 per class. This is an increase of 256 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 79 out of 152 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 \$18,170 thus far from clients that were placed originally in non-compliance for failure to show.

Community Service Block Grant (CSBG)

In 2014 under CSBG funding, a wide variety of anti-poverty services were provided to approximately 459 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.

Homeless/Continuum of Care

As of today (11/18/2014), the Continuum of Care/Homeless unit has provided information and referral to a total of 143 County residents.

Comprehensive Emergency Assistance System and 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 2014 Point in Time (PIT) Survey to count the number of homeless in Union County. The PIT was conducted on January 29, 2014. A total of 1,691 persons, in 839 households, were

experiencing homelessness in Union County according to the official U.S. Department of Housing and Urban Development (HUD) McKinney-Vento Act definition of homelessness. This is an increase of 43 persons (2.6%) but a reduction of 58 households (6.5%) from 2013. Union County had 12% of New Jersey's statewide homeless population in 2014. A total of 82 persons in 56 households were identified as chronically homeless. A total of 45 households, including 48 persons were unsheltered on the night of the count.

During the 2013-14 Code Blue season 88 nights were called, of which 61 were during calendar year 2014, providing shelter on nights when the temperature was at 25 degrees or less, or at/below 32 degrees with precipitation. As of (12/1/14/2014) the 2014-15 Code Blue season has had seven 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 effect August 30, 2012 with a two year implementation. In 2014 the Committee continued to work on being in compliance with these new regulations in the following areas: Coordinated Assessment System (quality control for services within UC/performance standards & smooth CoC) and recruiting new agency members: Veterans, Board of Education/Superintendents Office, Youth, Mental Health, and Homeless/Formerly Homeless.

In 2014 a Coordinated Assessment System (CAS) was developed by a working group under the Planning/CoC Subcommittee. The CAS form was presented at the June 2014 CEAS/CoC meeting and approved for an effective date of 7/1/2014. The Committee continues to work with providers to improve the implementation of the CAS throughout Union County.

The current leadership terms end 12/31/2015. The Committee sought nominations for the Co-Chair position recently to replace Tahlia Welsh who resigned. The CEAS/CoC Committee voted to appoint Debbie Morgan (Central Jersey Legal Services) as Co-Chair at the October 23, 2014 meeting.

Homeless Trust Fund Advisory Board (HTF-B)

The HTF-B worked with social service agencies throughout the County to best utilize the funds to better serve the community during this time of high unemployment and limited resources.

In December 2013, the HTF-B met to prioritize funds and draft the priorities, target population and eligibility for the Request for Proposal (RFP). The RFP was then released on 2/5/2014 to allocate funds that need to be spent by the expiration of 4/30/2015 (year 2 - per regulation deadline). Three agencies were funded through this RFP: Central Jersey Legal Services (\$7,000), Elizabeth Coalition to House the Homeless (\$90,000) and Urban League of Union County (\$44,000) with a grand total HTF funding of \$141,000 for 2014.

In 2014, as of today (11/18/2014), the County has collected \$98,238 and earned \$948.77 in interest, with a grand total of \$99,186.77 for the year. In the 2014 Request for Proposal (RFP) 3 provider agencies were awarded a total of \$141,000 (Central Jersey Legal Services, Elizabeth Coalition to House the Homeless and Urban League of Union County). The account reflects an overall total of \$660,195 collected funds, \$2,710.78 in interest with a grand total \$662,905.78. To date, \$251,000 of these funds has been awarded. The remaining available funds in the account are \$411,905.78. Of these funds \$152,587.89 that need to be spent by the expiration of April 2016.

The current leadership terms end 12/31/2014. A new slate of Officers (Chair and Co-Chair positions) will be voted on at the December 2014 meeting. Also at the December 2014 meeting, discussion will be made about the use of year three funds.

In 2014, under HTF funding, 174 county residents were provided homelessness prevention 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 case management services, and cash assistance for rent/utilities.

HEARTH Emergency Solution (HES) Grant

In 2014 under HES funding, 200 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; homelessness prevention case management services and homelessness

prevention cash assistance for rent/utilities.

SuperNOFA Continuum of Care (CoC)

The County is currently awaiting award notification for the FY2014. The application was submitted on October 29, 2014. The request was for \$4,490,266 for 28 renewals (17 Supportive Housing Programs and 11 Shelter Plus Care Programs) and one new project. County staff anticipates a notification of award to be announced in late 2014 or early 2015. The start of each project varies from March 2015-January 2016.

In 2014 under CoC funding, 533 county residents received services from the following municipalities: Elizabeth; Plainfield; Rahway; Roselle; Hillside; Linden; Roselle Park; Scotch Plains; Union; Westfield; and Winfield. Below is the breakdown of each funding category and the services that were provided:

Supportive Housing Program – Through the 17 projects funded in 2014, this HUD funded program continued provision of homeless assistance services to approximately 266 county residents. Services included, but were not limited to operations; supportive services: case management, linkages to community programs, behavioral health counseling, life skills, and employment/education services; and leasing to promote self-sufficiency. Services were provided to homeless persons with disabilities, chronic substance abuse, and/or those infected with HIV/AIDS.

Shelter Plus Care Program – Through the 11 projects funded in 2014, this HUD funded program continued provision of homeless assistance services to approximately 267 County residents. Services include rental assistance and supportive services to promote self-sufficiency. Services were provided to homeless persons with disabilities, chronic substance abuse, and/or those infected with HIV/AIDS.

Human Services Advisory Council (HSAC)

In response to Hurricane Irene and Super Storm Sandy, HSAC 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 2014, one Continuity of Operations Plan (COOP) session was 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 program focuses on families with school age children. The program identified priority communities. Components of the family support and prevention included outreach (222 families) and engagement (69 families); parent/caregiver empowerment by way of community forums (3) and workgroups (3); and, flex funds to address emergency needs (70 families). Statistics represent the first six months of the program.

Social Services for the Homeless (SSH)

As of September 30, 2014, the SSH program provided at-homeless and at-risk of homelessness assistance services for 1,357 County residents. Services included a 24-Hour Emergency Response Hotline; case management; cash assistance for rent/mortgage/security deposit/utilities; food vouchers; hotel/motel nights; and emergency shelter.

Sandy Homeowners Renters Assistance Program (SHRAP)

The SHRAP is a temporary relief program designated to assist individuals and families who are experiencing a housing crisis as a result of Superstorm Sandy. There is no residency or income requirement. To accomplish this mission, eligible households will be provided assistance for paying retroactive or current mortgage, rent, and utility payments, security deposit, and the purchase of essential furnishings/appliances. Assistance will be available until funding is exhausted but no later than 8/31/15. As of October, 31, 2014, SHRAP provided assistance to 1,000 individuals/families.

Rape Crisis Center (RCC)

Rape Care -- During the period of January-September 2014, the Rape Crisis Center (RCC) provided the following assistance through its 24hr hotline: 196(victim and/or significant other crisis support calls); 140 (victim-related calls); 45 medical (forensic examination) accompaniments; and 16 legal (police/statement) accompaniments.

The UCRCC was successful in applying for and receiving new funding under the Sexual Abuse and Rape Care-Social Services Block Grant (SAARC-SSBG), which enabled the UCRCC to hire two (2) new part-time temporary Community Service Aides/Community Outreach Coordinators. To date, the UCRCC has been able to be a tabling presence at four (4) major community events: the Marijuana Prevention (Union County School Task

Force Conference) at Kean University in Union; the Wellness Day Fair at Union County College in Cranford; the Young Men of Resilience Event at the Plainfield Public Library in Plainfield; and the 2nd Annual Union County Youth Service Networking Conference in Mountainside. Being an active presence in the community has allowed for both the UCRCC's services and its volunteer opportunities to be actively publicized. Another added benefit to attendance at such events has included the strengthening of community relationships with other organizations and agencies in the county.

Furthermore, the UCRCC was able to fill its open part-time On-Site Advocate position. A candidate was hired mid-April who happens to also currently serve as a paid Field Advocate on the hotline. She now not only assists in providing hotline coverage but also aids in the completion of program related tasks including the following: conducting follow up calls; handling statistical tracking of victim cases; case file management; and the compilation of comfort kits which are distributed by Advocates to victims during medical (forensic examination) accompaniments.

Additionally, the RCC was highlighted in several press coverages. The Administrator was interviewed by the *Associated Press of Westfield* along with one of her volunteer Advocates. A subsequent article was later released to the public about UCRCC's need for volunteers. In addition, the Administrator consulted with the *Union County Office of Public Information (OPI)* and a press release was then issued about the same. Time was also devoted toward participating in interviews with the *Star Ledger*. An additional article regarding UCRCC's volunteer needs was released and also helped to generate volunteer interest. Thereafter, the *Cranford Chronicle* re-released the same article to the community which further aided in spreading the word regarding the volunteer opportunities provided for by UCRCC.

Finally, as a result of receiving this press coverage, for the first time ever, the UCRCC was able to conduct a day-time summer Confidential Sexual Violence Advocate (CSVA) training. Although many rape care programs have often been skeptical of such an approach, the UCRCC was able to defeat odds in conducting the training, and later graduated six (6) new volunteer Advocates to serve on the hotline.

Rape Prevention Education - In 2014 the Union County Rape Crisis Center (UCRCC) exceeded expectations, achieving prescribed prevention and strategy implementation benchmarks set forth by the state. . As a result

of receiving on-going Rape Prevention Education (RPE) funds from the state, the UCRCC has been able to continue providing prevention programming by way of its full-time Prevention Coordinator and has found success in three (3) different implementation sites: Roselle, Roselle Park, and Clark High Schools. Although partnerships with Scotch Plains-Fanwood and Linden High Schools have not entailed the UCRCC administering education at these sites recently, both of these entities have remained actively involved in the UCRCC's Network/Prevention Coalition.

The UCRCC will receive its second year of supplemental funding from the state, in the form of the Rape Prevention Education- Social Services Block Grant (RPE-SSBG). Although this funding is time limited it has allowed the UCRCC the opportunity to hire an additional full-time temporary prevention educator to help meet required benchmarks, including expanding Rape Prevention Education programming into two (2) new implementation sites (Rahway and Kenilworth High Schools) for the second/final year of the award. Overall, both funding sources have facilitated a major opportunity to saturate the County of Union with prevention messaging.

Division of Social Services (DSS)

Document Imaging Management System (DIMS)

The DIMS system which is a computer system used to create digital images of our case records was installed and approved in July 2014. The system 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. This system will significantly minimize 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 the transfer of cases and exchanges of information much simpler for both clients and caseworkers.

Division of Youth Services

The goal of Youth Services is to deliver effective, accessible programs and services that help kids reach their potential. The challenges kids face today cross racial, ethnic, gender and socio-economic lines. The potential impact is more "Kids Without Hope." But with the help of supporters and stakeholders, Youth Services can be part of the solution to their problems.

In September 2014, the Division of Youth Services relocated to 288 North Avenue, Suite 3A in Elizabeth. This move expanded the office environment and enabled the division to offer more communications options and information about programs, services and resources of interest to clients.

In 2014, youth were served as follows: Family Crisis Intervention served 185; 113 participated in Community Service activities; the Youth Services Commission served 753; the UC Juvenile Expediting Team reviewed 207 cases. Total clients served between January and November totaled 1,258.

In 2014, several division objectives were met including the Electronic Client Information (ETO) System Improvement; Staff Development and Training; Social Solutions (ETO) Client Information System Training; American Management Association Project Management Training; and Rutgers School of Social Work, MSW Field Placement provision of internship opportunity for students.

2015 INITIATIVES

Office of the Director

Union County Workforce Development/ One Stop Career Centers

In 2015, the Union County One-Stop Career Centers will transition from the Workforce Investment Act (WIA) to the new Workforce Innovation and Opportunity Act this year. One significant change in this program will be services to out-of-school youth. To meet this requirement of increased services, the One-Stop will establish a Youth Resource Center that will provide resources to serve this population. The goal will be to provide dedicated computer space and materials so youth can avail themselves of these services in a safe and supervised manner.

The Union County One-Stop will strive to provide more services to clients during non-traditional hours. This will be achieved by either extending work hours periodically to providing services at local libraries or community agencies on weekends.

Paratransit

In 2015 Paratransit will continue to be faced with difficult financial challenges, specifically as a consequence of at least six Atlantic City casino

closings. These recent closings are resulting in a steep decline of casino revenue for the State of New Jersey. The casino revenue funding stream for Paratransit has been cut by an average of \$200,000 for the third year in row. Other grants have remained the same with the exception of Title III; federal funding that supports services for those over age 60. The county's Division on Aging granted Paratransit an increase of \$54,721 for the purpose of transporting residents aged 60 or older for life sustaining services.

In an effort to generate revenue, Paratransit entered into an agreement with Gateway Outdoor Advertising to solicit paid advertising to be placed on Paratransit vans. In October Paratransit received its first ad, placed on five vans, from Atlantic Health Care (Overlook Hospital) at a fee of \$8,500. As 2015 progresses, this paid advertising, along with the collection of minimal fares, will generate additional revenue. Paratransit also renewed an agreement with the YMCA of Eastern Union County to transport elderly residents to their Wise Adult Day Care Center for \$5,000 per month.

In 2015, as Union County is faced with a growing number of elderly and disabled residents in need of specialized transportation, Paratransit will continue to seek ways to generate the funding necessary to provide this vital service to our residents who depend on it.

Juvenile Detention Center

The 2015 initiatives/goals of the Union County Juvenile Detention Center are as follows:

- Review, revise and maintain facility policy & procedures to meet or exceed state and national standards, including those of the American Correctional Association in anticipation of application for accreditation.
- Maintain accreditation awarded in 2014 by the National Commission on Correctional Health Care for excellence in health services provided to our residents.
- Develop and maintain a Resident Records Management System that insures the safety of all documents and includes an integrated record retention system for residents' files utilizing documents from education, social services, and other law enforcement agencies.

- Develop policy, procedure and practice to obtain compliance with the Department of Justice, Prison Rape Elimination Act in anticipation of the required independent audit by 2016.
- Provide state mandated training for all staff and enhance behavior management techniques training to reduce incidents of negative behaviors among residents.
- Through a partnership with the state's Juvenile Justice Commission's Office of Education and the Union County Department of Education, maintain a comprehensive educational program for all residents and their individual needs, assess residents' grade levels and award credits when NCCCS proficiencies are met.
- Develop and maintain an in-house library and resource center.
- Maintain additional recreational programs and special activities for the resident population with emphasis on conflict resolution and behavior management techniques.
- Establish a behavioral modification and conflict resolution program.
- Provide substance abuse and behavior management counseling.
- Establish a community linkage to a mentor program.
- Research and develop Unit Management options acceptable for implementation at the Juvenile Detention Center.

Juvenile Detention Alternative Initiative (JDAI)

In 2015 the JDAI Steering Committee will seek to engage and educate parents in the operation of the county's juvenile justice system through enhanced orientation sessions by Probation and through the development of guides/manuals for parents/guardians. Training for municipal police and other community stakeholders will be increased.

Division on Aging & Disabilities Resource Connection (ADRC)

In 2015 the ADRC will continue to 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 2015 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 2015 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 2015 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 continue to provide patient coaching aimed at decreasing the number of hospital re-admissions for high –risk Medicare beneficiaries using “person–centered” hospital discharge planning.

Advocacy

Advocacy efforts will continue in 2015 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 2015, the Union County Alcohol/Drug Abuse Comprehensive Plan for the CY 2016-2019 grant cycle will be submitted to DMHAS in May. The comprehensive planning process was extended by DMHAS into 2015 which created a six year grant cycle, CY 2010 - 2015. In 2015, the Alcohol/Drug Abuse grant an RFP will be issued for the CY 2016-2019 DMHAS grant cycle.

The FY2015 GCADA award is \$536,201. A total of 126 prevention activities will be run by the Municipal Alliances in FY 2015. The following countywide activities will be funded in FY2015. Countywide Red Ribbon Day was held in October, and it impacted approximately 1,000 Union County residents. Two Prevention 101 educational presentations will be held in FY 2015. The LACADA Volunteer Recognition Dinner will be held in May, 2015 to recognize the County Municipal Alliance Volunteer of the Year and the Municipal Alliance Volunteers of the Year. A Keynote Speaker will present an educational program at the close of dinner. Four Countywide Municipal Alliance Training events will be held to educate the membership of the local Municipal Alliances, and the Community Education Program will address emerging county AOD trends in 2015.

The Behavioral Health Unit staff will facilitate seven LACADA meetings; four CASS meetings; seven PACMHADA meetings; four Municipal Alliance Countywide training meetings; seven MHB meetings; and, four DRCC training meetings in 2015.

Homeless/Continuum of Care

Comprehensive Emergency Assistance System & Continuum of Care (CEAS/CoC) Committee - County staff will continue to work with the Committee on planning for the 2015 Point in Time (PIT) Survey to count the number of homeless in Union County. The PIT will be conducted on January 28th, 2015. 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 2015 the Committee will continue the work of remaining in compliance with the CoC regulations in the following areas: Coordinated Assessment System (quality control for services within UC/performance standards & smooth CoC) and recruiting new agency members: Veterans, Board of Education/Superintendents Office, Youth, Mental Health, and Homeless/Formerly Homeless. The Committee continues to work with providers to improve the implementation of the CAS throughout Union County.

Homeless Trust Fund Advisory Board – It is anticipated that an RFP process will be completed in 2015 for the third year of funds collected, as they must be expended by 4/30/ 2016. The current balance (as of 11/18/2014) for the third year of funds that must be spent by the deadline of 4/30/2016 is \$152,587.89.

Community Service Block Grant (CSBG) – It is anticipated that a Needs Assessment and an annual and One-Time RFP processes will be completed in 2015.

Office for the Disabled – The Union County Office for the Disabled and Union County Advisory Board on the Disabled will continue efforts to improve disaster preparedness for County residents with disabilities. The Advisory Board on the Disabled will determine action steps beginning with its first meeting of 2015.

Rape Crisis Center (RCC)

Rape Care

In 2015, RCC will continue providing confidential support services to victims of sexual violence and their significant others. The next Confidential Sexual Violence Advocate training is slated to take place in the spring of 2015. The RCC also plans to continue participating in community outreach events and will begin conducting outreach presentations on a smaller scale for local organizations/agencies.

Rape Prevention Education

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

embarked upon with such entities as Rahway and Kenilworth High Schools as previously noted.

Division of Social Services

Implementation of an Automated Web-based Time and Attendance Program

In 2015 the DSS will purchase and install a digital web-based time and attendance software program that will be used to track the time and attendance of the division's work force. It is anticipated that this proposed system will have a direct interface with the county's existing payroll system, affording the county greater efficiency and effectiveness in its recording of employee attendance for payroll purposes.

Division of Youth Services

The 2015 objectives of the Division of Youth Services are to increase target audience referrals; increase website traffic and client feedback opportunities; improve juvenile justice system information delivery and referral process for court-involved youth and their families; and promote TEAMWORKS Services among schools and nonprofits.

The following new programs and services will be initiated in 2015:

- Parents-In-Action - Bilingual Self-Help Support Groups
- SHOUT! Students Helping Out/High School Student Community Service
- The Parent Zone Website and Social Media Communications Resource
- Union County Juvenile Justice UJET Project
- Creative NJ Elizabeth Project
- TEAMWORKS marketing, communications and design partnership opportunities with schools, nonprofits and agencies serving youth

Department of Parks and Recreation

Cultural and Heritage Affairs

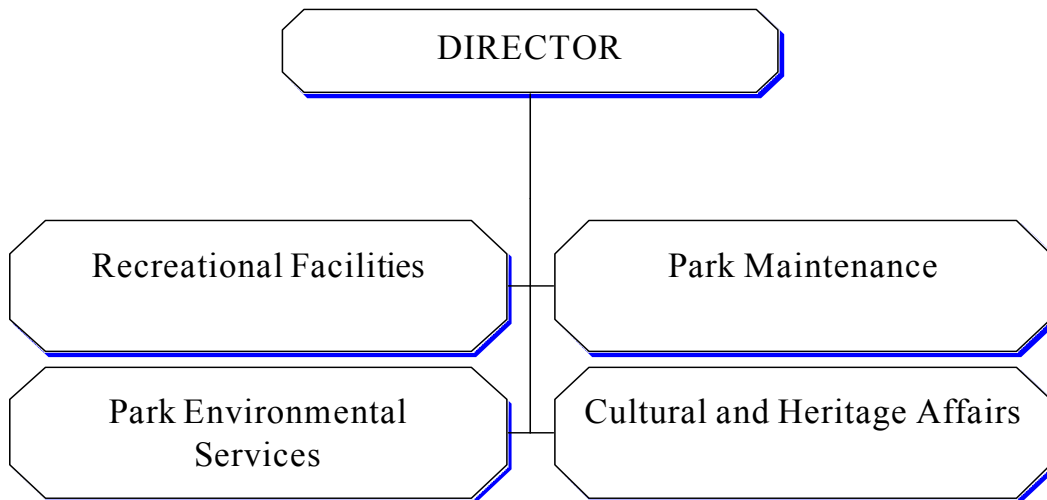
Park Environmental Services

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.

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.

2014 ACCOMPLISHMENTS

Division of Recreational Facilities

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

Throughout the months of July and August, 8 Summer Arts Festival Concerts were hosted in 3 Union County Parks. With a contracted event management company, 4 concerts took place in Echo Lake Park, Mountainside, 3 concerts were in Oak Ridge Park in Clark and one concert was held in Cedar Brook Park, Plainfield. As part of the UC Fit Freeholder Initiative this year, yoga was offered as a “pre-event” to each of these concerts. Approximately 6,000 people attended these concerts. Throughout the series we were fortunate to have sponsorships from Connect One Bank and Investors Bank as well as 8 yoga studios that ran the pre-event yoga programs.

Archery

The Archery Range at Oak Ridge Park, which opened in 2009, has continued to flourish. Four hundred and thirty four archers renewed or purchased first time ID cards, allowing them to utilize the range during all daylight hours of 2014. We contracted with one of the current instructors to fill the role of Range Supervisor. His duties include inventory control, supervising other instructors and staff and acting as the liaison and administration. We also hired several seasonal staff members to enforce the range rules (checking IDs, light maintenance, archery equipment). Between April and October, 307 people ages 9 and up participated in sixteen Group Archery Safety Course lessons, and nearly 78 people signed up for private and small group safety courses and lessons.

This year, Olympic Day 2014 was held at the range. Demonstrations by wheelchair archers, Olympic archers and traditional archers were performed for the public. Over 80 spectators came out to visit this event and were able to hands on mini-lessons. Additionally, the Lightning Wheels Youth Archery Club from Children’s Specialized Hospital, the New Jersey 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.

Fun and Flix

Six movies were scheduled in 3 parks on Tuesday evenings in July and August. Warinanco Park hosted record crowds of approximately 5000 people for 2 movies. One of the three movies scheduled for Warinanco was rained out. Galloping Hill Golf Course was host to a successful drive-in movie which filled the parking lot to capacity. Cars were turned away because the parking lot was full but approximately 1000 people enjoyed Jurassic Park. The first film in August coincided with National Night Out and had approximately 500 people in attendance. This series ended in Hillside where 300 people enjoyed the final movie. A “pre-event” program through the Freeholder UC Fit Initiative also took place at each of the movies.

Take Your Children to Work Day.

A total of 6 County-wide “Take Your Children to Work Day” options were coordinated through the Parks Department. Additionally, the Parks and Recreation Department offered employees one of the six options – a golf basics program where participants got to try their hand at driving, chipping and putting at Galloping Hill.

National Night Out

As part of the national campaign, on the first Tuesday in August Union County was host to its own annual National Night Out – a Police Community Partnership. Approximately 1000 people enjoyed the strolling entertainment and visits with dozens of emergency vehicles from around the County. After dark, when the emergency vehicles left the park, a Family Fun and Flix movie was shown.

Rolling Thunder

Each year, Union County hosts and acts as the staging area for the Rolling Thunder Chapter 2 motorcycle rally which runs from Warinanco Park to the Vietnam Memorial in Holmdel. Approximately 2500 motorcycles participate in Rolling Thunder. This event is held to remember POW’s and MIA’s from past wars.

Harvest Festival

The last Sunday in September is host to one of the largest single day events we offer. This year we had wonderful weather as the Harvest Festival was enjoyed by over 4100 guests. Children ages 7 and under were admitted free of charge, while a nominal admission fee of \$4.00 was charged for those 8

and over. Once inside the gate most of the festival is free with the exception of some children's crafts, scarecrows and pony rides. This event includes 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.

Hayrides and Campfires

In September and October, 5 hayride and campfires were run on 4 Friday nights and 1 Sunday afternoon. Over 1300 residents enjoyed the experience of riding in our hay wagon, sipping hot chocolate and toasting marshmallows while they listen to the diverse music of our entertainer. Additionally 3 groups participated in on-site Private Hayride and Campfires this season.

The Great Pumpkin Sail

Taking place on November 1st, the Great Pumpkin Sail is always a crowd pleaser. A sold out event with 450 tickets sold, this event will receive up to 2700 people in one night. Participants will set their pumpkins afloat on Echo Lake while they enjoy toasting marshmallows and hot chocolate and listening to a folk singer.

Holiday Tree Decorating Contest and Charity Drive

As part of the Nature Craft Show at Trailside, a tree decorating contest is held. All of the proceeds from this event (food and toy items collected and decorations and gifts under the trees) are then donated to charity through the Department of Human Services. The Parks Department is responsible for recruiting and coordinating the organizations and departments that decorate the trees along with disseminating the trees and gifts after the event.

Sponsorships

Sponsorships were an important part of our Summer Arts Festival, Family Fun and Flix and the Harvest Festival this year. Our sponsorship list includes: Investors Bank, Bricks 4 Kidz, Coca Cola, Kemper, ShopRite of Clark, AMC Lowes Movie Theaters and Connect One Bank.

Public Special Events

Throughout the year our parks are used by thousands of individuals and groups. Our Public Special Events are one way that the County offers residents from all twenty-one municipalities the opportunity to participate in

larger private events of their own liking, at a low cost, close to home. The list below shows the number of specific “public special events” that took place in our park system in 2014.

Walk-a-thons/Runs	58
Boy Scout Events	65
Masker's Barn Events	39
Park/Reservation Events	47
Photo Shoots	8
Fishing Derbies	6
Day Camps	9

Four Centuries in a Weekend at the Deserted Village

A record setting 2,650 people visited the Deserted Village of Feltville during this year’s annual Four Centuries in a Weekend. Attendance at this 2-day event has increased by 76% in the last two years, thanks to an increased use of overhead roadway banners and other marketing tools, and the initiation this year of a shuttle bus system from train stations in Westfield and Berkeley Heights to the Deserted Village and other Four Centuries sites.

Four Centuries in a Weekend participants at the Deserted Village were able to view interpretive exhibits in the restored Church/Store Building. Guests could buy light refreshments in the General Store and children could experience writing with quill pens and ink at the one-room schoolhouse display. Additionally, visitors could participate in a variety of activities, including narrated hayrides, old-fashioned children’s games, apple cider pressing, a children’s archaeological dig, guided tours, and a visit by the ghost of David Felt (who built the town in 1845). In Masker’s Barn, visitors were able to sit-in on an open public meeting of the Archaeological Society of New Jersey, and take part in book signing events by Robert Sullivan, author of “My American Revolution,” and Mark DiIonno, Star Ledger Columnist and author of “A Guide to New Jersey’s Revolutionary War Trail.” There was also a free showing of “Silent,” a feature-length movie filmed in part in the Deserted Village.

Haunted Hayrides

The Haunted Hayrides at the Deserted Village were as popular as ever, with all of the 886 available tickets sold out three weeks before the 3-day event. This award-winning program makes historic interpretation fun, with the ghost of David Felt telling true stories of mystery and tragedy so well that

they come to life. After a half-hour ride through the Deserted Village in darkness, participants walk into the Revolutionary War Period cemetery and meet the ghost of a militia soldier who is buried there. Producing this event required the use of up to 64 cast and crew each night, with up to 74% of them being volunteers.

Masker's Barn

Masker's Barn, the circa 1882 carriage house in the historic Deserted Village of Feltville, was restored in 2011. Though originally intended primarily for use as an interpretive center, the Barn is also a unique new site for public nature and craft programs administered by the Trailside Nature and Science Center. Beginning in 2013, this quaint barn also became a sought-after rental site for private birthday parties, showers, club weddings, meetings, fundraisers and more. The Recreation Bureau's, Barn Dance for People with Disabilities is now held annually in the refurbished barn. In 2014, there were 40 private events held in Masker's Barn, including three weddings. Those events were attended by over 2,800 guests and brought in almost \$9,000 in revenue from rental fees. There are events reserved in Masker's Barn as far out as August, 2015, including four weddings and a bar mitzvah.

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. 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.

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. Starting in July of 2014, the Visitor Center is now open to the public, free of charge, weekends and holidays from noon to 5 p.m.

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 2014.

This year, as part of the partnership with Special Olympic New Jersey, soccer “fields” were created at Oak Ridge Park. Special Olympics soccer teams used the fields for games, practices and developmental soccer clinics.

The Reservation Desk in the Colleen Frasier Building, Westfield, is now fully staffed and located on the 2nd floor of the building. The Westfield office also offers customers the option of utilizing evening hours every Thursday. Archery ID Cards are only sold from this location.

Reservations for use of various park areas continue to be a major function of Parks & Recreation. 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.

Disabled Programs

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 2014, the focus was on inclusive programming; programs that involved people with disabilities and their typically developing peers and/or family members. The ROID Grant, from The New Jersey Department of Community Affairs, provided funding for these programs. There was a County match which provided 20% of the cost. The programs offered were:

- Sensory Friendly Theatre -- a series of live performances specially designed and adapted for children with autism and related disabilities at the Union County Performing Arts Center. These performances are also open to the general public and the attendance over the past year has grown to an average of 200 people at each performance.

- Barn Dance and Luau -- these social events are geared toward people with disabilities and their families. Dancing, crafts, and other thematic activities including food are enjoyed by all.

With a grant from Community Development (Community Development Block Grant), the office was able to provide programs for adults, age 18 and older. These programs include: Karate, Golf, Ceramics, Culinary Delights, Modified Exercise, Yoga, & Volleyball. Many of these programs have children registered as well, but the majority of attendees are adults.

Programs for children including karate & horticulture are funded through a trust account.

In addition to these programs, the office was able to offer free swimming to people with disabilities at the County pools in the summer and, through the generosity of the Fanwood-Scotch Plains YMCA, from September to June. Two local organizations, the Eastern Central District Elks and the Newark Bait and Flycasting Club present free fishing derbies to people with disabilities.

Partnership with Special Olympics New Jersey

Through a new partnership with SONJ, we were able to provide even more programming to children in Union County. The Office of Disabled Programs held an information night at Galloping Hill Golf Course in April. Programs offered included:

- Developmental Golf
- Developmental Soccer
- Young Athletes Program (ages 2-7 at Rahway Recreation)
- Hosting Special Olympic Soccer League play at Oak Ridge Park

Warinanco Ice Skating Center

The Warinanco Ice Skating Center placed in the top five in the State for best overall ice rinks out of fifty rinks throughout New Jersey.

The lesson program participation increased with the sanctioning of the skating center by the USFA.

In 2014 the WISC implemented a new hockey clinic program. Patrons noticed a better more structured program in accordance with USA Youth Hockey standards. Attendance started to increase once patrons recognized a more consistent amount of coaches.

The County went out for bid for a new chiller system which is anticipated to be installed after the season.

Wheeler / Ulrich Pools

Group swim participation was filled to capacity for both sessions.

Trailside Nature & Science Center Technology Upgrades

- Wi-Fi Installation – installed Wi-Fi capabilities into Visitor Center building enabling free access for visitors.
- Smart Boards -four smart boards, document cameras and projectors were installed into four classrooms.
- Smart flat screen TV's –five TV's installed in exhibit space to enhance the visitor experience.

Media Event for Technology Upgrades

In August a media event was conducted to demonstrate the new Wi-Fi capabilities in UC buildings and new smart boards and flat screen TV's at Trailside. Freeholder Chairman Hudak and Freeholder Kowalski attended the event. Summer camp kids had the opportunity to participate in a high tech scavenger hunt using iPads in search of clues throughout the Visitor Center. Articles on the event appeared in many of the local papers. The Wi-Fi offers new opportunities to learn about featured exhibits.

Summer Camp Programming

Trailside accomplished another successful season of camp with the majority of the programs booked. Approximately 800 campers and 1,000 family members enjoyed the Trailside facility and summer programs, with an additional 1,150 people attending the Wednesday Matinees. Over \$120,000 in revenue was taken in from March to August. The popularity of the summer programs requires a lottery registration system. The possibility of on-line registration capabilities could end the need for this lottery registration system.

Wild Earth Fest and Touch a Truck Event

The Wild Earth Fest event on April 27th brought in record attendance and revenue. This year a new Touch a Truck event ran concurrently in the loop area of the Watchung Reservation. Revenue for both events brought in \$10,184.53 with attendance exceeding 2,200 visitors.

Talkin Trash Grant with Eco Van

A traveling Eco-van Outreach Program for 1st-6th grade children was offered for free with a grant through the Union County Bureau of Recycling & Planning. One hundred programs were conducted throughout Union County schools, daycare centers and libraries with approximately 1,775 children participating over a one-year period. Two seasonal teaching staff conducted these offsite programs and were paid separately with grant funds. Joann Gemenden has given us the go ahead to continue scheduling these programs in fall 2014 through 2015.

Butterfly Garden Project

A new butterfly garden was installed in front of the Visitor Center building as part of a Girl Scout Silver Award. Stacy Nick and her daughter Maeve Casey of Mountainside are members of Monarch Watch, dedicated to encouraging the public to provide habitat for this now-threatened species. The site design was done by Jeff's Landscaping; the Parks Dept. provided the benches and funding for the plants. By next spring, the plants will become established adding a new dimension of beauty and natural habitat for Trailside's Visitors. Visitors are frequently seen using the new benches in the new garden.

Watchung Stable Facility

- School End -- Main aisles holes were all re-cemented, chains in front and in back replaced. Stalls are constantly up kept and checked for dangerous or unsafe conditions.
- Paddocks -- main gates replaced on 60 percent of the paddocks. On outside course -- many rails are in the process of being replaced.

Equine Health and Care

- "Justice" retired to the SHOW program and within 1 day was retired to his forever home in NJ with Frank Catena.

- 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 and by the carpenters. During the months of May through the beginning of October (prime NTO months), we used approximately 30,000 pounds of straw less than in 2013. 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.
- 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. Due to a strangles scare all school horses received the strangles vaccinations and will continue to receive it in the future.

Programs

- BUY ONE GET ONE TRAIL RIDE -- 2013 new program tried again July 2014. This tripled the trail ride attendance from July 2012.
- PRE-HORSE SHOW CLINICS -- Due to popular demand we are holding pre-horse show clinics for the Spring Horse show. Due to staffing issues we held off on this program for the fall.
- PUBLIC TRAIL RIDES -- As of September 30, 2014 we have had 696 participants for our public trail rides. In comparison as of December 31, 2013 (total for 2013) we had 687 participants.
- ADULT PROGRAM -- Keeps growing 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.
- LEASE A HORSE PROGRAM -- started in July 2014 as any new program it is having a slow start, but all 3 horses in the program are currently leased out. Two additional horses for the program are pending and there is a wait list of over 20 people on the list.

Golf Courses

In 2014 Golf Operations completed renovations of the 18-hole course at Galloping Hill with architect Rees Jones. The project included the building

of 2 new greens, all 60 plus bunkers were reshaped and lined with new drainage material and a dozen new tees were added. The golfers have commented that the course is playing like a quality country club between the combination of the renovation and the quality of the maintenance being performed. It was also recognized by NJ Monthly in its “Best of” issue where Galloping Hill placed second overall in the State for best public golf courses and number one in North Jersey.

- Total Revenue for Union County will exceed \$7,300,000. This is \$400,000 over budgeted revenue of \$6,900,000 and an increase of \$1,300,000 from 2013.
- Total golf rounds in 2014 will exceed 110,000 patrons.
- The Clubhouse at Galloping Hill and Red Knot Restaurant generated over \$3,000,000 in Food and Beverage Revenue from banquet events and general dining.
- Total golf outing business went from \$350,000 in 2013 to over \$400,000
- Total Learning Center guest visits estimated at over 50,000.
- 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 45,000 rounds and \$1,500,000 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 2014 with The First Tee of Raritan Valley, LPGA/USGA, Renaissance Junior Golf and NJPGA Kids for Golf.
- Galloping Hill hosted the 2014 IMG Junior Golf Tour which saw over 70 of the best junior golfers in the Tri State compete over 2 days on the 18-hole course.
- Over 180,000 Total patrons visiting Union County Golf Facilities.
- Union County Golf Operations has begun design on renovations to Ash Brook Golf Course with architect Rees Jones. We will be looking to rebuild all of the bunkers as well as add drainage to 4 key holes that hold water. This will enable us to maintain the course open after heavy rains and increase playability to the course.

DIVISION OF PARK MAINTENANCE

Bureau of Park Grounds:

- 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.
- Fencing replacements and repairs were made on an on-going basis.
- Playground equipment parts were replaced throughout the Parks system on an as needed basis.
- The repaving of walking paths continued throughout the Park System,
- A new asphalt basketball court was built in Meisel Park.
- Artificial turf field project was completed in Warinanco Park.
- Octagon bathroom, playground and spray-ground in Warinanco Park were renovated.
- Engineering began on an artificial turf field for Cedar Brook Park
- Maintenance projects were completed in Cedar Brook and Green Brook Park including debris removal, tree trimming and regrading.
- Repairs were made at Shane Walsh Field, Nomahegan Park including infield re-grading, installation of drainage and a warning track.
- Repairs and installation of a new baseball field were completed at Horseshoe Park.

Bureau of Administrative Support

- Increased revenue for third straight year for vending machines @ 28%.
- Increased revenue from Ulrich Pool concession for third straight year.
- New tenant at Deserted Village. Increased revenue.
- Trust accounts being monitored for more efficient tracking and use of funds.
- Operating Budget closely monitored for streamlining costs and budget preparation.
- Continued administrative support for budgetary and contractual commitments for the entire Department of Parks & Recreation.
- Continued to build close working relationship with Connect One 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 2014.
- 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.
- Improved advertising of pedal boats on electronic LED boards and new signage which increased rentals substantially at Echo Lake & Warinanco, encouraging more public attendance.
- New dockside awning installed at Warinanco Boathouse.
- 2013 Financial Reports for Department were reviewed by Auditors with no outstanding issues.
- Ongoing cooperation with Purchasing in order to improve on bid specifications as new bids are prepared for advertising of goods and services.

DIVISION OF PARK ENVIRONMENTAL SERVICES

In 2014, the Division of Park Environmental Services accomplished the following:

Green Acres Stewardship

Division staff made numerous revisions to the Union County Recreation and Open Space Inventory, for a July, 2014 submission to the New Jersey Green Acres Program in support of a grant application. The Union County Park System now officially has 6,147.85 acres spread across 36 different park units.

Lake/Stream Shoreline Restorations

Management of shoreline restoration, stream daylighting and wildflower meadow projects continues to be challenging.

Regular volunteer efforts through the Adopt-A-Park program helped to meet this challenge at the Warinanco Park wildflower meadow over the summer and the Division of Park Maintenance partnered with the Division of Park Environmental Services to create a mowed path that will allow visitors to experience the beauty and wonder of the meadow first-hand. Some work was also done here to maintain better views of the lake. The meadow was

mowed in mid spring to help with management of the invasive plants, and herbicide was applied to some sites. Wildflowers seemed to respond quite well to the mowing but more work is needed.

The Warinanco Park stream daylighting project underwent major management. All vegetation, except trees in the buffer, was cut or mowed and then the ground was tilled. When new vegetation emerged, herbicide was applied. The method was repeated until most invasive vegetation appeared to have been eradicated. Plans are underway to reseed during the early winter with a native wildflower and grass mix.

Union County Deer Management Program

This program is intended to reduce the white-tailed deer population in specific County parks 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.

In 2014, the Union County Deer Management Program was expanded to include hunting in six parks, including one municipal property. The number of deer removed overall was lower than expected, due largely to an unusual amount of snow cover and ice.

Fifteen volunteer hunters removed 58 deer from the Watchung Reservation in 5 days throughout January and February. This annual effort, in its 20th year, was necessary to keep the deer population in balance with the flora and fauna of the forest. A spotlight count conducted in April, 2013 showed that continued hunting was 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, 9 additional hunters removed 6 deer from Lenape Park, during the third year of hunting at that park. Additionally, 2 hunters harvested 23 deer from Nomahegan Park in the first year of hunting that park unit. Though one hunter was assigned to the Summit section of Passaic River Park, no deer were removed from that park.

Eight hunters were deployed into the Ash Brook Reservation and Golf Course, and removed 9 deer from that property. For the first time, 3 hunters

were given access to the municipally-owned Hawk Rise Sanctuary property, adjacent to the Linden Municipal Landfill and the Arthur Kill. This action was requested by the City of Linden, and yielded 23 deer.

Some of the venison that was processed from the deer harvested through this program 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.

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

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, a 2-year agreement with USDA was renewed.

Between March and May, 2014, USDA staff conducted nest and egg treatments to reduce reproduction by the geese. A total of 41 nests containing 212 eggs were located and treated at sites throughout the Union County parks. Additionally, 66 nests containing 263 eggs were located and treated through a shared service provided by Union County within two Town of Westfield parks and the Bayway Refinery in Linden.

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.

Bio-Blitz

A 24-hour long scientific survey of flora and fauna occurred in June at Ash Brook Reservation & Golf Course and Oak Ridge Park. A base camp was located in Oak Ridge Park.

Thirty-eight 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 nine volunteer scientists on 9 teams collected data at this 10th annual event and 567 species of plants and animals were identified, demonstrating once again the importance of passive use parkland as wildlife habitat and the need to support biodiversity of species.

Although it is difficult to count all of the public participants due to multiple entry points, clicker counts show that at least 650 people participated. Programs were filled to capacity and exhibits and activities were heavily visited throughout the 24-hour period. Twenty-two displays were available to the public and scientists under the Bio-Blitz Central tent and elsewhere on site.

Financial support for the 2014 Bio-Blitz was received from PSE&G and ShopRite. Some of the cost of operating the Bio-Blitz was offset by donations and materials received from the Staten Island Zoo, Jenkinson's Aquarium, The Museum of Natural History, Reed Writers, the Rahway River Watershed Association, Wild Birds Unlimited, and Whole Foods.

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 866 participants have provided 4,974 hours of voluntary service in parks throughout the County in 2014.

At least 147 bags of recyclable materials were collected, along with 898 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.

Though several registered groups cancelled due to bad weather, the number of groups was still slightly higher than last year. Corporate and community groups continue to want to "give back" to the parks they use. Two corporate groups donated over \$2,500.00 towards the purchase of wildflower and native grass seed, clean straw, tools and other supplies in preparation for a hard frost winter seeding of the stream buffer.

The Summit Conservancy (City of Summit, Summit Environmental Commission & the Summit Green Team) continue to work to improve the

Passaic River Trails in Passaic River Park, Summit Section. The Conservancy recently obtained a grant to fund some of these improvements and works closely with the Division of Park Environmental Services to meet their goals. New to the AAP Program in 2014 was the Elizabeth Green Team. This group of very motivated and dedicated young adults worked hard to manage invasive vegetation at the Warinanco Lake shore wildflower meadow.

In 2014 Jersey Cares continued to be a major clearing house for volunteers for parks projects, providing not only corporate groups but also an increase in individual volunteers for Saturday Trail Work events due to inclusion of those events on the Jersey Cares calendar.

Additionally, a partnership with state and local entities allowed for the addition of individuals to perform pre-trial community service in the County parks. One of these individuals worked around the lake at Warinanco Park, while the other has completed at least 59 hours at Green Brook Park in Plainfield, removing trash, graffiti and invasive vegetation and repairing damage to a trail project at the Myrtle Avenue entrance. Park Maintenance supervisors have been invited to take advantage of future community service opportunities.

Adopt-A-Trail Program

Trail stewards continued to monitor and maintain 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, pick up litter, clear clogged stormwater culverts, and remove trees that fall across the paths.

The monthly trail maintenance days, organized and led by Environmental Specialist Betty Ann Kelly, received a boost in the number of volunteers as a result of trail work days being posted on the Jersey Cares website. The AAT Chainsaw Crew continued to clear downed trees from trails and other areas

of several parks and in several cases assisted Eagle Scout candidates with their service projects.

National Trails Day was a big success this year, with 32 volunteers and hikers turning out. The increase in attendance was due to excellent publicity. Participants enjoyed a continental breakfast, attended an excellent guided trail walk led by Trailside naturalists and worked on a trail project along the Yellow Trail.

In March, the 6th annual Adopt-A-Trail & Park Steward Recognition Dinner was held at Masker's Barn. Over 15 groups were represented and 50 stewards were in attendance. Each received a certificate of appreciation, had their photos taken with County Freeholders, and received a door prize.

Eagle Scout and Gold Award Projects

Eight 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 2014. The projects include:

- A Girl Scout Gold Award candidate, Natalie Salinardo completed a project which included the research for and design of a brochure titled Plant This, Not That. The brochure's purpose is to educate area residents about invasive plant species and to give them information about alternative native plant choices. Ms. Salinardo did an exceptional job and the brochure represents an excellent partnership effort between her, Parks and a graphic artist whose eye-popping design is sure to attract attention. The brochure will be sent out to area nurseries including those who sell the suggested substitute plants. Plans are to publicize this effort and brochure during the winter months so that area residents might include the native selections in their landscaping in the spring.
- Matthew Muscarella of Berkeley Heights constructed rustic sign frames for the Deserted Village of Feltville, fashioning them from cedar timbers harvested from the Watchung Reservation. He also constructed three cedar benches, which double as storage cabinets and now enable easy distribution of thousands of trail maps and brochures by volunteers to brochure holders throughout the Watchung Reservation.
- Kevin Urness of New Providence constructed a boardwalk crossing over a drainage swale in Passaic River Park. This crossing will help

enable the eventual extension of the Passaic River Trail from Berkeley Heights to Summit.

- Another completed Eagle Scout project in Milton Lake includes the construction of steps/check dams to address a severely eroded section of trail, as well as clearing for a canoe/rowboat access point.
- Pratik Shah of Union relocated two trail bridges that had been shifted away from their original moorings and added new steel cables to attach the bridges to sunken rebar in the ground. This Scout also re-blazed the existing trail and removed litter and invasive vegetation from the site. Additionally, approximately \$150 worth of materials and new tools were donated to the Adopt-A-Park program with monies leftover from the Scout's fundraising efforts.
- An Eagle Scout project in Passaic River Park, Summit Section involved blocking off and treating a severely eroded and steeply graded unofficial staircase near Mount Vernon Road. To provide safer access to the river, Michael Freidin constructed a switchback off of the main trail, connecting it with another, and then added several waterbars and re-blazed (marked) this spur trail.
- Thomas Novak of Union is reconstructing a footbridge in the Watchung Reservation along the Green Trail. An engineer who is a Scout leader has volunteered to design the new bridge.
- An Eagle Scout candidate is developing a proposal to build a kiosk and other trail improvements and develop a poster highlighting the natural and general history of the Ash Brook Reservation. Two Adopt-A-Trail stewards have agreed to assist with the project.

Invasive Plant Management

Invasive plants are an ever-increasing problem throughout our park system. Plants that are not native to the ecosystem and have no natural checks and balances compete aggressively with native vegetation, upsetting the natural balance of our forests and vegetative buffers.

In 2014, the County continued its efforts to manage invasive plants throughout its parks and welcomed the assistance of New Jersey Invasive Species Strike Team (NJISST) steward, Maggie Southwell. Ms. Southwell obtained a Pesticide Operator license that enables her to work under County staff to provide important services free-of-charge. Maggie has treated hundreds of invasive plants throughout the Watchung Reservation, including

three invasive shrub species that were targeted and managed using a basal bark herbicide treatment.

The locations of treated plants will be entered into the NJISST GPS database. 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.

Elsewhere in the park system, a team of volunteer stewards in Summit were trained by an Adopt-A-Park steward and scientist, Larry Murrell, on how to use the injection method of herbicide treatment of Japanese knotweed. This team has successfully eradicated a small population of the plant at the trail entrance of Passaic River Park, Summit Section, off of New Providence Road, and will continue to monitor and maintain that site. Another group, the North Plainfield Shade Tree Advisory Board, continues to provide the same volunteer services along a section of Green Brook Park.

Rahway River Stormwater Advisory Board

The Division's Environmental Specialist was appointed to the Rahway River Stormwater Advisory Board, which was formed to discuss and evaluate floodwater/stormwater issues in the Rahway River watershed. In 2014, attended several meetings and served on the 1,000 Rain Gardens subcommittee. The rain garden initiative focuses on encouraging municipal, county, nonprofit, residents and other landowners to install green infrastructure, especially rain gardens, to help alleviate minor flooding and to prevent nonpoint source pollutants from entering the waterway via stormwater runoff. A staff member attended training provided by Rutgers Water Resources staff and helped to facilitate and install a rain garden on municipal property in Cranford, with funding obtained through a grant.

Watershed Ambassador

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 2014, the Ambassador presented 60 in-class programs to 1,783 students.

OFFICE OF CULTURAL & HERITAGE AFFAIRS

The Office of Cultural and Heritage Affairs promotes and develops public interest and participation in the arts and local, county and state history, and ensures that all residents have 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, build more livable communities, encourage civic engagement and contribute to a vibrant quality of life for all residents.

The Office also manages three grant programs: HEART (History, Education, Arts Reaching Thousands), a Freeholder Initiative; the Local Arts Program of the New Jersey State Council on the Arts; and a re-grant program through the New Jersey Historical Commission.

- Renewed funding from the Union County Division on Aging enabled the continuation of the Care for Caregiver Respite Art Program. Eighteen individual caregivers benefited from approximately 72 in-home programs. Care for Caregiver programs are offered throughout the calendar year.
- The Office continued to manage the Freeholders Gallery and the Pearl Street Gallery, curating 14 exhibits. Featured exhibitors included winners from the Senior Art Show, the Employee Art Show, Teen Arts and other Union County artists.
- The Teen Arts Program served more than 4,000 students representing 65 Union County Schools at Union County College in March. Fifty-five professional artists participated in critiquing seminars, master classes and workshops in visual arts, music, theater, media arts, dance and creative writing.

In May, 200 performing arts students were invited to participate in the Teen Arts Showcase to experience performing live on the stage of the Union County Arts Center in Rahway. The Showcase gave many of the 800 parents, grandparents, siblings and fellow students a first-time visit to UCPAC.

Teen Arts Traveling Art Exhibit comprised of 60 pieces of student art selected from the Teen Arts Festival was also on display at the Teen Arts

Showcase and continues to be exhibited for month-long shows in a total of eight venues (corporations, libraries and galleries) throughout Union County. A combined audience of 8,000 will view the art work.

- A spring session of Operation Archeology was held for 80 students from Cranford. We are planning to change the program to a one day program to increase participation numbers, as it has become more difficult for schools to participate in a three day program.
- The Office received \$3,550 from the National Arts Program to provide cash prizes and scholarships for the 13th Annual National Arts Program for Union County Employees and their Families held in May at Elizabethtown Gas in Union. There were 80 artists and 121 artworks in the 2014. Amateur: 19; Intermediate: 15; Professional: 16; Teen (13-18): 9; 12 & Under: 21. The NAP provided \$2,550 in prizes and a \$1,000 scholarship was received to help with reception costs (musicians, judges, photographer and helper for hanging). Elizabethtown Gas Co. provided refreshments at their expense.
- The Office once again administered the Union County Senior Citizens Art Exhibit in June at Elizabethtown Gas in Union. There were 119 artists presenting work in 2014. The exhibit period was June 1 – July 14, 2014 with approximately 550 (includes public, bldg. occupants, visitors, artists, their families and friends) visitors over the course of the show. The show opened with a reception on June 11, 2014 with approximately 250 (includes artists, their families and friends, staff) guests. Expenses for this show (approximately \$700) were paid for through the NJ State Council for the Arts Grant. Refreshments were provided by Elizabethtown Gas.
- The Office of Cultural and Heritage Affairs managed the Freeholders' Initiative, the HEART Grant (History, Education, Arts Reaching Thousands) program. This program allocated \$75,000 to 7 individuals and 39 organizations, providing cultural programs to under-served constituencies and general audiences in 15 municipalities.
- The New Jersey State Council on the Arts named the Union County Office of Cultural & Heritage a "Major Service Organization" for the Arts 2013-2014 at its annual meeting in August.

- The Office applied for a general operating support grants from the New Jersey Historical Commission and received \$55,757 to continue its history programs and services. Through a re-grant program, \$12,432 was provided to five organizations to present history projects. In addition to offering technical assistance workshops and three public history programs, the Office celebrates the 350th birthday of New Jersey and Elizabethtown and continues its collaboration with the Union County Civil War 150th Anniversary Committee to increase the body and quality of information on the role of the County and the State of New Jersey in the American Civil War.
- The Office was awarded \$137,917 from the New Jersey State Council on the Arts which enabled the office to administer a re-grant program that awarded \$60,000 to 32 organizations, conduct technical assistance workshops, present exhibits featuring work of teens, seniors, employees and residents. The balance of the grant was used for general operating expenses.
- Art in the Gardens, fourteen year collaboration with Jersey Gardens Outlet Mall to provide Union County performing artists with an opportunity to perform for the public. Taking place during Columbus Day Weekend (October 11-13, 2014) in National Arts and Humanities Month, 25,000 shoppers stop by Center Court and enjoy the show.
- Our heritage program, Four Centuries in a Weekend: A Journey through Union County's History took place on October 18 and 19, focused on the 350th birthday of New Jersey and Elizabethtown. There were reenactments, plays and other special programming. Once again we had passports for students to have stamped at the sites and they will earn a Time Traveler certificate and patch. Lesson Plans and Activity Books were also distributed.

PUBLICATIONS

In and About Union County – from Berkeley Heights to Winfield. The sixth edition was published in late spring in time for Four Centuries and other events where the county van was available to the public. The booklet is distributed in the Administration Building, County Courthouse, Four Centuries sites, public libraries and as requested. The booklet provides a

brief history of each of the twenty-one municipalities and is a comprehensive listing of nonprofit arts, history and cultural organizations. A calendar lists the annual events held throughout the county.

Constituencies served through the Office of Cultural & Heritage Affairs:

Students

- Teen Arts Program serves middle and high school students, their art teachers, professional artists and senior volunteers
- Teen Arts Festival 2014 – 4,000 middle and high school students, 55 professional artists, 52 volunteers
- Teen Arts Showcase 2014 – UCPAC, 200 students and 800 audience members
- Teen Arts Traveling Art Exhibit – 8 Union County venues featuring 60 pieces of artwork from the 2014 Festival
- Operation Archaeology – hands-on program for fifth grades held at the Deserted Village of Feltville-Glenside Park. Classroom lecture is followed by three days on-site including a simulated dig. 80 students participated in 2014.

Families

- Four Centuries in a Weekend
- Art in the Gardens
- Cultural Connections Listing at www.ucnj.org/cultural
- Care for Caregivers

Senior Citizens

- Union County Senior Art Show
- New Jersey State Senior Art Show

Individual Artists

- Technical Assistance Workshops that provide information on professional development topics such as marketing and promotion of artwork.
- Email referrals for exhibit opportunities and other programs.
- Opportunity for a visual artist to have a solo show in a public setting.
- 13th Annual National Arts Program for Union County Employees and their Families

- Arts, history, historic preservation and cultural organizations
- Grant opportunities (HEART, Art and History programs)
- Technical assistance workshops on administrative skills.
- Organizational calendar listing of events on OCHA's webpage.
- Opportunity for arts organizations to exhibit artwork in a public setting.

2015 INITIATIVES

DIVISION OF RECREATIONAL FACILITIES

Watchung Stables

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.

Straight stalls

Cement holes in stalls and look into getting replacement mats for any that are worn—mats need to be custom fit to straight stalls

Equine Health and Care

Continue to upgrade the quality of the horses through purchases.

- Lease horses -- purchase more quality lease horses this could continue to bring in a huge amount of revenue for this facility with very little work on our part. Setting the sights high if we were to accommodate the 20 people on the list that would be an additional \$107,928.00 in just lease revenue. Should each of those people take 1 lesson a week that is an additional \$50,000.00. (This rough estimate is based on a projected 9 month period (40 weeks) because of no indoor)
- School horses -- continue to look for and purchase school horses. These horses are the heart of our program. Right now we have a very good solid herd of horses, however we have many that are elderly and need to be replaced.
- Continue to train and teach current horses in our program
- Purchase 2 very small very quiet ponies for lead lines -- the current horses we use for lead lines go in our program, should we purchase

two additional ponies and fix the “new smaller ring” we could hold more lead lines.

Trailside

Technology Upgrades - Auditorium / Library / Exhibit Panels

- Upgrade the 250 seat auditorium with new screen, sound system, podium, portable smart board. Create a theater atmosphere rather than an elementary school auditorium.
- Upgrade the library area with computer tablets for the public’s use utilizing the new Wi-Fi technology.
- Upgrade a few exhibit text panels by installing tablets to create an interactive experience. Create QR codes so visitors can use their smart phones to access additional information about each nature-themed exhibit.

Outreach Programs in Union County Parks

In an effort to increase visitor attendance, recommend that the Eco-van be utilized by traveling to a different park each month in spring and fall to provide a variety of information and educational nature programs to the public. This could potentially draw new visitors, encourage repeat visitors, increase attendance and revenue. We have reached hundreds of people engaging them with a touch table display, brochures, photos and natural history artifacts by attending different events in the past such as Plainfield Municipal Utilities Authority event and Rubber Ducky Festival in Berkeley Heights.

Trailside’s 75th Anniversary / Trailside History Exhibit

In 2016, Trailside Nature & Science Center will be 75 years old. The Trailside Museum was opened in 1941 as New Jersey’s first nature center. Planning to honor this major milestone should begin in the winter of 2015. A committee is recommended to be formed to plan these activities. Some ideas include:

- Create a Trailside History Photo Exhibit from archives to be hung in the Visitor Center for the year.
- Special programming scheduled throughout the year / well-known presenters for families.
- Plant trees in honor of the event.

- Use the 2016 Wild Earth Fest event as a way to celebrate and offer additional recreational activities for families; hire a well-known speaker, special concert, etc.
- Adult speakers on the important environmental topics.

Wheelchair Accessible Trail Project

Submit a proposal for developing a portion of the Red Trail near Visitor Center as a wheelchair accessible trail. In an effort to serve school children, individuals and families with physical disabilities, we are proposing transforming the short Red Trail into a wheelchair accessible trail. The trail could offer features such as specialized substrate, benches, a teaching pavilion, a wooden boardwalk, and educational signage. A wheelchair accessible trail would offer Trailside the opportunity to provide new programs to people currently precluded from enjoying the existing trails. This trail would further the outreach of Union County Parks and Recreation as no such trails currently exist in Union County.

DIVISION OF PARK MAINTENANCE

Bureau of Park Grounds

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 rubberized surface.

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

Spray Pools

The County will explore the possibility of a spray-ground for Green Brook Park. Replace baby with a spray-ground feature as part of Wheeler Pool Complex renovations. 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 Cedar Brook Park, Mattano Park and Madison Avenue Park. Additionally we will partner with the City of Rahway in Rahway River Park to renovate the existing track and field. 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

Top-coat the interior yard lot. Develop engineering plans for appropriate facilities for cleaning and servicing equipment.

Warinanco Service Yard

Install appropriate facilities for cleaning and servicing equipment per DEP requirements.

Variable LED Signs

Relocate sign at Nomahegan Park to Echo Lake Park.

Make adjustments to Warinanco Park sign to improve performance.

Install new sign at Rizzuto Park.

Master Plan

Evaluate the recommendations in order to prepare plans and budget estimates to carry out suggested initiatives. Work closely with other divisions of the Parks Department in identifying priorities through monthly meetings.

DIVISION OF PARK ENVIRONMENTAL SERVICES

For the year 2015, the Division of Park Environmental Services proposes the following initiatives:

Deserted Village Site Plan

Capital funding to be requested to hire a consultant 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 is experiencing increased popularity as a party and event rental venue.

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 will be requested to 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. A consultant has been retained to provide a Trails Master Plan to inventory the existing trails and assess their condition. The consultant will 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.

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 has lessened the labor burden. Installation of an irrigation system is necessary to keep this garden blooming with the available staff resources. Design of that system, as well as other improvements to the garden is underway, with construction expected in 2015.

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.

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.

Wildflower Meadows

The Watchung Reservation wildflower meadows at the old Boy Scout field along Glenside Avenue need to be re-established. This will require treatment of invasive plants and reseeding with a wildflower native grass mix. Seed can be purchased with grant funding already provided by Morgan Stanley, an Adopt-A-Park group.

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 are becoming increasingly more important as the Division recruits and manages 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.

CULTURAL AND HERITAGE AFFAIRS

Discover History in Union County's Backyard, an educational initiative, will not only replace Operation Archeology but will provide interpretation of the Deserted Village of Feltville for an annual audience of 75,000. We have

applied to the New Jersey Historical Commission for a project grant of \$15,000 which will fund a qualified consultant team to provide text and locate the illustrative material for fifteen interpretive signs to be installed throughout the village. The consultants will also produce curriculum materials to support a tour and programming for elementary school children.

The office will continue to work with other county offices, agencies and the business community to ensure that cultural resources fully contribute to sustainable economic growth.

Department of Public Safety

Emergency Management

Medical Examiner

Police

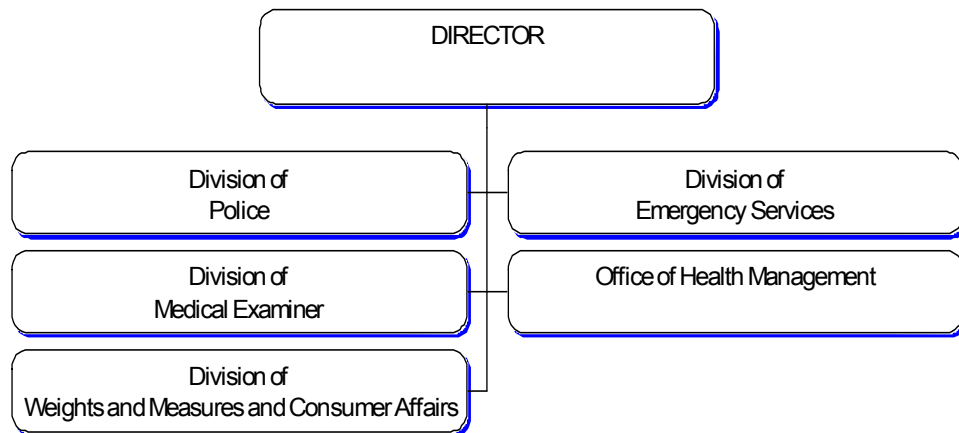
Weights and Measures

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 Services

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 Services responds to and plans for emergencies through three bureaus:

Bureau of Operations

The Bureau of Operations houses the Hazardous Materials Unit, Emergency Medical Services Unit and the Emergency Management Unit.

The Hazardous Materials Unit (HAZMAT) is a 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 Emergency Medical Services Unit (EMS) responds to medical emergencies throughout Union County to provide quality pre-hospital care. EMS is staffed by certified emergency medical technicians and maintains a high standard of professionalism and expertise in the field of basic life support.

The Emergency Management Unit (OEM) is responsible for mitigating, preparing for, responding to and recovery from natural or manmade disasters according to federal, state, and county guidelines.

Bureau of Logistics

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.

Bureau of Support

The Bureau of Support houses the Technical Services Unit and the Union County Fire Academy.

The Technical Services Unit maintains all radio infrastructures for Union County agencies. This includes the County Police, Prosecutor's Office, Office of the Sheriff, Emergency Services and Public Works, and also maintains countywide radio infrastructure supporting EMS Dispatch and mutual aid and fire mutual aid. This Unit also works with several municipalities to coordinate their inclusion on the NJ Interoperability Communications System (NJICS).

The Union County Fire Academy began in 1997 when the Division of Emergency Services formed a partnership with the Union County Fire Chiefs' Association in an effort to further enrich the firefighters' education. The advantage of this affiliation is the bringing together of combined resources to enhance training for both career and volunteer firefighters. The Academy primarily operates at the Linden facility and has become a professional training ground. It also operates at other locations and provides Outreach programs to municipal fire departments to help meet their training needs. The program at the Academy has a high standard for the Firefighters of Union County, which translates into pride and professionalism in serving the people of Union County.

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.

Bureau 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.

Bureau 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.

Division of the 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.

2014 ACCOMPLISHMENTS

Consumer Affairs

The Office of Consumer Affairs Saved consumers \$53,016.88 in cash refunds, and \$112,307.69 in money value; in addition to generating \$20,650 in fines from businesses that violated the Automobile Information Disclosure Act practices.

The Office of Consumer Affairs responded to 276 electronically filed complaints by the consumers and received and responded to 1719 consumer complaints by way of telephone by the consumers of Union County.

The Office of Consumer Affairs generated more revenue in violations by issuing fines to Used Car Dealerships that did not follow the Federal Law that requires a window sticker indicating whether the car is sold as is or with a warranty and/or New Car Dealerships that did not display a Monroney Label in the window which indicates whether the car is sold with or without a warranty.

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.

Emergency Services

Expanded training programs offered at the Union County Fire Academy. The overall use of the Union County Fire Academy is up by nearly double our 2013 usage.

Upgraded our in-car computers to a cost effective solution for use with our Computer Aided Dispatch system and EMS Charting software.

Continued to transfer the Police Division, the Prosecutor's Office and the Sheriff's Office to a new public safety radio system, increasing interoperability and radio coverage.

Continued to provide countywide hazardous materials responses to all 21 municipalities.

Continued to provide countywide EMS mutual aid coverage growing and expanding as needed to meet the demand and keep up with increasing call volume. Upgraded the Union County Emergency Operations Center to support expanded operations.

Entered into a Shared Services Agreement with the City of Plainfield to provide primary EMS coverage 24 hours a day 7 days a week. This Agreement will be in effect for 5 years.

Continued to support our Fire Mutual Aid program and work with all 21 fire departments to ensure firefighter safety. As well as assisted in the transition of Union County Fire Mutual Aid Dispatch from the Elizabeth Central Communications Center to the Union County Regional Communications Center.

Worked closely with the Union County Homeland Security Grant working group to provide grant funding to support various regional initiatives.

Completed a large portion of the Hurricane Irene and Sandy FEMA reimbursement claims for all county agencies and departments.

Health Management

Public Health / LINCS

The Union County Office of Health Management (UCOHM) suffered a 15.3% cut in federal funding for the county's public health emergency preparedness program. This is the sixth year of continued fund reductions. The 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. Our office continues to work with state and federal partners to secure stabilized funding in an attempt to return services to previous levels.

In 2014, the Office of Health Management assisted in the delivery of seasonal influenza clinics to Union County residents in the City of Plainfield, Garwood, and Hillside during the months of October and November. In addition, we provided vaccines to county employees and this was done with the efforts of the Medical Reserve Corps and LINCS Staff.

The Office of Health Management continues to represent Union County on the Urban Area Security Initiative (UASI) Public Health Subcommittee. We are working to enhance public health capacity to quickly and efficiently respond to emergent situations that impact the health and safety of the public within our county and the seven counties in the northeast New Jersey region. The program is currently assessing 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 is expecting delivery of equipment 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's Community Health Implementation Plan. The office has progressed in the area of identifying collaborative programs with stakeholders in the community, including a Regional Chronic Disease Coalition, Overlook Hospital, Trinitas Hospital, and Union County public schools and non-public schools through the Union County School Nurses Association. We are making plans to enhance these partnerships and include RWJ University Hospital Rahway and JFK Health.

The Office of Health Management responded during the response and mitigation aspects of Hurricane Sandy. As a direct result of the emergency shelter operations, the Office of Health Management is enhancing existing plans with long term care facilities to aid in the sheltering and care of the medically fragile residents of the county. We also received a Social Services Block Grant for post-Sandy recovery to assist impacted residents. We are collaborating with the Union County Long Term Recovery Group to help our residents as well as with the Union County Voluntary Organizations Active in Disasters (UCVOAD).

The Union County Office of Health Management continues to work with the Middlesex County Office of Health Services to support the Middlesex and Union County Chronic Disease Coalition. This coalition consists of community leaders, business professionals, health care providers, and representatives from public health that provide guidance on program development and support strategies that lower the risk for chronic disease.

CEHA

The Office of Environmental Health (OEH), one of 21 CEHA (County Environmental Health Act) agencies in New Jersey, continues to perform above standard work enforcing environmental regulations as documented by the annual audit performed by the New Jersey Department of Environmental Protection (NJDEP) in accordance with the county's 2013 grant agreements.

In accordance with NJDEP guidelines, OEH conducted compliance and enforcement investigations and inspections including: Air Pollution Program - **232** facility inspections and **63** complaint response investigations; Solid Waste Program - **146** inspections and **17** complaint response investigations; (This does not include inspections performed by the Union County Utilities Authority under the Inter-local Shared Services Agreement.); UST Program - **67** facility inspections; Pesticides Program - **20** inspections; Noise Program - **12** complaint response investigations; and the Water Program - **1** complaint response investigation. OEH spent approximately 400 personnel hours performing after-hour's surveillance enforcing the State air pollution motor vehicle idling regulations since diesel exhaust is a primary pollutant known to cause or exacerbate a variety of heart and lung ailments. In addition, the Environmental Supervisor chairs the NJ Noise Control Council.

Notice of Penalty Assessment documents were issued during this time in the amount of \$226,600.00 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 payment plans are made available. A total of \$107,987.00 in penalties from violations issued was collected during this time. Since 2005 OEH has collected over \$1,350,000.00 in penalties which is used to support OEH Compliance and Enforcement programs as well as the County Hazmat program.

Medical Examiner

The UCMEO as of July has gone Live and has almost fully adopted the state mandated (UVIS-CMS) case management system. The office has made strides to incorporate this web based system that when completely evolved would streamline the death investigation process.

The office continues its close liaison with the State Medical Examiner Office in an effort to provide improved service to the citizens of Union County and the State. Dr. Shaikh also attended the annual 2014 National Association of Medical Examiners (NAME) meeting in Portland, Oregon from September 19 through September 23, 2014.

The office has fully investigated 940 deaths and performed 178 autopsies and 68 external examinations from January 1st through October 31, 2014.

The Medical Examiner Office having finalized its Mass Fatality Plan in association with the Regional Catastrophic Planning Team is currently

interacting and participating on a regular basis with the Regional MFM response system to discuss matters of importance in the M.E. arena. For example we are fully involved in webinar to discuss the EVD (Ebola virus disease) epidemic and protocols for safe handling of infected decedents that may occur in our jurisdiction.

The refrigerated trailer acquired as part of the UASI Grant and the portable x-ray machine continue to provide a savings for this department of \$2,000.00 or more each year.

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 & EMS services.

Having successfully realized NJ State Agency Accreditation and recognition by the Commission on Accreditation for law Enforcement Agencies (CALEA), the County Police continued strict compliance standards.

The Marine Unit's base of operations that was destroyed by Super Storm Sandy was operationally restored. A communications network program into their base of operations is still in-progress.

The police License Plate Reader (LPR) program was successful in obtaining & implementing more field units acquired with Homeland Security funding. 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 successfully continued our efforts to provide low-cost and no-cost law enforcement and career developing training to our personnel.

We successfully expanded our partnership program 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. Our program continued with the development of mobile drop sites throughout Union County.

Conducted Energy Devices were acquired for special field operations and the training & implementation for their usage was accomplished.

A duty-issued firearms weapon replacement program was successfully accomplished which upgraded all issued weapons to our police personnel.

Our security partnership & participation in the 2014 Super Bowl was successfully accomplished.

Our Special Investigations Unit continued vigorous quality-of-life enforcement efforts in curtailing illegal narcotics possession & usage throughout Union County.

Through productive law enforcement partnerships, we successfully conducted & accomplished citizen Gun Buy-Back programs, thereby eliminating hundreds of firearms from the streets & homes of Union County. Implemented the use of NARCAN Spray, within the patrol division, to help prevent or reverse the effects of a heroin overdose.

Weights & Measures

Conducted 1687 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 82,908 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 197 inspections on gas stations to ensure compliance with weights and measures regulations. The Division brought in \$162,250 in revenue for the completion of daily inspections & violations.

The Division generated more revenue in violations with increased manpower hours. It was attained by using those hours to do more Scanner and Commodity audits.

2015 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.

Emergency Services

Work to enhance our Access and Functional Needs capabilities by attending specific training for shelter operations.

Continue to support any Union County municipality that expresses an interest in joining our countywide Public Safety radio system.

Continue to work closely with the City of Plainfield in providing primary EMS coverage on a 24 hour, 7 day a week period.

Implement a new Emergency Medical Service charting solution that can be shared by any interested municipality.

Supporting Union County Volunteer Organizations Active in disasters (VOAD) to coordinate and deliver resources throughout a disaster through preparedness, response and recovery.

Working with Union County municipalities to complete a comprehensive update to the Union County Hazard Mitigation Plan for review and approval by FEMA.

Coordinate workshops and training sessions relative to rail and pipeline safety for first responders.

Continue to support Union County Fire Mutual Aid in the area of planning and response to large scale fires and emergencies throughout Union County.

Work with FEMA on all past and future disaster declarations to ensure maximum reimbursement on response and recovery costs.

Through the Union County Fire Academy offer off site instruction to municipal first responders to increase responder knowledge and safety.

Health Management

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.

Continue to provide rapid distribution of public health information via the Health Alert Network. This network is continuously maintained and updated to provide accurate information to appropriate recipients.

Continue to coordinate and utilize the Union County Medical Reserve Corps, a volunteer group of health care personnel, to provide training and education programs to community groups and organizations within each of our municipalities to improve the health and safety of our community. 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.

Continue to work with the Union County Long Term Recovery Group and assist residents impacted by Superstorm Sandy by addressing their unmet needs and strengthen access to tangible resources and support, including health, behavioral health, and social services. We will also remain as an active participant with the Union County Voluntary Organizations Active in Disasters (UCVOAD) for future events.

Continue to work with the Chronic Disease Coalition to bring workshops that would help people with chronic conditions live a healthier and longer

life. This growing coalition provides health screenings and awareness of various diseases to Union County residents.

Continue to assure compliance with environmental health regulations in the areas of water, air, noise, solid waste and underground storage tanks.

Continue to coordinate Right to Know in the county which gives employees certain rights and access to information about hazardous chemicals in the workplace.

Medical Examiner

The Medical Examiner Office continues its endeavor to obtain provisional accreditation with the International Association of Coroners and Medical Examiners (IACME).

Our division is totally committed to provide exceptional services. Dr. Shaikh continues to interact with the Union County Police Department, municipal Police Departments, the Union County Prosecutor's Office and the Sheriff's Office.

The autopsy services had been augmented by obtaining the per diem services of three Forensic Pathologists on a rotating basis for 2013 and early 2014. At present the UCMEO has two per diem physicians and is actively looking for one more Forensic Pathologist to make scheduling more efficient.

The Medical Examiner Office will continue to maintain the nationwide average of true turnaround time, which for most forensic cases is within three months.

The office personnel are being made more cognizant of providing superb Medical Legal Death Investigation; this is being achieved by constant supervision and instruction by Dr. Shaikh. Monthly staff meetings are held and require mandatory attendance.

County Police

We will continue our efforts to extend and provide shared service municipal consolidation relative to E-9-1-1 call taking and Fire/EMS/Police dispatching.

We intend to 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.

We will continue our priority mission to remain responsive to all requests for police support and assistance, sharing every law enforcement asset and resource that we currently 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. Continue our program to upgrade the Personal Protection Equipment (PPE) for our police officers.

We expect to continue our efforts in providing Active Shooter, Mental Health Subject Field Awareness 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 & critical incidents & disasters.

Continue and possibly expand the accessibility of "Project Medicine Drop".

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.

Continue our efforts to upgrade our crucial "IT" agency infra-structure and maintain the fast pace of law enforcement technology.

Weights & Measures

Continue to monitor gas stations closely ensuring they are staying within weights and measures regulations.

Continue to pay (2) two employee salaries out of our weights and measures trust fund to offset the County budget.

The Division will continue to bring in more revenue in violations with increased man-power hours.

Department of Public Works & Facilities Management

Facilities Management

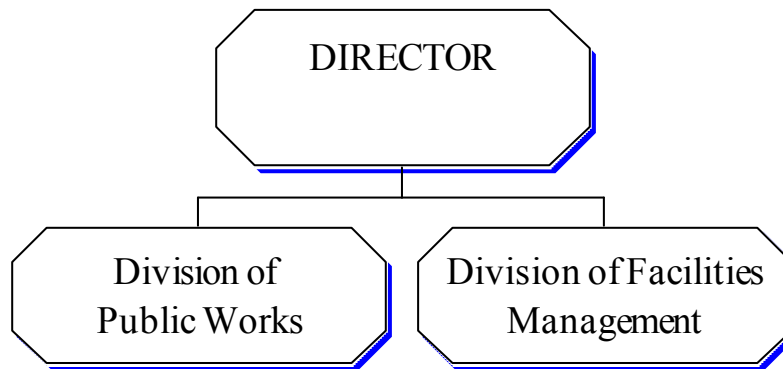
Hospital Maintenance

Park Maintenance

Recycling & Planning

Organizational Chart

Department Of Public Works & 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 seven bureaus:

Bureau of Roads & Bridges

This Bureau repairs and maintains a safe riding surface on 340 lane 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 approximately 3000 work orders per year. There are currently no outstanding work orders.

Roadways are swept a minimum of twice each month, and storm drains including 4,564 inlets and catch basins 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, labor, and duration of storms are kept as required. 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 maintain the downstream flow to reduce flooding. 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 2014 the Bureau filled over 1,200 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-lines. 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.

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 vehicle 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.

Bureau of Recycling

- 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.

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, custodial 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 approximately 2,000,000 square feet of multi-purpose facility space including the maintenance of boilers, generators, elevators and HVAC systems. Trades include Plumbing, Carpentry and Electrical. In addition to providing trade service we also supply 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 Facilities in addition to the Natural Gas Electrical Cooperative Extension Project allowing bulk commodity purchasing and shared services with local municipalities at low cost rates. Monitoring also incorporates contractual bids; non-bid agreements and collective purchasing through Middlesex Regional Education Commission (MRESC) and Somerset Cooperative.

The Division consists of four 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, the 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 offers a wide range of Countywide services including printing, typesetting, graphic design, image scanning, plate making, document scanning, lamination, creation of digital files, 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, invitations, tags,

nameplates, labels, SLATS, menu directories, event signs, temporary signs, indoor/outdoor banners, posters and presentation checks etc.

- Countywide support for the management, production, and job tracking of Union County's In-house Print Services and Sign Shop with oversight of the Xerox contract Print Services.
- Provide print and sign services for 20 municipalities, agencies and the Union County Court System.
- Orders and tracks copy paper countywide, maintains various consumable inventories, and supports numerous computer equipment, printers and software at the division level.
- Maintains the Division of Facilities Management's 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, In-Design, Acrobat, Live Cycle Designer, MS Word, Excel, Power Point, Gerber Omega Onyx Postershop and EFI Fiery.
- Operates equipment such as Gerber, thermal printers, various Gerber plotter, HPz6100 60" printer, Mitsubishi Platemaker, and the Rastek H652. Other equipment including Secap and PSI digital printers, offset presses, digital presses, and numerous pre-press and post-press equipment.

2014 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 with NJDEP Stormwater Regulations. Approximately 240 Catch Basins and Inlets were repaired or rebuilt throughout the County.

In 2014 the Bureau filled and repaired in excess of 1,500 potholed. Minor and major road surface repairs and preventive maintenance were completed

at many 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. Roadside vegetation was trimmed and/or removed by request. Railroad crossing were cleaned up and maintained; vegetation was trimmed upon request.

The 2014 Leaf Removal Program begins on or about November 3rd and continues through December 31st. All twenty one municipalities and the associated roadways are schedule for a minimum of two collection dates each.

Routine inspections and preventive maintenance and priority 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, Consulting Engineers and supervising staff member of this bureau.

Snow and Ice removal and Flood Control were performed throughout 2014 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 and maintenance projects in Warinanco Park, the Loop playground and Echo Lake Park, Trailside Museum and Watchung Stables. Examples of work performed are sew cleaning, repairs to the water wheel and playground equipment, material hauling equipment loans, personnel loans, rubbish removal, etc.

Assistance was provided to the Bureau of Shade Tree and Conservation, Bureau of Mosquito Control and the Bureau of Heavy Equipment & Truck Repair and the Division of Facilities Management through equipment and personnel loans, pavement repairs, sidewalk repairs, stump removals, tree

removal, including repaving the lot at the Annex Building as well as rubbish removal.

Assistance was provided to the Bureau of Roads & Bridges with snow plowing and de-icing procedures over the course of the 2013/2014 winter by the Division of Park Maintenance, the Bureau of Mosquito Control, the Bureau of Shade Tree and Conservation, the Bureau of Heavy Equipment & Truck Repair as well as the Bureau of Traffic Maintenance.

Assistance was provided to the Bureau of Roads & Bridges for the bureau's leaf removal program by the Division of Park Maintenance, the Bureau of Mosquito Control, the Bureau of Shade Tree and Conservation and the Bureau of Heavy Equipment & Truck Repair.

Assistance was provided to the Bureau of Recycling through the use of equipment and personnel during County Sponsored Recycling events.

The Bureau provided assistance to the City of Plainfield by transporting equipment from various military based in New Jersey and Pennsylvania obtained via federal surplus.

Assistance was provided to the office of the County Clerk with hauling records to the incinerator.

The Bureau provided mutual aid assistance to various municipalities such as Plainfield, Rahway, Clark, Union, Summit, Westfield, Elizabeth, Winfield and Mountainside. Services provided included equipment and personnel loans, milling and paving of roadways, catch basin and sewer cleaning, street sweeping, etc.

The Bureau worked together with the City of Summit via shared service for the construction and surfacing of a new parking lot at the soccer field on Glenside Avenue, Summit.

The Bureau milled and resurfaced segments of the following roadways which were adversely affected by the severe weather of the 2013/2014 winter utilizing in-house personnel and equipment as:

- a) South Street, New Providence
- b) Mountain Avenue, New Providence

- c) South Avenue, Westfield
- d) Lamberts Mill Road, Westfield
- e) Mountain Avenue, Scotch Plains
- f) North Avenue, Scotch Plains
- g) West Seventh, Plainfield
- h) Bonnie Burn Road, Watchung/Scotch Plains
- i) Glenside Avenue, Summit/ Berkeley Heights
- j) River Road, Summit
- k) Raritan Road, Linden
- l) W.R. Tracey Drive, Mountainside
- m) Terrill Road, Fanwood
- n) Summit Lane, Mountainside
- o) Walnut Avenue, Cranford
- p) Jefferson Avenue, Elizabeth
- q) Magie Avenue, Union/ Elizabeth

Bureau of Roads and Bridges Work Order Request for 2014

From 12/31/2012 – 9/20/2013

Total work order requests -- 1,339

Labor & Material -- \$2,120,256.45

Bureau of Inspections

During 2014 the Bureau issued 464 roads and curb permits, collected \$89,719.90 in permit fees and \$126,085.00 in refundable bond fees, for a total of \$215,804.90.

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 Hazcom Right to Know Compliance, Commercial Drivers Licensing and CDL Medical

Certifications, Storm Water Management, and Work Zone Safety. In house training is also scheduled. Examples of this training are: chainsaw, forklift, backhoe, and bucket truck operation, fire extinguisher and ladder usage, and proper flagging techniques. The reporting and recording of all Departmental employee injuries and motor vehicle accident issues also fall under this Bureau. This year the Bureau streamlined the training program by designating two days per month as training days. Additionally added this year was training on the precaution for slip and fall, lifting techniques and PPE (personal protective equipment).

Bureau of Shade Tree & Conservation

This year the Bureau has concentrated on completing all requests and to date the Bureau has completed over 1000 work orders. The Bureau started removing all dead trees along all county roads there were a total of 300 trees removed along with 500 trees being trimmed throughout the county that posed a potential safety or traffic hazard. And another 200 trees that 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 the storms, a large amount of trees approximately 200 lost or damaged throughout Union County roadways and parks. The Bureau has been working five days a week beginning early morning and working late to clear up most debris from the storms 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 100 trees throughout Union County.

Mutual Aide- 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 years of storms throughout the county we have lost trees. Also due to storms there were at least 100 trees with hangers that needed to be removed or trimmed.

Warinanco Park – The County lost 100 trees that were removed or destroyed. Also, all of our picnic areas had to be cleared of all hangers (hanging tree branches).

Echo Lake – County lost 100 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 10 large Oak trees. All tree work will be completed in a timely manner.

Rahway – was another one of our heavily used parks that was addressed. There were 50 trees lost and hundreds of trees that needed to be trimmed and hangers removed.

Bureau of Mosquito Control

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 that extended well into spring season. The Bureau was extremely occupied in the snow and ice road clearing and was able to address little of the drainage projects that still need to be cleaned up.

The 2014 mosquito surveillance season began March 1. Early cold temperatures this spring kept the mosquito population lower in Union County than the previous years (with usually higher temps), and that trend continued throughout the summer.

This season was again monitored by twenty three semi-permanent New Jersey light traps for trends and populations. Our portable traps were used to locate the mosquito vectors of West Nile Virus.

Here are some figures that better illustrate the season so far (Female Mosquitoes Only):

N.J. Light Trap Data

Aedes vexans.....14,895
 Culex pipiens/restuans.....18,798
 Aedes sollicitans.....754
 Aedes japonicas.....359
 Aedes grossbecki.....11
 Aedes triseriatus82
 Anopheles punctipennis.....857
 Anopheles quadrimaculatus...1041
 Coquillettidie perturbans.....2063
 Psorophora Columbia.....781
 Other.....103
 TOTAL.....40,100

Portable Trap Data

Mosquitoes sent to State Lab...10,417
 Mosquito Pools Sent..... 210
 Pools testing positive for WNV....90
 Number of municipalities.....19

This bureau handled 348 complaints for 2014. There were 14 separate spraying operations conducted during evening hours to control adult populations of mosquitoes.

Through the entire year the number of work orders completed was over 3,100. This included the work our inspectors do on a daily basis to control breeding at the source in several locations throughout Union County where the standing water cannot be eliminated. We also incorporated new methods of treatment for Larviciding both to become even more efficient and to keep resistance under control.

We also stocked 10K mosquito eating fish during two separate operations last summer as part of our biological larvae control program.

We also had a heavy work load in our office with the implementation of the new Cartegraph system. The learning curve and training required involved many hours.

Our office is currently involved with learning the NJ State DEP permitting process and GIS Arc View system of applying for and receiving and the proper permission for water management projects.

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.

Bureau of Heavy Equipment & Truck Repair

- | | |
|----------------------|--------------|
| • Repair Work Orders | 590 |
| • Total Cost | \$410,949.00 |
| • Hours | 5,076 |

These figures include the repair, welding and spreader shops in-house work performed by the Bureau.

Bureau of Recycling

2014 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.

Union County continued their pilot program to assist public entities with shredding their confidential documents; seven towns/agencies took advantage of the service.

Tonnage data for the 2014 recycling events are as follows:

- **Electronics Recycling** – a total of 1,406,944 lbs. of e-waste has been collected and recycled in the first three quarters of 2014 through county recycling events and 16 municipal drop-off programs. Over 2,360 residents participated in one day events.
- **Household Hazardous Waste Days** – 2,385 residents brought in 171,820 lbs. of toxic waste for proper disposal.
- **Mobile Paper Shredding** – 197,329 lbs. of confidential documents were shredded from the 5,110 residents who participated.
- **Fluorescent Bulbs** – 35,982 feet of fluorescent bulbs were collected and recycled via nine (9) municipal drop-of locations.
- **Tire Recycling** – 613 tires collected and recycled.
- **Propane Tanks** – 329 propane tanks were collected and recycled at three events

- **Scrap Metal** –sponsored three drop off locations and collected 37.85 tons of scrap metal and generated over \$4,800 in revenue.

Program Accomplishments:

- **Union County Recycling Rate** – Union County maintained a 60% total recycling rate.
- **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**
Continued bi-monthly scrap metal recycling events to allow residents to readily recycle appliances and other metals. For convenience, three locations are 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.
- **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 seven (7) municipalities in 2014.

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 2014:

- A) **Sign Shop Unit** – fabricated 655 signs
 - B) **Sign Shop Unit** – fabricated 29 vehicle marking sets
 - C) **Sign Repair & Installation Unit** – installed/repaired 435 signs and trimmed brush around signs along each County Road.
 - D) **Line Striping/Markings Unit** – striped approximately 110 miles of 4-inch road lines
 - E) **Line Striping/Markings Unit** – striped 12 parking lots and 55 marking locations
 - F) **Data Collections Unit** – performed 15 traffic collections
 - G) **GIS/Asset Management Team** – tagged 107 assets
 - H) **Survey Team** – performed 5 surveys
 - I) **Traffic Studies & Investigations** – studied approximately 7 traffic issues
 - J) **Work Zone Traffic Control** – implemented/designed 29 work zone projects
 - K) **Traffic Municipal Aide**- the bureau has processed 85 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, Rahway, Roselle, Roselle Park, Springfield, Summit and Union. This program generated \$14,454.00 in 2014 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

2014 Accomplishments

Administration Building

Replaced two (2) of four (4) air conditioning units. Two (2) additional units have been assessed in 2014 for installation in 2015 and 2016 to complete HVAC upgrades.

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 100% complete.

Architectural/ Engineering/ Construction Manager Professional Services

County retained Professional Services Consultants in 2014 to assist with capital improvement project specifications, architectural drawings; RFP's and construction compliance monitoring.

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 2012. Building Exterior Stabilization Project aka Exterior Fenestration and Weatherization was awarded late 2012, commenced 2013 with the expectation of 100% project completion by year end 2014.

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.) aka Women's Detention Center restoration 100% complete; Courthouse Rotunda and Tower Elevator project 100% complete ; Oriscello Correctional Facility – kitchen renovations 100% complete;; 48 inmate showers on PODS project 95% complete with an anticipated 2015 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 prepared. **The above services listed in Phase #3 are currently on hold pending full functional status.** Interior air ducts cleaned and sanitized; exterior window expansion joints re-caulked, glass etching, exterior glass water proofing and repoint exterior masonry building façade 100% complete.

UC Courthouse Tower and Old Annex Building

Develop specifications and project time-line new Security and Camera system upgrade. Project currently on hold until the construction and full usage of the new UC Courthouse, Cherry Street annex building and employee relocation anticipated in 2015.

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 now 100% complete.

Bureau of Administrative Support

Additional innovative accomplishments from the Bureau of Administrative Support above daily function and responsibilities are as follows.

- Invoiced as of this writing, 11/14/2014, \$4,234.58 to various townships, non-profits and government agencies.
- Implementation of an internal digital print ordering system in order to increase efficiency, reduce costs and reduce paper usage.

- Purchase of a direct to board printer thereby eliminating the high cost printing to vinyl and the labor for transferring to the boards.
- Consolidated Sign Shop and Print Services in order to increase efficiency and productivity.
- Added digital envelope printing to increase turn –around time for smaller projects and save on press materials for the shorter runs.
- Acquired new cost efficient platemaker to better suite our needs.
- Researched and utilize cost effective material for sign & print.

2015 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 200 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 makes all the recommendations which of any trees which may have the potential of being removed on condition, structural integrity, life expectancy, infestations and diseases.

The Bureau will also continue educating employees in safety and training on Bucket Truck & Electrical Awareness 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 2014. 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, and hopefully not before, we will switch gears again to have all equipment ready 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 Recycling and Planning

- Create on-line reporting process for annual recycling tonnage reports
- 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.

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 2015 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 2014-2015.
 - 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 2015, the Bureau will continue to provide traffic control and work zone safety for 2015 ***Road Resurfacing Program*** and the remainder of the 2014 ***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.

Initiatives 2015:

Division of Facilities Management

Administration Building

Installation of a Kitchen Hood Fire Systems to comply with NJ State Fire Code mandates. Replacement of two (2) Air Conditioning (AC) units in 2014 while obtaining additional quotes to replace one (1) unit in 2015 and one (1) unit in 2016 to fulfill total HVAC renovations.

Architectural/Engineer/ construction Manager Professional Services

County retained Professional Services Consultants in 2015 to assist with capital improvement project specifications, architectural drawings; RFP's and construction compliance monitoring.

Elizabeth Complex

The Justice Complex Project:

Phase #2: 48 inmate showers in PODS are expected to be 100% complete in 2015.

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. TBD

Engineering and Public Works (DPW) Buildings

Installation of new Emergency Generator Systems in both buildings and a complete Truss and Roof replacement at the Public Works (DPW) building.

New Annex Building

Preparation for Asbestos Abatement and Remediation propose for 2nd, 5th and Penthouse floors. Fire Alarm and Sprinkler Systems upgrade throughout the entire building. Installation of Kitchen Hood Fire Systems to comply with NJ State Fire Code mandates.

Oriscello Correctional Facility

New Roof, HVAC Chiller system and three (3) Inmate Elevator units replacements. Project specifications and time-line expected in 2015.

Parks

Continuation of bathroom renovations for a minimum of 17 public and employee restrooms located within the UC Parks area, employee work areas and Watchung Stables building. Project completion expected late 2015.

UC Courthouse Tower Egress & Fire Upgrade

Original specification prepared 2011. New Architectural/Engineering specifications and drawings will be update and prepared to planned RFP process during 2015. Actual project currently on hold until the construction

of the new UC Courthouse, Cherry Street Annex building completion and employee relocation anticipated in late 2015.

Bureau of Administrative Support

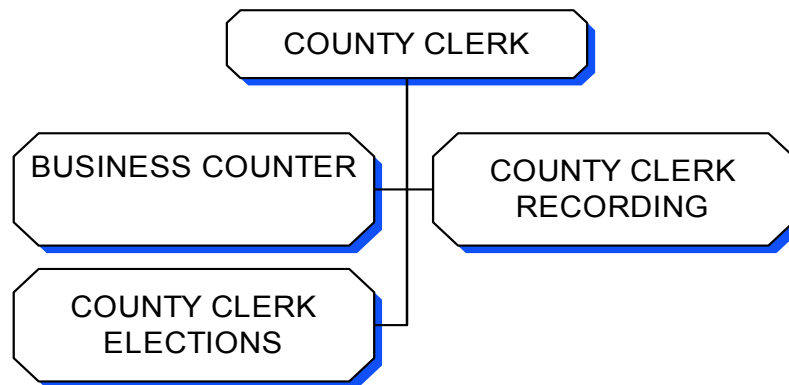
Additional goals set forth by the Bureau of Administrative Support above daily function and responsibilities are as follows:

- Implement Print Services digital ordering system countywide and to all agencies and non-profit clients.
- Utilize the Print Services digital ordering system for Sign Shop ordering.
- Extend the Print Services digital ordering system for use as an email approval system for email being sent to the public.
- Substitute material used in the Sign Shop with more cost effective, uncoated material that can be utilized by the efficiency for Rastek Printer.
- Replace an aging scanner with a suitable efficient updated version.
- Upgrade out of date computer still running Windows XP at the division level.
- To establish a higher rate of customer return and usage of the services provided by the Bureau of Administrative Support.

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.

2014 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.

2015 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.

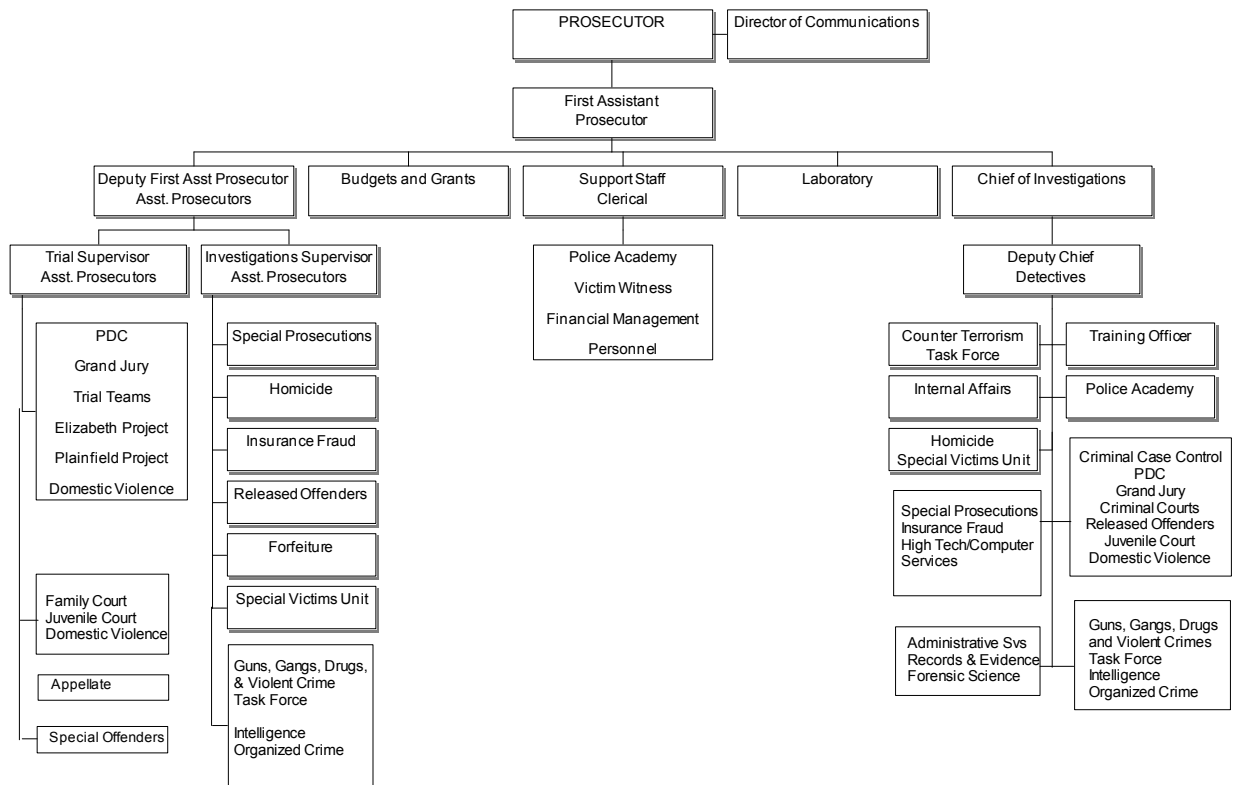
Elections

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 UNION COUNTY PROSECUTOR

MISSION

The mission of the Union County Prosecutor's Office is to investigate and prosecute major crimes occurring within the county; to proactively coordinate community outreach initiatives that improve quality of life for the County's citizens; and to work cooperatively with each of the County's various law enforcement agencies to protect the public's fundamental rights to safety, security, and liberty.

PROGRAMS & SERVICES

The Union County Prosecutor's Office is subdivided into more than 15 different specialized units comprised of detectives, assistant prosecutors, and clerical staff.

Some of those units and their functions include:

- Appellate Unit – Handles court motions and responses associated with various judicial proceedings such as appeals, post-conviction relief, motions to suppress evidence, expungement petitions, and pretrial intervention (PTI) matters.
- Asset Forfeiture Unit – Manages litigation 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 that which constitutes the proceeds of illegal activity.
- Domestic Violence Unit – Investigates and prosecutes incidents of domestic violence.
- Drug Court – Coordinates the county's participation in the State of New Jersey initiative through which non-violent offenders who are prone to substance abuse are offered a community treatment-based alternative to state prison.

- Grand Jury Unit – Maintains responsibility for preparing, investigating, and presenting matters involving indictable offenses to a grand jury panel.
- Guns, Gangs, Drugs, and Violent Crimes Task Force – Investigates and prosecutes incidents of illegal drug trafficking and gang activity in Union County.
- Homicide Task Force – Investigates and prosecutes all homicide cases, police-involved shootings, and child deaths in Union County.
- Intelligence Unit – Gathers and organizes information 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 objectives identified by the Prosecutor's Office.
- Juvenile Unit – Investigates and prosecutes crimes committed by juveniles in Union County.
- Pre-Disposition Conference/Pre-trial Intervention Unit – Maintains responsibility of reviewing the majority of criminal cases in Union County involving second-, third-, and fourth-degree criminal charges with an aim of resolving cases prior to grand jury presentation when appropriate.
- Released Offenders Unit – Maintains responsibility for ensuring that all convicted sex offenders residing in Union County have properly registered their residence, employment, and/or school attendance with the police department in the municipality in which they live.
- Special Prosecutions Unit – Investigates and prosecutes complex financial matters and official misconduct by elected or appointed officials, including incidents of insurance fraud, human trafficking, bribery, kickback schemes, election law violations, identity theft, bias crimes, welfare fraud, and computer crimes.
- Special Victims Unit – Investigates and prosecutes incidents of child abuse and sexual abuse of juveniles and adults.

- Trial Unit – Handles arraignments, pre-trial conferences, pre- and post-trial motions, trials, and sentencings of cases heard in Superior Court.
- Victim/Witness Unit – Provides comprehensive services to help crime victims and witnesses deal with the financial, psychological, and physical injuries associated with those crimes.

2014 ACCOMPLISHMENTS

The 2014 calendar year saw major accomplishments by the Union County Prosecutor's Office in each of the three areas outlined in its mission statement: investigating and prosecuting major crimes, coordinating community outreach efforts, and working cooperatively with other law enforcement agencies.

Some of those accomplishments included:

- In January, Elizabeth woman Maritza Chavez admitted to stealing approximately \$100,000 from more than two dozen local undocumented immigrants over the course of several years by making empty promises to help them obtain citizenship papers. The plea marked the end of a unique investigation in which prosecutors praised the courage of victims who came forward with information despite fears of being deported. Two months later Chavez was sentenced to 10 years in state prison for the crime.
- In March, more than 450 New Jersey law-enforcement officers from approximately 150 different departments participated in one of two daylong autism recognition and awareness training sessions coordinated by the Prosecutor's Office and sponsored by the County Prosecutors Association of New Jersey, marking a considerable expansion of the program from its inaugural event held last year. The two sessions, held at Brookdale Community College in the Lincroft section of Middletown and at Bergen Community College in Paramus, featured nationally renowned

autism/law enforcement trainer Dennis Debbaudt of Port St. Lucie, Florida.

- In March, Irvington man Arnell Yearwood admitted to fatally stabbing and strangling Union Township woman Diane Zaleski in her home in November 2010. In April Yearwood was sentenced to 30 years in state prison for the crime, with the full 30-year term required to be served before the possibility of parole.
- In April, the Prosecutor's Office partnered with YWCA Union County to host the first annual Union County C.A.R.E.S. (Community, Action, Response, Education, Safety) Domestic Violence Symposium, which was held at Kean University in Union Township. More than 250 people attended the symposium, which featured a keynote address by a nationally renowned law enforcement expert on domestic violence prevention and four panels with local representatives of law enforcement, private-sector human resources, the healthcare industry, and the faith community.
- In April, a yearlong Guns, Gangs, Drugs, and Violent Crimes Task Force investigation resulted in the arrests of 20 people and the dismantling of a heroin mill and a multi-tiered narcotics distribution ring operating throughout parts of North Jersey. Search warrants executed in Bloomfield, Elizabeth, Linden, Newark, and Rahway yielded seizures of \$116,500 in cash, plus approximately 4.5 kilograms of MDMA (better known as "molly"), 60 grams of crack cocaine, 140 grams of cocaine, 140 grams of heroin, 14,000 counterfeit Viagra pills, and more than 100 bottles containing a cumulative total of more than 10,000 units of various prescription pills – it was the largest seizure of prescription pills in Union County Prosecutor's Office history and even eclipsed the cumulative total of the number of pills processed at the Union County Forensic Laboratory from 2011 through 2013.
- In May, following a six-week trial, Newark man Rashawn Bond was found guilty of first-degree felony murder, first-degree kidnapping, and second-degree robbery in connection with the

2008 death of Somerset County woman Tanya Worthy. Bond and three co-defendants who are still awaiting trial were accused of orchestrating the kidnapping of Worthy and attempting to rob her boyfriend; when the plan unraveled, Worthy was fatally shot and her body left in her BMW, which was set on fire and abandoned in Elizabeth. Approximately six months after the conclusion of the trial, Bond was sentenced to life in prison for the crime.

- In July, the Prosecutor's Office distributed a total of 200 Narcan kits among the county's 21 municipal departments, with all of the kits available for immediate use – an aerosol form of the drug naloxone, the drug is administered to sufferers of a heroin overdose nasally through use of a device known as an atomizer. During the first four months of deployment the Narcan kits were credited with saving no fewer than 11 lives in the County.
- In November, the Prosecutor's Office hosted its second annual Forum for School Administrators before an assembled group of approximately 150 people at Kean University in Union Township. Each of the county's public school districts and many of the county's private middle and high schools were invited to send representatives to the forum, which featured presentations by Prosecutor's Office staff on topics including juvenile sexual assault reporting protocols, juvenile gang trends, cyberbullying, teen suicide, computer crime prevention, and juvenile heroin and prescription opioid abuse.
- In November, a month-long Guns, Gangs, Drugs, and Violent Crimes investigation resulted in the arrests of eight people and the seizure of the equivalent of more than 4,300 bricks of heroin with an estimated street value of more than \$3 million. The execution of search warrants in Linden and Union Township dismantled two fully functional, high-volume heroin mills that not only supplied wholesale-quantity amounts of narcotics to multiple counties throughout New Jersey, but also to multiple out-of-state urban areas.

2015 INITIATIVES

Initiatives the Union County Prosecutor's Office will be pursuing throughout 2015 include:

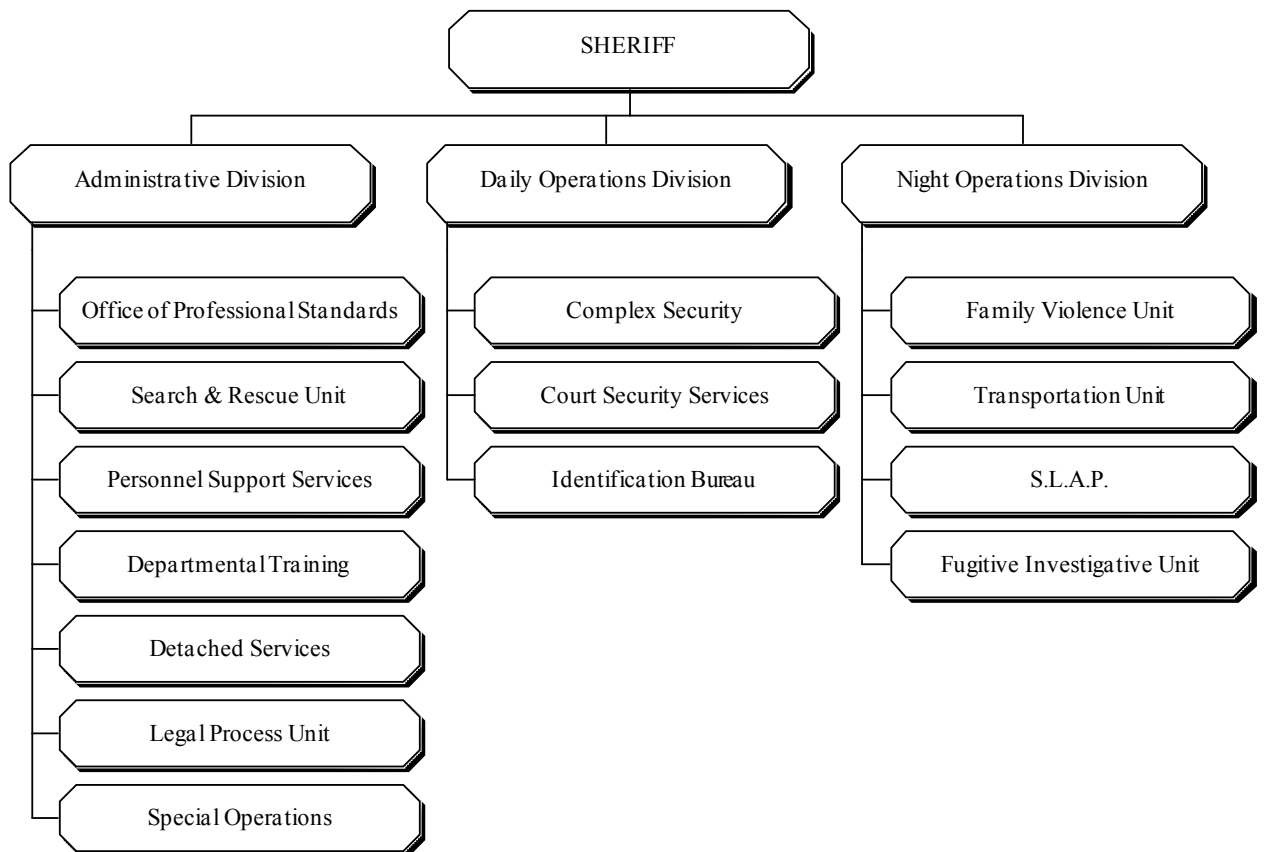
- In one of the most significant operational changes the Prosecutor's Office will have undergone in years, investigations will be taken "vertical" in 2015, meaning that a single assistant prosecutor will manage each case from its inception through full adjudication. The process is anticipated to demand staff reassignments and redistribution of resources, with expected outcomes including improvements in indictment and conviction rates and in the management of investigations and prosecutions.
- Working in tandem with municipal, county, state, and federal authorities, the Prosecutor's Office's Guns, Gangs, Drugs, and Violent Crimes Task Force is expected to continue to develop and manage highly coordinated, manpower-intensive, long-term investigations intended to fully dismantle large-scale drug trafficking rings and violent gang organizations throughout Union County.
- Throughout the year, acting Union County Prosecutor Grace H. Park and other Prosecutor's Office representatives will continue to participate in outreach forums and community events intended to raise awareness about the abuse of heroin and prescription opioids in New Jersey. Whereas in the past Prosecutor's Office representatives would participate in such events upon request, in 2015 the Office intends to also actively organize and coordinate its own events on an as-needed basis.
- The operations of the Office's Domestic Violence Unit were streamlined and reorganized in late 2014, and in 2015 investigations into incidents of domestic violence are expected to be further enhanced via the establishment of a Family Justice Center housed at the new Family Court building currently under construction. With legal counsel, social services, and logistical support provided to victims through this model of care, investigations into these incidents are expected to become fully holistic in their approach.

- The Prosecutor's Office's Non-Fatal Shooting Initiative, launched in 2014, is expected to take full effect in 2015, through which a new set of protocols will be put into place in order to increase the Office's involvement in investigations of this nature. A Prosecutor's Office Directive taking effect in January 2015 will ensure immediate notification to an assistant prosecutor who will be assigned to every such investigation in order to provide legal advice and logistical guidance.
- Throughout 2015 the Prosecutor's Office will be performing a focused review of the various forms of training provided to law enforcement representatives countywide, with a particular emphasis on training regarding use of deadly force.

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.

2014 ACCOMPLISHMENTS

- Attained reaccreditation from the New Jersey Chiefs of Police, using in house staff only.
- Placed our foreclosure sales online to expand access and these previews have resulted in increasing the number of participants for the

sales. In addition, we continued participation with the foreclosure committee educate residents on foreclosure assistance programs.

- Upgraded security cameras throughout the complex.
- Completed thousands of prisoner movements without incident both in transporting prisoners and in the court room settings.
- Participated with the county police and prosecutors' office in two successful gun buyback programs taking weapons off our streets.
- Maintained partnerships with the Prosecutor's office for Homeland Security and emergency response, and added a new partnership for domestic violence.
- Maintained fiscal controls in overtime and operating budgets.
- Began the process of automating payroll, time and attendance, and manpower planning.
- Had another successful youth academy, with over one hundred young people attending our two week summer sessions.

None of that stands in importance to our office to the loss we suffered when Sheriff Ralph Froehlich passed away in July 2014. We thank the many agencies, leaders, and everyday citizens who supported us in our time of grief. And we work each day to honor the memory of Sheriff Froehlich. We miss him dearly.

2015 INITIATIVES

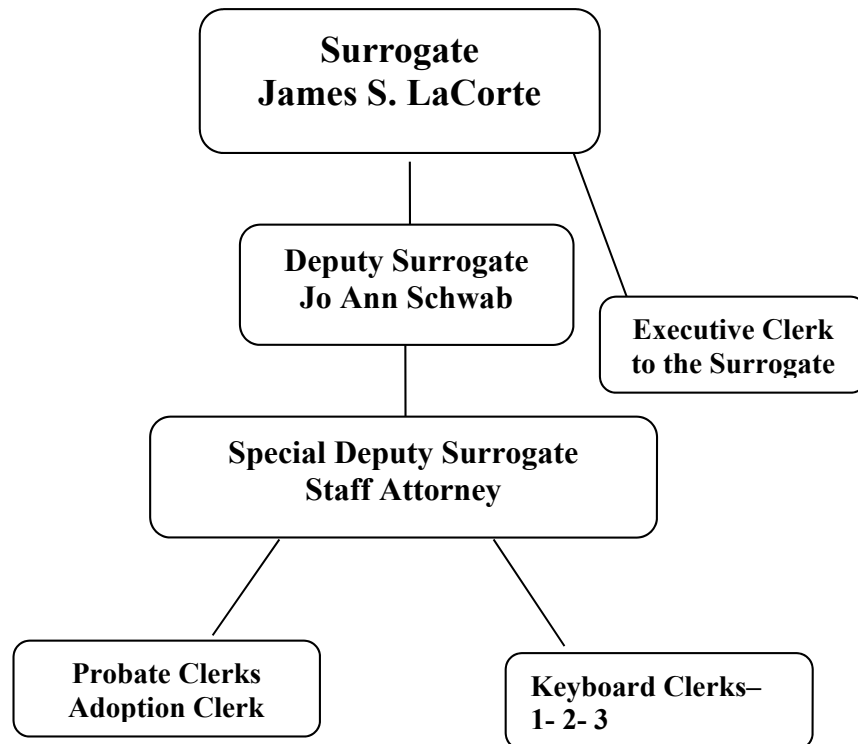
- Reorganize our outside units, creating more synergy and efficiencies among them.
- Divide our Crime Scene Unit and criminal identification into two units for stronger utilization.
- Review and diminish officers performing clerical functions.
- Begin our transition for security for the new courthouse.
- Implement time and attendance system with focus on unit manpower scheduling and automated payroll.

- Move to automated report writing and GPS tracking.
- Offer an onsite fitness and wellness program.

Office of the Surrogate

Organizational Chart

Office of The Union County 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.

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 1991 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, Rahway, 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.

2014 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 The Bar Association, Police Trainees and The State Probate Judges.

In addition I have been conducting classes and seminars for the Local and State Bar Associations. The law now requires that attorneys earn continuing education credits each year. The opportunity to provide solid legal advice and discuss work product with the attendees is beneficial to everyone

Continuing education for our residents is important. I continue to advocate the education of the public about important legal matters. Recent changes in banking laws and concern over reverse mortgages have brought new information to the forefront in estate planning.

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.

Home Appointments

As an addendum to Evening Hours, home appointments were up this year with home appointments I visited 58 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 4000 clients a year, with a combined number of calls and clients of approximately 9500 for probate, guardianships, adoptions, and affidavits. 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.

There are times when family members don't agree. 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. I preside over these hearings and many 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. 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.

The Court Mandated Monitors

The Monitors are in place and have access to the files of the Court. The State of New Jersey, Administrative Office of the Courts has mandate that **ALL** Surrogate's provide their volunteers with access to records and a place to perform their monthly assessments. The State volunteers specifically look into the monetary assets of the incapacitated person and the guardian who is responsible for handling all the funds of the individual. While the Surrogate's Monitors focus on the well-being of the individuals.

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.

This year we were required by law to seek proposals from the financial institutions for these accounts. In November a packet was prepared and mailed to all the banks, 39 banks and the tallies were sent to the Assignment Judge for her decision. Bank orders are prepared by our office and the Judge and Bank Representatives sign them and they are filed in by our office. All filings are done with the Administrative Office of the Court.

Adoption Day

Once again we participated in the Adoption Day Program. This year 7 children were placed with forever families. Our Adoption clerks receives the complaint for adoption, files it in, checks to make sure all the necessary documents are there and staffs the hearing for the Judge.

Superior Court

This year Judge Dupuis is the Presiding Judge, Chancery Division, Probate Part. Our Superior Court Staff report to her on a weekly basis and have motions twice a month.

This April the Special Deputy will be retiring after serving 34 years. Arlene Verniero has served this County and Office with Dignity and Respect for those years and we will be sorry to see her go. The Staff Attorney and Deputy Surrogate along with support staff will assume some of her responsibilities for the time being.

Staffing

During 2014 we had two employees leave which left us short staffed. It is our intention to fill these vacancies in 2015. A suitable candidate will be recruited for the position of Probate Clerk who requires a knowledgeable person with people skills.

2015 INITIATIVES

New Court Rules

The Administrative Office of the Courts has deemed it necessary for the Surrogates to participate in a web based monitoring program for Incapacitated Persons. The responsibility of maintaining, security and training for this program lies solely with the ACO, however, the Surrogate's Court has provided space and internet connections to assist in this requirement. The State Court's Wi-Fi system is not accessible in our office; however we have provided them access through our own system.

Constituent Services

Always looking to improve our outreach to the individuals in the county and educate them on the probate process. The introduction of a new brochure this year entitled "Power of Attorney vs. Medical Directive has been well received. Copies of the new brochure are available in our office and the public information kiosk in the atrium.

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. I have been asked to participate as a panelist on several occasions to help educate the legal profession about changes in probate law. My Executive Clerk, and myself must maintain certain credits in order to be able to continue to practice law and we also attend classes.

Renovations

In 2014 we had another flood damage was done to the ceiling, carpets and furniture. Some work has been done to the area and it is our intention to repaint the office early in 2015. New furniture for the existing reception area is on order and we will use one of the desks for the new scanning area.

Parking is always an issue with our clients. I would respectfully request that the parking directions to the new parking facility be included (with fees) in any informational form the county deems. Also the availability of the handicapped parking should appear on the web site and brochures.

New Software System

The new system has provided additional resources that the old system lacked; the office is now able to generate the mandated reports in a matter of minutes. Documents that we were never able to retrieve from the old system are now on line and ready to go. We now have the ability to pull reports, request data and forms that have been beneficial to the court. It has also expedited the process time for the clients, we are now able to handle the clients in an expeditious manner and provide efficient service to the residents.

New position

In 2015 I have a probate clerk position I will have to fill. Probate Clerks are the “intake” area of the office. If a client comes in they will speak with a probate clerk, if the situation has to go to Superior Court, they will have the client speak to the Attorney, Surrogate or Deputy. A suitable candidate will be recruited for the position which requires a person familiar with legal terms and the ability to deal with the public.

Communications

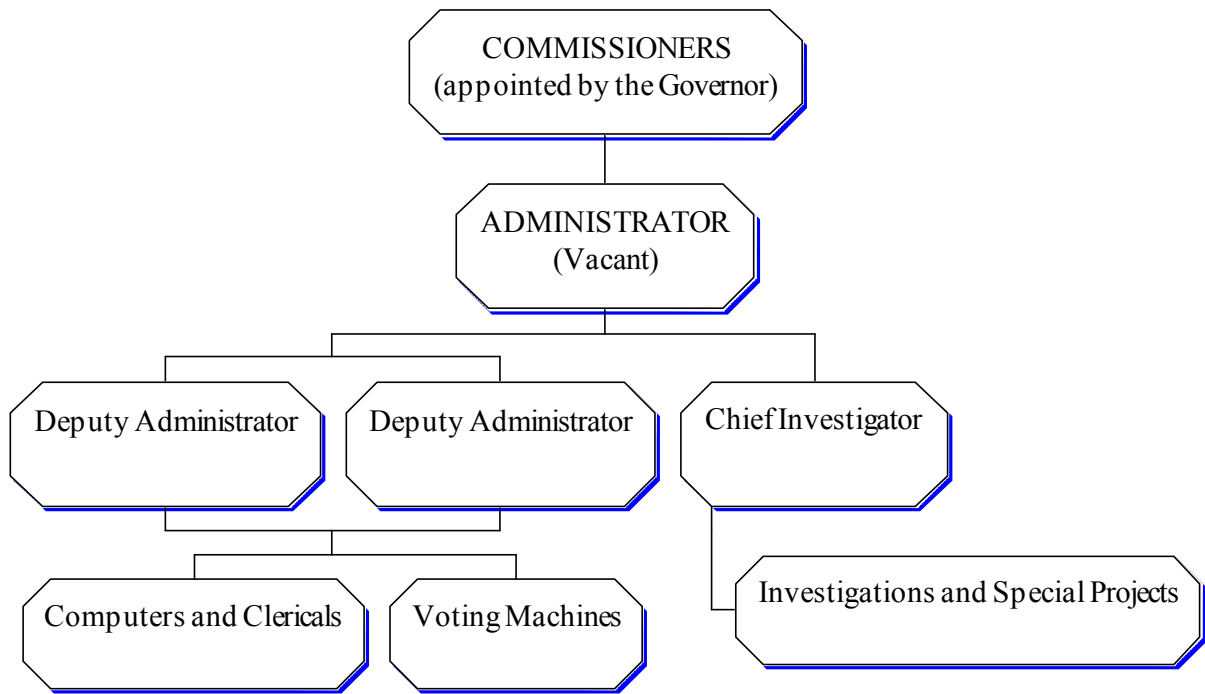
It is always my goal to expand the communications for my office. I feel that the Constitutional Officers should make every effort to support and educate the constituents in this County. I would like to find additional outlets open for discussion on the services my office provides.

Additionally I have several more brochures that I would like translated that would be available to the public. This I will pursue in 2015.

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.

2014 ACCOMPLISHMENTS:

All batteries were replaced in voting machines.

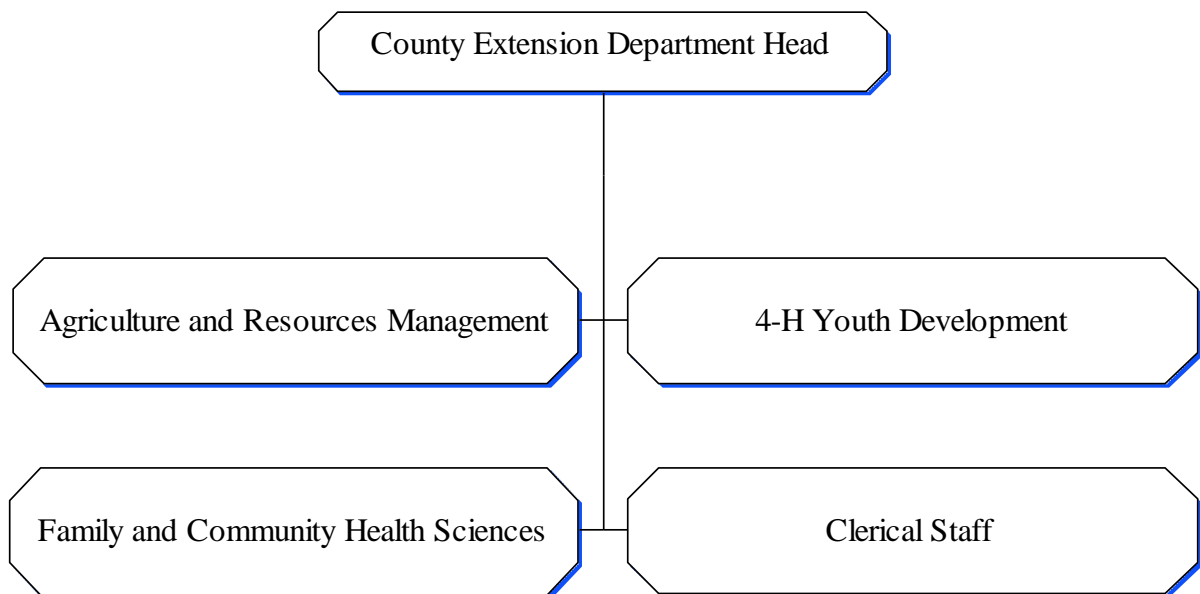
2015 INITIATIVE:

Getting board workers exempted from state taxes as in federal.

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.

2014 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. Twenty-nine (29) people attended the workshop. Ten teachers received professional continuing education credits for attending the workshop. Participants identified most important concepts learned as gardening safety for children, seed starting and classroom hydroponics.

Community Vegetable Gardens

County Agricultural Agent, Madeline Flahive DiNardo, provided training on establishing and maintaining community vegetable gardens for the Home First Agency (Plainfield), and the Hillside Community Garden Seton Hall University student volunteers. She provided technical advice to Plainfield Senior Housing Richmond Towers to assist them with a greenhouse installation project and taught a teacher in-service on greenhouse management at the Jardine Academy in Cranford. She continues to work with the “Come Grow with Us” community gardening program. This summer she provided technical advice for their most recent project, Liberty Hall Farm, located at Kean University.

School Gardening Projects

Mountainside School District received a grant from PSE&G to install two hobby greenhouses at Deerfield School. RCE is a project partner for the grant. Master Gardeners taught students how to grow vegetables from seed and transplant them into the school garden.

Programs for the Turf and Landscape Professional Industries

ProFact Fertilizer Applicator Training

Landscape professionals and government employees who apply fertilizers to turf are required by state law to be certified NJ Fertilizer Applicators. The certification program is an on-line course and exam. (www.profact.rutgers.edu). RCE of Union County offered an “in person” training to professionals who prefer more traditional methods of training and exam taking. The program taught by Rutgers Extension Specialist in Turf Management, Dr. James Murphy. Participants had an opportunity to take a written certification exam. The class also provided required recertification credits for certified fertilizer applicators. Thirty professionals participated in the program and earned/maintained their certification.

Emerald Ash Borer Program

Emerald Ash Borer (EAB) is an invasive insect pest that is responsible for the death or decline of tens of millions of Ash trees. EABs have been detected in 13 States in the Mid-West, Mid-Atlantic and Northeast and in parts of Canada. The EAB was found in a mall parking lot in Bridgewater, NJ and in a trap in Burlington County in spring, 2014.

RCE of Union County hosted a program for professional landscapers, arborists and municipal and county employees to alert professionals about EAB and other invasive insect pests. Paul Kurtz, NJ Department of Agriculture, presented the lecture. The 18 participants learned how to recognize this invasive pest, report it and management techniques to protect Ash trees. Participants (13) earned recertification credits for their NJ Pesticide Applicator license.

Rutgers Master Gardener Program

The Rutgers Master Gardeners of Union County have been serving county residents since 1987. Twenty new volunteers completed the training

program in 2014, joining 265 active volunteers. The recent graduates have volunteered 698 hours as new Master Gardeners. As of November 25, 2014, Master Gardeners reported 5,615 hours of service in 2014, valued at \$142,227.95 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 2014, the program was offered at Runnells Hospital, Children’s First School in Fanwood, the Cerebral Palsy League in Cranford, and ARC of Union County (Roselle). The Master Gardeners teamed up with the County Parks and Community Renewal Recreation for People with Disabilities program to offer a horticulture program for children in the spring.

The County Recreational program for children with developmental disabilities was a four week session held in the demonstration garden and greenhouse at Trailside. 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.

Trailside Greenhouse and Demonstration Garden Visitors

The new greenhouse facility has enabled RCE to offer horticulture programs for people with disabilities. Young adults and teens from the Cerebral Palsy League in Cranford and Community Access have participated in “hands-on” projects in the greenhouse.

The Annual Master Gardeners Spring Garden Fair and Plant Sale in the demonstration garden had 1,144 visitors. The event’s planning committee received a team Award for Excellence at the State Master Gardener Conference held at Rutgers University.

The garden and greenhouse was open during the Trailside Harvest Festival; 476 people enjoyed the gardens. The gardens were also visited by the Berkeley Heights Seniors’ Club 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; surpasses 20 tons (20,000 pounds) of donated produce. In the 2014 growing season, the garden yielded over 2,300 pounds of fresh produce as of early October.

Seeds for Hope

Since 2007, the Master Gardeners have arranged over 1,200 bouquets of over 35,000 flowers and greens, mostly grown in the demonstration garden at Trailside. The bouquets are given to agencies that serve cancer survivors and families, including: 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 fundraising events such as the “Relay for Life” to support research efforts and families with medical expenses.

In 2014, Master Gardeners arranged and distributed on a weekly basis: two bouquets to the Outpatient Oncology Center at Overlook Hospital, two bouquets to the Inpatient Oncology Center at Overlook Hospital; and one bouquet to an Infusion Center of Overlook Hospital in Springfield.

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 respond to 70 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 conducted the 2nd year of 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. In the second year, close to 50 applications were received 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 previously installed rain gardens in the first year can be found at this link:

<https://plus.google.com/u/0/photos/107857951227606144607/albums/5932844789230143137?authkey=CJ2HpK29i97rKw>

A rain garden home selected in 2014 will be installed in the spring of 2015. 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.

Borough of Kenilworth

As a result of the Green Car Wash installed in the Township of Clark, the Borough of Kenilworth adopted the technology and worked with the Rutgers Water Resources Program to install a similar Green Car Wash in their public works yard. This project was done as part of a capital improvement project focused on making improvements to the public works yard.

Rain Barrel Train the Trainer Program

The Rain Barrel Train the Trainer program continues to educate Master Gardeners, teachers, environmental organizations, and gardening club representatives from Union County and the surrounding region 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. In 2014, close to 20 rain barrel programs were run by 15 trainers including the Borough of Cranford and City of Plainfield.

Organic Land Care

In cooperation with Extension colleagues, Michele started a new state-wide Organic Land Care Certificate program:

www.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 second organic land care course was completed in January, 2014. It was expanded to five days and graduated 19 professionals. 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 2,601 acres of residential and commercial properties. If organic practices are utilized on those properties then the use of 480,600 pounds of synthetic nitrogen fertilizer would be avoided each year and 17,000 pounds of synthetic pesticides would be reduced each year.

Promoting Green Infrastructure Practices

Through a \$12,300 grant received from The Watershed Institute, Michele partnered 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 was in Rahway, Cranford, Maplewood, Millburn, South Orange, Springfield and Summit.

In April, Michele co-taught a two-day rain garden training program for representatives of these towns. The program was attended by over 25 municipal representatives who committed to becoming rain garden champions for their towns.

Since this training three rain gardens have been installed by the champions; one in Cranford and two in Springfield.

Awards

The Rutgers Organic Land Care program, which Michele co-coordinates, was the 2014 National Winner of the National Association of County Agricultural Agents Search for Excellence in the category of landscape horticulture. The award was received at the July, 2014 NACAA conference.

This same program was also awarded the 2014 Environmental Stewardship Award, which is presented annually by the New Jersey Turfgrass Association, “to a person or organization in recognition of a continuing commitment to environmental preservation and conservation.” This award was received at the 2014 NJ GREEN EXPO Turf & Landscape Conference, in Atlantic City in December.

Michele also received one award from the Association of Natural Resource Extension Professionals; the fact sheet titled “Rain Barrels Part IV: Testing and Applying Harvested Water to Irrigate a Vegetable Garden” was selected to receive an ANREP 2014 Gold Award in the Educational Material – Short Publication category. This fact sheet can be viewed at:

<http://njaes.rutgers.edu/pubs/fs1218/>

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, Bridgeway Rehabilitation Services, International Rescue Committee, and the Elizabeth YMCA Homeless Shelter, at Gateway YMCA, International Rescue Committee, and Division on Aging. The SNAP-Ed team also participates in 2-4 health fairs each year at Bridgeway, Community Access, and Community Coordinated Child Care (4C's). In 2014, the Registered Dietitian Supervisor and three Community Assistants mentored nine dietetic interns from 4-year institutions and nine 2-year students.

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 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 dietitian provided nutrition training for home health aides, acted as gerontology program preceptor for dietetic interns and dietetic technicians, taught exercise 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. Summer nutrition 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 and Wealth™

Dr. Karen Ensle, FCHS Educator/Department Head and Dr. Barbara O'Neill, Financial Specialist, co-authors of the book *Small Steps to Health & Wealth™* continued to provide monthly health and finance messages, developed twenty-five short newsletters that were integrated into the *Get Moving Get Healthy NJ Workforce Wellness* on-line newsletter series that are e-mailed weekly to county employees. The Small Steps program includes adult and youth curriculums, webinars, challenges, podcasts, a blog, tweet chats and was cited by USDA-NIFA as "a nationwide Extension Program with impact." A quiz to collect national data on health and finance behaviors is currently being collected. As a result of the program, consumers continue to reduce their debt, improve savings, increase their 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 first two-year grant (2011-2012) included Queen City Academy, Plainfield, NJ as one of nine NJ Schools to receive \$ 7,500 in funding to develop a school garden and provide nutrition education to K-11 students. The grant was refunded 2013-2014 to promote family health working with early childhood youth along with staff and parents 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. *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.

“Eat Healthy, Be Active Community Workshops” Training

A small grant of \$ 1,200 provided funding for the FCHS Educator to collaborate with the Food & Drug Administration Public Affairs Specialist to train teachers, nutrition professionals, public health and Extension educators in using a six-lesson *Eat Healthy, Be Active Community Workshops*” curriculum developed by ODPHP/ FDA based on the *2010 Dietary Guidelines/2008 Physical Activity Guidelines for Americans*. Three workshops were held at RCE of Monmouth County, Rutgers Dietetic Internship, Scotch Plains and for Curriculum Connections statewide conference for teachers at Robert Wood Johnson Fitness Center, Hamilton. A total of one hundred sixteen professionals were trained to use the hands-on curriculum with older youth and adults.

Get Moving, Get Healthy NJ with FCHS

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: Functional Foods programs on “Chocolate,” “Fruits & Vegetables,” and “Coffee” were taught to eighty Berkeley Heights seniors, eight-five Union seniors and fifty Mountainside seniors. The “Reducing Salt in the Diet” program was taught to fifteen Plainfield school nurses, Mountainside seniors, to twenty-five seniors at

Westfield Senior Housing and to eighty in Berkeley Heights. “Drinking Healthy Beverages” was taught to twenty-five parents at Roselle Pre-K and to thirty-five teen cheerleaders at the Hillside Community Center. “My Plate and general nutrition classes were taught at BUF I & II along with HOPES Headstart in Plainfield to seventy-five parents. Food safety education was provided at Ehrhart Gardens and Schaefer Gardens to seventy seniors. “Garden-Enhanced Nutrition Education” was presented to forty-five teachers and health professionals at the Union County annual conference. The FCHS Educator provided an on-line Worksite Wellness Education Program for Union County employees with weekly e-mail newsletters and websites on health-related topics.

Health & Wellness Fairs

Participated on the Union County Executive Wellness Committee, participating in the county wellness fairs reaching several hundred employees, participated in the “Take Your Child to Work Day” with nutrition and wellness education for 100 youth and parents that attended. Provided nutrition information at county health fairs sponsored by Strengthening Families Fun Night Health Fair, Plainfield attended by 450 families, City of Elizabeth, Peterstown Health Fair for 50 families, Elizabeth High School Health Fair attended by 300 youth, Calvary Pre-K Family Book & Health Fair, Cranford for 50 families, Rutgers Day 2014 for the FCHS Department reaching 250 adults.

Rutgers E-College On-line Teaching

Taught 50 undergraduate juniors and seniors in the School of Environmental and Biological Sciences (SEBS) a three credit “Wellness Behavior” course to generate funding for statewide Cooperative Extension to offset budget deficits. Course evaluations ranged at 3.85 out of a 4.0 scale.

Membership on Local Boards

Member of the Union County Executive Wellness Committee, Union County Directors of Aging Programs; Board of Directors for Community Access, Ltd, Elizabeth and the Gateway YMCA, Elizabeth; Shaping Elizabeth Project Committee; and the Strengthening Families Initiative Stakeholders Committee, Rahway.

4-H Youth Development

4-H Summer Science Program – *Helping students from low-income areas thrive in school*

Participating in the 2014 4-H Summer Science Program were, The King's Daughters Day Camp, Neighborhood House, The Black United Fund, all in Plainfield; The Rahway Housing Authority, and the Elizabeth Coalition to House the Homeless. Altogether, 350 youth participated in the 2014 Summer Science Program.

This years' program was enacted differently than past years' programs. Due to a reduction in grant funds we could no longer send science teachers to program sites. Instead we trained staff from the above mentioned centers in how to do science with their students. The training occurred in late June. 12 staff members participated. In addition to showing the staff how to teach the lessons we also provided them with materials. Also, after the initial training we visited the sites to observe how they had implemented the activities. Observations done at the Kings Daughters' Dayschool and the BUF Daycamp showed that the instructors had successfully mastered the materials.

Elizabethport 4-H Program – *Bringing activities to low-income youth*

This 4-H program provided afterschool activities to approximately 40 youth in 2014. 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*

130 Union County youth from grades 1 through 12 participated in 16 4-H clubs in 2014. Each club focused on a specific interest area such as small animal care, dog obedience, and horticulture. New clubs in 2014 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 2014 – *Improving communication skills in youth*

Presentation Night 2014 was held at the Union County Magnet High School in Scotch Plains. 40 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 2014, 45 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. 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.

2015 INITIATIVES

Agricultural & Resource Management

Greenhouse Facility

The new greenhouse provides 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 2015 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 2015.

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 28, 2015 at Trailside. The target audience for this program is school teachers and administrators and people interested in starting a community garden.

Madeline Flahive DiNardo is working with other NJ Master Gardener Coordinators to develop a Community Gardening Curriculum that can be used by volunteer Master Gardeners to expand our educational outreach in this area.

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. A

training program for county and public works employees on the Emerald Ash Borer and other invasive insect pests is being planned for winter of 2015.

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

NJDEP has given a No Cost Time Extension for this project till July, 2015. 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 continue to assist rain garden champions in planning and installing rain gardens within the Rahway River Watershed. In addition, Michele will be working with the Rutgers Water Resources Program to conduct a maintenance training of bioretention basins and cisterns for Union County public works.

Organic Land Care

Michele will help organize the 3rd Organic Land Care Certificate course planned for January 12, 13, 14, 20, and 2. 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.

Fact sheet and manual

In addition, Michele will be helping to finalize the New Jersey Organic Land Care Best Practices manual for professionals along with other Extension colleagues including Madeline Flahive DiNardo. Michele will also be developing a fact sheet for homeowners on organic land care. 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 2015. 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, 2015. Michele will be presenting on new state legislation that allows schools to serve to students produce grown in community and school gardens.

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,” “NEW 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,” a USDA TEAM Nutrition Education Project

Facilitate nutrition education training of school personnel and parents at local Pre-K schools. Continue to search for grant funding to expand the project in Union County.

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 participate in the “Shaping Elizabeth” project and 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 programs that emphasize the research and health benefits of consuming foods and beverages high in phytochemicals such as tea, chocolate, mushrooms, coffee, berries and fruits/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

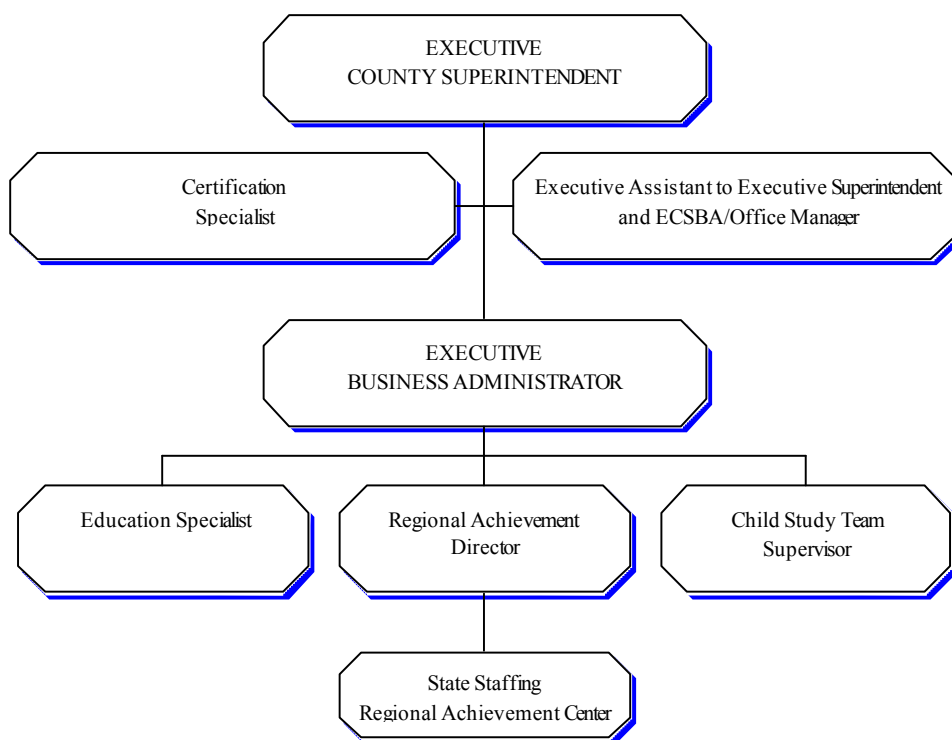
- The 4-H Master Tree Steward Program will reach 3,000 youth.
- The 4-H Summer Science Program will increase the emphasis on visits from scientists and science workers to the participating day camps and involve 500 children.
- Recruit a new site to house the 4-H Summer Science Program.
- The 4-H Club 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.
- 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.

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

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 4-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.

2014-15 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.

2015 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.

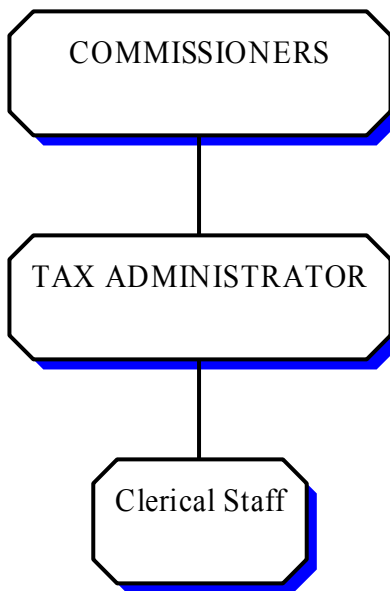
The 2015-16 district budgets will be under review for increased efficiencies. The assistance and review of those districts that remain in the "improvement needed status" will continue. As follow-up visits occur, this office will report publicly the district status and future direction of the district.

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 2015 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 taxable value of all property in the County as prescribed by law in order that all property shall bear its 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.

2014 ACCOMPLISHMENTS

In 2014 the Union County Board of Taxation received 4,470 tax appeals. Although this was a reduction of 16.5% from the previous year, it was still the third 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.

This past year 549 additional filers utilized the online tax appeal system. This was a 40% increase over 2013. Overall in 2015 43% or 1,925 appeals were filed online compared with 25% the year before.

Additionally, the Tax Board was able to purchase several new computers for tax assessor's office throughout Union County.

Lastly, the Tax Board processed 8,796 deeds in 2014. This represented a 5.5% increase over 2013 and a 19.5% increase since 2012.

2015 INITIATIVES

In 2015, the Tax Board expects the Borough of Roselle Park to begin work on its first revaluation since 1984. The Tax Board anticipates the revaluation to be completed at the end of 2015 and new assessments to be placed on the books effective for 2016.

The Board will continue to work with the Monmouth County Board of Taxation to identify and implement improvements to the online tax appeal system.

In conclusion, the tax board will continue to seek ways to improve upon its technology infrastructure, work processes and service to the residents of Union County.