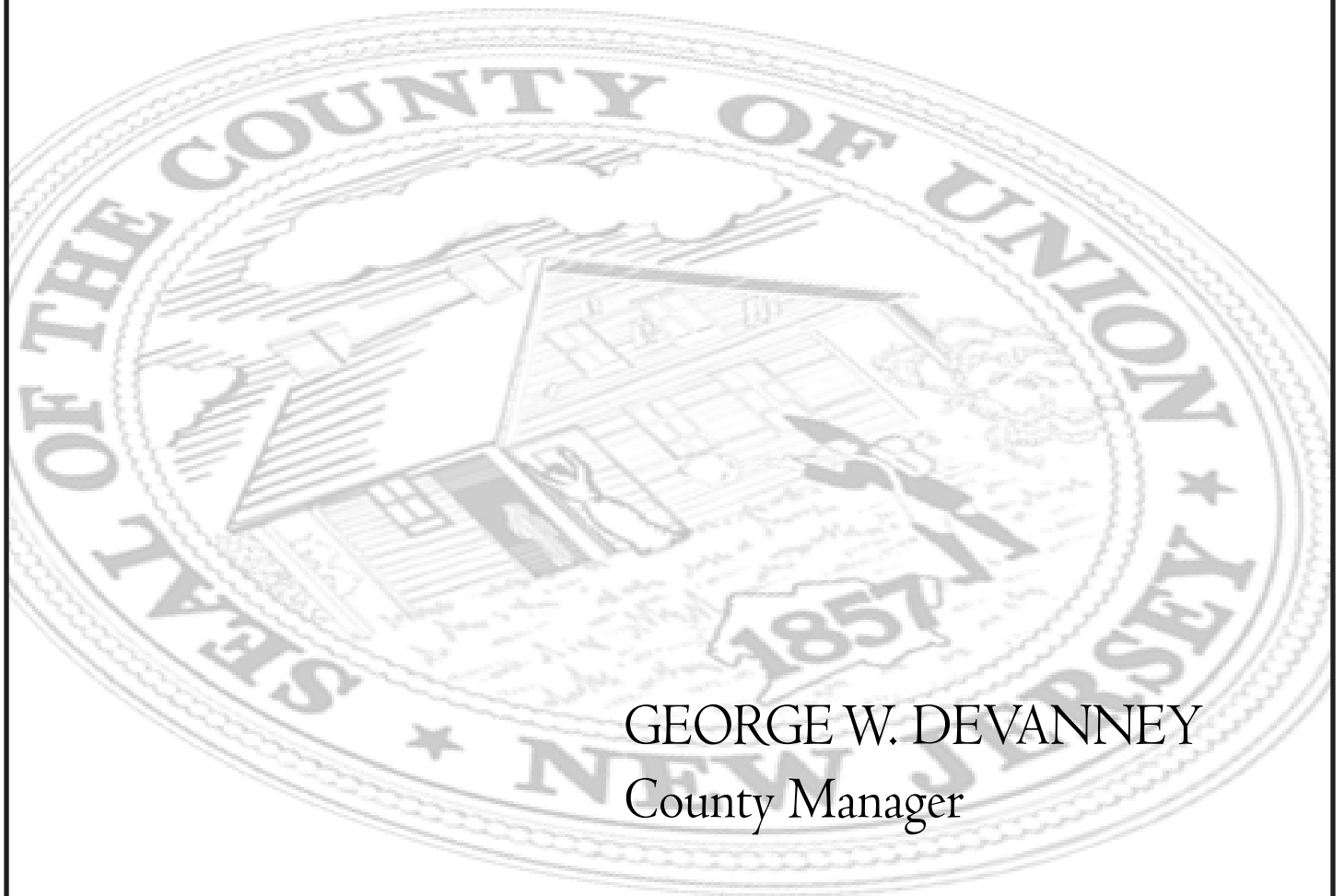


**UNION COUNTY  
GOVERNMENT  
2011 Executive Budget**



GEORGE W. DEVANNEY  
County Manager

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# COUNTY OF UNION

## 2011 Executive Budget

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# **County Manager Letter to Board of Chosen Freeholders**

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**BOARD OF CHOSEN FREEHOLDERS**

**BOARD OF  
CHOSEN FREEHOLDERS**

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March 16, 2011

**DEBORAH P. SCANLON**  
*Chairman*

**ALEXANDER MIRABELLA**  
*Vice Chairman*

**LINDA CARTER**

**ANGEL G. ESTRADA**

**CHRISTOPHER HUDAK**

**MOHAMED S. JALLOH**

**BETTE JANE KOWALSKI**

**DANIEL P. SULLIVAN**

**NANCY WARD**

**GEORGE W. DEVANNEY**  
*County Manager*

**M. ELIZABETH GENIEVICH,**  
**C.M.C., M.P.A.**  
*Deputy County Manager/  
Director of Administrative  
Services*

**ROBERT E. BARRY, ESQ.**  
*County Counsel*

**NICOLE L. DIRADO,**  
**C.M.C., M.P.A.**  
*Clerk of the Board*

The Honorable Chairman Deborah P. Scanlon  
Members, Union County Board of Chosen Freeholders  
Union County Administration Building  
Elizabethtown Plaza  
Elizabeth, NJ 07207-2204

Dear Freeholders:

The 2011 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.

New Jersey's problem on the overreliance on property taxes is well documented. This most regressive form of taxation unfortunately hits homeowners hardest. Here in Union County, property taxes on the average home are approximately \$9,000 of which the County portion is about \$1,700 or around 18 percent.

This Executive Budget meets the State-mandated Cap. Union County has been working hard for a number of years to make that happen.

We began with a set of reforms we call *our* "Union County Toolkit." We didn't wait for Trenton to get going on reforms. Without our action, Union County would have been forced to look at draconian cuts that would impact health care at Runnells Specialized Hospital, public safety, education, economic development and job creation.

We took a number of steps that have saved us more than \$10 million in the past few years. These savings will continue this year as well. First, we froze wages. All elected officials and many non-contractual employees have had their wages frozen for over three years—saving approximately \$2.3 million during this period.

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**ADMINISTRATION BUILDING**

Elizabethtown Plaza

Elizabeth, NJ 07207

(908)527-4100

fax(908)289-4143

www.ucnj.org

***We're Connected to You!***

Eight public employee unions had their wages frozen in 2010 and three—including CWA---have their wages frozen in 2011. County Police and Corrections Officers accepted a zero percent raise this past year, as well as Council 8 (the largest County union).

Trenton is still talking about having public employees contribute more to their benefit plan, capping sick time, and vacation time. However, we have already done that. We began the process of having employees contribute more to their benefits package more than ten years ago---and it has saved the County a million dollars a year. Fourteen unions agreed to increase contributions to their prescription drug plans and voted for higher contributions for new employees. The new rates are nearly double the State-mandated rate.

Other reforms included:

- Annualized savings of \$4.7 million achieved through a total of 103 vacancy eliminations, retiree position eliminations and layoffs in 2009. As part of this plan, we abolished the division of engineering, and have contracted for these services with the private sector.
- Refinancing in 2009 of \$77.4 million in debt that is saving a total of \$4 million over a nine-year period, including 2011.
- Reduction of overtime at the jail by \$2.5 million over the past three years.

Now I will address the proposed 2011 Executive Budget which meets the State Cap. The County's average tax bill is about \$1,700—which represents an increase of \$108 this year.

This year, we are once again taking measures to ensure fiscal stability. We reformed the purchasing of insurance by joining a County Joint Insurance fund. By joining with other counties, we use our joint purchasing powers to obtain lower rates, saving \$1 million in premiums. Additionally, we have been reducing our operating expenses over the past few years, and this year have cut an additional \$1 million across the board.

We are taking additional steps in the fiscal turnaround of our golf division, by executing the second portion of our contract with KemperSports, who will take over the maintenance of our golf courses. They will also continue to manage our clubhouse operations. Since 2009, we have seen a \$1 million dollar turnaround in gross revenues from our Golf Division and realized a profit of \$140,000.

Despite the continuing debate in Trenton, a complete “toolkit” has yet to be realized. Unfortunately while the State's fiscal year proposed 2012 budget was able to keep municipal aid stable and provides a modest increase for school funding, Union County suffered unforeseen State cuts which have negatively impacted Runnells Specialized Hospital and our Corrections Department.

The State reductions have cost the County \$10.5 million in revenues at our essential 24/7 facilities with little recourse to recover these costs.

In 2009, the County received \$4 million in revenues for retaining State prisoners at the County Jail. The State has now cut that number to \$1 million---a \$3 million reduction.

Runnells Specialized Hospital broke even in 2009. In 2011, however, State cuts in funding have created a \$7.5 million revenue gap. We are currently appealing and challenging the State's methods for determining Medicaid payment rates for nursing facility services provided by Runnells.

The stagnant economy has further impacted revenue sources at the County level while State and Federal mandates continue to rise.

The national decline in the real estate market has dealt Union County a double blow. Revenues from the County Clerk's office fell from a high of over \$12 million in 2005 to \$6 million. Similarly, the County's ratable base has also declined from \$78 billion to \$71 billion over the past few years.

Mandated costs—salaries, pensions, and health insurance---increased approximately \$18 million. Health insurance and pension costs climbed 18 and 22 percent, respectively, an increase of about \$12 million.

Overall, despite the loss of \$10.5 million from State cuts, we have been able to maintain a budget that meets the State Cap and continues to provide essential services such as Meals on Wheels, Union County College, our Prosecutor's Office, the Bomb and Hazmat squads, and One Stop Job training centers.

Besides the implementation of our toolkit, we've been able to maintain fiscal stability in part through the creation of innovative ideas in providing tax relief, and sparking economic development.

For example, we announced a long-term \$276 million tax relief plan for Union County. The plan, which is unique to Union County, cuts waste disposal costs for all and shares the revenues with participating municipalities.

The 14 participating municipalities will realize \$12-\$14 dollars a ton in savings, just for continuing in the plan. Participating municipalities save big: Elizabeth saves \$700,000, Union saves \$300,000, Plainfield saves \$250,000 and Summit saves \$100,000. It was all done by extending a lease and nothing else.

When we built our State-mandated juvenile detention center a few years ago, we had the vision to build a facility with additional capacity to create a new revenue source.

This pays off for County taxpayers with the introduction of two contracts—one to provide beds for the U.S. Department of Health and Human Services---and another to

provide beds for the County of Bergen for its juvenile detention population. Both contracts will likely bring in more than \$1.4 million a year utilizing no additional personnel.

Our municipalities are also benefiting from our Countywide solar power initiative. The Union County Improvement Authority embarked on a plan to build 46 solar panel installations in 16 governmental entities that will save towns at least 40 percent on a portion of their electric bills---that adds up to \$6.2 million over 15 years.

With a national recession bearing down hard, we worked to spark economic development and even to create new jobs during a time when most governmental entities were depending on the largesse of others. At all turns, we were ahead of the curve.

We completed projects such as the new Union County College School for nursing, and initiated the new downtown Elizabeth parking deck and commercial building, which is under budget, and on schedule.

We announced that we would work with the City of Elizabeth to retain Wakefern and their 350 jobs, no small feat as they are one of the County's largest employers and had threatened to leave. We responded with \$44 million in Federal stimulus bonds enabling Wakefern not only to stay, but also *expand* and create hundreds of more jobs. Approximately \$25 million of that came from money the State wasn't using.

The County will also administer a regional \$4.9 million Federal "Green Jobs" grant to be used to train utility workers for jobs. We were the only County selected in the nation. The grant of almost \$5 million was one of the biggest grants out of 25 that were awarded nationwide in the Energy Training Partnership Grants program.

Over the past five years, there has been much talk about governmental consolidation and sharing services. New Jersey has 566 municipalities, 621 school districts—not to mention the fire districts. That's over 1,100 types of bureaucracy. County Governments are well positioned to become centers for sharing services, and can serve as hubs for consolidation.

Again, we've been at the forefront of change in this area. Union County saved its' municipalities millions through efforts to identify and execute shared service opportunities over the years. We have a working taskforce in place that meets periodically with our municipal leaders to identify new areas, and improve efficiencies in current programs we are sharing. We recently had our largest—and to date most successful---Countywide shared services meeting which all our municipalities attended.

The economy has weakened over the last few years, but Union County has changed the way we do business to meet these challenges. Through shared services, economic development and the creation of new revenue sources, we've been able to re-position Union County for growth, and to emerge strongly from the recession. Our budget meets



the Cap, maintains public safety, health and education, and provides key services such as our parks and human services departments that keep our quality of life great.

I look forward to working with our residents, your honorable body, our Directors, and employees in ensuring that Union County remains the best possible to live and work.

Sincerely,

A handwritten signature in black ink that reads "George W. Devanney". The signature is written in a cursive style with a large, stylized initial "G".

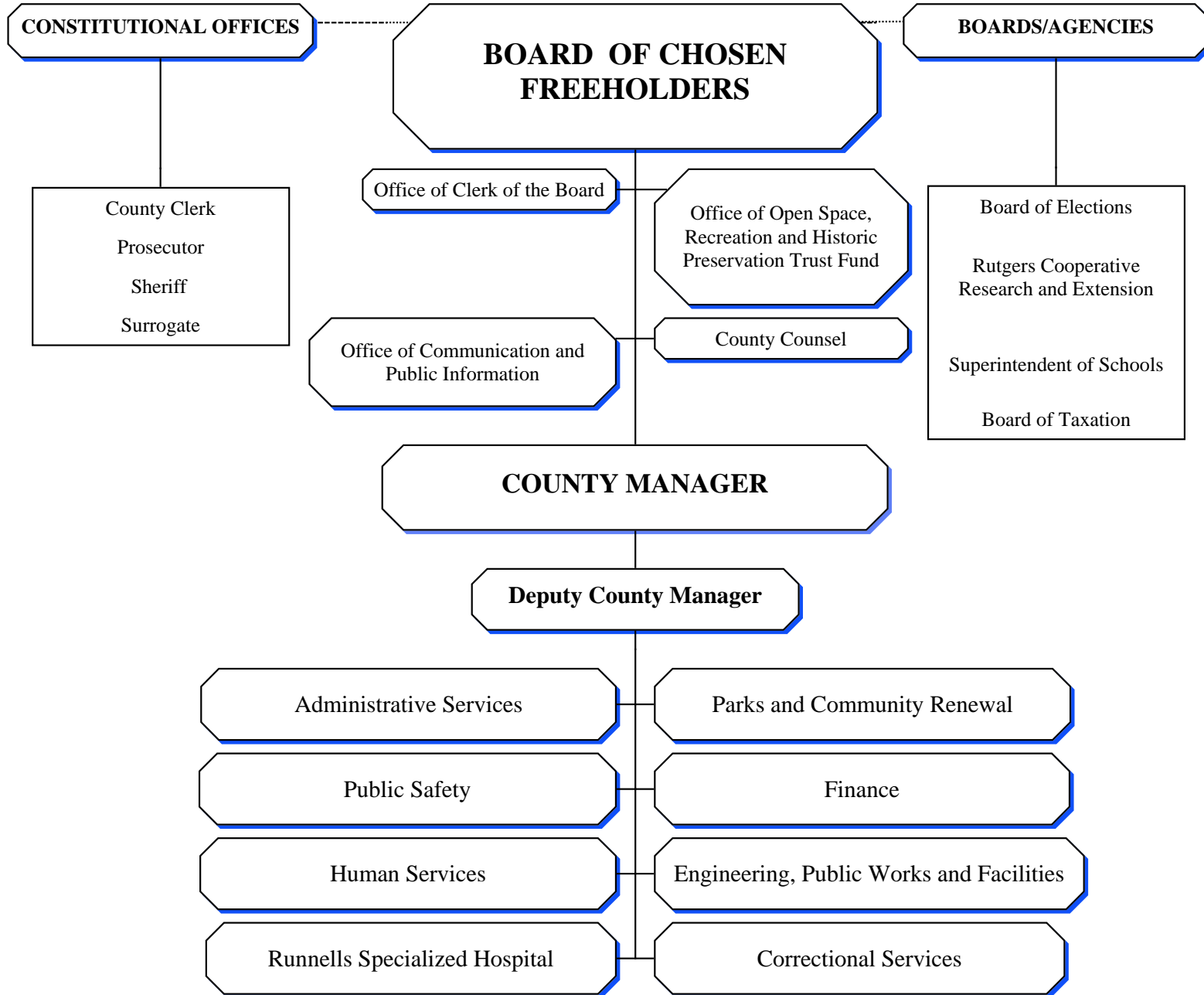
George W. Devanney  
Union County Manager

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# **County of Union Organizational Chart**

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# RESIDENTS OF THE COUNTY OF UNION



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# Financial Overview

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The instructions can be found on the Instruction Tab of the workbook.			
<b>Summary Levy Cap Calculation</b>			
	County		EXAMINER
2000	Union County		
<b>Model Tax Levy Calculation Worksheet</b>			
<b>Levy Cap Calculation</b>			
	Prior Year Amount to be Raised by Taxation - County Purpose Tax		\$277,356,170
	Less: Prior Year Deferred Charges: Emergency Authorizations		
	Less: Prior Year Deferred Charges to Future Taxation Unfunded		\$125,000
	Less: Changes in Service Provider: Transfer of Service/ Function		\$0
	<b>Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation</b>		<b>\$277,231,170</b>
	Plus 2% Cap increase		\$5,544,623
	<b>Adjusted Tax Levy</b>		<b>\$282,775,793</b>
	Plus: Assumption of Service/ Function		\$0
	<b>Adjusted Tax Levy Prior to Exclusions</b>		<b>\$282,775,793</b>
	Exclusions:		
	Allowable Shared Service Agreements Increase	\$0	
	Allowable Health care costs increase	\$5,062,130	
	Allowable Pension increases	\$4,944,677	
	Allowable Capital Improvements Increase	\$0	
	Allowable Debt Service and Capital Lease Increases	\$2,654,529	
	Current Year Deferred Charges: Emergencies	\$0	
	Deferred Charges to Future Taxation Unfunded	\$125,000	
	Add Total Exclusions		\$12,786,335
	Less Cancelled or Unexpended Exclusions		\$802,883
	<b>Adjusted Tax Levy After Exclusions</b>		<b>\$294,759,246</b>
	Additions:		
	New Ratables - Increase in Apportionment Valuation of New Construction and Additions	\$250,937,780	
	Prior Year's County Purpose Tax Rate (per \$100)	\$0.369	
	New Ratable Adjustment to Levy		\$926,045
	Amounts approved by Referendum		\$0
	<b>Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax</b>		<b>\$295,685,291</b>
	<b>Amount to be Raised by Taxation - County Purpose Tax</b>		<b>\$293,792,153</b>

CY 2011

The instructions can be found on the Instruction Tab of the workbook.			
<b>County of:</b>	<b>Union</b>	<b>Municode:</b>	<b>2000</b>
County Purpose Tax			277,356,170.00
CAP Base Adjustment			
Revised County Purpose Tax:			277,356,170.00
<b>EXCEPTIONS:</b>			
<b>(Less:)</b>			
Debt Service			24,529,398.00
Deferred Charges			125,000.00
Emergency Appropriations			0.00
Capital Improvements			4,200,000.00
Matching Funds			871,782.00
Authority - Share of Costs MUA			0.00
County Welfare Board			17,542,500.00
Special Services School District			0.00
Vocational School			4,279,936.00
Out of County Vocational School			15,000.00
County College (Current Year)		12,773,104.00	
Less County College (1992 Base)		8,995,000.00	
Net County College			3,778,104.00
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			10,734,173.00
9 1 1 Emergency Management Services			0.00
Pension Costs			9,511,201.82
Insurance			154,028.64
<b>TOTAL EXCEPTIONS</b>			<b>75,741,123.46</b>
Amount on which 2% Cap is applied			201,615,046.54
2% Cap Amount			4,032,300.93
<b>Allowable County Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)</b>			<b>205,647,347.47</b>

## CY 2011 Levy Cap Determination

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)		205,647,347.47
<b>Add:</b>		
New Construction		926,044.72
Debt Service	44,920,000.00	
Less Debt Service Revenues Offset by Appropriation	8,246,296.00	
Net Debt Service		36,673,704.00
Capital Leases	0.00	
Less Capital Lease Revenues Offset by Appropriation		
Net Capital Leases		0.00
Deferred Charges to Future Taxation - Unfunded		125,000.00
Emergency Authorizations		
Capital Improvements		4,100,000.00
Matching Funds		900,000.00
County Welfare Board	47,630,704.00	
Less Welfare Revenue Offset by Appropriation	25,987,397.00	
Net County Welfare Board		21,643,307.00
Special School Districts		
Vocational School		4,331,919.00
Out of County Vocational School		15,000.00
County College	12,926,381.00	
Less County College 1992 Base	8,995,000.00	
Net County College		3,931,381.00
Out of County College	192,000.00	
Less Out of County College 1992 Base	275,000.00	
Net Out of County College		0.00
911 Emergency Management Services		
Health Insurance		4,194,790.48
<b>Subtotal</b>		<b>282,488,493.67</b>
2009 Cap Bank Utilized*		1,915,496.98
2010 Cap Bank Utilized*		7,001,437.24
COLA Increase Utilized*		3,024,225.70
<b>Allowable County Purpose Tax After All Exceptions</b>		<b>294,429,653.58</b>
<b>2% Maximum Allowable Amount to be raised by Taxation - County Purpose Tax</b>		<b>295,685,290.61</b>
(From the Summary Levy Cap Worksheet)		Use 1977 Calc.
*Can only be added to the extent that the allowable County Purpose Tax after all exceptions does not exceed the 2% levy maximum amount to be raised by taxation- County Purpose Tax. COLA Increase requires a resolution.		

**2011 EXECUTIVE BUDGET REVENUE SCHEDULE**

<b>REVENUE SOURCE</b>	<b>Anticipated 2011</b>	<b>Anticipated 2010</b>	<b>Realized 2010</b>
Surplus Anticipated	\$18,000,000	24,250,000	24,250,000.00
Bail Forfeitures	250,000	250,000	345,842.50
Capital Surplus	2,250,000	2,250,000	2,250,000.00
County Clerk	3,700,000	3,700,000	3,260,053.56
County College Bonds	1,804,916	1,804,916	1,804,916.00
Debt Service - Open Space	3,891,380	4,132,557	4,132,556.18
Debt Service - Oakwood Plaza	-	4,000,000	4,000,000.00
Division of Developmental Disabilities (DDD)	22,087,765	21,057,685	21,057,685.00
Division of Economic Assistance (SSI)	1,041,483	1,271,383	1,208,785.00
Division of Mental Health and Hospitals (DMHS)	9,613,034	9,480,583	9,480,583.00
Division of Youth and Family Services (DYFS)	4,735,179	4,706,775	4,706,775.00
Educational Building Aid	300,000	300,000	741,514.00
FEMA Reimbursement	187,500	-	-
Franchise Fee - Jersey Gardens	425,000	560,000	560,000.00
Fringe Benefits	2,500,000	2,500,000	3,128,094.14
Grants - State & Federal	25,103,456	37,590,123	37,590,123
Indirect Costs	100,000	100,000	-
Interest on Investments	800,000	800,000	400,232.88
Leaf composting	228,000	228,000	266,120.76
NJ Division of Public Welfare	29,834,091	31,034,091	29,354,542.15
Parks & Recreation	5,500,000	5,500,000	5,399,732.67
Peer Grouping - Medicare	2,350,000	2,350,000	3,032,676.47
PILOTS	300,000	-	-
Realty Transfer Fees	3,000,000	3,000,000	2,830,760.14
Rent - 921 Elizabeth Ave	412,356	412,356	418,306.68
Rental Beds - Juvenile Detention Center	1,600,000	1,560,000	1,230,238.97
Road Permits	120,000	120,000	126,146.31
Runnells Specialized Hospital	37,650,000	41,150,000	36,024,264.09
School Board Elections - Board of Elections	600,000	600,000	562,465.71
School Board Elections - County Clerk	110,000	110,000	106,391.26
Service Fees - Courts	375,000	375,000	388,613.40
Sheriff	2,000,000	2,000,000	1,992,059.28
State Prisoners	1,000,000	1,200,000	950,020.53
State Reimbursement - Delaney Hall	5,000,000	-	-
Surrogate	600,000	600,000	512,899.73
Trust Fund Balance	750,000	-	-
UCUA	2,000,000	-	-
IVD	850,000	850,000	1,128,832.95
Amount to be raised by taxation	<b>293,792,153</b>	<b>277,356,170</b>	<b>277,356,170.01</b>
<b>TOTAL GENERAL REVENUES</b>	<b>\$484,861,313</b>	<b>\$487,199,639</b>	<b>480,597,401.37</b>



**2011 Executive Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
<b>General Government</b>				
<b>Freeholders</b>	268,500		90,000	358,500
Annual Audit			188,258	188,258
Other Accounting & Auditing Fees			135,136	135,136
Public Obligations & Contract Pmts.			1,466,676	1,466,676
<b>County Manager</b>	881,105		150,000	1,031,105
Special Studies and Initiatives			900,000	900,000
<b>Parks &amp; Community Renewal</b>				
Director	2,109,907	50,000	885,000	3,044,907
Planning & Community Development	173,998		656,000	829,998
Cultural & Heritage	503,876		8,000	511,876
Golf Operations	1,050,293	130,000	1,935,200	3,115,493
Parks Planning & Environmental Services	486,101			486,101
Information Technologies	1,191,477	5,000	1,643,800	2,840,277
<b>Finance:</b>				
Director	255,476		70,000	325,476
Reimbursement	155,418		3,000	158,418
Treasurer	259,720		2,500	262,220
Comptroller	786,360		22,000	808,360
Internal Audit	48,712		2,000	50,712
<b>Administrative Services:</b>				
Director	289,303		118,000	407,303
Motor Vehicles	1,551,777	35,000	3,765,000	5,351,777
Personnel Management & Labor Relations	1,223,251		852,000	2,075,251
Purchasing	651,301		340,000	991,301
<b>County Counsel</b>	1,347,426		525,860	1,873,286
County Adjuster	311,873		6,000	317,873
<b>Clerk of the Board</b>	785,837		260,000	1,045,837
Advisory Boards			5,500	5,500
Status of Women			500	500
<b>County Clerk</b>	1,854,034	30,000	170,000	2,054,034
County Clerk - Elections	116,629	10,000	981,000	1,107,629
<b>Election Board</b>	1,153,885	60,000	1,352,000	2,565,885

**2011 Executive Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
<b>County Surrogate</b>	884,809		39,795	924,604
<b>Board of Taxation</b>	262,393		4,000	266,393
<b>Engineering, Land &amp; Facilities Planning</b>			76,500	76,500
<b>Insurance</b>			61,097,779	61,097,779
<b>Printing &amp; Publications</b>			75,000	75,000
<b>Total General Government</b>	<b>18,603,461</b>	<b>320,000</b>	<b>77,826,504</b>	<b>96,749,965</b>
<b>Public Safety</b>				
<b>Sheriff's Office</b>	15,859,261	645,000	408,843	16,913,104
<b>Public Safety:</b>				
Director	245,015		5,000	250,015
Weights & Measures	198,168			198,168
Medical Examiner	761,687	50,000	300,000	1,111,687
Consumer Affairs	243,362		4,265	247,627
Emergency Management	462,373	5,000	324,574	791,947
Health	46,800		96,000	142,800
Police	6,796,318	678,000	248,000	7,722,318
<b>Department of Corrections</b>	26,175,498	6,100,000	12,017,040	44,292,538
<b>County Prosecutor</b>	19,227,943	500,000	785,000	20,512,943
<b>Soil Conservation</b>			24,157	24,157
<b>Total Public Safety</b>	<b>70,016,425</b>	<b>7,978,000</b>	<b>14,212,879</b>	<b>92,207,304</b>
<b>Operational Services</b>				
<b>Engineering, Public Works &amp; Facilities Management</b>				
Director	28,575		28,000	56,575
Facilities Management	6,331,456	80,000	7,980,000	14,391,456
Public Works	1,594,684	50,000	40,000	1,684,684
Park Maintenance	622,018	275,000	100,000	997,018

**2011 Executive Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
Flood Control			16,418	16,418
<b>Total Operational Services</b>	<b>8,576,733</b>	<b>405,000</b>	<b>8,164,418</b>	<b>17,146,151</b>

**Health & Welfare**

<b>Runnells Specialized Hospital</b>	28,076,803	2,750,000	7,549,338	38,376,141
Children's Hospital			39,200	39,200
Adult Diagnostic Center			9,000	9,000
Psychiatric Treatment			5,000	5,000
Geriatric Center			48,000	48,000
Medicare Peer Grouping			2,033,000	2,033,000
Division of Youth & Family Services (DYFS)			4,735,179	4,735,179
Mental Health Services (DMHS)			14,302,484	14,302,484
Division of Developmental Disabilities (DDD)			22,087,765	22,087,765

**Human Services:**

Director	517,142		2,085,226	2,602,368
Juvenile Detention	4,358,639	500,000	1,252,200	6,110,839
Aging	282,028		897,012	1,179,040
Planning	386,041		5,500	391,541
Youth Services	727,142		104,200	831,342
Social Services	30,919,136		8,438,615	39,357,751
<b>Total Health &amp; Welfare</b>	<b>65,266,931</b>	<b>3,250,000</b>	<b>63,591,719</b>	<b>132,108,650</b>

**Education**

<b>Superintendent of Schools</b>	297,931		12,500	310,431
<b>Extension Service</b>	215,143		110,000	325,143
Vocational Schools			4,331,919	4,331,919
Community College System			12,926,381	12,926,381
Out of County College & Vo-Tech			207,000	207,000
Scholarship Program			375,000	375,000
Educational Services			70,000	70,000
<b>Total Education</b>	<b>513,074</b>	<b>-</b>	<b>18,032,800</b>	<b>18,545,874</b>

**Unclassified**

Sick Leave Payment				
Prior Years Bills			32,014	32,014
Utilities			9,774,240	9,774,240

**2011 Executive Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
Salary Adjustment	990,695			990,695
Contractual obligations health benefits			2,000,000	2,000,000
<b>Total Unclassified</b>	<b>990,695</b>	<b>-</b>	<b>11,806,254</b>	<b>12,796,949</b>
<b>State &amp; Federal Programs</b>				
State & Federal Grants			25,103,456	25,103,456
Hard Cash Match			1,250,000	1,250,000
<b>Total State and Federal Programs</b>		<b>-</b>	<b>26,353,456</b>	<b>26,353,456</b>
<b>CONTINGENT</b>			<b>50,000</b>	<b>50,000</b>
<b>Capital Improvements</b>				
Capital Improvement Fund			2,000,000	2,000,000
Road Resurfacing			2,100,000	2,100,000
<b>Total Capital Improvements</b>		<b>-</b>	<b>4,100,000</b>	<b>4,100,000</b>
<b>COUNTY DEBT SERVICE</b>			<b>44,920,000</b>	<b>44,920,000</b>
<b>Deferred Charges &amp; Statutory Expenditures</b>				
<b>Deferred Charges</b>				
Future Taxation - Unfunded			125,000	125,000
<b>Statutory Expenditures</b>				
P.E.R.S.			14,344,847	14,344,847
Pension - DCRP			100,000	100,000
Social Security			11,934,000	11,934,000
Unemployment			250,000	250,000
Sheriff's Pension Fund			75,000	75,000
Police & Fire Retirement			13,054,117	13,054,117
<b>Total Statutory Expenditures</b>	<b>-</b>	<b>-</b>	<b>39,757,964</b>	<b>39,757,964</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 163,967,319</b>	<b>\$ 11,953,000</b>	<b>\$ 308,940,994</b>	<b>\$ 484,861,313</b>

**2010 Modified Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
<b>General Government</b>				
<b>Freeholders</b>	268,500		90,000	358,500
Annual Audit			182,775	182,775
Other Accounting & Auditing Fees			131,200	131,200
Public Obligations & Contract Pmts.			1,241,676	1,241,676
<b>County Manager</b>	820,721		150,000	970,721
Special Studies and Initiatives			850,000	850,000
<b>Parks &amp; Community Renewal</b>				
Director	2,019,410	50,000	1,010,000	3,079,410
Planning & Community Development	173,952		736,000	909,952
Cultural & Heritage	501,448		8,000	509,448
Golf Operations	1,556,129	130,000	1,935,200	3,621,329
Parks Planning & Environmental Services	518,909			518,909
Information Technologies	1,202,950	5,000	1,593,800	2,801,750
<b>Finance:</b>				
Director	255,476		72,000	327,476
Reimbursement	154,355		3,000	157,355
Treasurer	257,406		2,500	259,906
Comptroller	770,854		22,000	792,854
Internal Audit	99,262		2,000	101,262
<b>Administrative Services:</b>				
Director	293,038		118,000	411,038
Motor Vehicles	1,484,649	35,000	3,463,000	4,982,649
Personnel Management & Labor Relations	1,215,126		852,000	2,067,126
Purchasing	651,784		340,000	991,784
<b>County Counsel</b>	1,324,782		525,860	1,850,642
County Adjuster	307,302		6,000	313,302
<b>Clerk of the Board</b>	677,851		185,000	862,851
Advisory Boards			5,500	5,500
Status of Women			500	500
<b>County Clerk</b>	1,790,655	30,000	170,000	1,990,655
County Clerk - Elections	122,184	10,000	593,500	725,684
<b>Election Board</b>	1,221,250	60,000	1,302,000	2,583,250

**2010 Modified Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
<b>County Surrogate</b>	871,974		39,795	911,769
<b>Board of Taxation</b>	264,623		4,000	268,623
<b>Engineering, Land &amp; Facilities Planning</b>			76,500	76,500
<b>Insurance</b>			55,548,233	55,548,233
<b>Printing &amp; Publications</b>			25,000	25,000
<b>Total General Government</b>	<b>18,824,590</b>	<b>320,000</b>	<b>71,285,039</b>	<b>90,429,629</b>
<b>Public Safety</b>				
<b>Sheriff's Office</b>	15,723,580	645,000	408,843	16,777,423
<b>Public Safety:</b>				
Director	245,015		5,000	250,015
Weights & Measures	221,934		0	221,934
Medical Examiner	759,166	50,000	300,000	1,109,166
Consumer Affairs	258,221		4,265	262,486
Emergency Management	487,551	5,000	324,574	817,125
Health	95,100		96,000	191,100
Police	6,822,628	678,000	248,000	7,748,628
<b>Department of Corrections</b>	23,638,024	6,100,000	12,117,040	41,855,064
<b>County Prosecutor</b>	19,138,452	500,000	785,000	20,423,452
<b>Soil Conservation</b>			24,157	24,157
<b>Total Public Safety</b>	<b>67,389,671</b>	<b>7,978,000</b>	<b>14,312,879</b>	<b>89,680,550</b>
<b>Operational Services</b>				
<b>Engineering, Public Works &amp; Facilities Management</b>				
Director	35,689		28,000	63,689
Facilities Management	6,201,020	80,000	8,230,000	14,511,020
Public Works	1,505,335	50,000	40,000	1,595,335
Park Maintenance	2,484,731	275,000	450,000	3,209,731

**2010 Modified Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
<b>Flood Control</b>			16,418	16,418
				0
<b>Total Operational Services</b>	<b>10,226,775</b>	<b>405,000</b>	<b>8,764,418</b>	<b>19,396,193</b>
<b>Health &amp; Welfare</b>				
<b>Runnells Specialized Hospital</b>	27,500,000	2,750,000	7,549,338	37,799,338
				0
Children's Hospital			39,200	39,200
Adult Diagnostic Center			9,000	9,000
Psychiatric Treatment			5,000	5,000
Geriatric Center			48,000	48,000
				0
Medicare Peer Grouping			2,033,000	2,033,000
				0
Division of Youth & Family Services (DYFS)			4,706,775	4,706,775
Mental Health Services (DMHS)			13,432,532	13,432,532
Division of Developmental Disabilities (DDD)			21,057,685	21,057,685
				0
<b>Human Services:</b>				0
Director	529,636		2,085,226	2,614,862
Juvenile Detention	4,064,304	500,000	1,402,200	5,966,504
Aging	282,156		897,012	1,179,168
Planning	389,430		5,500	394,930
Youth Services	797,391		104,200	901,591
Social Services	29,618,182		8,438,615	38,056,797
<b>Total Health &amp; Welfare</b>	<b>63,181,099</b>	<b>3,250,000</b>	<b>61,813,283</b>	<b>128,244,382</b>
<b>Education</b>				
<b>Superintendent of Schools</b>	298,962		12,500	311,462
				0
<b>Extension Service</b>	209,582		110,000	319,582
				0
Vocational Schools			4,279,936	4,279,936
Community College System			12,773,104	12,773,104
Out of County College & Vo-Tech			207,000	207,000
				0
Scholarship Program			375,000	375,000
Educational Services			70,000	70,000
<b>Total Education</b>	<b>508,544</b>	<b>-</b>	<b>17,827,540</b>	<b>18,336,084</b>
<b>Unclassified</b>				
<b>Sick Leave Payment</b>			250,000	250,000
<b>Prior Years Bills</b>			32,014	32,014

**2010 Modified Budget Schedule**

<b>Department / Division</b>	<b>Salaries</b>	<b>Overtime</b>	<b>Other Expenses</b>	<b>Total Appropriations</b>
Utilities			9,658,800	9,658,800
Salary Adjustment	1,532,143			1,532,143
Contractual obligations health benefits			3,721,851	3,721,851
<b>Total Unclassified</b>	<b>1,532,143</b>	<b>-</b>	<b>13,662,665</b>	<b>15,194,808</b>
<b>State &amp; Federal Programs</b>				
State & Federal Grants			37,590,123	37,590,123
Hard Cash Match			1,150,000	1,150,000
<b>Total State and Federal Programs</b>		<b>-</b>	<b>38,740,123</b>	<b>38,740,123</b>
<b>CONTINGENT</b>			<b>0</b>	<b>0</b>
<b>Capital Improvements</b>				
Capital Improvement Fund			3,100,000	3,100,000
Road Resurfacing			1,670,000	1,670,000
<b>Total Capital Improvements</b>		<b>-</b>	<b>4,770,000</b>	<b>4,770,000</b>
<b>COUNTY DEBT SERVICE</b>			<b>47,751,045</b>	<b>47,751,045</b>
<b>Deferred Charges &amp; Statutory Expenditures</b>				
<b>Deferred Charges</b>				
Future Taxation - Unfunded			125,000	125,000
				0
				0
<b>Statutory Expenditures</b>				
P.E.R.S.			11,577,642	11,577,642
Pension - DCRP			100,000	100,000
Social Security			11,700,000	11,700,000
Unemployment			250,000	250,000
Sheriff's Pension Fund			75,000	75,000
Police & Fire Retirement			10,829,183	10,829,183
<b>Total Statutory Expenditures</b>		<b>-</b>	<b>34,531,825</b>	<b>34,531,825</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 161,662,822</b>	<b>\$ 11,953,000</b>	<b>\$ 313,583,817</b>	<b>\$ 487,199,639</b>



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# **Overview of Union County Government**

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**Clerk of the Board**

**Office of Communication and Public  
Information**

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

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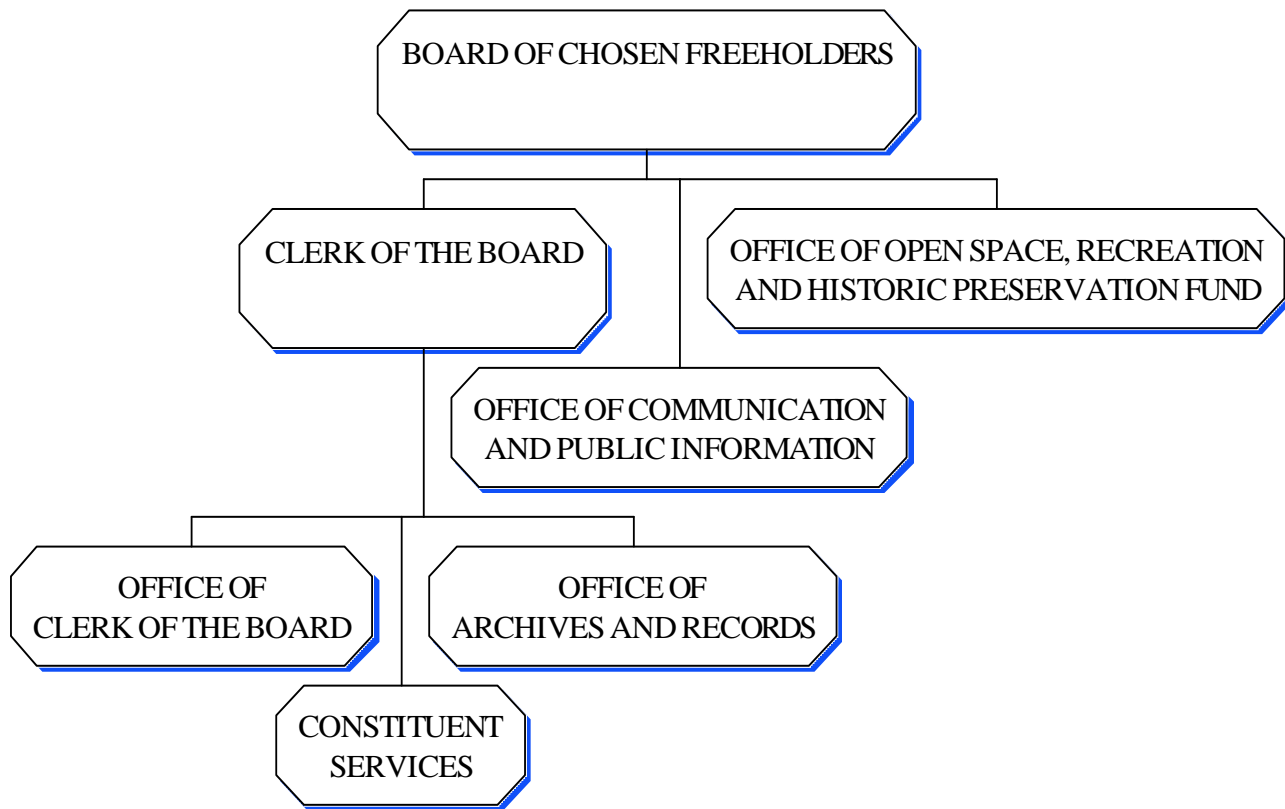
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# **Organizational Chart**

**Clerk of the Board**

**Office of Communication  
& Public Information**

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



# **CLERK OF THE BOARD**

## **Mission**

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

## **Programs and 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.

### **Constituent Services**

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

## **2010 Accomplishments**

### **Coordination of Freeholder Meetings**

The Clerk's office successfully coordinated 38 meetings of the Union County Board of Chosen Freeholders in accordance with statutory requirements.

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 the Regular Meeting agendas were posted to the website the Wednesday prior to the meeting.

The minutes of the Board meetings are completed in a timely fashion for approval and posted on the website within a day of their approval.

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

### **Open Public Records Act Compliance**

The Clerk's Office has developed a thorough process for handling Open Public Records Act (OPRA) requests. We continue to see a strong interest in government documents from the public, yielding 1,600 individual requests for documents in 2010.

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.

### **Records Management**

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

The Office of Archives and Records Management (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.

The OARM continues to build upon 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 continues to expand with individual applications within the departments.

The OARM continues its shared service with municipalities providing destruction of inactive documents, pursuant to state requirements, at no cost to the municipalities. Additionally, this year the County began scanning and indexing historic and permanent documents for both the Fanwood and Rahway municipal clerk's offices.

The OARM employs an Archivist, whose expertise has been a tremendous asset to the County. Over the years, the archivist has developed expansive databases outlining important aspects of Union County's history including a freeholder database of every freeholder since the county's inception and a parks photo archive memorializing the importance and significance of our impressive parks system. The OARM secured office space this year and created The Union County Archives, which contains an impressive collection of the county's historic documents. All old resolution, ordinance and minute books have been bound in archival book boxes and loose resolutions, minutes and ordinances have been preserved in acid-free folders and boxes. Our archivist has provided a wealth of information and advice to various outside agencies including NJ Transit, Union County College, St. Peter's College, the Plainfield Garden Club, and even an author writing a book about the Olmsted Legacy in New Jersey.

Finally, the OARM funded and spearheaded a shared service through the Union County Tax Board for 11 municipal tax assessors within the County. This e-share project will provide tax data electronically, saving time and money through automating the tax process. Savings will be realized in year three of the project when the system is completely automated; currently paper and electronic processes are taking place simultaneously.

## **2011 Initiatives**

### **Office of the Clerk of the Board**

The Office will continue to perform statutory duties as required in an efficient and effective manner and to 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.

### **Compliance with the Open Public Records Act**

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.

### **Freeholder Relations**

The Director of Freeholder Relations will continue to aid the Freeholders by responding to constituent requests, drafting laudatory resolutions, staffing committee meetings, preparing incoming and outgoing correspondence, coordinating scheduling items, and acting as a liaison to the Board for other county employees.

### **Office of Archives and Records Management**

The OARM staff will continue the successful municipal inventory purge project, assisting municipalities in purging their inactive inventories at no cost.

The OARM currently scans, indexes and makes available electronically historic and permanent documents in the Fanwood and Rahway municipal clerks offices. First, the OARM will expand this service by creating microfilm of these important documents, thereby creating an additional backup in the event of a disaster and allowing these municipal offices to comply with state legislation requiring microfilm for these types of documents.

Further, the OARM will expand the aforementioned service to an additional municipality.

The OARM will oversee the expansion of the Tax Board e-Share project, training and installing the program in the final 10 municipal tax assessors' offices. The tax board project will provide tax data



electronically, saving time and money through automating the tax process. Savings will be realized in year three of the project when the system is completely automated; currently paper and electronic processes are taking place simultaneously until all assessors are familiar with and successfully using the system.

Additionally, in 2011, the archivist will undertake several projects. First, he will continue to enhance the photo archives. He will assist the City of Rahway in preserving their leather bound records of the governing body dating back to 1858 by scanning the volumes using our books scanner and performing initial quality control. The age and condition of the volumes mandate special handling by an experienced archivist. The volumes will be returned to Rahway in protective acid-free boxes. Finally, he will continue to assist any outside agency seeking information on the County's rich history.

Finally, the OARM will begin creating microfilm of records scanned into the Electronic Data Management System by the Office of the Surrogate.

# **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, a TV show, commercials, radio, our telephone infoline, a mobile van, letters, mailings, direct outreach and direct information and referral services.

## **2010 Accomplishments**

The Office of Communication and Public Information enjoyed a very productive year in 2010, delivering press releases, DVDs, filmed public service announcements, and photographs to all media including print, broadcast, cable, and new media, answering Infoline calls and emails, updating our website, staffing public events, and presenting news about the County's services to the public.

Among many new initiatives this year, OPI worked to:

- Create a newly designed web page with Web Creations, a Union County contractor. This endeavor lasted several months and involved all departments and divisions in County Government. It also includes new content and many new features, including a dedicated video page, and a "Green Connection" page which connects Union County's residents to the latest news and information on environmental initiatives.
- Launch social media applications, including YouTube, Facebook, and Twitter for County Government.
- Re-launch a second public affairs show, "Vintage Views" to help inform Union County's senior population about County government.

- Re-launch the County’s senior newsletter in a new format. Two issues were mailed out to 43,000 senior households, resulting in increased contacts with the OPI public Infoline and other County offices serving seniors.
- Coordinate press conferences for the new Academy for Performing Arts at the Vocational Technical School, new golf partners and facilities, new parks facility at Snyder Avenue in Berkeley Heights, the new Linden library, a new firehouse in Linden and more.
- Publicize Union County’s new “Union County Wellness Plan” initiative including media outreach, a customized brochure and plan ID card, and a new dedicated phone line with voice mail.
- Engage Union County residents in conservation, nutrition, and other aspects of community health with additional press releases and photos related to new exhibits and activities at MusicFest 2010, which received extensive and prominent coverage in local media.

Additionally, the staff of the Office of Public Information once again worked closely and effectively with media outlets throughout the county and the New York metro region in 2010. The office works with dozens of publications and media outlets including newspapers, websites, magazines, broadcast and cable television outlets, radio stations, and newsletters to deliver news about County services and keeping citizens informed.

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

During special events, the office provided staff to communicate directly to residents. Throughout the year, the office develops and presents materials to thousands of residents who attend MusicFest, the Rhythm and Blues Festival, summer concerts and movies, and any other public event and festival in which the County is involved.

The office works closely with all departments of County Government to provide information assistance and support. The office helps departments communicate to the media by writing press releases, developing fliers

and mail materials, talking points, press conferences, display materials, scripts, photography and video services. The department also translated many of its key press releases into Spanish language for distribution.

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

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

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

The office also produced and distributed the cable program, Freeholder Forum, which was shown on cable channels throughout the county. It is hosted by the Freeholder Chair and shows once a week on many systems. The program brings the Freeholder Board and its activities to thousands of households across Union County. The office also distributes DVDs of regular Freeholder meetings to various cable stations.

## **2011 Initiatives**

Public Information will continue to keep the public informed through media relations, publications, the Freeholder Forum TV show, and direct public contact through the Public Information Vehicle, Infoline and County web page, and will continue to engage new online publications and other New Media opportunities.

Public Information will continue to add new features to the Union County's website. It will be continually updated to provide residents with new, vital information.

Public Information will continue to update its media lists as regional media changes.

Finally, Public Information will work to create new 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 Office of 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 21 municipalities of this county.

## **2010 Accomplishments**

### **Trust Fund**

The Office of Open Space, Recreation and Historic Preservation Trust Fund continued its work in the three defined areas of operation, building upon the successful completion of its goals. When the Trust Fund was created by referendum in November of 2000, the voters of Union County indicated their strong commitment to all three aspects of this initiative: acquisition of open space, expansion of recreational opportunities, and preservation of historic properties in Union County. This office worked diligently to assist the Freeholder Board in providing direction in each area, and as a result the residents of this county saw expanded benefits in all areas.

### **Open Space**

The commitment to acquisition of open space in the County of Union by the Union County Board of Chosen Freeholders remains paramount among its varied objectives. At the inception of the Trust Fund, a goal of preserving 100 acres of open space in 10 years was announced. With its commitment to the environmental health of our county strong, the Board has been proud to continue in this aspect of the Trust Fund's mission even after meeting the original goal in just a few short years. Union County is a densely populated county, and every acre preserved enriches the life and health of all residents.

2010 has been an interesting year for acquisitions, with some unique opportunities presenting themselves. 2009 started with a total of over 313 acres preserved; the addition of the Clark Reservoir adding 150 acres

alone of crucial environmental space. Three acquisitions were significant due to their location more than their total acreage: 370 Madison Hill Road, Clark and 675 Madison Hill Road, Clark allowed the County of Union to complete the previous acquisitions of the former St. Agnes Church property and the Esposito Farm Park property, respectively. A purchase on Leland Avenue in Plainfield is contiguous to the Peterson Farm property that was saved from development, allowing access to that property from a back corner. These properties were under negotiation and we are pleased to announce the Freeholder Board was able to close on all properties and permanently add them to our Register of Open Spaces. We were also honoring the commitment of the preservation of open space with the acquisition of the Grey Will Acres Farm in Rahway, allowing open space to remain on property formerly run as a horse farm.

### **Historic Preservation**

Through the over \$2,000,000.00 in grant dollars that the Open Space, Recreation and Historic Preservation Trust Fund has already provided, 21 very deserving, and very needy, projects in historic sites throughout the County of Union have been enriched. The Union County Board of Chosen Freeholders has been gratified to visit many of those sites throughout this year, and bear witness to the enormous difference the Preserve Union County grant dollars have made.

At a time when funding for historic sites is down both in the state and nationally, the Trust Fund continues to prove the wisdom of the voters of this county when they approved the creation of this aspect of the Trust Fund. The 13 sites throughout Union County that shared in over \$500,000 in grant dollars in 2009 were actively planning, securing, and staying true to the commitment of preservation, and all involved continue to express their thanks for this important help at this important time.

### **Recreation**

Each year, the County of Union has been able to increase, improve and upgrade recreational opportunities throughout our area through the Open Space, Recreation and Historic Preservation Trust Fund. This Freeholder Board is pleased to be able to continue its work of expanding recreational offerings throughout the county, and also assist municipalities in their own communities.

- The County began two important projects in 2009, with the awards of contracts for both a Union County Park System Master Plan, and a Master Plan for the Clark Reservoir. These planning documents will allow the county to move forward methodically, as it continues its work in these areas. 2010 was an exciting year for both projects, as formal inventories were taken, a massive outreach to parks users enacted, and results shared with the public at large.
- The Freeholder Board was delighted to cut the ribbon on a new park development project in Berkeley Heights: Snyder Avenue Park. Even before the park was formally opened, the community was taking advantage of an artificial turf multi use field, playgrounds, walking paths, and more.
- After much planning and discussion, the Union County Board of Chosen Freeholders announced the bid for a park development project at the Ponderosa property in Scotch Plains. A partnership with the municipality will allow for additional fields, playgrounds, walking trails and more for all Union County residents.
- The Kids Recreation Trust Fund was again offered to municipalities, providing financial assistance and matching grants in the form of scholarships, equipment grants, and matching grants for projects that enhanced and expanded recreational opportunities in those municipalities that applied. In 2010, over \$1,000,000.00 was made available through this initiative; every municipality that applied was awarded scholarships and matching grants for individual projects in their communities.

### **Generating Revenue**

The Open Space, Recreation and Historic Preservation Trust Fund continues to be an excellent vehicle for the generation of additional revenue in the County of Union. As it has been in the past, the acquisition and recreation projects approved by the Union County Board of Chosen Freeholders have been recognized by the New Jersey Department of Environmental Protection. Through its Green Acres program, the Trust Fund applied for funding in the areas of acquisition and park development. The County has already been able to generate over \$13,000,000.00 in additional funding to our county, and we await the announcement of additional funds for projects submitted in 2010.



We have also partnered with the Briant Park Conservancy on a grant application to the State of New Jersey. This will mark the start of partnerships that will allow for additional funding for the maintenance and development of park properties throughout the County of Union.

The more the public becomes aware of the Open Space, Recreation and Historic Preservation Trust Fund's existence and work product, the greater the response received from the public and private sectors in our communities.

## **2011 Initiatives**

### **Trust Fund**

The Union County Board of Chosen Freeholders has always been committed to the quality of life in our area. With the creation of the Open Space, Recreation and Historic Preservation Trust Fund by referendum in November of 2000, the Board was given an unprecedented opportunity to pursue that goal, and an equal 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. The acquisition of open space is a primary objective and, while it takes pride in over-reaching on its goal of acquiring 100 acres in three years, the Board will enthusiastically consider every open space parcel available to it within our county borders.

Due to the nature of acquisition, park projects, recreation initiatives, and historic preservation programs, very few projects begin and end within a calendar year. The Office of the Trust Fund will continue its work on the numerous recreation and parks projects before it, as it continues to seek new opportunities and new avenues of accomplishing the stated goal of making Union County a better place for its residents. We will also remain involved in the numerous historic preservation projects already funded by the Trust Fund, as we consider additional avenues to lend assistance to those projects in need of funding and help.

**Back to the Basics**

The Union County Board of Chosen Freeholders eagerly looks to 2011 as a time when we are able to get “back to the basics” in Union County. The important planning documents commissioned by the Board in the past years will allow for a thoughtful and purposeful strategic plan as we look to future acquisitions, and also for the right and proper development, maintenance and upkeep of the beautiful Union County Park System.

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# County Counsel

**Office of County Counsel**

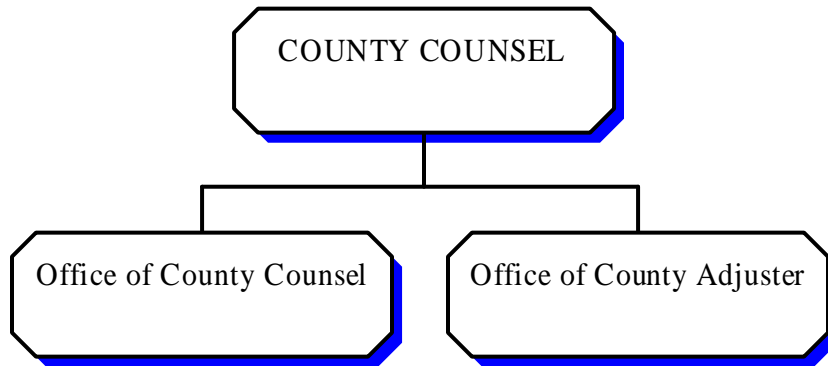
**Office of Adjuster**

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# 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.

## **2010 Accomplishments**

### **Case Management**

- Handled over 110 new Tort Claims for the year 2010.
- Handled approximately 107 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.
- Successfully settled 15 litigation matters which potentially had costly outcomes.
- Reasonably successful in filing and winning summary judgment motions.
- Utilization of Demands for Dismissal of Actions pursuant to Court rules on frivolous actions have produced moderate success to date.
- In conjunction with Administrative Services, coordinated assignment of Personnel Counsel relative to disciplinary matters to ensure timely and effective representation of the County.
- Collected over \$552,300.00 in bail forfeitures for the year 2010.
- 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.

## 2011 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 New Jersey 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.
- In conjunction with the Department of Finance and Runnells Specialized Hospital, the County Counsel's Office will be playing a more active role to secure 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.
- Assisting the Department of Engineering, Public Works and Facilities 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.
- Providing legal assistance for all shared services initiatives with



municipalities and other public entities.

# **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.

## **2010 Accomplishments**

- Approximately 1600 initial hearings and 1060 review hearings were heard at various hospitals for Union County.
- A total of 3700 hearings were scheduled.
- Over 461 cases were investigated and 430 cases court ordered.
- Over 1604 consents for mental health reports were processed relative to firearm applications.
- Completed the rotation for hearings at Trenton and Forensic Psychiatric Hospital which resulted in the responsibility of scheduling initial hearing and review hearing for 17 counties.
- Maintained and improved a computerized version of Charity Care forms.
- Maintained the procedure by which all hard copy files of psychiatric patients are reviewed for retention/destruction evaluation.

## **2011 Initiatives**

- Implement the use of scanning documents into a secure database for easy retrieval and to reduce archive costs.

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# **Department of Administrative Services**

**Motor Vehicles**

**Personnel Management and Labor Relations**

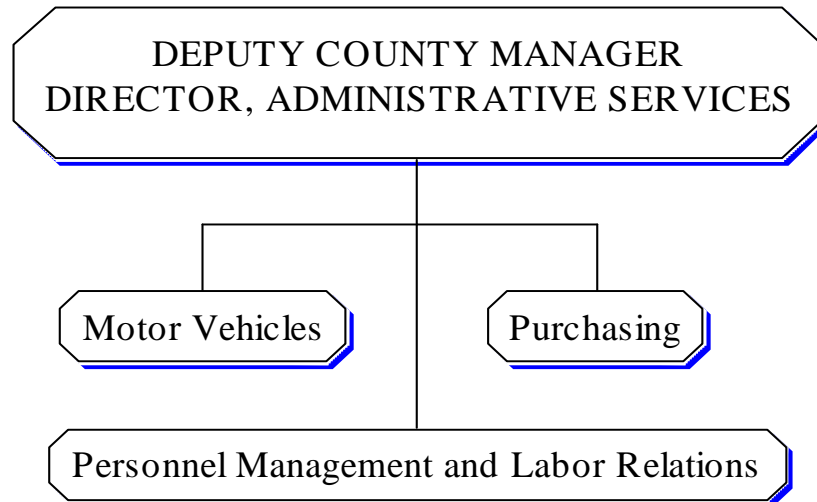
**Purchasing**

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# 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 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.

### **Division of Personnel & Labor Relations**

The Division administers all New Jersey Department of Personnel “Civil Service” 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, affirmative action, 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 Motor Vehicles**

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

In addition to the garage facilities, the Messengers dispatch office, located in the Elizabeth garage facility, and the Mailroom which is located in the Courthouse, are a part of the Division of Motor Vehicles.

## **2010 Accomplishments**

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

The Division conducted Employee Orientation to 70 new employees.

The Division updated and revised the County's Employee Handbook. The handbook will be distributed to all its Employees in 2011.

### **Employee Wellness**

The County established a Wellness Committee comprised of union leaders and members of the personnel staff as well as professionals in the industry. The goal of the committee is to foster an environment of health and wellness for our employees. The Committee's main goal for 2010 was to encourage employees to complete a self-health assessment which provides employees with a report of their health status and recommendation area to improve their wellness. To date there have been 780 health assessments completed.

### **Employee Assistance Program**

Coordinated two (2) critical incident counseling sessions and one (1) conflict resolution session to Departments that were in need of immediate assistance.

The Division monitored and supervised approximately 34 Mandatory Employee Assistance Referrals in 2010.

### **Disciplinary Matters**

The Division processed and managed approximately 140 major disciplinary matters with the assistance of our personnel attorneys.

**Leaves of Absence**

The Division processed approximately 1,031 leaves of absence this year.

**Fitness for Duty**

The Division coordinated and managed approximately 28 medical/psychological fitness for duties.

**Liability Insurance**

The Division currently monitors 35 insurance policies to protect the County's interests and employees. This Division continues to survey the market to find the best possible rates and coverage for the County.

**Certificate and Graduate Programs in Public Administration with Kean University**

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

- One (1) employee participated in the Undergraduate Certificate Program.
- Four (4) employees participated in the Masters Graduate Enhancement Program.
- Eight (8) employees participated in the program at the graduate level, working to achieve a certificate in Public Administration. Four employees completed the program and will receive certificates in Public Administration. These programs are designed to give practitioners a greater understanding of public policy and administration and to enhance their work skills.

**OnBase Electronic File System**

For the first time, the Division has recorded all employee files electronically and indexed all terminated and retired employee files into the OnBase software program. OnBase users can now view and

print employee terminated files directly from their desktops. Moreover, all central personnel files have been scanned.

## **Employee Benefits**

### **Donated Catastrophic Leave Program**

The Donated Catastrophic Leave Program provides compassionate assistance to employees and their immediate families who are stricken with traumatic, life threatening health conditions. The program assisted twenty one seriously ill participants during the 2010 calendar year. Approximately 1500 days were donated by staff members to their co-workers in need.

### **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 2010, six employees participated in the program receiving approximately 200 donated vacation days from fellow employees.

The Donated Catastrophic and Vacation Leave programs continue to be highly valued by employees. Critically ill employees are able to focus on recovery while altruistic co-workers are provided the opportunity to assist during times of crisis.

### **Health Benefits**

The Division, in partnership with Cigna, the County's health benefits provider, Union representatives, and senior staff, formulated a new Wellness Initiative for Employees. Employees are encouraged to take Cigna's confidential on line Health Assessment. Aggregate results provide direction in the formulation and promotion of appropriate wellness programs for employees during lunch hours and other non work periods. In addition to supporting a healthier workforce, the program will positively impact health care costs.

The Division assured compliance with recent Federal Legislation, The Affordable Health Care Act, which provides for health and prescription coverage to dependents who have "aged out" of their employee parent(s) coverage. Re-enrollment of eligible dependents provides for coverage through age 26.



### **Voluntary Health Benefits Buyout Program**

The Voluntary Health Benefits Buy-Out Program continued for all union and non-contractual employees with an incentive of \$5,000 for employees with Family coverage and \$1,800 for those with a Single plan, which was adjusted slightly downward in May, 2010 for new participants due to a new State Mandate. This program continues to be very well received among employees. During the 2010 calendar year, 337 employees participated in the program for at least part of the year, at a cost savings of approximately \$3,040,000.

### **Retiree Health Benefits**

The Division applied and was approved for a Federal Early Retiree Reimbursement Program Grant. The grant provides for funds to be reimbursed to employers, both public and private, who provide health coverage to non Medicare eligible participants. Funds will be forthcoming during the 2011 calendar year.

### **Voluntary Benefits**

The Division contacted, through a public process, specific vendors to assist county employees with receiving competitive rates in the areas of home insurance, car insurance, disability insurance, life insurance, critical illness and accidental insurance.

### **Medicare D Prescription Drug Program**

The Division reapplied for and was awarded funds for the extension of a grant from the Federal Retiree Subsidy Drug Program. This program provides local governments with reimbursement costs for providing prescription drug coverage to Medicare eligible retirees and dependents who participated in employer sponsored retiree health plans. To date, \$350,000 has been reimbursed to the County of Union.

### **Employee/Labor Relations**

Of the County's 20 Unions, new Collective Bargaining Agreements have been successfully negotiated with five Bargaining Units representing 843 employees: Communication Workers of America; Park Maintenance Association; and three Law Enforcement bargaining units, representing both rank and file employees and superior officers in County Police, and Corrections Department (rank & file employees)

The CWA and Park Maintenance Association Collective Bargaining Agreements incorporated the same pattern of settlement relative to wages and benefits established in 2009 with Union Council No. 8. The central features of these Agreements are as follows:

Park Maintenance Assoc.

January 1, 2008 through December 31, 2011

- No Salary increases both 2009 and 2010.
- 3% Salary Increases in 2008 and 2011.
- Retiree Health Benefits limited to employees active as of May, 2010.

Communication Workers of America Local 1080

July 1, 2009 through June 30, 2013

- No Salary increases both 2010 and 2011.
- 3% Salary Increases in 2009 and 2012.
- Retiree Health Benefits limited to employees active as of March, 2010.

Overall, the average net cost to the County of the two Agreements above is significantly less than 3% per year including funds from the years in which there is no salary increase that will be set aside to cover the full future cost of the retiree health benefits.

The Law Enforcement Agreements establish a new pattern of settlement for the County. Those Agreements are summarized below:

PBA73-County Police

January 1, 2010 through December 31, 2012

- No Salary increase in 2010.
- 2.25% Salary Increase + \$210 Sr Officer Pay, in 2011.
- 2.5% Salary Increase in 2012.
- Health Benefit Contribution requires employees to contribute the mandated statutory rate of 1.5% of base salary exclusive of the cost of any enhanced health benefit plan selected at the employee's option.

PBA73A-County Police Superiors

January 1, 2010 through December 31, 2012

- No Salary increase in 2010.
- 2.25% Salary Increase + \$210 Sr Officer Pay & 14 paid holidays rolled into base, in 2011.
- 2.5% Salary Increase in 2012.
- Health Benefit Contribution requires employees to contribute the mandated statutory rate of 1.5% of base salary exclusive of the cost of any enhanced health benefit plan selected at the employee's option.

#### PBA199-Correction Officers

January 1, 2010 through December 31, 2012

- No Salary increase in 2010.
- 2.25% Salary Increase + \$210 Sr Officer Pay & 14 paid holidays rolled into base, in 2011.
- 2.5% Salary Increase and \$870 added to max for a new employee salary guide approximately \$10,000 lower than currently with savings projected at \$5 million over the next 10 years.
- Health Benefit Contribution requires employees to contribute the mandated statutory rate of 1.5% of base salary exclusive of the cost of any enhanced health benefit plan selected at the employee's option.

Overall, the average net cost to the County of these Agreements is less than 2% per year.

All five agreements incorporate the following health and prescription benefit changes:

- Significant increases in prescription co-pays as well as other cost containment features reducing costs by approximately 8%.
- Implementation of an Emergency Room co-pay and termination of Out-of-Network co-insurance charge coverage.
- Significant increases in Health Benefit payroll contributions for new employees, representing one of the highest contribution levels in the State: 3% of salary for Family coverage; 2.5% for Husband/Wife or Parent/Child; and 2% for Single coverage.

The Vacation Purchase Pilot Program that began as a side-bar agreement became a County Policy and is continuing annually with all eligible labor unions and non-contractual employees, excluding employees in 24/7 facilities or operations. The program allowed employees to purchase additional vacation days thereby reducing their salary while simultaneously saving tax dollars. For the seventh year of the program 176 employees participated, saving \$170,294 in salaries and social security costs.

### **Integrated Human Resources/Payroll System**

The project to integrate Correction's scheduling system with HR System's attendance module will be completed in 2011. In addition, Correction's scheduling system was integrated with Condata, the County's payroll system.

The project to integrate County Police's scheduling system with HR System's attendance module was put on hold for most of the year. However, the project has been restarted recently. The plan is to integrate their attendance system and later to also integrate with payroll.

### **Risk Management and Loss Prevention**

#### **Worker's Compensation**

The Division is able to continue the proactive program of recognizing problems that exist and curing them. Members of the Division meet with directors/departments and professionals to prevent repeat losses.

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

There were 350 work reported injuries for 2010. PMA, the County's Worker Compensation Administrator, reviews all claims and well as medical bills. For 2010, PMA negotiated on the County's behalf a 54% reduction in the medical billed charges associated with these injuries.

### **Training**

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

- **Blood Borne Pathogens (BPP)** Prosecutors Lab and Park Maintenance.
- **Hazardous Communications (HAZ-COM)** educates Runnells and Facility Management employees how to properly utilize cleaning agents, paint and any substance that is a chemical.
- **Hazardous Communications (HAZ-COM)** for new County Employees during New Employee Orientation.
- **Fire Extinguisher Awareness Training** for the Prosecutors Lab.
- **Personal Protective Equipment Awareness Training (PPE)** also Lifting/Back Safety, Exposure to Heat, Poison Ivy, and Ticks for Public Works and Park Maintenance.
- **Fork Lift Certification** Seven hours Theory and Practical on Fork Lift.
- **Fork Lift Recertification** Practical on Fork Lift.
- **New Equipment Training** for Motor Vehicle, Park Maintenance and Public Works.
- **Defensive Driving for CDL Truck Drivers** for Park Maintenance and Public Works.
- **Defensive Driving Awareness** for Meals On Wheels.
- **Supervisor CDL Department of Transportation (DOT) Reasonable Suspicion Training** For All Supervisors and Bureau Chiefs that have CDL Drivers.
- **Confined Space Entry (CSE) Annual Drills** for Public Works, Park Maintenance and Facilities Management.

- **Welding/Torch Cutting Safety** for Park Maintenance and Public Works.
- **Ladder Safety Training** for Park Maintenance and Public Works.
- **Lock Out Tag Out Training (LOTO)** for Park Maintenance.
- **BEAP (Building Emergency Action Plan)** training and drills conducted at various county building locations. Also drills and **BEAP** plans have been completed for all county facilities.

## **Division of Purchasing**

The Edmunds computerized requisition system was successfully used to approve or amend over 10,340 requisitions.

The Division advertised for 107 public bids that resulted in 105 contracts. This open competition is essential to provide the County with the lowest possible costs pursuant to the Local Public Contracts Law.

The primary method that Purchasing employs to share services is the use and administration of two types of Cooperative Buying Systems offered to other County buying entities:

1. Cooperative # 1, the Bulk Pricing Cooperative, in which governmental members sign up pre-bid and pool their needs to receive lower pricing through bulk purchases. In 2010, the Division administered three (3) successful Cooperative # 1 bids: Trees, Road Material, and Rock Salt.

2. Cooperative # 2, the Geographical Cooperative, in which any entity located in Union County can use a contract that was publicly bid by Purchasing as their need arises. In 2010, the list of available contracts was expanded to include : Prisoner Transport Vans, Loader: Track Compactor, LED Outdoor Message Signs, Fertilizer Spreader, Marking Systems for Athletic Fields, Lockers, and Carpet Tile for a new total of thirty (30) extended contracts. Any municipality or board within Union County can use the reduced pricing of these contracts and is notified as soon as the contract is executed.

The Division also partnered with the Division of Intergovernmental

Policy and Planning (DIPP) to help further alert local governmental agencies of cooperative opportunities using the County website and multiple Shared Service Alerts of DIPP. The Director of Purchasing also spoke at a forum hosted by DIPP for Union County police and fire departments.

Purchasing administered a public auction that resulted in \$80,031.25 in County revenue for vehicles and equipment.

Pursuing the County mandate to discover and utilize shared services opportunities, Purchasing expanded its use of the Western States Cooperative Association (WSCA) to buy Apple computers, which are superior for some police applications, at substantially discounted pricing. WSCA was also utilized to provide County entities with essential goods from Graingers, Autozone, Dell and Hewlett Packard.

The Division also pursued a new joint initiative with the Division of Facilities Management, to try to reduce the cost of the service contracts in the down economy. Two instances bore fruit:

- Air Conditioning Repairs was rebid after it came in over the estimate of costs. The ensuing rebid cost \$63,094 less than the previous contract.
- A first time bid for Electro-Mechanical service of boiler controls and jail doors was rebid after it came in over the estimate of costs. The ensuing rebid came in \$14,050 lower saving vital budget funds.

## **Division of Motor Vehicles**

### **New Jersey State License**

Our Elizabeth facility became a NJ state licensed MV Inspection/emissions repair facility in 2010. This enhancement gives motor vehicles the ability to provide vehicle emission inspection on all County owned and operated 1996 and newer gasoline and diesel equipped motor vehicles. We will now also be able to perform the new omnibus safety inspections that came into effect in 2010 for the counties fleet of shuttle buses operated by both HS Paratransit and

Runnells Hospital with the addition of this new equipment and the required licensing.

The Division's automotive Parts distribution system received an overhaul in 2010 with numerous improvements being made at both the Elizabeth and Scotch Plain facilities. These changes will result in a better parts turn over and a reduction in obsolete inventory. The Division and its parts distributors are working together to restock our facilities with the most current inventory. Online parts and supply ordering has been implemented with a number of the parts distribution vendors enabling us to expedite the ordering process.

The 2010 Vehicle and Equipment Auction held on October 13<sup>th</sup> was a tremendous success with the auctioning of 115 individual lots. Total proceeds from this auction equaled \$194,325.00 which was distributed between auction's participants: the County – \$78,950, the City of Linden - \$35,590 and the Union County Prosecutors Office - \$79,785.

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 strives to meet the needs of the various users and makes every effort to provide assistance with all vehicle/equipment related procurement.

The Division's 12 fueling sites continue to provide gasoline and diesel fuel to a number of municipalities and authorities throughout the County. These end users are billed at a per-gallon charge on a monthly billing cycle by division personnel. In 2010 a total of 200,116.2 gallons of fuel had been dispensed to the municipalities using this service which includes Garwood, Springfield, Winfield, The Education Commission, and The Utilities Authority. The Elizabeth Housing Authority also joined the fold in the latter part of 2010.

A growing expansion of vehicle and equipment recycling has been a focus this past year. The Division has returned numerous units to service by utilizing parts and assemblies from old obsolete vehicles in order to control the repair costs and keep units in service for the



departments served. We have expanded our in-house welding repair services at the Elizabeth Facility, completing major structural repair and fabrication on a number of units that otherwise would have been removed from service or would have been cost-prohibitive to repair. These welding and fabrication services are being executed by our existing mechanical staff.

The addition of a heavy duty vehicle lift in our Paratransit Shop has offered greater flexibility in the repair of these vehicles. These vehicle hoists give the personnel the opportunity to better utilize existing shop space and the option of lifting multiple vehicles for servicing in the space provided for these repairs.

The Division completed 4067 work orders as of Dec 31, 2010 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 13,018.5:

- Elizabeth Garage – 1771.
- Turf Shop (Parks and Recreation equipment) – 493.
- Paratransit – 548.
- Scotch Plains (heavy equipment) – 1255.

#### **Mailroom**

- The mailroom processed 629,914 pieces of mail for the calendar year as of December 31, 2010.

#### **Messengers**

- Completed 12,290 deliveries for the calendar year 2010.

## **2011 Initiatives**

### **Division of Personnel**

#### **Staff Training and Development**

- Continue Employee Orientation Programs for all new hires.
- Continually monitor and update all County Policies and distribute to all Departments.

- Continue monthly Wellness Seminars for County Employees.
- Institute wellness induced activities for County Employees.
- Coordinate training to educate Department and Division Heads on progressive discipline procedures.
- Create a webportal for County Employees for Voluntary Services, Employee Assistance and Cigna Wellness Program.
- Continue to promote employee participation in the Certificate and Graduate Programs in Public Administration in cooperation with Kean University.
- In an attempt to streamline State government and improve efficiency, the New Jersey Civil Service Commission has embarked on a challenging task to reduce the more than 7,000 State and Local job titles in the classification system. The “Title Consolidation Initiative” has been established to eliminate barriers that agencies face using the current classification system and to provide greater flexibility for managing workforce, broadening employee mobility and improving productivity. As a Local Appointing Authority the Division has supported the NJCSC by participating in their initial efforts focused on abolishing over 650 state and local titles which were inactive, obsolete and had zero incumbents. Future phases of this initiative will take place in the upcoming year and will require significant resource support by this division.

### **Employee Assistance Program (EAP)**

The Employee Assistance Provider will continue to enhance the County’s outreach program to Supervisors. As a result of recent concerns with the economy, the EAP will conduct stress management seminars throughout the year to assist employees.

### **OnBase Records Management**

This is an on-line record management system for employee personnel records. This Division will assist Runnells and Social Services Personnel satellite offices with educating the staff on scanning and coding personnel records into the OnBase system. This project will reduce paper create much needed space and facilitate information retrieval on employee personnel files.

### **Employee Benefits**

- Encourage employee participation in cost effective health care options on the County's health plan and voluntary health insurance buyout program.
- Promote new Wellness Imitative fostering programs that enhance employees' health and well being, resulting in a healthier workforce.
- Insure County's compliance with new Federal health care mandates, i.e. the Affordable Health Care Act, which provides health benefits for dependents to age 26.

### **Employee/Labor Relations**

- Conclude negotiations for successor Collective Bargaining Agreements initiated in 2010 with Local 68 Operating Engineers representing approximately 25 employees.
- Commence and attempt to complete negotiations with seven bargaining units, six of which are Law Enforcement units, representing both rank and file employees and superior officers in the Prosecutors Office, Correction Superior Officers, Sheriff's Department, and Division of Weights and Measures; as well as Assistant Prosecutors Assoc. covering approximately 340 employees. The overall objective will be to negotiate the new settlement pattern established in 2010 with the County Police Rank and File and Superior Officers and the County Correction Officers, as outlined in the 2010 Accomplishments.
- Commence negotiations with six bargaining units whose Collective Bargaining Agreements expire at year's end.
- Train the remaining 70 supervisory (379 were trained in 2010) employees in Workplace Harassment Prevention, by year's end, in accordance with the County's ongoing effort to ensure a discrimination and harassment free work environment.

### **Human Resources/Payroll System**

Continue to provide ongoing training for users in all functions of the HR System as needed.

Continue to work on the integration of County Police scheduling system with HR System's attendance module.

Upgrade relevant sanctions integrating the new Federal Mandates in the Affordable Healthcare Act into the County's healthcare policies.

### **Risk Management and Loss Prevention**

- Continue CPR Defibrillator Recertification Training for Employees.
- New CPR Defibrillator Certification for employees who request Training.
- Continue On Site Safety Inspections.
- Continue New Employee Safety Orientation.
- First aid training for Confined Space Entry Teams.
- Continue Defensive Driving Training for new employees.
- Continue Professional Training to meet or exceed PEOSH Standards for County employees in Occupational Safety and Health.
- Conduct Fall Protection Training for employees using Arial Lift Trucks.
- Conduct Live Burn Fire Extinguisher Training for new employees.
- Conduct Trenching and Shoring Training.
- Conduct Ladder Safety Training.
- Respiratory Training and Fit Testing.
- Conduct Injury Audits (root cause, preventative measure and education) for injured employees.

### **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 plumbing supplies to paving to pesticide to puppetry.

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

The Director and Assistant Director will use their membership in the County Purchasing Agent Association, the National Institute for Governmental Purchasing, and the Governmental Purchasing Association of NJ to network and keep abreast of how their peers in public purchasing find solutions to common problems.

The NJ State Bureau of Local Government Services has advised that there are changes in the Law ahead, and in 2011 Purchasing is educated, poised and ready to handle any challenge. Towards that end, the Directors and Division employees will continue the procurement training provided by Rutgers, The State University.

The Division's goals, 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:

- Institute a new policy whereby a directive published by the NJ Division of Local Governmental Services will enable Purchasing to forego obtaining affidavits of public advertisements for bids resulting in a yearly savings of \$9,000+.
- Continuance of the program to lower service contract cost through lower estimates and rebids.

- Opening of an online bid portal on the updated website to provide the means to make public bidding as “paperless” as possible.
- Use of the new alert system obtained through the UC Partner Agency Survey to advertise cooperative procurement opportunities.
- A possible offer to Union County governmental entities of the services of the Qualified purchasing Agent of the County to review specifications and procurement procedures.
- Conduction of a survey to assess the impact of the cooperative systems offered by the County in cooperation with DIPP. Survey will poll current cooperative members, potential cooperative members and county vendors who have sold their services to other governmental entities in Union County through our cooperative contracts.

### **Division of Motor Vehicles**

A major goal in the coming year would be the purchase of updated automotive diagnostic equipment for the shop personnel. Ever changing automotive technology requires the division to purchase this type of equipment in order to complete repair procedures necessary. Updates to existing diagnostic tools will also be priorities were available.

Mechanical staff training in the latest automotive and equipment repair procedures will continue to be a focus in the coming year. The division will provide in-house training on the latest gasoline, diesel and hybrid technologies to our personnel to enhance their abilities and knowledge in the automotive industry. Whenever possible the Division requires that the OEM vehicle and equipment manufacturers of new units sold to the county provide training on the diagnostic and repair procedure required for these units. These vendors are also asked to provide repair manuals and diagnostic tools when available.

Clean fuel and alternative fuel vehicles are given priority when purchasing vehicles and equipment for the end user department. Every effort is made in exploring the latest technologies available for the motor fuels utilized by these new units when preparing the specifications bid purchase.

The Division will be pursuing the use of manufacturers' new vehicle warranties whenever possible to curtail the ever increasing cost associated with operating a fleet of this size. These warranties have in the past been a major factor in the overall cost of the unit through its useful life and continue to be a necessary tool in fleet operation.

The purchase of a new high volume mail machine for the Division's mailroom operation in 2011 will be a valuable asset. This new machine, equipped with the latest accounting software, will increase mailroom productivity while lower operating and mailing costs. The machine will replace an existing out-dated unit that no longer meets the needs of the organization.

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# **Department of Correctional Services**

**Administrative**

**Operations/Security**

**Programs/Services**

**Environmental Health/Custody Management**

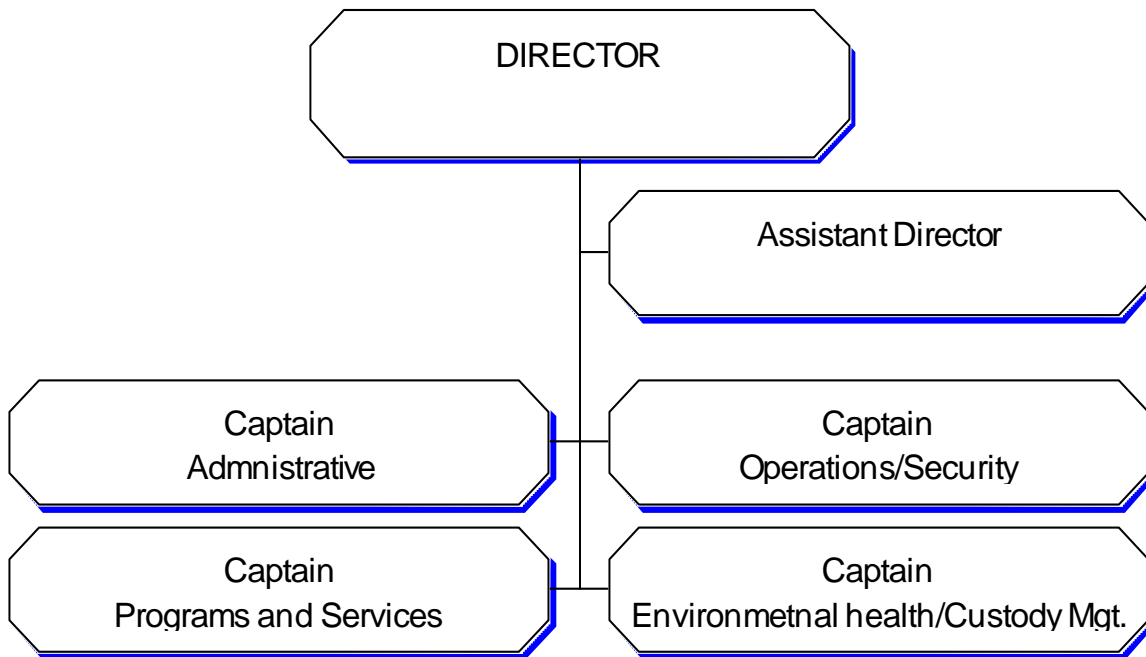
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# Organizational Chart

## 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 more than 1,200 inmates convicted of a crime or awaiting disposition of criminal charges by the courts.

## **2010 Accomplishments**

### **Staff Enhancements**

- Promotion of three (3) UMS from Officer to Sergeant.
- Promotion of one (1) UMS from Sergeant to Lieutenant.
- Hiring and Agency Training completed for 18 Uniformed Members of Service.
- Academy Training completed for 18 Correction Officers.
- Provided New Employee Orientation for 55 Staff members.
- Special Investigations Unit (S.I.U.) Investigator completed the Criminal Justice Basic Course for Investigators and graduated from the CJBCI Training Academy, which brings another certified Investigator to the S.I.U.
- Appointment of Assistant Armorer; assignment added to the Emergency Preparedness Coordinator's duties.
- Administrative Supervisors were routinely resourced to staffing of custody posts when vacancies occur, reducing supervisor overtime expenditures by more than \$50,000.

### **Security Enhancements**

- OutSide Security (OSS) Enclosed Command Post (ECP) was built, inclusive of surveillance camera, and constructed in place. Administrative Policy & Procedures were developed for post operations.
- Creation, introduction, and implementation of a “Gang Affiliation/Member Acknowledgement” form. This process enhances and expedites the process for identifying security threat groups so that appropriate classification, housing, and management of these individuals may be effectively administered.
- Continuance of warrant checks being performed prior to inmate discharge, wherein an automated search is conducted to determine if a prisoner (who is ready for release) has any outstanding warrants or open charges that should prevent or delay his release to the street.
- Modifications made to bail processing procedures which help detect counterfeit currency (and its distributor) when cash is accepted at the facility; policies were developed to reduce County liability and financial loss if taking possession of counterfeit currency.

### **Technical Enhancements**

- FastId and LiveScan Systems (electronic identification systems governed by NJ State Police) installed and utilized daily; systems made 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. Up until now, 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 that individual into our custody, requiring those same precautionary and security measures, expenses, and risks.
- Fully installed Bio-metric Kiosk Time Clocks, integrating staff Time & Attendance with personnel profiles, scheduling assignments, and time off requests.
- Data Base program developed for inmate Disciplinary management.
- Installed seven (7) network computers 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.

### **Health & Safety Modifications**

- HVAC Project completed, receiving an extensive upgrade.
- CHS (Correctional Health Services – inmate medical provider) installed and currently utilizing Catalyst/EMR (Electric Medical Records system).
- Additional significant enhancements made to Infectious Disease Policy (including routine and continuous surface bleaching throughout the facility) resulting in greater impact towards beneficial results.
- Enhanced cleanliness and sanitation throughout the facility; becoming cosmetically appealing through progressive paint details
- Facilitated the administration of H1N1 vaccine at the facility.
- Enhancements and precautions put in place to prevent bed-bug infestation.
- Enhanced our procedures to ensure indigent discharged prisoners are adequately clothed before being released to the street.

### **Operational Enhancements & Accomplishments**

- Officer hand held radio system received updates to enhance the quality of the radio signal; this was possible with the installation of a new repeater.
- Coordinating efforts with U.S. Immigration & Customs (ICE) regarding commitments has resulted with qualifying those prisoners for financial reimbursement to the County, and expeditious discharges back into their custody.  
Previously, prisoners without local charges were detained solely on Immigration holds; some housed for lengthy (and costly) timeframes waiting disposition or custody transfers. Enhanced communications and procedures reduced those issues.
- Duty Schedule Modifications and Personnel Accounts Management significantly enhanced with the implementation of C.O.S.S. (Correction Officer Scheduling System), an automated management and recording system).
- Enhancements made to the medical unit staffing levels to increase inmate health and wellness by providing more on-site services and reducing inmate transportation costs and risks.
- Renovations were made to the booking area inmate showers, meeting privacy concerns for prisoners committed with non-indictable offenses
- Face-to-face interviews are conducted for all newly committed prisoners before they are classified from reception units.

- Enhanced the procedures for identifying and approving prisoners for work assignments; applying more stringent eligibility criteria for those entitled to work and conducting more face-to-face interviews prior to assignments, reducing management risks while promoting public safety thru operational security.
- Reviewed more than 1100 inmates for possible in-house work assignment, resulting with a 50% approval rate.
- Safely and securely facilitated more than 20 funeral viewing trips for inmates through Administrators and Social Services, administrating 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.
- More than 160 accommodations and provisions were extended for special visits, and for visitors with special needs. Authorized flexibility accommodated visitors with physical restrictions and hardships, as well as those residing out of state requesting a one-time visit. Family bond orientation is the focus here as well.
- Attended to more than 58,000 inmate requests; thru professional address, direct response, and personal contact; provided more than 14,400 various services (religious, social, law library, etc.) to inmates; and enrolled almost 175 female prisoners in our CCS (Catholic Community Services) Drug Program
- Provided County Counsel with documentation required for 30 Tort Claims.
- Facilitated 1400 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 50 Division of Youth and Family Services (DYFS) parent-child bonding visits.
- Created a Logan Hall Variance form, enabling more inmates to attend drug intervention programming.
  - ✓ Classified and transferred more than 890 inmates to Logan Hall in 2010.

## Training & Equipment

- Acquisition of two (2) new inmate transportation vehicles (vans).
- Fire Emergency & Computer training conducted for newly promoted supervisors by IFM; will help supervisors locate, identify, and manage fire emergencies in the facility.
- Successful completion of Armorer Certification from both Remington and Glock.
- Certified Training from Folger Adams for Locks and Slider Security Doors.  
One staff member attended a week long, out-of-state training session.
- Training manual and power point presentation were created for staff assigned to Booking & Releasing areas.
- C.C.I.S. (Inmate management system) training conducted for newly appointed S.I.U. investigators to effectively capture STG (Gang) data. (Union County is one of the leading county jails in NJ to capture this data in CCIS).
- S.I.U. investigators were trained with entering STG data into NJCJIS (State Police Data Base).
- Classification staff received training with NCIC 2000.
- CHS staff attended a Crisis Intervention Training session; focus was inmate management for those in custody as well as those during pre-discharge.
- PREA (Prison Rape Elimination Act) seminar attended by Corrections Administrators (November - 3 supervisors attended).
- Two (2) Penal Counselors attended “The Nurtured Heart; Transforming Lives” workshop.
- Three (3) Penal Counselors completed advanced training courses in their field.
- “Go Green” Initiatives are thriving:
  - ✓ Individual paper reports being streamlined to ‘shared’ reports within worksites and units.
- Attended NJ Police Security Expo in Atlantic County. 4 Administrators attended.
- DNA Sampling Training provided by NJ Attorney General’s Office; included a presentation of CODIS arrest/conviction results (October). 5 staff attended.
- NJCJWA (New Jersey County Jail Wardens’ Association) Training

- Conference (September) attended by the Director, Assistant Director, and Captains.
- Union County EAP, as well as NJ Cop2Cop, presented “Suicide Awareness and Prevention” seminars; both attended by Correctional Staff and Administrators.
  - Attended a FirePro software demonstration (management software for institutional fire protection). 2 staff attended.
  - Uniformed Supervisors attended the Mandatory Sexual Harassment Prevention Seminar (December).

### Points of Interest

- Number of inmates committed: 6953.
- Number of inmates discharged: 6990.
- Average daily inmate population (in-house): 909.
- Corrections staff processed more than 2200 bails, 7800 inmate money orders and over 102,000 pieces of incoming/outgoing inmate mail, while filling and delivering more than 17,000 inmate commissary orders.
- Medical and Mental Health administrated 3329 psychiatric visits, 2186 Mental Health Worker visits, 803 Jail Diversion/Linkage visits, 3236 nursing sick calls, and 2512 inmate visits with jail physicians.
  - ✓ 6 MRSA cases diagnosed and treated; 0 H1N1 cases.
- Inmate Contact Visit Program continues increasing NJDOC Standards and inspection compliance; last ICVP (December) facilitated 78 visits .
- Member of UCJ Special Operations Unit gave a demonstration of Defensive Tactics to Sheriff’s Youth Academy.
- Sponsored numerous ‘tour of the old jail’ sessions during the County’s “Bring Your Children To Work” day. Positive impact found in the children participating.
- CPR/AED Training provided (by UCJ Training officers) to Runnells Hospital staff.
- CPR/AED Training provided (by UCJ Training officers) to Union County Prosecutors.
- Revenue Generated:
 

✓ Keefe Commissary	\$138,462
✓ Inmate Processing Fees	\$119,565
✓ Medical Co-Pay	\$5,508
✓ GTL Phone Co.	\$413,400

- Purchased 48 new handguns which included the “trade-in” of old weapons (recouping \$6700 towards the purchase of new weapons).
- NJDOC reimbursement (for State Prisoners held in UCJ):  
✓ \$950,021
- We were qualified by the NJDOC as an example of excellence in Amory Inventory and Management Control.
- 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). Average annual reimbursement for the last three (3) years was \$244,865. **This year’s SCAAP FY 2010 award to Union County: \$466,592**
- Revenue generated by Union County Corrections programs and operations:  
✓ **\$2,093,548.00**

## 2011 Initiatives

Completion of Academy Training for newly hired uniformed staff.

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

Continued attention to security issues:

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

Continued training and reinforcement for all staff.

Continued computerization and record keeping updates:

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

“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.
- Transition towards the use of environmentally friendly cleaning supplies.

Implementation of DOC compliant Inmate Education Program:

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

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**Department of  
Engineering, Public Works, Facilities  
Management and Park Maintenance**

**Engineering**

**Facilities Management**

**Public Works**

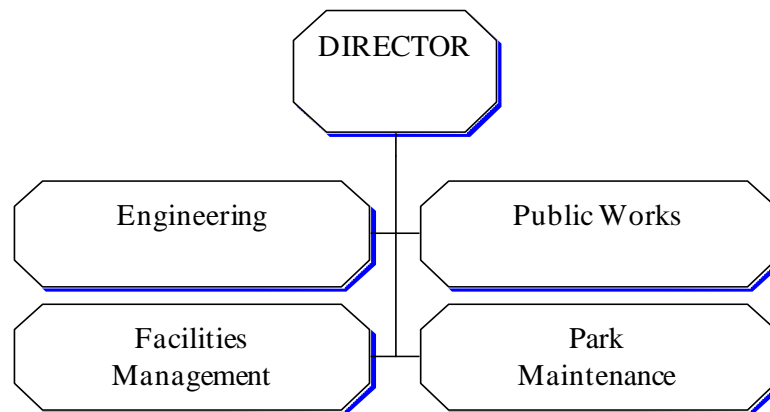
**Park Maintenance**

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# Organizational Chart

## Department of Engineering, Public Works, Facilities Management & Park Maintenance



# **DEPARTMENT OF ENGINEERING, PUBLIC WORKS, FACILITIES MANAGEMENT & PARK MAINTENANCE**

## **Mission**

The mission of the Department of Engineering, Public Works Facilities Management & Park Maintenance 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 five Bureaus:

#### **Bureau of Roads & Bridges**

This Bureau repairs and maintains a safe riding surface on 176 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 Runnels Specialized Hospital.

The Bureau completes up to 3000 work orders per year. There are currently no outstanding work orders.

Roadways are swept a minimum of twice each month, and storm drains are cleaned and maintained on a regular schedule in compliance with the Federal Clean Water Act and requirements of Union County Highway Agency Storm Water General Permit NJ0141887 dated 2005, as required by the state of New Jersey.

The Bureau of Roads & Bridges is responsible for snow and ice removal on all county roads and bridges, and assists with snow removal for various other County agencies. Records such as snow accumulation totals, cost of material, cost of labor, and duration of storms are kept for

future use and reference. 146 bridges and 240 culverts are inspected and maintained on a regular schedule. Major and minor repairs on these structures are performed as outlined through a bi-annual inspection. Debris blockages are cleared when needed to help the downstream flow. Bridge rails, decks, and walkways are cleaned, repaired and repainted as required. Graffiti is removed instantly.

Beam guiderail repair, replacement, and installations are performed as required for the benefit of public safety. Right-of-way maintenance is conducted whereby vegetation is cut back or removed through treatment to aid in driver visibility on County roads, intersections, and bridges.

In late winter and early spring a widespread annual pothole repair program is instituted. Several crews are dispatched to repair potholes that appear as a result of the winter snow plow operation. In 2009 the Bureau filled over five hundred 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 officials 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, 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. Application of pesticide is kept to a minimum as long as the Bureau can keep mosquito breeding in check. However, Union County, because of its proximity to the ocean and its tributaries, has many marshes and wetland areas that need to be monitored and treated when mosquito breeding reaches levels endangering the health of human and animal populations. A regimented surveillance and data collection program is essential to maintaining a handle on mosquito population and breeding by this Bureau. Mosquito samples are gathered for identifying species and to track the number of mosquitoes through the use of New Jersey light traps.

The Bureau of Mosquito Control ends its active monitoring and treatment on November 1. The Bureau also assists in Union County's annual Leaf Collection Program.

Public education for the elimination of potential breeding sites is performed by the Bureau by way of appearances at elementary schools, senior citizens groups and Municipal Health Fairs.

### **Bureau of Shade Tree & Conservation**

The Bureau maintains approximately 15,000 trees along County roads. Resolution 493-2000 states that at least one tree is to be planted for every tree removed in the county. Every year since then the Bureau has planted more than one-for-one to keep the County roads tree-lined. The Parks Shade Tree Bureau has been added to the Public Works Shade Tree Bureau. With this addition, the Bureau now also maintains the thousands of trees throughout the County parks system.

The leaf removal season, which begins during autumn each year, brings in over 150,000 cubic yards of leaves into the County leaf compost facility located within the Houdaille Quarry in Springfield. Nineteen of the County's 21 towns participate in this program. The County charges a minimal fee of \$2 per cubic yard for loose leaves and \$4 per cubic yard for compacted leaves. This service saves the 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 a 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, Parks and Golf Operations. 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.

### **Division of Engineering**

The Division of Engineering consists of the Bureau of Engineering Services and the Bureau of Traffic Safety & Maintenance. In support of the mission of the Department, 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 and project files, complete an inventory of all of the County's infrastructure assets, and fully integrate the operations of the Department into the County's Geographic Information System (GIS).

### **Bureau of Engineering Services**

- Responsible for the inspection, design, rehabilitation, and replacement for 146 bridges, 240 culverts, seven major dams, and several minor dams.
- Coordinates and manages the annual resurfacing program for 176 miles of County roadways, averaging about 13 miles of rehabilitation per year.
- Manages environmental remediation programs for underground storage tanks (UST) and other contaminated sites. The County currently has eight UST sites that require monitoring and remediation. The County also has major brownfield site monitoring and remediation projects at Esposito Park and Meisel Parks and the old Runnells Hospital.
- Supports all of the county's municipalities with design and construction programs for traffic signal rehabilitation and replacement, as well as analyzing traffic needs for new traffic signals.
- Manages the New Jersey Storm Water Program for Union County and its municipalities, and supports their flood control efforts.
- Inventories and maintains records of the County's entire infrastructure in accordance with Government Accounting Standards Board Statement 34 (GASB 34).
- Supports other County departments and agencies, including the Department of Parks and Community Renewal, 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.

### **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 170 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 are: Sign Shop, Sign Installations, Line Striping, Data Collection, GIS/Asset Management, Studies and Investigations, and Work Zone Traffic Control.

- 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

Works 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 conditions.

- Supports other County departments and agencies by manufacturing and installing specialty signs for various County events, fabricating vehicles markings, and striping parking lots through Bureau's fully equipped Sign Shop and Line Striping Shop.
- Assists municipalities and other County agencies with advice and guidance on traffic related issues, and works with community and professional organizations to further traffic safety.

### **Division of Facilities Management**

The Division of Facilities Management's primary function is to service, maintain and repair State Court System facilities and all property and facilities owned and operated by Union County. Operations also include but are not limited to general trades, 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 two million square feet of multi-purpose facility space including the maintenance of boilers, generators, electrical, plumbing, and structural, elevators, HVAC and carpentry in addition to providing custodial services for all County facilities.

In addition, the Division provides coordination for the County's capital improvement projects working collectively with various professional service consultants to accomplish set goals in a timely, cost efficient manner. The majority of standard utilities such as Public Service Electric, Water and Gas are monitored and paid through this division in addition to the Natural Gas Cooperative Extension Project. Monitoring also incorporates contractual bids and non-bid agreements.

The Division consists of five Bureaus:

#### **Bureau of Construction Management/Bureau of Trades**

The Bureau of Construction Management maintains approximately 28 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 up 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 23 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 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 switch gears.
  - ✓ All generators within the county buildings.

### **Bureau of Administrative Support**

The Bureau of Administrative Support has four employees (not including the contracted Xerox employees) and offers a wide range of Countywide services including printing, typesetting, graphic design, image scanning, plate making, document scanning, lamination, creation of digital files including .pdf, .tiff, .jpg, .qxd, .indd, .ai, image and file preparation for use in Digital Printing, Offset Printing, Sign Making, Vehicle Lettering, installation of custom signs made of vinyl, plastic, foam board, aluminum, paper etc., and the production and creation of forms,

carbonless (NCR) forms, flyers, business cards, invitations, tags, nameplates, labels, SLATS, menu directories, event signs, temporary signs, indoor and outdoor banners signs & posters and presentation checks etc.

- Provides Countywide support, management, production, installation and job tracking of Union County's In-house Print Services and Facilities Sign/Banner Shop with oversight of contracted Print Services vendor (a five-year Xerox contract at \$540,000 per year).
- Orders and tracks all copy paper countywide, maintains various consumable inventories, and supports numerous computer, equipment, printer, software and office applications at the division level.
- Maintains the Division of Facilities Management work order system database and creates various spreadsheets (printed and digital) for tracking, monitoring and logging at the division level.
- Offers design, layout/paper suggestions, software usage and troubleshooting advice.
- Utilizes a variety of software such as Adobe Photoshop, Illustrator, and In-Design, Acrobat, LiveCycle Designer, MS Word, Excel, Power Point, SQL Query Analyzer/Enterprise Manager, Quark Express, Gerber Omega, and Onyx Postershop.
- Operates equipment such as the Gerber Edge II, Gerber HS15 plotter, HP z6100 60" printer, Gerber PS2 60" plotter, Xante Impressia Platemaker, Xante Platemaker 4, AB Dick DPM 2340 and various other equipment including offset presses, digital presses, and numerous pre-press and post-press equipment.

### **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 programs to facilitate the public use and enjoyment of County parks and recreational facilities.
- Financial and administrative services such as accounts payable, budgeting and purchasing will be managed by the Department of Engineering, Public Works & Facilities.

## **2010 Accomplishments**

### **Division of Public Works**

#### **Bureau of Roads & Bridges**

Roads were swept twice per month and basins, manholes, inlets, and storm lines were cleared periodically in compliance to DEP Stormwater Regulations. Catch Basins and Inlets were repaired and replaced throughout 2010.

Potholes were repaired; minor and major road surface repairs and preventive maintenance including crack-sealing were completed. Repairs to related infrastructure on county roadways were performed.

Sidewalks were repaired and replaced in coordination with the Bureau of Shade Tree and Conservation following damage by county trees.

Roadside vegetation was trimmed and/or removed by request. Railroad crossings were cleaned up and maintained, vegetation was cut back as needed.

The 2010 Leaf Removal Program is ongoing.

Routine and preventive maintenance and repairs of bridges, culverts and parapets were conducted throughout the county. Graffiti removal was performed at various locations.

The South Front Street Bridge was operated for three shifts, seven days a week as required. Maintenance and repairs of this bridge are ongoing. Currently this bridge is undergoing extensive upgrading to electrical and plumbing systems to bring the operator's station in compliance with OSHA regulations.

Snow and Ice Removal and Flood Control were performed throughout 2010 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 Galloping Hill Golf Course for drainage improvements.

Assistance was provided to the Division of Park Maintenance for the groundwork of Echo Lake Park with construction of the Dog Park.

The Bureau provided assistance to the Bureau of Planning and Environmental Conservation with recycling events through the use of Rolloff equipment and labor. The Bureau also provided assistance to law enforcement agencies via hauling and disposal of controlled substances and fireworks.

The Bureau provided assistance to municipalities through equipment and personnel loans and shared services.

## **2010 Bureau of Roads and Bridge Work Order Request Summary for**

Total work order request – 2,667 Total Labor & Material - \$  
2,608,347.30

### **Bureau of Inspections**

The Bureau is responsible for all of the permitting of road openings on County roads and right-of-ways. Included in the permits for all of the water, gas, electric, cable, communications, sanitary and other public utilities found under the roads, are the permits for curb alterations by public and private contractors as well. This Bureau is a constant monitor of roadway excavations providing the safe and proper restoration of Union County's road and right-of-way openings by all permitted entities. Also all curbing installed by private contractors is monitored to ensure

compliance with County specifications. During 2010 the Bureau issued 519 permits and collected \$115,260.71 in fees and refundable bond fees.

The Bureau of Inspections also includes the Safety Coordinator for the Department of Public Works & Engineering, who is responsible for all safety programs and compliance for the employees and facility as well. OSHA, Right-to-know programs, CDL training, and work zone safety are just a few examples. The Safety Coordinator completed ladder and tar kettle training. The Safety Coordinator also is the person providing all in house accident reporting and recording for all personnel and vehicles. The Inspection Bureau also provides personnel for the snow removal operations.

### **Bureau of Shade Tree & Conservation**

This year the Bureau concentrated on removing all dead or dying trees throughout the County that posed a potential safety or traffic hazard, which were mainly identified through requests from the public as well as County personnel. This year the Bureau had a large request for tree trimming and removal. There were 300 trees trimmed along the county roads and 200 trees removed due to safety concerns. The Bureau continues to work with the local electrical companies removing trees that are located in their power lines.

The Bureau has been conducting shared service with Scotch Plains, Fanwood, Berkeley Heights, Springfield and Rahway.

The Bureau has addressed concerns of trees in various parks;

**Green Brook** – 25 large dead trees were removed and 50 trees were trimmed.

**Cedar Brook** – 20 trees were removed and 30 trees trimmed

**Warinanco Park** – 30 trees were removed and 75 trees trimmed. Nelson Tree Company has been assisting the Bureau in removing a large number of dead trees throughout the park

**Echo Lake** – 20 trees have been removed around the picnic areas. Also 50 trees were trimmed and the new dog park has been completed. The Bureau is continuing to address all concerns in this area and all of the parks throughout the county.

**Oak Ridge Park** – all tree work has been completed in a timely manner.



**Ashbrook Golf Course** - 20 trees have been removed that were either dead or dying and 75 trees have been trimmed

**Galloping Hill Golf Course** – 50 large trees were removed and 75 trees were trimmed.

The Bureau also received \$7,000 for a tree planting program from the 2009 Business Stimulus Grant, formerly known as the Cool Cities Grant.

The Bureau also participates in the Arbor Day program and a Poetry Contest is held for all middle schools and the theme for this year was “What does a tree mean to me?”

The Bureau also held Municipal Tree Worker Safety Trainings for municipalities throughout Union County. Employees of the Bureau attended various classes related to pesticide, planning, etc.

The Bureau continues to maintain the Union County Compost Facility for the composting of leaves for the municipalities throughout Union County at a cost of \$2.00 per cubic yard. This year the County is anticipating collecting approximately \$150,000.

### **Bureau of Mosquito Control**

2010 brought heavy snow at the end of the winter season and heavy rains during the spring. Due to these weather conditions the Bureau experienced large flooded areas at the onset of the mosquito season.

Standing water would have been more of an issue for controlling mosquitoes if the weather had been normal for the summer of 2010. What developed was a lack of rainfall and record high temperatures. The result was a population shift in the species of mosquitoes that were trapped and recorded in the lab. The species most often associated with the West Nile Virus was not affected. The Bureau had 262 complaint calls and found 97 of them breeding, requiring treatment with larvicide. Others were treated by removing standing water.

The method of mosquito surveillance in Union County utilizes the traditional New Jersey Light Trap, of which the Bureau had 27 in place semi-permanently. The Bureau staff members collect the specimens twice weekly. They are brought back to the lab and identified by the ID Specialist. The staff also disseminates portable mosquito traps on an as

needed basis. These traps are battery operated and are employed at locations throughout Union County for the purpose of determining species of mosquitoes that are creating a nuisance and are also a health concern. The specimens from these traps are identified back in the lab and are sent to the State labs in Trenton for the purpose of testing for the presence of diseases. Each sample sent for testing is called a “pool” and can consist of up to 50 mosquitoes (always female). Of 168 pools sent to the State labs in 2010, 44 were confirmed as positive for the presence of West Nile Virus, a record for Union County. The entire state of New Jersey had record numbers of positive WNV for 2010. There was one confirmed human case of WNV in Union County.

The Union County Bureau of Mosquito Control continued the R&D work from last year that involved a new method of delivering a liquid larvicide via ground ULV equipment. This effort endeavors to get approval from the NJDEP and a labeling of the product for such use. The trials lasted 10 weeks and proved again that the method was viable. The Bureau worked closely with the Rutgers Center for Vector Biology and had their biologist present the results at the Pennsylvania Vector Control Authority symposium this fall. The work was well received, and the label changes are to be implemented in time for the 2011 season.

The Bureau of Mosquito Control was involved with a major river clearing project assisting Parks and Shade Tree Bureaus in a week long project which included most of the staff. The area was the stretch of Elizabeth River west of Vauxhall Road in Union.

The Bureau continues to be a part of the leaf collection crew along with snow plowing and salt spreading for the Bureau of Roads and Bridges.

### **Division of Engineering**

The Division of Engineering completed its transition to providing engineering services with a reduced staff. County professionals continue to provide both project engineering and project management of capital projects. The Division 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 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. Also introduced during 2010 is the use of the ARC View GIS Mapping System. This internal tool allows investigation and study to be conducted at the desk top, in support of federal and state grant projects.

The Division now has information for which it previously relied on the historical knowledge of individual employees. This improvement has enabled the Division to have quicker access to information with fewer personnel.

During 2010, American Reinvestment and Recovery Act (ARRA) funds were awarded and have enabled the implementation of 8 additional Countywide projects including traffic signal improvements and County road resurfacing.

The following projects were performed by the Division:

- **Berkeley Heights** – 2009 Resurfacing and Handicapped Ramps (ARRA Funding), Plainfield Avenue, Valley Road to Drift Road; Emerson Lane to Mountain Avenue; Bonnie Burn Road – Valley Road to Colorado Café. Intersection Improvement – Diamond Hill Road and Valley Road.
- **Clark** - Traffic Signals Design - Central Avenue Corridor. Resurfacing Oak Ridge Road, Valley Road, Bryant Avenue.
- **Cranford** – Bridges/Culvert Construction - Springfield Avenue Bridge (Completed); Traffic Signals Improvement (ARRA Funding) - Springfield Avenue and North Union Avenue; Springfield Avenue and Orange Avenue; Walnut Avenue and Lincoln Avenue and Centennial Avenue and Lincoln Ave (Completed).
- **Elizabeth** - Traffic Signal Improvements – 12 intersections (ARRA Funding); Resurfacing and Handicapped Ramps (ARRA Funding) - Galloping Hill Road - Westfield Avenue to Magie Avenue. Resurfacing North Broad Street, Orchard Street. Bridges/Culverts Construction - South 1<sup>st</sup> Street Bridge (Completed); Bridges/Culverts Design South Front Street Bridge.
- **Fanwood** - Traffic Signal Improvement - Terrill Road Corridor (ARRA Funding).
- **Hillside** - Traffic Signal Improvement (ARRA Funding) - 2 Intersections.

- **Kenilworth** - Resurfacing Construction and Handicapped Ramps - Kenilworth Boulevard - Michigan Avenue to the Garden State Parkway (ARRA Funding – Evening Improvement).
- **Linden** – Resurfacing Construction and Handicapped Ramps (ARRA Funding) - Stiles Street - Valley Road to Raritan Road.
- **Mountainside** - Resurfacing Construction and Handicapped Ramps (ARRA Funding) - Mountain Avenue -Rt. 22 to New Providence Road; Springfield Avenue - Mill Lane to Springfield Township Line. Resurfacing – West Tracy Drive.
- **New Providence** - Bridges/Culvert Construction - Division Avenue Bridge; Central Avenue Bridge (Completed). Road Resurface Construction and Handicapped Ramps (ARRA Funding) Springfield Avenue; Broad Street Rehabilitation, Summit Avenue Intersection Improvements.
- **Plainfield** - Bridges/Culverts - The Sanford Avenue Bridge, Plainfield, has been classified “structurally deficient.” The replacement is scheduled to be completed during the first quarter 2011; Traffic Signals Construction (ARRA Funding) - Terrill Road Corridor and Park Avenue Corridor; Traffic Signals Construction - Park Avenue and Seventh Street (Completed). Resurfacing Park Drive.
- **Rahway** - Bridges/Culverts Construction - East Inman Avenue Bridge and Monroe Street Bridge (Completed). Resurfacing Construction and Handicapped Ramps (ARRA Funding Evenings) – East Hazelwood Avenue – Route 1 & 9 to Lawrence Street; Woodbridge Road - East Hazelwood Avenue to Randolph Avenue; West Inman Avenue - Dukes Road to Jefferson Avenue. Resurfacing West Milton Avenue.
- **Roselle** - Bridges/Culverts Design - West Brook Flood Control Project – 4 Culverts; 2 railroad culverts, Gordon Street Bridge.
- **Roselle Park** - Bridges/Culverts Design - Gordon Street Bridge.
- **Scotch Plains** Traffic Signals Construction (ARRA Funding) - Terrill Road Corridor; Resurfacing Construction (ARRA Funding) – Lamberts Mill Road – West Broad Street to Jacobs Lane; Martine Avenue – Raritan Road to King Street.
- **Springfield** - Resurfacing Construction and Handicapped Ramps (ARRA Funding Evenings) - Springfield Avenue - Westfield town line to Lynn Drive; Mountain Avenue - Mountain Avenue - Shunpike Road to North Trivett Place; Main St. - Springfield Avenue

(Rt. 124) to Essex County line. Resurfacing – Mountain Avenue, South Springfield Avenue.

- **Summit** - Bridges/Culvert Construction – Division Avenue Bridge (Completed); Resurfacing Construction and Handicapped Ramps (ARRA Funding) (Completed) – Mountain Avenue – Ashland Road to Primrose Place; Constantine Place Springfield Avenue to Passaic Avenue; Broad Street Reconstruction. Resurfacing – Summit Avenue.
- **Union - Traffic** Signals Design - Stuyvesant Avenue and Stanley Terrace; West Chestnut and Stuyvesant Avenue (Completed). Resurfacing Construction – Salem Road – Five Points to Mead Terrace and Huguenot Avenue to Morris Avenue. Resurfacing – Rt. 22 to Stuyvesant Avenue, Morris Avenue.
- **Westfield - Traffic** Signals Construction - North Avenue and Crossway. Traffic Signals Construction - Central Avenue Corridor; Resurfacing Construction and Handicapped Ramps- Lamberts Mill Road - West Broad Street to Jacobs Lane; Springfield Avenue – Mill Lane to Springfield Township Line. Resurfacing – Mountain Avenue.
- **Winfield** - Resurfacing Construction and Handicapped Ramps (ARRA Funding) – Stiles Street - Seafoam Avenue to Raritan Road.

### **Bureau of Traffic Safety & Maintenance**

The Bureau has continued to provide sign & striping, traffic control, traffic studies, and traffic data services to the County. Some specific 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, Building Services, Human Services, Rutgers Cooperative Extension, Cultural and Heritage Affairs, Board of Elections, Runnels Specialized Hospital, Parks & Community Renewal, Motor Vehicles.

Our Functional units have processed the following requests in 2010:

- Sign Shop Unit - fabricated 811 signs.
- Sign Shop Unit - fabricated 37 vehicle marking sets.
- Sign Repair & Installation Unit - installed/repaired 906 signs, and trimmed brush around signs along each County Road.
- Line Striping/Markings Unit - striped approximately 80 miles of 4-inch road lines.

- Line Striping/Markings Unit - striped 5 parking lots and 32 marking locations.
  - Data Collection Unit - performed 118 traffic collections.
  - GIS/Asset Management Team - tagged 2,171 assets.
  - Survey Team - performed 8 surveys.
  - Traffic Studies & Investigations - studied approximately 20 traffic issues.
  - Work Zone Traffic Control - implemented/designed 27 work zone projects.
- 
- 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 176 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 Garwood, Roselle Park, Roselle, Kenilworth, Hillside, Fanwood, Berkeley Heights, Clark, New Providence, Mountainside, Plainfield, Summit, Union, Westfield, and Springfield. This program generated **\$8,402.00** in 2010. It has also provided signage support, traffic data, and traffic control materials to almost all municipalities as well as other County affiliated agencies at no cost.
  - The Bureau has provided Work Zone Traffic Control design, planning, and implementation on many construction projects including the Annual Road Resurfacing Program. This ensures that the County has immediate control of the project and can respond to the concerns of local officials and citizens quickly.
  - The Bureau sustained its ***Bridge & Culvert Weight Limit Project*** by continuing the upgrading of weight limit signs at all bridges and culverts, and placing advanced notice signs at escape points.
  - 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**

### **Administration Building**

Replacement of one of two heating and air conditioning units

### **Andrew K. Ruotolo Justice Center**

Day Care Center demolished to allow the overhaul of space to expand the Union County Prosecutors' Justice Center office area, which was completed. Heating and air conditioning unit replaced.

### **Elizabeth Complex**

Justice Complex Project consists of three Phases as follows: Phase #1 – Chancery Court Renovations; New Annex Fire Suppression and Parking Garage Restoration. This phase is 80% completed. The remainder of Phase #1, and Phases #2 and #3, will commence in 2011.

Courthouse new Annex Security System and Freon Detection System were installed.

The Juvenile Shelter Building was totally renovated and prepared for the temporary relocation of the Sheriff Department's SLAP & Transportation Unit during the Elizabeth Cherry Street Project, with completion expected in 2011.

Courthouse Boiler Room had a water softener system installed.

### **Oriskello Correctional Facility**

The facility had a new Freon Detection System installed. A Security Booth was purchased and is located outside the new jail bay door area.

Electrical and masonry preparation were conducted in-house. The County also installed a new roof over the bridges on the 10<sup>th</sup> and 12<sup>th</sup> floors, and installed a rear entrance gate.

### **Parks Facilities**

Echo Lake Dog Park - masonry work was conducted by County personnel and completed. Watchung Horse Stables – heating and air conditioning system was replaced, electrical and lighting units were replaced and repaired, new leaders, gutters and fascias were installed, and two bathrooms were totally remodeled. Echo Lake Boat House - new roofing installed along with perimeter fencing installed. Watchung Amphitheater - benches replaced. Watchung K-9 Unit - new fenced installed.

### **Westfield Complex**

The County Police Building/Parking Deck and Office Building Construction project was completed in 2010. Employees from the Veneri Building were relocated to the new offices, and the old building was demolished. The Froehlich Building had a Freon Detection System installed.

## **Division of Park Maintenance**

### **Bureau of Park Maintenance**

- Additional in house improvements were made at Oak Ridge Park for the purpose of hosting special events including the summer concert series, charity fund raising 5K's and other events.
- Continued improvements were made to the Echo Lake Dog Park including water fountains and sun shelters as well as tree plantings and re-seeding.
- Supervisors attended a playground inspector certification course which will enhance our ability to ensure safe and secure playgrounds for the youth of Union County.
- Playgrounds at Mattano Park and Warinanco Park were replaced with new equipment, safety rubberized surfacing and safety edging.



- Rizzuto Park playground area was resurfaced with a bonded rubber safety surface.
- Playground equipment parts were replaced throughout the Parks system on an as needed basis.
- In conjunction with the Shade Tree Bureau, the Division contracted with a tree service to expedite the removal of dead trees and limbs throughout Warinanco Park.
- Warinanco cove area was de-snagged and the fishing pier was cleaned up including removing encroaching trees and shrubs.
- The Division contracted with True-Green to begin a five step natural turf management system consisting of:
  - 1) pre-emergent crabgrass control/fertilization
  - 2) pre-emergent broad leaf weed control/fertilization
  - 3) surfacing feeding/insect control/fertilization
  - 4) broadleaf weed control/fertilization
  - 5) high rate fertilization
- Parks Maintenance expanded our program with ISP (Intensive Supervised Parole) from Warinanco/Rahway Parks to include Cedar Brook and Green Brook Parks.
- All special events were successfully set up and broken down.
- Shakespeare Garden in Cedar Brook Park was restored per request of, and in cooperation with, the Plainfield Garden Club including irrigation, new pergola, brick pavers, and retaining walls.

## **Bureau of Environmental Conservation**

### **Recycling**

The numbers for all recycling events were as follows:

- Household Hazardous Waste Days – 110,220 lbs. collected  
2,492 participants
- Electronics Recycling – 330,900 lbs. collected at one day events  
238,618 lbs. collected via facility drop off program  
569,518 lbs. total pounds collected (thru November)  
3,607 residents participated in one-day events
- Paper Shredding – 121,685 lbs. collected  
2,941 residents participated

- Tire Recycling - 634 tires collected and recycled at four events
- Propane Tanks – 418 propane tanks were collected and recycled at four events
- Mercury Thermometer Collection/Digital Thermometer Provided  
198 thermometers were collected, 149 distributed
- Mercury Thermostat Collection/Home Depot Gift Card Provided  
252 Thermostats were collected and 252 \$5 Home Depot gift cards were provided to residents who turned in thermostats for recycling

**Bureau of Heavy Equipment & Truck Repair**

- Repair Work Orders 1139
- Total Cost \$720,328.17
- Hours 11,125.9

This breaks down the following split between the two shops operating out of this location (Repair and Welding/Spreader Shops):

**Heavy Equipment Shop**

- Repair Work Orders 1030
- Total Costs \$671,681.77
- Hours 10,078.5

**Welding/Spreader Shop**

- Repair Work Orders 109
- Total Costs \$48,646.40
- Hours 1047.4

**2011 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 ongoing 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, 2011. The 2011 leaf pickup schedule will be made available to all municipalities for notification to residents. The 2011 Schedule will also be posted on Union County's web site.

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, 2011.

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 assist the Division of Engineering with the 2011 paving project, and with establishing priority lists of roads to be overlaid.

Preventative maintenance and surface repairs will be conducted on roadways on various County roads by work order requests. Surface repairs will be performed by milling, cutting and 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 County roads as it pertains to road openings and alterations. The Safety Coordinator will continue to conduct training in areas of trucks and equipment, commercial drivers licensing, and work zone safety, and will continue to assure compliance with all OSHA and right-to-know regulations.

### **Bureau of Shade Tree & Conservation**

The Bureau will continue to diligently observe trees throughout the County to determine which may be in need of trimming or removal due to decay, or for insect and disease management.

The Bureau will also continue educating the public through Arbor Day activities and the Poetry Contest, which are 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 programs 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**

- Continue water management projects such as maintenance of traditional drainage ditches throughout the county.
- Public education programs will be held throughout the year at various health fairs. The Bureau, at the request of various organizations such as the Master Gardeners and schools, will proceed to educate the public about mosquito control and maintenance of outdoor properties that is needed to diminish the population of mosquitoes, which are not only nuisances but are also potential disease carriers.
- The Bureau is in the process of updating the work order system with the Cartegraph Work Order Program. The Bureau will be implementing the GIS. portion of the software and developing an integrated system which will make for an efficient tracking system for all the data of the Bureau of Mosquito Control.
- Continue to respond to all complaints and perform all routine work.

### **Division of Engineering**

The Bureau of Engineering Services plans to continue expanding its capability to maintain engineering information for infrastructure assets owned by the County. The Bureau plans to increase its Information/GIS database to include not only bridges, culverts, and signs, but also traffic signals and roads. As this information becomes digitized, the level of service for engineering requests will be improved. The Bureau is also developing a project management system to improve communication of project status.

### **Bridges and Culverts**

The County currently has two bridges classified as “structurally deficient.” The County has applied for \$1 million for replacement of the Raymond Avenue Bridge in Plainfield. The County has been awarded a \$1 million NJDOT grant to address the other structurally deficient bridge, the South Front Street Bridge in Elizabeth.

Six culverts (5’ to 20’ spans) are scheduled for construction in 2011:

Group 1 - Berkeley Heights – (Be 56) Glenside; Roselle (Ro10)1<sup>st</sup> Avenue; Summit – (Su105) Locust Avenue.

Group 2 – Union Vaux Hall (Un26) and Burnet (Un62) Avenues; Springfield (Sp17)

Culvert design is programmed for six additional culverts which have been identified as structurally deficient:

Group 3 - Design - Scotch Plains, Springfield, Plainfield

Group 4 - Design - 3 Culverts in Linden

Design continues for the structures that are part of the Westbrook Flood Control Project, Phase IV.

### **Roads**

Capital road projects planned include approximately 18 miles of roadway resurfacing. Broad Street Rehabilitation in Summit will be completed during the first half of 2011.

### **Intersections**

Twenty-four intersections funded by ARRA will be completed during the first quarter of 2011. These projects include construction of the Park Avenue Corridor in Plainfield, the Terrill Road Corridor in Scotch Plains, Fanwood and Plainfield, two intersections in Cranford, two intersections in Hillside and Elizabeth, and ten intersections in Elizabeth.

Intersection Improvements:

Local Safety Projects – Elizabeth (Al Faella Project)

Roselle (Faitoute and Amsterdam)

Union (Vaux Hall and Springfield Ave)

County Projects - New Providence – Springfield and Union Avenues

Westfield – 2 Intersections

Elizabeth – 3 Intersections

Cranford – Centennial Avenue Corridor

### **Dam and Lake Restoration**

Permit applications for the proposed dredging of four lakes have been submitted for Briant Pond, Nomahegan Lake, Rahway River Park Lake and Lagoon, and Meisel Pond.

Rahway River Park Dam is expected to be completed during the first quarter of 2011. The Nomahegan Park Dam will be completed during the third quarter of 2011. It is anticipated that construction projects will be awarded in 2011 for the Lake Surprise Dam. Design for the rehabilitation of Sperry Dam at GSP Exit 136 will begin in 2011.

**The Division has provided engineering and construction administration services support for the following projects scheduled for 2011:**

- Park Lenape Bikeway Connection (Tentative completion second quarter 2011)
- Echo Lake Park Bike Extension – Grant
- Ponderosa Park
- Rutolo Interior and Expansion
- Justice Complex – Phased Improvements
- Union County Parking Deck
- Cultural Heritage Building
- Galloping Hill - Maintenance Facility – (Tentative completion 4<sup>th</sup> Quarter 2011)
- Galloping Hill – Greens Improvement
- Galloping Hill – Club House and Learning Center
- Retro-Reflectivity – Signage Grant ( FHWA 2011 – 2015)
- Energy Efficiency and Renewable Energy – Grant
- Solar Concession and Power Purchase Agreement – Grant

The Department will continue monitoring eight underground storage tank sites, seek eventual release from NJDEP monitoring requirements, and develop strategies to accelerate the environmental remediation process. The Department will also continue to review and plan the upgrade and replacement of County fueling stations to relieve environmental and regulatory concerns.

The Division will also continue to support the other Departments and Agencies within the County by monitoring construction projects, administering the various consultant services and construction contracts, and providing technical consultation.

### **Bureau of Traffic Safety & Maintenance:**

- The Bureau of Traffic Safety & Maintenance will continue to improve its *Traffic Information Program* and *Incident Management Initiatives* via the expanded use of portable and stationary “Variable Message Boards,” 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.
- The Bureau will also continue the *Bridge & Culvert Weight Limit Project* by upgrading weight limit signs at bridges and culverts, and by placing advance notice signs at escape points.
- The Bureau will continue to monitor for effectiveness the *Crash Reduction Program* completed through a grant from the NJ Division of Highway Traffic Safety. This program identified problem intersections and implemented corrective measures in high crash areas.
- The Bureau will continue its **MUTCD Compliance** initiatives addressing the new requirements established by the FHWA.
- The Bureau will also 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.
- The Bureau will continue its *General Guide and Warning Signs Upgrades* for roads resurfaced in 2011.
- The Bureau’s *Sign Shop* and *Line Striping Shop* 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 2011, the Bureau will continue to provide traffic control and work zone safety for the 2011 *Road Resurfacing Program* and the remainder of the 2010 *Road Resurfacing Program* . It 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.



## **Division of Facilities Management:**

**Administration Building** – The second heating and air conditioning unit will be replaced as the first unit was replaced last year.

### **Andrew K. Ruotolo Justice Center**

Demolition of the existing Day Care Center and Architectural drawings completed in 2010. Seventy percent of this project will be completed by County Personnel and the remaining thirty percent will be awarded to an outside vendor. The project renovations are expected to be completed in 2011. Also, reconstruction of the 2<sup>nd</sup> and 3<sup>rd</sup> floors will be completed by County personnel, and is also scheduled to be completed in 2011.

**Architectural On-Call Services, Engineering On-Call Services and Engineering Air and Water Compliance:** the County will retain consultants for 2011.

**Board of Elections** – Exterior Fenestration and Weatherization renovations will be conducted at 271 Broad Street, Elizabeth. Commencement expected in 2011.

### **Elizabeth Complex**

The Justice Complex Project - Phase #1 will be 100% completed in 2011.

Phase #2: Oriscello Correctional Facility kitchen renovations; replace 48 inmate showers on PODS and secure Correction Officers area on PODS is expected to begin in 2011.

Phase #3: The Oriscello Correctional Facility security and installation of approximately 250 surveillance cameras; lobby; control center and locker room reconstruction and Elevator upgrade. Specifications and project bidding expected to begin 2011.

**Tower Fire Project** consists of 3 Phases as follows: Phase #1 – Rotunda Air Conditioning and Fire Sprinkler System replacement.

Phase #2 – Newly constructed Parking Deck and Building for the Courts

Phase #3 – Enclosure of the Courthouse Tower stairwell and sprinkler system installation (all phases are expected to begin in 2011).

Courthouse new Annex Security System Upgrade Project: Specifications finalized in 2010. Construction portion going out to bid in 2011 and will be on-going.

Juvenile Detention (old): Renovations to the Elizabeth Juvenile Detention Center to accommodate a 150-bed, Adult Correctional Facility including elevator replacement in both the parking garage and the Detention Center. Project expected to commence in 2011 and partially included in Justice Complex – Phase #II.

Elizabeth Complex Parking Garage: Construction of a new building, approximately 54,000 square feet on Cherry Street in Elizabeth to be utilized by NJ State Courts, UC Sheriff's Department SLAP and Transportation, and the Union County Improvement Authority, in addition to a 250-space parking deck for County employees. These projects are expected to begin in 2011.

Cultural and Heritage Affairs Building: Roof replacement with a Cedar Shake Roof expected to be completed by 2011.

### **Parks Facilities**

Watchung Horse Stables – Seven additional bathroom facilities are scheduled for upgrade during 2011 including new tiling, sinks, toilets and urinals.

Wheeler Park Pool - Public Locker Room Renovation and Roof replacement project scheduled for completion early 2011.

### **Oriscello Correctional Facility**

Exterior window re-caulking and the replacement of broken security glass where necessary.

### **Westfield Complex**

County Police Building Control Center – Total equipment upgrade expected to commence in 2011.

## **Division of Park Maintenance**

### **Bureau of Park Maintenance**

#### **Playground Safety Improvements**

In an effort to make County playgrounds as safe as possible for children, the County will continue to convert the playground safety surfacing material at some locations from wood chips to bonded rubber. Though the current wood chip material meets federal standards, the new surfacing will be easier to maintain and provides better cushioning against falls. Where appropriate, guard rails will be erected to ensure a stronger separation between vehicles and children playing.

#### **Spray Pools**

The County will replace three older spray pools (Mattano, Warinanco and Cedar Brook). These facilities provide cooling relief to families in urban areas during the summer months.

#### **Synthetic Turf on County Athletic Fields**

Parks Maintenance will move forward with installation of turf fields which are less maintenance intensive and provide for additional field playability.

#### **Echo Lake Service Yard**

Begin construction of a storage structure to house equipment and vehicles, in lieu of building a new service yard.

#### **Master Plan**

The County anticipates having the finished product from the consultant after which the findings will be evaluated and the enumerated goals will be implemented.

### **Bureau of Recycling and Planning**

- Recycling Enhancement Grants Electronics Recycling  
Union County will offer *Recycling Enhancement Grants* to all 21 municipalities. The grants will be used to expand, enhance or improve recycling opportunities for residents in the community and serve to increase the municipal recycling rate. Grant monies can be used to purchase additional recycling containers, implement new recycling initiatives or to increase recycling education.

- **Electronics Recycling**  
On January 1, 2011, NJ's Electronic Waste Management Act banned the disposal of televisions, monitors and computers. Union County has worked to ensure a smooth transition for residents and municipalities. To that end, the County has entered into an agreement with a third-party electronics manufacturing organization to help offset costs associated with recycling of the covered electronics. Union County has already realized a 70% savings in its e-waste recycling costs through this partnership.
- **Recycling in County Buildings**  
Union County will be conducting recycling audits of various County buildings to ensure that all opportunities for recycling are being captured. The audits will identify any gaps in our overall recycling program and make recommendations on how it can be improved.
- **Recycling Markets Directory**  
To assist businesses and residents, a new and improved Recycling Markets Directory was developed and made available on line. This user-friendly resource will enable businesses to easily find local markets for items they want to recycle.
- **Park Maintenance will continue to add recycling containers for the most popular picnic areas in an effort to encourage the separation of trash from recyclables.**
- **Approved vendors will place recycling dumpsters for commingled materials at all Park Maintenance service yards as we increase our recycling efforts throughout our parks.**
- **Approved vendors will place recycling dumpsters for metal at strategic Park Maintenance service yards. The intent is to capture metals recycled from internal operations as well as offer residents the opportunity to drop off their scrap metals.**

### **Bureau of Heavy Equipment & Truck Repair**

- **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.**

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**Department of  
Finance**

**Comptroller**

**Internal Audit**

**Reimbursement**

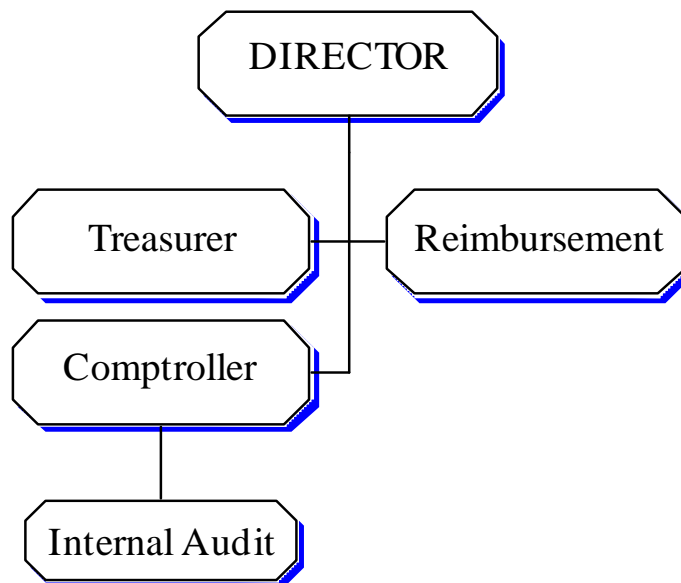
**Treasurer**

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# 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.

## 2010 Accomplishments

### **Sale of Bond Anticipation Notes**

In 2010 the County issued two series of Bond Anticipation Notes to fund Capital Improvement Projects for the County. These were issued at extremely low net interest costs to the County.

July 1	\$132,746,250	0.491 (tax exempt)
July 1	\$ 50,000,000	0.463 (tax exempt)

These low rates, less than one percent, reflect the strong financial rating of the County of Union.

### **Debt Service Refinancing**

The refinancing of existing debt in March 2009 resulted in over \$4.3 million dollars of savings including \$1,022,000 in 2011 and \$673,000 in 2012.

Coordination with the Union County Improvement Authority to issue bonds for the Child Advocacy Center resulted in a net interest cost of 2.743.

### **Arbitrage Reporting**

Establishment of a more comprehensive arbitrage tracking and reporting system. This allows the County more flexibility in the issuance of debt and the tracking of interest earnings on that debt and reporting them to the IRS.

### **Fixed Asset Accounting**

Received and accepted a proposal from a company to prepare a complete fixed asset inventory by enhanced accounting for buildings, equipment and vehicles. The inventory was completed effective August 31, 2010.

### **Payroll/Personnel System**

Completed interface with Corrections new time and attendance system.



## **2011 Initiatives**

### **Bond Sale**

Issue long term bonds to replace the Bond Anticipation Notes as well as fund the 2011 Capital budget. In-house preparation of official statement and appendices for Union County Improvement Authority bond issues.

### **Electronic Fund Transfer**

Continue upgrades of banking, collections and payments by wire transfers and automatic clearing house (ACH) rather than checks.

### **Stimulus Funding**

Monitor receipts and disbursements received from the American Recovery and Reinvestment Act (ARRA) for stimulus funding of federal programs.

### **Integrated Role of Imaging Enhancement**

Continue implementation of an imaging system to manage paper records (purchase orders, invoices and checks) for easier retrieval of information.

### **Revenue Enhancements**

The continued relationship with a cost consultant will provide the opportunity to review reimbursement methodologies to increase revenues. Cost savings initiatives will also be reviewed and analyzed.

### **Accounts Payable Enhancements**

The Comptroller Division continues to develop new processing procedures for Accounts Payable and financial reporting.

### **Pension Consultation**

Continue consulting sessions for potential retirees on the various options for retirement and the most beneficial one to choose based upon their individual circumstances.

### **Deferred Compensation**

During 2011 the Department of Finance will continue to provide services to employees in an effort to provide assistance with a deferred compensation program. We will continue the service of offering onsite consulting services by a licensed investment advisor. The Department of Finance also assists employees with enrollments and changes requested through deductions, and

assists in the preparation of documents to access their funds through hardship withdrawals as well as retirement options.

### **P-Cards**

Implement a program to automate purchases of goods and services through a service called P-Card. Participation in this program will result in the timely payment of invoices and “cash back” refunds.

### **UCUA**

Assist in possible refunding of Utility Authority Bonds, which would result in cost reductions and increased revenue to the County and municipalities.

### **Payroll enhancements**

Explore a new check writing program to allow for more complete information to appear on each employee’s check.

### **Budget Cancellations**

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

### **Financial System**

Enhancements to the system which will include:

- security changes to budget account pick lists that prevents users from seeing accounts not included in their user profile.
- expanding purchase order paid indicators to include an indicator for payments made electronically.
- two new analysis reports: payment batch posting and payment batch summary reports.

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# **Department of Human Services**

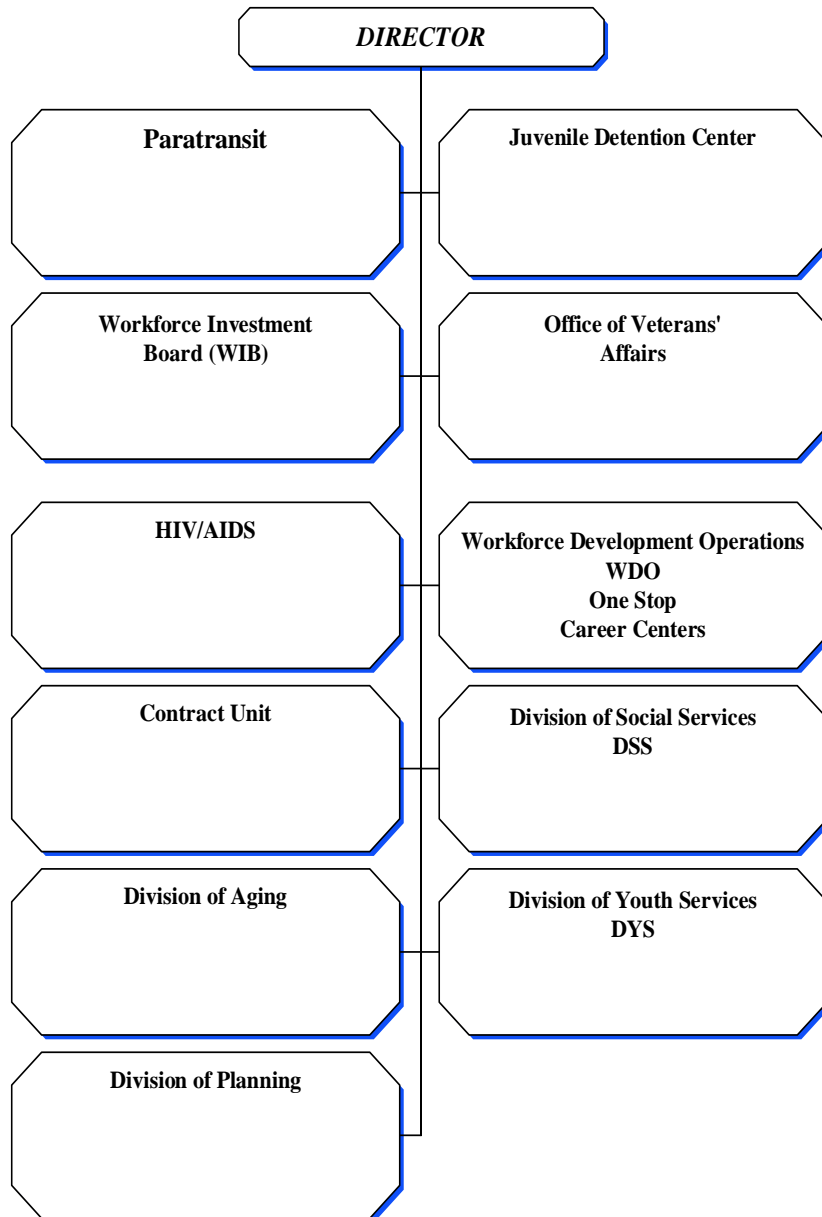
**Aging**  
**Employment Services and Planning**  
**Paratransit**  
**Planning**  
**Social Services**  
**Youth Services**  
**Juvenile Detention**

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# Organizational Chart

## Department of Human Services



# **DEPARTMENT OF HUMAN SERVICES**

## **Mission**

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

## **Programs & Services**

### **Office of the Director**

The Office of the Director has administrative responsibility for service delivery of the department's four divisions plus the Juvenile Detention Center; Paratransit; Workforce Development Operations; the Workforce Investment Board (WIB); Veterans services; 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.

### **Juvenile Detention Center**

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

### **Youth Shelter**

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

### **Paratransit System**

Countywide transportation for seniors, disabled residents, veterans, and other income eligible citizens is provided by Paratransit, helping these citizens 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.

### **Workforce Development Operations (WDO)**

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

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

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

### **Workforce Investment Board (WIB)**

The WIB is the state designated strategic planner for a county-wide system of workforce readiness. Representatives from both the private and public sectors serve on the WIB to assess the local and regional labor market to identify what skills employers seek in their employees, and to prepare workers for jobs that need to be filled. Potential workers are linked to jobs by integrating all available resources from labor, education, human services, business and government.

### **Office of Veterans' Affairs**

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

### **HIV and AIDS Services**

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

### **Contract Unit**

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

### **Division on Aging**

The Union County Division on Aging is one of 670 "Area Agencies on Aging" nationwide established under the federal Older Americans Act. The division has bilingual (English/Spanish) staff and information printed in Spanish to serve the county's growing Hispanic population. According to the latest available U.S. Census figures (2005-2009), more than 17 percent of Union County's 522,050 residents are over age 60. The Division on Aging provides care management services for the state's Medicaid Waiver Programs, Global Options, and for the Jersey Assistance for Community Caregiving 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); Nutrition (home-delivered and congregate meals); the Older Worker Program; and "Vintage Views," a cable television program.

### **Division of Planning**

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

#### **Planning/Mental Health Services**

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

#### **Planning/Substance Abuse Services**

Provides information and referral services to community-based organizations offering a wide range of alcohol/drug treatment, prevention and education programs.

#### **Planning/Homeless Services**

Provides 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**

Provides information on all available services for disabled individuals, including vocational counseling and personal assistance in the home.

#### **Planning/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**

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

### **Division of Youth Services**

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

## **2010 Accomplishments**

### **Office of the Director**

#### **Paratransit**

- The New Jersey Council on Special Transportation recognized two employees of the Paratransit System for outstanding job performance.
- In April of 2010, the Paratransit fare policy (\$1/trip) was in place for one full year and had generated \$70,000 in additional revenue to help subsidize service.

- In 2010 Union County became the second county in New Jersey to successfully transition to a new mandatory, Medicaid scheduling system for Medicaid funded trips. Paratransit is now in full compliance with the newly required federal scheduling system.

### **Union County One Stop Career Centers**

- *As one of many success stories involving the Plainfield One-Stop Career Center, the One-Stop is pleased to report that in December 2010, it was successful in helping place a client, a Scotch Plains resident, in a six-figure salaried position with the Bank of Tokyo. The client's previous position in the financial services industry was eliminated in 2008. When the client's unemployment benefits were exhausted, he applied for General Assistance and Food Stamps at the county's Park-Madison complex in Plainfield. Park-Madison also houses the One-Stop Career Center serving residents of western Union County. With One-Stop staff assistance with a variety of job search activities, this client is back in the workforce, in his field.*
- Monitored and managed all Workforce Investment Act (WIA) customer enrollments and terminations resulting in Union County passing all US Department of Labor mandated performance measures. This marks the 10<sup>th</sup> year in a row that Union County has passed all performance measures.
- Microsoft, in collaboration with the NJ Department of Labor and Workforce Development (NJDLWD), provided 22,500 vouchers for online training and certification in various Microsoft programs. The vouchers were distributed to unemployed and underemployed clients on a first-come, first-served basis throughout the state's One Stop Career Centers. Union County received and distributed 633 vouchers for Microsoft's "Elevate America" program from June 1 through August 23, 2010. Vouchers had to be activated by August 24<sup>th</sup> and clients have up to one year from the activation date to use them. As yet, employment outcomes are not available from the state because many clients are still in training.
- Hosted 2010 spring and winter Small Business Series workshops at Business Resource Centers. Hosted many on-site employer recruitment

- The One Stop Centers, in collaboration with NJ Department of Labor and Workforce Development (NJDLWD), helped to recruit, screen, and test 76 participants for the statewide Weatherization Training Program. Union County is waiting for the State of New Jersey to report the outcomes.
- Participated in Transportation, Logistics, and Distribution (TLD) Roundtable as part of the North Jersey Partners initiative to increase awareness about the TLD industries.
- Successfully launched the United Way/UCDHS Reconnections Program for ex-offenders in March of 2010.
- Partnered with the Plainfield Housing Authority and dozens of community based agencies in Union County to host the 3rd Annual Community Resource Information Day at the County's Park-Madison complex in Plainfield in September, 2010. The purpose of the event is to raise public awareness and to bring government services to residents.
- One Stop Holiday Projects: Provided Thanksgiving baskets, complete with turkeys, to four Dislocated Worker families selected by One Stop counseling staff. Collected Christmas toys to be distributed to families also selected by counseling staff.

### **Workforce Development Operations (WDO)**

- In 2010, Workforce Development Operations continued its mission of providing job training for economically disadvantaged adults, youth and dislocated worker populations of Union County, despite a persistently high unemployment rate due to the national and state economic climate. Unemployment rates in Union County, while below the state average, still ranged above 9% for the entire year.
- Received over \$2 million in additional federal funding from the American Recovery and Reinvestment Act (ARRA). All funding was dedicated entirely to program operations using existing staffing patterns to meet the additional workload resulting from high unemployment.

- The WDO welfare-to-work program had the highest participation rate of the “Big Six” counties in New Jersey. Despite the additional workload and the dire economic situation, all mandated federal and state performance indicators for the program were met, thus avoiding any state sanctions to service delivery.
- To provide more effective services, WDO implemented several new strategies, including a new TANF Summer Works program that provided approximately 75 children of welfare clients an opportunity to earn and learn in the workplace without affecting parent benefit levels.
- The Workforce Learning Link was redesigned to meet new funding requirements by the federal government and to provide additional services to eligible clients. The WDO’s distance learning program with Union County College was redesigned from a distance learning only concept to a mixed distance learning/classroom structure to better retain clients in the program. More than 133 clients enrolled in this program in its first year.
- Union County leveraged its resources with the State of New Jersey to capitalize on discretionary funding, including programs for the health care industry and the financial sector.
- The WDO worked closely with other division programs within the DHS to create a youth financial savings and financial literacy program. One hundred fifty-five eligible youth were provided education on personal financial tools and encouraged to save dollars for education with a cash match provided.

### **Workforce Investment Board (WIB)**

- The WIB, in partnership with the Utility Workers Union of America, was awarded a USDOL Energy Partnership Grant, “Green Skills = Green Jobs.” *Union County was the only county in the nation identified as the lead entity in a state to receive this federal funding.* The Utility Workers Union of America serves as the lead entity in other states. This grant is a three state initiative (Massachusetts, California, and New Jersey) to train incumbent, unemployed, and dislocated workers for careers in the green industries. This training is a proactive response to

the aging of utility workers and the need to train both incumbent and entry level workers in green careers. It is anticipated that 220 individuals will be prepared to take advantage of job opportunities in the solar, gas, water, and electrical utility industries.

- The WIB, in partnership with Union County College and PROCEED, Inc., developed a Summer Youth Career Academy for young adults to learn important work related skills, and to explore career paths and choices. The program served approximately eighty (80) young adults during the summer months. All participants were provided customer service training and approximately 50% received a National Retail Federation (NRF) Customer Service Certificate for successful completion of the training program and passing the NRF exam. This Summer Youth Career Academy is expected to be repeated for 2011.
- In October, the WIB coordinated a workshop for employers, “Tapping into the Talent of Persons with Disabilities.” This event also celebrated the 20th Anniversary of the Americans with Disabilities Act and the National Disability Employment Awareness Month. The event was hosted by Elizabethtown Gas and sponsored by the UC Board of Chosen Freeholders. Cornell University’s Disability Business Technical Assistance Center – Northeast made the presentation.

### **Juvenile Detention**

- In July 2010, the County’s Juvenile Detention Center in Linden renewed its contract with the U.S. Office of Refugee Resettlement/Division of Unaccompanied Children’s Services. This contract generates in excess of \$1,100,000 annually for Union County.
- In September of 2010, the detention center entered into a contract with Bergen County to hold their juveniles until the new Bergen County facility is built. This contract will generate more than \$700,000 annually over the next two plus years.

### **Veterans Affairs**

- In 2010, 28,824 American flags were delivered to 27 veterans’ organizations, including VFWs; American Legions; Catholic War Vets; DAV; Polish Legion; and Marine Corps League, whose members then

placed all of the flags on the graves of Union County's military veterans. Flags were placed on graves in 24 cemeteries.

### **Union County Wellness Discount Program**

- In the fall of 2010, the Freeholders entered into an inter-governmental agreement with Bergen County to offer Union County residents a new, free Wellness Discount Program. The Director's Office provides information to the public about this program offering personal phone contact to answer any questions residents may have. To date approximately 250 residents have called about the program along with one pharmacy wishing to join the provider network. Staff in the Division on Aging report the program has been well received by senior adults in the Medicare "donut hole," in one case saving \$145 on one prescription.

All Union County residents are eligible to participate in this program. Discounts are also available for hearing aids; eye glasses; dental care; diabetic supplies; and pet medications that have a human equivalent.

### **Charitable Giving**

- Over the 2010 holiday season, the Director's Office coordinated a massive effort to provide food gift cards, toys and clothing to more than 3,200 families in need throughout Union County. This effort received the support of local businesses, schools, scouts, church groups, and County employees.

Toys, clothing, food, and food gift cards were distributed throughout Union County to those in need, including: welfare clients at the Elizabeth and Plainfield offices; agencies serving the homeless; teen mothers; low-income children and families; victims of domestic violence; and infants and toddlers who are HIV positive.

The Director's Office conducted the United Way of Union County's annual Public Employee Charitable Campaign raising more than \$5,000, approximately \$2,000 more than 2009.

- **Establishment of Statewide Haitian Relief Center**

The County's Department of Human Services, working in concert with the State of New Jersey, Department of Human Services, and Union County College, established a relief center in Elizabeth to assist victims and families following the worst earthquake in Haiti in 200 years. The

January 12<sup>th</sup> quake's death toll was estimated as high as a quarter of a million people. *The relief center, the only one in the state, served the Haitian population in Union County and throughout the entire State of New Jersey.*

## **Division on Aging**

### **Senior Nutrition**

- Federal funds from the American Recovery and Reinvestment Act (ARRA) allowed for 16,692 additional meals for seniors through the Home Delivered Meals program and in the congregate (group) setting in 2010. Total meals served in the ARRA initiative for 2009-2010 was 36,629.
- A new congregate site in Plainfield was opened in March serving seniors in the Western end of the County. This was made possible through start up funding with ARRA initiative dollars bringing the number of congregate sites to 25. This site has served 13,000 meals year to date.
- In 2010, senior adults received 230,000 home delivered meals and another 173,383 were served nutritious meals at congregate lunch sites throughout the County.
- The state sponsored Senior Farmers' Market provided 6,000 vouchers worth a total of \$20 to 2,875 seniors for the purchase of locally grown fruits, vegetables and herbs. Due to state budget reductions, the total voucher allotment was reduced from \$30 in 2009 to \$20 in 2010.

### **Maintaining Seniors in the Community with Support Services**

- Due to a slight increase in federal funding, the Division was able to expand utility assistance from the EMERGENCY energy funding to help an additional 100 seniors meet rising heating and cooling costs.
- Legal Services were expanded to seniors on a limited basis by a staff attorney for the preparation of power of attorney documents, medical directives and wills. This legal service helped 423 seniors in 2010.
- The Division increased the number of activities for disease prevention programming through its existing provider network. Evidenced Based Prevention in the form of two eight-week sessions of Chronic Disease Self-Management classes offered practical ways to help people overcome

health challenges. For example, Tai-Chi was offered by a Division staff certified instructor for those with Arthritis at a congregate nutrition site. Evidenced based programming in Mental Health Service intervention was offered through Trinitas Regional Medical Center providing mental health screening assessment and treatment.

- Efforts to address workforce shortages in the ever increasing home care needs of the elderly were accomplished through the sponsorship of a series of two Home Health Aide Certification sessions in 2010 in conjunction with the Union County Home Health Consortium. The goal of this initiative is to help seniors remain in their homes and communities independently.

### **Addressing Caregivers Needs**

- To address the costs, well-being and overall health of caregivers, the Division provided varied caregiver supports. In 2010 the combined number of services aimed at caregiver needs through the Statewide Respite Care Program and Title III E funds specific to caregiver needs included: 9,469 hours of homecare; 13,136 units of Adult Day Care; and 20,298 home delivered meals.
- Increased access to Mental Health Services directed at caregivers was extended through the provision of a new counseling service offered through Mount Carmel Guild to meet the emotional needs of this population.
- The Division sponsored its Annual Caregiver Conference in conjunction with the Alzheimer's' Association of NJ in November. This year's conference featured a geriatrician to present care management strategies from a medical perspective, an Elder law Attorney to discuss legal and financial considerations, an Options Care Panel highlighting existing programs and Resource Information Exhibits. The Conference was very well received with a total of 130 attendees.

## **Division of Planning**

### **Behavioral Health**

- The Division of Planning, in cooperation with the Human Services Advisory Council (HSAC), Division of Youth and Family Services (DYFS), the County Interagency Coordinating Council (CIACC), and many other county residents and agencies completed the Union County



Needs Assessment of At-Risk Children and Families. The assessment concluded that the top priority needs for Union County included housing, food, transportation and healthcare.

- Union County, in cooperation with the NJ Division of Mental Health Services, Behavioral Health began a process of examining Union County Mental Health Justice Involved Services (UC MHJIS) by looking at the current interaction between the Justice and Mental Health systems. The purpose of this initiative is to promote and support collaborative efforts to create and sustain more effective interactions among law enforcement, mental health care providers, individuals with mental illness, their families and communities, and to reduce the stigma of mental illness.

### **Alcohol**

- In 2010, the Behavioral Health Alcohol/Drug Abuse program, with input from its advisory committees: County Alliance Steering Subcommittee (CASS); the Professional Advisory Committee on Alcoholism and Drug Abuse (PACADA); and the Local Advisory Committee on Alcoholism and Drug Abuse (LACADA); continued to provide a system of care that reflects a move toward a more client recovery-oriented focus. Consistent with 2009, and due to state budget constraints, more than \$842,000 was designated for the provision of alcohol/drug abuse services for 607 residents.

### **Alliance**

- In 2010, over \$500,000 in state grant funds were allocated for alcoholism/drug abuse prevention programming in Union County. In the first three quarters of 2010, over 31,000 Union County residents participated in Municipal Alliance activities. More than 1,500 volunteers are involved in Alliance programs and committees, and a total of 272 Alliance Committee Members have donated 3,093 hours to the 18 Municipal Alliances serving 19 municipalities in Union County (Scotch Plains and Fanwood are combined).

### **Mental Health**

- Worked cooperatively with the County's Office of Emergency Management to ensure an efficient, coordinated, effective response in times of disaster. The Union County All Hazards Mental Health Disaster Plan will enable Union County to maximize the use of personnel, facilities and other resources in providing mental health assistance to

- In 2010, steps were taken to initiate the development of a comprehensive mental health plan for the County that will include using existing needs assessments, focus groups, and input from the Professional Advisory Committee (PAC) and the Mental Health Board (MHB). Children were the first target population addressed, and that section of the plan is near completion.
- Collaborated with the County Interagency Coordinating Council (CIACC) to apply for funding to provide the evidence based Trauma Focused – Cognitive Behavioral Therapy training. Twelve (12) clinicians working in and serving Union County children in need of mental health services completed the training in July 2010.

### **Office for the Disabled**

- Personal Assistance Services Program (PASP): As of October 31, 2010, a total of 39 County residents, between ages 18 and 65, with permanent physical disabilities, including spinal cord injuries; multiple sclerosis; muscular dystrophy; cerebral palsy; post-polio; rheumatoid arthritis; etc., received a total 45,124 hours of PASP services 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.

Due to a state freeze on adding additional consumers in 2010 there were no new consumers who received PASP services; however, efficient use of program funds enabled expansion of program hours to help our existing 39 clients.

- Charles Newman, Director of the Office for the Disabled, continues to work with New Jersey Connect to facilitate the development of affordable, barrier-free housing in Union County for people with disabilities. In January 2009, New Jersey Connect and its partner, the Domus Corporation, were awarded \$1,765,600 in HUD 811 funding to rehabilitate the former Saint Elizabeth of Hungary Convent, located at 176 Husa Street, Linden, to create 10 accessible, affordable apartments.

Presently, the HUD closing for this property will be completed by early 2011.

- 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 December 17, 2010 the Office for the Disabled was contacted and provided 266 individuals with disabilities information and referral services.
- Union County Accessible Parking Penalty Sign Campaign: The Office for the Disabled (OFD) and Advisory Board on the Disabled (ABD) have continued the campaign to update fines on existing handicapped parking penalty signs to the correct fine of \$250, using \$250 decals to cover the old \$100 fines. This Campaign began at the end of 2008 and has continued through 2010. The goal of this initiative is to deter non-disabled motorists from illegally parking in spaces reserved for individuals with disabilities. To date, over 425 Handicapped Parking Signs have been identified and/or updated.

#### **Intoxicated Driver Resource Center (IDRC)**

- In 2010, the IDRC provided service to 940 clients who attended the 12-hour state-mandated alcohol/drug education program averaging approximately 39 clients per class. This represents an increase of 59 more clients than during the same time frame last year. The Union County IDRC has completed its 26th year of operation since 1984.
- The IDRC provides alcohol/drug education to Union County DWI offenders to prevent future recidivism. The IDRC continues to make every effort to retrieve clients for rescheduling, who in the past had been non-compliant or no-shows, for the class. 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 90 out of 111 non-compliances scheduled with the intent to have clients participate without future consequences. The IDRC managed to accrue an additional \$20,700 thus far from clients who were placed originally in non-compliance for failure to show.

## **Homeless/Continuum of Care (CoC)**

- Comprehensive Emergency Assistance System & Continuum of Care (CEAS/CoC) Committee: The CEAS/CoC Committee worked with all social service agencies throughout the county to better utilize all federal stimulus funded programs and to better serve the community during this time of high unemployment and limited resources.
- County staff worked with the Committee on planning for an off-year 2010 Point in Time Survey (PITS) to count the number of homeless in Union County. The PITS was conducted on January 27, 2010. There were 1,212 homeless men, women and children counted in Union County.
- During the 2009-10 Code Blue season there were 63 nights when the temperature was at/below 25 degrees or at/below 32 degrees with precipitation; over 1,000 homeless people were placed in shelters. Since December 6, 2010, the start of the 2010-11 season, there have been 22 Code Blue nights called.

## **Community Service Block Grant (CSBG)**

- In 2010, CSBG provided a wide variety of anti-poverty services for approximately 1,510 County residents who met the income eligibility guidelines. Services included assistance for rent/mortgage/utilities; emergency/disaster relief coordination; nutritional services; companionship services; financial literacy and home buyers training; day care; 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 and education for domestic violence.

## **Community Service Block Grant/American Recovery & Reinvestment Act**

In 2010, approximately \$1.3 million was awarded to Union County through the federal American Recovery and Reinvestment Act (ARRA) by the NJ Department of Community Affairs (NJDCA). As a result, the following new/expanded services were available during this year:

*Financial Assistance Program* – Union County has one of the highest foreclosure rates in the state and financial assistance was determined to be a high priority. The Urban League of Union

County (UL) was awarded this program through a Request for Proposal (RFP) process. Since the onset of the program, 68 households were provided with mortgage default counseling by HUD certified counselors to avoid foreclosure and remain in their homes; 134 households received case management services to help them avoid eviction and remain in their apartments; 234 households were given financial assistance (46 households with mortgage payments, 136 households with rental payments and 52 households with security deposits) to help them remain in their homes or to relocate. Through this program three jobs were retained and three were created.

***Youth IDA-Like Program*** – In July of 2009, Union County’s Workforce Development Operations (WDO) initiated an Individual Development Account (IDA)-like program that offered youth in the Summer Employment Program financial literacy training, encouraging youth to set goals and save money. Since the onset of the program, 104 youth were eligible for the dollar-to-dollar match of funds saved. WDO provided 11 financial literacy workshops and a total of 88 youth participated during the fall of 2009 and early 2010. Through this program three jobs were retained.

***Employment & Training Program*** – In 2010, Workforce Development Operations (WDO) provided an added educational component through Union County College for 60 youth for the following classes: adult basic education; computer training; vocational training; and, post-secondary schooling. Referral and intensive case management was also provided through PROCEED.

### **Emergency Shelter Grant (ESG)**

- In 2010, the ESG program provided homeless assistance services for 1,331 County residents. Services included case management; assistance with rent and utilities; hotel/motel nights; emergency shelter nights; transitional housing; parenting skills program; and hot meals.

### **Homeless Prevention and Rapid Re-Housing Program (HPRP)**

- Approximately \$2.1 million was awarded by the US Department of Housing and Urban Development (HUD) to Union County through the American Recovery and Reinvestment Act of 2009. The County funded PROCEED, Inc. to provide all housing related services and Central

Jersey Legal Services for assistance as needed. Since the onset of the program in October 2009, a total of 159 households were assisted.

### **Supportive Housing Program and Shelter Plus Care**

- In 2010, the US Department of Housing and Urban Development (US-HUD) funded program continued provision of homeless assistance services for approximately 1,605 County residents through 31 projects with various budget cycles. Services included, but were not limited to, acquisition; new construction/rehabilitation of transitional/ permanent housing units; case management; linkages to community programs; behavioral health counseling; and life skills programs to promote self-sufficiency.
- The County submitted an application for approximately \$4 million dollars for one new Supportive Housing Program and 21 renewals (14 Supportive Housing Programs and seven Shelter Plus Care Programs). Notification of award is expected to be announced in early 2011.

### **Social Services for the Homeless (SSH)**

- As of September 30, 2010, the SSH program provided homeless assistance services for 1,603 County residents. Services included a 24-Hour Emergency Response Hotline; case management; cash assistance for rent/mortgage/utilities; food vouchers; hotel/ motel nights; and, emergency shelter.

### **Social Services for the Homeless-American Recovery and Reinvestment Act (SSH-ARRA)**

- In 2010, the County of Union was awarded \$110,980 by the NJ Department of Human Services/Division of Family Development (NJDHS/DFD) through the American Recovery and Reinvestment Act of 2009. These dollars were allocated to currently fund SSH agencies for security, case management, cash assistance for utilities, hotel/motel nights, and emergency shelter for services to income eligible families through September 30th. A total of 102 families including 312 persons were served.

### **Rape Crisis Center**

- From January-September 2010, the RCC (Rape Crisis Center) received/made 261 victim calls; received/made 277 victim-related and significant other calls; and counseled 29 survivors of sexual assault.

- In September 2010, the RCC was invited to attend a focus group on coalition-building organized by its state funder, the NJ Division on Women. Union County was one of five counties in the state selected to participate. The Union County Green Dot Facebook page made its debut in September of 2010.

A second Green Dot Bystander Intervention training was successfully conducted at Scotch Plains-Fanwood High School (SPFHS) in October of 2010. Sexual violence prevention staff members from Sussex County were invited to observe this training as they had expressed interest in learning about Union County's successful implementation of Green Dot at a high school. For the first time, a student focus group was conducted in November to gain feedback and allow SPFHS participants to evaluate the training. Also in November, SPFHS agreed to fund the Green Dot training of two of its staff members to ensure this program's sustainability.

The RCC prevention education program has benefitted from the I-Response system which facilitates electronic, anonymous polling of an audience via remote and tabulates responses in real time. This system has enabled staff to gain valuable feedback during its Green Dot trainings. The I-Response system was particularly well-received at a Green Dot training successfully conducted for the community at the Police Academy in July 2010.

- The RCC conducted its annual fall training between September and November of 2010. Fourteen new Confidential Sexual Violence Advocates were trained to assist on the hotline. Among this group, six are bilingual in Spanish, one is bilingual in Portuguese and one is multi-lingual in Hindi, Urdu and Punjabi.

## **Division of Social Services**

### **Community Outreach**

- In 2010, Social Services increased its community outreach services in conjunction with other units of the Department of Human Services, such as Veterans Affairs, the Division on Aging, the Division of Youth Services, and Work Force Development, to bring the services offered by

the Department of Human Services to residents and community based agencies.

- In 2010, Social Services received CSBG and federal ARRA funding that was used to interview prospective clients, currently inmates of the Union County Jail, who might be eligible for Social Services once released. This was a highly successful initiative, and we are actively seeking funding to continue this initiative in 2011.
- In 2010 Social Services continued to implement a Food Stamp Outreach program, taking applications in a variety of community settings in order to increase the number of Union County residents eligible for the Food Stamp program.

### **Immunization Clinic**

- During 2010 more than 4,800 children were immunized. This is approximately the same level of service as in 2009. The clinic provided information on available health services to families in need as well as screenings and immunizations for eligible children under age 18 at the Elizabeth office of the Division of Social Services. Eligible children are those who are uninsured, underinsured, on Medicaid, or on N.J. Family Care.

### **Benefits Coordination Program**

- The Union County Division of Social Services (DSS) provided increased public awareness on the availability of a wide range of programs by establishing three stationary benefits coordination assessment sites and one mobile outreach. The field workers entered client data into NJ Helps to identify what programs/assistance residents may be eligible to receive. A printout of the assessment was provided to the client, as well as direction on where to go to make formal application (if applicable). In addition, other resource information/handouts were made available.

This program began in January 2010. Since the onset of the program, DSS has provided information and referral (I&R) and linkages to appropriate community services for needed services to 921 households. Through this program five jobs were created.



## **Technology Improvements**

- Implemented an electronic front desk computer system to log and track the check-in and check-out times of clients waiting to see case workers. This program gives staff an idea of the client's average waiting time in the reception area, as well as the response time of staff. It also gives an accurate count of the number of clients seen on a daily basis by any specific program.
- In 2010, Social Services implemented a "pilot" paperless intake process in the Plainfield satellite office to enable case workers to scan documents into an electronic file, which will store the original application as well as supporting documents. Once entered, these supporting documents, such as driver's licenses, birth certificates, etc., will not need to be replicated upon the client's recertification since they will have been electronically filed.
- With the purchase of additional hand held scanners and computer software, the division began implementing a paperless file room which will become complete once both the Elizabeth and Plainfield offices are storing all client applications and supporting documents electronically. In addition, staff has implemented the file retrieval system which allows employees to order case records from the file room while seated at their desktop pc's, reducing the wait time to retrieve and review case records from the file room.

## **Division of Youth Services**

- Youth Services Communications and Marketing Strategy built awareness of and support for youth services programming throughout the county through in-house production and distribution of informational brochures, fliers and posters to targeted audiences and at public events.
- Youth Services Brand Identity Strategy added project management, marketing and graphic design services to our core service base targeting non-government organizations. As a result, Youth Services established partnerships with national youth organizations, non-profits and the corporate sector which expanded our service base support.
- Youth Services Programming such as X-TOUR and Merck/Street Law's "Positive Choices" served over 350 children and youth ages 8-17 years in

addition to approximately 910 youth served by the Youth Services Bureau and Youth Services Commission in the areas of juvenile justice and delinquency prevention for a total of over 1,260 children and youth served in 2010.

- Union County Juvenile Expediting Team (UJET) provided weekly case management review and monitoring of juveniles in custody at the juvenile detention and shelter facilities to assist the county juvenile justice system in improving delivery of services for youth in custody and meet NJ Juvenile Justice Commission, Juvenile Detention Alternative Initiative (JDAI) objectives.
- Youth Services met staff development objectives with each direct services staff member completing a minimum of 20 hours in-service training provided by Rutgers Graduate School of Social Work Continuing Education and Dale Carnegie Customer Service training provided by Success Unlimited.
- Youth Services received Service Award from the Boys & Girls Clubs of Union County in November 2010 “in recognition of the exemplary support and for your collaboration in the services to youth of our community.”

## **2011 Initiatives**

### **Office of the Director**

#### **Paratransit**

- In 2011, Paratransit will seek alternative funding sources in order to maintain core services.

#### **Union County One Stop Career Centers**

- The One Stop Career Centers will work closely with the WIB and the New Jersey Department of Labor partners to improve and increase the county’s business development efforts.
- Continue to monitor and improve One Stop Operations in order to make the centers more accessible and customer friendly to the ever increasing

numbers of people who visit the centers for some type of assistance or service.

- The OSCC will work with United Way and other partners to expand services within the One Stop offices to the prisoner re-entry population.

## **WIB**

- The Union County WIB, in collaboration with Union County College Department of Practical Nursing, is participating in a U.S. Department of Health and Human Services Administration Grant that will provide training and certification to enable individuals receiving Temporary Assistance for Needy Families (TANF) and other low-income individuals to secure employment and career advancement in the health professions. As a member of the Northern New Jersey Health Professionals Consortium, Union County College's Department of Practical Nursing will share in a five-year \$ 24 million grant award. The Consortium includes 10 northern New Jersey community colleges, 10 Workforce Investment Boards, and six major health related companies. The grant will provide low-income individuals with successful training programs for a variety of healthcare professions, including: home care aides; certified nursing assistants; medical assistants; pharmacy technicians; emergency medical technicians; licensed vocational nurses; registered nurses; dental assistants; and, health information technicians.
- To complement the Union County Board of Chosen Freeholders solar panel initiative, the Workforce Investment Board has planned a component of the Green Skills = Green Jobs Program to include a solar energy program operated by the Union County Vocational-Technical Schools to prepare individuals for careers in the solar industry. Topics to be covered include: the Solar Market, Solar Technology, Solar Design and Concepts, and Solar Installation. The program will provide fifty-four hours of occupational training related to the solar industry over a period of six weeks to individuals aged 18 and older. It is anticipated that four cycles will be offered with twenty-five participants per cycle. It is expected that the program will train approximately one-hundred individuals for careers in the solar industry.

Participants who successfully complete the program will be prepared for newly trained PV Solar Panel installation positions. Participants will also receive OSHA-10 Safety Certification as well as a Solar Energy Training

Certificate of Completion. Students will obtain the skills required to take the National Examination for design and installation of a photovoltaic energy system.

### **Division on Aging**

- Maintain essential services of home delivered meals; congregate meals; and community based services at current levels; expansion not possible due to stagnant state and federal funding levels.
- Disseminate information to gain support of legislators, and promote activities among seniors and their caregivers, to ensure that the Older Americans Act is reauthorized in 2011. Advocate at the local, state and federal levels through personal contact with key legislators as well as educating the public to ensure that federal and state funded programs for seniors and their caregivers are not compromised.
- Commit to two home health certification training sessions as a means to increase home health aide workers in the community to meet the growing demand for in-home services for seniors and disabled.
- Maintain current focus on physical and mental health promotion programs. If funding is available, the Division will pursue money to sustain Chronic Disease Self-Management Programs.
- The Division will seek to strengthen and coordinate the relationship between the Aging and Disabled communities to position the Union County Division on Aging to become an Aging and Disability Resource Center (ADRC) as the state rolls out the program in the 4<sup>th</sup> quarter of 2011. The ADRCs are designed to improve access to information and to streamline the process for the disabled and seniors who qualify for the Medicaid Waiver Programs (Global Options). Funding from the state will be needed to jump start Union County as an ADRC to support technological, staff training, and assess demands.

### **Division of Planning**

- **Behavioral Health**  
The Union County Mental Health Board will coordinate a Disaster

Response Crisis Counselor Specialized Leadership Training meeting and prepare a countywide conference in conjunction with the Disaster and Terrorism Branch, Division of Mental Health and Addictions and the Mental Health Association of New Jersey.

A committee will be established to discuss the merger between the mental health and the alcohol/drug abuse advisory boards and subcommittees.

- **Comprehensive Emergency Assistance System (CEAS)/Continuum of Care (CoC)**

The Committee is working on the County's 10-Year Plan to End Homelessness and hopes to have it finalized in 2011.

- **Rape Crisis Center (RCC)**

The RCC plans to meet with the Scotch Plains-Fanwood High School (SPFHS) PTA to discuss the possibility of funding the purchase of Green Dot social marketing gear/apparel for SPFHS students. The RCC will also work towards implementation of the Green Dot Bystander Intervention training at Linden High School. Efforts will be made to continue increasing/enhancing membership in the Union County Sexual Violence Prevention Coalition.

### **Division of Social Services**

- **New Income Maintenance Staff:** The DSS will request an additional 10 positions in its 2011 budget. Based upon this past year's significant increase in TANF, Family Care, and GA caseloads we are unable to meet the state imposed timeframes for processing case work particularly as it relates to the family care program.

The additional 10 staff positions will be utilized to create two additional work units to process Family Care and other Medicaid applications. The funding for these positions will be realized as a direct result of savings and approximately \$1.4 million in additional revenue being generated as a result of the state assuming responsibility for all Medicaid eligible medical transportation services in the state. These positions will not increase the county portion of the budget.

- **Additional Office Space:** In 2011, it will be important for DSS to relocate and consolidate our Legal Unit, Welfare Fraud Unit, Training Unit and Mail Room into one location to reduce the expense to the county, and to allow for expansion of our existing waiting and interviewing areas in our Elizabeth office.

## **Division of Youth Services**

### **Build Awareness**

- Complete layout design to Youth Services Website for February launch.
- Promote Youth Services programs and services in schools, among non-profits and private sector throughout the year.
- Promote new services offered through Youth Services PLUS to nonprofit sector throughout the year.
- Create opportunities for media coverage of Youth Services programs and events throughout the year.

### **Build Partnerships and Trust**

- Continue progress towards gaining nonprofit, private sector partners and volunteers to support Youth Services programs and events.

### **Technology Improvements and Staff Development**

- Continue progress towards automating client information and program performance management system.
- Complete upgrade to telephone system by February 2011.
- Complete staff development objectives for 2011.

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# **Department of Parks and Community Renewal**

**Cultural and Heritage Affairs**

**Governmental Relations and Community Outreach**

**Golf Operations**

**Information Technologies**

**Park Planning and Horticulture Services**

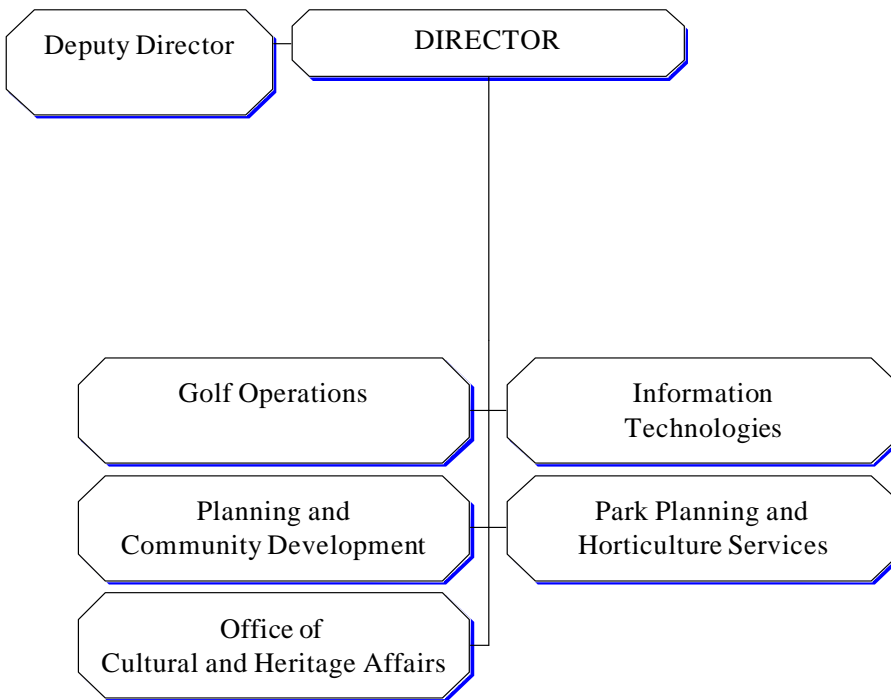
**Planning and Community Development**

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# Organizational Chart

## Department of Parks and Community Renewal





## **DEPARTMENT OF PARKS AND COMMUNITY RENEWAL**

### **Mission**

The mission of the Union County Department of Parks and Community Renewal is the promotion and development of the planning and growth of the County of Union, through the coordinated, efficient and effective use of financial, operational and administrative resources to proactively address the needs of County residents.

### **Programs and 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 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 Skating Center, and Ulrich and Wheeler Pools. Additionally, numerous special events are sponsored, including the Union County Summer Arts Festival, Kids Kingdoms, Musicfest, Harvest Festival, the Great Pumpkin Sail and Haunted Hayrides. The Bureau also handles all reservations for athletic fields, picnic areas and private special events.

Most facilities, programs and events administered by the Recreation Bureau are unique to Union County and often fill a void that cannot be provided by the municipalities or the private sector. In many instances, the Bureau works hand-in-hand with communities and private organizations to reach as many Union County residents as possible, bringing them recreational opportunities they would not have otherwise.

Additionally, in a tight economy when many residents find their financial resources limited, they look to the County to fulfill their recreational needs – close to home and at affordable rates.

**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 Planning and Horticulture**

The Division of Park Planning and Horticulture develops, plans and coordinates the renovation, repair and construction of existing and new park facilities.

**Division of Golf Operations**

The Division of Golf Operations manages and maintains the two County golf facilities, Galloping Hill, and Ash Brook, together with the new Driving Range at Galloping Hill Golf Course to ensure quality golfing experiences for the public; and supervises numerous tournaments and other golf-related activities.

**Division of Planning and Community Development**

The Division of Planning and Community Development oversees three Bureaus: the Bureau of Land Use and Transportation Planning, the Bureau of Housing and the Bureau of Community Development.

**Bureau of Land Use and 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 and infrastructure issues. It is also involved with the development of programs to enhance countywide transportation systems, in addition to coordinating and reviewing transportation data developed for the County area by regional transportation agencies.

The Bureau 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 related studies.

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

The Bureau develops and maintains a County Master Plan, County Land Development Ordinance, Comprehensive Economic Development Strategy (CEDS) and the Transportation Circulation Plan for the County. These plans and other study efforts outline potential economic development opportunities while providing the principles and strategies to guide economic growth and enhance the quality of life in Union County.

### **Bureau of Housing**

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

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

### **Bureau of Community Development**

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

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

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

### **Division of Information Technologies**

The Division of Information Technologies provides state-of-the-art management information systems, data, and telecommunication and support for County departments and agencies and is designed to enhance decision-making and improve efficiency and delivery of services.

### **Bureau of Data Processing and Telecommunications**

The Bureau of Data Processing and Telecommunications programs and services include the maintenance of computer software essential to the operation of the data processing center.

The Bureau staff 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.

The Bureau is responsible for the repair and preventive maintenance of all public address, audio systems intercommunication systems and other electronic equipment including all telephones switches and video surveillance systems.

### **Bureau of Geographic Information Systems (GIS)**

The Bureau of GIS prepares County maps and digitized photographs, along with providing specific information for County departments and municipalities to deal with issues of public safety, economic development, and transportation.

## 2010 Accomplishments

- **Elberon Wakefern Development**

Elberon Development Co. LLC and Wakefern Food Corp. are pursuing a long-term, build-to-suit lease for a new state-of-the-art warehouse in Elizabeth, New Jersey. The project would constitute a redevelopment requiring demolition of the existing 491,775-square-foot building occupied by Wakefern for over 50 years and construction of a new 524,000-square-foot building with approximately 20,000 square feet of office space on the 50-acre site. This project will enable the retention of 345 existing jobs and the creation of 350 new jobs over the next 15 to 20 years.

A key to keeping this project in the County was the utilization of \$44,499,000 in Recovery Zone Facility Bonds. The County has approved its allocation of \$15,568,000 in Facility Bonds and the City of Elizabeth has committed \$3,931,000 of its allocated Facility Bonds. The County also worked with the City of Elizabeth in applying for an additional \$25 million in Recovery Zone Facility Bonds from the New Jersey Economic Development Agency for this project. The State approved this application for the additional Facility Bonds to be applied to the Elberon Development. These bonds will be issued through the Union County Improvement Authority without impact to County or City of Elizabeth taxes.

The new building will be a regional warehouse for Wakefern's grocery products. The warehouse will be a "dry" facility, built to modern standards. The warehouse will have approximately 195 dock doors and be served by rail, with track siding immediately adjacent to rail doors in the warehouse. The site will offer approximately 500 dedicated trailer storage spaces, and approximately 425 car parking spaces. The new facility is proposed to be built within three years.

- **Elizabeth Parking Garage Project**

The Elizabethtown Plaza Redevelopment Project is located at Elizabethtown Plaza between West Jersey Street and Caldwell Place. This joint project of Union County and the City of Elizabeth will consist of an eight-story parking structure and a three-story office/retail building

fronting on Caldwell Place in the City of Elizabeth. The financing of this facility is also assisted by the Recovery Zone Bonds.

The Parking Garage has a footprint of 57,200 square feet (514,800 total SF) and a parking capacity of 1,500 cars on nine levels. There will be two elevators located on West Jersey Street and Caldwell Place to facilitate pedestrian circulation towards Elizabeth's Midtown Shopping District, the Union County Courthouse Complex, and Union County College and will help stimulate economic development in midtown Elizabeth. The garage will be constructed of precast concrete with "architectural" precast on the exterior façade. The lower 3 stories of the garage are designed to create a base for the building with architectural details and delineation to break down the scale of the structure. The stair and elevator towers are enclosed with glass openings to enhance the architectural design and provide passive security for the users.

The office building has a foot print of 8,500 square feet (25,500 total SF) and is located on the east side of the garage with the front entrance on Caldwell Place. It is anticipated that the first level will be used as retail space and the 2nd and 3rd floors will be used for offices. The office building façade consists of brick with "architectural" precast features. There are storefront windows on the street level and aluminum and glass windows to serve the office space.

The project started construction in March 2010 and is scheduled to be completed in the summer of 2011. Approximately 60 permanent jobs are estimated between the parking and retail/office facility.

- **Union County Parks Master Plan for Open Space and Recreation**

In 2010, the Freeholder Board, the Department of Parks and Community Renewal and Office of Open Space, Recreation & Historic Preservation Trust Fund commissioned a Parks Master Plan. The original master plan, adopted in 1999, required updating. In preparing this plan, the County conducted stakeholder interviews, along with a complete review of day-to-day operations. The main goal of this plan and process is to provide the County with options and alternatives as the County parks system moves into the new decade. The planning team walked every park, noting the existing conditions in the field and at the various facilities. The Master Plan will provide a road map, along with a process that continues

to include input from the public via the Department's online and facility/park user questionnaires.

- **Oak Ridge Park Master Plan**

As part of the Union County Parks Master Plan for Open Space and Recreation, the Department completed a concept master plan for the newly created Oak Ridge Park in Clark. The Department conducted surveys to ascertain from the residents what recreational activities they enjoy and what activities they would want enhanced or created. The goal of the Oak Ridge Park Master Plan is to create a balance between active and passive recreation. The master plan includes: a barrier free playground, a spray park, a skate park, tennis courts, a hockey/ice skating center which would include two (2) sheets of ice and the creation of pedestrian and vehicular paths as well as overpasses to separate the two. A great lawn or open lawn area will still continue to dominate the park. Ample parking in various locations will also be provided. In 2011, we will begin design engineering this new park.

- **Master Plan for Briant Park**

A master plan was completed for Briant Park in Summit. Funded by the Briant Park Olmsted Conservancy (BPOC), this planning effort had County staff, a renowned historic landscape architecture firm and members of the local community working together to develop a plan that will restore the park to its original Olmsted design. The plan was presented to the Board of Chosen Freeholders, and the BPOC indicated a willingness to undertake a fundraising campaign to fund the implementation of some elements of the master plan. Subsequently, the BPOC and staff of the Office of the Union County Open Space, Recreation and Historic Preservation Trust Fund collaborated on submission for grant funding from the New Jersey Green Acres Program for the restoration of Briant Pond. Department staff has provided information requested by a consultant working for the Summit Garden Club, who obtained grant funding to prepare a nomination for Briant Park to the State and National Registers of Historic Places.

- **Master Plans for Clark Reservation and Habitat and Warinanco Park**

Master plans are being developed for the former water company reservoir in Clark and Warinanco Park in Roselle and Elizabeth. The Clark



Reservation plan will look to improve public access to the County's largest body of water, which was added to the Union County Park System several years ago. The Warinanco Park plan will look at improving facilities in the County's busiest park, while respecting its historic character. Staff has provided input to both projects and will contribute to the planning efforts.

- **Revenue**

With the opening of a new driving range in April and the first full year of operating under KemperSports, the golf facilities saw an increase in golf revenue of \$1,100,000 in revenue from 2009. When compared to 2008 and 2007, when the County had all three courses open, the County's golf revenue was \$270,000 over 2008 and \$700,000 over 2007.

The County's park facilities also saw an increase in revenue from 2009, namely Watchung Stables had an increase of over \$80,000; Trailside increased over \$2,800; and the pools increased \$4,100. The most notable increase, except for the golf courses, was the revenue recorded at the front which saw an increase from 2009 of \$130,000.

The Department of Parks and Community Renewal total revenue for 2010 is over \$5,570,000. The County anticipated \$5,500,000 in its 2010 budget, so we are over by \$70,000. The total revenue increased over \$1,390,000 when compared to 2009.

### **Division of Golf Operations**

In 2010 the County saw the opening of a new driving range at Galloping Hill in April and the first full year of its Clubhouse Operations managed by KemperSports. The golf facilities saw an increase in golf revenue of \$1,100,000 in revenue from 2009. When compared to 2008 and 2007, when the County had all three courses open, the County's golf revenue in 2010 was \$270,000 over 2008 and \$700,000 over 2007.

After almost ten years of on-going discussions, the County of Union entered into a Memorandum of Understanding with the New Jersey State Golf Association for the purpose of housing the headquarters for the NJSGA for 20 years beginning in 2012. This has led to the design of the new Galloping Hill Clubhouse. The clubhouse will feature 4,000 square feet of office space

for the NJSGA, a 300-seat banquet hall, 120-seat restaurant and will also serve as headquarters for The First Tee of Raritan Valley.

The driving range at Galloping Hill saw the completion of its second deck, bringing the total number of stalls to 50. During the past year, the County and KemperSports entered into a five-year agreement with Taylormade/Adidas to add a Taylormade Performance Lab at the driving range. The range clubhouse will be constructed in 2011 alongside the driving range and will hold two Taylormade state of the art indoor teaching and club fitting systems. These systems have only been seen on seven other courses around the world and the PGA Tour and will be the first to be constructed at a public facility. There will also be a full service snack bar at the range clubhouse which will be formally introduced in August 2011 as the Learning Center at Galloping Hill and the Taylormade Performance Lab at Galloping Hill.

Along with Taylormade, the County saw its relationship with The First Tee of Raritan flourish. Throughout the year, the course saw over 200 young golfers from all over Union County participate in the Life Skills Improvement Program, making it the most successful first year program in the State of New Jersey for The First Tee.

The County also saw the addition of the LPGA/USGA Girls Clinics to its Junior Golf Program. Through the summer months, more than 40 girls, ages 6 to 18, participated in weekly classes at the Driving Range.

During this time the County also conducted a Feasibility Study and long-range financial pro-formas as to the viability of the Clubhouse. Financial pro-formas show that after 2013, which will be the first fully stabilized year of the completed renovations and additions at Galloping Hill, the County can expect Gross Revenues to be in the \$5.5 million to \$6 million dollar range at Galloping Hill.

Programs for People with Disabilities offered programs at the Learning Center every month attended by over 580 people from the County and surrounding areas. Through funding from the Recreation Opportunities for Individuals with Disabilities Grant Program, and the match from the County, programs were offered to young children, teens, adults and seniors, without which funding and programs they would not have had this opportunity to learn golf.

Comment [gg1]: State or federal?

## **Special Events**

Throughout the year, Recreation Bureau staff continued to assist the Bureau of Governmental Relations and Community Outreach in planning and implementing the County's annual Rhythm and Blues by the Brook, Kids Kingdom Traveling Jubilees and MusicFest.

- Rhythm & Blues by the Brook kicked off the summer music events for 2010, drawing 10,000 people to Cedar Brook Park in Plainfield. Morris Day and the Time headlined, with Biz Markie, Carl Weathersby, and DJ Bookeem entertaining as well. A classic and exotic automotive super show was presented by G Wiz Auto Entertainment. A Kids Kingdom was held simultaneously with over 2,000 children enjoying the games, arts and crafts and rides.
- The Kids Kingdom Traveling Jubilees in Rahway River Park in Rahway and Mattano Park in Elizabeth were also popular events, drawing over 2,000 attendees. There were new venues for these events, which included stage entertainment, pony rides, a petting zoo, inflatable rides and many free activities for children. The residents in the areas surrounding these parks were very happy to have the Jubilees in their neighborhoods, since many of the residents in these neighborhoods do not have the means or resources to take their children to amusement parks or the shore.

## **Office of Cultural and Heritage Affairs**

- HEART (History, Education, Arts Reaching Thousands) Grant Program is an initiative of the Union County Board of Chosen Freeholders. Its mission is to provide funding to individual Union County historians, performing and visual artists, and to non-profit organizations to help them provide arts, history, educational and cultural programs for the benefit of Union County residents.

The Office of Cultural and Heritage Affairs administered the 2010 HEART Grant Program allocation of \$75,000 to seven historians and visual and performing artists and 36 non-profit organizations. Programs appealed to the interests of senior citizens, students and families from a variety of ethnic and economic backgrounds.

- **Union County Tourism Initiative**

The Union County Tourism Master Plan seeks to foster quality of life, civic pride, indirect economic development, education and knowledge entertainment for the residents and visitors to Union County.

The initiative produced the third issue of “In and About Union County, from Berkeley Heights to Winfield.” The booklet is a comprehensive listing of arts, history and cultural nonprofit resources and organizations located in Union County. Nearly 4,500 copies were distributed through the County Board of Freeholders’ van and at various county facilities and public libraries.

- **Four Centuries in a Weekend 2010** was held on October 16th and 17<sup>th</sup>, drawing more than 3,500 visitors to 25 historic house museums and sites, with nearly 100 volunteers assisting. Sign-in sheets revealed that: 1) people came from communities throughout New Jersey and adjoining states; and 2) people learned about the event from flyers distributed through public libraries and County facilities, the County website, press releases in daily newspapers, paid ads in weekly newspapers, signage in County parks, cable TV, word-of-mouth and previous knowledge of the event. About half were first-time visitors.

This was the second year of the **Union County Time Traveler Sweepstakes Program** designed to add interest to the event and to attract additional students to Four Centuries in a Weekend. Over 200 students submitted an entry form for each site visited. The number of agencies donating prizes increased from three to ten and the number of prizes increased from three to fifteen. Students from three municipalities participated in 2009 while students from nine municipalities participated in 2010.

- **Art in the Gardens** is a ten-year partnership between Jersey Gardens Outlet Mall, the City of Elizabeth and the County that takes place in October’s National Arts and Humanities Month. Cultural and Heritage coordinates performances by Union County performing artists at the Mall over the three-day holiday weekend. In 2010 over 3,000 people attended.

- **Historic Preservation**

The New Jersey Historic Trust selected the City of Elizabeth as the site of its 2010 annual historic preservation conference held on June 2nd. Its mission was: 1) to present existing and potential Elizabeth historic preservation projects that can be replicated in other places; 2) to provide sessions to educate participants on a number of historic preservation topics and issues; and 3) to look at the city as a heritage tourism destination.

The urban setting attracted almost 400 people from New Jersey, New York and Pennsylvania. The targeted audience included historic preservation professionals, historic preservation commission members, architects, landscape architects, planners, students, professional and volunteer staff of historic sites, and educators. CEU's in landscape architecture and teaching were available. The conference convened at UCC's new Kellogg Building and took participants to many additional venues throughout the city, including the First Presbyterian Church complex and the Ritz Theater where the closing session was held. Four afternoon walking tours took participants to specific historic Elizabeth resources.

During the conference, the Office of Cultural and Heritage Affairs was asked to coordinate a tour of Warinanco Park. The office compiled a new companion piece for this event, History of the Union County Park System. The publication was distributed in the conference packets and to those who toured the park. The booklet continues to be available to the public.

NJ Historic Trust evaluation forms from participants indicated great satisfaction with the event. NJHT stated that this conference gained the most help from local agencies it has ever received.

- **New Jersey State Council on the Arts (NJSCA)**

The NJSCA awards funds to the County through a block grant. The NJSCA awarded the County \$137,917 in FY 2011 Local Arts Development funds to support the regrant program, to provide services to county arts organizations and artists, and to help support staff salaries. This was about an 8% increase over the amount awarded in 2010. This grant helps support programs including the Teen Arts Festival and Showcase, the Union County Senior Citizen Art Show, judges for the Employee Art Show, technical assistance

Comment [gg2]: Is this spelling correct?

workshops, and staff professional development opportunities. The grant year is for the year 2011.

The NJSCA designated the Office of Cultural and Heritage as a Major Service Organization for FY 09-11 in recognition of its solid history of artistic excellence, programming and broad public service. The State also issued a Citation of Excellence to the Office of Cultural and Heritage for the highest standards of excellence in artistry, operations, governance, public benefit and fulfillment of areas of Council priority.

- **New Jersey Historical Commission (NJHC)**

The NJHC awarded the Office of Cultural and Heritage a FY 2011 grant providing general operating support funds in the amount of \$19,500, a 7% increase over 2009. The grant year runs from 7/1/10 through 6/30/11. Funds in the amount of \$19,500 were regranted to four history-related programs/projects.

- **Teen Arts Program**

The program provides the opportunity for middle and high school students to perform for their peers and the public in a non-competitive program and to be critiqued by professional artists in their discipline. The show case provides the opportunity for students to perform on a professional stage. The Traveling Art Show provides the public with the opportunity to view the students' work. All Teen Arts programs are coordinated by Cultural and Heritage staff members and 100 volunteers who assist at the two-day Festival. With the decrease in school budgets for the arts and fields trips, this program is very well received for our high school students.

On March 18th (high school students) and March 19th (middle school students), the Teen Arts Festival was held at Union County College, Cranford, with 4,000 students and 50 professional artists participating in performances, critiquing seminars, master classes and workshops in every discipline including visual arts, music, creative writing, theater, media arts and dance.

- **The Teen Arts Showcase** was held on April 28th at the Union County Performing Arts Center. The show featured students in

dance, instrumental music, vocal music, dance and musical theater with 750 attendees.

- **The Teen Arts Traveling Art Exhibit** traveled to public venues for the remainder of the year. Venues included banks, corporations, public libraries and the Freeholders Gallery.
- **Employee Art Show May 5th to June 1st**  
Its mission is to provide Union County employee artists and relatives the opportunity to show their work to the public. Over 400 people attended.

Cultural and Heritage partners with The National Art Foundation to present a show for Union County Employees and their relatives to display their artwork. The Foundation provides \$2,400 in prize money and a \$1,000 scholarship to help cover expenses including payment of judges. The Elizabethtown Gas Company hosts the event and provides refreshments at the opening reception.

- **Union County Senior Citizen Art Show, June 9th to July 18th**  
The mission is two-fold: to provide an exhibition venue for professional and nonprofessional Union County senior artists and to showcase the artistic abilities of the county's seniors.

Elizabethtown Gas Company provides the exhibit space for a month and hosts the closing reception. 120 seniors showed their artwork in 2010. 150 attended the closing reception and awards ceremony.

- **State Senior Art Show, September 29th to October 30th**  
Its mission is to showcase the artwork of the winners of the individual county senior art shows. 240 pieces of artwork were in the show. 1,850 people viewed the exhibit.

For the past ten years, Cultural and Heritage has received a co-sponsorship grant from the NJSCA to coordinate the show. The annual exhibit features the artwork of professional and nonprofessional senior artists who have won in their respective county shows. Artwork is on display for one month preceding a closing reception and awards ceremony.

- **Care for Caregivers Respite Program**

A grant from the Union County Division on Aging provides arts activities in the home for unpaid family members who care for older Union County residents. Ninety in-home programs/workshops served 18 caregivers and 36 seniors. Without this grant home bound seniors and their caregivers would not have the opportunity for art workshops.

- **Gallery Exhibits**

Freeholders Gallery

Its mission is to provide a venue for Union County arts organizations to exhibit their work for the public. Over 2,500 people have viewed these exhibits over the course of the year.

Pearl Street Gallery

Its mission is to provide a venue for individual Union County artists to exhibit their work for the public. 350 people attended.

- **Technical Assistance Workshops for Non-profit Organizations and Individual Artists**

Its mission is to provide consultants to discuss topics and issues important to nonprofit arts and history organizations and individual visual and performing artists. 300 people attended various workshops.

- **Operation Archaeology**

Its mission is to provide a multi-disciplinary program in archaeology for fifth graders at the Deserted Village in the Watchung Reservation. 320 students attended.

## **Bureau of Recreation**

Most facilities, programs and events administered by the Recreation Bureau are unique to Union County and often fill a void that cannot be provided by the municipalities or the private sector. In many instances, the Bureau works hand-in-hand with communities and private organizations to reach as many Union County residents as possible,



bringing to them recreational opportunities they would not have otherwise.

Additionally, in a tight economy when many residents find their financial resources limited, they look to the County 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, the Pumpkin Sail, 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.

- Four Summer Arts Festival concerts were held during the month of July at Echo Lake Park. The series then moved to Oak Ridge Park for five concerts during the month of August. Concerts at both parks were well received and enabled us to reach audiences from different areas of the County.
- The new Archery Range, which opened at Oak Ridge Park in 2009, flourished as experienced archers, some of whom were new to the facility, and many who renewed their permits from 2009, kept the facility busy. New this year were Archery Lessons, offered in a choice of large and small group (family) settings. 180 people from ages 8-adult registered for lessons and purchased permits to use the range.

The Lightning Wheels Youth Archery Club for children with disabilities, and the Union County 4-H Archery Club now call the Archery Range at Oak Ridge home. Having an archery range gives our disabled children the opportunity to join a club and hone their archery skills close to home.

The Recreation Bureau continues to get calls weekly inquiring about programs and lessons. This is the only facility of its type in Union

County, and this year's new lower permit rates made the range both affordable and desirable.

- For the first time this year, the Recreation Bureau was involved in Family Flix. For each of the 7 films presented in Warinanco, Meisel, and Nomahegan Parks, there was a pre-movie tie-in event: pony rides, a nature scavenger hunt, seeing-eye dog demonstration, a soccer clinic, and puppet making were some of the activities offered. Each pre-movie activity was well received, drawing families to our parks in the early evening before each movie, and prompting them to stay and watch the film.
- The 1st **Watchung Stable Open House**, held in July, was a huge success. The event drew over 500 residents who were not only treated to a day of fun, but were introduced to this facility and its program offerings - located in their own backyard. Children were treated to lead line pony rides, a performance by the Watchung Stable Drill Team, Troop riding demonstrations, horse riding question and answer periods and a lively instructor Gymkhana (competitive games on horseback). Live music, arts and crafts, barn tours & hay rides rounded out the program. In addition, there were refreshments for sale and the opportunity for attendees to have their picture taken with a horse.
- The fall season and great weather brought over 3,000 people to the **29th Annual Harvest Festival** at Trailside Nature & Science Center. New this year was an extensive blacksmith demonstration, Flint Knapper demonstrating arrowhead-making techniques and a potter demonstration. Scarecrow making and the Scarecrow Making Contest continues to be a highlight of the event, selling out! Pony rides, the petting zoo, live music and demonstrations of colonial crafts and games continue to attract people countywide and beyond.

It is important to note that while fall street fairs and festivals are abundant, the County's annual Harvest Festival is unique in that it is not just another craft or street show. Its displays and demonstrations are historic in nature and educational in theme, demonstrating through costume and hands-on activities, colonial and early American life.

- Five sessions of the ever-popular **Hayrides & Campfires** were held this year with a new Saturday night date hayride. All 5 nights sold out with more than 1,500 people enjoying a hayride. Before and after their ride, participants sipped hot chocolate and roasted marshmallows over an open fire while listening to the music of folksinger Mark Muller.
- **The 19th Great Pumpkin Sail** held at Echo Lake on November 1 attracted 1,400 people who came out in the cold to light and float their jack-o-lanterns. New this year was a sponsorship from ShopRite of Clark, who donated marshmallows, hot chocolate and a giant (400 lb) Jack-o-Lantern. With the talents of a local volunteer and contributions from Williams Nursery, there were also pumpkin carving demonstrations, along with hay bales for the audience to sit on while listening to the campfire singer.

This activity was “created” here in Union County, and is so unique that after the event each year, the Recreation Bureau receives calls and e-mails asking how other towns can copy the event to hold in their own towns (including the Central Park Conservancy of the NYC Recreation & Parks Department).

**Programs for People with Disabilities** offered programs every month attended by over 580 people from county and surrounding areas. Through funding from the Recreation Opportunities for Individuals with Disabilities Grant Program, and the match from the county, we were able to offer programs to children, teens, adults and seniors.

New this year was a **Horticulture Program for Children** taught by volunteers from the Master Gardeners of Rutgers Cooperative Extension and **Yoga for Teens, and Arts Unbound** - a creative arts program for children and teens. Several of these programs were run in conjunction with Autism Family Tours with Brianna, Inc. In its second year, the **Karate** program was extremely popular, as were the golf classes for the disabled held at Ash Brook Golf Course. Ceramics, culinary delights and volleyball continue to draw old and new participants alike, and our Naturalists from Trailside presented programs on **Snakes & Turtles** to children at First Children School in Fanwood, patients from Runnells, and community groups serving the disabled population.

Programs for people with disabilities also included a series of morning horseback riding sessions for youngsters with disabilities, including autism. For the children, many of whom have difficulty communicating, they are able to experience the incredible bond that forms between riders, disabled or healthy, and their mounts. Horses look to please and the youngsters, with help from adults walking alongside, discover how with the simplest of verbal commands, or small movements, can elicit a response from their horse and that response further encourages communication and interaction between the youngsters and their steeds.

Two sessions of **Learn About Horses** were hosted at the Watchung Stable for children from area special education programs.

In its 3<sup>rd</sup> season, the **Mobile Assisted Riding Program** was held at the Watchung Stable. This therapeutic riding program is a highlight of the school year for children on the spectrum and those diagnosed with Down's Syndrome from area schools.

Comment [gg3]: What does that mean?

In addition to the new programs listed above, the Post Stroke Exercise Program and Ice Skating programs were revamped to entice new participants. Efforts continue to identify and communicate with schools for disabled children in the county in order to offer programs such as **MARC** to a wider range of participants.

Comment [gg4]: MARC or MARP ?

Programs for people with disabilities also included:

- Ceramic Classes
- Culinary Delight Classes
- Ice Skating
- Wheelchair Tennis
- Golf and Advance Golf
- Volleyball
- Barn Dance at the Watchung Stable Open House
- Post Stroke Exercise Classes
- Fall and Spring Fishing Derbies
- 1<sup>st</sup> Swing Golf

### **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 events during 2010.

**Reservations**

- 1,249 picnic reservations were made in the Union County Park System during 2010.
- 50,748 field reservations (per use) were made in the Union County Park System during 2010.
- 1,069 special events reservations were made in the Union County Park System during 2010.

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

## Recreation Bureau Special Event and Public Program Attendance

2010 SPECIAL EVENTS EVENT	ATTENDANCE
Harvest Festival	3,000
Haunted Hay Rides	760
Great Pumpkin Sail	1,317
Hayrides/Campfires	1,559
Summer Arts Festival	15,000
R&B by the Brook/Cedar Brook Park, Plainfield	10,000
Kids Kingdom Traveling Jubilee/Cedar Brook Park, Plfd.	2,000
Family Flix: Beethoven, Warinanco Park, Elizabeth - w/ seeing eye dog demonstration	100
Family Flix: The Little Rascals, Warinanco Park, Elizabeth - w/ US Sports Mini Soccer Clinic	100
Kids Kingdom Traveling Jubilee, Rahway River Park, Rahway	500
Family Flix: The Tale of Despereaux, Warinanco Park, Elizabeth - w/4-H Small Animals Club Demo	0 rained out
Family Flix: The Muppet Movie, Meisel Park, Springfield, - w/puppet making activity	150
Family Flix: Shrek, Meisel Park, Springfield following National Night Out	125
Family Flix: Monsters vs. Aliens, Nomahegan Park, Cranford -- w/night-time nature strolls by TNSC	150
Kids Kingdom Traveling Jubilee, Mattano Park, Elizabeth	1,500
Family Flix: Racing Stripes, Nomahegan Park, Cranford - w/Ponies in the Park - lead line rides by Watchung Stable	80 light rain
MusicFest	70,000
Kids Kingdom Traveling Jubilee-Oak Ridge	4,100 9/12
Watchung Stable 1st Open House	500
Archery Lessons	180
Programs for People with Disabilities	578
<b>TOTAL SPECIAL EVENT ATTENDANCE</b>	<b>111,699</b>
<b>2010</b>	

### **Warinanco Ice Skating Center**

- **Lessons and Hockey Clinic**

**Ice Skating Lessons:** These are the strongest and most popular programs at the skating center. Lesson classes average between 8 and 10 students per class.

**Hockey clinics** usually reach maximum participation levels. They are run in conjunction with the Cranford Hockey Club, which provides the coaches. This program lays the foundation of hockey and enables participants to move on to play travel youth hockey and possibly high school hockey.

- **Special Events**

- The annual **George Cron Hockey Tournament** has grown into one of the most watched hockey tournaments in NJ High School Hockey. It is an invitational tournament and includes high school hockey teams from Union County along with other top-rated high school hockey teams from throughout the state.

Teams pay an entrance fee which offsets fees for referees and trophies. Last year's participating high school teams included: Arthur L. Johnson, Cranford, Scotch Plains-Fanwood, Summit, Westfield, Morris Knolls, Mendham, and Parsippany.

- As usual, the turnout to **Ice Skate with Santa** was great. Children love it and older teens and adults get a kick out of Santa skating around the rink. The candy canes given to the children were donated by ShopRite of Clark.

### **Warinanco Ice Skating Center Accomplishments**

- Security lighting has been addressed by equipping the front of the Skating Center building, as well as the parking lots, with better lighting.
- The Warinanco Skating Center ranked eighth in the state for best overall ice rinks out of fifty rinks in NJ. The center was ranked in the top three for best ice surface in NJ for the third year in a row.

## Warinanco Skating Center Attendance Figures

Please Note: This reflects only 5 months of Facility Operations due to the way the season runs

\*\*\*\*All programs are open to all except where noted\*\*\*\*

Number of paid admissions	25,232
Number of Private Instructions	61
Number of Group Lessons	121
Number of Hockey Clinics	269
Number of Discount Cards	985
Special Admissions	448
School Program Participants	292
Open Hockey Participants	257
Reserved Ice Participants	19,385

- 121 people participated in Group Ice Skating Lessons during 2010. All but 4 were Union County residents.
- 269 children participated in Hockey Clinics during 2010. All but 9 were Union County residents.
- Organized groups, schools and municipalities rented 762 hours of ice time for hockey and private rentals.

The year 2010 saw an attendance increase of 5,300 from 2009.

## ULRICH MEMORIAL POOL & JOHN RUSSELL WHEELER POOL

- **Day Camp Program**

This program offers a discounted rate for summer day camps to swim at Union County Pools. Despite the discount, the downturn in the economy and the cost of busing took its toll on pool attendance. The escalating cost



of buses has forced many camps to cut back on their trips to the County's pools.

1,675 children swam at Union County pools from the following day camps: Arc of Union County, Springfield; Employees Center for Young Children (Merck), Rahway; Elizabeth Port Presbyterian, Elizabeth; Elizabeth Peace Camp, Newark; Candy Land Child Development, Colonia; Kiddie College, Rahway; Shim Academy, Roselle; Woodbridge Diagnostic, Woodbridge; Roselle Summer Camp, Roselle; and Linden Recreation, Linden.

- **Lifeguard Recruitment & Training Program**

This program is fully funded by the County to avoid lifeguard shortages. This program is a great success. The county pays the fees for the materials and uses an instructor on staff. The pools have been able to double the lifeguard staff with this program and avoid any pool closures. Last year, with so many returning staff, the recruitment program was not needed. A re-certification class was held for AED and CPR to keep all certifications current.

- **Swim Lessons**

The demand for swim lessons grew, requiring that some classes close as they reached the maximum instructor/student ratio. Because of the high demand, an extra session was added just for day camps. Instructors are paid 75% of revenue received from lesson participants. It is a popular and high demand program. 126 people participated in Swim Lessons during 2010.

### **Ulrich/Wheeler Pools Attendance Figures June 2010 through September 2010**

- **Ulrich Pool** - Season ran from June 26, 2010 through September 6, 2010.
  - The total number of paid admissions was 34,683, with 3,182 from outside Union County.
  - The total number of day campers was 1,675.
  - The total number of discount cards was 17.

126 Children took part in swim lessons. Only 9 were from outside Union County.

- **Wheeler Pool** - Season ran from June 28, 2010 through August 29, 2010.
  - The total number of paid admissions was 10,811, with 879 from outside Union County.
  - The total number of day campers was 276.
  - The total number of discount cards was 10.
  
- Wheeler Pool was repaired and resurfaced and the leak that plagued the facility was repaired.

### **Watchung Stable**

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

### **2010 Accomplishments at Watchung Stable**

- **Ring Construction:** The reconstruction of the main riding ring and show ring at the Watchung Stable opened to rave reviews. New boarders filled vacant stalls; program participants returned in droves, and a process to implement new programs was implemented.
- **The Mounted Troop Drill Team** concluded two successful seasons after a two-year hiatus. In the spring's inaugural season, monogrammed shirts and saddle pads were donated by CIO Embroidery. For the fall, Drill team jackets and saddle pads were donated by the Watchung Stable Auxiliary, who pledged \$500 each season to supply uniforms for the team.
- **Thursday Night Fun** activities were added, including riding clinics, jumping clinics, horse rentals for ring riding, private lessons and trail rides.

- Participation in the **Spring and Fall Mounted Troop programs** grew.
- Pre-horse Show and Jr. Hunt Club **Riding & Jumping Clinics** were added to each season.
- Additional **Adult Beginner Troop** sessions were added as demand warranted.
- An on-going program of **Instructor Clinics and Training** was implemented.
- Non-riding **“Learn About Horses”** programs for groups of disabled adults and children were scheduled.
- Public riding and non-riding programs, including **Learn About Horses, Scout Badge Programs, Private Trail Rides, barn tours, and Just the Two of Us** are ongoing.
- **Private lessons:** In 2010, over 544 private lessons were held compared to 100 in 2009.
- A **Watchung Stable Open House** was held on July 18th and attended by approximately 500 residents who enjoyed a free day of lead-line horse rides, riding demonstrations, country music, barn tours, hay rides, hands-on grooming, souvenir photos of children with a horse, refreshments, a drill team demonstration, horse and riding question and answer time and a Watchung Stable instructor gymkhana – complete with pennants to root for favored blue or yellow teams

**Watchung Stable 2010 Attendance figures:**

<b>Program</b>	<b># of participants</b>
Adult Troop Participants (fall)	45
Adult Troop Participants (spring)	56
Children’s & Senior Troop Participants (fall)	421
Children’s & Senior Troop Participants (spring)	413
Drill Team Spring	16
Drill Team Fall	13
Just the Two of Us (spring & fall)	30
Summer Equestrian Camp	309
Winter Clinics	54
Kiddie Clinics	22
Birthday Parties	17 groups (351 people)
Tours	5 groups (98 people)

Trail Rides	769
Date Night Rides	12
Private Lessons	544
Horse Rentals	846
Girl Scout Badge Participants	16 groups (171 girls)
Fall Troop Horse Show Participant	571
Spring Troop Horse Show Participants	648
Summer Horse Show	49
Camp Horse Show	224
# of Horses Boarded at Watchung Stables	27
Pre-horse Show Clinics	129
Mother's Day Ride	45
Father's Day Ride	38
Adult Clinic	8
Thursday Night Clinics	43
WJHC Horse Show	69
WJHC Clinic	108
History Ride	9
Cider Ride	19
WJHC Gymkhana	36
WRDC SPL Ride	17

Attendance for the year 2010 was 6,183, an increase of 1,700 from 2009.

#### **Facility Improvements**

- Riding Rings: The newly reconstructed main riding/show ring opened for use in March 2010.
- The public restrooms at the barn were rebuilt by County staff and opened in May.
- The flagpole area in front of the Administration Building was relandscaped through an Eagle Scout Project.
- New horses, appropriate to the Watchung Stable programs, are being purchased and trained continually as needed.

#### **Trailside Nature and Science Center**

Trailside Nature & Science Center's mission is to interpret the natural and human history of the Watchung Reservation and to foster an awareness and appreciation of the natural world. To accomplish our mission the facility offers 4,600 square feet of state-of-the-art exhibits.

The Visitor Center has approximately 60,000-65,000 visitors a year. We provide on-site and outreach environmental education programs to schools, scouts and communities, as well as birthday parties and workshops for children and adults of all ages. The facility is open year-round, seven days a week.

Evaluations are given to all program participants. In addition, large demands for Trailside's programming are measured in the many program waitlists. Additional sessions are created to pull participants off waitlists. We usually have enough people on a waitlist to fill an entire session. Services can also be measured by the guest book at the front door which holds tremendous, positive feedback from visitors coming from all over Union County, the State of New Jersey, the United States and foreign countries.

Citizens are impacted by TNSC because it is the only nature center in Union County. This facility offers unique experiences in the field of environmental education. Since the renovations completed in 2006, TNSC has become a premier facility in the State of New Jersey. Children have literally grown up here, participating in many different programs. Some have continued on to volunteer and shown such dedication and enthusiasm that they eventually became employees of the center. Our annual special events such as Wildlife Sunday, Mineral Show and Harvest Festival are attended by thousands of people of all ages and from all walks of life, who are in search of quality, fun, educational, affordable and recreational experiences.

### **2010 Trailside Accomplishments**

- **Forest Ecology Program**

In a partnership with the Linden School system, the district's entire 4<sup>th</sup> grade is once again participating in Trailside's Forest Community program. Approximately 325 fourth grade students came to Trailside during nine trips to have fun while learning about a forest ecosystem. Participants navigate through four distinct stations on the Red Trail which focus on the layers of the forest and emphasize observation and data recording. The impact of humans on a forest is also examined.

- **NEW – Mad Science Crazy Chemworks Workshop Series**

This new program offered to 1st-5<sup>th</sup> grade students afterschool in a six-week series. This program had 20 children participate. An instructor was brought in to teach the students chemistry and science. The goal for running this program is to increase the Center's visitor attendance while providing new, interesting and educational science-based programming. We collected \$500 in revenue for supplying a classroom for 6 hours.

- ***NEW* – Earth Day Event**

In honor of the 40<sup>th</sup> Anniversary of Earth Day, Trailside offered an afterschool special event open to families, scouts, and students and children of all ages. The goal of the new event was to promote protection and preservation of the environment and to teach people about the small changes they can make in their daily lives that can have a huge positive impact on our earth. The event was a success with over 400 people attending in a two-hour span.

- **Summer Camp Programming**

We accomplished another successful season of camp with all programs booked. Over 500 campers enjoyed the facility and the Watchung Reservation.

- **Toddler Time Series**

Waitlist was so long for this 20-session program held on Monday or Thursday mornings, an additional 10 sessions were created on Wednesdays, enrolling another 8 families.

- **Columbus Day – “Touch of Nature” – Matinee in Support of Trailside Museum Association**

Over 100 people attended the “Touch of Nature” matinee in support of the Trailside Museum Association. Visitors enjoyed meeting a variety of live animals including birds, tarantulas, lizards, snakes and an alligator.

- **Special Event – Rock, Gem and Mineral Show – *featuring Dinosaurs Rock***

Over 1,000 people attended this event conducted as a partnership with the NJ Mineralogical Society and Union County. Over 25 vendors sold minerals, rocks, gems, fossils and jewelry from around the world. The event included demonstrations on gemstone cutting and

polishing, educational rock and mineral displays, interpretive geology hikes and free children's activities. *Dinosaurs Rock* conducted two shows in the auditorium with amazing artifacts that included dinosaur footprints, teeth and a life-size model of bones and skulls.

- **Adult programming such as Adult Yoga** had 10 sessions booked with excellent feedback from participants.
- **Partnership with the Amateur Astronomers Association – Star Watch**  
Over 60 people in attendance for this event. The Amateur Astronomers have kindly teamed up with Trailside to offer free programming to the public.

## 2010 Trailside Attendance Figures:

		In County	Out of County	Total
Schools/Groups	Groups	108	44	152
	Attendees	3835	1896	5731
Scouts	Groups	103	19	122
	Attendees	1497	232	1729
Birthday Parties	Groups	54	7	61
	Attendees	1513	212	1725
Offsite	Groups	18	1	19
	Attendees	731	197	928
Eco Van	Groups	6	0	6
	Attendees	1069	0	1069
Adult Programs	Attendees	224	8	232
Workshops	Attendees	1727	139	1866
Trailside Event	Attendees	72	28	100
Summer Camp	Groups	0	0	0
	Attendees	775	4	779
Summer Family	Attendees	1285	10	1295
Totals – Groups		265	70	335
Totals – Attendees		12752	2727	15479

During the course of the year, Trailside Visitors Center has special events and other activities for the general public. The total visitors who attended these special events and visited our Center in 2010 was 47,176. The total attendance for the year 2010, including program participants was 63,101. **This was an increase of 21,555 from 2009.**

### Partnerships & Utilizing New Resources

Trailside works with the following community based organizations:

- NJ Mineralogical Society
- Trailside Museum Association
- Amateur Astronomers
- Fanwood Scotch Plains Service League
- Pottery Guild of NJ
- Union County Master Gardeners
- Watchung Stables



### **Bureau of Administrative Support**

Ongoing cost/benefit analysis of facilities to control costs and track revenues for all parks facilities operations will continue to be a priority for 2011 and beyond to guarantee responsible and fiscally sound decisions ensuring accountability and efficiently managed operations.

In addition, ongoing site visits and monitoring of facilities and operations are essential to ensure the citizens are receiving quality services at the county parks and facilities such as concessions, pedal boats, ice skating, horseback riding and swimming, to name a few.

#### **The following was accomplished in 2010:**

- Acquisition of new pedal boats for Warinanco Park Boathouse.
- Successful Hydroraking Project of Rahway River Park Lake.
- Renovated concession stands at Echo Lake, Warinanco, Ulrich Pool & Loop.
- By revamping our bid specifications and renovating the Warinanco Boat House, the County will see an increase in revenue from this concession.
- Roof replacement at Warinanco Boat House & Snack Stand.
- New fencing and gates installed at Warinanco Boat House.
- New safety railings installed at Echo Lake Boat House.
- Renovated and moved Pro Shop at WISC and contract with new vendor.
- Increased the efficiency and revenues associated with county-wide vending machine contract by having a concession for these machines.

### **Division of Park Planning and Horticulture**

#### **Masker's Barn Restoration**

Restoration of the circa-1885 Masker's Barn in the Deserted Village of Feltville in the Berkeley Heights section of the Watchung Reservation got underway in September, 2009. Funded by the County Capital Budget; the Open Space, Recreation & Historic Preservation Trust Fund; and a grant from the Garden State Historic Preservation Trust Fund, this \$1.4 million project will restore the former carriage house for use as a

lecture hall and small conference center. In 2010, the building's stone foundation and cedar shake roof were replaced, dormers and porte cochere were reconstructed, walls were restored, and utilities were roughed in. The restoration should be complete by early Spring, 2011.

#### **Watchung Reservation Deer Management Program**

Twelve volunteer hunters removed 56 deer from the Watchung Reservation in 3 days at the beginning of March. This annual effort is necessary to keep the deer population in balance with the flora and fauna of the forest. A spot- light count conducted in April showed that hunting is continuing 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. The venison that was processed from the harvested deer was distributed to the needy and homeless through the Community FoodBank of New Jersey.

#### **Ash Brook Reservation Deer Management Program**

This program is intended to reduce the white-tailed deer population in the Ash Brook Reservation 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.

#### **Goose Management Program**

The County entered into a 3-year agreement with the United States Department of Agriculture by which the federal agency will provide services to manage Canada geese in Union County. USDA staff located and inactivated goose eggs at sites throughout the County parks in March and April, 2010. In late June, USDA captured and euthanized 419 resident geese in 11 parks during their short flightless period.

A USDA Wildlife Specialist started working full-time in July out of the Division's offices in Scotch Plains. Since then, he has conducted surveys of goose populations in all of the major Union County parks, and has been conducting a daily campaign of harassment with pyrotechnics, lasers, noise, a trained dog and a radio-controlled boat. 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.

The Port Authority of NY/NJ established a Wildlife Hazard Mitigation Task Force for Newark Liberty International Airport in 2010 to look toward improving aircraft safety by reducing bird strikes. Division of Park Planning and Horticulture staff have been asked to participate in the work of the Task Force.

### **BioBlitz**

A 24-hour long scientific census of flora and fauna occurred in June in the Clark Reservoir, Milton Lake Park and Peter J. Esposito Park. Thirty-four staff and volunteers assisted 104 volunteer scientists to collect data in this sixth annual program, and 598 species of plants and animals were identified. About 350 members of the general public attended and took part in workshops and programs. Most of the \$4,450 direct costs of operating this program were offset by donations and sponsorships.

### **Four Centuries in a Weekend at the Deserted Village**

Attendance at this annual 2-day event reached a record high. About 1,500 people visited the Deserted Village of Feltville to see the exhibits in the restored Church/Store Building and to participate in activities that were staffed primarily by volunteers. Highlights of the weekend included daily tours by the ghost of David Felt (who built the town in 1845) and access inside the construction fence for an up close view of the ongoing restoration of the Village's 1885-era carriage house – Masker's Barn.

### **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. Over 640 participants provided 3,500 hours of voluntary service on 28 different projects in parks throughout the County. Vegetated buffers were planted and weeded, invasive plants were pulled and replaced with native species, lake restoration projects were maintained, eroded areas were addressed, and tons of garbage and litter were collected.

### **Adopt-A-Trail Program**

Dozens of volunteers continued to spend their free time maintaining hiking and bridle trails in the Watchung Reservation. Over 30 trail stewards adopt specific 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. The stewards cut back overgrowth, picked up litter, cleared clogged stormwater culverts, and removed hundreds of trees that fell across the paths. Monthly trail maintenance days organized and led by a Parks Environmental Specialist included additional volunteers and tackled larger projects, such as repairing a footbridge, stabilizing a culvert headwall, installation of erosion control measures and the rerouting of trails. A dinner was held in May to recognize and appreciate the efforts of Adopt-A-Trail and Adopt-A-Park participants.

### **Eagle Scout and Gold Award Projects**

Twelve 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 2010. The projects included:

- Construction of an informational kiosk and interpretive signage at the Michael S. Bezega Wildlife Observation Area in Rahway River Parkway, Rahway.
- Improvements to landscaping surrounding the Church/Store Building in the Deserted Village in Berkeley Heights, including grading, planting a wildflower bed, resetting slate sidewalks, and erection of split rail fencing.
- Site improvements at the Deserted Village of Feltville in the Watchung Reservation to improve visibility and interpretation of the Feltville-era David Felt house foundation and the Glenside Park-era tennis court.
- Development of a 5-mile long historical trail with interpretive signage in the Watchung Reservation.
- Rehabilitation of 12 informational kiosks throughout the Watchung Reservation to make it easier to post information.
- Landscaping improvements at the parking lot and entry area of the Juvenile Detention Center in Linden.
- Design and construction of a fence and vegetation at Rahway River Parkway, Cranford, to keep turtles from crossing the Garden State Parkway.
- Improvements to a basketball court and bleachers at the Washington Avenue section of Rahway River Parkway in Springfield.

- Construction of raised sections of hiking trails through wet areas along the Blue Brook in the Watchung Reservation.
- Repairing fencing and installing native plants in a deer enclosure in Passaic River Park in Berkeley Heights (in progress).
- Procurement of agility training equipment and organizing a training session at the Echo Lake Dog Park (in progress).
- Improvement of a walking trail in Rahway River Parkway in Winfield (in progress).

#### **Watershed Education Program**

Free watershed education classes were provided to 95 school classes and community groups this year, with an estimated 2,400 participants. Classes are arranged through the Division and presented by the Watershed Ambassador or a teacher contracted for this program.

### **Division of Planning and Community Development**

#### **Bureau of Land Use and Transportation Planning**

The Bureau of Land Use and Transportation Planning seeks to provide Union County with a balanced transportation system that most efficiently services the travel needs of people and goods through a coordinated intermodal transportation system.

Union County is crisscrossed by major highways and transit lines. Within its borders is part of an international airport and a major eastern seaboard port making Union County a major transfer point for freight and the movement of goods. In all, the Union County transportation network includes highways, bus lines, passenger and freight rail lines, shuttle services, bicycle trails, air and water modes of travel.

The Bureau of Land Use and Transportation Planning conducts or partners with other entities to investigate a range of transportation planning problems with the goal of creating alternative solutions and recommendations. The Bureau engages in the improvements of commuter rail; plans for a highway system of adequate capacity to accommodate both present and anticipated traffic volume; and, undertakes studies to analyze traffic conditions on County and local roads. Funding for these undertakings is sought from both the state and

federal agencies and work is often undertaken in partnership with transportation operating agencies serving the County.

**Funding:** The Bureau of Land Use and Transportation Planning each year is eligible to receive federal funding through the Subregional Planning Program grant (STP) of the North Jersey Transportation Planning Authority (NJTPA), a 13 county metropolitan planning organization. The STP grant program operates on the NJ state fiscal year. In calendar year 2011, the 2011 STP is \$131,443.75 and the 2012 STP grant) is \$131,443.75. The STP grant program requires a County match. It covers all or part of the salaries of three staff people.

As an adjunct of the STP grant, \$15,000 funding was made available through the NJTPA to fund equipment purchases and/or support for a transportation planning intern. For the period 7/1/10 to 6/30/11, these funds have supported a transportation planning intern who is paid directly by the NJTPA and placed on assignment to the Bureau. No local match was required.

In addition, the Bureau received a two-year transportation planning grant for \$220,000 through the NJTPA for the Route 1&9 Corridor Study for this period. This includes the County match. It covers part of the salaries of two staff people and the entire cost of a consultant team.

In 2010, the County, through the NJTPA was also able to obtain a one-time Supplemental Subregional Staff Support of \$99,294.00 to support the staffing requirements for the timely completion of the ARRA roadway construction projects within the County. The grant administrative responsibility for these funds was staff in the Bureau of Land Use Transportation Planning. The ARRA Support provided salary funding for part or all of two members of the County Division of Engineering.

The Bureau moved forward with many of its ongoing transportation projects and started new initiatives:

- **Route 1&9 Corridor Study**  
This County lead transportation planning study began in the spring 2010 as a County managed consultant study. The goal is to further safety along the Route 1&9 corridor, reduce delays and traffic

conflicts, and balance the transportation demands of the local communities along the highway with those of the region. A consultant team was hired as an outcome of a RFP process. The work is progressing with data collection and analysis stages near completion as well as the early public outreach. Further outreach and study tasks are scheduled before the Final Report is completed in June 2011.

- **Elizabeth Midtown Multi-Modal Integration Study**  
This NJTPA-lead consultant study partners with the County of Union, City of Elizabeth, NJ Transit and NJDOT for a comprehensive study designed to address multimodal access needs, traffic circulation patterns, land use issues, and station design deficiencies to improve the Elizabeth midtown rail station as a transportation hub. The Bureau of Land Use and Transportation has participated in the public outreach, requests for information, as well as in the original consultant selection process. The work is expected to be complete in June 2011.
- **Garwood Transit Oriented Development (TOD) Planning Project**  
NJ Transit responded to the Borough of Garwood request for more train service at the Garwood Station on the Raritan Valley Rail Line in tandem with this transit-oriented development study to support long-term rail ridership growth in the Borough. This planning and community visioning process is a NJ Transit lead consultant study in partnership with Garwood, Union County and the NJTPA to enhance the area surrounding the Garwood station and to provide additional economic development in the Borough. Final recommendations from this work are expected in early 2011. With the increase in train stops it has increased the ridership from the Garwood Station and taken more cars off of the road, which will also help advance the county's green initiatives.
- **Internship Program**  
The Bureau received a transportation planning intern in 2010 with a masters' level degree in planning who is paid directly by the NJTPA for assignment to the County. The intern supplements existing staff resources.

- **Bicycle Planning**  
The Bureau advanced a proposed bicycle path in the Borough of Mountainside by teaming with the Division of Engineering on submission of a \$346,000 application to NJDOT Bikeway Program grant for construction. Outcome of the application will be announced in 2011.
- **Route 27 Corridor Safety Study**  
The Bureau continues to advance the recommendations of this study completed in June 2009 which identified specific safety-related improvements to reduce vehicular accidents, improve mobility, support transit and increase bicycle and pedestrian safety along the state highway. By early 2010, NJDOT constructed missing sidewalks along Warinanco Park as a result of the Bureau's actions. The Bureau continues to work with the NJTPA to advance other recommendations through the NJDOT funding process in spite of the state's period of fiscal and budgetary constraints. This will impact the area by improving the safety of those residents traveling and living in this area by reducing the number of accidents.
- **Transportation Advisory Board**  
As part of its ongoing program component, the Bureau supports the Union County Transportation Advisory Board that exists as part of the transportation planning process and serves as a principal non-staff advisor on transportation policy matters to the Board of Chosen Freeholders. The meetings are scheduled on alternating months. Each of the 21 municipalities within Union County can appoint their representatives. Special presentations included the NJ Transit Newark Elizabeth Bus Study and the ARRA Program for Union County.
- **Subregional Planning Program (STP)**  
In 2010, the Bureau of Land Use and Transportation Planning received annual funding through the NJTPA to support local and regional transportation planning. As part of the program, the Bureau advocated for continued capital funding for transportation improvement projects in the County listed in the Transportation Improvement Program (TIP) and projects waiting funding on the Project Development Work Program (PDWP).



- The Bureau represented County’s interest at regional transportation planning organizations such as the Raritan Valley Rail Coalition and the Bicycle Pedestrian Advisory Council.
- The Bureau represented the County at the NJTPA planning committees: the Planning and Economic Committee, Project Prioritization Committee, Freight Initiatives Committee and the Regional Transportation Advisory Committee.

**Bureau of Community Development**

**Community Development Block Grant Program**

Below is a summary of accomplishments for the CDBG program:

**I. Housing**

A total of 59 housing units were rehabilitated through the following programs

<u>Municipality</u>	<u>Approx. Completed</u>
a. Countywide Housing Rehab	24
b. Linden	9
c. Plainfield	17
d. Rahway	<u>9</u>
<b>Total</b>	<b>59</b>

**Handyman Programs (Senior Home Repair)**

A total of 274 residents were served by the Senior Citizen Handyman Program.

<u>Municipality</u>	<u>Unduplicated Households</u>
a. Cranford	131 seniors served
b. Fanwood	14 seniors served

c. Garwood	50	seniors served
d. Kenilworth	60	seniors served
e. Mountainside	14	seniors served
f. Roselle Park	<u>5</u>	seniors served
	<b>Total 274</b>	<b>seniors served</b>

## II. Facilities Improvements

A total of \$665,380 was allocated for facility projects. Some of the highlights are as follows:

**The Association of Retarded Citizens (ARC of Union County)** completed \$45,585 in facility improvements, which consisted of group home rehabilitation at three locations throughout the County of Union. Project work included a new roof with leaders and gutters and a kitchen and bathroom rehabilitation.

**Cerebral Palsy League** received \$6,000 for the installation of an ADA entrance at their Cranford facility.

**Our House** located in Berkeley Heights received \$35,000 for improvements at two group homes that provide living space for physically disabled citizens.

**Clark** – In order to comply with current ADA codes, \$125,000 of CDBG funds were allocated to install an elevator at the Police/Municipal Court building. This building was inaccessible to physically disabled citizens.

**Occupational Center of Union County**, located in Roselle, was allocated \$64,000 for facility improvements that included an electrical system upgrade and lighting improvements in the main work area at 292-294 Cox Street. The OCUC also received \$33,096 for the rehabilitation of sidewalks and driveways at the same location.

**Hillside** received \$10,450 to upgrade the restroom at the Central Avenue playground in order to comply with current ADA building code requirements.

**Plainfield:**

**The YMCA** completed \$60,000 in facility improvements which rehabilitated the parking lot. Another \$90,000 project is in progress for the renovation and stabilization of front entrance.

**South Second Street Youth Center** completed over \$98,000 worth of projects consisting of the removal and installation of a new boiler for the school and removal of hazardous electrical wiring and light pole in playground area. Additionally, removal of old worn carpet, installation of VCT flooring in six classrooms and hallways, and replacement of an air conditioning unit were completed.

**Rahway:**

**Housing Authority** senior apartment complex received funding of \$95,000 for an elevator. The project is underway and is expected to be completed by year end. Additionally, \$15,000 for an ADA project to replace ramps and railings at the complex was completed.

**JFK Community Center** received \$14,345 to remove carpet and replace with 1510 sq ft of tile in the main lobby and hallway.

**Roselle - the Senior Center** received \$60,000 to enlarge and rehabilitate the parking lot and kitchen.

**Roselle Park** received \$20,163 for ADA upgrades to four Municipal Building doors.

**Scotch Plains**

**Senior Housing** received \$27,000 for ADA doors and garbage compactors.

**Historic Frazee House** -Received \$15,000 for facility rehabilitation.

**Springfield** – The Public Library Received \$9,500 for the installation of three sets of ADA doors.

**Sarah Bailey Civic Center** - Received \$19,000 for an ADA ramp.

**Winfield Park** - Received \$40,000 for ADA ramps and railings at the Municipal Building.

### **III. Public Improvements**

A total of \$1,214,188 was allocated for projects. Some of the highlights are as follows:

#### **Hillside**

Received \$73,922 for roadway rehabilitation to State Street and Field Place and \$80,000 for roadway rehabilitation to Wyndmoor Avenue.

#### **Linden**

Received \$304,459 for roadway rehabilitation of sixteen streets.

#### **Plainfield**

Received \$259,250 for the rehabilitation of South Second Avenue. Received another \$99,726 to build a facility with restrooms at the Bryant School Playground.

#### **Rahway**

Received \$354,000 for an ongoing streetscape project in the designated Central Business District Redevelopment Area which includes street rehabilitation, lighting improvements, sidewalks and ADA curb cuts in the CBD Area.

#### **Roselle**

Received \$210,000 to rehabilitate three streets.

#### **Roselle Park**

Received \$125,000 to rehabilitate three streets.

#### **Winfield Park**

Received \$55,000 to replace 10,000 square feet of sidewalks.

### **IV. Social Services**

#### **Handicapped Services**

A total of 772 individuals were served in the County of Union with programs such as ARC of Union County; Expressive Recreational Program of New Providence; Shut-In Council for Disabled Care

Services in Plainfield; and Vocational Rehabilitation for Disabled; providing individuals with rehabilitation services promoting their physical, emotional and cognitive development and assuring their safety and well being. These programs provided services to low and moderate income families who would not be able to afford these programs and also allowed other family members the chance to work which otherwise would not be possible.

### **Emergency Shelter Services**

A total of 254 individuals were served in the County with programs such as FISH Hospitality Program, 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 13,117 senior citizens were provided health benefits during the contract year. Some of the activities were: 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. These programs help seniors to have a higher quality of life. This was an increase of over 1,400 seniors that were provided these benefits under this program.

A total of 10,444 senior citizens countywide were able to have transportation to various senior programs in addition to being able to make weekly trips to the food markets, doctor appointments, post office, hair appointments, and more. This program enabled the seniors to have a more enjoyable life, in addition to giving them opportunity to socialize with other individuals, which promotes a better quality of life. This was an increase of over 5,000 senior citizens countywide that without this program would not have been able to make their weekly trips or doctor appointments.

### **Maternal & Child Health Care Services**

Approximately 604 parents and their children were able to participate in this program in Hillside and Winfield. 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.

### **Afterschool / Summer Camp Programs**

A total of 688 children countywide from low to moderate income families were provided with afterschool programs providing homework and reading assistance, tutoring, cultural and recreational activities. During the summer programs the children were provided with 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 during afterschool hours and during summer months. This was an increase of over 200 children from moderate income families which allowed parents the opportunity to work.

## **V. Community Development Block Grant Practices and Operational Procedures Manual**

In February 2010 the County, in partnership with the Newark Area HUD Office, the OIG Office of HUD and an IDIS Consultant, completed the manual as a resource for County Staff.

The manual provides written guidance to County staff to manage and to comply with state and federal requirements. The manual includes several categories, such as internal control, organizational chart and responsibilities; financial management; cash management; program income management; financial reporting to name a few. A copy of the manual has already been submitted to the Newark Area HUD Office.

## **VI. Foreclosure Crisis**

The County of Union has taken strong, affirmative actions to deal with the mortgage crisis afflicting the County.

First, the County established a Union County Foreclosure Task Force. Second, the County hired Rutgers University to conduct research and document the extent and locations of foreclosures. Third, the County provided additional funds to the Housing Counseling Agencies to hire additional counselors to help homeowners in trouble with foreclosures.

- **Union County Foreclosure Task Force**

The Union County Foreclosure Task Force was created in December 2008 as a forum for sharing ideas and information, and to coordinate action among various local entities working on foreclosure prevention and intervention.

Representatives from municipal, county and state government, community and advocacy groups, legal agencies, financial institutions, faith-based organizations, and housing counseling agencies have been meeting on a regular basis to address the growing problem.

- **Rutgers University Research Project**

The County entered into an agreement with Rutgers in the amount of \$25,000.00 to gather foreclosure information and provide technical assistance to the Task Force.

In May 2010, Rutgers produced their written report which included statistical data to help the County to better understand the extent of the foreclosure crisis, coordinate resources and formulate policy solutions. The report also included maps showing graphically the locations of highest foreclosures by census and municipalities.

- **Counseling Agencies**

The County has normally provided funding to counseling agencies on a regular basis as part of the Community Development Block Grant program. This year, an additional \$100,000.00 was allocated among three agencies to help them

specifically address the mortgage foreclosure crisis. This will enable non-profit agencies to hire additional counselors to assist residents facing foreclosures.

## **VII. CDBG – R – Recovery Act Funding**

The County of Union received and administered \$1,417,878 in funding. All projects were completed and a final report was submitted and approved by the second quarter of 2010.

The following summary lists the towns and projects that were funded.

### **Hillside**

Received \$30,819 for the rehabilitation of Clinton Place, from Williamson Avenue to Newark City Line including street, curbs and sidewalks.

### **Linden**

Received \$390,118 for the rehabilitation of the following streets: Monmouth Ave. from Maple Ave. to Roselle St., Ziegler Ave. from E. Elizabeth Ave. to McCandless St., Cleveland Ave. from Roselle St. to Lincoln St., Union St. from Baltimore Ave. to Charles St., Winans Ave. from Rt. 1&9 to 12th St., Monmouth Ave. from Chandler Ave. to Cranford Ave., Hussa St. from Baltimore Ave. to Cranford Ave., Bacheller Ave. from Rt. 1&9 to Klem Ave. and Meacham Ave. from Rt. 1&9 to Bedle Place.

### **Plainfield**

Received \$440,977 for a roadway improvement program consisting of the following streets: Somerset Street from City Limits to W. Front St., Cedar Brook Rd. from Watchung Ave to Prospect Ave. and Geraud Ave. from Bridge St. to W. Front St.

### **Rahway**

Received \$317,000 for a Streetscape Project in Central Business District which is a "Designated Redevelopment Area" and part of the "Transit Village Program." Improvements including removal and replacement of existing curbs and sidewalks, installation of



trees, crosswalks, decorative lighting, appurtenances and associated electrical conduits. Also, an additional \$119,364 was used to resurface the roadway, curbs and sidewalks on Bond Street from E. Scott Ave. to E. Grand Ave.

**Roselle Park**

Received \$52,657 to resurface Pinewood Avenue from W. Colfax to Woodside Rd.

**Winfield**

Received \$45,000 to replace approximately 8000 square feet of deteriorated sidewalks in low income areas.

**Administration Costs**

The County used only \$21,943 in Administration costs, representing 1.5% of the total grant. Federal regulations permit an entitlement community to budget up to 20% of the grant for administration purposes.

**VIII. Analysis of Impediments to Fair Housing Choice**

Union County is updating its Analysis of Impediments to Fair Housing (AI). The Analysis of Impediments to Fair Housing is a review of an Entitlement jurisdiction's laws, regulations, administrative policies, procedures, and practices to assess how these affect the locations availability and accessibility of housing. It is also a review of conditions, both public and private, affecting fair housing choice. The AI examines existing and potential barriers to fair housing in a community, for all classes protected under the Fair Housing Act, such as lending discrimination, inequities in service delivery; and obstacles to the provision of housing for the effect of any impediments identified. The final, updated AI will be completed by December 31, 2010.

**Bureau of Housing**

**Section 8**

The Bureau of Housing continued to increase access to decent housing and suitable living environments for low and very-low

income families by continuing the Housing Choice Voucher Program. The program has met its HUD goal and is providing Section 8 assistance to more than 371 families. Housing assistance is provided on behalf of a family or individual in need of housing to find their own housing choice from single family homes, townhouses or apartments. The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects. The Bureau allocated approximately \$3,816,667.50 for its Section 8 Housing Program in 2010.

#### **HOME**

The HOME program receives funds from HUD for activities such as rental, homebuyer acquisition and new construction. HUD allocated the HOME Program approximately \$1,508,634.00 with 10% for administration (\$150,863.00) and 15% for CHDO (\$226,295.00) leaving in the HOME Trust Fund \$1,131,476.00.

#### **CDBG**

The CDBG program receives funds from HUD for activities such as Housing Rehabilitation, Senior Citizen Home Improvement, Code Enforcement and Senior Citizen Handyman Program. The Bureau allocated approximately \$2,108,298.00 for CDBG operated programs.

#### **Lead Hazard Reduction Program**

The purpose of this program is to work toward the reduction of lead hazards in Union County homes. The grant program is countywide including all 21 municipalities. Eligibility is based on: housing units built before 1978, income below 80% AMI and households with children under 6 years of age or a pregnant woman.

#### **Neighborhood Stabilization Program**

NSP provides assistance for the redevelopment of abandoned and foreclosed homes and residential properties in order that such properties be returned to productive use or made available for redevelopment purposes.

The specific objectives and the outcomes of each program:

**Rehabilitation – A total of 59 housing units were rehabilitated during 2010, a decrease of 14 units.**

<b>Municipality</b>	<b>Approx. Completed</b>
Countywide Housing Rehab	24
Linden	9
Plainfield	17
Rahway	9

**Handyman Program – A total of 274 residents were served by the Senior Citizen Program, a decrease of 37 from the prior year.**

<b>Municipality</b>	<b>Households</b>
Cranford	131
Fanwood	14
Garwood	50
Kenilworth	60
Mountainside	14
Roselle Park	5

**Code Enforcement – a decrease of 18 from the prior year.**

<b>Municipality</b>	<b>Inspections</b>
Hillside	226
Roselle	157
Rahway	237
Total	620

**Senior Home Improvement Program – A total of 20 Senior Citizen residents were served and approximately \$92,000.00 was spent.**

## **Division of Information Technologies**

### **Bureau of Data Processing and Telecommunications**

During the year 2010, the Bureau responded to more than 4,200 help line calls for support. These included calls from all County departments and agencies, as well as the Township of Berkeley

Heights and the Borough of Roselle Park, through shared services agreements.

The use of shared services expanded, with the implementation of the 911 emergency services between the County of Union Police and Borough of Fanwood.

The County's virtual environment was upgraded to VMware 4.07. As part of this upgrade, the system was configured to ensure minimum of downtime for maintenance. It will also reduce the cost of having to purchase more physical servers.

The RecTrak system was upgraded. There are now touch screens at Trailside and the skating rink. This will provide an easier and more efficient way to track sales.

The Bureau has also upgraded its Microsoft 2000 servers which are no longer supported to Microsoft 2008 servers.

**New Vehicle Storage Building:**

One of the main projects for 2010 was the New Vehicle Storage Building in Westfield. The building included a new network operations center, with expanded electrical and cooling system. The new building houses the County Clerk, Rape Crisis Center, Consumer Affairs, Rutgers Cooperative Extension, Medical Examiner, Weights & Measures, Labor Compliance, OEM, County Police and SWAT

The following programs were either supported or written in-house by the Bureau's programming staff:

**Personnel System**

The Data Processing staff continues to make modifications to the county's ABRA personnel system. President Barack Obama had approved a new "Affordable Health Care Act" which will raise the age of dependent insurance coverage from the maximum of 19 years of age to 26 years of age. The IT staff found 907 dependents matching the requirement. Notices were mailed out, one per household, in a household with at least one dependent 19-26 years of age.

A CIGNA Survey was implemented by CIGNA and the county during 2010. 75% of the county employees needed to respond to this survey in order to save the county from a \$389,000.00 penalty by the state. The Bureau produced a report showing who had and had not responded to the survey. Participation was increased and the county was not penalized.

### **Department of Corrections**

The Department of Corrections receives ongoing programming time to ensure complete automation so they can be effective in their daily work and procedures.

An automated Inmate Disciplinary System, related to On the Spot Corrections, went into effect this year. A previous, manual system was replaced. The new automated system reduced the time an officer spends entering data and creating reports by half. Any information needed is a click away. Efficient and professional reports are generated for monthly and yearly reporting demonstrating the numerous types of prohibited acts by the inmates.

The Department of Corrections Gang Tracking database received greatly needed additions. An Inmate Interview Form was created and built into the system. Previously, third party software was used, causing the Corrections staff to enter inmate data twice. Now, everything needed is in the system. This process allows officers to retrieve inmate information quickly and effectively.

Also added to the "Gang Tracking" database was a new system for loading pictures of inmate tattoos. The officers in the Special Unit can now store, print, email, burn CD's and create a website with all inmate pictures as a file for the inmate.

### **Electronic Document Management System**

Through the use of Onbase, an Electronic Document Management System (EDMS), organizations have the capability to greatly reduce, or even eliminate, their need to store vast amounts of paper documents. Onbase facilitates the creation, storage, organization, and retrieval of images and other electronic documents. Functions of Onbase used to accomplish this include scanning, importing of

documents in proprietary format (i.e. Word), and importing of other types of files through a process called COLD. Our Onbase solution of storing scanned images of documents has been certified by The Division of Archives and Records Management of the State of New Jersey (DARM).

In 2010, the Bureau implemented much of the Board of Taxation and Municipal E-share expansions of Union County's Onbase solution. The City of Rahway and the Borough of Fanwood now enjoy the time and cost savings afforded by having their municipal documents accessible in Onbase. In both municipalities, the Bureau installed, configured, secured, and implemented Onbase. Also, in eleven different municipalities, the configuration has been completed to provide the tax assessors with online viewing of property tax reports. This should result in significant paper and cost savings. Finally, the staff of the Board of Taxation, as well as the Commissioners, successfully used Onbase to work through the process of hearing the 2010 appeals and rendering judgments. This eliminated the need to make thousands of pages worth of photocopies, as was done in the past. Great amounts of time and paper savings were realized.

The benefits of using Onbase to Union County are many. For employees, it provides greater accessibility to important documents. Unlike requesting email or inter-office mail from co-workers, these documents are now available to appropriate staff on demand, at their own desks. This also makes for a more efficient means of distributing important documents to a greater number of staff. Timely access to important information leads to faster decisions and improved work flow.

#### **Bureau of Geographic Information Systems (GIS)**

The Bureau of GIS provides a multitude of mapping services, from maintaining and updating County maps to providing "no loitering zone" maps for agencies that require them. The Bureau of GIS actively supports the County's 21 municipalities and their engineering and economic development initiatives, which results in a cost savings.

One of the biggest accomplishments of 2010 was the successful completion and the implementation of the CarteGraph project across two County departments. Bureau of GIS trained over 30 employees to use this asset management software.

The Bureau also assisted in the implementation of four additional municipal 911 systems.

As part of its ongoing support for County departments, the Bureau accomplished the following in the past year:

- Maintained and updated existing parcel layer for 21 municipalities, enabling government and private agencies to fully utilize the County's Geographic Information System.
- Continued to incorporate major and minor subdivision changes to the tax parcel layer. Updated owner information every three months as part of the ongoing process.
- Updated public and private school locations for the Prosecutor's office and published through the website for internal use.
- Pictometry 2010 database installed and configured: Installed 2010 imagery and configured for 21 municipalities. Imagery distribution and training for 21 police departments with server and software update.

## **2011 Initiatives – Parks and Community Renewal**

This year, 2011, marks the **90<sup>th</sup> Anniversary of the Parks System and the 50th Anniversary of the Warinanco Skating Center**. There will be a number of events this year to commemorate these two milestones, which are so intertwined with the day-to-day lives of County residents, whether it be that first Saturday morning skating lesson or a family picnic in the park. But as much as the department will be looking back this year, it will also be looking forward, with the anticipated completion of the Union County Parks Master Plan, which will serve as a working guide to improvements throughout the Parks system in the coming decade.

The **Olympic Spirit Summer Education Through Sport Youth Camp** is a program designed to impact more than 2,400 low- to moderate-income youngsters, 8 to 12 years of age. The four-week program will be held in Warinanco Park, Rahway River Park, Wheeler Pool and Cedar Brook Park, with participants coming from the Housing Authorities in Union County. This program, which will utilize the experiences of past Olympians, community resource people and youth mentors, will teach life and leadership skills, self esteem, drug awareness, peer relationships and positive choices, through developing an appreciation for sports and the opportunities afforded by the County's diverse park system.

**New Parks Reservations Service.** The Department of Parks and Community Renewal will staff a new reservation desk in Westfield at 300 North Avenue East. The new service desk will facilitate the needs of residents in the western portion of the County who want to reserve a picnic area, a ball field, or other facilities in the Union County Parks System.

**Trails Initiative and Connectivity.** The Department intends to commission a Trails Master Plan, a comprehensive plan that will address trail needs and issues in the park system. The Department also intends to explore, with the help of Engineering, ways to increase the connectivity within the park system, identifying street routes that would enable residents to have an alternative to driving, with more eco-friendly paths by which to visit the parks.

**Analysis of Information Technology Infrastructure.** The County will work with Verizon to conduct an analysis of the County and municipal information technology infrastructure to achieve savings and efficiency.



## **Golf Operations**

In 2011, the Division of Golf Operations has several initiatives, including:

- Maintain a steady revenue stream for the County, which the Division built in 2010.
- Continue to grow its Junior Golf and Community Outreach Programs with The First Tee of Raritan Valley, The LPGA/USGA Junior Girls and County run Junior Golf Camps during the summer months at The Learning Center at Galloping Hill.
- Increase the quality of playing conditions at both Galloping Hill and Ash Brook with more aggressive greens maintenance techniques and the use of similar chemicals being used at the higher end golf courses.
- Build the Union County Golf Brand throughout the region as the premier public golf courses in NJ by utilizing its partners KemperSports, Taylormade/Adidas, The New Jersey State Golf Association, The First Tee of Raritan Valley and The LPGA/USGA Girls Junior Golf. The goal will be to demonstrate that County courses will cater to players of all ability levels and economic status.
- Oversee the construction of the new clubhouse at Galloping Hill, the Learning Center at Galloping Hill, the irrigation upgrades to Galloping Hill and Ash Brook and the new Galloping Hill Maintenance Facility.

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**Department of  
Public Safety**

**Emergency Management**

**Medical Examiner**

**Police**

**Weights and Measures**

**Office of Health Management**

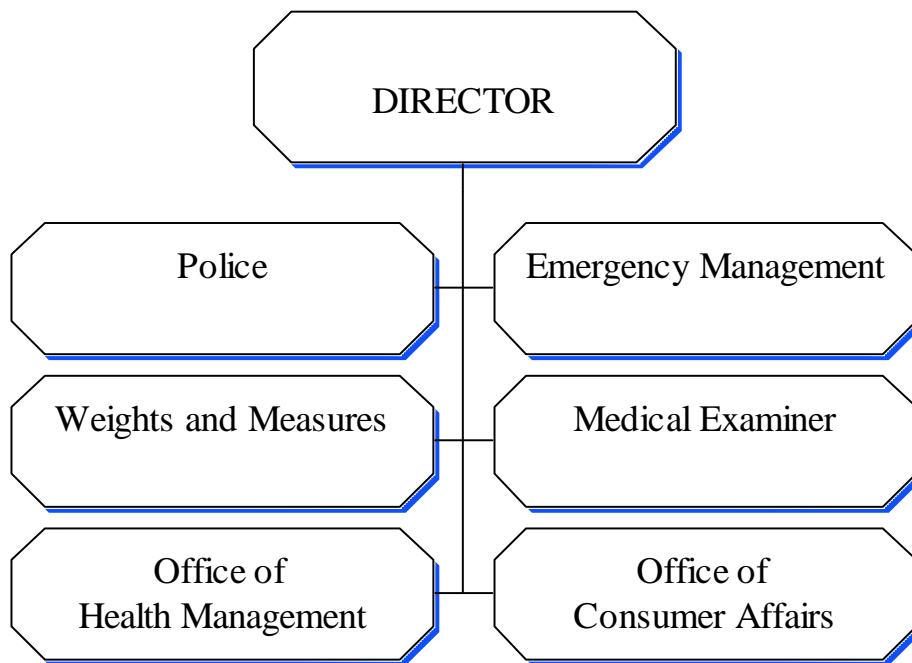
**Office of Consumer Affairs**

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# Organizational Chart

## Department of Public Safety



# DEPARTMENT OF PUBLIC SAFETY

## **Mission**

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

## **Programs & Services**

### **Consumer Affairs**

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

### **Emergency Management**

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

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

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

It is the responsibility of the division to oversee the Fire Investigation Task Force. In partnership with the County Prosecutor's Office and Police

Chiefs' Association, the Division provides training for volunteers serving as auxiliary police officers.

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

### **The Bureau of Hazardous Materials**

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

### **The Bureau of Domestic Preparedness**

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

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

### **Office of Health Management**

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

### **The Office of Environmental Health**

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

### **The Office of Public Health**

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

### **Medical Examiner**

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

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

### **County Police**

The County Police protects and serves the citizens of Union County by providing efficient, cost-effective, and professional delivery of law enforcement and protection services on all County-owned properties, parks

and facilities, utilizing a variety of enforcement and crime prevention strategies. The County Police is an essential law enforcement support agency for providing Union County's overall homeland security defense.

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

## **2010 Accomplishments**

### **Consumer Affairs**

The Office of Consumer Affairs saved consumers over \$103,291 in cash refunds and over \$249,382 in money value.

The Office of Consumer Affairs responded to 502 complaints filed by the consumers of Union County.

The Office of Consumer Affairs worked with the State Department of Consumer Affairs to formulate and fine tune a process for getting retailers to rectify complaints we receive from consumers. We also received approval to implement the policy in addition to the Notice of Investigative Findings (NIF) process, which enables us to resolve complaints and/or collect settlement fines where appropriate.

The Office of Consumer Affairs has increased its participants in the high school consumer bowl competition by adding another participating high school which is Union High School. The Governor Livingston High School students were the 2010 winners in Union County.

The Office of Consumer Affairs has increased the number of visits to retailers to provide new information about changes in consumer fraud regulations in New Jersey and to help bring resolutions to complaints filed against their businesses. Many retailers expressed a desire to communicate with this office for a better understanding of how they can best serve consumers.

### **Emergency Management**

The Division managed \$3,010,530 in grant funding from the Department of Justice, the Office of Homeland Security and Preparedness, and the American Reinvestment and Recovery Act.

The Division managed and administered \$410,000 to provide all law enforcement with a statewide record management and sharing system.

The Division provided the Board of Chosen Freeholders a Hazard Mitigation Plan, which was adopted on December 8, 2010.



The Division began the implementation of Phase 1 of a Statewide Responder Accountability System.

The Division has begun the Continuity of Operations/Continuity of Government plan for the County and local government.

The Division completed “Rapid Intervention Crew Operations” training throughout Union County. This program taught various techniques for firefighter rescue where firefighters are trapped or disoriented in a structure fire.

The Division offered refresher training in the Decontamination Task Force program to all municipalities.

Implemented enhanced radio communications plan for Union County Fire Mutual Aid.

Applied for and obtained 5700 MHz radio frequencies for use within the public safety radio system.

Updated the Union County Emergency Operation Plan.

Participated in the Regional Debris Management Planning Team to discuss debris response challenges and goals.

Created and delivered maps used in populating the Red Alert Computer Aided Dispatch System for Fire Mutual Aid.

### **County Police**

Phase II construction at the Westfield Public Safety Complex has been completed.

Plans to expand and share our police communications network were initiated.

Program to develop enhancements to our law enforcement technology was initiated along with an upgrade of our mobile data computer network.

A significant upgrade of our police CAD and internal Records Management System was successfully implemented.

A successful E9-1-1 and dispatch services consolidation partnership with the Borough of Fanwood was successfully accomplished.

To improve our capabilities to offer shared dispatch services, plans to expand and improve our Central Dispatch Center were initiated.

The police department initiated the NJSACOP and CALEA process to attain Accreditation.

The police department successfully continued to fortify our law enforcement partnerships with Federal, State and Local law enforcement agencies to provide robust multi-tiered Domestic Homeland Security services to the County of Union.

Our Marine Unit continued its waterway protection success providing security presence during Fleet Week, Red Bull Races and during the United Nations General Assembly. The Unit continued fostering and strengthening their partnerships with all the Federal, State and Local agencies operating in the Port of NY/NJ.

The police department continued to provide low and no-cost in-service and career developing training for its personnel.

The police department was successful in providing proficient law enforcement and protection services at numerous special county events including major performances and concerts.

The police department remained responsive to all requests for law enforcement support assistance and maintained our priority position of shared program and service resource allocation.

### **Weights and Measures**

Conducted 1,097 inspections on commercial businesses throughout the County. During these inspections the Division tested 9,258 weighing and measuring devices for accuracy. Examples of these devices are scales, gas pumps and timers.

Performed 3,871 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 186 inspections on gas stations to ensure compliance with Weights and Measures regulations. The Division brought in \$58,700 in revenue for the completion of daily inspections. The Division also wrote 46 violations totaling another \$2,350 in fines.

Division also purchased two trucks that were paid for by revenue brought in from daily inspections.

### **Office of Health Management**

UCOHM continued to provide planning, resources and logistical operations for the response to H1N1 (Swine Flu) in the county. This included conducting vaccination clinics, providing training and educational resources, Medical Reserve Corps assistance to local health departments, allocation management of scarce H1N1 vaccine and supplies. Additionally, the OHM worked with the Trinitas School of Nursing and Union County College Practical Nursing programs to enter into an Affiliation Agreement to have student nurses assist in H1N1 clinic operations with the oversight of Instructors from the program. This became a valuable asset in providing licensed and qualified vaccinators to local public health clinics. As a result of the H1N1 experience, the Office of Public Health was able to secure using the schools of nursing for seasonal influenza clinics in the City of Plainfield during the months of November and December. Additionally, the Medical Reserve Corps and Office of Public Health Staff assisted with vaccination and logistical operations of these clinics. This shared service saved the City of Plainfield money in personnel costs without compromising compassion and service.

UCOHM received 50 additional needle-less injection units that were purchased via the UASI grant program. This improved technology greatly benefits both local health departments and the public. These injection systems can be deployed to local health departments and county sponsored clinics in response to a public health event requiring mass immunization of the public.

The County Health Officer continues to serve as the Chairperson of the Urban Area Security Initiative (UASI) Public Health Subcommittee and leads efforts via the grant program to enhance the public health capacity to

quick and efficiently respond to emergent situations, that impact upon the health and safety of the public within the county and the seven county northeast New Jersey region. Through this program, all seven UASI counties, including Union County, will be receiving a mobile tent shelter system for emergency public health operations; including Isolation and Quarantine of victims of regulated reportable disease (if necessary), establish medical necessary Point of Distribution for immunization or medication, 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. These tent systems will be delivered in January of 2011.

UCOHM in collaboration with the local health departments in the county, continue to implement quality improvement programs in association with the County Community Health Implementation Plan. To this end, the office has progressed in the area of identifying collaborative programs with stakeholders within the community, including the Union County Cancer Coalition, Overlook Hospital, Trinitas Hospital, Union County Public Schools and Non-Public Schools through the Archdiocese of Newark.

The Office of Environmental Health continued to perform above standard work regarding enforcement of environmental regulations and standards, as documented via the annual audit performed by the New Jersey Department of Environmental Protection in accordance with the county's annual grant agreement. The Office of Environmental Health conducted investigations and inspections in accordance with the New Jersey Department of Environmental Protection regulations. For the year 2010 the Office has investigation/inspected 372 facilities for air pollution regulations, 43 inspections related to solid waste facilities (in addition to the work completed by the UCUA under the Inter-local Shared Services Agreement), 6 investigations related to surface water pollution, and 161 inspections of facilities with regulated underground storage tanks. YTD we have issued \$153,300.00 for penalties associated with violations noted during the aforementioned inspections/investigation, and collected a total of \$111,911.00 in penalties from violations issued during 2010 or previous years.

The Office of Health Management in coordination with the County Manager's office and County Counsel successfully negotiated a new Inter-local Shared Services Agreement with the Union County Utilities Authority

related to continue enforcement of the District Solid Waste Management Plan, in accordance with the requirements of the New Jersey Department of Environmental Protection.

## **2011 Initiatives**

### **Consumer Affairs**

Continue to partner 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 New Jersey Consumer Fraud Act and their responsibility to abide by same.

Increase director's schedule for speaking opportunities help consumers guard against consumer fraud.

Implement new policy, Notice of Investigative Findings (NIF) for working with retailers, especially those using egregious business practices, to encourage them to run their businesses in conformance with the N.J. Consumer Fraud Act. The focus will be helping to bring resolution to complaints filed in this county where the law has clearly been violated.

Increase staff training in order to equip them to better serve consumers and retailers.

### **Emergency Management**

Develop an Access and Functional Needs Annex that ensures that the Requirements of all individuals are considered during mitigation, preparedness, response and recovery phases of an emergency.

Review, expand and enhance the county's shelter list to minimize the impact or burden to our schools during a long term sheltering operation.

Work with FEMA to identify and develop PODS - "Points of Distribution" for food, water and other supplies during an incident.

Complete a project in cooperation with Fire Mutual Aid to assemble and deliver an Incident Command Board to each municipal fire department to facilitate accountability at fire scenes.

Develop new educational programs at the Union County Fire Academy.

Work with municipalities to locally adopt the Union County Hazard Mitigation Plan and assist the towns in applying for FEMA funding.

Investigate the feasibility of a UHF Trunked Radio System to promote interoperability throughout Union County.

Enhance the current communications capabilities for all county departments by updating radio equipment.

Conduct Red Cross Shelter Management training for 150 residents.

### **County Police**

Complete the physical expansion project of our Police Communications Center and upgrade our network Emergency 9-1-1 infrastructure.

Continue our efforts to extend and provide shared service municipal consolidation relative to E-9-1-1 call taking and dispatching.

Implement and complete our technology upgrade program relative to police MDC and on-board vehicle video systems.

Transition our marked patrol fleet to Black-and-Whites along with updated visual graphics.

Continue and complete our efforts to attain departmental Accreditation with NJSACP and CALEA.

Continue to reinforce our working relationships and fortify our law enforcement partnerships with the varied and many Federal, State and Local agencies and continue to provide the best possible multi-tiered domestic homeland security defensive programs and services.

Continue to provide the best possible law enforcement and protection services to our county facilities and to our county's special events.

Continue our priority mission to remain responsive to all requests for police support and assistance, sharing every law enforcement asset & resource that we have available.

Expand our maritime presence on the county and UASI regional coastal waterways, increasing and enhancing our protection efforts in providing

formidable domestic homeland security to our vulnerable Port and chemical/petro infra-structure facility sites.

Continue our efforts to provide low and no-cost police and career developing training to our personnel.

### **Weights & Measures**

Provide the County half of the revenue brought in to partially offset the Division's salaries and expenses, retaining the other half for any equipment purchases that are needed.

Continue to monitor gas stations closely ensuring they are staying within Weights and Measures regulations.

The Division will continue the newly formed shared service by conducting inspections within the City of Linden.

### **Office of Health Management**

The Office of Health Management will continue to work with the nine local health departments and stakeholders within the county to identify public health areas of improvement as it relates to emergency preparedness and response. To that end, the office will fully implement a program titled "The Union County Medical Reserve Corps – Ambassador Program," which will utilize trained MRC personnel to provide training and education programs to community groups and organizations within each of our municipalities. This program has the flexibility to expand into other public health education topics, and will be important as shared services continue to expand in the wake of continued down-sizing of local health departments.

Upon receipt of the UASI Public Health Tent System, the office will convene a multi-agency task force within the county to train, exercise and deploy this asset when needed. An exercise is planned for late summer/early fall to deploy part, if not the entire tent system and maintain operation for several days.

The Medical Reserve Corps will continue to develop and increase its membership, as this component of the public health system is a valuable asset.

As the impact of the economy of governmental services continues to be a great concern, the Office of Health Management will continue to explore programs under shared services that will benefit our municipalities and the constituency we serve to maintain a safe and healthy environment.



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# **Runnells Specialized Hospital**

**Ancillary Services**

**Hospital Finance**

**Hospital Maintenance**

**Medical Services**

**Nursing Services**

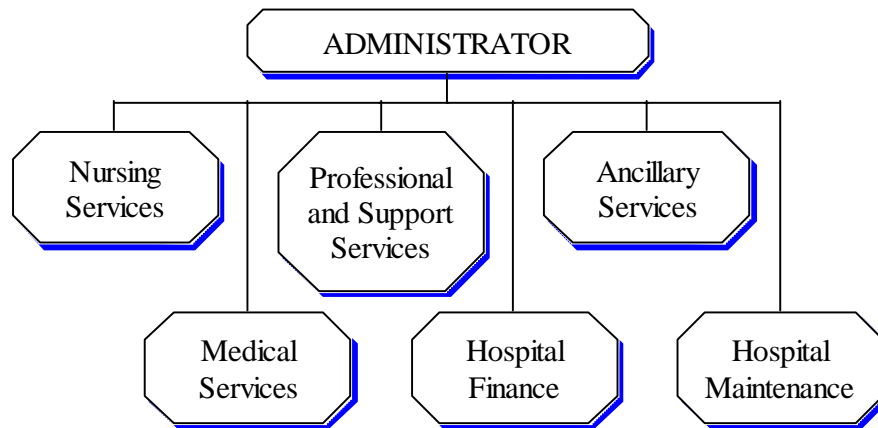
**Professional and Support Services**

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# Organizational Chart

## Runnells Specialized Hospital



# **RUNNELLS SPECIALIZED HOSPITAL**

## **Mission**

Runnells Specialized Hospital of Union County is dedicated to the provision of nursing care, physical rehabilitation and behavioral health care. The hospital is committed to the delivery of these services in a caring and compassionate manner that promotes individual well-being and the celebration of life.

Our Vision is that we will be a premier provider of health care. We will offer a state-of-the-art array of physical, restorative and psychosocial services and serve as an educational center for health care professionals and the community. Our philosophy of compassionate care, offered in an environment of professional excellence, will be reflected in the care provided to all.

## **Programs and Services**

### **Nursing Care**

Totaling 300 beds, nursing care is the hospital's core service. Meeting the needs of the chronically ill when in-patient care becomes a necessity, Runnells' staff utilizes an inter-disciplinary approach to provide assessment, medical intervention, and assistance for all activities of daily living. Emphasis is placed on individualized care for each resident to achieve and maintain the highest practicable level of physical, mental, spiritual, and social well-being. Specialty services including sub acute rehabilitation, respite, palliative and hospice as well as Alzheimer's type dementia care round out a comprehensive program of services for those in need.

### **Cornerstone**

An adult psychiatric community offering an in-patient rehabilitative environment, this acute-level service is guided by psychiatrists and provides an exceptional level of care. These 44 beds are staffed by a full complement of psychiatric social workers, psychologists, and clinical nurse practitioners, as well as physical, occupational, activities and speech therapists. Treatment programs utilize individual, group, and family therapies. Great emphasis is placed on preparing the patient for re-

entry into the community, which is coordinated with family and community resources far in advance of discharge.

## **2010 Accomplishments**

Runnells Specialized Hospital of Union County is in its 99<sup>th</sup> year of service to the community and continues to rank among the top healthcare facilities in the State. The Union County Board of Chosen Freeholders continues to be committed to providing quality care, responsive to community needs, mindful of the economy and endeavoring to accomplish continuous improvement. The Federal Center for Medicare and Medicaid Services ranks the performance of every nursing facility in the country to assist consumers in making educated choices when seeking care in a residential setting. This rating, which evaluates staffing, survey performance and quality measures, provides the best available indicators of the confidence a consumer may invest when making difficult decisions for someone in need. Runnells has again earned a four star rating signifying “above average” placing it among the best facilities in the State of New Jersey. Unlike other nursing facilities where physicians are on call, Runnells Specialized Hospital remains unique in its pledge to provide physicians in-house, daily.

One key to quality in a nursing facility is the number of trained healthcare professionals available to render competent care to disabled, frail and often elderly residents. According to the US Centers for Disease Control National Center for Healthcare Statistics, Runnells Specialized Hospital as compared to both national and state scores significantly exceeded staffing hours per resident in every nursing category including Registered Nurse, Licensed Practical Nurse, and Certified Nursing Aide. In another measure of quality not scored by these agencies, Runnells provides social work staff at roughly double the hours and education required by statute. These critical staff members address the fear and anxiety that frequently accompany compromised health status and separation from family. They also provide advocacy to ensure that resident rights are protected.

At Runnells, 2010 occupancy was identical to the preceding year at 93%. This surpassed the State average by 3% and the national average by 9%. Total admissions were up by 5% for 2010. Revenue in the nursing

facility was flat. This can be attributed to the lack of any increase in the Medicaid nursing home rate which was last changed in July of 2009. There was also a slight decrease in the private pay revenue as a result of private pay residents who spent down their personal resources resulting in a conversion to the Medicaid program. The decrease in private pay revenue was offset by an increase in the Medicare payment for sub acute admissions.

The psychiatric service continues to maintain an occupancy rate of greater than 99%. The State of New Jersey's cutbacks to the reimbursement structure, which began in 2009, were escalated during 2010. The negative impact was more fully felt during 2010. Despite our high occupancy, this amounted to a decrease of over 20% in revenue in 2010. Further reductions during 2011 will continue to have a negative impact on our revenue picture.

Overtime numbers decreased by approximately 5%. The overtime expense within certain cost centers remains challenging and unpredictable related to the needs of the patients and residents. The Other Expense (non-salary) categories were below budget.

Unquestionably one of the biggest accomplishments during 2010 was preparing to transition to Minimum Data Set Version 3 (MDS 3.0). For much of the year all professions were deeply involved in a facility-wide effort to successfully transition to this new Medicare and Medicaid clinical data collection system on October 1<sup>st</sup>. It is anticipated that this should have a significant impact on our revenue picture going forward.

Another challenging and complex change that impacted all facility disciplines was the introduction of the Medicaid Case Mix Index (CMI). This methodology is intended to capture pertinent resident care data with the dual goals of providing higher quality care while simultaneously optimizing reimbursement. This program has existed in other states for several years. New Jersey implemented this program effective July 1, 2010. The new reimbursement rates emanating from this system have not been finalized as of this writing.

**Other accomplishments included:**

- Through the PC based program for mandatory in-service education of staff, a 95% completion rate was achieved of all regulator education such as infection control, fire and electrical safety, HIPPA regulations, and resident rights. As a result, we have increased efficiency and record keeping, and dramatically reduced overtime associated with mandatory education.
- Expanded sub-acute from 43 to 45 beds.
- Deficiency-free state and federal survey in all clinical areas.
- Both of our Geriatric Nurse Practitioners are now certified by the American Academy of Wound Management as Wound Care Specialists. This certification provides clinical skills in treating and preventing pressure ulcers and enhanced ability to provide staff education, and it will increase staff competency in pressure ulcer prevention.
- Restraint incidence remains at 0%.
- The Union County Sexual Assault Response Team, a program jointly administered by Runnells, the Office of the Union County Prosecutor, and the Department of Human Services Rape Crisis Center, handled approximately 770 cases countywide.
- The Child Immunization Program jointly managed by Runnells and the Department of Human Services provided services to 4,693 children in 2010.
- More than 300 school and public health nurses received continuing education (CEU's) regarding childhood and adolescent immunizations requirements at our semi-annual Union County Immunization Seminars.
- In cooperation with the Department of Human Services Office for the Disabled, we continue to provide needs assessments for the Personal Assistance Service Program.
- Physical and occupational therapy services transitioned to meet the new regulation requiring one to one therapy for each resident receiving either type of therapy. We are still assessing the financial and staffing challenge of this regulatory change.
- Managed vaccinations for residents, patients and staff for flu, pneumonia, and herpes zoster as well as providing flu vaccination services to Union County employees and senior citizens. As the host community, we also supply flu vaccines to Berkeley Heights residents, and municipal and board of

education employees. In addition, an annual vaccination audit is completed for the preschool programs in Berkeley Heights.

- Facility Maintenance and Ancillary Services staff had a major accomplishment in redesigning and redecoration of two daytime activity rooms. In addition to this, they also completed refurbishing of the east and west wings of the third floor nursing units totaling one hundred and twenty beds.
- Food Service introduced a Gluten Free meal option.
- Residents were afforded a number of special functions jointly produced by Activities, Food and Nutrition, and Nursing. These special functions included weekly summer barbecues, weekly breakfast buffets, monthly candlelight dinners, holiday events, the annual spring Senior Prom, and summer carnival and petting zoo.
- Many members of the staff serve as board members and officers in their professional associations and organizations, which leads to the ongoing improvement of services and care provided to residents and patients and enhances the prestige and positive image for Runnells and the County of Union.
- An increased Marketing and Volunteer Services outreach program helped to recruit 58 new volunteers who assist in the clinical areas as well as the coffee and gift shops.

## **2011 Initiatives**

Improving and maintaining occupancy in the nursing facility remains a primary goal. As sub-acute services are vital to reaching financial goals, Runnells will focus considerable attention on referral sources in this area.

In light of recent reimbursement changes on the part of the state, we need to re-examine our goal to expand our psychiatric service. Our new goal is to conduct a cost benefit analysis of providing care for individuals with chronic and debilitating neurological, muscular and respiratory diagnoses within existing clinical space on the east end of the first floor of the facility.

Other goals will include:

- Redesign and redecoration of all resident dining rooms.

- Redesign and redecoration of 2nd floor resident wings.
- Redesign of 1 West Nursing Station.
- Complete exploration and implementation of electronic medical record system.
- Additional security upgrades to interior and site including improved lighting and installation of emergency call stations in parking areas and enhancement of video surveillance both inside and outside the facility.
- We will continue and expand our in-house educational efforts begun in 2010 to offer on-site continuing education for Runnells staff as well as for our community partners. The goal is to identify the most cost-effective, time saving strategies and programs to allow staff to obtain CEU's necessary to maintain licensure and to enhance relationships with our community agencies and potential referral sources.
- Dietary will be introducing a vegan menu option.
- Acquire the Therapy Scheduling Module for the existing software system to improve the efficiency in tracking physical, occupational and speech therapies in conjunction with newly mandated federal regulations.
- Embark on a program to replace original HVAC roof units over the course of the next three years
- Begin the first phase of replacing stacked window walls at the end of three corridors to reduce water penetration and improve energy efficiency.
- Replacement of the two folding auditorium doors to enable the use of this space by more than one group at a time.
- Prepare to celebrate the 100<sup>th</sup> Anniversary of providing quality care to the community.



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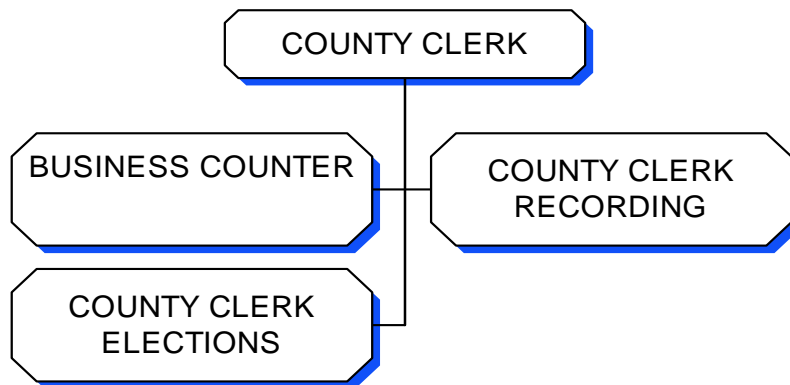
# Office of County Clerk

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# 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.

## **2010 Accomplishments**

The economic recession continued to impact the housing market and foreclosure rate in the county. For all property documents, there was an 8% decrease in volume from 92,000 to 84,000. However, this number also reflects a decrease in foreclosure recordings. *Lis Pendens* or pre-foreclosures topped 3,650, a decrease of 20% from 2009; concurrently, there was a drop in the volume of new homes and commercial properties recorded. Revenue derived from property recordings, however, remained constant from 2009 at \$22 million for 2010.

The Union County Clerk also continued active participation in the countywide Foreclosure Task Force designed to assist homeowners threatened or facing foreclosure. Written materials designed to assist tenants and homeowners were provided via website and to each municipality who requested same. Additionally, statistics and access to updated foreclosure data was provided to hard-hit municipalities.

The electronic scanning initiative, begun in 2007, grew through the volume expansion of its e-filing customer base. Thirty percent of all discharge recordings and 10% of all assignment recordings are received through e-filing, which eliminates paper and adds to the greening of the county.

The County Clerk's Property Web Site, a search engine for recorded documents, generated \$79,000 in revenue from memberships and renewals, almost double the revenue collected in 2009. Subscriptions ended in November 2010 due to new legislation allowing free access to all electronic records. To date, the index dating from 1977 is on-line; images of

deeds and mortgages from 1986 are also on line. More than 1.1 million customers accessed records on line in 2010, an increase of 25% over 2009.

## **Elections**

Three elections were held including the School Board Election in April, the Primary Election in June and the General Election in November. There were numerous recounts and court challenges including a School Board Election Recount for Roselle Park and two court cases to remove candidates in Linden and Westfield. Following the Primary, there were two recounts in Elizabeth for Council in Ward 3 and Ward 5 and a court challenge in both wards following the recount decisions. In the General Election, there were summary court hearings to remove Independents in the Rahway Mayoral race and for a Council candidate in the 3<sup>rd</sup> ward of Elizabeth; there also were recounts for the Linden Mayor and Council President for the General Election.

One of the most significant trends in the 2010 elections was the growth of the Vote-By-Mail General Election permanent lists which expanded from 3,000 in 2009 to 8,000 in 2010. 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.

In light of this option and the new regulations regarding Vote-By-Mail, the Clerk hosted a seminar in September for more than three dozen Democratic, Republican and Independent candidates and their staff to acquaint them with the process of obtaining Vote-By-Mail Ballots. In addition, the Clerk published the 2010 Election Calendar which provided dates for election-related registration and voting deadlines. The calendar, published in-house, was distributed to all public and private school fourth-grader teachers, libraries, municipalities and elected and appointed officials. It also could be ordered by the general public online at the Clerk's website.

A new service was the placement of the 438 Sample General Election Ballots on the Clerk's website. This new approach, in addition to the mailed sample ballot to every voter, ensured that all voters can view their ballot on line and locate their polling place.

As an expanded outreach program, the Clerk's Office participated in various fairs throughout the county including a day-long program at the Jersey Gardens

Mall in Elizabeth where 1700 residents visited the Clerk's booth and received election materials.

## **Business Office**

The newly expanded Clerk's Business Office in Westfield opened in April, allowing an expansion of Clerk functions. The filing of Trade Name Certificates is now available to residents in both Westfield and Elizabeth along with Notary processing, photographs, Passport and Pass Card processing.

The Clerk's Office celebrated National Passport Day in March and during one fall weekend processed nearly 900 passports. The National Passport Processing Center issued a commendation for this extraordinary effort. The credit card option also was expanded to include the Westfield Office giving customers greater flexibility in payment.

In addition, the Naturalization Books spanning 1906 to 1986 were reconfigured and restored. Trade Names were added to the Clerk's website and images are available from 1977 to present.

All passport staff attended a rigorous one-day training program conducted by the National Passport Office. Each individual was tested and all staff received certification in passport processing.

Customer outreach was conducted at Governor Livingston High School in Berkeley Heights for passport processing and the staff also traveled to volunteer fire departments and emergency medical service sites in Berkeley Heights, Cranford, Fanwood, Kenilworth, Summit and Westfield to provide Emergency Service ID Cards to volunteers.

In May 2010 the Union County Homeless Trust Fund was initiated by a Union County Board of Chosen Freeholders resolution. The fund provides for the collection of a \$3.00 surcharge for all recorded documents in the County Clerk's Office to be turned over to the County for assistance to the homeless. From May through December 2010, a total of \$144,714 was collected.

A major improvement in document recording was a change in the construct of the property website. Document images were converted from a tiff format to pdf format which allows greater compatibility with a variety of computer systems and generates greater availability of images. In addition, due to major

legislation, access to all documents is now universal on the web, at no cost to viewers. Easier access to digital records was updated with the purchase of 20 computers for customer use in the Union County Record Room.

A major project utilizing staff was the scanning of all Construction Liens to be added to the website. This project was 98 percent complete at the end of 2010 and will allow viewers to research liens from 1994, when they were initiated, to the present. In addition, Inheritance Tax Waivers from 1977 to present were scanned by staff to be added to the website in 2011.

The discovery of seven archival Deed Books dating prior to the establishment of Union County in 1857 was a celebrated find. The books are a record of property dating to the mid-1700's. They are undergoing restoration by an acknowledged expert in the field. Once restored and microfilmed, the books will be available for the public's research and study.

## **2011 Initiatives**

### **Recording**

The greening of property records for the County Clerk's Office will be completed in 2011 with the final addition of Construction Liens and Inheritance Tax Waivers onto the property website, bringing a total of 17 document types from 1977 to the present available for title companies, banks, clients and other interested parties. This will allow paper records to be archived and/or destroyed in the Public Record Room.

A major accomplishment was the implementation of a redundant computerized database system. As part of the Clerk's Disaster Recovery Program, an off-site was located for the duplicate computer, and the multi-million images of the main database were transferred to the system. Image backups are completed on a daily basis.

The Record Room will be reconfigured to take into account the removal of the books which have been scanned, making it more customer friendly.

A major map project will be initiated during the year to place the indices of maps from 1977 to present on the website along with an order form for easier access for clients and title searchers.

## **Business Office**

A search engine to research Trade Names and their availability as well as detailed instructions on how to apply will be initiated.

Outreach efforts including Passport Fairs will be expanded to include area hospitals, higher educational institutions, area high schools and local fairs. EMS ID Cards will be a continued service to volunteers in all municipalities.

## **Elections**

Expanded outreach seminars will be conducted to familiarize candidates and their staffs concerning valid procedures to use Vote-By-Mail applications and ballots. Outreach also will be conducted in the community and through the website.



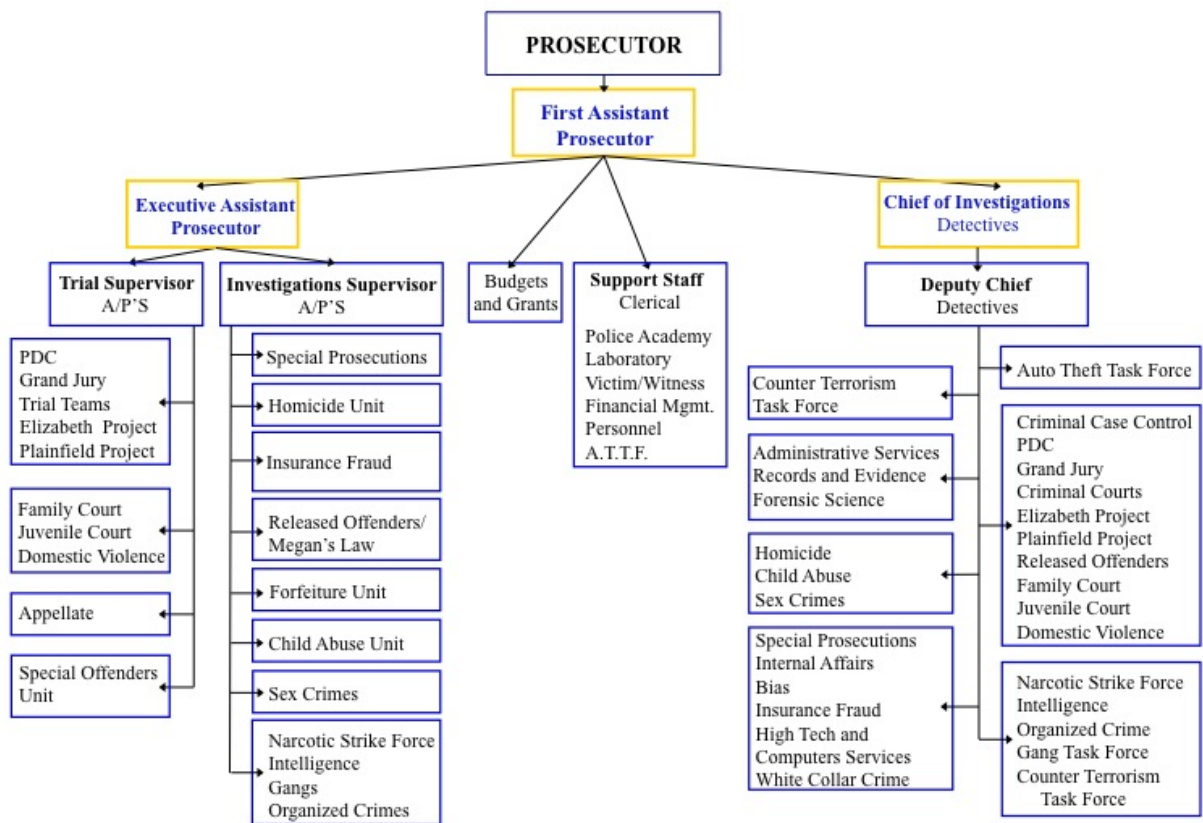
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# Office of the Prosecutor

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# Organizational Chart

## Office of the Prosecutor



# **OFFICE OF THE PROSECUTOR**

## **Mission**

Improving performance at every level without major increases in funding is part of the challenge for the Union County Prosecutor's Office in a mission that includes investigating and prosecuting serious crimes.

The Office has a history of proactive outreach efforts and sharing of resources with all 21 municipalities to maintain confidence in our criminal justice system, and in the citizen's fundamental right to safety and a quality of life that shuns violence, gang activities and the scourge of drugs.

## **2010 Accomplishments**

This past year saw a continuation of the good works from the men and women of the Union County Prosecutor's Office. Various units and task forces conducted investigations, made arrests and prosecuted criminals for crimes ranging from homicide to insurance fraud.

Accomplishments include a high success rate in the courts and diligent work by our Special Prosecution Unit. The Homicide Task Force, which is comprised of Prosecutor Office staff and members of municipal police departments, solved nearly 70% of homicides that occurred in Union County during 2010. Work continues to solve the remaining cases along with other cases from years past.

Another highlight was the October arrest of two men who were accused in a multi-million dollar fraud of the Medicare system. The Insurance Fraud Unit made those arrests following a lengthy investigation.

The Office continued its outreach to the Hispanic community in various municipalities and hosted several meetings designed to increase cooperation between the community and law enforcement. The High Tech Unit of the Prosecutor's Office continued its outreach to both parents and teenagers in Union County to make them aware of the dangers associated with the Internet.

## **2011 Initiatives**

As in the past, The Union County Prosecutor's Office will continue to focus on anti-gang initiatives and will continue to work with other law enforcement agencies to stop illegal activity in an effort to makes the streets safer.

The Office will also focus efforts on its mental health unit, which is designed to help people with mental health issues avoid jail under certain circumstances. The Office is poised to make additional advances in its drug interdiction program.

This year will bring a continued sense of purpose and determination from the men and women of the Prosecutor's Office to ensure that every resident of Union County receives fair and responsible representation.

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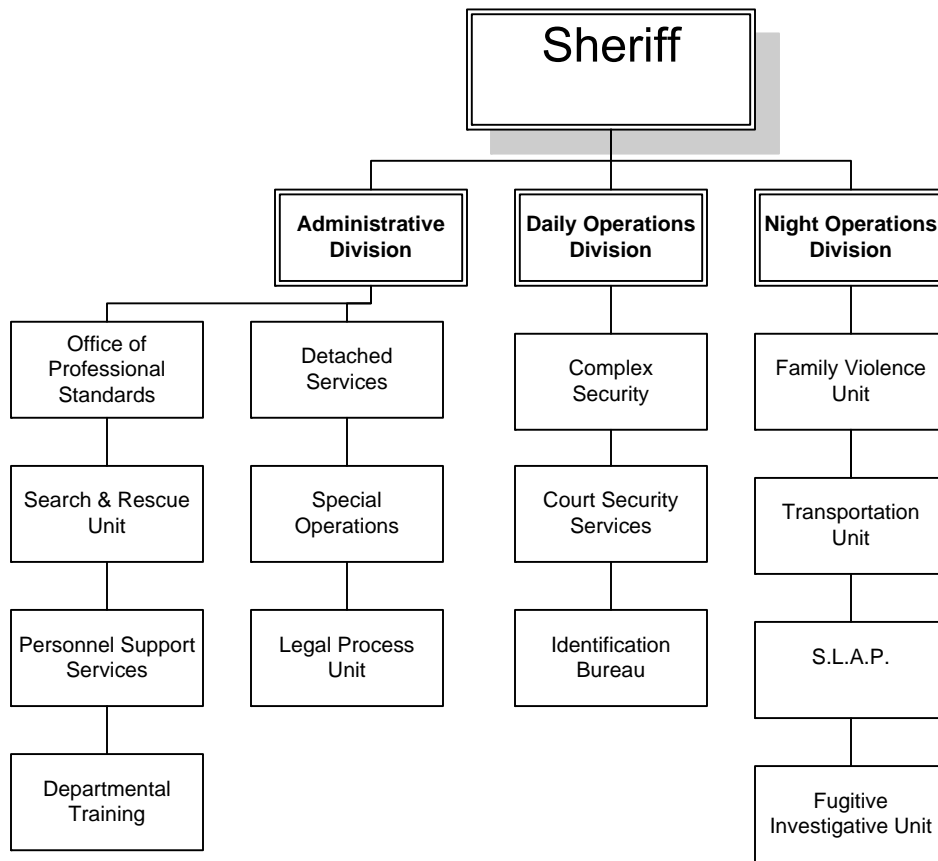
# Office of the Sheriff

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# 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.

## **2010 Accomplishments**

- Recommended for CALEA accreditation.
- Processed 1.5 million trips into the courthouse complex without serious incident.
- Rewrote the Union County Sheriff's duty manual.
- Successful Completion of the Union County Sheriff's Youth Academy Summer Program.
- Implementation of Power DMS Program reducing paperwork and moving towards paperless training and procedures.

## **2011 Initiatives**

- Receive full CALEA accreditation.
- Upgrade software in business office operations, making this nearly \$2 million fee generator more efficient for the county.
- With a wave of retirements expected for 2012 and 2013, begin a smooth transition of staff.
- Formulate new security plan for planned courthouse at Cherry Street and Rahway Avenue.
- Develop an online reporting system in conjunction with the in-house created CAD system.
- Transition S.L.A.P. and Transportation command center to new Acme Street location.



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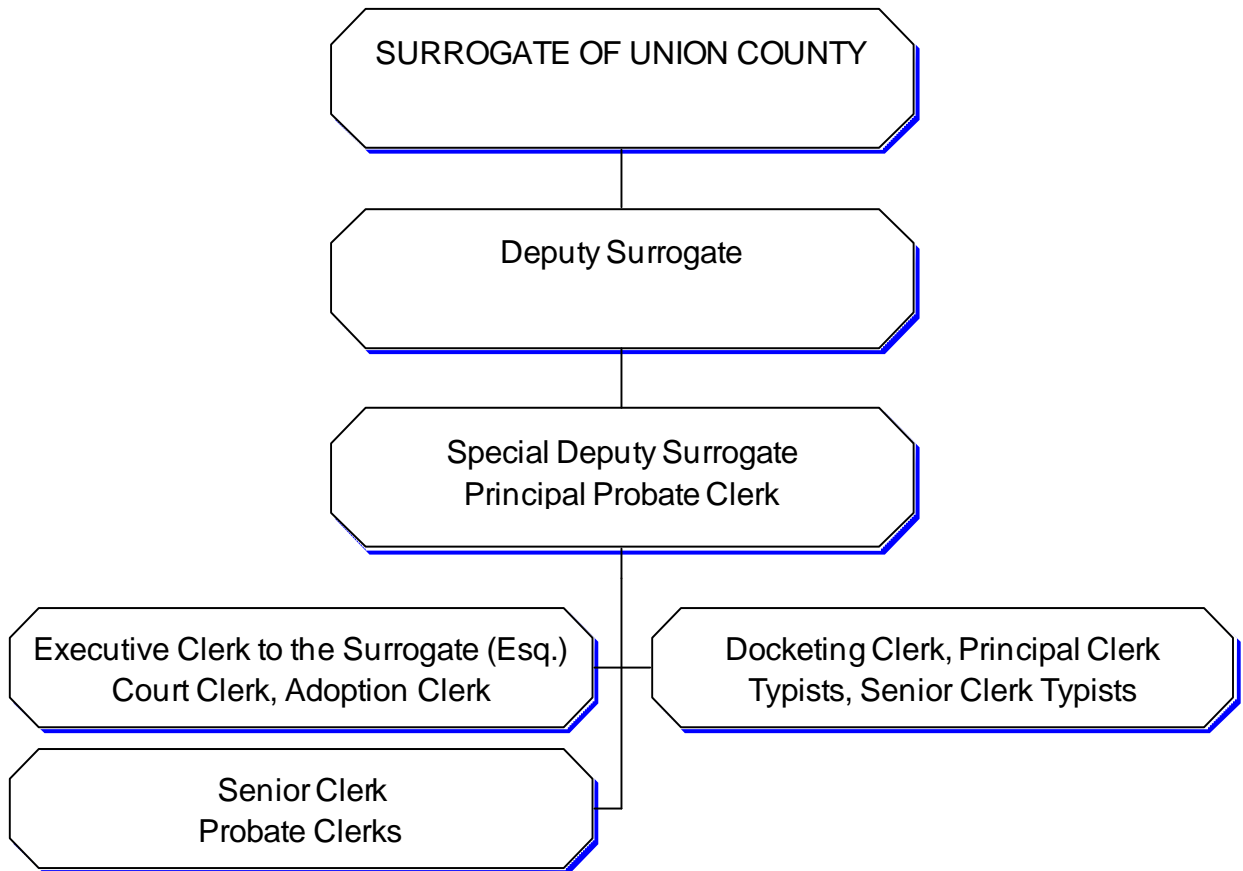
# Office of the Surrogate

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# Organizational Chart

## Office of the Surrogate



# OFFICE OF THE SURROGATE

## Mission

The mission of the Office of the Surrogate is to comply with the mandates of N.J.S.A 2:5-1 et seq. and 3B:1 et seq. as they relate to Wills, Administrations, Guardianships etc; to be receptive to the needs of the people while serving them in the most compassionate, accessible, cost effective, and efficient manner; to provide outreach programs on a voluntary basis; and to educate the public with regard to the services of the office.

## Programs & Services

### Mandated

Superior Court, Chancery Division, Probate Part – New Jersey Court Rules 4:80-4:82

- **Wills:** Probate, issue Letters Testamentary, issue Letters Trusteeship, permanent depository for Probate related documents.
- **Administration:** appoint administrators, issue Letters of Administration and permanent depository for related documents.
- **Guardianships:** appoint guardians of minors, issue Letters of Guardianship, maintain and account for Minors Intermingled Trust Fund; periodic transfer of funds to minors as per court orders.

Deputy Clerk, Superior Court, Chancery Division, Probate Part – New Jersey Court Rules 4:83 – et. seq.

- Contested Wills, Administrations, Guardianships of Minors and Incapacitated Persons: complaints filed, processed, calendared by Court Clerk Unit.
- Adoptions: filed, reviewed and processed by Court Clerk Unit.

- Housing and retention of original Last Wills and Testaments. Filing 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. While the Surrogate can assist the client as much as possible however, legal advice is not provided.

Applications are reviewed by the Senior Clerk and are forwarded to Surrogate for 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 2002 have now been added to the On Base system. Clerks and public alike no longer have to handle the original documents; they can be viewed on the computer screen.

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 to expand services to the community. 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 Executive Clerk to the Surrogate, motions and hearings are scheduled on a bi-monthly basis. The Executive Clerk to the Surrogate provides a review of documents, researches case law, and attends court sessions. Upon the final decision of the Superior Court, 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 Rahway, 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 5:30 – 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.

## **2010 Accomplishments**

### **New Computer and Financial Software:**

This is our first full year with the new financial software where we can summarize all of our finances and action in a computerized manner. This system, first installed in mid 2009 did not provide the complete history for the year; it was a learning curve we had to adapt to in order to understand all the assistance the system could provide. With the automated system I can accurately tell how many actions have been taken in on a daily, weekly, monthly or yearly basis.

My Deputy is currently speaking with Information Technologies about updating some of our on line forms. We have requested that the pdf files used for information by the public be brought up to date and placed on line. We are still looking to have a compatible working system with Microsoft based products.

In 2010 the county unveiled a new web site. The office worked with the designers to make sure that all the information on the old system was converted to the new web site and updated. Since the law routinely changes we have to make sure that our information is current and up to date.

We are still working on converting the digital documents that have been scanned to a microfilm version which is approved by the State. Sine the office has been short staffed this year we have not had the appropriate time to get fully acquainted with the new system. We anticipate having a good start after the first of the year.

### **Renovations**

One of our initiatives listed for 2009 was an upgrade to the record room. This was accomplished this year. New shelving, carpeting, fans and computers were installed during the summer. The room now has a fresh new look and has become user friendly. Docketing books which were kept in storage are now available to the public without delay. Ceiling fans now circulate the air in this room for the comfort of the staff and public alike. Renovations for this room were paid for with a combination of Trust Fund money and labor and building materials from Building Services.

We have been notified by Building Services that sometime in 2011 they will be updating the fire suppression system in the office, record room and vault. We plan to disturb the flow of the office as little as possible.

### **Speaking Engagements**

I have conducted several speaking engagements this year. The audiences ranged from 15 to 250. The engagements were conducted at social clubs throughout the county. I also addressed professional groups such as Rotary, Police Trainees and Attorney Clinics.

Self proving seminars were conducted in several locations this year. This is when I visit a location and review Last Wills and Testaments to make sure that they were properly executed and witnessed. When I conduct these programs I take a staff member who will provide Notary Services for the constituents on the affidavits we prepare; two members of the audience or group are asked to volunteer as witnesses.

This office continues to target individuals and companies who advertise and target unsuspecting seniors to encourage them to change their Last Will and Testament. They frighten clients into believing that the cost of probate in New Jersey is astronomical and they would be better off putting their estates in trust. The truth is New Jersey has one of the least expensive and most convenient ways to probate. For this service they will charge the client thousands of dollars when probate is only a hundred plus dollars.

### **Evening Hours**

During the year we had approximately 120 evening appointments in host communities. We share services with Rahway, 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. Cranford had 31 clients on the first Monday, Rahway; 17 on the second Tuesday, Union; 18 on the third Wednesday and Summit; 54 on the fourth Thursday of each month.

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.

We are in the process of working with Information Technologies to update our PDF so that clients may fill in the form right on line and e-mail it to us.

### **Home Appointments**

As an addendum to Evening Hours, home appointments were up this year. I visited 54 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. Asking an 87 year old widow who has trouble walking to come into the courthouse is unconscionable.

### **Clients**

The office saw over 3300 clients this year, an increase from last year. We also handled over 10,000 phone calls for information. Most calls came from individuals looking for information on how to proceed with an estate matter. Our office handles a multitude of issues from guardianships for minors, to adoptions, superior court cases and incapacity hearings. Individuals in our office can help clients understand the complexity of these issues.

Very often there is a disagreement over who should become the administrator of an estate or 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 cannot serve for an estate. During 2010 there were 49 such hearings that I presided over and the majority of them were settled on my level without the need for a Superior court Judge to get involved. This serves as a cost savings to the client, the estate and the State of New Jersey. It would also allow a creditor to come forward to force an estate into probate when money is owed to them by the decedent.

### **Court Monitor Program**

Union County is very lucky to have one of the finest court monitoring programs in the State. Court Volunteers are used to monitor person who have been adjudicated incapacitated. They 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.

### **Surrogate's Intermingled Trust Fund**

Solicitations were prepared by the Administrative Office of the Courts and assigned to the individual counties to solicit proposals for the Surrogate's

Intermingled Trust Fund. My office sent out over 39 packets to banks in contiguous counties for their offers. The Assignment Judge, The Honorable Karen M. Cassidy, makes the final decision based upon the proposals for depositing the minor's money.

The Surrogate's Court currently holds over \$25 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. The Surrogate has the authority to release the funds when the minor turns 18.

## **2011 Initiatives**

### **Expansion of Existing Programs**

In 2011 we plan to expand current programs in the Senior Outreach programs. Additional educational materials on Medical Directives vs. Power of Attorney and Estate Fraud will be forthcoming.

### **Web Based Programs**

New initiatives for our web based programs will be considered. Discussions with Information Technologies will be vital to upgrading our programs. Service providers will have to be identified and proposals sought.

### **Constituent Services**

An initiative has been taken by the County Manager to advance the services provided by the county to local governments and to the residents of Union County. Many programs handled by our office are not well-known to local government officials and their residents. In an attempt to inform them of what the office provides, several venues for presentations by Constitutional Officers are being explored.

Arrangements have been made for a short 3-5 minute video to be placed on the County web site. This will give clients an idea of what takes place when they come into our office to probate a Will or become the Administrator for an estate. It is intended to make clients comfortable with the process and not fear that they have to appear before a Judge such as in Municipal or State Courts.

### **New Tax Laws**

The Federal Government has determined what the new tax laws will be. Once there is a program in place, our staff and the public will have to be informed what necessary steps will have to be taken in order to complete their estate work. I intend to use the Union County Bar Association to educate legal professionals and public.

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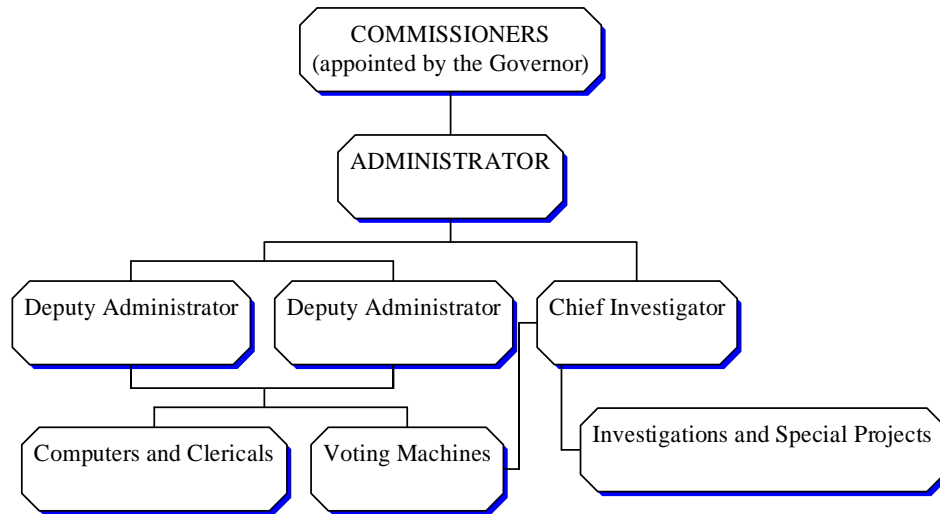
# Board of Elections

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# 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 in 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 300,000 active and inactive voters registered in Union County, including:

- Processes new registrations (averages 15,000 per annum).
- Processes registration transfers both in and out of Union County (averages 40,000 – 60,000 per annum).
- Trains and assigns more than 2,000 district board workers for each election.
- Trains and assigns more than 50 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**

- 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.
- Electronically transfers County registration information each month 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.

### **2010 Accomplishments**

- Updated Board worker Training Manuel and Power Point presentation.
- Conducted many student elections to inform youth on the voting process.

### **2011 Initiatives**

- Re-ward and re-district towns after receiving the new census figures.

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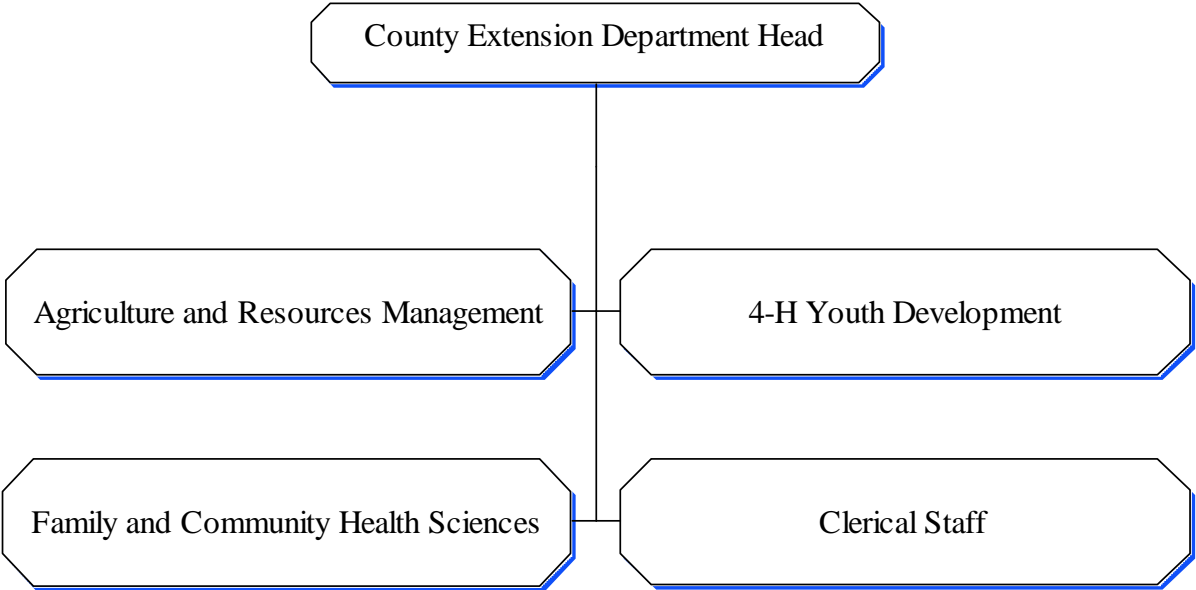
**Rutgers Cooperative Research and Extension  
of Union County**

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# 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, and public works and health departments. Programs include Pesticide Applicator Training and Department of Environmental Protection pesticide re-certification classes, Integrated Pest Management, Home Gardening and Lawn Care, Lyme Disease Prevention, and the use of Rain Gardens 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 health through a variety of workshops, publications, and on-line learning opportunities. FCHS combines research and practical advice to improve health for a better tomorrow. County residents receive research-based information in several areas related to healthy lifestyle 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 Elizabeth Schools promotes fruit and vegetable consumption to pre-school students and those in grades 2-5 in 10 schools. Additional nutrition and health education is provided to Community Access Ltd, PROCEED, various farm markets throughout the County, and the Abbott District Preschools. In-service education of teachers, school nurses, social workers and food service workers covers emergency readiness, food safety, and obesity education.

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. A class titled “Small Steps to Health and Wealth” emphasizes financial management goals along with management of health goals. 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. Work Force Preparedness/Career Enhancement classes and programs provide the skills necessary to move from welfare to work in a variety of 4-H youth programs, including the Summer Science Program.

### **2010 Accomplishments**

#### **Agricultural & Resource Management**

##### **Community Vegetable Gardens**

RCE teamed up with the United Way of Union County's "Come Grow with Us" program and Assemblywoman Annette Quijano's office to establish three additional community vegetable gardens. The new gardens located at Roselle Day Care, the Elizabeth Housing Authority, and Home First in Plainfield join Jefferson Park Ministries in Elizabeth and the Union YMCA in providing fresh produce to families.

A new feature of the community gardens were workshops on container gardening taught by County Agricultural Agent Madeline Flahive DiNardo.

Seventy-five (75) participants in the workshops held at the Elizabethport Community Center and Roselle Day Care Center brought home a tomato container garden.

RCE faculty members Ensle, Nichnadowicz and Flahive DiNardo provided an inservice training for the faculty at Barack Obama Green Charter High School in Plainfield, to assist them with starting a community garden planned for 2011.

##### **Rain Garden Education Programs for Professional Landscapers and Residents**

County Agricultural Agent Madeline Flahive DiNardo received a three-year \$200,000 federal grant from the USDA National Water Quality Program to coordinate rain garden education programs in Union and Gloucester Counties, NJ, Ulster County, NY and Fredrick County, VA.

The grant provides funding for a training program for professional landscapers. The training consists of day long classroom training focusing on NJ Stormwater Management Regulations and the use of rain gardens to comply with regulations. In 2010, the training was held at Trailside with 49 participants.

The second part of the program is a hands-on demonstration of rain garden installation. This year a rain garden was installed at Trailside Nature and Science Center. Professional landscapers installed rain gardens at the Union County Vo-Tech campus (2008) and Reeves Reed Arboretum (2009).

To help the landscape businesses to promote their services an extension publication “Rain Garden Installation Services Directory for New Jersey” was published and is available on the internet at: <http://njaes.rutgers.edu/pubs/publication.asp?pid=E326>. The directory provides residents with contact information for landscapers who have completed the rain garden installation and maintenance training. The directory was distributed at rain garden education programs for residents at Hanson Park in Cranford and the Fanwood Public Library. It was also available at the Union County MusicFest.

### **Environmental and Resource Management Programs**

Rutgers Cooperative Extension received funding from the NJ Department of Environmental Protection (DEP) to hire an Environmental and Resource Management Agent (Assistant Professor) to offer stormwater management educational programs in Union and Middlesex counties. Ms. Michele Bakacs joined the RCE of Union County faculty in July 2009.

Bakacs presented to the Rahway Environmental Commission on the status of the indoor water conservation program called “Name Your Own Rebate for Water Savings” being developed in the City of Rahway. The program kicked off in February. It is part of the Water Conservation Program being developed by Rutgers Water Resources Program, RCE of Union County, and the NJ Department of Environmental Protection to test different water saving practices in five pilot communities around the state. The objectives are to:

1. Test the reverse auction method for developing a cost effective, economic incentive program that will encourage residents to

- reduce indoor water consumption.
2. Determine the effectiveness of installing water saving appliances and fixtures in households for reducing potable water use.

The indoor water saving practice employed is to upgrade homes with water efficient appliances and fixtures. A voluntary auction where rebates are awarded to the lowest bidders (a reverse auction) is being used to distribute high efficiency toilets, washers, showerheads, and faucets to residents and to determine the compensation they will receive as an incentive to purchase the product. Once products are purchased and installed, water use data for individual homes will be monitored to determine water savings. Forty (40) households submitted bids on 112 products, with proposed rebate amounts ranging from 10 to 60 percent of the product price and with the average rebate bid being 32 percent.

### **Rain Barrel Education**

Twenty two participants attended the Rain Barrel Train the Trainer taught by Michele Bakacs at Rutgers Cooperative Extension of Union County in Westfield. Master Gardeners and representatives from local community organizations attended to learn how to teach their communities about the environmental benefits of rain barrels. Rain Barrel trainers will assist at upcoming rain barrel workshops, and present rain barrel education at upcoming fairs and festivals.

Bakacs conducted a Rain Barrel workshop with the 4-H teen council. The 4-H club supplied their own used barrels and hardware and sold the rain barrels to raise money for travel to the 4-H national conference.

A rain barrel workshop was held in May at Trailside for the general public. Twenty-seven (27) residents built their own rain barrel to install at home. A display on rain barrels was featured at the Master Gardener's Spring Garden Fair and Musicfest.

### **Rutgers Master Gardener Program**

As of Dec. 21, 2010, Master Gardeners reported 9,557 hours of service in 2010, valued at \$241,028 by Independent Sector ([independentsector.org](http://independentsector.org)).

In 2009, Master Gardeners coordinated and installed a handicapped-accessible children's garden with support from local landscaping companies

and 40 businesses at Children's First School in Fanwood. To ensure that the gardens became a part of the school's curriculum, our "Introduction to Horticultural Therapy" (IHT) committee offered a gardening program to nine classes totaling 64 students with disabilities. Master Gardeners were at the school on a weekly basis, teaching 3 classes per week. Students grew and harvested vegetables, herbs and flowers that were used for class projects. The activities were coordinated with the school's occupational, physical and speech therapists to meet the needs of the students.

The "IHT" Master Gardener volunteers offered a six week program in cooperation with the Union County Parks Program for People with Disabilities. Children with Autism participated in the program. Master Gardeners created "Social Stories" booklets for the participants that explained the projects. Parents noted on a program evaluation that the program helped improve cognitive and social skills. The "IHT" was also offered at Senior Spirit Adult Day Care of Roselle Park.

The "Sharing Garden" project, in which Master Gardeners grow vegetables for local food pantries, yielded a record 3,214 pounds of fresh produce. This was the highest yield since the project began in 2002. The retail value of the vegetables donated is \$6,345.45. Since the project began, 14,348 pounds of produce have been donated to Union County residents.

Since 2007, the Master Gardeners have grown and arranged into bouquets over 12,000 flowers in the demonstration garden at Trailside. The bouquets are given to cancer patients and survivors cared for by The Wellness Community of Central Jersey, Overlook Hospital Oncology Social Services and the North Jersey Branch of the Susan G. Komen Foundation. These organizations provide support, education and hope to people with cancer and their loved ones. This year they provided bouquets for the American Cancer Society's Relay for Life race.

Master Gardener "Helpliners" answered 1,088 phone calls on the County's Garden Helpline, (908) 654-9852. The Garden Helpline provides environmentally friendly advice for residents on lawn and landscape maintenance and home insect pest control. The Master Gardeners also identify ticks for residents concerned about Lyme and other tick-borne diseases. The Helpline assisted 633 visitors and examined 468 plant and insect samples.

## **Family & Community Health Sciences Department**

### **Supplemental Nutrition Assistance Program – Education (SNAP-Ed)**

The NJ SNAP-Ed of Union County Program reached over 4,332 youth through 2,308 special hands-on nutrition workshops. Sixty adults and 105 families were reached. The SNAP-Ed Program collaborates with 39 agencies, including schools, daycare centers, Abbott preschool programs, and other community organizations. In 2010, 455 volunteers provided program assistance and 444 worked with youth. The supervisor and staff mentored 12 Dietetic Technicians and 6 Dietetic Interns from local colleges.

The SNAP-Ed federal grant provides \$424,698 with an additional \$771,740 of match to support nine staff working at the Rutgers Cooperative Extension of Union County office. The SNAP-Ed Program participated in 8 health fairs reaching 1,900 citizens and 23 workshops teaching nutrition education to 407 parents and teachers. They collaborate with various agencies, including schools, daycare centers, PROCEED, Community Access, Community Coordinated Child Care (4C's), Division on Aging, and 30 other agencies and organizations.

### **Senior Meals Program**

In a continued collaboration with the Union County Division on Aging, the FCHS Educator works with the UC Director on Aging to provide a registered dietitian to direct the Senior Meals program. A grant of \$81,000 provides funding for the position and allows for continued support of the program at 25 senior cafes throughout Union County.

Over 18,000 Farmer's Market vouchers worth \$90,000 were distributed to Union County seniors for Jersey Fresh produce. SNAP-Ed staff assisted the Senior Meal Program Coordinator in delivering the vouchers. This program is sponsored through the federally funded Women, Infants and Children (WIC) program.

### **Small Steps to Health & Wealth**

Karen Ensle, EdD, RD, FADA, CFCS, Family & Community Health Sciences Educator and Department Head and Dr. Barbara O'Neill, Financial Specialist, co-authors of the book "Small Steps to Health & Wealth" continue to receive support from USDA-NIFA and the National Extension



Association of Family & Consumer Science for use of the curriculum. A webinar trained Extension agents in Florida, Georgia and Alabama and on-line trainings continue to expand the program. Face-to-face classes in Union County continue to be popular. As a result of the program, consumers continue to reduce their debt, improve savings, increase healthy food consumption and decrease their weight. Monthly health messages are on-line at <http://njaes.rutgers.edu/sshw/message/default.asp?p=Health>.

### **Supersize America: Beating the Obesity Epidemic**

This program has reached over 2,500 adults on the importance of making healthy food choices, cutting portion sizes and increasing activity levels since 2004. In 2010 the program was presented to over 200 parents and community groups. Program impacts show improved intake of fruits and vegetables, reduction of high fat foods and portion sizes. Results have been presented at three national, professional meetings.

### **Activate Rahway and Get Moving, Get Healthy NJ with FCHS**

The Rahway YMCA and the Family & Community Health Sciences Department of Rutgers Cooperative Extension supported four local programs developed to address child/adult obesity. The Rahway YMCA, in collaboration with local schools, businesses, county agencies and RCE, provided two “Family Fun Nights at the Cleveland school in Rahway. Two hundred fifty adults and over 200 youth attended the events. Survey results show participants plan to eat healthier and engage in more physical activity in 2011.

### **Walk NJ: Point to Point Program**

The FCHS educator worked with the Deerfield School nurse and staff to provide nutrition education, pedometers, T-shirts and a walking program to 85 4<sup>th</sup> graders at the Mountainside, NJ school. Students logged over 8,000 miles at the end of the eight week program. Funding for the program was provided by the NJ State Department of Health & Senior Services through the FCHS Department, Rutgers Cooperative Extension.

### **Wellness Education for Early Childhood Centers**

In-service education with 95 early childhood administrators, teachers, parents and volunteers was held at Cleveland School, Rahway; Calvary Nursery School, Cranford; Westfield DayCare, Community Coordinated Child Care, Hillside; and Crossroads Spectrum for Kids, Cranford.

Trainings included: *Be a Healthy Role Model for Families*, *Healthy Meals for Families*, *Healthy Eating on a Healthy Budget*, *Guiding Children to Eat Healthy*. Evaluation results indicate healthier food choices, offering a greater variety of foods to children and increased offerings of fruits and vegetables.

### **Bilingual Education**

A bilingual immersion process of simultaneously teaching nutrition in English and Spanish has been developed to educate school professionals, food service workers, and parents using double power point presentations in both languages. Nutrition and Health programs and trainings are conducted by SNAP-Ed and FCHS educators for the Elizabeth and Plainfield Schools, PROCEED, Abbott District School Nurses and parent trainings.

### **Wellness Education for Seniors**

The class *Physical Activity for Mature Adults* was taught to 415 professionals working with seniors at Jewish Family Services, Elizabeth along with groups of seniors in Mountainside, Westfield, Union, Rahway and Westfield and Cranford housing. Evaluations indicate 80% plan to set goals and add exercise/activity daily, 75% have more energy since being more active, and 90% understand the importance of endurance, strength, flexibility, and balance exercises.

### **4-H Youth Development**

#### **4-H Traveling Science Program – *Helping students from low-income areas thrive in school***

Participating in the 2010 4-H Traveling Science Program were The King's Daughters Day Camp, Neighborhood House, The Black United Fund, and The United Church of Christ Congregational Day Camp, all in Plainfield; JFK Community Center and The Agape Worship Center, both of Rahway, along with Rahway Housing Authority; Linden Recreation Department, the Elizabeth Coalition to House the Homeless, The Union County Juvenile Detention Center, the YMCAs of both Union and Elizabeth, and the Westfield Community Center. Altogether, six hundred youth participated in the 2010 Summer Science Program. Each week, for seven weeks, 4-H science teachers visited the above mentioned centers. During those visits the children learned the fundamentals of science through experiments such as building roller coasters, making paper bridges, and creating a new soft

drink while experimenting with dilutions. Visits from Merck employees (a co-sponsor of the program) allowed the children to meet real scientists. The end-of-program evaluation showed the children were much more interested in science as a study and possible career. Other findings included:

- 90% said they can solve a problem better now.
- 86% said they can observe things better.
- 87% said they can do an experiment.
- 78% said they like science more than before.
- 78% said they would like to learn more about science.
- 73% said they would tell someone what they learned.
- 42% said they would like to become a scientist someday.

### **Training of Afterschool Staff in Science Activities**

In 2010, 4-H trained afterschool staff from the Kings Daughters' Day School of Plainfield and The Neighborhood House, both of Plainfield; The Elizabeth YMCA; the Rahway Housing Authority; and the Elizabethport Safe Haven Program in a variety of science activities they could use in their after-school programs. 4-H provided six 3-hour trainings during 2010.

### **Elizabethport 4-H Program – *Bringing activities to low-income youth***

This 4-H program provided afterschool activities to approximately 40 youth in 2010. Working out of the Elizabethport Safe Haven Building on 1<sup>st</sup> 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. In 2010 the garden tripled in size; adding beds of strawberries, and flowering bulbs. Flowers are used by youth as gifts for their visitors.

#### **4-H Clubs – *Developing life skills in youth***

140 Union County youth from grades 1 through 12 participated in 4-H clubs in 2010. Each club focused on a specific interest area such as small animal care, dog obedience, and horticulture. New clubs in 2010 included a First Grade Pet Club, and a Theatre Arts Club. 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 pet fairs. 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 22 active 4-H Club leaders in Union County.

#### **4-H Public Presentation Night 2010 – *Improving communication skills in youth***

Presentation Night 2010 was held at the Union County Magnet High School in Scotch Plains. Forty children participated in the event. Each child gave a presentation of at least three minutes in length about their favorite hobby or interest. Using 4-H standards, each child was evaluated by a group of volunteer judges.

#### **Project Recognition Day - *Encouraging youth to develop mastery skills***

4-H recognizes the accomplishments of its club members every year through Project Recognition Day, held at Trailside Nature and Science Center in Mountainside. 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.

#### **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 2010, 45 Union County

residents in 4<sup>th</sup> through 8<sup>th</sup> 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 and the Springfield Garden Club.

The 4-H Winter Camp Weekend took place in February. Ten Union County teens attended, along with peers from Hunterdon, Sussex and Monmouth counties. Fun activities like sleigh riding, archery, nature hiking, and preparing meals enhance the development of valuable life skills. Newly formed friendships and wonderful memories are a bonus.

**Character Education - *Developing positive habits and values in youth***

4-H presented six hours of training for 45 fifth graders at Central Five Elementary School in Union. The topics taught were Trustworthiness, Respect, Responsibility, Fairness, Caring and Citizenship. An end-of-program evaluation showed that:

- 91% will do something new or different.
- 74% will change the way they think, act or behave.
- 97% will use or share what they learned.
- 85% are more interested in the topic.
- 97% said the information was useful.

**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 2010, 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, the Elizabethport Safe Haven Program, and a vegetable garden in Hillside with the Victory Gardeners of Hillside. Children who participated in the programs reported eating vegetables they had never tasted before, and developed a greater appreciation for the steps involved in growing food. Training in how to start a garden was provided to the Barack Obama Academy of Plainfield.

## **2011 Initiatives**

### **Agricultural & Resource Management**

- **Greenhouse Project**

The Master Gardeners have secured a \$10,000 grant to the County from the Watts Foundation to build a new greenhouse at the demonstration garden at Trailside. We are working with the County Trust Fund Administrator and Public Works Department Project Engineer. The new greenhouse will provide growing space for the “Sharing Garden” and other Master Gardener projects such as the flower bouquets for cancer patients and horticultural therapy programs. The greenhouse will be used as a classroom for Master Gardener students, people with

disabilities and the general public. The Master Gardeners have raised an additional \$7,200 in funds from local organizations to purchase equipment for the greenhouse.

- **Community Gardening**  
RCE will work with schools and community organizations to assist them with establishing community gardens.
- **Rain Garden Education**  
County Agricultural Agent, Madeline Flahive DiNardo, will be offering “Train-the Trainer” classes on rain garden education so that volunteers can promote the use of rain gardens.
- **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.
- **Water Resources Education Program**  
Ms. Bakacs, Environmental and Resource Management Agent, will continue to offer water conservation programs, such as rain barrel workshops. She has recently received a grant for stormwater management projects and educational programs in the Robinson’s Creek Branch of the Rahway River.

## **Family & Community Health Sciences Department**

- **Nutrition Education & Services for Seniors**  
Continue the grant collaboration with the Division on Aging to provide a Director of the Senior Nutrition Program and support nutrition education sessions through collaboration with UMDNJ, Montclair State Dietetic Internships, College of St. Elizabeth and Middlesex County College nutrition students.
- **Get Moving, Get Healthy NJ with FCHS Initiative**  
Continue to offer “live” workshops such as “Physical Activity for Mature Adults,” “10 Tips for Eating Healthy on-the-Run,” and the

“Functional Foods for Life” class series. Develop on-line programs for agencies and the public on health topics related to obesity and diabetes, Small Steps to Health and Wealth, 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” TEAM Nutrition Education Grant**  
Facilitate classroom nutrition education, training of school food service personnel and a school garden at one K-6 school in Union County. This 2-year grant from USDA/NJ Department of Agriculture will provide \$7,500 to implement the project in Union County. Nine counties including Union are part of a \$ 340,000, 2-year grant.
- **Activate Rahway, Eastern Union County YMCA Partnership**  
Continue to collaborate with the Rahway YMCA as a member of the *Activate Rahway* Steering Committee and assist with the collection, analysis and publication of the Community Healthy Living Index survey results. Provide nutrition education, “family night” and “Healthy Kids Day” participation with school-aged youth, parents and community partners at the YMCAs in Rahway, Five-Points in Union, and Elizabeth.  
Continue to offer obesity prevention programs in nutrition and health, including: *Supersize America: Beating the Obesity Epidemic* and *Walking: Steps to Better Health*, along with programs on *Food & Mood*, *Reading Food Labels*, and *Eating Fish is Healthy*.
- **Balancing Diet and Budget Education Programs**  
Provide programs to consumers on “Eating a Balanced Diet on a Balanced Budget,” “Healthy Eating On-the-Run,” and “Small Steps to Health and Wealth” to assist consumers in making healthy financial and food choices for improved health and wealth.
- **Functional Foods for Life Educational Series**  
Provide a series of programs that emphasize the research and health benefits of consuming foods and beverages high in phytochemicals such as tea, chocolate, mushrooms, coffee, berries 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 Summer Science Program will increase the emphasis on visits from scientists and science workers to the participating day camps.
- 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.
- 150 youth will participate in the 4-H Club Program.
- Public Presentation Night will involve at least 45 youth.
- 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.
- The 4-H Master Tree Steward Program will reach 3,000 youth.
- Provide assistance with Union County Shade Tree Advisory Board Poetry Contest.
- Provide assistance with Union County Shade Tree Professional Training Seminar.
- Continue to work with other groups to plan and implement Union County Freeholder Arbor Day Tree Program.
- Continue “Plant a Family Tree” Program. This program provides each family with a tree, along with demonstrated instructions on the proper way to plant.
- Continue Horticultural Therapy Program at Juvenile Detention Center.
- Continue to search for an indoor location for the Union County 4-H Archery Club.
- Continue to assist Barack Obama Academy with development of its

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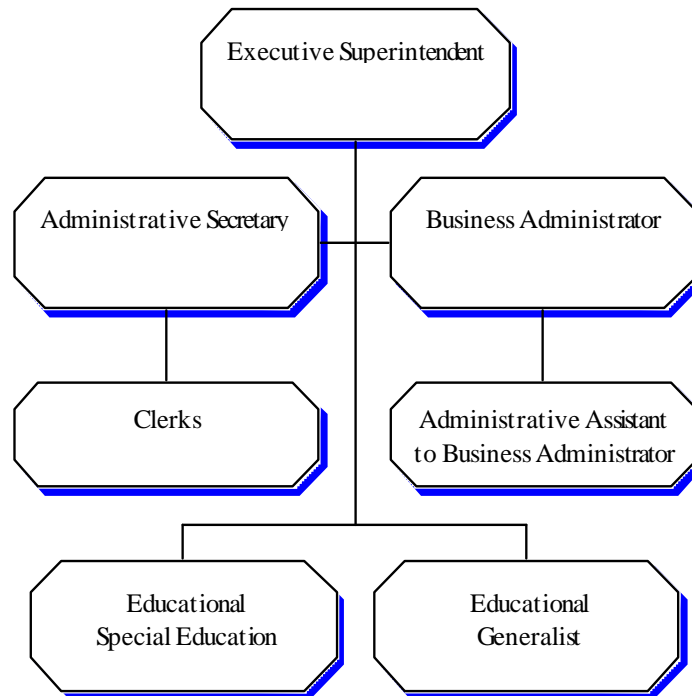
# Superintendent of Schools

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# Organizational Chart

## Superintendent of Schools



# UNION COUNTY SUPERINTENDENT OF SCHOOLS

## **Mission**

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 162 school buildings in Union County and 60 non-public schools. We oversee compliance with state and federal laws related to spending approximately \$656,794,864 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 and 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.

## **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.

### **Document 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 dissolutionment 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 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 5-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.

## **2010 Accomplishments**

### **10-2011 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.

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 pursued 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.

Three of the county's K-8 districts need to consolidate their administrative staff and professional services with three of the county's K-12 districts. This office was able to consolidate the business services of Clark and Garwood and now focuses on their superintendent position as well as child study services.

This office determined that it was literally impossible for communities to agree upon coordinated school district calendars and bell schedules, tiered bus routes, and consolidated transportation management services. Despite the refusal of communities to coordinate calendars and schedules, this office provided opportunities to have joint professional development activities. With the Morris-Union District, this office scheduled countywide programs, focused upon specific needs of multiple districts.

### **Required New Jersey Quality Single Accountability Continuum Reviews**

This office conducted six onsite district compliance reviews. In addition, due to low performance, three districts were required to continue ongoing

monitoring of the districts' remedial plans. County staff also participated in district reviews of No Child Left Behind programs, special education reviews, and reviews upon the Commissioner's request. In 2010, American Recovery and Reinvestment Act reviews are scheduled.

### **Required Contract Reviews**

At the conclusion of the 09-10 school years, many district superintendents' and assistant superintendents' contracts were under renewal and consequently under the new Accountability Regulations. In addition, all district business administrators required an annual review. The elimination of ineligible benefits or incentives, which appeared in the previous contracts and are not permitted under current regulations, resulted in district cost savings.

### **2011 Initiatives**

This current school year will require the executive superintendent to review contracts of district superintendents according to the newly developed salary caps.

During this past calendar year, under a new administration, came many changes in the New Jersey Department of Education. Accordingly, this office had to adjust to many immediate changes in the statutory laws or regulations under which the department of education functions. This office will continue to review districts according to the Accountability Regulations, and concluded a full cycle of this monitoring process.

The efforts of this office to encourage and assist districts in consolidating and sharing services will continue. This office will expand the number of stakeholders on our Shared Services Committees, calling upon the participation of community leaders.

The 2011-2012 district budgets will be under review for increased efficiencies. All districts will receive a list of needed reductions specific to their district. There will be a focus on the number and salaries of the supervisory and administrative staff.

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. At times,

this will require appearances at community forums and board of education meetings, making public presentations of the district status.

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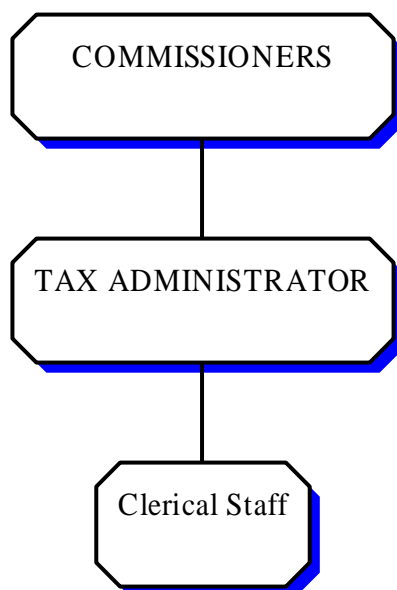
# Board of Taxation

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# Organizational Chart

## Board of Taxation



# **BOARD OF TAXATION**

## **Mission**

The Mission of the Tax Board is to secure the taxation of all property in the County and its taxable value as prescribed by law in order that all property shall bear full and just share of taxes.

The Union County Board of Taxation, a state agency with countywide jurisdiction, serves as an agent for the Director of the Division of Taxation; is the first line supervisor of the municipal assessor; is the custodian of the tax lists and other official records; and is the first formal level of appeal from the municipal assessor.

## **Programs & Services**

### **Mandated**

Supervise municipal assessors; equalize municipal assessments for apportionment of County Taxes; calculate municipal tax rates; certify Added & Omitted Assessments; publish 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 12 municipal assessors 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.

## **2010 Accomplishments**

In 2010 the Tax Board once again was faced with an increase in tax appeal case filings given the worst economy since the Great Depression. The total number of cases received in 2010 numbered 3,139. This represented a 51% increase over 2009. Moreover, it easily surpassed 2009's record setting number of appeals at 2,075.

Additionally, in 2010 the Tax Board completed its first year utilizing its scanned tax appeal system. By furnishing our commissioners with a laptop in the courtroom they were able to view appeal applications electronically as opposed to having to prepare paper copies for each commissioner. This process not only reduced paper costs, but enabled staff to work on more important tasks. The Board also began utilizing the County's Pictomerty property display system for appeal cases and it proved to be quite a useful tool in helping to determine property value.

The Tax Board was also able to help purchase numerous new computers for various municipal Assessors' offices throughout the County.

Lastly, the Board processed 7,742 deeds in 2010.

## **2011 Initiatives**

In 2011 the Tax Board plans to address its current configuration of its State Certified, County operated MOD IV property tax system. Our current setup is based on an old IBM AS400 cartridge database and reporting system. This operation has become obsolete with only one other County maintaining this type of setup. The Tax Board's plan is to switch to a server based, online, "real-time" configuration where changes and information are updated and displayed instantaneously as opposed to having to rely on the former cartridge based system which is burdensome and time consuming.

This upgrade in technology will enable Assessors to work from a remote location. It will improve customer service and is a cheaper way of delivering an improved product.

The Tax Board also plans to research the possibility of allowing residents the ability to file tax appeal applications over the Internet, thereby making the process of filing an appeal easier to the residents of Union County. This effort would help in reducing costs to the County by saving



on the printing of applications and postage costs associated with mailing out the requested application.

In conclusion, the Tax Board anticipates another record setting number of tax appeals to be filed in 2011, and the Board and its staff are well prepared to step up to this monumental task.