

# **UNION COUNTY GOVERNMENT**

## **2017 Executive Budget**



**ALFRED J. FAELLA**

County Manager

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# COUNTY OF UNION

## 2017 Executive Budget

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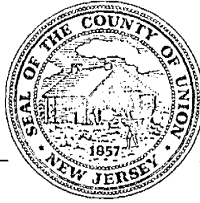
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# **County Manager Letter to Board of Chosen Freeholders**

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# COUNTY OF UNION

## BOARD OF CHOSEN FREEHOLDERS

**BRUCE H. BERGEN**  
*Chairman*

**SERGIO GRANADOS**  
*Vice Chairman*

**LINDA CARTER**

**ANGEL G. ESTRADA**

**CHRISTOPHER HUDAK**

**MOHAMED S. JALLOH**

**BETTE JANE KOWALSKI**

**ALEXANDER MIRABELLA**

**VERNELL WRIGHT**

**ALFRED J. FAELLA**  
*County Manager*

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

**JAMES E. PELLETTIERE, RMC**  
*Clerk of the Board*

## OFFICE OF THE COUNTY MANAGER

*Alfred J. Faella, County Manager*

February 23, 2017

The Honorable Chairman Bruce H. Bergen  
Members, Union County Board of Chosen Freeholders  
Union County Administration Building  
10 Elizabethtown Plaza  
Elizabeth, NJ 07207-2204

Dear Freeholders:

The 2017 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.

As we go to print this year's document, I am pleased to announce the County of Union has achieved a AAA bond rating from Moody's—the highest attainable. This rating affirms the County's strong financial standing, with Moody's citing Union County as having "a very strong management team that has worked hard to turn around the County's finances."

Moody's also noted the County's "conservative budgeting" practices in making its determination. The achievements are all the more significant as they have occurred during a period of fiscal turbulence in the State of New Jersey, which has experienced a record ten credit downgrades since 2009.

This year's Executive Budget also reflects Union County's surging economic growth and growing real estate market.

Union County's growth was evidenced by another dramatic increase in our ratable base, this time by 2.7 percent or nearly \$1.8 billion in net valuation over 2016. This is the largest increase since 2007 and our third consecutive annual increase. The strong real estate market also resulted in the highest growth in nine years from fees realized through the County Clerk's Office, which totaled \$40 million.

Two other positive revenue areas included the Union County Emergency Medical Services, a key shared service offered by the County, and the Union County Regional Dispatch, which provides services to 19 agencies. Both divisions, which operate through the Department of Public Safety, realized over \$1.4 million in revenue this past year.

The Dispatch Center handled a record number of more 100,000 calls this past year.

In terms of management, we were also able to cut costs in certain areas, most notably the Corrections Department, where we reduced overtime by \$1 million through our continued focus on efficiencies at the jail.

Moody's also cited the County's manageable debt levels. Net debt expressed as a percentage of the equalized valuation basis is 0.887 percent, substantially less than the maximum of 2 percent authorized by the State.

Overall, this year's Executive Budget is approximately \$503.2 million—which is \$4.8 million less than last year's Executive Budget. The Executive Budget meets the state cap, and would increase property taxes by an average of 2.9 percent over last year.

A notable offset to this year's budget included a state reduction of \$680,000 in aide for infrastructure/road pavings, that the County must cover.

The new Family Court building on Cherry Street, anticipated to open this year, will also require additional County staff. This budget also pays for important hires in the County's Mosquito Control, and Shade Tree and Conservation divisions.

This year's Executive Budget covers important investments that our residents have come to expect, such as our parks and educational institutions. Some highlights include:

- An increase in funding for both Union County College and the Union County Vocational Technical Schools;
- Construction of the new Warinanco Park Ice Skating Center, which is expected to open this year;
- A new spray park for Wheeler Park in Linden; and a new multi-use Astroturf field for Cedar Brook Park in Plainfield.
- A new indoor riding facility at the Watchung Stables that was finished this past Fall.

This budget funds \$1.5 million for the continuation of the municipal infrastructure grant program, funded through revenues from the sale of Runnells Hospital in 2014; the Library Grants program for \$150,000; and increases funding for the popular UC Community Gardens Grant program to \$50,000.

This budget funds the We Are One New Jersey Advocacy and Naturalization Center for immigrants at \$245,000, and expansion of the County's Online Crisis Mitigation plan, at \$200,000. This is a Homeland Security program which scans floor plans of key public facilities into County GIS to aid emergency responders.

Working with local law enforcement, floor plans for the County's 230 public and private schools have been added. The County plans on extending this program to capture as many important public facilities as possible.

The GIS investment was among those mentioned by Freeholder Bruce H. Bergen during his reorganization speech in January, as he announced his "Connecting our Community" initiatives for 2017.

Funding in this proposed budget for Chairman Bergen's initiatives include new announcements for youth, seniors, veterans, social services, parks, the environment and the arts.

Some of the highlights:

- The County will partner with the Simon Youth Foundation, the Union County Vo-Tech, the Workforce Development Board and the State Department of Labor to create an Alternative High School for at-risk-youth that will open at the Mills at Jersey Gardens this year.
- In Summit, the County will partner with Overlook Hospital to co-sponsor the Project Search program, which provides employment and training for youth with disabilities.
- In Scotch Plains, the Union County Vocational Technical Schools will offer programs designed to train students for the arts, and high-paying legal and technology careers. This includes the new full time Academy for Law and Justice, opening in September; a computer science and engineering competition open to all students of high school age; and a student play at the Union County Performing Arts Center (UCPAC) in Rahway.
- The Department of Public Works will "turn a new leaf" with its composting operations at the Houdaille Quarry, while providing a much needed service to the County's municipalities. The leaf and grass collected countywide will be sold as high-end compost to private companies, producing as much as \$500,000 a year in revenues.
- The Board will partner with local veterans groups, including Operation Rebound and the New Jersey Vets Commission in efforts to strengthen the mental and physical well-being of veterans.
- The County will establish the first Veterans Success Center, through the Department of Economic Development. Relying on existing resources, the Center will assist veterans with job placement and training, career advisement, and referrals to health resources.
- The County will fund beds for a minimum of 25 additional residents who require heroin or other opioid addiction treatment in 2017. The treatment will include up to seven days of detox treatment, and up to 28 days of inpatient rehabilitation, per person.
- The County will continue the "Senior Focus" program. "Senior Focus" funding is being used for equipment for or repairs and rehabilitation of senior center facilities.

- The county will be purchasing a Fire Fighting Water Tanker that will bring 3,000 to 4,000 gallons of water to a scene for municipal fire fighters, providing an effective means to suppress an active fire in remote areas.

With all this in mind, I look forward to once again working with the Freeholder Board and our County employees in achieving another successful year in 2017.

Sincerely,

A handwritten signature in black ink, appearing to read "Alfred J. Faella", with a stylized, flowing script.

Alfred J. Faella  
Union County Manager

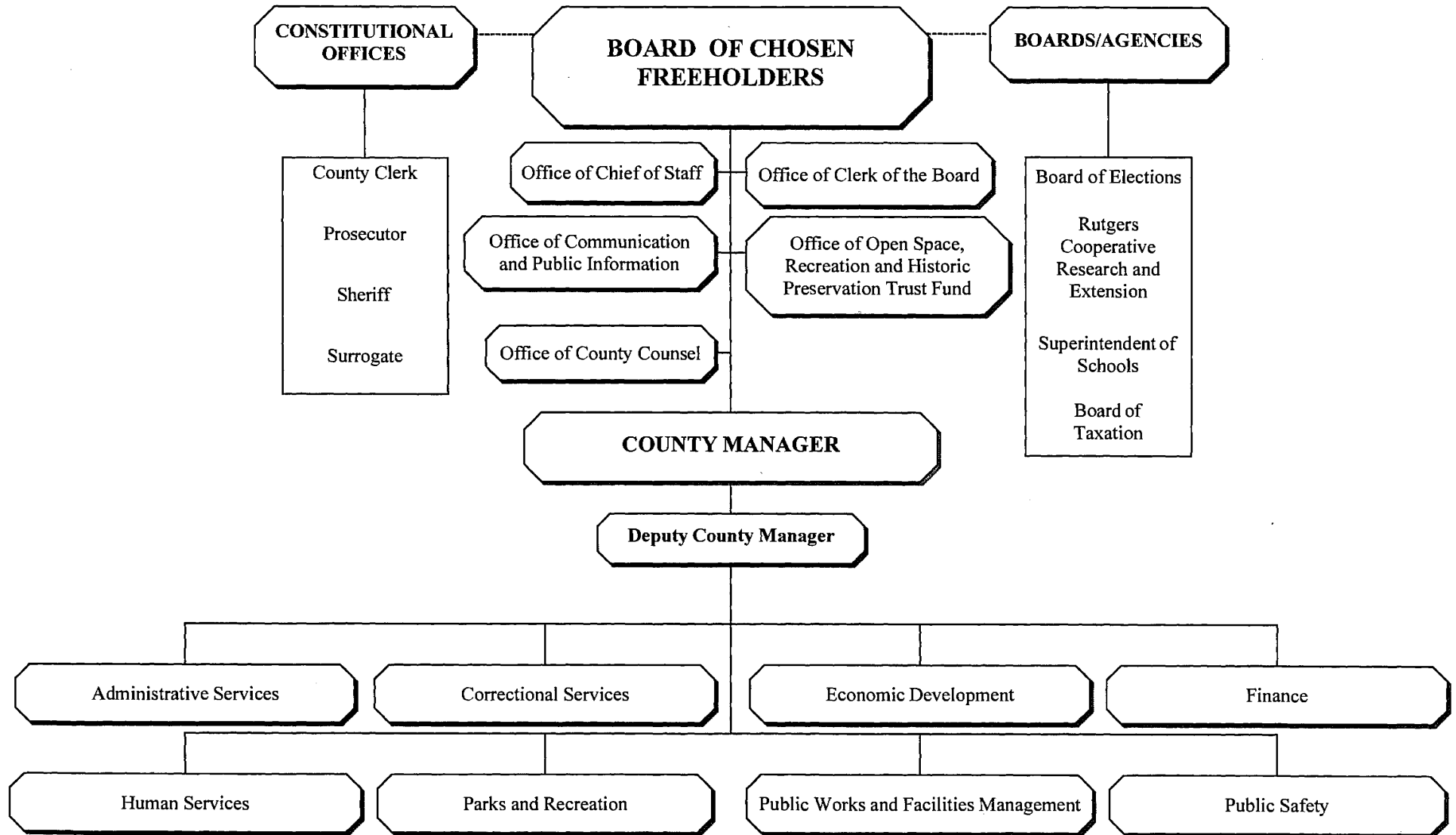


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# **County of Union Organizational Chart**

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# COUNTY OF UNION



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# Financial Overview

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Summary Levy Cap Calculation			
	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			\$345,274,766
Cap Base Adjustment (+/-)			\$0
Less: Prior Year Deferred Charges: Emergency Authorizations			\$0
Less: Prior Year Deferred Charges to Future Taxation Unfunded			\$2,239,895
Less: Changes in Service Provider: Transfer of Service/ Function			\$0
Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation			\$343,034,871
Plus 2% Cap increase			\$6,860,697
<b>Adjusted Tax Levy</b>			<b>\$349,895,569</b>
Plus: Assumption of Service/ Function			\$0
<b>Adjusted Tax Levy Prior to Exclusions</b>			<b>\$349,895,569</b>
Exclusions:			
Allowable Shared Service Agreements Increase		\$0	
Allowable Health care costs increase		\$238,072	
Allowable Pension increases		\$0	
Allowable Capital Improvements Increase		\$0	
Allowable Debt Service and Capital Lease Increases		\$7,383,368	
Current Year Deferred Charges: Emergencies		\$0	
Deferred Charges to Future Taxation Unfunded		\$1,302,088	
Add Total Exclusions			\$8,923,527
Less Cancelled or Unexpended Exclusions			\$2,970,517
<b>Adjusted Tax Levy After Exclusions</b>			<b>\$355,848,579</b>
Additions:			
New Ratables - Increase in Apportionment Valuation of New Construction and Additions		\$429,296,876	
Prior Year's County Purpose Tax Rate (per \$100)		\$0.526	
New Ratable Adjustment to Levy			\$2,257,419
Amounts approved by Referendum			\$0
<b>Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax</b>			<b>\$358,105,998</b>
Plus: 2014 Cap Bank Utilized in 2017*			\$0
Plus: 2015 Cap Bank Utilized in 2017*			\$0
Plus: 2016 Cap Bank Utilized in 2017*			\$0
<b>Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions</b>			<b>\$358,105,998</b>
<b>Amount to be Raised by Taxation - County Purpose Tax</b>			<b>\$355,493,820</b>
<i>*Can only be added to the extent that the Maximum Allowable Amount to be Raised by Taxation – CPT After All Exclusions (Cell E37) does not exceed the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Levy Cap Determination and Budget Preparation Worksheet – Cell D45).</i>			

1977 Cap Exclusions Calculation			
The instructions can be found on the Instruction Tab of the workbook.			
County of:	Union	Municode:	2000
County Purpose Tax			345,274,766.35
CAP Base Adjustment			
Revised County Purpose Tax:			345,274,766.35
EXCEPTIONS:			
(Less:)			
Debt Service			55,815,964.06
Deferred Charges			2,239,895.19
Emergency Appropriations			0.00
Capital Improvements			6,850,000.00
Matching Funds			1,250,000.00
Authority - Share of Costs MUA			0.00
County Welfare Board			24,228,535.00
Special Services School District			0.00
Vocational School			4,761,900.00
Out of County Vocational School			
County College (Current Year)		14,398,442.10	
Less County College (1992 Base)		8,995,000.00	
Net County College			5,403,442.10
Out of County College (Current Year)		217,000.00	
Less Out of County College (1992 Base)		275,000.00	
Net Out of County College			0.00
Capital Lease Payments			0.00
9 1 1 Emergency Management Services			0.00
Health Insurance			470,055.36
TOTAL EXCEPTIONS			101,019,791.71
Amount on which 0.50% Cap is applied			244,254,974.64
0.50% Cap Amount			1,221,274.87
Allowable County Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)			245,476,249.51

## 2017 Levy Cap Determination and Budget Preparation

2000	County	Union County
The instructions can be found on the Instruction Tab of the workbook.		
Allowable County Purpose Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)		245,476,249.51
<b>Add:</b>		
New Construction		2,257,418.99
Debt Service and Capital Leases	67,593,919.00	
Less Debt Service & Capital Lease Revenues Offset by Approps	7,678,419.92	
Net Debt Service and Capital Lease Obligations		59,915,499.08
Deferred Charges to Future Taxation - Unfunded		1,302,087.50
Emergency Authorizations		
Capital Improvements		5,291,000.00
Matching Funds		1,250,000.00
County Welfare Board	59,326,250.00	
Less Welfare Revenue Offset by Appropriation	37,838,539.00	
Net County Welfare Board		21,487,711.00
Special School Districts		
Vocational School		5,057,138.00
Out of County Vocational School		
County College	14,686,411.00	
Less County College 1992 Base	8,995,000.00	
Net County College		5,691,411.00
Out of County College		
Less Out of County College 1992 Base		
Net Out of County College		0.00
911 Emergency Management Services		
Health Insurance		0.00
<b>Subtotal</b>		347,728,515.08
2015 Cap Bank Utilized*		4,645,058.86
2016 Cap Bank Utilized*		3,120,246.00
COLA Increase Available/Utilized*		
<b>"1977 Cap" Maximum County Purpose Tax After All Exceptions</b>		355,493,819.94
<b>"2010 Cap" Maximum Allowable Amount to be Raised by Taxation After all Exceptions</b>		358,105,997.68
(From the Summary Levy Cap Worksheet)		
<b>Amount to be Raised by Taxation - County Purpose Tax</b>		355,493,819.94
		Use 1977 Calc.
*Can only be added to the extent needed to support the budget and to the extent that the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Cell D45) does not exceed the "2010 Cap" Maximum Allowable Amount to be Raised by Taxation After All Exceptions (Cell D47).		

**2017 EXECUTIVE BUDGET  
REVENUE SCHEDULE**

	2016 Anticipated Revenue	2016 Realized Revenue	2017 Budget Intro
<b>Surplus Anticipated</b>	<b>22,250,000.00</b>	<b>22,250,000.00</b>	<b>22,250,000.00</b>
<b>SUBTOTAL</b>	<b>22,250,000.00</b>	<b>22,250,000.00</b>	<b>22,250,000.00</b>
<b>Miscellaneous Revenues - Section A: Local Revenues</b>			
County Clerk	1,800,000.00	1,651,133.95	1,650,000.00
Surrogate	190,000.00	193,947.03	190,000.00
Sheriff	600,000.00	605,511.69	600,000.00
Interest on Investments and Deposits	175,000.00	482,154.30	200,000.00
County Board of Pay Patients	13,000,000.00	13,541,459.52	13,000,000.00
Register of Deeds - Realty Transfer Fees	3,750,000.00	4,984,830.99	4,000,000.00
Parks and Recreation Facilities Revenue	6,225,000.00	6,066,446.08	6,215,000.00
Permits Road Department	125,000.00	184,080.02	150,000.00
Rent - 921 Elizabeth Ave.	425,000.00	457,053.48	425,000.00
<b>SUBTOTAL Section A: Local Revenues</b>	<b>26,290,000.00</b>	<b>28,166,617.06</b>	<b>26,430,000.00</b>
<b>Miscellaneous Revenues - Section B: State Aid</b>			
County College Bonds	2,650,750.91	2,957,301.89	2,724,553.98
<b>SUBTOTAL Section B: State Aid</b>	<b>2,650,750.91</b>	<b>2,957,301.89</b>	<b>2,724,553.98</b>
<b>Miscellaneous Revenues - Section C: State Assumption of Costs</b>			
DYFS	4,389,868.00	-	-
Supplemental Social Security Income	1,058,110.00	937,713.00	838,539.00
Maintenance of Patients: Mental Diseases (DMHS)	9,117,048.00	9,117,048.00	10,347,139.00
Maintenance of Patients: DDD	24,056,264.00	24,056,264.00	14,712,969.00
<b>SUBTOTAL Section C: State Assumption of Costs</b>	<b>38,621,290.00</b>	<b>34,111,025.00</b>	<b>25,898,647.00</b>
<b>Miscellaneous Revenues - Section D: Public &amp; Private Revenues</b>	<b>12,603,656.00</b>	<b>31,334,945.12</b>	<b>9,867,415.48</b>
<b>SUBTOTAL Section D: Public &amp; Private Revenues</b>	<b>12,603,656.00</b>	<b>31,334,945.12</b>	<b>9,867,415.48</b>
<b>Miscellaneous Revenues - Section E: Prior Written Consent</b>			
Rutgers Behavioral Health Care	49,018.00	49,018.00	23,679.00
Fringe Benefits	2,175,000.00	2,339,302.35	1,750,000.00
Indirect Costs	200,000.00	224,937.70	200,000.00
Bail Forfeitures	150,000.00	110,248.39	-
NJ Reimbursement State Prisoners	150,000.00	176,655.45	-
Educational Building Aid	525,000.00	531,765.00	525,000.00
Debt Service - Open Space	4,464,841.03	4,464,841.03	4,428,865.94
Leaf Composting	275,000.00	262,094.00	250,000.00
NJ Division of Economic Assistance - Earned Grant	35,000,000.00	45,749,647.60	37,000,000.00
Service Fees - Courts	330,000.00	299,589.00	250,000.00
County Clerk Increased Fees	1,200,000.00	1,901,923.00	1,500,000.00
Surrogate Increased Fees	250,000.00	297,580.37	250,000.00
Franchise Fee - Jersey Gardens	600,000.00	782,462.44	600,000.00
Title IV D - Facility Reimbursement	1,000,000.00	1,532,693.47	1,000,000.00
Sheriff Increased Fees	1,000,000.00	2,967,888.13	1,850,000.00
PILOT's	250,000.00	326,277.84	250,000.00
State Reimbursement - Delaney Hall	1,000,000.00	1,428,375.44	2,500,000.00
Open Space - Parks Maintenance	2,250,000.00	2,250,000.00	2,250,000.00
Telephone Commissions	360,000.00	333,452.78	-
Division of Developmental Disabilities (DDD)	575,000.00	625,105.46	575,000.00
Rental Income UC College/Trinitas Hospital Kellog Building	180,000.00	200,000.04	180,000.00
Dispatch Services	350,000.00	493,264.76	350,000.00
Union County Utilities Authority	2,000,000.00	2,000,000.00	1,000,000.00
Rental Beds - Juvenile Detention Center	1,350,000.00	2,181,200.00	1,603,200.00
Ambulance Services	750,000.00	901,310.25	750,000.00
Sale of Asset - County Infrastructure Program	1,500,000.00	1,500,000.00	1,500,000.00
<b>SUBTOTAL Section E: Prior Written Consent</b>	<b>57,933,859.03</b>	<b>73,929,632.50</b>	<b>60,585,744.94</b>
<b>Amount to Be Raised by Taxes</b>	<b>345,274,766.35</b>	<b>345,274,766.35</b>	<b>355,493,819.94</b>
<b>TOTAL LOCAL REVENUES</b>	<b>160,349,555.94</b>	<b>192,749,521.57</b>	<b>147,756,361.40</b>
<b>TOTAL REVENUES</b>	<b>505,624,322.29</b>	<b>538,024,287.92</b>	<b>503,250,181.34</b>

**2017 EXECUTIVE BUDGET  
APPROPRIATION SCHEDULE**

	Type	2016 Budget	2016 Modified Budget	2017 Executive Budget
<b>GENERAL GOVERNMENT</b>				
County Manager's Office	SW	339,149.00	339,149.00	339,971.00
	OE	121,000.00	121,000.00	121,000.00
Special Studies & Initiatives	OE	600,000.00	600,000.00	600,000.00
Board of Chosen Freeholders	SW	552,263.00	552,263.00	534,578.00
Initiatives	OE	83,000.00	83,000.00	94,000.00
County Infrastructure & Improvement Program	OE	1,500,000.00	1,500,000.00	1,500,000.00
Annual Audit	OE	225,000.00	225,000.00	229,500.00
Other Accounting and Auditing Fees	OE	210,875.00	210,875.00	227,850.00
Clerk of the Board	SW	1,039,156.00	1,039,156.00	1,081,324.00
	OE	245,000.00	245,000.00	230,000.00
Advisory Boards, Committees & Commissions	OE	5,000.00	5,000.00	5,000.00
Status of Women Advisory Board	OE	500.00	500.00	500.00
County Clerk	SW	2,124,415.00	2,124,415.00	2,291,399.00
	OE	163,200.00	163,200.00	166,200.00
Board of Elections	SW	2,289,418.00	2,298,418.00	2,225,465.00
	OE	350,000.00	350,000.00	350,000.00
Elections (County Clerk)	SW	166,537.00	166,537.00	178,120.00
	OE	1,142,817.00	1,142,817.00	1,126,350.00
Department of Finance:				
Office of Director	SW	278,687.00	280,187.00	290,774.00
	OE	175,000.00	175,000.00	175,000.00
Public Obligations Registration Act P.L. 1983	OE	200,000.00	200,000.00	200,000.00
Division of Reimbursement	SW	401,370.00	401,370.00	415,034.00
	OE	3,500.00	3,500.00	3,500.00
Division of Treasurer	SW	332,157.00	332,157.00	333,955.00
	OE	90,300.00	90,300.00	90,300.00
Division of Comptroller	SW	906,615.00	906,615.00	869,317.00
	OE	17,500.00	17,500.00	17,500.00
Aid to Union County Improvement Authority	OE	404,121.00	404,121.00	425,626.47
Division of Internal Audit	SW	69,283.00	69,783.00	69,437.00
	OE	2,500.00	2,500.00	2,500.00
County Counsel	SW	1,657,299.00	1,657,299.00	1,839,735.00
	OE	146,750.00	146,750.00	140,750.00
County Adjuster	SW	378,723.00	383,723.00	396,330.00
	OE	2,700.00	2,700.00	2,700.00
Department of Administrative Services:				
Office of Director	SW	540,975.00	540,975.00	430,262.00
	OE	86,400.00	86,400.00	86,400.00
Division of Motor Vehicles	SW	1,832,197.00	1,832,197.00	1,960,125.00
	OE	4,643,000.00	4,643,000.00	4,343,000.00
Division of Personnel Mngt & Labor Relations	SW	936,374.00	936,374.00	1,024,328.00



**2017 EXECUTIVE BUDGET  
APPROPRIATION SCHEDULE**

	Type	2016 Budget	2016 Modified Budget	2017 Executive Budget
	OE	834,500.00	834,500.00	861,300.00
Division of Purchasing	SW	588,295.00	588,295.00	608,762.00
	OE	262,330.00	262,330.00	262,330.00
Board of Taxation	SW	257,763.00	261,763.00	268,452.00
	OE	-	-	-
County Surrogate	SW	1,012,543.00	1,012,543.00	1,045,628.00
	OE	33,180.00	33,180.00	19,680.00
Engineering, Land and Facilities Planning	SW	993,329.00	993,329.00	1,111,126.00
	OE	347,400.00	347,400.00	449,000.00
Department of Economic Development: Office of Director	SW	551,497.00	551,497.00	531,603.00
	OE	661,500.00	661,500.00	859,700.00
Community Development & Housing	SW	169,198.00	169,198.00	170,362.00
	OE	54,290.00	54,290.00	2,500.00
Division of Strategic Planning & Intergovernmental Relations	SW	389,549.00	389,549.00	458,398.00
	OE	327,525.00	327,525.00	337,550.00
Division of Information Technology	SW	860,170.00	860,170.00	852,519.00
	OE	1,764,500.00	1,764,500.00	1,787,000.00
Insurance:				
Group Health Insurance Plan for Employees	OE	45,200,000.00	45,200,000.00	48,147,800.00
Surety Bond Premiums	OE	12,000.00	12,000.00	12,000.00
Other Insurance Premiums	OE	9,650,000.00	9,650,000.00	9,650,000.00
Employees' Prescription Plan	OE	14,750,000.00	14,750,000.00	16,510,234.00
Dental Plan	OE	959,158.00	959,158.00	959,158.00
Disability Insurance	OE	200,000.00	200,000.00	200,000.00
Health Waivers	OE	1,863,000.00	1,863,000.00	-
<b>TOTAL GENERAL GOVERNMENT</b>		<b>106,004,508.00</b>	<b>106,024,508.00</b>	<b>109,522,932.47</b>
<b>PUBLIC SAFETY:</b>				
Sheriff's Office	SW	18,349,712.00	18,349,712.00	19,387,631.00
	OE	378,959.00	378,959.00	451,538.00
Department of Public Safety Office of Director	SW	248,390.00	248,390.00	253,279.00
	OE	4,050.00	4,050.00	4,050.00
Division of Weights and Measures	SW	403,104.00	403,604.00	413,412.00
	OE	3,500.00	3,500.00	3,500.00
Division of Medical Examiner	SW	551,264.00	558,264.00	657,756.00
	OE	420,800.00	420,800.00	455,800.00
Division of Emergency Management	SW	816,116.00	816,116.00	1,052,193.00
	OE	327,188.00	327,188.00	327,188.00
Emergency Medical Services	SW	955,482.00	955,482.00	1,096,159.00
	OE	85,000.00	85,000.00	85,000.00

**2017 EXECUTIVE BUDGET  
APPROPRIATION SCHEDULE**

	Type	2016 Budget	2016 Modified Budget	2017 Executive Budget
Division of County Police	SW	8,242,168.00	8,356,856.00	8,939,538.00
	OE	266,500.00	266,500.00	267,000.00
Division of Health	SW	134,710.00	134,710.00	138,007.00
	OE	146,000.00	146,000.00	146,000.00
County Prosecutor's Office	SW	21,593,970.00	21,593,970.00	22,714,733.00
	OE	765,000.00	765,000.00	765,000.00
Contribution to Soil Conservation District	OE	31,124.00	31,124.00	32,680.00
Department of Corrections	SW	31,802,216.00	31,802,216.00	31,611,898.00
	OE	9,390,000.00	9,390,000.00	9,243,509.00
<b>TOTAL PUBLIC SAFETY</b>		<b>94,915,253.00</b>	<b>95,037,441.00</b>	<b>98,045,871.00</b>
<b>OPERATIONAL SERVICES:</b>				
Department of Public Works & Facilities Mngt Office of the Director	SW	34,483.00	34,483.00	36,403.00
	OE	22,000.00	22,000.00	22,000.00
Division of Public Works	SW	2,331,076.00	2,331,076.00	2,578,724.00
	OE	92,600.00	92,600.00	55,000.00
Division of Facilities Management	SW	7,438,977.00	7,438,977.00	7,922,440.00
	OE	7,773,050.00	7,773,050.00	7,995,900.00
Contribution for Flood Control	OE	14,776.00	14,776.00	14,776.00
<b>TOTAL OPERATIONAL SERVICES</b>		<b>17,706,962.00</b>	<b>17,706,962.00</b>	<b>18,625,243.00</b>
<b>HEALTH AND WELFARE:</b>				
Crippled Children	OE	39,200.00	39,200.00	50,000.00
Cornerstone Psychiatric Facility	SW	6,848,353.00	6,848,353.00	6,860,775.00
	OE	4,965,231.00	4,965,231.00	4,947,229.00
Adult Diagnostic Center	OE	9,000.00	9,000.00	9,000.00
Psychiatric Treatment	OE	5,000.00	5,000.00	5,000.00
Maintenance of Patients: Mental Health Services	OE	13,932,616.00	13,932,616.00	16,414,129.00
Maintenance of Patients: DDD	OE	24,056,264.00	24,056,264.00	14,712,969.00
Rutgers Behavioral Health Care	OE	70,025.00	70,025.00	33,827.00
Maintenance of Patients: Geriatric Center	OE	48,000.00	48,000.00	48,000.00
NJ Bureau of Children Services: DYFS	OE	4,389,868.00	-	-
Department of Human Services Office of Director	SW	984,133.00	984,133.00	1,039,414.00
	OE	4,543,440.00	4,543,440.00	6,111,104.00

**2017 EXECUTIVE BUDGET  
APPROPRIATION SCHEDULE**

		2016 Budget	2016 Modified Budget	2017 Executive Budget
Juvenile Detention	Type			
	SW	5,417,669.00	5,417,669.00	5,860,506.00
	OE	2,039,350.00	2,039,350.00	2,863,941.00
Division of Aging	SW	307,140.00	307,140.00	357,875.00
	OE	2,129,907.00	2,129,907.00	2,205,907.00
Division of Youth Services	SW	600,345.00	600,345.00	719,613.00
	OE	73,500.00	73,500.00	75,600.00
Employment & Training	SW	396,136.00	396,136.00	414,403.00
	OE	-	-	-
Division of Social Services	SW	34,607,576.00	34,607,576.00	35,507,869.00
	OE	9,207,517.00	9,207,517.00	8,631,959.00
Division of Planning	SW	412,351.00	412,351.00	422,218.00
	OE	340,500.00	340,500.00	363,405.00
Division of Paratransit	SW	7,614.00	7,914.00	78,563.00
<b>TOTAL HEALTH AND WELFARE</b>		<b>115,430,735.00</b>	<b>111,041,167.00</b>	<b>107,733,306.00</b>
<b>RECREATION:</b>				
Department Parks & Recreation:				
Office of the Director	SW	834,538.00	852,538.00	952,971.00
	OE	233,300.00	233,300.00	233,200.00
Recreational Facilities	SW	2,242,361.00	2,242,361.00	2,388,013.50
	OE	5,923,630.00	5,713,630.00	6,349,488.00
Division of Planning & Environmental Services	SW	492,085.00	492,085.00	481,126.00
	OE	98,025.00	98,025.00	177,860.00
Park Maintenance	SW	2,528,469.00	2,528,469.00	2,596,758.00
	OE	578,000.00	578,000.00	578,000.00
Cultural and Heritage Affairs	SW	91,895.00	100,895.00	147,203.00
	OE	8,000.00	8,000.00	10,000.00
<b>TOTAL RECREATION</b>		<b>13,030,303.00</b>	<b>12,847,303.00</b>	<b>13,914,619.50</b>
<b>EDUCATION</b>				
Office of County Superintendent of Schools	SW	232,621.00	237,621.00	243,059.00
	OE	12,500.00	12,500.00	12,500.00
Vocational Schools	OE	4,761,900.00	4,761,900.00	5,057,138.00
Union County Extension Service in Agriculture	SW	75,201.00	75,201.00	78,900.00
	OE	103,709.00	103,709.00	114,252.00
Union County Community College System	OE	14,398,442.10	14,398,442.10	14,686,411.00
Scholarship Program	OE	190,000.00	190,000.00	190,000.00
Reimbursement for Residents: Out of County	OE	217,000.00	217,000.00	217,000.00
Educational Services Commission	OE	70,000.00	70,000.00	70,000.00

**2017 EXECUTIVE BUDGET  
APPROPRIATION SCHEDULE**

	Type	2016 Budget 20,061,373.10	2016 Modified Budget 20,066,373.10	2017 Executive Budget 20,669,260.00
<b>TOTAL EDUCATION</b>				
<b>UNCLASSIFIED:</b>				
<b>Prior Year Bills</b>				
Sonzogni, Bottitto, Fingerhut & Cooper	OE	-	-	1,528.00
2013-Administrative Services				
Trinitas Occupational Medicine	OE	-	-	100.00
2012-Administrative Services				
Trinitas Occupational Medicine	OE	-	-	90.00
2013-Administrative Services				
Lynette Blue	OE	-	-	17.00
2014-Social Services				
Ready Refresh/Nestle Water	OE	-	-	83.00
2014-Clerk of the Board				
State of New Jersey	OE	-	-	263.00
2013-Facilities Management				
State of New Jersey	OE	-	-	37.00
2014-Facilities Management				
Zurich	OE	-	-	560.00
2014-Cornerstone				
UCIA	OE	-	-	3,057.00
2012-Bonds Administrative Fee				
UCIA	OE	-	-	735.00
2014-Bonds Administrative Fee				
UCIA	OE	-	-	3,850.00
2014-Bonds Administrative Fee				
UCIA	OE	-	-	3,938.00
2014-Bonds Administrative Fee				
UCIA	OE	-	-	3,419.00
2015-Bonds Administrative Fee				
UCIA	OE	-	-	3,544.00
2016-Parks				
Pennoni	OE			1,189.00
2015-Facilities				
Suplee, Cloonery & Company	OE			4,500.00
2015-Cornerstone				
Joel Weisblatt	OE	930.00	930.00	
2013-Administrative Services				
Robert A Very	OE	150.00	150.00	
2013-Prosecutor				
Paramount Assets	OE	15,877.00	14,288.57	
2013-Social Services				
Paramount Assets	OE	19,800.00	17,820.00	
2014-Social Services				
NJ Department of Enviromental Protections	OE	4,000.00	-	
2013 Facilities Management				
Xpdex	OE	1,318.00	1,317.90	
2013-Facilities Management				
State of New Jersey DCA	OE	903.00	792.00	
2013-Facilities Management				
NJ Civil Service Commission	OE	1,024.00	1,024.00	
2012-Administrative Services				
UC Improvement Authority	OE	53,907.00	53,906.25	
2014 Public Obligations				
Atlantic Health System	OE	385.00	384.24	
2013-Cornerstone - Medical Services				
James Mastraini	OE	2,430.00	2,430.00	
2013-Administrative Services				
Twin Boro Lumber & Supply Co	OE	1,660.00	1,659.92	
2013-Facilities Management				

**2017 EXECUTIVE BUDGET  
APPROPRIATION SCHEDULE**

	Type	2016 Budget	2016 Modified Budget	2017 Executive Budget
Middlesex County College	OE	1,424.00	1,423.70	
2014-Out of County Tuition				
Bergen Regional Medical Center LP	OE	1,341.00	1,340.98	
2013 - Maintenance of Patients in State Institutions				
Bergen Regional Medical Center LP	OE	3,432.00	3,431.87	
2014 - Maintenance of Patients in State Institutions				
Hudson County Community College	OE	402.00	401.24	
2014 -Out of County Tuition				
Hudson County Community College	OE	230.00	229.28	
2014 -Out of County Tuition				
Salary Adjustment	SW	1,374,488.00	-	1,501,964.00
Accumulated Absences	SW	750,000.00	1,950,000.00	750,000.00
Utilities	OE	9,393,850.00	9,393,850.00	7,658,300.00
<b>TOTAL UNCLASSIFIED</b>		<b>11,627,551.00</b>	<b>11,445,379.95</b>	<b>9,937,174.00</b>
<b>STATE AND FEDERAL PROGRAMS:</b>				
State and Federal Grants	OE	12,603,656.00	31,334,945.12	9,867,415.48
Matching Funds	OE	1,250,000.00	1,250,000.00	1,250,000.00
<b>TOTAL STATE AND FEDERAL PROGRAMS</b>		<b>13,853,656.00</b>	<b>32,584,945.12</b>	<b>11,117,415.48</b>
<b>TOTAL OPERATIONS</b>		<b>392,630,341.10</b>	<b>406,754,079.17</b>	<b>389,565,821.45</b>
Contingent	OE	50,000.00	50,000.00	50,000.00
<b>TOTAL CONTINGENT</b>		<b>50,000.00</b>	<b>50,000.00</b>	<b>50,000.00</b>
<b>DETAIL:</b>				
<b>TOTAL SALARIES &amp; WAGES</b>	SW	<b>169,771,605.00</b>	<b>169,771,605.00</b>	<b>176,530,407.50</b>
<b>TOTAL OTHER EXPENSES INCLUDING CONTINGENT</b>	OE	<b>222,908,736.10</b>	<b>237,032,474.17</b>	<b>213,085,413.95</b>
<b>CAPITAL IMPROVEMENTS:</b>				
Capital Improvement Fund	OE	4,600,000.00	4,600,000.00	2,600,000.00
Road Resurfacing	OE	2,250,000.00	2,250,000.00	2,691,000.00
<b>TOTAL CAPITAL IMPROVEMENTS</b>		<b>6,850,000.00</b>	<b>6,850,000.00</b>	<b>5,291,000.00</b>
Bond Principal				
State Aid College Bonds	OE	615,000.00	615,000.00	915,000.00
Vocational School Bonds	OE	3,260,000.00	3,260,000.00	3,550,000.00
Other Bonds	OE	26,115,000.00	26,115,000.00	29,150,000.00
College Bonds	OE	610,000.00	610,000.00	2,165,000.00
Interest on Bonds				
State Aid College Bonds	OE	199,897.00	199,896.28	253,013.00
College Bonds	OE	161,135.00	161,135.00	347,807.00
Vocational School Bonds	OE	1,458,884.00	1,458,883.50	1,399,952.00
Other Bonds	OE	11,192,719.00	10,892,718.26	11,673,990.00
Interest on Notes	OE	2,594,000.00	2,592,777.72	2,000,000.00
Principal on Notes	OE	-	-	-
Lease Payments	OE			
UCIA - Lease Payments	OE	11,940,671.00	9,629,880.34	11,648,521.00
UCIA - State Aid College Bonds	OE	5,099,708.00	4,741,207.53	4,281,095.00

**2017 EXECUTIVE BUDGET  
APPROPRIATION SCHEDULE**

	Type	2016 Budget	2016 Modified Budget	2017 Executive Budget
Dam Restoration Loans	OE			
Dam - Principal	OE	164,641.00	164,640.19	167,950.00
Dam- Interest	OE	44,901.00	44,900.12	41,591.00
License Agreements - Pace	OE	-	-	
<b>TOTAL COUNTY DEBT SERVICE</b>		<b>63,456,556.00</b>	<b>60,486,038.94</b>	<b>67,593,919.00</b>
<b>DEFERRED CHARGES:</b>				
Deferred Charges to Future Taxation - Unfunded	OE	2,239,895.19	2,239,895.19	1,227,087.50
<b>TOTAL DEFERRED CHARGES</b>		<b>2,239,895.19</b>	<b>2,239,895.19</b>	<b>1,227,087.50</b>
<b>STATUTORY EXPENDITURES:</b>				
Public Employees Retirement System	OE	15,322,035.00	15,322,035.00	14,447,437.32
Police and Firemen's Retirement Fund	OE	13,226,095.00	13,226,095.00	13,225,516.07
Social Security System (OASI)	OE	11,300,000.00	11,300,000.00	11,300,000.00
Defined Contribution Retirement Fund	OE	49,400.00	49,400.00	49,400.00
Unemployment Compensation Insurance	OE	500,000.00	500,000.00	500,000.00
<b>TOTAL STATUTORY EXPENDITURES</b>		<b>40,397,530.00</b>	<b>40,397,530.00</b>	<b>39,522,353.39</b>
<b>TOTAL GENERAL APPROPRIATIONS</b>		<b>505,624,322.29</b>	<b>516,777,543.30</b>	<b>503,250,181.34</b>

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# **Overview of Union County Government**

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**Office of the Chief of Staff**

**Office of Clerk of the Board**

**Office of Communication and Public  
Information**

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

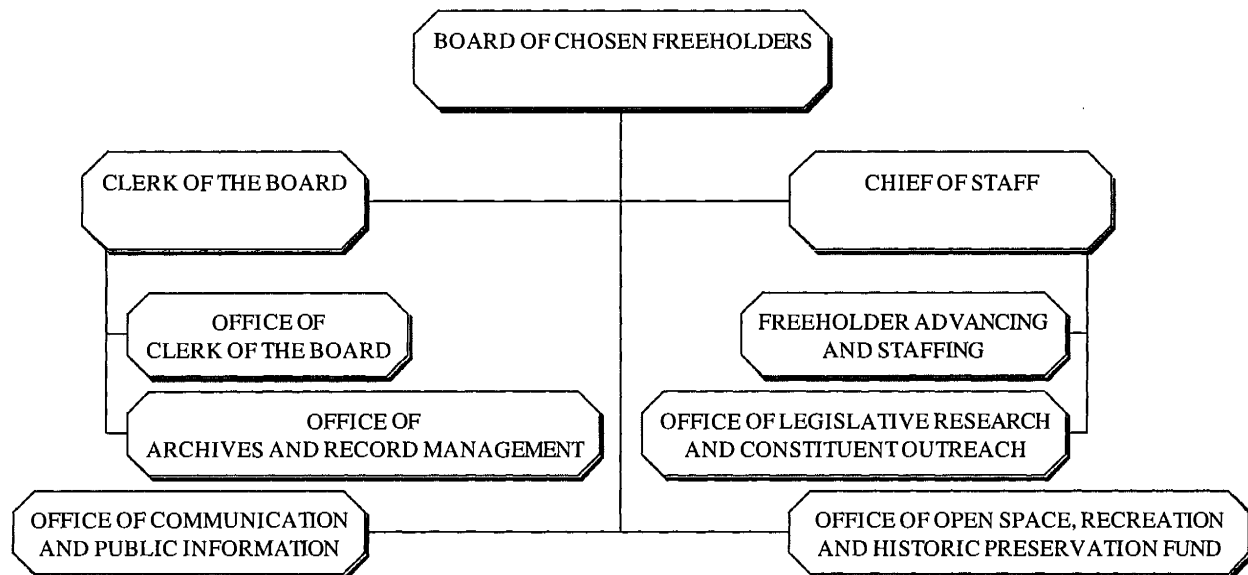
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# Organizational Chart

## Office of the Chief of Staff Office of Clerk of the Board Office of Communication and Public Information Office of Open Space, Recreation And Historic Preservation Trust Fund





# **CLERK OF THE BOARD**

## **MISSION**

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

## **PROGRAMS & SERVICES**

### **Freeholder Meetings**

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

### **Record Keeping**

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

### **Official Depository**

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

## **2016 ACCOMPLISHMENTS**

### **Coordination of Freeholder Meetings**

The Clerk's office successfully coordinated forty-one (41) meetings of the Union County Board of Chosen Freeholders in accordance with statutory requirements. Additionally, the Clerk's office successfully coordinated each of the Fiscal Standing Committee's three (3) public hearings on the budget.

The Office of the Clerk of the Board successfully continued its implementation of the electronic (and paperless) agenda process. Over 120

users have been trained and are currently using the system, adding and subtracting end users when and where appropriate. The agenda, packet including all the back-up, is created electronically and emailed to the Freeholder Board, which has eliminated the need for the duplication of the packet at the print shop and reduced the burden of labor hours of the messengers to deliver the packets to the Freeholders prior to the meeting, saving printing, gas and personnel costs.

The Office coordinated and prepared numerous Laudatory Resolutions to honor individuals, citizen groups, community and non-profit agencies for their outstanding achievements and/or worthwhile endeavors. In 2016, the office received 238 requests for resolutions resulting in the preparing of over 400 individual laudatory resolutions for presentation. Additionally the Office prepared, in coordination with the Office of Public Information, Policy Resolutions offering either the Board's support or protest to legislative bills affecting residents of Union County. The Office reviewed all Departmental resolutions submitted to the Board for approval and advertised same in accordance with the law.

In an effort to continue to provide information to the public, the agendas for the Agenda Setting Sessions were posted to the website the evening of the meetings, and Regular Meeting agendas were posted to the website no later than the Wednesday prior to the meeting.

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

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

The Office of the Clerk of the Board maintained a monthly record of the Union County Advisory Boards, and maintained the official Oaths of Offices for said boards.

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

The Office of the Clerk of the Board has maintained a thorough process for handling Open Public Records Act (OPRA) requests, and the OPRA office continues to see a strong interest in government documents from the public. In 2016, there were 770 OPRA submissions, yielding a significant increase in requests in an amount of approximately 5,792 documents. Aside from atypical requests, in comparison there were only 3,348 such requests in 2015.

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. Requestors receive a written acknowledgment of their request that notes the receipt date and response deadline, and written notification is sent when the request has been completed. This system helps ensure the County is in compliance with OPRA and responds to requests within the time frame prescribed by law. Additionally, the County responds to the vast majority of OPRA requests electronically, providing documents at no cost to requestors.

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

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

The OARM has continued to assist all county departments in the process of appropriate storage methods and practices for their documents, managing approximately 27,049 boxes of documents in off-site storage.

Additionally, the OARM continues to work diligently to reduce costs associated with this storage by creating bi-annual reports of boxes whose retention periods have expired and removing and destroying these boxes, after conferring with the originating departments. In 2016, 550 expired boxes were removed from storage. In comparison, 862 boxes were properly destroyed, as per State regulations, from storage in 2015. The decreased number from the previous year is a direct result of this office's bi-annual retention initiative in 2013.

In 2016, the OARM took on the responsibility of scanning requirements of the Office of the County Adjuster; scanning 43,882 individual pages, constituting 930 Commitment files, 231 Voluntary Admission Files, and 87

Evaluation files for the office. These records are required to be retained for 70 years by the New Jersey State Department of Archives and Records. Imaging the documents has made referring to them for Court appearances quicker and easier, and will save office space in the Adjuster's department.

The OARM, within the Office of the Clerk of the Board, continues to effectuate change in the area of records management on both the County and municipal level. The EDMS has become a program which is heavily relied upon by every department within the County and new personnel are trained each year to enter and retrieve documents.

In 2016, the Clerk of the Board's Office procured a DIP license necessary to blend in documents scanned for Cornerstone Behavioral Health Hospital into the County's OnBase Imaging database. The OARM assisted the staff of Cornerstone Behavioral Health Hospital in reviewing these documents and in storing other necessary documents in the County's Archives. Several objects that are historically significant were brought to Elizabeth for safekeeping.

In 2016, OARM completed imaging of the entire collection of Freeholder Resolutions and Minutes from the earliest Minutes of 1870 to the present day. This task was begun in 2006, and these records had once filled over 300 bound volumes. After being imaged, the paper records are now archived in museum-quality preservation materials by County Archivist.

The OARM employs an Archivist, whose expertise has been a tremendous asset to the County. The databases designed by the Archivist have been used extensively. The freeholder database of every freeholder since the county's inception, was expanded to include all elected officials, and the parks photo archives continues to expand as new photographs are discovered. County employees use these tools extensively when producing published and promotional materials. They are also used to respond to both OPRA and routine requests from the public.

In 2016, the Archivist completed the archiving of all known Parks Department administrative records that document the creation of the Union County parks and their administration. The records document planning and building the County park system in the early 1920s, through maintenance and development of new parks and facilities in the 1990s. The records continue to be used by Parks and Recreation staff, as well as other agencies and the general public

The Archivist responded to numerous requests for information and assistance during 2016 from County employees and the public, including but not limited to,

Trailside Nature and Science Center's new exhibit; located photographs of F.S. Mathewson for the editor of *The Mattesonion*, a quarterly newsletter of the Matteson Historical Congress of America; and completed work with the Golf Superintendent on the exhibit for the New Jersey Open golf Tournament.

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

## **2016 INITIATIVES**

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

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

In 2017, the Office will continue to explore ways to utilize the website to provide easier access and transparency to public documents. The Office will continue to maintain a monthly updated record of advisory boards and any agendas and/or minutes of said advisory boards.

In 2017, the Office will continue to conduct Training Seminars for all departmental users of the County's Minutetraq - Electronic Agenda System. The Office will continue in its effort to provide "continual education" training session(s) for the members of the Board of Chosen Freeholders, Division Heads (Directors), and County Manager in areas such as: Ethics, Finance, and/or Local Public Contracts Law.

The Office will coordinate with the Office of the Chief of Staff, Office of Freeholder Advance and Staffing, and the Office of Legislative Research and Constituent Outreach on its many efforts relating to their responsibilities to the members of the Freeholder Board. The Office of the Clerk of the Board will manage and implement the Freeholder Office's 2017 Budget.

In 2017 the Office will continue to coordinate the full utilization of the new audio/video recording system. The Office will continue to expand its ability to enhance the quality and capabilities of the video production for the Office.

The Office will research and revise previous initiatives proposed in previous years, and implement amended initiatives accordingly.

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

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

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

The OPRA staff will continue to explore ways to enhance the efficiency of the communication between the Office of the Clerk of the Board and County Departments to facilitate the compilation of documents responsive to OPRA requests, and with the Office of County Counsel to obtain legal guidance as necessary and review documents for legally required redactions.

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

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

In 2017, the OARM will inventory (non-document) materials stored at the County's motor vehicle facility; mostly pertaining to the Union County Parks Commission and Runnells Specialized Hospital.

The State of New Jersey no longer requires microfilming of permanent documents, as long as they are imaged by a Certified Imaging System. The Clerk of the Board's office will continue to maintain the Certification of the County of Union's Electronic Data Management System, working closely with the State to document the County's imaging process and adhere to all State regulations.



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

In 2017, the OARM will coordinate and conduct training sessions for all Departmental Records Management personnel to minimize the on-site paper and file storage in County facilities and offices. In addition to the training sessions, the Office will research the scanning needs of all county departments and develop a plan to meet those needs.

# **OFFICE OF COMMUNICATION AND PUBLIC INFORMATION**

## **MISSION**

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

## **2016 ACCOMPLISHMENTS**

The Office of Communication and Public Information once again had a very productive year in 2016, delivering dozens of press releases, photographs, videos and more for the webpage and social media, as well as print, broadcast, cable, and internet media. The division also answered thousands of Infoline calls and direct and webpage emails, updating our website and social media sites, staffing public events, and presenting news about the County's services -- including its Constitutional Officers, and various agencies and funded institutions -- to the public.

Among many initiatives in 2016, OPI worked to coordinate press conferences, special events, outreach, prep speaking points, press releases, social media and inform media on special events. This included:

- On-going campaigns and media events attracting job seekers to the new WIB Center at The Mill at Jersey Gardens, resulting in hundreds of new placements.
- Coordinated County's first ever community garden grant program. The \$40,000 program funded 19 projects in 10 municipalities, serving hundreds of County residents with new opportunities for improved nutrition, recreation, education, social activities and community service. The program has been expanded for 2017. Also coordinated

development of “UC MEANS GREEN” website and green seminar through “Union County Means Business.”

- Became the first County government to develop an App for public use.
- Handled the transition to a new First Alert System
- Continued outreach on existing social media outlets, which grew exponentially in number. Facebook page exceeded 10,000 likes, one of the largest in the state.
- Handled transition to a new server for website, and did a re-design and continued expansion of webpage;
- Coordinated and produced African American History Month celebration at Union County College;
- Handled openings for Watchung Stables, assisted in opening for Union County College, and various other improvements in the Parks system;
- Worked with the County Clerk to develop series of press releases and social media posts to provide the public with important information leading up to the November 2016 election and beyond.
- Promoted annual recycling events helping thousands of County residents to safely dispose of hazardous waste and reduce solid waste expenses for municipalities.
- Developed and initiated “UC HERO” initiative which collected thousands of pounds of non-perishable goods for Veterans, screened a movie on PTSD for Veterans, held outreach meetings, partnered with Veteran’s groups, and developed a one-stop website.
- Developed and coordinated various printed materials for County initiative with County’s graphic artist, and managed County’s print operations through print shop.
- Taped and distribute two public affairs shows, “Vintage Views,” and “Freeholder Forum: to help inform residents about County government.
- Produced the annual Phone Directory and also Budget Narrative of 300+ pages, the County Directory and the Executive Directory.
- Engaged Union County residents in conservation, nutrition, and other aspects of community health through ongoing publicity for the Rutgers Cooperative Extension of Union County and the Adopt-a-Park program of County Parks Department.

- Translated many key press releases into Spanish language for distribution and for the website and translate publications for the public.
- Participated in emergency management exercises.
- Promoted public awareness of “green” sustainability issues including recycling, solar power, water conservation, land conservation, tree stewards program, and more.

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 2016.

The office works with dozens of publications and media outlets including newspapers, websites, magazines, broadcast TV, cable television outlets, radio stations, and newsletters to deliver news about County services and keeping citizens informed. The office’s primary director remains in 24-hour contact with media on police and emergency events.

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

The office works closely with all departments of County Government to provide information assistance and support.

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

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

## **2017 INITIATIVES**

This year, the Public Information Office will work to assist the Chairman in implementing the following new initiatives:

- UC LEAP -- Learning, Employment and Arts Programs – a comprehensive program for youth.
- UC MEANS GREEN II and UC HERO II
- The “CONTINUUM OF CARE” initiative which includes a series of social service announcements: Detox and rehab treatment for those suffering from opioid/heroin addiction; leadership trainings for non-profits; continuation of senior initiatives to assist municipal senior centers with repairs and renovations, and to provide vehicles to municipalities for senior transport.
- PUBLIC SAFETY initiatives including the purchase of a shared-services water tanker for municipal usage; the continuation of last year’s “mutual aide radio project,” and the introduction of a Homeland Security program to scan floor plans of key public facilities into the County GIS, to speed emergency response.
- A special parks event celebrating marriage equality, other parks programs, Shakespeare in the Park, and the UC ACT initiative and other functions at UC PAC.
- Continue to provide support for Mayors Flood Control Advisory Council, NJTPA, Raritan Valley Rail Coalition and other stakeholders.

Finally, Public Information will continue its work to increase outreach for 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 OPEN SPACE, RECREATION, AND HISTORIC PRESERVATION TRUST FUND**

## **MISSION**

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

## **2016 ACCOMPLISHMENTS**

### **Trust Fund**

The Open Space, Recreation and Historic Preservation Trust Fund was created by referendum on November 7, 2000 to be funded by establishing a levy of 1 ½ cents per \$100 of total County equalized real property valuation for twenty years. In 2016, a public question was placed on the November ballot to continue the Open Space, Recreation and Historic Preservation Trust Fund without an end date, and it was approved by the voters of Union County. The Trust Fund will continue to provide monies for:

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

According to a report prepared by the Edward J. Bloustein School of Planning and Policy at Rutgers University, the following was noted: “The

preservation and maintenance of Union County's park system...will be necessary to help sustain an attractive quality of life for the residents of Union County. Initiatives to create an Open Space Trust Fund that will support this effort...are highly recommended."

### **Open Space**

The commitment to acquisition of open space in the County of Union by the Union County Board of Chosen Freeholders is, and will remain, a cornerstone of the Trust Fund. With over 317 acres of land preserved as we ended 2016, the residents of Union County benefit each day from the increased quality of life those purchased bring.

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

### **Recreation**

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

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

Some highlights of these two avenues of improvement include:

- Over \$1,000,000.00 was awarded to municipalities in 2016 through the Kids Recreation Trust Fund grant program. It is important to note that this matching grant program provides for recreational improvements with municipalities, directed by municipalities. Since its inception in 2004, this grant program has put close to \$15,000,000.00 back into the parks and playgrounds in each of the 21

municipalities in Union County. As an example of the importance of the Kids Recreation Trust Fund grant program, Elizabeth received assistance with its turf replacement program, Garwood was able to continue its commitment to its residents by providing enhancements and improvements to its Athletic Field complex, and New Providence, Plainfield and other municipalities chose to focus their resources at playgrounds through each municipality.

- Approximately 100,000.00 was awarded to municipalities throughout Union County through the 2016 Greening Union County grant program. First offered in 2004, this grant program has provided over \$1,000,000.00 to municipalities throughout the County of Union. This matching grant program has added hundreds of trees throughout our county, improving the environmental health for the residents.

### **Revenue Generation**

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

## **2017 INITIATIVES**

### **Trust Fund**

The creation of the Open Space, Recreation and Historic Preservation Trust Fund in 2000, and the 2016 approval to continue this Fund, simply affirms the Union County Board of Chosen Freeholders continued commitment to the quality of life in our area. This unprecedented opportunity allows the freedom to pursue that goal, while bringing an obligation to manage in a responsible and thoughtful manner. It is an opportunity that is respected, and an obligation that is taken seriously.



This Board will continue to pursue every avenue available as it seeks to preserve open space in the County of Union. Through its own efforts in the area of recreational expansion, the Board will continue to seek to improve existing facilities and add recreational opportunities as deemed necessary and affordable.

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

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

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# **County Counsel**

**Office of County Counsel**

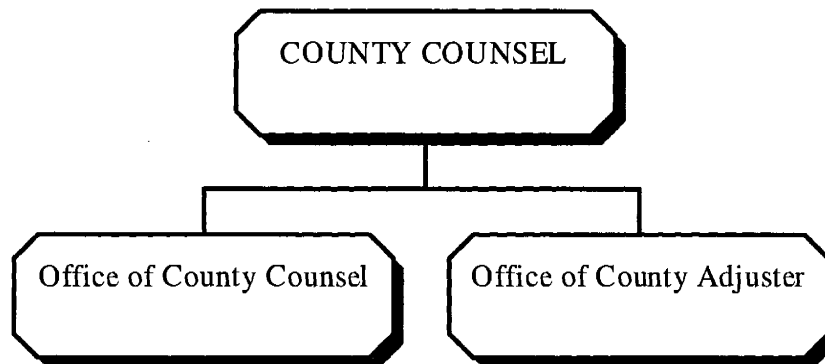
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# Organizational Chart

## 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.

## **2016 ACCOMPLISHMENTS**

### **Case Management**

- Handled over 110 new Tort Claims for the year 2016.
- Handled approximately 90 lawsuits, a majority of which the County is named as a defendant or co-defendant.
- Attorneys handle all phases of the litigation from the initial pleadings through discovery, motions and, if necessary, trial.
- Reasonably successful in filing and winning summary judgment motions.
- Very successful in our utilization of Demands for Dismissal of Actions pursuant to Court rules on frivolous action.
- 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 \$178,800.00 in bail forfeitures for the year 2016.

### **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
- Continued to update and revise the Request for Proposal and Request for Qualification process.

## **2017 INITIATIVES**

- Continue to limit the County's exposure as it relates to self-insured liability claims.
- Continue to collect monies due to the County on bail forfeitures and to work in conjunction with the State of NJ on collection of past due judgment orders.
- Continue with the use of "Offer of Settlement" to reduce litigation

costs and achieve better and earlier settlements.

- Continue to investigate and where appropriate and necessary, initiate litigation to recover County expenditures relative to State obligated services/responsibilities.
- In conjunction with the Freeholder Policy Committee, continue to revise and update the Union County Administrative Code.
- Continue to ensure investigations are conducted, defenses are properly asserted and where applicable, insurance coverage is provided in all litigation matters.
- Continue our aggressive programs of identifying Frivolous Lawsuits and where appropriate seeking Summary Judgments in favor of the County, saving the County substantial amounts in counsel fees and costs associated with litigation.
- Continue to play an active role in securing the County's fair share for all reimbursable services/expenditures, especially reimbursement from both the State and Federal Governments. Particular emphasis will be devoted to Medicaid and Medicare reimbursements for both Cornerstone Behavioral Health Hospital and for resident psychiatric patients in State facilities.
- Provide legal assistance for all shared services initiatives with municipalities and other public entities.
- Review of all periodicals in Law Library to ensure their practicability.
- Actively participate in all discussions with the Courts, Prosecutor's Office and Sheriff's Office relating to recent Bail Reform and Speedy Trial initiatives.
- Continue discussions and negotiations with the Office of the Public Defender to provide defense counsel at all involuntary commitment proceedings, regardless of location.



# **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 to determine both the legal residence of the patient and the ability of the patient to contribute toward care and maintenance. 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 to same.

## **2016 ACCOMPLISHMENTS**

- Approximately 1474 initial hearings and 1266 review hearings were heard at various hospitals for Union County.
- A total of 3170 hearings were scheduled.
- Over 304 cases were investigated and 296 cases court ordered.
- Over 3839 consents for mental health reports were processed relative to firearm applications.

## **2017 INITIATIVES**

- Continue input of current data into the State issued Civil Commitment Automated Tracking System (C-CATS).
- Continue to maintain the procedure by which all hard copy files of psychiatric patients are reviewed for retention/destruction evaluation.
- Attend training sessions by State on the County Billing System which will manage electronic data transfer between the State Psychiatric Hospitals, the Department of Human Services of NJ, and its County Adjusters, Institutional Users and SPA Administrators.

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# **Department of Administrative Services**

**Motor Vehicles**

**Personnel Management and Labor Relations**

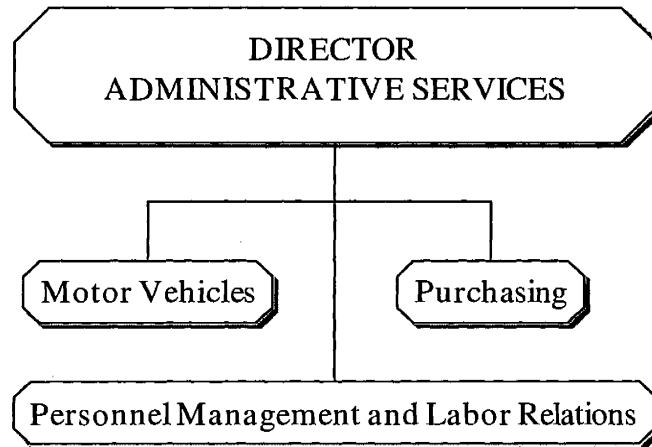
**Purchasing**

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# Organizational Chart

## Department of Administrative Services





# **DEPARTMENT OF ADMINISTRATIVE SERVICES**

## **MISSION**

To provide administration and internal structure for the departments of Union County government to allow for their effective and cost-efficient delivery of services to the public.

To provide programs designed to control costs for wages and benefits, comply with Civil Service requirements and increase workforce productivity.

To provide expertise towards procurement pursuant to the New Jersey Local Public Contracts Law.

To provide transportation and provide repair to vital county work equipment.

To provide for maintenance and repair of the telecommunication systems of the County including landlines and cellphones.

To provide management for the self-insurance funds of the County.

To work in conjunction with the expert brokers of the County to manage health and prescription insurance costs, risk management costs and equipment maintenance costs.

To head the Safety Committee of the County which examines and reacts to any potential hazardous situations and also takes preventative steps such as training for drivers/workers. Also works in conjunction with Sheriff to insure the safety of County workers against potential threats.

## **1. Department of Administrative Services**

### **1A. Accomplishments 2016 - Administrative Services**

In conjunction with the County broker for health insurance renegotiated these points:

Through negotiation in conjunction with our broker, the fee charged by the Third Party Administrator for its management per person was renegotiated resulting in a lowering of the contract price by **\$440,280.**

After assessing the risk vs. cost, the ceiling was raised for individual stop/loss insurance and the total stop/loss insurance was eliminated resulting in a lowering of costs by **\$716,623.**

**Medicare D Prescription Drug Reimbursement Program:**

The Department reapplied for and was reapproved for continued participation in the Federal Retiree Subsidy Drug Program (RDS). This grant provides local governments who supply prescription coverage to Medicare eligible retirees' reimbursement for a portion of the costs of participants' drug costs. On 9/09/2016, the County received a reimbursement of **\$579,791.03** for 2014-2015. After research and in conjunction with our health service provider, the County also applied for and received the 2015-2016 reimbursement of **\$649,751.57.**

**Insurance**

The Department oversees the insurance policies of the County to protect the interests and employees of the County. The Department, in conjunction with its expert brokers, continues to survey the market to find the best possible rates and coverage for the County. In addition to some of the savings previously mentioned, the Department realized the following cost savings this year:

Surety Bonds: Savings of **\$2,764** by consolidating all employee surety bonds into a master policy.

Marine Insurance Policy - Atlantic Specialty Ins. Co:

Savings of **\$2,670** from 2016 due to aggressive quotation process & positive loss history.

Effective management of the N.J. Cel-Jif led to a decrease in spending of **\$88,000.**

**Office of Asset Management**

The Office of Asset Management's responsibility is the documentation for the management of assets required to support departmental objectives within

County Government. To inventory County assets which will be subject to its jurisdiction; maintain a central database within assets will be inventoried; provide a mechanism for identification of assets and their location within the County and account for all additions and subtractions to County assets to prevent their loss.

## **1B-2017 Initiatives - Administrative Services**

The Office of the Director will continue to manage the insurance aspects of its duties and investigate any and all avenues to increase services or to effectuate savings.

The Office of Asset Management, in conjunction with our vendor for equipment repair, will conduct a county wide investigation into covered items and make adjustments to the policy.

## **2. Division of Motor Vehicles**

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

The Division is in charge of the management of the Telecommunications systems in the County, landlines and cellular.

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

## **2A - 2016 Accomplishments - Motor Vehicles**

### **2016 Summary of Facts & Figures**

Total Repair Orders	2,761 @ a cost of
\$1,080,707.15	
Total Gasoline Usage	502,519 gallons
Total Diesel Usage	193,464 gallons
Total Messenger Deliveries	15,000
Total Mail Pieces	550,000

We continue to participate in any and every instructional class or lesson offered to fleets, by both our vendors and product manufacturers. These classes are at no cost and yet greatly enhance our ability to diagnose and repair current year vehicles.

Motor Vehicles has recently been classified by AC-Delco (Division of General Motors) as a factory-authorized programming center for our fleet. By using laptop computers and AC-Delco software, we are able to connect the vehicle directly to General Motors for updates and programming. This results in almost ZERO downtime—eliminating the need to schedule appointments with the Dealers. This allows us 100% product and warranty protection.

This year, we have expanded our in-house inspection program to include older trucks and vehicles previously only inspected by the State. When this became available to us, the advantages again were clear--less downtime and accountability for emission and safety issues.

In 2016, Motor Vehicles also completed a 24-month partnership with the State of NJ Department of Environmental Protection and Detroit Diesel to update and retrofit all applicable County diesel-equipped vehicles and equipment with mandatory Tier 4 emissions and DPFE converters. Recharging and cleaning stations were also installed at various County locations to maintain the upgrades at no charge to the County.

BART Level 1 devices are verified to reduce particulate emissions by 25 percent or greater.

The County, through the DMV, hosted one auction in June of 2016. The total received for 9 vehicles and equipment (non-Prosecutors) was \$156,247.99.

Our commitment to improving the reliability and accountability to the Gas Boy System moved forward in 2016 with the installation of several new towers at some of the fueling sights. It is expected that this will be completed when replacement tanks are fully installed at Scotch Plains (Summer 2017).



**Mail Room**

Two (2) new systems were installed in the Mail Room this year as part of our commitment to staying in step with the Post Office and technology for mail handling, sorting and pricing. Our new sorting and postage machine has lessened the amount of postage we are charged and enabled the Mail Room to process more mail, faster and more accurately than ever before.

The second system we have put into use is a bar code scanner. This is used to track and recode incoming Certified and Registered mail and record the signature (electronically) of the end receiver. This also ties the County into the USPS data base for incoming information.

**Messengers**

The County Messengers continue to perform all duties and tasks assigned to them in an orderly and timely fashion. In 2016 over 14,400 deliveries were fulfilled.

**Telecommunications**

Continues to service the phone needs of the County, in terms of line (both voice & data) installation, as well as repairs. In 2016, the staff and the technician successfully completed 314 repairs and installations. The phone room oversees over 20,000 voice lines.

The phone room staff continued the task of switching lines and cancelling old service in coordination with the office of the County Counsel. The staff also worked with the project managers for the new Family Court Building to expedite the installation of vital lines to be ready for the opening of the offices.

**2B-2017 Initiatives - Division of Motor Vehicles**

Motor Vehicle initiatives are staying on course with more education, more OEM connections via the internet and a faster turnaround in vehicle service. This year MV will institute a dedicated technician to perform quick type services on vehicles with low mileage, either initially or in between major services. This will result in less waiting time and more vehicles back on the road faster. As has always been the case, depending on mileage, major service may be required and that can take time.

This year we hope to cement our third OEM relationship with Fiat Chrysler. As their programs become available on-line, we would like to be at the forefront of independent shops that can diagnose and reprogram vehicles without Dealer assistance, while maintaining our warranty.

Motor Vehicle will prepare vehicles and equipment for auction, as well as forfeiture items and vehicles through the Prosecutor. We will continue to work closely Purchasing Department to hold auctions in a manner deemed compliant with State Law and in the best interest of profitability for the County.

Telecommunications will be assigned the task of seeking out ways to lower costs through the use of alternative contracts available to the County as they emerge.

### **3 - Division Of Personnel And Labor Relations**

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

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

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

The Division processed property and auto claims with our Third Party Administrators.

### **3A-Accomplishments-2016-Personnel**

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

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

## **Staff Training and Development**

### **Sensitivity & HIPAA Policy Training**

The Division scheduled and coordinated several training seminars with the County's Personnel Attorney along with creating a web portal to provide seminar web training to all 24/7 County employees. The seminars included training on the rules, regulations, and procedures pertaining to Sensitivity & HIPAA policies.

### **Take Your Child to Work Day**

The Division in conjunction with the County Manager's Office invited the employees to bring their child to work for a fun and healthy filled day. We provided the children with a healthy breakfast to start and a Yoga class to encourage the importance of exercise. Overall, the children enjoyed their day and took home health education treats.

## **Wellness Accomplishments**

**Wellness Workshops:** The Division broadcasts periodic emails to all employees on current health topics including registration for webinars and coordinated with Intervention Strategies to provide "Lunch & Learn Wellness" workshops as well as "Smoking Cessation" Seminars to benefit our employees.

**Flu Shot Event Program:** The Division organized the Flu Shot Event at several County locations offering flu vaccinations to all County employees and participating in the "Get a Shot, Give a Shot" program by donating a total of 279 flu shots to the United Nation's Foundation Shot @ Life Campaign to help provide a life-saving vaccine to a child in a developing country.

**Wellness Fairs:** The Division put together several Wellness Fairs for County employees. County healthcare vendors were onsite to assist and provide information on health benefits, prescription, dental, voluntary benefits and our Employee Assistance Program services. Biometric health screenings were offered to all employees free of charge. They included:

- Cholesterol (Total Cholesterol, HDL and LDL)
- Blood sugar (Glucose)
- Blood pressure and pulse

- Body Mass Index (BMI)

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

**Wellness Coach Pilot Program:** The Division coordinated a wellness coach pilot program for the employees in the Administration Building to provide one-on-one health coaching interactions consisting of bio-metric screenings, exercise & conditioning, tobacco quitting strategies, & stress management. In total, 477 County employees participate in receiving educational coaching.

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

The Division assisted and coordinated supervisory referrals to Departments on an as needed basis. Assisted in scheduling critical incident sessions to Departments in need. In 2017, selected a new vendor, ComPsych, for our employee assistance program services realizing a savings of \$9,000 from previous vendor.

### **Policies & Programs**

#### **Sick Leave & Worker's Compensation Verification**

The Division assisted several departments with sick leave and worker's compensation verifications to ensure the prevention of sick leave and worker's comp time abuse.

#### **Disciplinary and other General Matters**

The Division processed and managed approximately 80 matters with the assistance of our personnel attorney. Assistance was provided in regard to Major Disciplines, Fitness for Duty examinations, Family & Medical Leave Absence (FMLA) questions, and FMLA training.

#### **Leaves of Absence**

The County provides family and medical leaves to its employees. The Division processed approximately 373 leaves of absences this year.

#### **Fitness for Duty**

The Division coordinates physical and/or psychological examinations based on the County's concern regarding an employee's physical and/or mental

ability to perform the duties of their job. The Division coordinated and managed approximately 15 physical and/or psychological fitness for duties.

### **ACA Compliance**

The Division completed a full scale audit of all the County employees & their dependent health benefits information in compliance with the Affordable Care Act (ACA) regulations as a self-insured group. The Division oversees and provides reporting to the County's payroll company to disperse proper 1095-C reporting to all County employees.

### **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.

- Three (3) employees participated in the Masters Graduate Enhancement Program.

One of the total three (3) employees is scheduled to complete the program and receive a Master's Degree in Public Administration.

- There are two (2) employees who are planning to participate in the Program at the Undergraduate and Masters Levels in the forthcoming 2017 Semesters.
- These programs are designed to give practitioners a greater understanding of public policy and administration and to enhance their work skills.

### **Human Resources Management System (HRMS), Salary Admin and Labor Analysis**

#### **HRMS:**

Effective in January 2016, the County moved from a bi-weekly pay schedule (26 pays per year) to a semi-monthly pay schedule (24 pays per year). In

order to implement this change, pay period salaries and hours were adjusted for ~2,450 active employees.

The change from 26 to 24 pays also impacted employees' per-pay benefit contributions. Because the numerous criteria needed to determine an employee's benefit contributions (Bargaining Unit membership, date of hire, salary level, benefit plan selection, and dependents enrolled), approximately 9,770 formulas within Sage HRMS were modified as part of this process.

Insurance Contributions were also modified per Chapter 78, with 7 Bargaining Units moving to "Year 4" contribution requirements – 5 effective January 1 and the 2 effective July 1. All County employees are now paying "Year 4" contributions.

As of Year-End 2016, 10 Bargaining units (includes Non-Contractual employees) now require newly hired employees to take either the HSA or EPO health insurance plan for a period of at least 2 years before becoming eligible to enroll in a higher cost plan.

20 Civil Service job codes and titles were added to Sage HRMS for Seasonal employees in accordance with Civil Service rules requiring Seasonal employees to be logged into the State's CAMPs system.

Additional employee seminars have been added to Sage HRMS as needed.

### **Salary Administration & Labor Analysis:**

During 2016, Salary Administration processed:

510 cost-of-living increases for Non-Contractual employees  
1,250 merit increases per Collective Bargaining Agreements  
87 Personnel Agendas consisting of 973 employee personnel actions

- Regular employees accounted for 633 actions, 266 of which were new or re-hires.
- Seasonal employees accounted for 340 actions, 338 of which were new or re-hires.

Additionally, 10 Bargaining Units settled retro-active Collective Bargaining Agreements during 2016. These 10 units were comprised of 933 employees

with 2,006 salary change actions. Of these 933 employees, 378 were required to contribute additional monies toward health benefits based upon their updated salaries, per Chapter 78. Additional contributions for health benefits totaled \$96,290. Employees on Leave of Absence without pay billed for their benefit contributions remitted \$24,923 in 2016.

In cooperation with the County's payroll vendor, Primepoint, the County issued 3,815 1095-C IRS forms as required under the Affordable Care Act. As a self-insured entity, the County is required to issue a 1095-C form to all employees, retirees and COBRA recipients enrolled under its health insurance plans during the year. These forms must also list each individual dependent covered for each month of the year. The IRS requires the County to make an effort to obtain Social Security numbers for all dependents listed. Of the forms submitted in 2016, 544 dependents were missing Social Security numbers. To date, Personnel staff has obtained 515 of those 544.

## **Health Benefits**

### **Donated Catastrophic Leave Program:**

The Donated Catastrophic Leave Program continues to provide compassionate assistance to employees who are incapacitated due to traumatic injuries or life threatening health conditions. Employees with an immediate family member suffering from a life threatening affliction or injury are also eligible for participation. During the 2016 calendar year, the program included 21 employees. Approximately 1,500 days were donated to these staff members by generous and concerned fellow employees.

### **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 2016, 7 employees participated in the program receiving approximately 240 donated vacation days from co-workers.

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

**Health Benefits:**

On July 1, 2016, the County completed 1 full year using a self-insured medical insurance model. The approximate cost-savings created by changing to this model was realized to be \$2,931,000 at the time of implementation. An actuarial study will be performed in 2017 to compare the true cost-savings to the approximated cost-savings that was previously determined.

Throughout 2016, the prescription insurance plans of various bargaining units were modified to require higher co-payments, as well as higher yearly out-of-network deductibles for the medical insurance plans, changing from \$100 to \$500 for those with Single contracts, and from \$200 to \$1000 for those with Employee/Spouse, Employee/Child(ren), or Family contracts. These plans also provide reimbursements at a rate of 150% of the CMS (Medicare) amount. At this time, the plans for all bargaining units have been modified to require these higher deductibles except for one bargaining unit.

It has also been 1 full year since the County introduced 2 new cost-effective medical plan options to all employees: the Horizon Exclusive Provider Organization (EPO) plan, which provides excellent in network coverage, and the Horizon Health Savings Account (HSA) plan, which also provides comprehensive coverage after meeting higher deductibles. Both plans have seen an increase in participation since their inception, especially because the regular Chapter 78 contribution costs for employees for both plans are the lowest when compared to all of the other plans being offered. The County has also increased its efforts to boost participation in these cost-effective plans by requiring all new hires from various bargaining units to select 1 of these 2 options if they want to have medical and prescription insurance coverage through the County. Employees affected by this requirement cannot join any other medical plan offered by the County until after 2 full years of employment have been completed, although they may switch between these 2 plans during the 2-year waiting period.

**Volunteer Health Benefits Buyout Program:**

The Voluntary Health Benefits Buyout Program continued for all unionized and non-contractual benefit-eligible employees, as well as retirees from the County, with a yearly maximum incentive up to \$5,000 for employees who would otherwise be enrolled with an Employee/Child(ren), Employee/Spouse, or Family contract. Single employees were also eligible for the Buyout Program with a yearly maximum reimbursement of up to \$1,800.



During 2016, approximately over 400 participants were enrolled in the program for at least part of the year. The program had over 40 retirees and more than 360 active employees. The program included more than 50 participants that were enrolled in single coverage and over 350 employees that enrolled with either Employee/Spouse, Employee/Child(ren), or Family contract.

Effective January 1, 2017, this program will be eliminated. The termination of this program was due to the State Division of Local Government Services' Local Finance Notice 2016-10, stating that all local governing entities with this type of Buyout Program needed to thoroughly review the program and its impact on the County's budget to ensure the continuation of payments to participants was fiscally prudent. Upon complying with this request from the State, it was determined that the program had to be eliminated.

### **Labor Relations Accomplishments**

#### **Employee/Labor Relations**

Finalized negotiations with Ten (10) bargaining units – seven (7) law enforcement bargaining units: FMBA-HazMat Technicians & Responders; PBA199/PBA199A- Correction Officers & Correction Superior Officers; PBA108/PBA108A-Sheriff Officers & Sheriff Superiors; PBA250/250A - -Detective/Investigators & Investigator Superiors; and three (3) non-law enforcement bargaining units: Assistant Prosecutors Association; Union Council No. 8; and Park Foremen Association.

The County is continuing the negotiation process with the following units whose contracts expired as noted:

#### Non-Law Enforcement

Teamsters Local 102-Jail Professionals – expired 2012

#### Units whose contracts expired in 2015:

IBEW Local 1158-Prosecutor's Exclusionaries  
Park Maintenance Union  
Local 68-Operating Engineers

Supervisor's Association  
Teamsters Secondary Supervisors

There are two (2) law enforcement units whose contracts expired in 2014 as follows:

Law Enforcement:

PBA203-Weights & Measures  
PBA73-County Police Officers

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

\*\*As of July 1, 2015, the County became self-insured and our negotiation processes with those units expiring in 2015, and/or expired in 2014, will reflect two (2) new Health Benefit Plans – (HSA & EPO) that the County has implemented. The HSA Health Benefit is a high deductible plan with a health savings account. The EPO Health Benefit is an Exclusive Provider Organization plan. Employees hired on or after September 1, 2015, shall be required to enroll in one of these two plans for the first two (2) years of their employment. Following the completion of their two (2) years of employment and during the next open enrollment period, these employees may elect to participate in one of the County's other plans. All current employees may voluntarily select one of these two (2) plans during open enrollment. With regard to the HSA, the County agrees that it will contribute \$1000 towards the deductible for single coverage and \$2000 towards the deductible for family coverage for both current and new employees who select the HSA.

The Vacation Purchase 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 participating, excluding employees in 24/7 facilities or operations. The program allowed employees to obtain additional vacation days while simultaneously saving tax dollars. For the thirteenth year of the program, 85 employees participated saving \$90,598.45 in salaries and social security costs (savings reflected January through November 2016). A cost savings of \$7,259.37 was also achieved through our Voluntary Incentive Furlough Program with 5 employees participating.

## **3B - Initiatives - Personnel**

### **Staff Training and Development**

Union County Policy Workplace Harassment web & seminar retraining to all County employees.

Update the County of Union Employee Handbook.

Arrange quarterly Personnel staff meetings to address current and future personnel matters.

Continue broadcasting monthly emails & Wellness Seminars on current health topics for County Employees.

Coordinate and oversee Wellness Fairs and Health Screenings at several county locations.

Continue to promote employee participation in the Certificate and Graduate Programs in Public Administration in cooperation with Kean University.

Continue our wellness coach pilot program that will be used in efforts to contribute to the overall health of County employees and to reduce the cost of health insurance. The Wellness Coach will continue to meet with County employees on an individual basis to reduce health risks.

Create a database for County Policies and Personnel forms to make it accessible to all employees.

As a Local Appointing Authority, the Union County Division of Personnel Management & Labor Relations has continued to support the New Jersey Civil Service Commission in all endeavors by participating in their efforts to streamline efficiency. The Division will continue to enforce and comply with all laws, statutes, & regulations that will be beneficial in improving communication and workflow between all government entities, allowing for a more relevant and customer friendly organization.

### **Employee/Labor Relations**

Commence or continue negotiations with law enforcement units whose contracts expired in 2014: PBA203-Weights & Measures;

and PBA73-County Police Officers. The total of all employees within these units cumulatively covers 55 employees.

We will continue with our efforts to reach settlements with those non-law enforcement units whose contracts expired in 2012: Teamsters Local 102-Jail Professionals; and with those units whose contracts expired in 2015: Supervisor's Assoc.; IBEW-Local 1158-Prosecutor's Exclusionaries; Teamsters Local 102-Secondary Supervisors; Park Maintenance Union; and Local 68-Operating Engineers, which cumulatively covers 157 employees.

The combination of both these law enforcement and non-law enforcement units represents approximately 212 employees; or almost 10% of the County's total workforce.

We will be directing our efforts toward wage freezes and monetary concessions in as many areas as possible with each of these 8 bargaining units in order to reach settled/negotiated contractual agreements.

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

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

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

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

4. Fork Lift
5. Fall Protection
6. Respiratory Protection/Fit Testing.

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

### **Employee Benefits**

- Assist in County compliance with new Federal Affordable Care Act mandates and guidelines.
- Coordinate health benefits modifications and implementation of the new plan options with carriers and employees.
- Assist with the Federal Retiree Subsidy Drug Program application where required.
- Perform audit of all benefit enrollment information across all in-house databases, as well the databases of our service providers, to ensure data integrity among all systems.
- Create location online using the WWW.UCNJ.ORG website where retirees that participate in retiree health benefit plans through the County can access information regarding their retiree health benefits.
- Complete updates to the policies for the Donated Catastrophic Leave Program and the Donated Vacation Program, as well as all forms associated with the programs.
- Assist with the updating of health benefits information in the Employee Handbook for the next version that will be released in 2017.

### **Salary Admin & Labor Analysis**

- Explore options to combine HRMS and Payroll into one integrated system/software program
- Explore options for new position control tracking software

- Increase communication with employees regarding salary changes and settlements
- Complete MS Access reporting feature to assist with benefits tracking
- Correspond with Sheriff's Officers to receive updates regarding Sage HRMS employee photo updates
- Track additional employee seminars in Sage HRMS
- Complete Bi-Annual EEO-4 report due September 2017
- Update Universal Form
- Update Benefit Contribution Calculator form to include newer health plans and updated rates

The Division of Personnel successfully released Phase 1 of the County's online intranet for employee resources in December 2016 to initiate the Open Enrollment season for health benefits. This was done using the [www.ucnj.org](http://www.ucnj.org) website. During the course of 2017, the intranet will be expanded over various phases to include valuable information for employees regarding services offered and administered by the division, processing forms, and County policies. It is the intention of the department to make this a useful tool for all employees Countywide and to make it available to as many employees as possible using the County's website. As more information is added over time, security measures will also be increased. This includes making the intranet password-protected by creating individual profiles for each employee to insure that only County employees have access to the information. Collaboration with other County departments will also be encouraged to enhance and develop the website and continue to improve the user's experience.

#### **4. 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 locks to loaders to legal defense attorneys.

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

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

#### **4A - ACCOMPLISHMENTS – 2016 - 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.

Being a service division, Purchasing will use the Edmunds computerized requisition system to vet, amend and approve over 19,000 requisitions by the end of 2016 for the essential goods and services needed to run the County.

Staff proofs each requisition for legal requirements such as: quotes, tracking id#'s , commodity codes, state contract #, bid #, descriptions, comments, justifications, acct. #, purchase type, state contract back-up.

Although the Division strives to train the requisition inputters, constant back and forth communication is required to achieve compliance with the Local Public Contracts Law (LPCL).

The Division will also have advertised and processed about 60 public bids for County entities by the end of 2016. Also, there were 15 bid extensions that were awarded to continue using the pricing from the original bid. There was an increase in the use of competitive contracts this year totaling 10 that were awarded this year. Competitive contracting allows for a longer contract terms and allows for factors other than price have value when awarding a contract. This open competition is essential to provide the County with the lowest possible costs and best goods and services pursuant to the LPCL.

Furthermore, we have begun our 2015 initiative to begin education for new purchasing hires. Two staff members began their training through the Rutgers Center for Government Services in order to obtain their Registered Public Purchasing Specialist (RPPS) certifications. This program allows an opportunity to increase their knowledge of public purchasing and municipal finance.

In an effort to keep departments up to date and trained, the Division created a Purchase Order Guideline presentation. This guideline packet was given to staff members during training sessions in order to help simplify the laws associated with purchasing. As new staff members are hired to do purchasing tasks in various departments, this tool will be used to help make the process as easy as possible. Below are two examples of the information on a page from the presentation:

Example 1.

County of Union Division of Purchasing  
PURCHASE ORDER GUIDELINES  
\*\*Must have Purchase Order BEFORE purchase\*\*

Purchasing Manual can be accessed at:  
[http://ucnjwebsec:84/index.php/purchasing manual](http://ucnjwebsec:84/index.php/purchasing%20manual)

Invitations to Bid can be accessed at:  
<http://ucnj.org/invitations-to-bid>

Cooperative Purchasing can be accessed at:  
<http://ucnj2.org/form-server/cooperative-pricing>

Example 2.

State Contract

- State contract number and T-number
- Authorized Dealer
- Dates of contract
- Extending to Co-op
- Quote with state contract number, line numbers and discounts



- Price sheets clearly marked
- Blanket – All items covered under state contract
- M0002 – Grainger, MSC & Fastenal – quotes from all 3
- M0003 – Quotes from a 5 vendors on S/C needed
- Dell – E-quote from Info.Tech

#### **4B-INITIATIVES-2017-Purchasing**

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

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

Begin to have a yearly meeting with the County and Municipal Purchasing Departments in order to collaborate, learn, network and help the municipal level in whatever ways possible with cooperative purchasing.

Hold at least one more educational forum for county employees and as a shared service to other Union County governments. This year will focus on using the updated State Contract website (NJ START) and green purchasing.

Begin to develop an online interactive purchasing training module for current and new employees to utilize.

Continue the education of the two staff members in the Local Public Contracts Law through classes at Rutgers Center for Government Services School.

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# **Department of Correctional Services**

**Administrative**

**Operations/Security**

**Programs/Services**

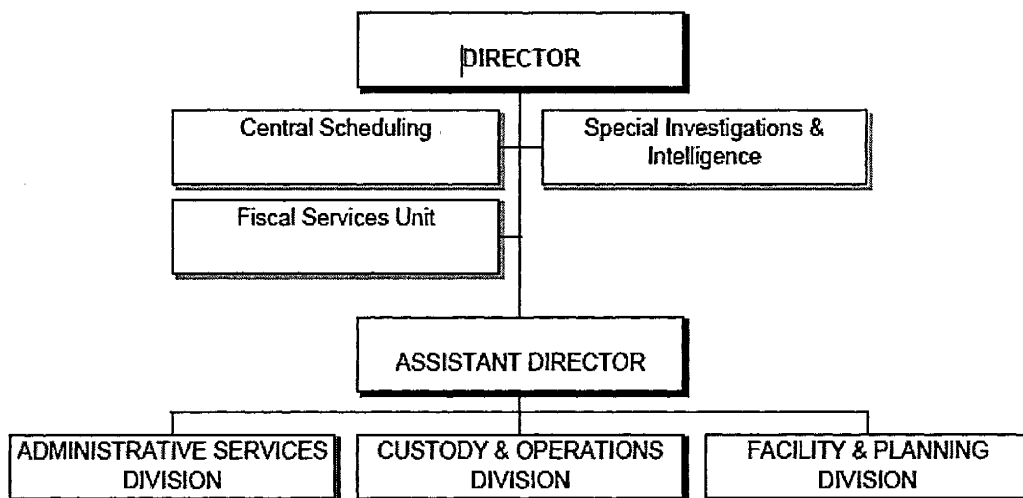
**Environmental Health/Custody Management**

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# Organizational Chart

## Department of Corrections





# **DEPARTMENT OF CORRECTIONS**

## **MISSION**

Responsible for protecting the public by housing all persons committed to the Union County Department of Corrections in a safe, secure, and constitutionally correct environment.

The Union County Department of Corrections provides fair and consistent treatment for inmates. The Department also makes available drug and substance abuse programs, recreation, life skills, anger management, and keys to intervention for a population of more than 600 inmates convicted of a crime or awaiting disposition of criminal charges by the courts.

## **2016 ACCOMPLISHMENTS**

### **Department Highlights**

- Reduced overtime expenditures by **\$826,000 vs 2016**
- Generated **\$1,315,283.00** in revenue
- Earned 100% score on annual state inspection
- Negotiated a new food services contract a savings of about **\$200,000 per year**
- Negotiated a **4% lower** drug and alcohol program per diem cost
- Successfully initiated NJ Bail Reform initiatives
- Created GED and ESL program
- Expanded legal services for inmates
- Expanded the Video Conference capability of facility by 100%

### **Capital Improvements and Construction Projects**

- Replacement of elevators #3 & #4, controls and communication hardware
- Replacement of the kitchen Halon fire suppression system to the FM-200 system in compliance with state and local regulations
- Replacement of all exterior roofs, lightning protection and razor wire effectuating security and environmental upgrades to the facility

- Installation of a new fiber optic line from the court house annex to the First Appearance Judge's court room
- Completion of a new fiber optic line thru the jail linking the family court building to the connection in the annex court house building

### **Information Technologies Enhancement & Projects**

- Installation of Intelli-Site Compass lock software enhancing facility access and system operations
- Acquisition of a new Data Card employee identification system and software
- Acquisition of new NCIC and live scan terminals and work stations in booking
- Renovations to 4<sup>th</sup> floor Sheriff's I.D. office. Acquisition of additional live scan and Fast I.D. machine for inmate processing
- Replacement and upgrade of radio repeater and communication system in the Control Center enhancing staff safety and internal communications
- Replacement and upgrade to vehicle transport radios and escorted trips radios to the digital county network
- Installation of a wireless network in the administrative offices to support video surveillance operations for administrative personnel and enhancements to the command center
- Installation and staff enrollment into the Morpho-Trak access system enhancing administrative office security

### **Staff Enhancements**

- Promotion of one (1) Captain
- Promotion of six (6) Lieutenants
- Promotion of seven (7) Sergeants
- Promotion of fifteen (15) Officers
- Hired twenty-nine (54) Corrections Officers
- All staff were trained in PREA(Prison Rape Elimination Act) Standards
- Graduated 15 from Police Academy

## **2017 INITIATIVES**

- Increase the number of inmates in the drug and alcohol program
- Expand the GED and ESL Program
- Implement the 3 shift rotation
- Expand the Video conference usage within the Union County Court system
- Successfully complete the NJ Bail reform implementation
- Conduct the PREA compliance audit
- Begin the process of earning ACA accreditation
- Complete capital projects which include:
  1. Replace and update the Master Control control panels
  2. Replace main facility gate to increase security
  3. Create administrative office space on floor 1
  4. Complete Elevator replacements

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# **Department of Economic Development**

**Community Development**

**Engineering**

**Housing**

**Strategic Planning and Intergovernmental Relations**

**Workforce Development Board**

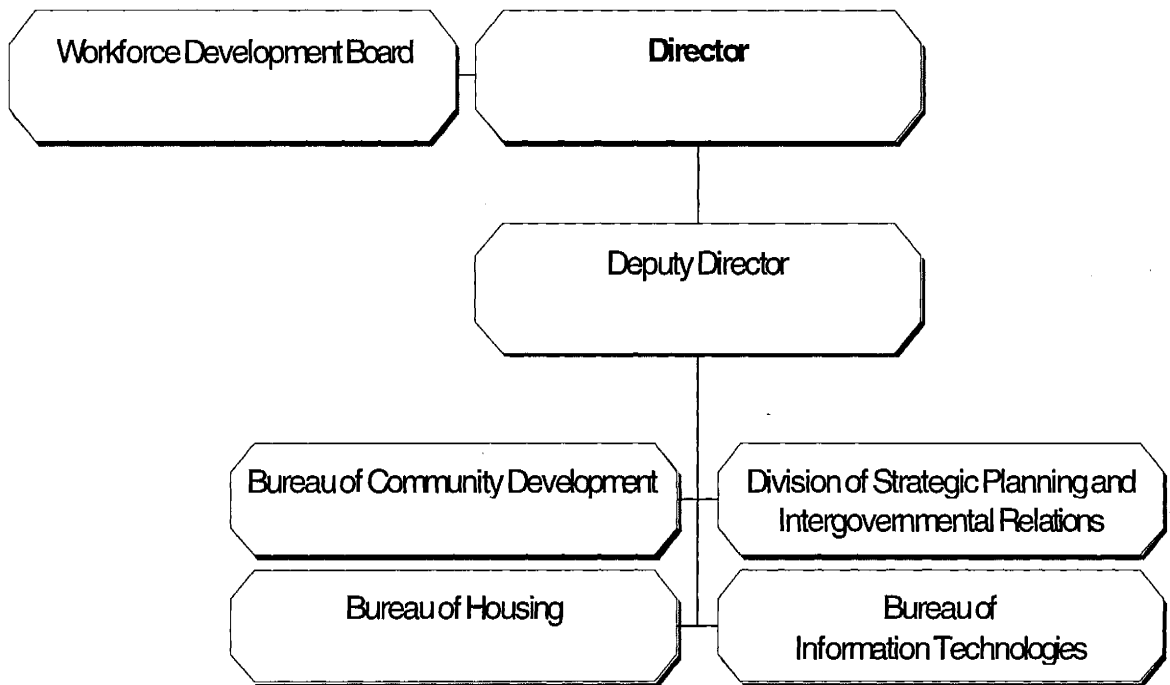
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# Organizational Chart

## Department of Economic Development





# **DEPARTMENT OF ECONOMIC DEVELOPMENT**

## **MISSION**

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

## **PROGRAMS & SERVICES**

### **Workforce Development Board**

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

### **Bureau of Housing**

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

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

### **Bureau of Community Development**

The Bureau oversees the Community Development Block Grant Program (CDBG), HUD's primary program for promoting community revitalization. CDBG funds are used for a wide range of community development activities

directed toward neighborhood revitalization, economic development, social service programs and improvements to community facilities.

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

### **Division of Strategic Planning and Intergovernmental Relations**

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

The establishment of an ongoing program of legislative advocacy at the federal, state and/or local levels; lobby for and/or develop legislation as needed; provide analysis of legislation as needed; and act as liaison with municipal, state and federal levels of government.

Maximize federal, state and foundation grant dollars and reduce the property tax burden by increasing revenues into the County to fund existing and/or new programs and services as consistent with the needs of the County.

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

Development and administration of events designed to assist small businesses in Union County by providing networking opportunities along with highlighting business growth opportunities and resources through the Union County Means Business and Union County Women Mean Business Initiatives. Additionally, offering personal growth and leadership training opportunities to County high school sophomores and juniors through the Union County Student Training and Enrichment Program (UCSTEP).

### **Bureau of Transportation Planning**

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

### **Bureau of Planning and Economic Development**

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

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

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

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

### **Bureau of Information Technology**

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

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

### **We Are One New Jersey**

In conjunction with the New Jersey AFLCIO, this program provides social and human services that educate, empower and uplift working families. We Are One New Jersey provides U.S. citizenship application guidance, voter registration, and Notary services. The goal is to build stronger communities by educating and engaging new Americans to become active participants in our Democracy.

## **2016 ACCOMPLISHMENTS**

### **Workforce Development Board**

The Union County Workforce Development Board has awarded federal funding, under the Workforce Innovation and Opportunity Act (WIOA) to Youth, Adult and Dislocated Workers through the calendar year 2016 which offers individual occupational training contracts, on-the-job training contracts, work experience, educational services and youth development services. The calendar year 2016 Workforce Innovation and Opportunity Act funded programs include:

#### **Individual Training Accounts -- Occupational Training**

The Workforce Development Board allocated \$1,032,000.00 of Program Year 2015 WIAO Adult and Dislocated Worker funding to provide

individual occupational training contracts (ITAs) to a minimum of 255 WIOA eligible individuals.

In addition, the Workforce Development Board allocated \$900,000.00 of Program Year 2016 WIAO Adult and Dislocated Worker funding to provide individual occupational training contracts (ITAs) to a minimum of 175 WIOA eligible individuals.

The Department of Human Services and the One-Stop Career Centers are responsible for working with the sub-recipients so as to ascertain the performance outcomes related to the funded program.

### **Workforce Innovation Business Center at Union County College**

The Workforce Development Board awarded Union County College a grant in the amount of \$700,000.00 to manage the Workforce Innovation Business Center (WIB Center), located at The Mills at Jersey Gardens. While the WIB Center is administered by Union County College, it functions as a satellite One-Stop Career Center. The WIB Center is in close proximity to Newark Liberty Airport, Port of Elizabeth and Newark and The Mills at Jersey Gardens.

The WIB Center has provided clients a forty-hour “soft skills” training class as a pre-requisite to better prepare individuals for on-the-job training and occupational training opportunities. There were ten (10) soft-skills classes which provided employment preparation for one-hundred and forty-four (140) individuals.

The WIB Center has established partnerships with over twenty (20) employers. The list of companies includes Air Serve, OTG Management, HMS Hosts, WAWA, Community Access, United Airlines, Credit Pros and Blue Apron—to name just a few—all of which have provided 400 confirmed employment opportunities to Union County residents in the 2017 calendar year. Forty (40) of said hires were processed through the WIB Center’s On The Job Training program. This program continues to operate in the 2017 calendar year and, hence, performance success shall continue.

### **WIOA Youth Employment Programs**

The Workforce Development Board awarded \$640,000.00 to the United Way of Greater Union County to establish a consortium of service

providers to provide comprehensive youth services to Workforce Investment Act (WIA)/Workforce Innovation and Opportunity Act (WIOA) eligible youth: both In-School and Out-of School. The operational period for the program is May 1, 2015 through June 15, 2016.

The Consortium includes the following service providers:

United Way of Greater Union County  
Brand New Day  
CASA of Union County  
Community Access Unlimited  
Jefferson Park Ministries  
NJ Chamber of Commerce Foundation  
Plainfield Action Services  
PROCEED  
Rahway Community Action Organization  
Urban League of Union County

The Workforce Development Board awarded \$290,000.00 to the Plainfield YMCA and \$290,000.00 to Union County College to provide out-of-school youth, ages 16 to 24, with GED, High School Diploma preparation services and occupational skills training for a 12-month period, from April 1, 2016 through March 31, 2017. The total award amount is \$580,000.00.

The Workforce Development Board awarded \$477,000.00 to the United Way of Greater Union County to establish a consortium of service providers to provide comprehensive youth services to Workforce Investment Act (WIA)/Workforce Innovation and Opportunity Act (WIOA) eligible youth: both In-School and Out-of School. The operational period for the program is December 1, 2016 through March 31, 2018.

The Department of Human Services and the One-Stop Career Centers are responsible for working with the sub-recipients so as to ascertain the performance outcomes related to the funded program.

### **Workfirst New Jersey**

The Union County Workforce Development Board allocated \$1,119,000.00 Program Year 2016 WorkFirst New Jersey funds to six (6) sub-recipients to provide work experience activities that provide an



individual with an opportunity to acquire the general skills, training, knowledge and work habits necessary to obtain employment. The WorkFirst New Jersey program includes job search, community work experience, English as a Second Language, an educational component, a job skills component and basic skills services.

The Sub-Recipients funded to provide Program Year 2016 WorkFirst New Jersey services for the period July 1, 2016 through December 31, 2017 include:

- B&M Consultants Inc. was awarded \$161,000.00 to provide WorkFirst New Jersey employment directed activities.
- Union County College was awarded \$474,184.00 to provide WorkFirst New Jersey employment directed activities.
- Workforce Advantage was awarded \$284,816.00 to provide WorkFirst New Jersey employment directed activities.
- Urban League of Union County was awarded \$60,000.00 to provide WorkFirst New Jersey employment directed activities.
- Venture & Venture Human Skills Training Center was awarded \$39,000.00 to provide WorkFirst New Jersey employment directed activities.
- America Works NJ was awarded \$100,000.00 to provide WorkFirst New Jersey employment directed activities.

The Department of Human Services and the One-Stop Career Centers are responsible for working with the sub-recipients so as to ascertain the performance outcomes related to the funded program.

### **Bureau of Housing**

Under the Home Investment Partnership program, we lead a consortium of twenty municipalities in Union County, New Jersey. Only one municipality, the City of Elizabeth, is not a participant (having received its own HOME entitlement). The HOME Investment Partnerships Program is operated by

the County government through its Department of Economic Development/Bureau of Housing.

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

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

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

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

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

For the HOME Investment Partnerships Year 2015-2016, applications were advertised on the County website. Nine (9) applications were received from the four (4) organizations requesting HOME funds, totaling \$1,825,424.00. The HOME Review Team had approximately \$657,561.75 in FY 2015-2016 HOME funds and \$120,333.30 in CHDO funds to award. The HOME Team recommended funding to the Union County Board of Chosen Freeholders in the amount of \$789,775.20

In order to meet the priorities, needs, goals and specific objectives of the Consolidated Plan, the HOME Program 2015-2016 committed \$437,800.65 to rental projects and \$90,000.00 for Homebuyer down payment and closing

cost assistance. An amount of \$219,974.55 for Homebuyer acquisition and rehabilitation and \$42,000 for CHDO operating expenses was also allocated.

In the 2015-2016 HOME Program year, funds were allocated for following projects:

- St. Mary's Place - One (1) unit of housing for homebuyers that are below 80% the area median income.
- 330 Franklin Place – Three (3) units of rental housing for households at or below 50% of the area median income.
- 1632 Mountain Ave. – Two (2) unit of rental housing for households at or below 50% of the area median income.
- Home First Park Ave. – Three (3) units of rental housing for households at or below 50% area median income.
- 710 Central Ave. - Two (2) units of rental housing for household at or below 50% of the area median income.
- 233 Florida St. - Eleven (11) units of rental housing for household at or below 50% of the area median income.
- 217 First St. - Six (6) units of rental housing for household at or below 50% of the area median income.
- 848 E. Jersey St. - Three (3) units of rental housing for household at or below 50% of the area median income.
- 618 St. George Ave. - Eleven (11) units of rental for senior citizens.
- Habitat Village - Five (5) units of homebuyer housing completed.

**Certification review and on-site inspections for projects:**

Onsite Inspection were conducted for Housing Quality Standards, lease compliance and income verification for nineteen (19) projects as required by U.S. Department of Housing and Urban Development.

## **Bureau of Community Development**

Below is a summary of accomplishments for the CDBG program during the 2016 reporting period.

### **Housing**

A total of 44 housing units were rehabilitated through the following programs

<u>Municipality</u>	<u>Approx. Completed</u>
Countywide Housing Rehab.	13
Linnden	8
Plainfield	13
Rahway	10
Total	44

### **Handyman Programs (Senior Home Repair)**

A total of 93 residents were served by the Senior Citizen Handyman Program.

<u>Municipality</u>	<u>Unduplicated Households</u>
Cranford	34
Fanwood	9
Garwood	25
Kenilworth	12
Mountainside	12
Roselle Park	1
Total	93Unduplicated Households

### **Facilities Improvements**

A total of \$750,000 was allocated for facility projects. Some of the accomplishments are as follows:

#### *Senior Citizens:*

- Rahway Housing Authority senior apartment complex utilized \$15,000 of HUD funding for ADA apartment upgrades.
- Scotch Plains Senior Housing utilized \$20,000 of funding for the rehabilitation of the Fire Alarm System.

- Summit Senior Housing Authority utilized \$37,200 of funding to replace staircases.
- New Providence Senior Center utilized \$20,000 of funding to install Restrooms.
- Westfield Senior Center was funded \$25,000 for facility improvements to eliminate water seepage into the basement.

*Disabled:*

- The ARC of Union County used \$35,000 in funding for facility improvements which consisted of group home rehabilitation at three locations throughout the County of Union. These group homes provide housing and support services for residents with developmental disabilities.
- The Cerebral Palsy League utilized \$77,050 along with \$80,500 of other funding to repave the parking lot.

*Local Neighborhood Area Benefits:*

- Linden Multi-Purpose Center replaced 5 HVAC roof units with \$57,000 of funding.
- Plainfield Housing Authority (Elmwood Gardens) utilized \$120,000 of funding for demolition in preparation for a new facility.
- BUF Health & Human Services of Plainfield was funded \$32,000 to upgrade windows and doors at the Pre-school.
- Plainfield utilized \$130,000 to install restrooms in the Madison Avenue playground.
- Plainfield YMCA was funded \$39,990 for new sidewalks in front of the building.
- Plainfield Second Street Youth Center utilized \$27,500 to replace 4 HVAC roof units as well as another \$5,500 to water proof the front of the building to eliminate seepage into the basement.

- Neighborhood House of Plainfield was funded \$35,000 for a new fence for their outdoor play area.
- Rahway YMCA was able to replace a section of roofing with \$45,000 in funding.
- Rahway Community Action Center utilized \$24,910 to replace 3 HVAC roof units.
- The Westfield YMCA leveraged \$10,000 with other funding to upgrade restrooms to meet ADA requirements.

### **Public Improvements**

A total of \$1,500,000 was allocated for projects. Some of the accomplishments are as follows:

- Cranford and Kenilworth, utilized \$35,000 each for curb cuts at various locations as needed in order to comply with current ADA codes.
- Linden utilized \$250,000 of CDBG funding for the rehabilitation for various streets, sidewalks and curbs.
- Plainfield utilized \$400,000 of CDBG funding along with \$463,325 of other funding for street rehabilitation.
- Rahway utilized \$255,000 of CDBG funding along with \$735,866 of other funding for street rehabilitation.
- Roselle utilized \$155,000 of CDBG funding along with \$78,655 of other funding for rehabilitation of deteriorated sidewalks, curbs and streets.
- Roselle Park utilized \$175,000 of CDBG funding along with \$135,996 of other funding for rehabilitation to deteriorated streets.

## **Social Services**

### *Handicapped Services*

Approximately over 1,600 Handicapped individuals were served in the County of Union with programs such as Cerebral Palsy League Multi-Sensory Program; Expressive Recreational Program of New Providence; Shut-In Council for Disabled Care Services in Plainfield; ARC of Union County Adult Medical Day Care; providing individuals with rehabilitation services promoting physical, emotional and cognitive development and assuring their safety and wellbeing. These programs provided services to low and moderate income families who would not be able to afford these programs and also allows other family members the chance to work which otherwise would not be possible.

### *Emergency Shelter Services*

To address homelessness in the County, 125 individuals were served by programs such as FISH Hospitality, YMCA of Eastern Union County, and YMCA of Plainfield. These shelters provide case management, counseling, follow-up services, hot meals, transitional housing, one-time rental assistance payments, transportation, clothing, assistance with job and apartment searches and medical care to persons who are homeless and are homeless due to abusive family members.

### *Senior Citizens Social Service Programs*

More than 15,000 senior citizens received the following benefits during the contract year.

Health benefits included educational presentations by guest speakers on topics of maintaining wellness and fitness through nutrition and exercise, health aide services to seniors who are unable to attend outside programs showing them how to live safely in their homes and prevent nursing home placement or hospitalization, health assessments including weight and vital signs, cardiovascular, diabetic, urinary, mental health, skin and wound healing and much more.

Recreational benefits included Arts & Crafts workshops, Line Dancing, Bingo, Tai Chi, Yoga and Zumba just to name a few. Seniors also had the opportunity to participate in special events such as a Fashion Show and Holiday Party.

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

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

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

Over 500 parents and their children were able to participate in Hillside's Maternal Child Health Care Program. Public nursing staff provided counseling services, medical screening and referrals to appropriate resources as needed. Children care wellness was also provided on a monthly basis, which included vaccinations administered by physicians to ensure proper immunizations protection, lead screening and more. A Health Fair was also held which administered immunizations for children, flu shots for children, eye screening and lead screening.

#### *Child Care Services*

Over 1,000 children Countywide from low to moderate income families were provided with daycare programs; as well as afterschool and summer programs. The after school programs provided homework and reading assistance, tutoring, cultural and recreational activities. The summer programs the children were provided activates such as swimming, arts and crafts, field trips and other recreational services. This funding allowed parents the opportunity to work without having to worry about their children receiving quality care.

#### *Teen Programs*

A total of 3,000 teens were assisted in achieving a better quality of life by several agencies and programs including the Plainfield Jr. Monitoring Program, the Boys and Girls Club of Plainfield, the YMCA Adolescent/Teen at Risk Program in Plainfield, the YMCA After School Program, Second Street Youth Center Afterschool program, Roselle Workforce Initiative and the Plainfield Branch of the Girl Scouts.

#### *Food Pantry*

Linden LINC and The Salvation Army Food pantry programs have served a total of 4,800 people and families with essential food and health care products. These programs have helped to support hard working families in



their biggest time of need. This population of low-income and no income residents of Plainfield, and its surrounding area in Union County, represents a 20% increase in the numbers of unduplicated, food-insecure clients as measured by their sign-in sheets and intake forms.

### **United Way**

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

Community Development funds in the amount of \$158,500.00 were provided to the United Way for this program. These funds were matched by United Way funds at almost 3 -1 rate (approximately \$400,000). As a result of this collaboration, the CDBG program served a total of 1,500 clients.

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

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

### **Counseling Agencies**

The County of Union suffers from high foreclosure rate. To address that problem, the County has utilized the services of three HUD certified Housing Counseling Agencies – Urban League, Brand New Day, Inc., and Faith, Bricks and Mortar. All three have expanded their services beyond regular counseling services to now include foreclosure issue. All these agencies are CBDO (Community Based Development Organization) agencies.

## **Division of Strategic Planning and Intergovernmental Relations**

### **Union County Women Mean Business**

The fourth annual Union County Women Mean Business event was held May 25, 2016 at the Clubhouse at Galloping Hill Golf Course in Kenilworth. There were approximately 200 people in attendance for the afternoon program. The program included 2 breakout sessions that offered a total of 6 topics of interest for working women. The keynote speaker was Debra Vizzi, President and CEO of the Community Food Bank of New Jersey, the state's largest anti-hunger and anti-poverty organization, serving people in 17 counties.

### **Union County Means Business Expo**

The first annual Union County Means Business Expo was held September 20, 2016 at the Clubhouse at Galloping Hill Golf Course in Kenilworth. The event offered local businesses an opportunity to showcase their products and/or services, network with other business leaders, expand their customer base and generate market awareness. There were over 120 event attendees and 50 vendors participated in the event.

### **UC STEP**

The “*Garments & Gear*” – *Greatness for Years* initiative concluded in May 2016. The third annual UC STEP was held at the STEM Building at Kean University on December 11, 2015 and “*Garments & Gear*” – *Greatness for Years* won the UC STEP civic engagement challenge. The day-long event invites high school sophomores and juniors from throughout Union County to participate in hands-on activities focused on leadership, personal growth and civic engagement. A total of 195 sophomore and junior high school students from 27 high schools throughout Union County participated in the program.

The “*Garments & Gear*” – *Greatness for Years* campaign focused on giving less fortunate athletes the needed equipment to excel in sports. High schools throughout Union County collected sports items and organized fundraising events to purchase additional supplies for under-privileged athletes. As a result of our joint efforts with Ivy Visions, Inc., we were able to help various athletic departments with the donation of sports equipment, homeless shelters with the apparel that was collected, and a new electronic scoreboard for a basketball league that was purchased from monies provided by fundraising efforts. Two high schools received *Start Now* grants of \$1,000

each for their successful sports equipment collection and/or fundraising efforts: New Providence High School and John E. Dwyer Technology Academy in Elizabeth

### **Union County Municipal Profiles**

The Division prepared municipal profiles for all 21 Union County municipalities. The profiles contain the most current information obtained from the US Census Bureau American Community Survey 5 Year Estimates (Year 2015). For municipalities with a population over 25,000, we utilized the USDOL Bureau of Labor Statistics database that has the most current unemployment rates (as of October 2016). The profiles include community highlights, amenities and services. We anticipate that the municipal profiles will be posted on the Union County website by mid-February 2017.

### **Union County Marketing Campaign**

The Division worked with the graphic design firm *Wisdom Media* in Rahway to develop a marketing brochure for the County. It will be marketed under the Union County Means Business logo. The marketing brochure is targeted to businesses that are start-ups, considering relocation and/or expanding. The brochure consists of graphics coupled with succinct information that highlights the benefits offered by the County, including its geographical location, highly developed transportation network, quality of life, skilled workforce and resources available for businesses. It is expected that the brochure will be completed by the end of February 2017.

In addition, we are working with Lamar Mackson, Director of Video Services to create a short marketing video for the County. We arranged a visit to the APM Terminals in Port Elizabeth to capture the operations of containerized shipping to reflect robust commerce at the marine terminal. It is a work in progress.

### **CoStar Reports**

The Division receives periodic requests for information regarding real estate purchase and/or lease. We prepared reports utilizing CoStar – an online database of commercial real estate. The inquiries ranged from an individual looking to find a location to start a donut/pastry business to an adult school for students with disabilities looking to relocate from Essex County.

## **Bureau of Transportation Planning**

The Bureau of Transportation Planning works towards a balanced transportation system for Union County and the travel needs of people and goods through a coordinated intermodal transportation system.

The transportation network in Union County includes highways, bus lines, passenger and freight rail line, shuttle services, bicycle trails as well as air and port facilities. The Bureau conducts its own studies and partners with other entities on a range of transportation planning problems with the goal of creating alternative solutions and recommendations. It is the Bureau of Transportation Planning that develops and updates Transportation Master Plan for the County. Funding for the projects is obtained from both state and federal agencies.

The Bureau of Transportation Planning works closely with the North Jersey Transportation Planning Authority which is the Metropolitan Planning Organization for Northern New Jersey. As part of the planning process, the Union County Transportation Advisory Board exists as a local and citizen input on transportation policy matters to the Board of Chosen Freeholders. Each of the 21 municipalities within the County can appoint representatives.

### **Funding**

The Bureau of 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). The STP grant program operates on the state fiscal year. For FY 2017 from July 1, 2016 to June 30, 2017, the STP grant is \$172,277.50 including the 20% County match. It covers part of the salaries of four staff people. This is a funding increase from two years ago before when the STP grant award was \$131,443.75. Through the NJTPA Technical Library/Internship adjunct of the STP grant, funding was made available to support a part time Transportation Planning Intern.

In addition, the Bureau received a two-year transportation planning grant for \$300,000 from July 2014 to June 2016 through the NJTPA for the Union County Transportation Master Plan. This includes the 20% County match. It covered part of the salaries of five staff people and the entire cost of a consultant team.

The Bureau of Transportation Planning has moved forward with many of its ongoing transportation projects and partnering on initiatives:

### **Subregional Planning Program (STP)**

In 2016, the Bureau of Transportation Planning received annual funding through the NJTPA to support essential local and regional transportation planning. As part of the program, the Bureau advocates for transportation improvement projects benefitting Union County. In 2016 there were 22 projects for County listed in the capital Transportation Improvement Program (TIP) and another seven projects in the Study and Development Program in the early stages of Concept or Preliminary Engineering. Also, the Bureau participated in the federal earmark repurposing meetings involving Liberty Corridor funding.

The Bureau continued to attend the NJTPA committees: the Planning and Economic Committee, Project Prioritization Committee, Freight Initiatives Committee and the Regional Transportation Advisory Committee (RTAC). The Bureau attends the NJTPA Board of Trustees meetings and provided technical support to the Union County Trustee.

In 2016, the Bureau served on the Technical Advisory Committee of NJTPA projects on: Inventory and Assessment of Waterborne Transportation Resources; Project Selection Criteria Update; and Assessment of System Connectivity in Northern New Jersey.

The Bureau received a part time Transportation Planning Intern in 2014 that continues to work through 2016 and is attending a Masters Program in Regional Planning at Rutgers Bloustein School. The position is funded directly by the NJTPA. The individual supplements existing staff resources and receives valuable experience in the planning field.

### **Union County Transportation Master Plan**

The Bureau completed a new Transportation Master Plan and a County public transportation map for the County to reflect the significant improvements made to the local and regional Transportation system over the last ten years and identified goals, objectives and future needs.

The contract for this two year County managed consultant study began in April 2015. The work of data collection and analysis continued in June 2016. In February 2016, the second Steering Committee Meeting was held

to receive input on the work to date and this was followed by a Public Open House in April 2016. The County website hosted a project page describing the objectives of the project and, during the data collection stage; it offered a bilingual survey for the public to rate the transportation system and suggest funding priorities. The results from this electronic Public Survey and as well as a Municipal Survey sent to the Mayors of the 21 towns were part of the public outreach and helped inform the final product.

The Bureau of Transportation Planning presented the draft Transportation Master Plan to the Board of Chosen Freeholders in October 2016 and it was formally adopted in the same month. Copies were sent to the members of the Steering Advisory Committee, Union County Transportation Advisory Board and the Mayors of the County municipalities. The Transportation Master Plan and public transportation map is on the County website at: [www.ucnj.org/tmp](http://www.ucnj.org/tmp)

### **Transportation Advisory Board**

As part of its ongoing program component, the Bureau continued to support the Union County Transportation Advisory Board that exists as part of the transportation planning process and serves as a local and citizen advisor to the Freeholders on transportation policy matters to the Board of Chosen Freeholders. The meetings are scheduled on alternating months.

Each of the Union County municipalities can appoint their representatives. Presentations in 2016 include: Raritan Valley Rail Coalition; Union County Transportation Master Plan; Northern NJ Coordinated Human Services Plan; as well as highlights of Transportation Planning initiatives in Union County and the immediate region.

### **Route 22 Safety Shuttle and Route 22 Roadway Improvements**

The Bureau of Transportation Planning continued to support the Route 22 Safety Shuttle now in its ninth year of operations. It operates as an extension the County Paratransit System and improves pedestrian safety by helping workers and area residents safety access both sides of Route 22. The Bureau of Transportation Planning continued to participate on the Paratransit SCDRTAB and to report on Bureau activities.

In 2016, the Bureau was on the Evaluation Committee to the County's 2017 Competitive Contract for the Paratransit System to read and score the

proposals and participate in the deliberations of the Evaluation Committee to recommend the future vendor.

### **Regional Outreach**

The Bureau of Transportation Planning represented the County at regional transportation planning organizations such as the Raritan Valley Rail Coalition, the Bicycle Pedestrian Advisory Council, Together North Jersey 2.0 and the County Transportation Planners Association.

### **Raritan Valley Rail Coalition**

The Bureau of Transportation Planning is a member of the working group for the Coalition and participated in the quarterly meetings of the group with NJ Transit to improve service on the Raritan Valley Rail Line. In the last two years, the Coalition saw the extension of one-seat NY Penn Station service to midday weekday and evening after 8:00 PM of weekday trains. The Coalition continues to press forward at the ongoing challenges for further direct service to NY despite limited slots available to trains in the Hudson River tunnels during the morning and evening peak travel hours.

In 2016, the Coalition had two short professionally-made videos. One highlighted the efforts of the Coalition and the second focused on the need for the Gateway project to construct new tunnels under the Hudson River.

### **Professional**

- Regional Transportation Advisory Board (RTAC): In 2016, Liza Betz was elected Chairman to her first term.
- 2016 TransAction Transportation Conference: Liza Betz served on the Conference Planning Committee for this three-day statewide annual conference on transportation in New Jersey. She also organized and moderated a session on: “Planning Law and Transportation.” It focused on the NJ Local Redevelopment and Housing Law in the context of Transit Oriented Development.

### **Bureau of Planning and Economic Development**

#### **Planning Board**

In 2016 (January through December), the County Planning Board received 142 land development applications and reviewed 140 of these applications during the year with the remaining two applications reviewed during January

2017. In 2016, the Board reviewed development applications for twenty of the twenty one municipalities within the County of Union. The land development applications received during 2016 generated \$56,695 in development review fees collected. The review fees collected in 2016 represents a 47% increase compared to the prior year which is reflective of the increase in development applications received and reviewed during 2016.

During 2016, staff held twelve pre-application meetings with applicant representatives that included county engineering to help reduce review time and to assure that the applicant and their professional staff were clear on all requirements and regulations related to their application. The Planning Board held all but one meeting, due to no quorum, which is a significant improvement compared to past years as the board had full membership by May 2016. Also as a result of constant coordination with developers, their professionals and county engineering staff there were no waiver hearings required in 2016. The full board membership has led to increased efficiency in reviewing development applications. The percentage increase of the development applications received in 2016 compared to 2015 is 29%.

### **Past Land Development Records**

Due to declining availability of storage space for development records that have accumulated over the last 17 years, staff developed with our IT staff a subprogram to log the disposition or long term storage of associated boxes of past development application files in accordance with State requirements. Interns assisted with the logging and preparation of files for disposition or long term storage. Approximately eight years' worth files have been disposed of in accordance with State requirements. This has freed up space in the storage room as more and more if it is being used by the Sheriff's office for equipment storage. The use of non-paid interns in this project has saved the county a significant amount of money saved in salaried staff time.

### **Constituents Served and Information Requests**

Over 654 data requests were received and addressed in 2016 or a 92% increase over 2015 data requests. This equates to about 65 data requests per month associated to about 13 county towns. This averages to over 3 data requests per day. Most of these data requests related to development applications, planning process, economic development, transportation, demographic information, and other general areas related to planning. The people that make these requests range from citizens, town representatives,



realtors, researchers, academics, state agencies, other counties, and attorneys or other professionals representing applicants.

Open Public Records Act (OPRA) requests which often require time consuming file searches were also received and reviewed this year. During 2016, we reviewed and responded to over 380 OPRA requests when compared to 2015 represents a 73% increase in OPRA requests this year. This equates to about 32 OPRA requests per month and on average relates to 13 County municipalities. The majority of these requests relate to environmental or planning information requested by citizens, attorneys, and environmental associations or professionals.

In 2016, 276 municipal notices were reviewed for a monthly average of 23 notices associated to about 13 county towns. Also in 2016, 192 environmental notices were submitted and reviewed which account to about 16 notices per month related to about 8 county towns during the year.

## **Projects**

### **EPA Brownfield Project**

The EPA Brownfield Grant awarded to the County in 2014 with the purpose to create an inventory of Brownfield sites and to initiate the assessment of some properties that meeting criteria established by the project and outreach committee. A consultant contract was implemented in August 2015 and an outreach committee was developed with staff input. The outreach effort was initiated with a meeting in December 2015 with all county towns invited with emphasis on the six coalition municipalities. All interested municipalities were invited to attend two follow up Outreach Committee meetings in 2016. In between this time period the inventory of all sites in that are defined as Brownfield sites including hazardous and petroleum components was prepared by the consultant with staff input.

The next step was identifying the sites in the County that met the project criteria and outreach committee criteria for sites to be considered for initial site assessment as permitted by this project. All outreach committee towns, coalition towns and other municipalities in the County were given multiple opportunities throughout the year to nominate sites in their town or others and to provide comments. As a result of this effort and multiple iterations of reviewing the data, inventory and criteria a list of over 40 sites was developed in relation to the 24 preliminary assessment and 12 site investigations that can be conducted within project budget agreement. The

assessment process began in 2016 for earlier sites selected and the remaining sites assessments will continue in 2017.

### **Bond Documentation**

The Finance Department has requested two separate updates to the economic section of their County bond report in 2016. Both requests were completed by staff providing the associated by reviewing and updating associated demographics, planning and economic development in the related section of the bond report. Updating this section of the bond report assists the Finance Department with completing their bond report that establishes the County bond rating used for financing County activities.

### **Other projects:**

#### **Databook/Municipal Profile Project**

A municipal profile project was completed a few years ago and has been updated several times over that period. This municipal profile project was prepared with the assistance of planning interns and assisted with updates by other staff members in this time period. The objective of municipal profiles/data is to provide citizens, public officials and businesses with general information, maps, key facts, related services and weblinks for towns and/or the County. These municipal profiles offer data that help provides positive perspectives to help individuals or businesses that are considering visiting or locating in a County municipality.

Databook/municipal profiles, once verified and approved, will be added to the County website to provide easy access by residents, business and interested individuals.

#### **Events and Programs Attended and Participated in related to Planning:**

- *NJAPA Conference held Jan. 28-29th* – Attended the annual NJAPA Conference is held to provide planners in New Jersey a venue to review planning topics, regulations and trends that impact the planning profession.
- *TransAction held April 12<sup>th</sup> through 14<sup>th</sup>* - Attended the annual transportation conference that helps planning professionals practicing in NJ and surrounding region with understanding and expanding knowledge on transportation planning and related fields. The conference provides planners with information useful for daily work activities and projects.

- *Union County Planning Board* – As the planning board secretary I coordinate all associated material reviewed at each meeting and as staff I prepare meeting minutes, reports and review every land development application submitted to the board for review.
- *New Jersey County Planner's Association* – As Union County representative to the NJCPA I served as Association President in 2016 and also served as President of the Association in 2009. As President I coordinated the 60<sup>th</sup> Anniversary Event and conducted a special meeting in Cranford that provided a presentation and walking tour on Redevelopment along South Avenue.
- *Meadowlink Board Meetings held in Woodridge, NJ* – As Freeholder alternate I attend the regularly scheduled board meetings.
- *Plainfield Brownfield Committee* – Attended meeting of the committee as County representative in 2016 to discuss Plainfield's ongoing Brownfield EPA and NJDEP grant efforts.
- *NJ Dept. of Environmental Protection Brownfield Outreach* – As County representative I attend DEP quarterly meetings related to Brownfields.
- *New Jersey Planning Officials* – On a continuing annual basis I serve as an instructor on non-workday to teach planning concepts and regulations to new planning board and zoning board members serving Union County and surrounding counties. I have provided this instruction to the NJPO for about the last 10 years on a pro-bono basis.
- *Rutgers University Planning License and AICP Review Course* – Participated on a pro-bono basis as an instructor for the County Planning Section of the review course to help new planners prepare for the planning license tests.

## **Bureau of Information Technology**

Between January and December of 2016, the IT Bureau responded to 3,319 help line calls for support. Support calls were from all County facilities.

The IT Bureau acquired and installed 4 new Cisco network core switches that replace the old ones that were 9 years old at the Admin building and the County Police Complex.

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

IT Bureau assisted with the Falcon camera project.

The IT Bureau setup and configured new Barracuda firewalls to protect/reduce viruses/spywares on the network. It has reduced the amount of time the staff has had to clean or reformat infected computers.

The IT Bureau provided assistance and support for replacing and upgrading Parker road surveillance system project.

The IT Bureau assisted in the installation of new Time readers for Social services in Plainfield, Elizabeth and Parker Road

The IT Bureau assisted Juvenile Detention with installation of new health services.

IT Bureau installed new fiber optics cabling for Sheriff's department to be used for State Police and FBI guidelines.

IT Bureau installed new fiber optic cabling for Prosecutors office.

IT Bureau assisted in upgrade and install of the UC Credit Union call in system and PC's.

**New Family Courthouse Project:**

- New Installation of Fiber optics from Old Court house to Admin bldg. to New Family court bldg.
- Installation of new switches and routers to communicate with main building.

The IT Bureau consolidated all telco circuits for the County.

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

The IT Bureau has completed the installation of the County's new Phone System.

Installed new MPLS (Multiprotocol Label Switching): This system is a type of data-carrying technique for high-performance telecommunications networks that directs data from one network node to the next based on short path labels rather than long network addresses, avoiding complex lookups in a routing table. The labels identify virtual links (paths) between distant nodes rather than endpoints, replacing all outdated T1's for the County's network.

Assisted the Union County Prosecutor's Office switching to MPLS, to their remote locations.

Installed new internet access and cancel all DSL service in the County for remote sites.

The IT Bureau has installed new data, and panic buttons for Juvenile Detention classrooms.

The IT Bureau assisted the County Clerk's Office with internet upgrades in Elizabeth and Westfield.

IT Bureau supported Corrections with the upgrade of new cameras and equipment.

IT Bureau assisted Union County Arts Center with purchasing new PC's.

The IT Bureau assisted the Sheriff's office with body camera project. Active Shooter drill setup and installed Sheriff's Training Facility at UC garage 7th Fl.

**Projects which continue to be in progress in 2016 with an anticipated completion in 2017:**

- Microsoft Exchange for our County e-mail.
- Centralized Wi-Fi throughout the Administration Building.
- Continuing support for Juvenile Detention enhancements.
- Upgrade of firmware for our virtual server systems in Westfield and Elizabeth.

## **The following encompasses IT Division Programming:**

### *Personnel System*

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

- The PPA form program is still supported. The bureau updated the system with our new County of Union department structure and re-designed history automation process with advance SQL queries.
- ABRA reports system is still supported and has a funded/non- funded report system that summarizes calculations based on ABRA/PowerPCS software.

### *New feature developed:*

- Audit the Health Benefit plans for employees
- Cornerstone reports
- Label system

*ABRA and Motor Vehicle (Dossier) database* was developed for Matt Mathan in GIS. This interaction is between the ABRA system and the Motor Vehicle database, and produces a file that is exported, with data manipulation and calculations. This data is then uploaded to the motor vehicle database from ABRA data. It is still supported and maintained.

*Vacancy report programs* – Made modification to this report, manipulation with PowerPCS data (FoxPro database platform), VBA coding used to present correctly report based on user defined input. It is still supported and maintained.

*POSS software reports-* Leave of absence report from POSS will be integrated to "ABRA report system". Analyzing data/ exploring POSS software structure learn business rules. (Estimated end date – October-November 2015) It is still supported and maintained.

*Insurance Certificates System-* A system was needed to track all certificates of insurance that must be provided by any organization doing business with the County of Union. An Access database was developed for this tracking.

The system allows certificates to be scanned into the database and pertinent data is keyed into the database. A report is provided as the system is opened that generates a list of certificates that are will expire within 30 days. It is extremely important that insurances do not expire to protect the County of Union from lawsuits. It is still supported and maintained.

### **Payroll System/Check Printing**

IT Bureau staff continues to process, print and fold other miscellaneous checks. As part of the Payroll Committee, 2 IT staff members were responsible for assisting in the selection of a new payroll system Prime Point.

### **Tax System**

Tax bills continue to be processed, printed and delivered to county homeowners on time as required by the State of New Jersey. Run and print updates, Run tax rates, run and print extended tax duplicates, Run and print Tax lists for, Assessor, Collectors and Tax Board. Print Sr1a forms for Tax Assessor and Tax Board.

Print Tax Bills for all Towns. Added omitted tax books and bills, Tax books, senior post year tax statements, assessment cards. Email MOD IV files for vendors for the Tax Collector's system.

Work with Micro Systems, Tax Assessor's, Tax Collectors, Tax Board and Tax Collector Vendors with any problems or files they may need. Work with Xerox for any printing changes to Assessments cards or Tax bills. Also finding ways to save Tax Assessors on postage for the Assessment Cards. Work with Micro systems for any changes to the MOD IV from the state. Track and order supplies such as Tax Forms, Tax Bills, Assessment cards, PD5 forms. Get price quotes and order supplies. Print reports or labels on request for any town who requests them. All tax jobs are to be done by a certain time frame mandated from the State. Such as Tax lists, need to be done so Assessors, Tax Board sign and certify books and files then they are sent to the state.

Assessment cards must be printed send to town for mailing. They have to be in the mail 45 days prior to April 1st for appeals. Tax Rates and books along with Tax bills must be done as soon as tax rate are received, so towns can get them out as soon as possible. Making sure they run properly the right information is on these projects and working with everyone to make sure all runs smooth.

### **Correctional Services**

Social Services System allows keeping track of all businesses related to inmates, their programs, their requests, social workers' work and responsibility. This system was installed and connected to UC County network.

**Law Library System:** This system allows tracking of all inmates requests from authorize Jail Law Library's employee. It also, includes visitations of Jail Law Library's authorize person to inmates, reports of his work. Easy to use and saves time. It is still supported and maintained.

**The Firearms database** has been in use since 2011. Additional reporting features were added to provide concise and accurate reports to the state during yearly state inspections. It is still supported and maintained.

**The Corrections' Forms database** system, which has been in use for many years, continues to grow year after year. It is still supported and maintained.

The Correction's Disciplinary system has also been modified and brought to a greater level. Additional yearly summary reports were created through the request of the Disciplinary Officer. The State Inspectors marvel at the yearly reports that are so easily generated and handed to them. They say no other county provides them with such detailed and efficient information. It is still supported and maintained.

The **Special Investigations Unit Random Drug Testing** is fully operational. IT Bureau developed a program for them that is updating and modifying as scheduled. This system retrieves officers for drug testing by selecting a quantity of officers or a percentage of officers. Our development communicates with ABRA in updating correction officer information, keeping it current. This system has easy access for randomly choosing officers for testing and immediately generating reports at a judge's request. It is still supported and maintained. It is still supported and maintained.

**Jail Contractors System, Contract Management System** - It is still supported and maintained.

**Gang System:** According FBI and State requests a new part of Gang's System development was done: Gang's System could search any inmate by identifiers; that means if by any agency request (like FBI or State, or



Prosecutor Office) to find inmate who has a specific tattoo the on right hand, for example, by typing some keywords you could get the list of all inmates who have that tattoo on the right hand and review all information including pictures about any specific gang member by clicking and choosing from the list. It is a big help for County and State. Our Special Threat Unit of Union County could provide very important information about any gang member in few seconds to any qualified agency. It is still supported and maintained.

The **Social Services System** has been tremendously helpful to Mary Hails and her staff. It interfaces with the Gang System Database and helps track inmates while in custody with gang affiliations. It is still supported and maintained.

**Video Burning Database**-Captain Anthony Bonito of the UC Correctional Services requested a database to record when surveillance videos are burned for viewing purposes. This is just another step in the jail becoming totally automated.

**Forms Database:** Sanitation/Maintenance Report- Captain Anthony Bonito has requested a modification to the current Forms database. A monthly report and summary report is needed for the Sanitation and Maintenance records.

At the request of the new Corrections Director, IT was asked to develop a system to track and generate **Directives and Personnel Orders Database**. This system makes sending out notices to all required personnel much more efficient and timely. The system is simple and manageable, needed in a high volume agency. This system also tracks the releasing of an inmate to attend a funeral for a family member. The report provided is essential for the release.

A simpler and easier to read database was developed to replace the current Excel spreadsheet. The Inmate Population Database makes entering the daily population numbers much easier. Searching for populations on a specific date is provided and is quicker, easier and easily read. The 12 page monthly report provides totals across the board and the yearly roll-over is a click of the button. The officer never has to re-type the population locations or dates for the new year.

The **Lock-Key-Fire Safety Maintenance Database**, at the request of Capt. Bonito, was developed to track certain repairs within the jail. Monthly and quarterly reports are generated to provide maintenance history. Vehicle Maintenance is also tracked and reports provided. This system provides accurate record keeping and reporting.

### **Office of the Sheriff**

Demographic database - Input data (originally converted from ABRA database) allows to generate various statistic reports for active and retired employees with different type of details and summary calculation.

Sheriff's Labor Assistance Program that was started in 2011 and continues to enhanced. In 2016, more development was added to accommodate new business requirements, pending and transferring processes and the development of new reports. It is still supported and maintained.

This past year, the DAS/CAD system underwent some minor changes. It is still supported and maintained.

### **County Police**

2016 was a busy year for the Union County Police Department, requiring assistance from Information Technologies. The UCPD purchased new CAD (Computer Aided Dispatch) and RMS (Records Management System) from a company named Tritech. This system services four police departments, Scotch Plains, Fanwood, the Sheriff's Office and Union County Police.

The UCPD requested the help from IT to build their Reports Management System. This system includes custom reports and input templates utilized in the field in the patrol cars. SSRS, Sequel Server Reporting System, was used to build and develop the reports. At least 50 reports, per department, need to be built and so far approximately half have been completed.

The older reports were very outdated. Now with this new report management system, the reports now are more efficient, concise and manageable. They are easier to read and information flows in a simpler manner for the public to understand.

### **Human Services**

The Paratransit Rider database/billing system though used successfully, modifications were needed. Additional reports needed for monthly and

quarterly meetings were added to the system also. The billing processed is now easier than before. It is still supported and maintained.

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

The UJET database- A system to track and report on Union County juveniles who go through the county system, Juvenile Detention or other housing/hospital placement, has been in use for 6 years. UJET meets every Wednesday afternoon to review each juvenile's situations. As requirements change, so must the program. Many additional pieces of information that must be recorded and reported have been added to the system. A variety of statistical reports can be generated based on any time frame. It is still supported and maintained.

Information Technologies designed a database for The Department of Human Services for their Second Chance Program. This program was implemented to give parolees' a second chance at life, at being an asset to themselves and the community. The database designed tracks a client's history, skills, counseling and treatment center enrollment. By being able to record this information, the county can better serve each individual looking for better themselves.

### **Cornerstone**

Nurse Scheduling System- The current nursing and orderly scheduling system was developed 12 years ago by Lori Williams who has since retired. This system was designed using MS Excel. The system consists of approximately 25 worksheets, related by a multitude of formulas. One deletion of a formula halts the system because nobody knows the design. Mr. Michael Fleming requested a new system be designed. After meeting with Sandy Pimentel, who will be using the system, it was decided the system be replaced by an Access database. It is still supported and maintained.

### **Facilities**

Bid System- Manny Barone requested a system to track bids, budgets and expenditures. A rough version of this system has been developed but is waiting for it to be reviewed. It is still supported and maintained.

## **Social Services**

Technical assistance was provided to the IT staff in Social Services on a Microsoft SQL Server project. They are in the process of upsizing a Microsoft Access application.

## **Finance**

Union County Grants System is in production now (New advanced development): The Grants System keeps track of all Union County Grants for all UC Departments, calculates and retrieves all grants funding, matching funds, cash and awards: monthly, quarterly and yearly. A system security part was developed that allows Admin to add users with access options and only authorized users can sign into the UC Grants system. Code functions were developed that automate process for Freeholders' Agenda dates and send alerts to users for submitting employee's reports. Also UC Grants System includes recording part of any changes of data by users (history files), loading scanning documents into system, printing requested reports. System produce automatically emails sending to proper department as notification about submitted, approved or completed grants. It will be a big help for County to run this system with all options and simplify process for retrieving grants' information. Communication by auto emailing to proper department and person.

Work with Payroll, Prime Point and Unions for changes to payroll files. Send payroll files to the Unions.

## **Public Works**

Quarry Daily Report database was developed to assist the quarry with their day to day reporting. This is a simple database that generates a daily report that is sent to the director.

## **Westfield Health Department**

Advance Emailing Client- Have added more new reports to the program. The program includes features such as fast email for one or more distribution list or single individual, advance search tool, enabling you to create contact manually or use automation process to get new registrants or unsubscribe inactive members from [www.ucnj.org](http://www.ucnj.org) Program creates and send an Outlook message from Access database, establish and maintain distribution groups, transfer emails between distribution groups, submit Excel files required by state of New Jersey and many advanced reports with calculations, statistics and history logs.

## **Youth Services Bureau**

Juvenile Programs System: This new development allows users to keep track of juvenile information, programs, projects, grants and reports for reporting to State of New Jersey. Easy to use, saves a lot of working time for retrieving records by any requests. This system includes security part and monitoring history files. The new YSC coordinator has asked to create new reports.

## **Administrative Aspect of Programming**

### *ABRA*

Services provided to Personnel and other departments included modifications to Abra Alerts, and first level troubleshooting of numerous system and interface failures.

### *Edmunds*

The production MCSJ system was upgraded from version 3.2 to 4.0, the most current version.

### *OPRA Requests*

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

### *SQL Server Database Management*

Continued to provide daily monitoring, performance tuning, and troubleshooting of eleven different Microsoft SQL Servers, supporting approximately twenty-two critical applications county-wide. Upgraded the Microsoft SQL Server versions of several critical servers at County Police.

### *ONBASE*

The system was upgraded from version 13 to 16, the most current version available.

Completed an entirely new departmental rollout, to Cornerstone Hospital, for medical records.

Services provided to all County departments using Onbase included additions and changes, as requested, to automated processes, document types, keywords and security settings. Also, resolution to several scanner problems. Several obsolete scanners were replaced.

## 2017 INITIATIVES

In 2017 the Department will undertake a number of initiatives. The most notable of these are listed below.

- *Animal Shelter* – The Department will continue explore the feasibility of constructing a County animal control facility at the Houdaille Quarry.
- *Veteran's Success Center* – The Department will work with local veterans groups and other strategic partners to “build” a Veteran's Success Network provide a clearinghouse of supportive services to this population.
- *Simon Youth Foundation* – The Department, specifically the Workforce Development Board, will work with the Simon Youth Foundation to open an alternative high school at the Mills at Jersey Gardens.
- *Infrastructure Improvement Grants* – The Department will once again coordinate this municipal grant program.
- *Workforce Innovation Business Center* – The Workforce Development Board will continue their efforts at the WIB Center in the Mills at Jersey Gardens. The center will continue to provide outstanding training and job opportunities for the residents of Union County.
- *Network Switch Replacement* - The Bureau of Information Technology will install new switches for the computer network infrastructure.
- *Winning/Hoboken Strategies* – The Department will work closely with these entities to monitor developments at the Federal level which impact entitlement program funding and other related issues under the new administration.
- *Union County Means Business* – The Department plans to offer quarterly UCMB seminars including a business resource expo and the Union County Women Mean Business Summit.
- *Senior Focus Grants* – The Bureau of Community Development will work with the Department of Human Services to finalize the Senior Focus Grant program aimed at assisting County Senior Centers with funds to improve and upgrade their facilities.
- *Project Search Overlook Medical Center Transition Program* – The Department will continue to work with Union County Educational Services to support this unique educational opportunity at Overlook Hospital for developmentally disabled individuals ages 19-20 which provides

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**Department of  
Engineering, Public Works & Facilities  
Management**

**Engineering**

**Public Works**

**Facilities Management**

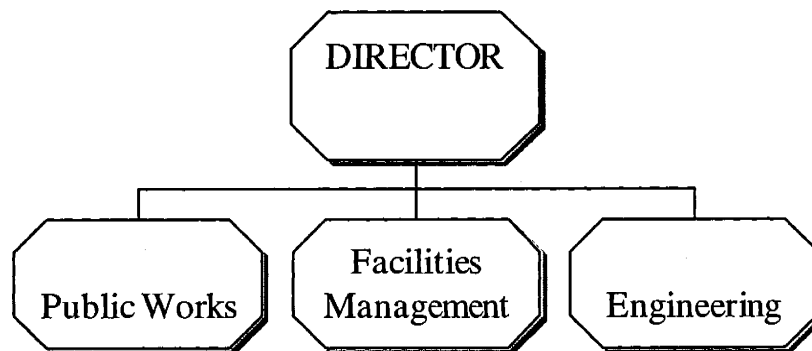
**Recycling & Planning**

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# Organizational Chart

## Department of Engineering, Public Works and Facilities Management







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

## **MISSION**

The mission of the Department of Engineering, Public Works & Facilities Management is to provide and administer professional design and construction services for the planning, development and maintenance of the county's infrastructure, while supporting various other County departments, divisions and agencies in bringing to fruition the Capital Program.

## **PROGRAMS & SERVICES**

### **Division of Public Works**

The Division consists of six bureaus:

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

This Bureau repairs and maintains a safe riding surface on 340 lane miles of County roadways, 386 bridge and culvert surfaces, County Park roads and paths, County Golf Course parking lots, and over 30 County-owned facilities and parking lots. The Bureau receives and completes thousands of work orders through our *CarteGraph* work order system.

Roadways are swept a minimum of twice each month. Storm drains including 4,564 inlets and catch basins are cleaned and maintained on a regular schedule in compliance with the Federal Clean Water Act and requirements of Union County Highway Agency Storm Water General Permit NJ0141887 dated 2005, as required by the State of New Jersey.

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

The 146 bridges and 240 culverts are inspected and maintained on a regular schedule. Major and minor repairs on these structures are performed as outlined through a bi-annual inspection. Debris blockages are cleared when

needed to maintain the downstream flow to reduce flooding. Bridge rails, decks, and walkways are cleaned, repaired and repainted as required. Graffiti is removed instantly.

Beam guiderail repair, replacement, and installations are performed as required for the benefit of public safety.

Right-of-way maintenance is conducted whereby vegetation is cut back or removed through treatment to aid in driver visibility on County roads, intersections and bridges.

In late winter and early spring a comprehensive pothole repair program is instituted. Crews are dispatched to repair any and all potholes resulting from harsh winter conditions or anything else causing them.

Crack sealing of county roadways and parking facilities is carried out during the winter and spring.

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. This aids in providing 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, and vegetation removal.

Solid waste and recyclable hauling is performed weekly. Roll-off containers are located in various locations throughout the county. The containers are dropped off, picked up, and emptied and returned upon request. The roll-off trucks and personnel are also utilized to assist with Union County sponsored recycling and disposal events through the Bureau of Recycling.

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 and available twenty-four hours a day, seven days a week for emergency responses including flooding, icing conditions, and downed trees, blockages at our culverts and bridges, and much more.

### **Bureau of Mosquito Control**

The Bureau of Mosquito Control is responsible for controlling the mosquito population in Union County. The Bureau inspects, constructs and maintains drainage ditches to eliminate standing water where mosquitoes breed. Applications of pesticide are kept to a minimum as long as the Bureau can keep mosquito breeding in check. However, Union County, because of its proximity to the ocean and its tributaries, has many marshes and wetland areas that need to be monitored and treated when mosquito breeding reaches levels endangering the health of human and animal populations. A regimented surveillance and data collection program is essential to maintaining a handle on mosquito population and breeding by this Bureau. Mosquito samples are gathered for identifying species and to track the number of mosquitoes through the use of New Jersey light traps.

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.

Union County Mosquito Control provides, as a county service, individual inspections to homes and businesses when complaints are called or e-mailed to our Bureau. The Bureau provides identification of breeding sites and remediates any standing water when practical. The Bureau works very closely with the local municipalities Boards of Health addressing complaints of abandoned properties in an effort to maintain sanitary conditions that will not promote breeding or spread of vector borne diseases. When breeding is found at these sites, this Bureau will apply larvicide and will adulticide using truck mounted ULV sprayers during peak mosquito activity hours. The staff needs to be recertified annually for renewal of licenses.

The Bureau of Mosquito Control ends its active monitoring and treatment on November 1. The Bureau also is assigned several county roads in Union County's annual Leaf Collection Program and the Bureau also has county snow plow routes that are maintained during snow and icing events.

The staff is trained annually in safety seminars, storm water discharge, and county policy and is also trained biennially for fork lift operation and is required to attend defensive driving courses.

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

The Bureau maintains approximately 15,000 trees along County roads. Resolution 493-2000 states that at least one tree are to be planted for every tree removed in the county. Every year since then the Bureau has planted more than one-for-one to keep the County roads tree-lines. The Shade Tree Bureau 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. The management and maintenance of this conservation facility is another responsibility of this Bureau.

### **Bureau of Inspections**

Utilities such as water, sewer, electric, cable and wastewater are commonly found under the road. This Bureau is responsible for the proper restoration of roadway excavation performed by private contractors and utility companies. The safeguarding of our underground utilities and properly restored roadway are essential in a congested area like Union County.

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

This Bureau repairs all county-owned heavy equipment and a large fleet of trucks utilized by the Divisions of Public Works and Park Maintenance. Within this Bureau there are hydraulic and diesel mechanics, as well as a welding shop that fabricates and repairs a wide array of equipment, including security devices for the Union County Jail and local Law Enforcement agencies.

### **Bureau of Recycling**

- Responsible for implementing county-wide recycling programs including scrap metal, fluorescent bulbs, computer and electronics, tires, used motor oil and motor oil filters, and mobile paper shredding events.
- Coordinates Household Hazardous Waste Disposal days which provide residents an opportunity to responsibly dispose of paints, pesticides, fertilizers, solvents, pool chemicals, used motor oil and more.
- Sponsors regular meetings for municipal recycling coordinators and provides assistance to the municipalities to obtain annual state recycling grants.
- Disseminates environmental education and recycling material and implements Union County Clean Communities Program.

### **Division of Engineering**

The Division of Engineering consists of Engineering Services, the Bureau of Geographic Information Services and the Bureau of Traffic Safety & Maintenance. In support of the mission of the Division several goals have been established: provide for a well-trained, knowledgeable staff, provide adequate space for staff, automate file storage and retrieval of engineering drawings, maps, projects and a complete electronic inventory of all of the County's infrastructure assets, and fully integrate the operations of the Department in the County's Geographic Information System (GIS). The division applies for and receives grants for design and construction of projects.

#### **Engineering Services**

- Responsible for the inspection, design, rehabilitation, and replacement for 146 bridges, 240 culverts, and 12 dams.
- Coordinate and manage the annual resurfacing program for 174 miles of County roadways, averaging about 18 miles of rehabilitation per year.
- Manage environmental remediation programs for former underground storage tanks (UST) and other contaminated sites.
- Support all of the Municipalities within the county with design and construction programs for traffic signal rehabilitation and replacement, as well as analyzing traffic needs for new traffic signals.

- Manage the New Jersey Storm Water Program for Union County and its municipalities, and support their flood control efforts.
- Support other County departments and agencies, including the Department of Engineering, Public Works and Facilities Management, Department of Parks and Recreation, the Office of Open Space, Recreation and Historic Preservation Trust Fund, and the Department of Public Safety in fulfillment of their capital programs by providing design services for and supervising construction on their facilities.
- Provide engineering review of the site plans and subdivision applications that are brought before the Union County Planning Board.

### **Bureau of Geographic Information Systems**

- Maintains, manages and supports the following countywide systems: Countywide GIS system, 5 GIS websites and 5 GIS Professional users in various Departments. We maintain manage and support the following secure websites: Crisis mitigation plan, GIS website for the public, internal website for government employees and a websites for the prosecutor's office. We support and advice 21 municipal GIS and their police force. We manage Megan's law database and support their operation in a daily basics. In addition, we manage and maintain an asset management system with 100 users with 120,000 assets, 2400 employees, and 75,000 equipment. We monitor and manage all priority bridge repair work orders from the state.
- Supports the County Prosecutors office, Office of Emergency Management and State defender's office on a daily basis.
- Supports, manages and maintains the countywide asset management system that is used by over 50 employees and 24 countywide GIS layers.
- Supports all aspects of IT operation for the Public Works Department, which includes desktop support, hardware and software support, replacement and coordinating the purchasing of hardware are just some of the other responsibilities of the Bureau.
- Maintains county bridge inventory, priority bridge repair requests from NJDOT, and tracks the progress.
- Creates and supports hundreds of GIS layers including two dozen layers for the Prosecutor's office for their Megan's Law notification and sex offender tracking purpose.
- Maintains about 20 layers for the Department of Public Safety, 18 layers for Union County Police, 25 layers for the Division of Engineering and 23 layers for the Department of Public Safety. We update and reprint no

loitering zone maps, official county maps, park maps and various other official maps quarterly.

- Maintains and manages the County GIS investment by updating GIS layers on a regular basis. Updates include county parcel layer, road layer, public and private school layers, board of Election layers and community organization layers.
- The Bureau of GIS has been actively supporting our twenty one municipalities and their engineering and economic development initiatives by providing data which reduces their cost.
- Maintains and updates certified digital drug free zone maps. These certified maps are distributed by the Bureau through a secured website to the local law enforcement entities.
- Implements Cartegraph work order and asset management systems across the County.
- The Bureau prepares approximately 40 to 50 maps per month for the Union County Prosecutors office for crime scene analysis and drug free zone prosecution.
- Maintains automation of our playground and outfall inspection systems using Cartegraph and iPad.
- Geo-locates all county assets in GIS and connect to Cartegraph for cost tracking purposes.
- Support, manage and maintain 100 Cartegraph users with their daily activities.
- Maintain, manage and update over 120,000 spatially located assets in GIS which are connected to Cartegraph system.
- Support defender's office and prosecutor's office by providing hundreds of maps and testifying weekly on drug cases.
- Support IT operation for the department of public works and 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 174 miles of county roadway providing the citizens of the county with safer travel-ways. The Bureau also designs and implements temporary traffic control work zones, collects and documents traffic movement data, designs and installs custom signs and vehicle markings, conducts traffic safety studies and audits, and provides support for other Division responsibilities including project inspections. Each task is vital in protecting the county by limiting its liability in traffic tort claim cases,



saving the county untold thousands or millions of dollars in any given year. The Bureau also interfaces with the County's twenty-one municipalities through co-op purchasing and shared services, as well as providing technical guidance on various traffic issues.

The functional units of the Bureau: Sign Shop, Sign Installations, Line Striping, Data Collection, GIS/Asset Management, Traffic Studies and Investigations, and Work Zone Traffic Control.

The Bureau of Traffic Safety and Maintenance:

- Provides for the safe transit of motor vehicles and pedestrians on County roadways through the maintenance of over 8,000 highly visible roadside signs and over 500 miles of roadway striping that is managed through the GIS Asset Management System.
- Conducts pedestrian, intersection, and traffic studies and investigations through Traffic Data and Studies units in order to determine unsafe conditions and their causes also make recommendations to the County Engineer on corrective action. Most corrective action is implemented directly through the Bureau using in-house resources.
- Supports the County's municipalities through mutual aid and the Municipal Striping and Signage Programs, assists with traffic control for local events and emergencies, and supports communities by providing traffic data and studies.
- Reviews detour and work zone traffic control plans for private and public construction and maintenance projects through the Work Zone unit, which develops work zone traffic control and detour plans and implements those plans on Department of Engineering & Public Work projects. The Bureau also developed and maintains a page on the County's web site providing the public with educational material and up-to-date roadway traffic construction project information.
- Supports other County departments and agencies by manufacturing and installing specialty signs for various County events, fabricating vehicles markings, and striping parking lots through Bureau's fully equipped Sign Shop and Line Striping Shop.
- The Bureau provides the County Counsel's Office with information and professional consultation related to depositions, and interrogatories, and expert testimony in regard to tort claims and law suits.

- Assists municipalities and other County agencies with advice and guidance on traffic related issues, and works with community and professional organizations to further traffic safety.

### **Division of Facilities Management**

The Division of Facilities Management's primary function is to service, maintain and repair State Court System facilities and all property and facilities owned and operated by Union County. Operations also include but are not limited to general trades, custodian maintenance and printing.

The Division provides and maintains technical and mechanical services required by all County agencies for their safe and efficient operation. This encompasses two million square feet of multi-purpose facility space including the maintenance of boilers, generators, electrical, plumbing, and structural, elevators, HVAC and carpentry in addition to providing custodial services for all County facilities.

In addition, the Division provides coordination for the County's capital improvement projects working collectively with various professional service consultants to accomplish set goals in a timely, cost efficient manner. The majority of standard utilities such as Public Service Electric, Water and Gas are monitored and paid through Facilities. Monitoring also incorporates contractual bids; non-bid agreements and collective purchasing through Middlesex Regional Education Commission (MRESC) and Somerset Cooperative.

The Division consists of four bureaus:

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

The Bureau of Construction Management maintains approximately 30 Union County buildings, leased and owned, consisting of the non-mechanical trades. The Bureau sees to all maintenance issues such as cleanliness, recycling, personnel moves, etc. Trades governed by this Bureau are the carpenters, masons, painters and maintenance repair (day shift).

- Conducts and coordinates Countywide renovation projects such as, but not limited to, framing and dry wall of new offices, ceiling tile replacement, painting and the installation of vinyl base and carpet tile, in addition to setting p or modifying cubicle layouts provided by staffed furniture installers. Cost effective carpentry cabinet work and furniture is

manufactured in-house as opposed to buying same from outside vendors at increased prices.

- Directs compliance and maintenance with safety regulations and standards such as the replacement of damaged sidewalks, retaining walls, steps, etc., and snow removal from the County Complexes and parking lots.
- Completes approximately 4,400 work orders annually, generated from a computerized work order system that records the job type, and designates the shop performing the task and the man-hours used to complete the job.

### **Bureau of Custodial Maintenance (Night Shift)**

The Bureau of Custodial Maintenance works in conjunction with its day shift counterparts maintaining approximately 22 Union County buildings at various locations. Primary nightly responsibility is to develop an effective work schedule with employees conforming to necessary cleaning, garbage removal, recycling, stripping and waxing of floors and carpet shampooing.

- Responsible for the direct supervision of 19 employees.
- Daily record keeping and equipment inventory required to provide cost effective measures and the ability to complete the job.
- Oversight of work areas in order to ensure safety for all employees and the general public.
- Enforce proper training of new employees consisting of building familiarity, uniforms, the proper use of safety equipment, emergency situations, cleaning techniques and the use of cleaning products and chemicals, individual employee conduct, and individual responsibilities.
- Works collectively with the day shift on snow removal and emergency situations such as the use of snow plows, shovels and salt deposits in addition to addressing any crisis situation on an as needed basis.

### **Bureau of Stationary Engineers**

Strictly coordinates and monitors four mechanical trade units within the Division of Facilities Management, consisting of electricians, plumbers, HVAC and stationary engineers to ensure adherence to Federal, State and County mandates regarding health, safety and fire code enforcement.

- Maintains approximately 28 buildings with two million square feet, 24 hours per day, seven days per week. The electricians, plumbers and HVAC function on the standard time frame with the exception of being on an on-call basis when needed.

- Oversees larger scale capital projects, in-house renovations and reconstruction independently and in conjunction with the architects and engineers retained by the County. The bureau Chief will attend vital meetings to enforce and monitor progress tracked by computerized system and work orders.
- Monitors the Automatic Logic Control System (ALC) reporting and regulating individual building temperature control.
- Enforces compliance and consistency with New Jersey EPA STACK testing mandates guideline and permits.
- Maintains power house consisting of:
  - Three high pressured vessels
  - Electrical buss with 480 switches gears.
  - All generators within the county buildings.

### **Bureau of Administrative Support**

The Bureau of Administrative Support offers a wide range of Countywide services including printing, typesetting graphic design, image scanning, plate making, document scanning, lamination, creation of digital files including .pdf, .tiff, .jpg, .indd, .ai, image and file preparation for use in Digital Printing, Offset Printing, Sign Making, installation of custom signs made of vinyl, plastic, foam board, aluminum, paper etc., and the production and creation of forms, carbonless (NCR) forms, flyers, business cards, invitations, tags, nameplates, labels, SLATS, menu directories, event signs, temporary signs, indoor/outdoor banners, posters and presentation checks etc.

- Countywide support for the management, production, and job tracking of Union County's In-house Print Services and Sign Shop with oversight of the Xerox contract Print Services.
- Provide print and sign services for 20 municipalities, agencies and the Union County Court System.
- Orders and tracks copy paper countywide, maintains various consumable inventories, and supports numerous computer equipment, printers and software at the division level.
- Maintains the Division of Facilities Management's spreadsheets (printed and digital) for tracking, monitoring and logging at the division level.
- Offers design, layout/paper suggestions, software usage and troubleshooting advice.

- Utilizes a variety of software such as Adobe Photoshop, Illustrator, In-Design, Acrobat, Live Cycle Designer, MS Word, Excel, Power Point, Gerber Omega Onyx Postershop and EFI Fiery.
- Operates equipment such as Gerber, thermal printers, various Gerber plotter, HPz6100 60" printer, Mitsubishi Platemaker, and the Rastek H652. Other equipment including Secap and PSI digital printers, offset presses, digital presses, and numerous pre-press and post-press equipment.

## **2016 ACCOMPLISHMENTS**

### **Division of Public Works**

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

Roads were swept twice per month and basins, manholes, inlets, and storm lines were cleared periodically in compliance with NJDEP Stormwater Regulations. Approximately 200 Catch Basins and Inlets were repaired or rebuilt throughout the County.

In 2016 the Bureau filled and repaired in excess of 1200 potholes. Minor and major road surface repairs and preventive maintenance were completed throughout the county. Repairs to related infrastructure on county roadways were performed such as sink holes and storm line failures.

In coordination with the Bureau of Shade Tree and Conservation, sidewalks are lifted to allow root removal and replaces as necessary. Roadside vegetation was trimmed and/or removed by request. The 2016 Leaf Removal Program begins on or about November 2<sup>nd</sup> and continues through December 31<sup>st</sup>.

Routine inspections and preventive maintenance and priority repairs of bridges, culverts and parapets were conducted throughout the county. Graffiti removal was performed at various locations. Priority repairs are evaluated, scheduled and repaired via reports from DOT, Consulting Engineers and supervising staff member of this bureau.

During the 2015/2016 winter season, snow removal, ice removal, and flood control were performed 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, as well as safety pre-trip inspections.

The Bureau provided assistance to the Division of Parks Maintenance with various maintenance projects in many of our beautiful Parks throughout the county. The bureau also provided assistance to the Bureau of Shade Tree and Conservation, Bureau of Mosquito Control and the Bureau of Heavy Equipment & Truck Repair along with the Division of Facilities Management. Assistance was provided through equipment, personnel, pavement repairs, sidewalk repairs, stump removals, tree removal, including repaving the lot and improving drainage at the Administration Building as well as rubbish removal.

During leaf removal season and snow removal season, assistance was provided by the Division of Park Maintenance, the Bureau of Mosquito Control, the Bureau of Shade Tree and Conversation, the Bureau of Heavy Equipment & Truck Repair, and the Bureau of Traffic Maintenance.

During County sponsored recycling events, the Bureau provides assistance through personnel and equipment. Assistance was provided to the Office of the County Clerk with hauling records to the incinerator from various agencies and municipalities throughout the county.

The Bureau provided mutual aid assistance to all municipalities in Union County. Some of the services provided include equipment, personnel, milling, paving of roadways, catch basin and sewer cleaning, street sweeping, curbing repair, and equipment transport.

The Bureau of Roads & Bridges, as a mutual aid project performed a complete reconstruction of a culvert behind the Columbia Middle School for the Township of Berkeley Heights. The Bureau provided the labor force and equipment and Berkeley Heights provided the bulk of the materials required.

The Bureau of Roads & Bridges, Welding Shop performed several fabrication projects for various agencies such as, Park Maintenance Union County Department of Public Safety, Bureau of Shade Tree & Conservation,

Bureau of Heavy Equipment and Truck Repair as well as repairs and modification to DPW Equipment.

The Bureau of Roads & Bridges performed a massive site cleanup at the Leaf Compost Facility in Springfield prior to the beginning of the season. Work included cleaning of the filter basin and installation of an office trailer with generator, assisted by electricians from the Division of Facilities Management.

### **Bureau of Roads and Bridges Work Order Request for 2016**

**Total Tasks (work orders) – 2,913**

**Total Labor, Equipment & Material - \$3,657,459.34**

### **Bureau of Inspections**

During 2016 the Bureau issued 397 roads and curb permits, collected \$155,336.32 in permit fees and \$163,593.50 in refundable bond fees, for a total of \$318,929.82.

The Bureau provided continuous monitoring of curb installations, and roadway and right-of-way excavations to ensure proper restoration and compliance with county specifications. This Bureau also provided personnel for snow removal operations.

In addition to Roads & Bridges Inspectors, the Bureau personnel also include the Department's Safety Coordinator, who scheduled safety programs to ensure compliance with Local, Federal and State regulations. Examples of these regulations are: OSHA and Hazcom Right to Know Compliance, Commercial Driver's Licensing, CDL Medical Certifications, Storm Water Management, and Work Zone Safety. In-house training was also performed. Examples of this training are: chainsaw, forklift, backhoe and bucket truck operations, fire extinguisher, ladder usage, and proper flagging techniques. The reporting and recording of all departmental employee injuries and motor vehicle accident issues also fall under this Bureau. Other safety training added in 2016 was, training in the precautions for slip and fall, lifting techniques, PPE (personal protective equipment) and Defensive Driving.

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

This year the Bureau has concentrated on completing all requests and to date the Bureau has completed over 1000 work orders. The Bureau has continued to remove dead trees along county roads, close to 200 dead trees were removed. 500 trees were trimmed that posed a potential safety or traffic hazard. These trees were mainly identified through requests from the public as well as county personnel. This year the Bureau completed a large request for tree trimming and removal in Scotch Plains, Elizabeth, Plainfield, Cranford, Clark and Roselle Park. The Bureau continues to promote arboriculture and the preservation and planting of shade trees within the county.

The Bureau continues to work with the local electrical companies removing trees and limbs that are located in the power lines and as a result of this work the Bureau has been able to complete a large number of requests and complains.

Mutual Aid- the Shade Tree Bureau assisted Summit, Mountainside, Roselle, Union and Garwood just to mention a few, in removing large trees and hanging branches. The Bureau also loaned equipment to assist in their duties.

The Bureau addressed concerns of trees in various parks:

- **Cedar Brook** – The Bureau completed all work orders throughout the park.
- **Echo Lake** – The year the Bureau removed a few dead trees located over the playground area.
- **Rahway Park** – For 2016 the Bureau had a substantial request for work on the trees. All work was completed.

The Bureau will be planting 150 trees during fall of 2016 throughout the County. The trees that will be planted are: Quercus Marco-Bur Oak, Pyrus Kawakami-Evergreen Pear, Cercis Mexicana – Mexican Red Bud, Acer Ruben- Red Maple, Gleditsis Tricanthos (Shademaster) - Thornless Honeylocust.

### **Bureau of Mosquito Control**

The mosquito control equipment was maintained and repaired during the off winter season. The Bureau also contributed our resources to the snow



plowing and ice conditions throughout the winter season which extended in the spring season. This Bureau was able to address 25 different drainage ditches that were in need of cleaning.

The 2016 mosquito surveillance season began March 1. Early moderate temperatures this spring kept the mosquito population lower in Union County at an average level and a dry summer kept surveillance numbers lower than previous years.

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

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

N.J. Light Trap Data

Aedes vexans.....	7,443
Culex pipiens/restuans.....	17,932
Aedes sollicitans.....	839
Aedes alboponicas.....	396
 Aedes triseriatus .....	 14
Anopheles punctipennis.....	955
Anopheles quadrimaculatus.....	793
Coquillettidie perturbans.....	519
Psorophora Columbia.....	304
 Other.....	 1,911
TOTAL.....	31,106

Portable Trap Data

Mosquitoes sent to State Lab...	11,911
Mosquito Pools Sent.....	237
Aedes albopictus pools testing positive for WNV.....	1
Culex species pools testing positive for WNV.....	78
 Number of municipalities.....	 20

This bureau handled 554 complaints for 2015-2016. There were 15 separate spraying operations conducted during evening hours to control adult populations of mosquito and in the process 583 sites were targeted.

There were 3,180 work orders completed during October, 2015 through October, 2016. This includes the work the inspectors do on a daily basis to control breeding at the source in several locations throughout Union County where standing water cannot be eliminated. The Bureau also incorporated new methods of treatment for Larviciding, both to become even more efficient and to keep resistance under control.

The Bureau is offering “Barrier” treatment for problem yards of individual home sites. This process involves the use of a backpack blower that sprays a mist of a barrier pesticide that dries down in an hour and leaves a residue that can provide active mosquito control for up to 12 days. So far, the Bureau has received positive feedback with the results, 164 barrier treatments were performed.

Our staff attended several public outreach venues in order to educate the public to the health risks and public nuisance of mosquitoes and how to prevent breeding of them.

The Zika Virus outbreak in the tropical regions of our hemisphere has caused an increased awareness of the need for mosquito control here in the United States. Fortunately, we are just north of the range of the prime carrier of the Zika virus, the *Aedes aegypti*. The concern was that *Aedes albopictus*, which we see in droves during the mosquito season, could also be a vector. All 57 pools of *Aedes albopictus* sent to our state labs were negative for Zika, Dengue and Chikungunya with one pool positive for West Nile Virus. The Bureau was intrinsically a part of public education with our County Health department in dispelling any false information and presenting factual information to the public regarding the potential of a Zika outbreak here in Union County.

The Super Storm Sandy, coupled with the Zika concerns, made the availability of grant money to the county mosquito agencies a possibility. Union County Mosquito control was able to receive an award of 7 pallets of granular larvicide worth \$17,000.00 to be used in areas that we want to apply by helicopter. The state has an Airspray contract with several Counties participating. Union County has historically never had an aerial application program and feels that we are entitled to be included in the state aerial contract being that the Bureau has met the requirements to do so with our bordering counties to the north and west being included. Also, the County has salt marshes that we have lost access to and need to treat. The Bureau has its first ever aerial surveillance via helicopter (the initial requirement) commenced in September of this year. Our Bureau is confident that the applications will be made this coming season in 2017.

Union County has also been awarded a mini-grant in the amount of \$30,325.00 to be used for acquisition of equipment and pesticides in the ramped up efforts to control the mosquito populations through additional

surveillance work and control methods. These purchases are currently in process.

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

• Repair Work Order	427
• Total Cost	\$303,956.00
• Hours	3508

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

### **Bureau of Recycling and Planning 2016 Recycling Event Accomplishments**

The Bureau of Recycling and Planning continued to host various one-day recycling collection events throughout Union County. Participation in all programs remains high.

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

Tonnage data for the 2016 recycling events are as follows:

- **Mobile Paper Shredding** – More events and additional trucks were added to 2016 to meet demand for this popular program. Participation rose to over 6,500 residents and the program successfully recycled over 227,000 pounds of confidential documents
- **Electronics Recycling** – Union County sponsored two one-day events and more than 1200 residents participated. The County also supports 15 municipal drop-off locations.
- **Household Hazardous Waste Days** – 1,925 residents brought in 153,400 lbs. of toxic waste for proper disposal. Six schools took advantage of our free school lab waste program in conjunction with these events.
- **Fluorescent Bulbs** – 39,325 feet of fluorescent bulbs were collected and recycled via nine (9) municipal drop-of locations.
- **Tire Recycling** – 463 tires collected and recycled.
- **Propane Tanks** – 292 propane tanks were collected and recycled in conjunction with our Household Hazardous Waste Day events.

- **Scrap Metal** –continued to sponsored bi-monthly collection programs from March thru November at two drop off locations. The program saw a marked increase in participation in 2016.

### **Program Accomplishments**

- Union County contracted with a recycling educator to develop and implement a classroom recycling program for the elementary schools. The Educator conducted 41 presentations in 9 municipalities and provided recycling education to over 1,000 Elementary school children.
- Union County purchased Curby, a recycling robot that will be utilized to promote recycling and litter education at various events and programs throughout the County.
- Union County assisted public entities with shredding their confidential documents; five towns/agencies took advantage of the service.
- Union County Recycling Rate – Union County exceeded the State's 60% total overall recycling rate mandate.
- On-Line Reporting Process – Union County developed an on-line reporting process to allow businesses and commercial institutions to report their annual recycling tonnage reports.
- CRP Agreement – In accordance with new legislations requiring CRP to sign off on all tonnage reports, Union County staff maintained their Certified Recycling Professional accreditation and continued to serve as the CRP to six (6) municipalities in 2016.

### **2016 Accomplishments -- Division of Engineering**

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

The following projects were designed and/or constructed in 2016.

### **Berkeley Heights**

- Completion of the Passaic River De snagging project
- Design of Road Resurfacing and Handicapped Ramps on McMane Avenue
- Design of Springfield Avenue – Minor Bridge
- Design of Mountain Avenue - Minor bridge
- Construction of the Lone Pine Intersection Improvement

### **Clark**

- Design of Road Resurfacing and Handicapped Ramps on Ross Street/Valley Road
- Construction progress on Madison Hill Avenue bridge

### **Cranford**

- Construction on Parking Lot at Nomahegan Park Baseball field

### **Elizabeth**

- Design of Road Resurfacing and Handicapped Ramps on Elizabeth Town Plaza
- Design of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Design of Road Resurfacing and Handicapped Ramps on Jefferson Avenue
- Design of Road Resurfacing and Handicapped Ramps on Magie Avenue
- Design of Road Resurfacing and Handicapped Ramps on Jersey Avenue
- Ongoing construction of Justice Complex Phase 3
- Construction of Radio Room in Courthouse Building
- Design of Mattano Skate Park
- Design of Fire Code Construction at Courthouse Building
- Design of Cultural and Heritage Building Window Replacements
- Construction of Mattano Park Turf Field

### **Fanwood**

- Design of Road Resurfacing and Handicapped Ramps on Terrill Road

### **Garwood**

- Construction of Center St. & South Ave. Intersection Improvements
- Design progress on Unami Park parking lot

### **Hillside**

- Design of Road Resurfacing and Handicapped Ramps on Hillside Avenue
- Design progress on Chestnut & Hillside Intersection Improvements

### **Kenilworth**

- Design of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Completion of the Galloping Hill Golf Course Irrigation Improvement

### **Linden**

- Design of Road Resurfacing and Handicapped Ramps on Elizabeth Avenue
- Design progress on Hussa Avenue Bridge, Li- 113
- Design of Wheeler Park Renovations
- Design progress on Fire Academy Burn Building Rehabilitation

### **Mountainside**

- Design of Road Resurfacing of Coles Avenue/Tracy Drive/Sky Top Paving
- Design progress on W.R. Tracy Ave. Bridge Mo-37
- Design progress on Tracy Loop Sanitary Sewer
- Design of Watchung Reservoir Sensory Trail
- Design of Echo Lake Pavilion Building Improvements
- Completion of Watchung Reservation Trail Master Plan
- Construction of Watchung Stables Riding Ring Improvements and Enclosure

### **New Providence**

- Construction of Road Resurfacing and Handicapped Ramps on Mountain Avenue

### **Plainfield**

- Design of Road Resurfacing and Handicapped Ramps on Terrill Road
- Design of Netherwood Ave. Bridge Pl-37
- Design of 7th Ave. Corridor Pl., Intersection Improvements
- Design progress on Cedar Brook Park Artificial Turf and Lights
- Design progress on Cedar Brook Park Fishing Dock
- Design progress on Cedar Brook Park Extension Trail

### **Rahway**

- Construction progress on Road Resurfacing and Handicapped Ramps on Madison Hill Road
- Design progress on the Irving Street Bridge
- Construction progress on Madison Hill Avenue Bridge
- Construction of Rahway Park Turf Field and Lights
- Design progress on Madison Avenue Park Turf and Lights
- Design progress on Rahway Pool Improvements

### **Roselle**

- Design progress on Gordon Street Bridge
- Construction of Warinanco Park Chatfield Gardens Improvements
- Construction progress on Warinanco Park Ice Rink Improvements
- Construction of Warinanco Park Clay Court rehabilitation
- Construction of Warinanco Park Finishing Dock
- Design progress on Intersection Improvements at Chestnut St. and Fifth Ave.

### **Roselle Park**

- Design of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Design progress on the Gordon Street Bridge

### **Scotch Plains**

- Design of Road Resurfacing and Handicapped Ramps on Terrill Road
- Design of Emergency generator UC Police Academy
- Construction of Emergency generator UC Engineering Building
- Design of Martine Ave. Minor Bridge Sc-22
- Design of Ashbrook Golf Club House
- Design progress on Acadia Arboretum Renovations

### **Springfield**

- Construction of the Mountain Ave. Bridge Sp-11
- Construction progress Meisel Park Pond Dredging
- Design progress on Meisel Park Artificial Turf and Lights Project
- Construction of improvements to County 25 Yard Pistol Range

### **Summit**

- Design of Road Resurfacing and Handicapped Ramps on Chatham Road
- Design of Road Resurfacing and Handicapped Ramps on Morris Avenue
- Construction of the Springfield Avenue/New England, and Kent Place/Passaic Avenue Intersection Improvements
- Construction of the Celegene Drive Intersection Improvements
- Construction of Briant Park Improvements

### **Union**

- Design of Chestnut & Parkview Intersection Traffic Signal Improvements
- Design of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Design of Road Resurfacing and Handicapped Ramps on Chestnut Street
- Design of Road Resurfacing and Handicapped Ramps on Burnett Avenue
- Design of Road Resurfacing and Handicapped Ramps on Magie Avenue
- Construction of the Vaux Hall Intersections Barbara/Pine/Caldwell Avenues
- Construction of the Vaux Hall Intersection at Stahuber Avenue
- Design progress on Green Lane Park Improvement Project

### **Westfield**

- Design of Central Ave. Minor Bridge We-69
- Design progress on Elm St. and Orchard St. Br. We-7
- Design progress on 2 Intersections – Rahway Avenue & Lamberts Mill Road & West Broad Street & Scotch Plains Avenue
- Construction of the East Broad and Elm Street Intersection Improvement

### **Winfield**

- Construction of Road Resurfacing and Handicapped Ramps on Parkway Drive

### **Bureau of GIS:**



- Updated 160,000 properties with subdivision and owner changes.
- Digitized official crisis mitigation plans designed the police for 180 schools
- Geo located and overlaid 800 school floor plans individually.
- Updated Union County Park layer
- Attached thousands of documents from the municipal police departments as part of crisis mitigation plan.
- Implemented a secure website for Crisis mitigation
- Published 'Crisis Mitigation Plan' layers using the website.
- Implemented custom grid (50') for 230 schools
- Implemented custom grid (100') for all parks in the county
- Implemented a sophisticated live tracking system using the mobile phones for OEM and law enforcement agencies.
- Upgraded Rolta Canada vendor website software
- Implemented Mobile version of all website with tracking
- Implemented Web based Cartegraph system across the county and support 100 users on a daily basis.
- Updated the County street layer by locating and identifying missing streets, and updating Cartegraph Street view database.
- Coordinated new Pictometry flight and distributed to local law enforcement agencies.
- Implemented an inspection system after mapping 366 County outfalls
- Digitized and geo-located 4500 storm sewer pipes in GIS
- Digitized and geo-located 4300 catch basins in GIS
- Created components of Parks such as play grounds and parking lots
- Created components of facilities such as jail cells and facility floor
- GIS website upgrade and implementation
- New Public Safety website with attachments and video clips
- Mapped 18,000 fire hydrants
- Support majority of IT operation for Public Works and Engineering
- Continued to maintain the secured website that contains certified drug free zone maps and continue to train and support all 21 municipal Police Departments.
- Managed 8 engineering projects
- Updated drug free zone map layers
- Supported prosecutors office on a daily basis with maps and data
- SQL server upgrade 4 servers
- Trained about 40 employees in Cartegraph

- Trained 25 employees from prosecutors office
- Maintained, update and printed over 800 Board of Election maps
- Manage NJDOT online bridge inventory for engineering
- Managed bridge maintenance records and tracked reports from NJDOT
- Hundreds of reports from Cartegraph for budgeting purposes
- Support over 50 Cartegraph users regularly
- Support over 10 GIS users throughout the county
- Repaving project route maps and data analysis reports
- Storm cleanup and road maintenance (pothole) reports
- Capturing the cost of maintaining Parks, facilities, bridges, roads, trees, parks rest rooms, sports fields and signs using Cartegraph
- Tracking public complaints and sending reports to authorities
- Trained over 60 employees from the Prosecutor's office and from local Police Departments on accessing digital certified drug free zone maps.
- Maintain and manage 4 SQL servers daily and perform backup restore and all IT management
- Continue to incorporate major and minor subdivision changes to the tax parcel layer in order to keep it updated. Updating owner information every three months is also part of the ongoing process
- Prepared and printed an average of 9 to 12 maps per week for the Union County Prosecutor's office for prosecution, crime scene analysis, drug free zone prosecution and various other needs. Also, maintained and managed the Megan's Law database and printed about 5 to 10 maps per week for notification, as well as prosecution purpose.
- Prepared and printed an average of 10 to 15 maps per week for the State of New Jersey public defender's office. These maps include crime scene analysis, drug free zone prosecution and various other needs.
- Continue to update and reprint as necessary our "No Loitering Zone" maps, which are based on the new county ordinance. We located and identified all playgrounds and created no loitering zone maps.
- Completed a massive cleanup of the Cartegraph system database since its implementation.
- Updated our public and private school locations for the Prosecutor's Office and published through the website for internal use
- Trained the edits to our County park maps as requested by the Parks and Community Renewal and completed set of park maps for residents use

- Continue to support City of Summit's GIS and Asset Management system as part of the County's shared service initiative
- Received updated and implemented new Pictometry flight data and distributed to all law enforcement departments in Municipalities across the county.
- Provided GIS maps for various community organizations for their various community initiatives
- Provided over 200 maps for Bio-Blitz 2015
- Change the wards and districts maps for the Board of Election Department, which are based on the new census redistricting
- Printed over 800 Board of Election maps for the department to sell to the public
- Located and mapped foreclosure properties located in seven municipalities as part of federal grant initiatives through the Division of Community Development.
- Continue to update and revise labors, materials, tools, equipment's and work orders in the system
- Create new County park maps (In Progress).
- Created Galloping Hill Golf Course trail resurfacing maps
- Build Police station layer throughout County
- Build Tree Canopy Layer throughout County Parks (In Progress).
- Update Municipal Districts throughout County.
- Geocode 2015 voting Polls data for mobile election app integration.
- Geocode citizens with needs data for OEM GIS website.

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

County Departments and Bureaus that benefited from our services include: Engineering, Roads & Bridges, Shade Tree, Mosquito Control, County Manager's Office, County Police, Sheriff's Office, County Security, Emergency Management, Environmental Services, Park Maintenance, Parks Golf Courses, Facilities Management, Human Services, Rutgers Cooperative Extension, Cultural and Heritage Affairs, Board of Elections, Parks & Community Renewal, and Motor Vehicles.

Our Functional units have processed the following requests for 2016:

- **Sign Shop Unit** – fabricated approx. 675 signs
- **Sign Shop Unit** – fabricated approx. 44 vehicle marking sets
- **Sign Repair & Installation Unit** – installed/repaired approx. 475 signs and trimmed brush around signs along each County Road. This Unit also

has installed and removed 50 County Event banners on various county roads.

- **Line Striping/Markings Unit** – striped approximately 114 miles of 4-inch road lines
- **Line Striping/Markings Unit** – striped 27 parking lots and 88 marking locations
- **Data Collections Unit** – performed 168 traffic collections
- **GIS/Asset Management Team** – tagged 467 assets
- **Survey Team** – performed 7 surveys
- **Traffic Studies & Investigations** – studied approximately 14 traffic issues
- **Work Zone Traffic Control** – implemented/designed 25 work zone projects
- **Traffic Municipal Aide**- the bureau has processed 95 mutual aide requests from the municipalities

The Bureau of Traffic Safety & Maintenance has maintained our ***Traffic Information Program*** that consists of a page on the County website dedicated to providing the citizens of Union County with up-to-date information on construction, and maintenance projects that impact traffic flow on the County's 174 miles of road, along with 5 brochures designed to educate the public on traffic safety issues. Improvements have been made to the website to enhance its interactive capabilities.

The Bureau has supported the County's municipalities through Mutual Aid and Shared Services with our ***Municipal Striping and Sign Program***. Beneficiaries of this program were Garwood, Scotch Plains, Berkeley Heights, Clark, Linden, Cranford, Fanwood, Hillside, Kenilworth, Rahway, Roselle, Roselle Park, Springfield, Summit and Union. This program generated \$53,545.00 in 2016. Also traffic control materials have been loaned to almost all municipalities as well as other County affiliated agencies at no cost.

The Bureau has provided Work Zone Traffic Control design, planning and implementation on many construction projects including the ***Annual Road Resurfacing Program***. This ensures that the County has immediate control of the project and can respond to the concerns of local officials and citizens quickly.

The Bureau has many other ongoing traffic safety and maintenance initiatives including: *General Guide and Warning Signs Upgrades*; compilation of *Traffic Data for G.I.S.* relative to traffic movements/speed/volume/accidents for future GIS mapping layers; and meeting the Federal *M.U.T.C.D. Compliance* mandates for signage, striping, and work zones associated with the current edition of the *Manual on Uniform Traffic Control Devices*. The Bureau's *Sign Shop* and *Line Striping Shop* also provided other County Divisions and Departments with event signage, vehicle lettering and markings, and parking lot striping.

## **2016 Accomplishments -- Division of Facilities Management**

### **Architectural/ Engineering/ Construction Manager Professional Services**

County retained Professional Services Consultants in 2015 to assist with Capital Improvement Project specifications, architectural drawings; RFP's and construction compliance monitoring.

#### **Elizabeth Complex**

The Justice Complex Project:

**Phase #1:** Chancery Court renovations, New Annex, Fire Suppression and Garage restoration was 100% completed during 2012.

**Phase #2:** Juvenile Detention Center (old facility.) aka Women's Detention Center restoration 100% complete; Courthouse Rotunda and Tower Elevator project 2/3 complete ; Oriscello Correctional Facility – kitchen renovations 100% complete;; 48 inmate showers on PODS project 100 complete.

**Phase #3:** Oriscello Correctional Facility – HVAC Rooftop Chiller System was replaced. Installation of approximately 275 surveillance cameras is expected to be completed in late 2015; Interior air ducts cleaned and sanitized in the Pods have been completed in addition to the Exterior window expansion joints re-caulked, glass etching, exterior glass water proofing and repoint exterior masonry building façade and the securing of the Correctional Officers area on PODS are 100% complete.

**The Projects listed in Phase #3 are currently on hold pending full functional status:** Booking and Receiving Control Consoles, Lobby,

Visitation area, Control Center, Locker Room reconstruction, Elevator upgrades and Roof replacement. Specifications and drawings have been prepared.

### **UC Courthouse Tower and Old Annex Building**

Develop specifications and project time-line new Security and Camera system upgrade. Project currently on hold until the construction and full usage of the new UC Courthouse, Cherry Street Annex building and employee relocation anticipated in late 2016 or early 2017.

**Oriscello Correctional Facility** – *Refer to Justice Complex Phase # I, II & III.*

### **UC Administration Building**

The original outdoor patio was demolished and a new ADA accessible patio was constructed by our Masonry crew. The new area consists of 2,040 total square feet which is nearly twice the size of the previous area and includes new perimeter and planter walls around the existing trees.

### **Ralph G. Froehlich Public Safety Building**

A secondary/back-up 5-ton Liebert Cooling System was installed in the NOC/Server Room for the 911 Center. This addition will prevent the server equipment from overheating and shutting down in the event the existing unit failed, which would have resulted in all 21 municipalities in the County losing their 911 Emergency systems.

### **Bureau of Administrative Support**

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

- Filled 3,151 print/sign/paper requests from November 2014 through October 23, 2015.
- Printed 8,641,130 impressions from November 2014 through October 23, 2015.
- Printed and assembled an estimated 220+ banners from November 2014 through October 23, 2015.
- Invoiced from November 2014 through October 23, 2015, \$73,740.30 to various townships, non-profits and government agencies.
- Implementation of an internal digital print ordering system in order to increase efficiency, reduce costs, turn-around time and lessen paper usage.

- Installation of a direct to board printer thereby eliminating the high cost printing to vinyl and the associated labor for enhanced productivity and final output quality.
- Consolidated Sign Shop and Print Services work flow & equipment to increase efficiency and productivity.
- Added digital envelope printing to increase turn –around time for smaller projects and save on press materials for shorter runs.
- Acquired new cost efficient chemistry free plate-maker to better suite our needs.
- Researched and utilize cost effective material for sign & print.
- Exploring new efficient automated binding equipment for faster turn-around time and assembly for booklet making.
- Re-examining newer highly efficient wide-format roll to roll printer for increased productivity and end product durability.
- Studying effective print/cut solutions that will complement existing software and equipment.

## **2017 INITIATIVES**

### **Division of Public Works Bureau of Roads & Bridges**

As affected by winter conditions roadways, bridges, culverts, parapets, catch basins, manhole, and storm water inlets will be prioritized for in-house repair along with on-going routine maintenance.

Bridge maintenance consisting of sidewalk, rail repair and replacement, structural deck repairs, and drainage will be scheduled. General bridge cleaning and clearing under bridge obstructions will continue as required. In-house forces shall respond to priority repairs as recommended through the Division of Engineering.

The Bureau will continue to flush, clean, repair and survey all storm sewer inlets, catch basins and manholes on roadways throughout Union County. The 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 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 March through November on all County roadways.

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, 2017.

Various park paving projects will be coordinated with the Division of Park Maintenance. Projects will include resurfacing paths, roadways and lots.

The Bureau of Roads & Bridges will continue to improve the in-house milling and paving, of County Roadways Program. Upon conclusion of winter operations, roadways and roadway sections will be evaluated and prioritized for resurfacing.

Preventative maintenance and surface repairs will be conducted on roadways on various County roads by work order requests. Surface repairs will be performed by removing deteriorated sections of roadway and replacing with new hot mix asphalt. Preventative maintenance will also include crack sealing and drainage improvements.

The Division of Public Works will assume the responsibility of the Leaf Collection and Composting at the permitted site of the Houdaille Quarry located in Springfield. Participating municipalities throughout Union County utilize the facility in the fall when leaf season commences usually November 1st. The County offers a reduced rate to municipalities for the recycling of leaves collected off municipal streets. When the leaves are delivered they are placed in windrows and composted during the fall and winter seasons. The leaves are turned into black compost that is then screened to produce a very rich top soil additive, which is in demand by private contractors. The marketing of the end product will result in revenue dollars for the County.

The County has purchased a Windrow Turner along with a large Front End Loader and will soon purchase a screener to complete the composting operation. The County has also staffed the quarry with operators and supervisors to run the day to day operations including all documentation.



The Bureau will continue with efforts to augment training and improve safety awareness for all bureau employees.

#### **Bureau of Inspections**

The Bureau will continue to closely monitor all construction, maintenance, and repair being performed on County roads as it pertains to the proper permitting for curbing, road openings, excavations and alterations, and continue to assure compliance with County specifications.

The Safety Coordinator will continue to do more conduct training in areas, and will continue to assure compliance with Local, Federal, and State regulations. *A goal is to become an injury and accident free workplace.*

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

The Bureau will continue to maximize all its efforts in completing all work order and put in place a plan to assist the public's complaints and concerns, along with assistance required by various Departments. The Bureau will continue to observe trees throughout the County to identify dangerous or dying trees and their condition to determine which will be in need of trimming or removal due to decay. The Bureau makes the determination of which tree may have the potential of being removed based on condition, structural integrity, life expectancy, infestations and diseases. For every tree removed the Bureau tries to replace them depending on location and condition.

The Bureau will continue to teach the public through the Arbor Day Program about how important it is to save our trees and through the Poetry Contest, which is geared towards school age students.

Employees of the Bureau will continue to attend programs with regard to trees, pesticide training, electrical hazard safety programs, chainsaw safety programs, and any other program that may address their job duties.

The Union County Compost Facility will continue to operate as it has in the past with collection of leaves from municipalities throughout the County.

#### **Bureau of Mosquito Control**

We draw to the conclusion of our surveillance and treatment season for mosquitoes in 2016. As we do, we focus on winterizing our equipment. Such work requires that we change the rig of our trucks and set them up for

leaf collection. Upon completion of leaf season the Bureau prepares to have all equipment ready for any snow events that require our team participation.

During winter we accomplish all ditch maintenance that we can for the year. Here again, we switch over to another type of work, requiring our skilled operators and labor force. Several sites need to be addressed with our heavy equipment and chain saws in order to maintain access to remote sites that breed.

Union County Mosquito Control is very focused on integrating and aerial larvicide program into our Best Management Practices. We are on the threshold of securing inclusion to the State Airspray contract, whereby we will have the opportunity to apply a larvicide, whereby we will have the opportunity to apply a larvicide to areas to vast or inaccessible by other means.

The Bureau had additional employees added to the staff which will result in handling complaints and regular assignments in a timely manner. This also will result in having additional personnel available for unforeseen storms and with the Bureau adulticiding operations.

The Bureau will continue to present information at educational venues to keep the public informed.

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

The Bureau of Heavy Equipment is responsible for the repair, maintenance and records for County vehicles. The Bureau will continue to seek efficiencies in operation in order to provide a cost effective solution for the maintenance of County owned trucks and equipment.

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

- Implement a compliance assistance program in the commercial and institutional sector to encourage business to recycle mandated materials.
- Work with municipalities to develop and promote a new “Recycle Right” education program to clean up the curbside mix by reducing contamination in the recycle bin.
- Develop a recycling education program in conjunction with Curby the recycling robot.

- Provide ample opportunity for county residents to participate in various county-wide recycling events.

## **2017 Initiatives -- Division of Engineering**

The following projects are planned to be designed and/or constructed in 2017.

### **Berkeley Heights**

- Construction of Road Resurfacing and Handicapped Ramps on McMane Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Glenside Avenue
- Construction of the of Springfield Avenue – Minor Bridge, Bh19
- Construction of Mountain Avenue - Minor Bridge , Bh26
- Completion of the of Lake Surprise Dam Restoration

### **Clark**

- Construction of Road Resurfacing and Handicapped Ramps on Ross Street/Valley Road
- Construction of Road Resurfacing and Handicapped Ramps on Central Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Walnut Avenue
- Construction of Madison Hill Avenue Bridge,Ra28

### **Cranford**

- Construction of Road Resurfacing and Handicapped Ramps on Walnut Avenue

### **Elizabeth**

- Construction of Road Resurfacing and Handicapped Ramps on Elizabeth Town Plaza
- Construction of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Construction of Road Resurfacing and Handicapped Ramps on Jefferson Avenue

- Construction of Road Resurfacing and Handicapped Ramps on Magie Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Jersey Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Lidgerwood Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Linden Avenue.
- Ongoing construction of Justice Complex Phase 3
- Ongoing design of the South Front Street Bridge
- Design of the Kapkowski Corridor – 5 Intersection Improvements
- Construction of Mattano Skate Park
- Start Construction of Courthouse Fire Code Construction Project
- Construction of Cultural and Heritage Building Window Replacement Project

#### **Fanwood**

- Construction of Road Resurfacing and Handicapped Ramps on Terrill Road

#### **Garwood**

- Construction of Unami Park parking lot

#### **Hillside**

- Construction of Road Resurfacing and Handicapped Ramps on Hillside Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Conant Street
- Construction of Chestnut & Hillside Intersection Improvements

#### **Kenilworth**

- Construction of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Construction of Galloping Hill Golf Course Cart Bridges
- Construction of the Galloping Hill Golf Course RPA Clean Fill
- Design of Lenape Park Dam

#### **Mountainside**

- Construction of Road Resurfacing of Coles Avenue/Tracy Drive/Sky Top Paving
- Construction of Road Resurfacing of Summit Lane
- Construction of the W.R. Tracy Ave. Bridge Mo-37
- Construction of Tracy Loop Sanitary Sewer
- Construction of Watchung Reservoir Sensory Trail
- Construction of Echo Lake Pavilion Building Improvements

### **Linden**

- Construction of Road Resurfacing and Handicapped Ramps on Elizabeth Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Wood Avenue
- Construction of Hussa Avenue Bridge, Li- 113
- Construction of Wheeler Park Renovations

### **New Providence**

- Construction of Road Resurfacing and Handicapped Ramps on Mountain Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Glenside Avenue
- Design progress on the Passaic Street Bridge Over Passaic River, Ne60

### **Plainfield**

- Construction of Road Resurfacing and Handicapped Ramps on Terrill Road
- Construction of the of Pemberton Avenue Culvert Improvements,Pl75
- Construction of the East Front Corridor, 3 Intersections
- Design of the Steele Avenue Bridge, Pl-1
- Construction of Netherwood Ave. Bridge Pl-37
- Construction of West 7th Ave. Corridor , 3 Intersections
- Constructions of Cedar Brook Park Artificial Turf and Lights
- Construction of Cedar Brook Park Fishing Dock
- Construction of Cedar Brook Park Extension Trail
- Design of Front Street and 7th Avenue Intersections, 6 Intersections

### **Rahway**

- Construction of Road Resurfacing and Handicapped Ramps on Madison Hill Road
- Construction of Road Resurfacing and Handicapped Ramps on Milton Avenue
- Construction of Road Resurfacing and Handicapped Ramps on East Hazelwood Avenue/Hart Street
- Award design contract of the Irving Street Bridge Completion of the construction of Madison Hill Avenue Bridge, Ra28
- Construction of the E. Hazelwood Avenue Bridge, Ra 69
- Construction of the East Hazelwood Avenue Bridge, Ra09 Scour Protection
- Construction of Rahway Pool Improvements
- Design progress on Madison Avenue Park Artificial Turf and Lights

### **Roselle**

- Start Construction of the Gordon Street Bridge
- Construction of the Warinanco Park Ice Rink Improvements
- Construction of Wash Station at Warinanco Park
- Construction of Intersection Improvements at Chestnut St. and Fifth Ave.

### **Roselle Park**

- Construction of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Construction of Road Resurfacing and Handicapped Ramps on Linden Avenue East
- Start Construction of the Gordon Street Bridge

### **Scotch Plains**

- Construction of Road Resurfacing and Handicapped Ramps on Terrill Road
- Construction of Road Resurfacing and Handicapped Ramps on Raritan Road
- Construction of Road Resurfacing and Handicapped Ramps on Mountain Avenue and Willow Avenue
- Construction of Ashbrook Golf Course Clubhouse
- Construction of Emergency Generator UC Police Academy
- Construction of Emergency Generator UC Public Works Building

- Construction of Martine Ave. Minor Bridge Sc-22
- Construction of Stream Stabilization, Rt.22 Park
- Construction of DPW – Replacement of USTs
- Construction of Arcadia Arboretum Renovations

### **Springfield**

- Construction of the Short Hills Culvert Sp-39
- Continued study of the Animal Shelter Concept Plan
- Construction of 4 Lake Management – Meisel Park Improvements
- Construction of Meisel Park Artificial Turf and Lights

### **Summit**

- Construction of Road Resurfacing and Handicapped Ramps on Chatham Road
- Construction of Road Resurfacing and Handicapped Ramps on Glenside Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Morris Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Passaic Avenue
- Award design contract for the Locust Drive Culvert Su-105.
- Construction of River Road and Passaic Avenue Intersection Improvement.
- Construction of River Road and Morris Avenue Intersection Improvement.

### **Union**

- Construction of Road Resurfacing and Handicapped Ramps on Galloping Hill Road
- Construction of Road Resurfacing and Handicapped Ramps on Chestnut Street
- Construction of Road Resurfacing and Handicapped Ramps on Burnett Avenue
- Construction of Road Resurfacing and Handicapped Ramps on Magie Avenue
- Construction of ADA Bikeway Ramp, Chestnut Street
- Construction of Green Lane Park Improvements

### **Westfield**

- Construction of Road Resurfacing and Handicapped Ramps on Central Avenue
- Construction of Central Ave. Minor Bridge We-69
- Design progress on Elm St. and Orchard St. Bridge We-7
- Construction of Rahway Avenue & Lamberts Mill Road Intersection Improvements
- Construction of Intersection Improvement at South Ave. and Central Ave.

### **Winfield** – None

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

- Complete Crisis mitigation plan for all 230 schools
- Train 21 municipal police departments in the system and website
- Upgrade 2 GIS servers and 4 critical systems
- Install and configure a new web server
- Geo locate and overlay all school floor plans
- Update official union county map
- Update the County Street Map by locating and identifying missing streets, and updating CarteGraph Street view database.
- Update Union County Map and reprint 25,000 copies as soon as the edits are completed.
- Continue to develop new OEM website and create a Mobile version of it
- Train and give access to all fire fighters, first responders and OEM
- Upgrade Cartegraph system
- Upgrade GIS website and GIS system
- Updates School and Drug free zone layers
- Collect missing Fire Hydrants from Winfield Township
- Collect and attached blue prints, photos and video clips showing the inside of schools, public buildings and public facilities within 21 Municipalities.
- Digitize trees along the county roads in the county parks
- Create different mowing zones within the park



- Complete digitizing the catch basin layer
- Complete Storm Sewer layer
- Incorporate permitting process into Cartegraph for Art Kobitz
- Scan and create digital vault from the boxes in the basement
- Create Municipal Park maps following the model of county Park Maps
- Attach and finalize the signal drawings in Cartegraph
- Digitize contaminated sites and cleanup status in Cartegraph
- Collect guard rails and mile markers along the county roads
- Divide Park Crew by responsibilities and Park
- Analyze crime data and create a GIS layer for the law enforcement
- Categorize Airport Buildings and collect more details of various areas
- Incorporate 2015 Aerials to our system
- Retrain every Cartegraph user by visiting their office or facility
- Help IT incorporate Cartegraph system to their daily workflow
- Locate all cell phone towers within the county
- Locate all underground oil and gas tanks within the county facilities
- Design a system to maintain and manage boiler permits by location
- Attach traffic counts studies in Cartegraph

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

- Will continue to assist County Counsel's Office by providing *information and professional consultation* to answer depositions, interrogatories, and provide expert testimony when needed in regard to tort claims and law suits.
- Will continue addressing issues that were identified in our survey of *Pedestrian Safety on County Roads*. Additionally the Bureau will continue researching new pedestrian safety
- Will continue to improve its *Traffic Information Program* and *Incident Management Initiatives* via the expanded use of portable "Variable Message Board," new safety brochures, and enhanced traffic interruption notification systems. The Bureau will also continue to work with community and professional organizations to further Traffic Safety.
- Will continue its **MUTCD Compliance** initiatives addressing the new requirements established by the FHWA.

- Will continue compilation of traffic data relative to the *Traffic Data for G.I.S.* project and expand this initiative by adding traffic movements, speed/volume, crash data, and create detour maps with Police Dept., School, Fire Dept. and low Bridges indicated for future GIS mapping layers.
- Will continue its *General Guide and Warning Signs Upgrades* for roads resurfaced in 2016.
- The Bureau's *Sign Shop* and *Line Striping* will continue providing other County divisions and departments with event signage, vehicle lettering and markings, and parking lot striping, and it will be researching new striping materials to enhance safety on the County Road system.
- During 2017, the Bureau will continue to provide traffic control and work zone safety for *2016- 2017 Road Resurfacing Program*
- Will 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.

## **2017 INITIATIVES**

### **Division of Facilities Management**

#### **Administration Building**

Replacement of two (2) of four (4) Air Conditioning units. Both units are expected to be purchased and installed in 2016. Installation of a Kitchen Hood Fire System/Ventless Cooking System to comply with NJ State Fire Code mandates.

#### **Architectural/Engineer/ Construction Manager Professional Services**

County retained Professional Services Consultants in 2016 to assist with capital improvement project specifications, architectural drawings; RFP's and construction compliance monitoring.

#### **Cultural & Heritage Affairs**

Replacement of all Windows and Shutters.

**Elizabeth Complex**

The Justice Complex Project:

**Phase #3:** Oriscello Correctional Facility - Booking and Receiving Control Consoles, three (3) Inmate Elevator units and the entire Roof are scheduled to be replaced.

**Engineering and Public Works (DPW) Buildings**

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

**Motor Vehicle/Print Services**

Stucco repairs and exterior renovations to the Storefront and Façade.

**New Annex Building**

Preparation for Asbestos Abatement and Remediation proposed for 2<sup>nd</sup>, 5<sup>th</sup> and Penthouse floors. Fire Alarm and Sprinkler Systems upgrade throughout the entire building. Installation of Kitchen Hood Fire System/Ventless Cooking System to comply with NJ State Fire Code mandates.

**Parks**

Continuation of bathroom renovations for a minimum of 17 public and employee restrooms located within the UC Parks area, employee work areas and Watchung Stables building. Project completion expected in 2017.

**Police Academy**

Purchase and installation of new Emergency Generator System.

**UC Courthouse Tower Egress & Fire Upgrade**

Original specification prepared 2011. New Architectural/Engineering specifications and drawings will be update and prepared to planned RFP process during 2015. Actual project currently on hold until the construction of the new UC Courthouse, Cherry Street Annex building completion and employee relocation anticipated in early 2017.

**Bureau of Administrative Support**

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

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

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# **Department of Finance**

**Comptroller**

**Internal Audit**

**Reimbursement**

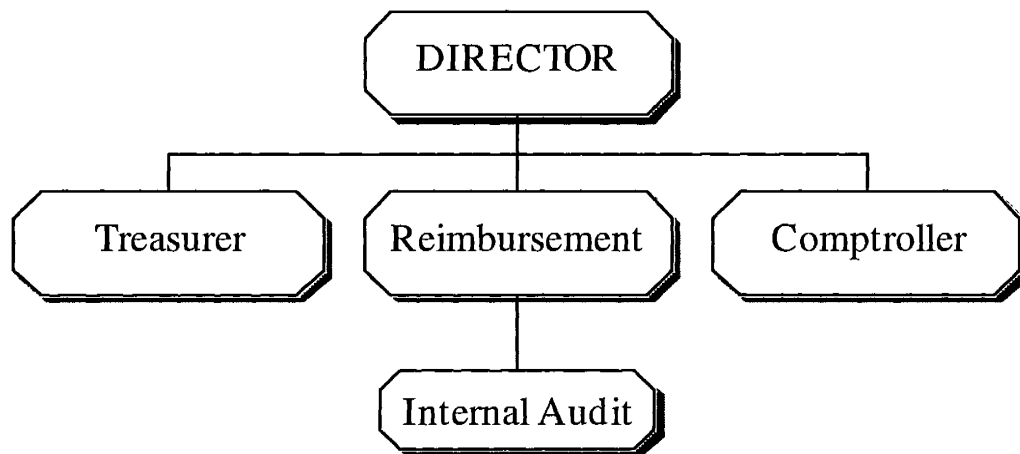
**Treasurer**

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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.



### **The Division of Internal Audit**

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

## **2016 ACCOMPLISHMENTS**

### **Comptroller's Division**

#### **Fixed Asset Accounting:**

Finance Department has worked with the Office of Asset Management to compile an official in-house inventory of Fixed Assets report that was included in the Report of Audit on the Financial Statements of the County of Union for the Year Ended December 31, 2015.

#### **Financial Controls and Audit Function Procedures:**

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

### **Payroll**

Added Payroll Internal Control to review and create reports to cross reference data to ensure an accurate payroll.

Began using Employee Experience in order to assist employees with their understanding and knowledge of their payroll. Employee Experience is a self service module with internet and smart phone accessibility to all current wages, prior wages, and W2 information.

### **Treasurer's Division**

#### **Sale of Bonds:**

Issued General Obligation, Vocational-Technical School and County College Bonds totaling \$77,500,000.

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

Issued bond anticipation notes of \$90,000,000 to fund capital projects such as road and bridge improvements, traffic signals and improvements to buildings and parks.

**Revenue Enhancements:**

Treasury staff continued review of all open invoices and worked with various Departments/Divisions to collect on outstanding invoices.

**Investments:**

Utilized surplus funds by investing in CD's which increased revenues for interest on investments account. Met with some of the County's GUDPA approved financial institutions to increase earnings rates on existing accounts and to keep service fees at a minimum

**Bond Arbitrage:**

Completed bond arbitrage services to calculate the arbitrage rates for various bonds and notes issues and have the calculations completed and up to date through 2015 issues.

**Credit Card Merchant Services:**

Finalized the new merchant services contract and implemented new credit card terminals throughout the County that are chip compliant. Implemented a policy & procedures manual for users of the terminals in order to remain PCI compliant with industry standards.

**Reimbursement Division**

Training & Implementation of the Union County Grants Program for proper completion of the Special Item of Revenue/Grant Budget Insertion Request Form to insure uniform information is obtained and maintained for Audit purposes.

Continued development of reconciliation procedure for salary allocations to actual time spent on activities for federal and state government grants.

Improvement in communication with various County departments in reconciling financial reports to ensure compliance with the federal and state government grants.

## **2017 INITIATIVES**

### **Comptroller's Division**

#### **Fixed Asset Accounting:**

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

#### **Deferred Compensation:**

During 2017 the Department of Finance will provide services to employees in an effort to provide assistance with a deferred compensation program. Offer the service of onsite consulting services by a licensed investment advisor. The Department of Finance also assists employees with enrollments and changes requested through deductions.

#### **Financial Controls and Audit Function Procedures:**

Continue assisting other departments with the implementation of the Financial Controls and Audit Function procedures.

### **Payroll**

Offer employees the option to stop printing pay stubs if they have direct deposit as part of a go green campaign. This will minimize our check printing costs and help employees gain more access and knowledge regarding their pay checks.

Continue utilizing Employee Experience.

### **Treasurer's Division**

#### **Electronic Banking:**

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

#### **2016 Bonds and Notes Sale:**

Rollover 90,000,000 bond anticipation notes and issue new bond anticipation notes for the funding of capital improvement projects.

#### **Bond Arbitrage:**

Follow up with bond arbitrage service provider to stay current with new calculation dates for the more recent issues of bonds and notes

Banking:

Continue review of minimizing account fees and moving accounts out of depositories that are unwilling to reduce fees

**Reimbursement Division**

Development of new data base program called the Union County's Utilities Management System to assist the Division of Facilities Management to better monitor various utility invoices and assist with the Division Reimbursement with accurate information for the annual Central Services Cost Allocation Plan.

Development of centralizing all fiscal reports filed to be loaded in the Union County Grants Program for easier access.

Continued development of written procedures for filing federal and state financial and progress reports for various grants awarded to the County of Union.

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# **Department of Human Services**

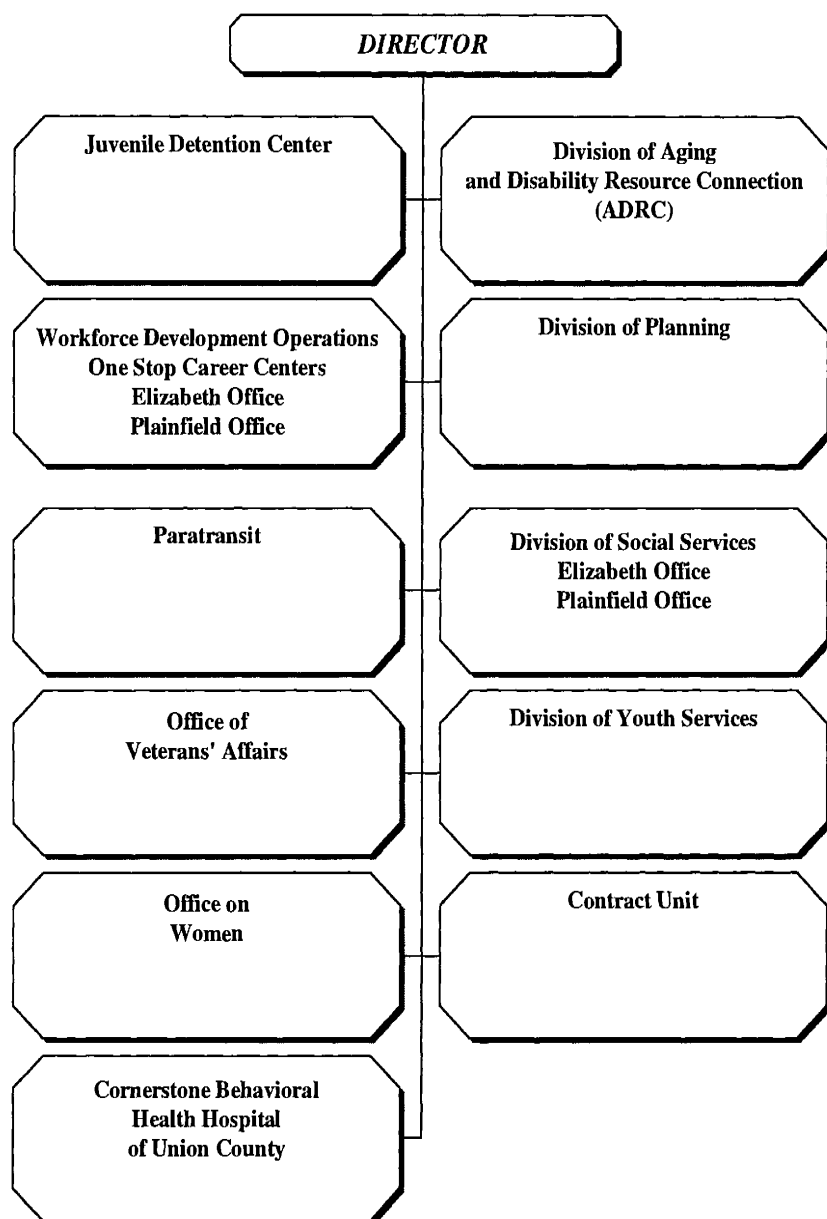
**Aging**  
**Employment Services and Planning**  
**Paratransit**  
**Planning**  
**Social Services**  
**Youth Services**  
**Juvenile Detention**

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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 seven distinct units within the Director's Office: the Juvenile Detention Center, Paratransit, Workforce Development Operations/One Stop Career Centers, Veterans' Affairs, Contracts Unit, Cornerstone Behavioral Health Hospital of Union County (as of 2015) and the Office on Women (as of 2016).

In addition, special Freeholder Initiatives and programs that respond to the emerging needs of more than 539,000 people in Union County's 21 municipalities are delivered through the Director's Office. The Department of Human Services is staffed by approximately 800 professional and support staff and is the largest department in Union County government.

### **Juvenile Detention Center**

The Union County Juvenile Detention Center is a 76-bed secure holding facility designed to temporarily house youthful offenders accused of delinquent acts while they await court disposition along with those committed to the approved short term commitment program.

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



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

### **Youth Shelter**

The Youth Shelter Program serves as an alternative to institutional services for juveniles needing temporary placement following a juvenile/family crisis, truancy from school; and youth with behavior problems or those whose family behavior may threaten their safety.

The day-to-day operations of the Youth Shelter are contracted to a non-profit, community based social services agency. The director of the Shelter is a member of the county's JDAI (Juvenile Detention Alternative Initiative) Local Council and attends all council and relevant subcommittee meetings.

### **Paratransit System**

Countywide transportation for seniors, disabled residents, veterans, and other income eligible residents is provided by Paratransit to help these individuals maintain independence or access a better quality of life. Trips include rides to medical, educational, employment and shopping facilities throughout the county and bordering municipalities. Regularly scheduled trips are made to veterans' health care facilities in East Orange and the Lyons VA Medical Center.

### **Workforce Development Operations (WDO)/One Stop Career Centers in Elizabeth and Plainfield**

The services of Workforce Development Operations (WDO) are designed to support economic development through the provision of a unified system of job preparation, especially for economically disadvantaged youth and adults, dislocated workers, welfare clients, and others facing major employment obstacles. In Union County, the One Stop Career Centers are operated by Workforce Development Operations.

Workforce Development Operations provides the following educational, occupational training, and career planning services through its One-Stop Career Centers: Adult Literacy Education, English as a Second Language, Basic Skills English and Math, Computer Instruction (Internet and Microsoft Office), Financial Literacy, Job Training/Employment, Occupational Training, Transitional Job Training (WFNJ employment directed activities), Resume Writing Assistance, Job Interview Techniques, On-the-Job

Training, Community Service Work Experience and Job Coaching. Local Labor Market Information includes Career Exploration, Career Development, Education, Vocational Training, Job Search, 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 and Adult High School.

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

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

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

### **Office on Women**

The Office on Women was established by the Board of Chosen Freeholders in 2016 and placed within the Department of Human Services.

The mission of the Office on Women is to help ensure that women connect with services and programs that enable them to reach their full potential at every stage of their lives, in education, in employment and business, health, and in the social fabric of Union County, and to raise awareness of the many contributions that women make to life in Union County.

### **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.

### **Cornerstone Behavioral Health Hospital of Union County**

**Mission Statement:** Cornerstone Behavioral Health Hospital of Union County is dedicated to the provision of in-patient behavioral health care to adult psychiatric patients. The Hospital is committed to the delivery of rehabilitative care in a therapeutic environment guided by psychiatrists and an entire mental health team with the goal of preparing the patient for eventual re-entry into the community.

In December 2014, Runnells Specialized Hospital of Union County was sold to a private entity. The new ownership asked if the County would continue operating the 44-bed mental health unit formerly named Cornerstone. The County agreed and through a 10-year lease agreement for space and other ancillary services operates the unit which has been re-named Cornerstone Behavioral Health Hospital of Union County. The Board of Chosen Freeholders placed this hospital within the Department of Human Services.

The hospital offers intermediate/acute in-patient services to adults 18 years and older who are referred from short- term care facilities (acute psychiatric hospitals). A wide variety of diagnosed mental illnesses are treated by a professional staff of psychiatrists; registered nurses; psychologists; masters level psychiatric social workers; activities therapists; occupational therapists; and, crisis trained institutional attendants.

### **Division on Aging and Disability Resource Connection (ADRC)**

The Union County Division on Aging is one of 670 “Area Agencies on Aging” nationwide established under the federal Older Americans Act. As of 2012, the division became the Division on Aging and Disability Resource Connection (ADRC) in compliance with a state initiative to better serve the elderly and disabled populations. The division has bi-lingual (English/ Spanish) staff and information printed in Spanish to serve the county’s large Hispanic population. According to the 2010 U.S. Census, 12.7 percent of Union County’s approximately 539,000 residents are over age 65. With the exception of Elizabeth and Plainfield, 19 of the county’s 21 municipalities have in excess of 11% of their population age 65 and older. The ADRC provides care management services for the state’s Medicaid Waiver Programs, Global Options, and for the Jersey Assistance for Community

Care giving program (JACC), with the goal to promote wellness, independence, dignity and choice for seniors and their families. The ADRC's other services include Information and Assistance; the State Respite Program (SRP); and Nutrition programs, including home-delivered and congregate meals, the Farmers Market food voucher program; and, nutrition and health education for seniors.

### **Division of Planning**

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

### **Planning/Mental (Behavioral) Health Services**

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

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

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

### **Planning/Homeless Services**

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

### **Planning/Disabled Services**

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

### **Planning/Rape Crisis Center**

The Rape Crisis Center provides crisis intervention and counseling to

victims of sexual assault and their families. Trained volunteer advocates staff a 24-hour hotline, 908-233-7273.

***Planning/Intoxicated Driver Resource Center (IDRC)***

Union County's IDRC is a state mandated program. The IDRC is funded by DWI (driving while intoxicated) client fees. The program requires offenders to attend a 12-hour, two-day education/prevention program to determine if a driver's license can be restored or if further treatment is warranted before restoration.

**Division of Social Services**

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

**Immunization Clinic**

The federally funded Immunization Clinic provides information about available health services to families in need, screenings and more than a dozen immunizations for eligible children under age 18. Children who are uninsured, underinsured, receive Medicaid or N.J. Family Care are eligible for services.

**Division of Youth Services**

The Union County Division of Youth Services administers programs and services targeted to prevent or reduce delinquency and related at-risk behaviors effecting children, youth (ages 10-17) and provide resources and support services for families. Units under the division include the Youth Service Bureau that delivers 24/7 family crisis intervention, emergency shelter placement, case management and related services for at-risk youth and their families, the Youth Services Commission (YSC) that administers delivery of NJ Juvenile Justice programs and other options to reduce youth incarceration and recidivism and the Union County Juvenile Expediting Team (UJET), a team of professionals who voluntarily provide case management and monitoring services for youth in detention and shelter care.

## 2016 ACCOMPLISHMENTS

### Office of the Director

During its annual Gala Dinner-Dance held November 3, Community Access Unlimited (CAU) presented DHS Director Frank Guzzo with the agency's Public Leadership Award for 2016. The Public Leadership Award recognizes outstanding support and advocacy on behalf of people with disabilities and youth aging out of foster care.

### Freeholder Initiatives

As part of Freeholder Chairman Bruce H. Bergen's "One County – One Community" initiatives for 2016, the Director's Office implemented the Seniors in Motion; Senior Focus; UC Heroes; and, the Office on Women initiatives.

- **Seniors in Motion** provided 12- and 15-passenger vans to 18 municipalities to enhance and improve local transportation options for seniors. Vans are in the process of delivery.
- **Senior Focus** grants were offered to municipalities for upgrades, improvements, repairs, and equipment for senior centers. Eighteen applications are under review and Senior Focus projects will be implemented beginning in 2017.
- **UC Heroes** was designed to connect veterans with all services and VA benefits available to them and their families. A separate section of the county's website was created and serves as an online resource for veterans and their families on a wide range of services, benefits, and events of interest to veterans and veterans' organizations. The website is being updated on an on-going basis.
- Veterans representing several veteran organizations across Union County met in July for the first time with the DHS director to begin a discussion of ways to improve services to vets and their families.
- The Office on Women, established in 2016, serves women in all walks of life throughout Union County. Through analysis, research and strategic collaboration, the Office on Women will work to ensure that local programs and services support women's leadership, equality and advancement in the home, at work, and in the community.

### **Workforce Development Operations/One-Stop Career Centers (OSCC)**

- In 2016 Workforce Development Operations implemented the new federal Workforce Innovations Opportunity Act (WIOA). The WIOA has stipulated that greater resources, programs and services be available to youth, especially out-of-school youth.
- The Union County One-stop successfully exceeded/met all mandated performance standards as set by the new WIOA mission.
- By offering one comprehensive orientation, rather than separate orientations for One-Stop, Employment Services, and Vocational-Rehabilitation, services to clients within the One-Stop including case management, referrals to partner agencies and management team practices were streamlined.

### **Cornerstone 2016**

In 2016, Cornerstone stabilized its nursing staff by creating a balanced schedule and accomplished its goal of reducing over-time costs.

Quality Assurance and Performance Improvement (QA/PI) measures were put in place and staff educational sessions completed.

Dozens of 'Policies and Procedures' that reflect Cornerstone's new status as a division of the Department of Human Services continue to be examined and revised to meet the current operational needs of the facility and staff.

Following state and federal surveys, it was determined that the psychiatric physical plant was not ligature resistant (suicide prevention). To meet the suicide prevention regulations as provided in the Federal Guidelines for Design and Construction of Health Care Facilities, Cornerstone began to address this health and safety need. Until federal compliance is completed, temporary measures have been instituted to assure continued safety for patients and staff. In 2016 the number of restraint episodes decreased significantly from 23 in 2015 to six in 2016.

Weekly EOC (Environment of Care) rounds were put in place with the facility's landlord to assure that Cornerstone areas, including maintenance, housekeeping, and dietary, are well maintained/repaired.

## **Juvenile Detention Center**

### **Care and Custody**

As of the third week in November there have been 353 new admissions with an anticipated total of 380 new admissions by the end of 2016, to the Juvenile Detention Center with a projected 13,745 days of service [bed days]. The average daily population is in excess of 40 residents with an average length of stay of 41 days; this number continues to be skewed, or appear high, due to the unusually high number of waiver cases being held in Detention. Waived cases are those that are sent from Family/Juvenile Court to Criminal/Adult Court for disposition. Until the case is brought to Court, the “waived” juvenile is confined in the Juvenile Detention Center, thus adding on to the length of stay.

### **Educational Services**

The Detention Center school year ended on August 31, 2016 as did the contract with the Union County Educational Services Commission. In September 2016, the Essex Regional Educational Services Commission was contracted to provide the educational program for the 2016-2017 school term. **The Detention Center’s school program is one of the few in the state that requires attendance from all residents incarcerated, regardless of educational performance level or age.**

### **Medical Services**

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

### **Social Services**

The Union County Juvenile Detention Center’s socials services program, being provided by CFG Health Systems, has, in the past year, increased staff to include an additional social worker and a new position of mental health screener, adding sixteen additional hours of coverage per week. The mental health screener and social service staff have recently implemented a group counseling program that is being very well received. CFG has developed and continues to maintain a program that exceeds state mandated standards.



**NJ Juvenile Justice Commission (NJJC)**

During the winter of 2016, the County of Union entered into a short term agreement with the NJJC to assist with staffing, training and gang management. The Compliance Monitoring Unit made several visits to the Detention Center during the following months and conducted assessments and evaluations. The assistance provided the JDC an opportunity to recruit and train new staff.

**U.S. Department of Justice**

In February of 2016, the Juvenile Detention Center participated in a federally mandated audit. In August, the JDC was identified as 100% compliant with the Prison Elimination Act through the Department of Justice.

**Hudson County Shared Services Program**

In March 2015, Union County entered into a two year shared service agreement with the County of Hudson to hold all of their male juveniles due to the closing of their Juvenile Detention Center. This action allowed Union County to better utilize its facility capacity and further reduce its operational expenses. The Union-Hudson agreement has resulted in earned revenue of \$1,846,320 from January thru October 31, with minimum guaranteed revenue of \$370,000 for the months of November and December, totaling \$2,216,320 for 2016.

Union County continues to maintain a shared service agreement with Bergen County to hold all of its female residents resulting in better facility utilization and reduction of operational costs since the annual female population averages 1.6.

**Staffing/Juvenile Detention Officers (JDO)**

During the CY 2016, the Union County Juvenile Detention Center promoted seven staff to Senior JDO and Supervising JDO positions. In 2016, 19 staff retired, resigned or were terminated and 25 new JDOs have been hired to fill all vacancies.

**Paratransit**

As of October 31, 2016, Paratransit provided 93,287 rides. Paratransit continued to seek ways to generate the funding necessary to provide this vital service to our residents who depend on it for medical transportation to appointments for kidney dialysis; chemotherapy; radiation and physical

therapy. Other trips are needed for mental health services; education; employment; nutrition programs and personal shopping.

While Union County is experiencing an increased demand from elderly and disabled residents in need of specialized transportation, state funding continues to decrease. The state's Casino Revenue Fund, (Atlantic City's casino gambling revenue tax (8% of gross) that funds subsidies for prescription drugs; transportation services; housing assistance and other programs to help income eligible seniors and disabled adults, peaked at \$502.3 million in 2006. By 2012 casino revenue for Union County dropped from almost \$2 to about \$1 million dollars. By fiscal year 2014 the Casino Revenue Fund declined to \$220.6 million. The fund has continued to drop by about 8% annually.

Recent closings of several Atlantic City casinos have further reduced funding for Paratransit.

In 2016, Union County requested \$896,544 from the state and received \$834,590.

In other federal/state funding cuts, in 2011 the State of New Jersey transitioned to a new Medicaid brokerage system reducing Medicaid reimbursement to Union County by \$300,000 over a three year period. In recent years other Paratransit funding streams have not increased but remained the same.

In an effort to generate revenue, Paratransit entered into an agreement with Gateway Outdoor Advertising to solicit paid advertising to be placed on Paratransit vans. In 2016, more than \$6,311 in revenue will be realized. To date, the collection of minimal fares (\$2 dollars per ride) has generated an additional \$130,473 in revenue, along with reimbursement from the NJ Division of Vocational Rehabilitation (DVR), \$16,236 in revenue has been generated to date.

By contracting with Logisticare for the transportation of Medicaid clients, Paratransit has received \$19,070 to date. In 2016 Paratransit entered into an agreement with two mental health facilities for the reimbursement of transportation for Partial Care clients no longer eligible for Logisticare. This action has generated \$52,074 to date. In addition, Paratransit renewed its agreement with Gateway YMCA of Eastern Union County to transport

elderly residents to their Wise Adult Day Care Center for \$5,500 per month generating \$66,000 per year.

### **Contract Unit**

In 2016 the Contract Unit continued processing and monitoring over 600 contracts with community based organizations and vendors for the Union County Department of Human Services. Contract staff ensured that all contracts met regulatory requirements set by the funding source (state and federal government) and the County of Union.

The Independent Monitoring Unit (IMU) monitors contracts awarded through the Union County Department of Human Services. Over 470 monitoring visits took place in 2016. 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 is collected about 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.

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

#### **Community/Veteran Outreach**

In July, the Director of the DHS held his first meeting with representatives from the county's American Legions, VFWs, and Purple Heart organizations to discuss veteran needs in Union County and to develop a stronger partnership between the county and veteran organizations in reaching veterans and their families with information and services. This meeting was part of Freeholder Chairman Bergen's 'UC Heroes' initiative.

Additionally, as part of the Chairman's initiative, a website dedicated to resource information for veterans was created as a separate link from the Union County website. This special link is updated periodically to include new information and posts events of interest to veterans.

The veterans' service officer participated as a speaker and VA resource person at more than a half dozen outreach events throughout Union County. In addition, assisted in outreach events sponsored by the VA Hospital at Lyons.

**Flag Guardian Committee**

In May 2016 the committee, in partnership with scout troops, veteran's organizations and other community service groups, placed approximately 30,000 American flags on the graves of military veterans in all of Union County's cemeteries.

**Claims for VA Benefits**

Approximately 30 compensation and pension requests were processed in 2016 and monitored the status of pending appeals for benefits such as compensation and spousal benefits.

**Code Blue**

In 2016 the Code Blue shelter program housed 2,820 people, 345 of whom were children. There were 55 Code Blue nights. Code Blue goes into effect countywide when the temperature falls below 25 degrees or below 32 degrees with precipitation.

Code Blue has been operated successfully by the Union County Department of Human Services for more than 10 years and is funded by the County of Union.

**Juvenile Detention Alternatives Initiatives (JDAI)**

In 2016 Union County was awarded \$124,000 for CY 2017 from the state's Juvenile Justice Commission, Innovations Funding grant, the maximum amount given from the state and the national Annie E. Casey Foundation. These funds will continue to engage the services of a Family Engagement Coordinator (FEC) to assist youth and families involved in the juvenile justice system. The FEC is on-site in the Family Court waiting area to assist youth and families. The FEC will also provide resource materials and parent/family activities to strengthen families and hopefully reduce juvenile delinquency on the part of younger siblings.

**Office on Women**

One of the first steps the Office on Women accomplished in April 2016 was the creation of the Office on Women webpage on the county's website. This webpage ([ucnj.org/women](http://ucnj.org/women)) is a directory of resources reflecting calls from the public seeking information about various topics. The webpage is updated regularly.

The Office on Women handled dozens of phone calls and emails from

constituents regarding various human/social services. Calls requested assistance with: rental assistance, WIC (women/infants/children nutrition program), welfare, job search, Court related matters, immigration issues, and domestic violence among other concerns. Based on these inquiries, the office has determined that it would be useful to work with all departments of county government to serve the needs of the community.

In 2016, the office partnered with Union County College for a series named: "Non-Traditional Career Paths." STEM (science, technology, engineering and math) events were created to get young women interested in various science and math fields and STEM classes. The first event was held Saturday, September 17 and titled "Girls Gone Wired," a class focused on creating computer applications. With 15 seats to fill, 20 interested women and men participated. Following events concerned Engineering/Chemistry/Biology and a panel of nine women speaking to Women in Criminal Justice and Emergency Management. All of these programs were successful in showing young women (and men) opportunities in non-traditional gender fields.

In partnership with the DHS Division on Planning, Rape Crisis Center (RCC), a new informational card publicizing the Rape Crisis Hotline number and RCC services was developed. The county's Commission on the Status of Women, Union County College and several volunteers has been placing these cards throughout Union County in locations such as public ladies rooms, Laundromats, hair salons, drug stores or anywhere women may pick one up.

The celebration of Suffragette's/Equity Day (August 26, 2016) was done by having large banners created and hung in the front hallway of the Administration building to bring awareness to the date and reminding all the employees as well as any visitors of Equity Day and its meaning.

Working with the Sheriff's Department, the Office on Women researched and created a plan for the Sheriff's office to recruit more women law enforcement agents. Law enforcement agencies across the United States face challenges related to the encouragement of females into the law enforcement field. The Union County's Sheriff's Department has not had this same problem; however, the Sheriff would like to continue its tradition of hiring female law enforcement agents and promoting them from within.

In cooperation with the county's Commission on the Status of Women (Commissioner), plans have advanced for the 2017 Women of Excellence Dinner to be held Friday, March 24 at Galloping Hill Golf Course, Union. The Commission's future plans include a lecture series and volunteer opportunities.

### **DHS Community Outreach Events**

Throughout 2016, the Director's Office provided literature, speakers and staffed information tables for numerous community information, resource, and networking events and activities. Examples include a community inter-faith resource and networking event, numerous health fairs, the county-wide Red Ribbon Drug Prevention event, a youth services networking conference and public school requests for speakers. The Department was a sponsor of a Strengthening Families Initiative evening event for families of pre-school children enrolled in more than 10 child care centers in Plainfield. More than 500 parents and children attended to learn about government and community resources available to help parents and protect children from abuse and neglect.

### **Division on Aging & Disabilities Resource Connection (ADRC)**

In 2016 the ADRC continued to give priority to ensuring the provision of essential services for seniors. These services include home care and community services, transportation services, and senior nutrition services.

### **Aging Services Kiosk (ASK)**

In June the ADRC implemented a new outreach program, ASK (Aging Services Kiosk), to reach more seniors and their caregivers. The ASK program brings ADRC staff experience, knowledge and resources to the community at locations such as libraries and municipal buildings throughout the county to make it easier for the public to access assistance. Approximately 36 ASK sessions were held in 2016. Marketing efforts in relation to ASK and overall outreach have also been elevated to include social media as well as new branding on the county website.

### **Nutrition for At-Risk Seniors**

In 2016 the ADRC continued to ensure adequate nutrition for at-risk older adults. The division sought to provide assurances that funding from state and local sources would permit continued nutrition program funding, and ensure the provision of emergency nutrition services in crisis situations.

### **Screening for Services and Benefits**

In 2016 the ADRC continued to support initiatives that improve the effectiveness of home and community based services. The Aging & Disability Resource Connection (ADRC) model, a state initiative that Union County has embraced, identified a new client pathway, assessment, and eligibility determination.

### **Advocacy and Community Outreach**

The ADRC and Council on Aging pursued advocacy efforts at the local, state, and federal levels of government, through contact with key state and federal legislators to raise public awareness of issues of importance to seniors and to influence public policy.

Outreach efforts to address those in need of additional help, such as food stamps and food from local pantries were addressed in all ADRC presentations with current information in print materials distributed. Home visits were made for those needing assistance with SNAP (food stamp) applications and as advocates with the DHS Division of Social Services.

### **Division of Planning – 2016 Accomplishments**

#### **Behavioral Health (BH)/Mental Health (MH)**

**State Level:** In 2016, the NJ Division of Mental Health and Addiction Services (DMHAS) released and implemented the revised fee for services rates for mental health and addiction treatment service contracts. All state mental health agency contracts will move to a fee for service system in 2017.

**County Level:** In 2016, the BH Director/MH Administrator and the County Alcohol and Drug Abuse Coordinator participated in the Union County Opioid Response Initiative that was founded by Union County Sheriff Cryan and facilitated by Prevention Links staff. The Response Initiative Committee continues to develop outreach materials and peer recovery coaching for county residents who have experienced an opioid overdose and a NARCAN reversal to facilitate and promote substance use disorder treatment. The 2016-2019 Union County Alcohol/Drug Abuse Comprehensive Plan was certified by DMHAS in August, 2016.

**Alcohol and Drug Abuse:** In 2016, \$897,415 was awarded for the provision of alcohol/drug abuse prevention education and treatment services for low-income, uninsured Union County residents. As of the 3<sup>rd</sup> quarter of 2016, approximately 550 residents have received prevention education and both in-patient and out-patient treatment through this grant. To date, 114 Mental Health and Behavioral Health Information and Referral phone calls have been answered by the Behavioral Health Unit staff.

**Municipal Alliances:** Nineteen Union County municipalities participate in the Municipal Alliance program. The FY2016 award was \$536,201 for the grant period of 7/1/15 – 6/30/16. During the FY2016 grant cycle, 144 prevention programs were funded. A total of 127,135 participants took part in these activities, and 262 community volunteers were members of their Municipal Alliance Committees. The funding level of \$536,201 was maintained for FY2017 by the Governor's Council on Alcoholism and Drug Abuse (GCADA). During the FY2016 grant cycle, three grant funded prevention activities were facilitated by Prevention Links: Countywide Red Ribbon Day, a Community Education Project which provided NARCAN administration training an overview of heroin activity in Union County, and Prevention 101 that provided outreach to county funeral home directors raising awareness on prescription drug abuse and the proper, safe disposal of unwanted medication that had been used by the deceased. Funeral home directors were engaged in Prevention 101 this year. In previous years groups such as real estate agents have been engaged in this effort to reach the public with this information. For example, when funeral arrangements are being made, family members can pick up information about prescription drug abuse and at the same time learn how to correctly dispose of the deceased's prescription drugs.

**Mental Health:** The Mental Health Board (MHB) reviewed and recommended that the NJ Department of Human Services, Division of Mental Health Services, approve the contracts of 12 mental health agencies for a total of approximately \$38,840,000 of services in FY 2016 and CY 2016 in Union County. This funding remains about the same as last year. MHB members reviewed four separate state funded Requests for Proposal (RFP) applications and forwarded recommendations to the state Division of Mental Health and Addiction Services.

**Office for the Disabled (OFD)**

As of October 2016, the OFD provided information and referral services to



approximately 104 Union County residents with disabilities. This figure does not reflect multiple contacts regarding various subjects from the same individual. The OFD, in conjunction with the Advisory Board on the Disabled (ABD), hosted a Disaster Preparedness presentation by the American Red Cross on March 22, 2016. The NJ Division of Disability Services provided emergency “go-bags” for distribution at the October 25, 2016 ABD meeting.

Through the Personal Assistance Services Program (PASP), a total of 28 county residents, between ages 18 and 70, with permanent physical disabilities received on average a total of 30 personal assistance service hours per month to support vocational goals and independent living. Personal assistance services include routine, non-medical personal care; assistance with household chores and errands; basic, light housekeeping; and, meal preparation. Outreach continues to enroll new consumers.

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

The IDRC has completed its 32<sup>nd</sup> year of operation since 1984. In 2016, this program has provided service to 1,096 individuals with five (5) classes still remaining, averaging 35 per class. This will be consistent with 2015 outcomes. The projected revenue for 2016 is \$249,367. It is anticipated revenues for 2017 will increase. The IDRC continues to make every effort to retrieve non-compliant clients for re-scheduling; focus on providing quality services; maintain a positive outcome for clients; and, heighten community awareness concerning roadway safety when drivers consume alcohol/drugs.

The Union County IDRC is a state mandated 12 hour, (two day) program designed to educate, screen and evaluate clients who may be in need of a structured intervention regarding their alcohol and/or drug abuse. The IDRC’s purpose is to prevent future recidivism by making clients who have been identified as having an alcohol or drug involvement in connection with the operation of a motor vehicle, otherwise known as a DWI, aware of their inappropriate behavior of being under the influence while driving. The IDRC continues to work cooperatively with the local treatment providers, Courts, the state IDP, and DWI offenders.

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

As of 11/4/2016, the Continuum of Care/Homeless unit has provided information and referral to a total of 343 County residents in 2016. This is a 26% increase from 2015. A total of 3,532 Union County residents were

served with federal, state, and local funds (five funding streams) to address homeless and those at-risk of homelessness. Services included permanent supportive housing; transitional housing, rapid-rehousing, emergency shelter, homeless prevention (rent/mortgage, security, utility, food), legal aid, health-related/substance abuse treatment, employment, nutrition, linkages and case management.

The Comprehensive Emergency Assistance System (CEAS)/CoC Committee provided a letter in support of Bridgeway Rehabilitation Service's application to the NJ Department of Community Affairs (DCA) Request for Proposal for the State Rental Assistance Program (SRAP) Housing First grant. They were awarded 35 housing vouchers, of which 10 are targeted for chronically homeless veterans in Union County. A Homeless Sabbath Subcommittee organized a multi-faith "call to action" to collectively pray for all homeless people at participating houses of worship on the first annual Homeless Sabbath Weekend of December 16-18, 2016.

Under the supervision of the Union County Department of Human Services/Office of the Director, County staff worked with the CEAS/CoC Committee to conduct a full 2016 Point in Time (PIT) Survey on January 26, 2017 to count the number of homeless persons in Union County. A total of 513 persons, in 328 households, were experiencing homelessness in Union County according to the official U.S. Department of Housing and Urban Development (HUD) McKinney-Vento Act definition of homelessness. This is an increase of 11 households (3.5%) from 2015. Union County had 5.7% of New Jersey's statewide homeless population in 2016. A total of 19 persons in 19 households were identified as chronically homeless. A total of 49 households, including 62 persons were unsheltered on the night of the count.

The county submitted the FY2016 (CoC) application request totaling \$4.6 million dollars for 19 projects including two new projects from Catholic Charities of the Archdiocese of Newark and Covenant House New Jersey. Both providers applied to a Rapid Rehousing Rental Assistance funding for homeless youth. If both are awarded through this application process (anticipating award shortly to provide services in 2017), they are proposing to serve 13 homeless youth households.

**GAP Grant** - The Union County Board of Chosen Freeholders, through the Department of Human Services, Division of Planning, continued to support

the GAP Grant in 2016 to support some of the county's most vulnerable residents. Nine (9) agencies were renewed to provide social service programs to low and moderate income individuals and families whose income did not exceed 350% of the FPG. As of October 2016, a total of **394** persons were served with GAP funds.

**Family Support and Homeless Prevention** - Initiated in the fall of 2012, this program placed an emphasis on families with school age children experiencing a temporary hardship, with services being provided through a network of community-based agencies. The program identified priority communities. Components of the family support and prevention included outreach (339 families) and family engagement (163 families), parent/caregiver empowerment by way of community forums (2) and workgroups (3) and the dispersal of flex funds to address emergency needs (136 families) such as rental, utility, and food assistance, education, child care, and other emergent services areas. Statistics represent the first nine (9) months of the program.

#### **Rape Crisis Center (RCC)**

During the period of 1/1/16–9/30/16, the Union County Rape Crisis Center (UCRCC) provided the following assistance through its 24-hour hotline: 265 victim and/or significant other crisis support calls, 132 victim-related calls, 37 medical (forensic examination) accompaniments and 11 legal (police/statement) accompaniments. The UCRCC has experienced a significant increase in hotline calls in comparison to last year.

Two new community initiatives/partnerships were created. First, the office of Division on Women in collaboration with the UCRCC created a palm card illustrating the UCRCC's 24-hour services. The second is with the Juvenile Detention Center (JDC) in Linden. Grown out of the Prevention Rape Elimination Act (PREA), the JDC requested to partner through a Memorandum of Understanding (MOU) whereby the UCRCC's services will be shared/made available to their population. Together, the UCRCC and JDC will examine ways to better educate their staff about sexual violence.

#### **Division of Social Services (DSS)**

The latest available data (August 2016) reported by the New Jersey Department of Human Services, Division of Family Development, shows a total of 1,099 Work First New Jersey/Temporary Assistance to Needy Families (WFNJ/TANF) cases in Union County. These cases include both

children and adults for a total of 2,634. Union County ranks seventh out of 21 counties in the state for WFNJ/TANF caseload. Union County ranks sixth in SNAP (food stamp) recipients for a total of 48,240 persons, about half children and half adults.

In 2016 an additional 24 employees were hired to handle the increased volume of Adult Medicaid & Family Care applications. This additional staffing has had a positive impact in reducing client waiting time for the processing of Medicaid applications.

In 2016 the DSS purchased the digital web-based time and attendance software program to track the time and attendance of the division's work force. The machines have been installed and will be operational by December, offering greater efficiency and monitoring of staff time and staff availability.

To enhance client and staff security and safety, the DSS finalized the installation and implementation of a video surveillance system at its rental offices within a larger office complex on Parker Road in Elizabeth.

### **Division of Youth Services**

The mission of Youth Services is to deliver effective, accessible programs and services that strengthen families and help youth build self-esteem, resulting in positive client experiences.

In 2016 the Division of Youth Services continued its mission of delivering effective and accessible programs and services to youth and their families. Several division objectives were met including the initiation of the following new programs: Parents in Action – Bilingual educational support groups and SH-OUT UC, a student community service program. Parents in Action served 40 families in its inception year. SH-OUT UC received over 150 applications for student participation in the program. Both programs exceeded expectations of year one participation.

In 2016 the Division of Youth Services partnered with the county's Office of Cultural and Heritage Affairs on the Union County Teen Arts Festival. The Division of Youth Services provided a 3-D printing art tutorial to over 500 students. In 2016 Youth Services also partnered with the Juvenile Detention Center to manage the detention alternative program, Electronic Monitoring (EM). As a team, staff served 19 clients since March of 2016, an

approximate 300% increase from 2015.

## **2017 INITIATIVES**

### **Office of the Director**

#### **Workforce Development Operations/One Stop Career Centers**

- In 2017 WDO will continue to integrate employment, vocational rehabilitation, and WIOA services to out-of-school youth through a Youth Resource Center that will provide resources to serve this population. The goal is to provide dedicated computer space and materials so youth can avail themselves of these services in a safe and supervised manner.
- For client convenience, the Union County One-Stop will implement non-traditional, extended office hours past the traditional 9:00 a.m. to 5:00 p.m. business hours for events such as job fairs, youth events and other community events sponsored by the DHS or other community entities. Services at local libraries or community agencies on weekends will also be explored as an option to allow clients to access career assistance at their convenience.
- The WDO will partner with the DHS Division of Youth Services (DYS) to offer DYS programs, such as workshops for parents, for One-Stop clients, at One Stop locations.

#### **Juvenile Detention Center**

In 2017 the Union County Juvenile Detention Center will focus on the following:

- Maintain a secure, safe and efficient short term detention facility while managing and supervising the daily custody and programming operations of the Union County Juvenile Detention Center in accordance with all mandated federal and state standards, as well as all National Commission on Correctional Health Care Standards.
- Review, revise and maintain facility Policy & Procedures as needed to meet or exceed state and national standards, including those of the American Correctional Association, in anticipation of application for accreditation.

- Obtain re-accreditation status in the spring of 2017, to follow the accreditation awarded in 2014, by the National Commission on Correctional Health Care, for excellence in health services provided to our residents.
- Develop and maintain a Resident Records Management System that insures the safety of all documents and includes an integrated record retention system for residents' files utilizing documents from education, social services, and other law enforcement agencies.
- Maintain compliance through the Department of Justice and the Prison Rape Elimination Act achieved in 2016.
- Continue to provide state mandated training for all staff and enhance the training department by having JDC staff certified in Methods of Instruction and CPR Instruction conduct training.
- Through a partnership with the Juvenile Justice Commission's Office of Education and the Union County Department of Education, maintain a comprehensive educational program for all residents and their individual needs, assess residents' grade levels and award credits when NCCCS proficiencies are met.
- Through a partnership with the Union County College and the Essex Regional Educational Services Commission, develop a continuing educational program for all residents who have obtained their High School Diploma or Equivalent.
- To provide GED programming and have the Juvenile Detention Center approved and designated as a GED test site.
- Maintain additional recreational programs and special activities for the resident population with emphasis on conflict resolution and behavior management techniques.
- Implement and maintain the Phoenix Program, a new behavioral management and conflict resolution program to include, individual and group counseling, with CFG Mental Health staff.

### **Paratransit**

In 2017 Paratransit will continue to seek ways to generate the funding necessary to provide this vital service to our residents who depend on it. In the coming year Paratransit will seek to enter into an agreement with three mental health facilities for the reimbursement of \$7.00 per one way rides for partial care clients recently dropped by Medicaid. In addition, Paratransit will look into getting reimbursed from the state's Division of Vocational Rehabilitation for clients receiving funds for transportation purposes.

In 2017 Paratransit will explore having Mobile Data Tablets (MDT's) installed in all their vehicles. These tablets will promote a paperless operation and have access to the most recent manifest and all updates via the tablet. Dispatchers will be able to work more effectively and respond to customers more efficiently while tracking vehicle locations in real time and letting them communicate directly with the driver. Manual tasks such as entering stop times, no-shows and vehicle mileage will be handled automatically. This will save time and improve productivity.

### **Juvenile Detention Alternatives Initiative (JDAI)**

Supported by a grant from the New Jersey Juvenile Justice Commission, in 2017 the JDAI Local Council will continue to support and build on the work of the Family Engagement Coordinator (FEC) begun in 2016. The FEC addresses the needs and concerns of youth and their families by helping them understand justice system procedures, help them identify community resources that can provide help, and reduce waiting time to process cases.

### **Office of Veterans Affairs**

In 2017 the office will work to implement the VA's new paperless operation for claims and benefits. At present (November 2016) the PIV card program will require more assistance from the VA to get it up and running.

In 2017 the office will continue to work to reduce homelessness among Union County's veteran population.

### **Office on Women**

In 2017 the Office on Women will:

- Continue upkeep of its webpage with current information and resources.
- Continue to develop and implement plans for the newly created Office on Women, helping women to find resources designed for them. Serve as a liaison between already existing 'women's programs' and other civic organizations in Union County.
- Continue non-traditional career panels and projects in association with Union County College as well as the county's Workforce Development Board.

- Advocate for public policies and laws to meet the special needs of women such as high-quality child care and/or flexible workplace schedules.
- Protection and promotion of women's rights and gender equality in the public sector.
- Work with State of New Jersey's Department on Consumer Affairs (and Prosecutors Office) on Senior Women Fraud/Seminar series.
- Work with current UC Commission on the Status of Women to broaden its agenda.

### **Cornerstone**

In 2017 Cornerstone will:

- Continue to improve patient quality of care and patient outcomes.
- Obtain bids/specs for needed ligature resistant revisions; assure approval; and, schedule project completion by March to safeguard patients and employees.
- Provide ongoing staff education for safety and improved patient care.
- Complete affiliation agreements with state universities that offer Physician Assistant (PA) degrees in early 2017 to gain opportunities for PA student rotations.
- Complete policy, procedure and form revisions as necessary.

### **Division on Aging & Disabilities Resource Connection (ADRC)**

In 2017 the ADRC will continue to give priority to ensuring the provision of essential services for seniors. These services include home care and community services, transportation services, and senior nutrition services.

### **Nutrition for At-Risk Seniors**

In 2017 the ADRC will continue to ensure adequate nutrition for at-risk older adults. A goal of the ADRC is to assure that there is effective targeting and attention given to this vulnerable population. The division will seek to provide assurances that funding from state and local sources will permit continued nutrition program funding, and ensure the provision of emergency nutrition services in crisis situations. In addition, the division will be pursuing the expansion of the home delivered meals program as a means of providing respite for working caregivers.



### **Screening for Services and Benefits**

A goal of the ADRC in 2017 is to continue to support initiatives that improve the effectiveness of home and community based services. The Aging & Disability Resource Connection (ADRC) model, a state initiative that Union County has embraced, has identified a new client pathway, assessment, and eligibility determination. The division is actively utilizing the newly implemented clinical assessment tool involving information and assistance (I&A) intake, a “Screen for Community Services” and a comprehensive care needs assessment tool. Pending state approval, the division will partake in additional services in relation to the screening process. The division will be strengthening the ADRC partnership in 2017 through on-going regular meetings between Aging and the Office of the Disabled.

### **Advocacy and Community Outreach**

Advocacy efforts will continue in 2017 at the local, state, and federal levels of government, through contact with key legislators, education and raising public awareness, and letter writing campaigns. Issues for legislative action include sequestration variables and the critically important reauthorization of the Older Americans Act.

### **ASK (Aging Services Kiosk)**

To target more seniors and their caregivers, the ADRC implemented a new outreach program, ASK (Aging Services Kiosk) which takes the staff experience, knowledge and resources out of the office and into the community at locations throughout the County to attract an array of members. Marketing efforts in relation to ASK and overall outreach have also been elevated to include social media as well as new branding on the County website. This effort will continue and be heightened in 2017.

### **Division of Planning**

#### **Behavioral Health**

In 2017, the Behavioral Health Director and the Alcohol/Drug Abuse Coordinator will continue to work on the Union County Opioid Response Initiative. County NARCAN trainings will be publicized by the County Alliance Coordinator. The Municipal Alliance countywide training funds will be used to develop outreach materials to enlist more citizens as Municipal Alliance members, and 10 prevention education presentations will be funded for parents at pre-established meetings such as Back to School Nights and Pre-Prom Parent Meetings in order to raise awareness of current

drug trends in our communities. In 2017, in order to strengthen the County Behavioral Health disaster response, the members of the Behavioral Health Unit staff (3) will become DMHAS certified Disaster Response Crisis Counselors.

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

Planning will commence to conduct the 2017 Point in Time (PIT) Survey to count the number of homeless throughout Union County. The PIT will be conducted on January 25, 2017. Program staff will participate in the street count as well as the daytime events (Elizabeth/Plainfield). Code Blue efforts will continue throughout the cold weather season. The CEAS/CoC Committee will continue the work of remaining in compliance with the CoC regulations in the following areas: Coordinated Assessment System (quality control for services within UC/performance standards & smooth CoC) and recruiting new agency members: Veterans, Board of Education/Superintendents Office, Youth, Mental Health, and Homeless/Formerly Homeless. Committee members will also engage in discussion of fair housing issues/concerns at every meeting as part of the HUD's final rule to Affirmatively Further Fair Housing (AFFH).

### **GAP Funding**

Additional GAP funding (\$22,905) has been requested to purchase additional services in 2017 for legal services, meals for persons with disabilities, homeless outreach, and detoxification beds for homeless and/or persons needing clinical intervention services. These services exceeded expectations from last year, resulting in a greater need. GAP funds will continue to address emergent unmet needs within Union County.

### **Office for the Disabled (OFD)**

The Office for the Disabled (OFD) will coordinate information and referral services with the Division on Aging to address overlapping referrals and services and better serve callers from both populations. The OFD will also take steps to improve its dissemination of information and resources to the public. Efforts will be made to recruit more Advisory Board on the Disabled (ABD) members in 2017. Additionally, OFD will recruit 6-8 new Personal Assistance Services Program (PASP) consumers in 2017. To achieve this, staff will conduct outreach and provide information regarding PASP at community events such as college open houses, transition conferences, and other events for Union County residents with disabilities.

**Rape Crisis Center (RCC)**

The next Confidential Sexual Violence Advocate training is slated for spring 2017 to assist in hotline coverage. The UCRCC plans ongoing community outreach to share UCRCC services and recruit volunteers. Due to new state funding directives and required benchmarks, the UCRCC will be rethinking its approach to primary prevention education. New alliances and a coalition will be formed to draft and launch a community action plan. A new initiative is being explored for victims of sexual violence to gain access to direct counseling services in the new Union County Courthouse services center. There will be a partnership grown out of the Prevention Rape Elimination Act (PREA), with the Union County Detention Center (adult) requested to partner through a Memorandum of Understanding (MOU) in 2017.

**Division of Social Services (DSS)**

In 2017 the DSS will hire eight additional staff that will specialize in the review and approval of case work in the Income Maintenance (IM) Unit. The IM unit includes General Assistance; Temporary Assistance for Needy Families (TANF); SNAP (formerly Food Stamps), and Medicaid programs. These additional staff will expedite client cases.

The DSS will also hire 10 part-time clerical staff to assist with reduction of the Digital Imaging Management System's (DIM'S) significant backlog. This DIMS system is the state's new electronic digital file management system which charges each County Welfare Agency to scan and electronically store each customer's case record.

To enhance safety for the public and staff, the DSS will purchase and install a new video surveillance system at the main office located at 342 Westminster Avenue in Elizabeth. In addition, the DSS will seek additional parking for the staff located at this location.

**Division of Youth Services (DYS)**

In 2017 the Division of Youth Services will be expanding their web-based client management system to effectively manage their growing number of programs and clients with the use of FamCare Software. Moreover, in 2017 the Division will focus on programs surrounding the growing concern of teen violence, through Teen Violence Prevention programs.

In 2017 the division will continue to develop its pilot program for court ordered anger management classes.

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# **Department of Parks and Recreation**

**Cultural and Heritage Affairs**

**Park Environmental Services**

**Park Maintenance**

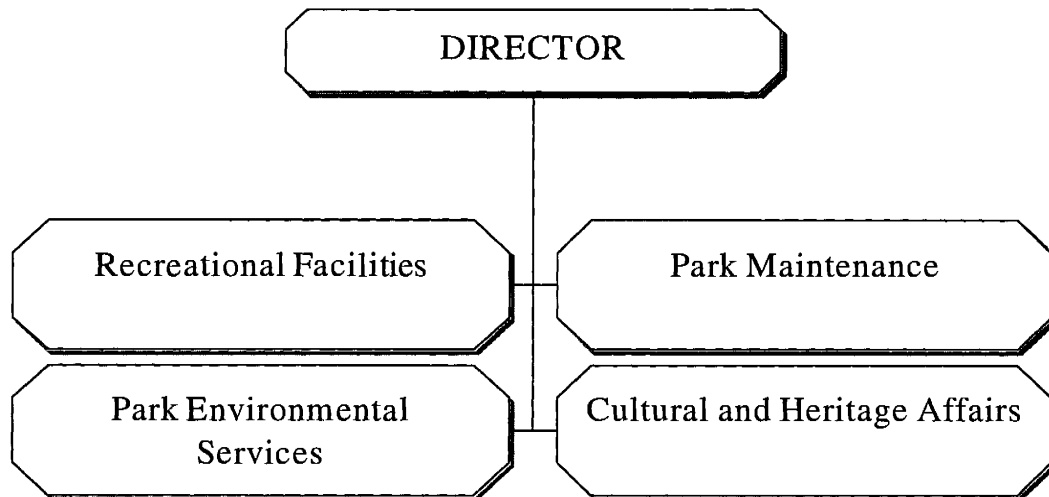
**Recreational Facilities**

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# Organizational Chart

## Department of Parks and Recreation





# **DEPARTMENT OF PARKS AND RECREATION**

## **MISSION**

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

## **PROGRAMS & SERVICES**

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

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

### **Bureau of Administrative Support**

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

### **Division of Park Maintenance**

#### **Bureau of Park Grounds**

- 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.

### **Division of Recreational Facilities**

Management and operation of all County Park Recreational Facilities, to include, but not limited to Galloping Hill Golf Course, Ashbrook Golf Course, Warinanco Ice Skating Center, Ulrich and Wheeler Pools,

Watchung Stables, Trailside Museum and any all future recreational facilities at Oak Ridge Park. The division consists of the Bureau of Recreation.

### **Bureau of Recreation**

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

### **Division of Park Environmental Services**

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

## **2016 ACCOMPLISHMENTS**

For Parks & Recreation, 2016 was an incredible year.

The Watchung Stable has a new indoor ring, two parks (Mattano and Rahway River) have new turf fields, a playground for youngsters with disabilities went into Mattano Park, the renovated Skating Center at Warinanco Park will make its debut in the spring of 2017, and more and more residents turned out to the myriad of Parks programs throughout the year.

It was a year marking Trailside's 75th Anniversary and the long-awaited return of the New Jersey Symphony Orchestra to kick off the summer concert series. And after some construction delays, the new dam at Lake Surprise was finished and the clay courts at Warinanco were refurbished, while nearby Chatfield Garden got a new irrigation system. The Falcon Cam finally became a reality, chronicling the lives of our very own Peregrine Falcon family who live at the top of the Courthouse.

It was a year of projects small and large, with volunteers continuing to turn out to help the parks they love, from day-long clean-ups to volunteer



carpenters replacing a roof in the Deserted Village. The County's volunteer Tree Stewards continue to expand their tree trails in the parks so visitors learn more about nature, while volunteers from the Newark Bait & Flycasting Club return faithfully every year to sponsor our annual Fishing Derby for people with Disabilities.

One of New Jersey's largest hiking clubs, the Freewalkers, chose Echo Lake Park this fall to host their first Stroll & Roll to call attention to the miles of paved greenways in County parks and to demonstrate how wheel-friendly these paths are, whether travel is by stroller, wheelchair or bicycle.

Union County Parks received two major distinctions this year, the first from the September 11th National Memorial Trail Committee, which opted for a route through County parks to be part of the 1,100-mile trail that ties together Ground Zero, Shanksville and the Pentagon, where terrorists struck in 2001.

The second recognition came from Crossroads of the Revolution, which approved the signing of more than a dozen sites in the County, recognizing them as part of the National Parks Service's Crossroads of the American Revolution National Heritage Area. This designation joins with the NPS Washington-Rochambeau National Historic Trail, which crosses the region and which the County was first to sign in the State two years ago.

The Crossroads signage, along with the series of master Parks signs that are being installed at County Parks, is part of a multi-pronged effort to raise the public's awareness of the facilities and activities available in their parks. Repeated surveys of visitors to Parks events find that despite this era of Internet-everything, more than half of Parks users are learning about events from the new signage and the banners placed strategically across the county on major arteries.

## **Trails**

Trails, in all their various forms, were on the front burner for Parks in 2016 and will continue so into 2017. Repeated surveys, whether local or regional, consistently find that the public is constantly looking for new ways and routes to explore the outdoors -- and ultimately, where possible, not just for recreation but as a means of environmentally friendly transportation.

As far as mountain biking in the Watchung Reservation, following an evening forum at Trailside Nature & Science Center, Parks has requested its consultants who drew up the recent Trails Master Plan, to examine various options available for the sport. This work will continue into the next year, with the mandate that the safety of all Reservation users -- hikers, horseback riders and mountain bikers -- is ensured.

Parks had a bit of disappointing news early in the year. A grant application to fund the extension of the Frederick Law Olmsted Greenway into the Loop area at Trailside did not make the final cut in the state DOT's trail grant projects. Parks is going to continue to seek funding for this project in the coming year, for it would enable youngsters to bike and hike safely, off-road, from every community along the Greenway system, and go up to Trailside, Lake Surprise and the entire Reservation.

That said, there was good news for the Greenways on the eastern side of the county. After nearly two years of discussion with the NJ Turnpike Authority, an agreement was reached enabling the County to move a portion of the East Coast Greenway, on Chestnut Street in Union, off-road. The ECG runs from Maine to Florida, with the goal of connecting urban areas along the East Coast just as the Appalachian Trail provides a hiking path through the region.

The Chestnut Street path, which will provide a safer connection between Black Brook and Kawameeh Parks, is now in design, with the hope that it will be paved in 2017. The Chestnut Street connector is actually part of a much bigger challenge facing Parks in making the ECG safer through Union and Hillside, through to the Essex County boarder. To that end, funds are set aside to have that section studied in 2017 to ensure travelers are protected in their journey, whether they are exploring the ECG, or the September 11th National Memorial Trail, which also uses this route. Both trails are expected to generate an increasing amount of traffic in the coming years and Parks needs to address this pro-actively.

The travelers along this route are part of a growing number of visitors across the country who are seeking out environmental and historic themes in their travels. This growing pursuit is spurring economic development in many areas, and to this end, Parks and Cultural & Heritage are taking a multi-pronged approach to raising the public's awareness of the County's rich history.

The latest edition of Union County across the Centuries now includes a guide to historic sites that are accessible by mass transit. Coming in 2017 will be a new initiative showing cyclists five different routes through the County by which they can explore historic sites.

At the Deserted Village on Four Centuries in a Weekend, the first four in a series of County history trading cards were unveiled. And from the reaction of the youngsters attending, it was an unqualified hit as they pursued Alexander Hamilton, Jonathan Dayton, Hannah Caldwell and William Livingston. More cards will be rolled out in 2017 to help spark the interest of local school children in local history.

Four Centuries at the Village also included a symposium and exhibit on the artist Roberto de la Selva, whose murals adorn House #7. The restoration of the house is the next priority in the village and to that end a new brochure was created to assist in funding efforts to save the building and the murals it houses.

Going forward, Parks is committed to improving visitors' experiences at all of the County's 36 parks and will continue on that path in 2017.

Additional Wi-Fi was added to the following parks/facility:

- Ponderosa, Scotch Plains
- Conant Park, Hillside
- Warinanco Park Boat House/Spray Park Area
- Mattano Park, Elizabeth
- Rizzuto Park, Union
- Watchung Stables

The Warinanco Park electronic sign at the entrance at St. Georges Avenue is now connected to the internet enabling staff to change/update the information in a more timely and efficient manner.

The department continues to work with the County Police to upgrade and enhance the video security in our parks.

## **Division of Recreational Facilities Programs and Special Events**

### **People with Disabilities Programs**

Programs are offered year-round for children, age 5 through adult. Over 600 residents from the county and surrounding areas take advantage of this unique programming. Union County partners with community centers, schools, colleges, YMCAs, businesses, support organizations and volunteer groups to present these recreation programs at county facilities as well as locations in various municipalities.

In 2016, our focus shifted to include more programs in underserved areas of Union County, specifically Elizabeth, Hillside, Union and Roselle. The ROID grant, Parks & Recreation Trust Account, and the Community Development Block Grant allowed us to expand our programming and offer some of our more popular programs to the residents of Eastern Union County.

For 2016, the ROID Grant, from The New Jersey Department of Community Affairs, continued to support the following programs. The County contributed a 20% match. The programs offered were:

- Sensory Friendly Theatre -- a series of live performances specially designed and adapted for children with autism and related disabilities at the Union County Performing Arts Center. These performances are also open to the general public and the attendance over the past year has grown to an average of 150 people at each performance.
- Barn Dance and Carnival -- these social events are geared toward people with disabilities and their families. Dancing, crafts, and other thematic activities including food are enjoyed by all

With a grant from Community Development (Community Development Block Grant), we are able to continue our programs for adults age 18 and older. These programs include Karate, Golf, Ceramics, Culinary Delights, Yoga and Volleyball. We also introduced a new leisure time program, Zumba, which was well received by the community. Many of these programs have children registered as well, but the majority of attendees are adults.

In addition to these programs, we continued to offer free swimming to people with disabilities at the County pools in the summer and, through the generosity of the Fanwood-Scotch Plains YMCA, all year round. Two local organizations, the Eastern Central District Elks and the Newark Bait and Flycasting Club present free fishing derbies to people with disabilities.

Through our partnership with SONJ, we were able to provide even more programming to children in Union County. The programs this year included:

- Developmental Golf
- Developmental Soccer
- Developmental Tennis
- SONJ Snowshoeing
- Young Athletes Program (ages 2-7 at Rahway Recreation and Cranford Recreation)
- Hosting Special Olympic Soccer League at Oak Ridge Park

The office met its goal of reaching more residents of Eastern Union County this year with our partnership with Prevention Links located at 250 Second Street in Elizabeth. We offered two yoga programs, one yoga/Zumba summer series, and one ceramics session. The second yoga program, offered in November – December 2016 is a co-sponsored program with the Division of Youth Services' Parent Support Seminar series.

### **Paint by the Pond**

Paint by the Pond took place on May 28th in Warinanco Park, near the pond. A public art project, it allowed the public to paint and view small wooden houses floating in Warinanco's pond. The wooden houses were constructed by County employee Dario Scholis. Lunch was provided and close to 300 people stopped by to paint or view.

### **Shakespeare in the Park**

As part of the 2015 Freeholder Initiative to expand arts programming, the Shakespeare Company of NJ was hired for the second straight year. This year they presented the traveling production of Twelfth Night. Performances were held at Meisel Park, the Shakespeare Garden in Cedar Brook Park, the Linden Amphitheater, Rahway River Park and Oak Ridge Park. There were six performances scheduled with one rainout in Echo Lake Park. Approximately 600 people in total enjoyed this free outdoor theatre.

### **Take Your Children to Work Day**

A total of six County-wide “Take Your Children to Work Day” options were coordinated through the Parks Department. One of the options offered by the Department of Parks and Recreation was a morning at the Oak Ridge Park Archery range. This activity featured a morning of instruction and activities from County archery instructors.

### **Rhythm & Blues**

This popular one day music festival celebrating rhythm and blues was held at Cedar Brook Park in Plainfield. Over 5,000 people were entertained from 12pm - 6pm by the music groups Sister Sledge, C&C Music Factory, Lil’ Ed & The Blues Imperials, and Blackstreet. A Classic Car Show, food trucks and free activities for kids including inflatables rounded out the event.

### **Summer Arts Festival**

After an eight year absence, we were delighted to have New Jersey Symphony Orchestra kick off our Summer Arts Festival Concert Series. On Friday, June 24, hundreds of people were entertained to the sounds of Americana music from the Symphony.

Throughout the months of July and August, 8 additional Summer Arts Festival Concerts were hosted in two Union County Parks. With a contracted event management company, four concerts took place in Echo Lake Park in Mountainside and four concerts were in Oak Ridge Park in Clark. The previous years’ UC FIT Freeholder Initiative was so popular that we offered free community yoga again as a “pre-event” to each of these concerts. Approximately 6,000 people attended these concerts. Throughout the series we were fortunate to have sponsorships from ConnectOne Bank, PSE&G, the Union County Education Association and Whole Foods of Clark as well as eight yoga studios that ran the pre-event yoga programs.

### **Family Fun & Flix**

Five movies were scheduled in two parks on Tuesday evenings in July and August. Warinanco Park hosted crowds of approximately 4000 people for four movies. The first movie in August coincided with National Night Out and had approximately 1200 people in attendance at Meisel Park in Springfield. A “pre-event” program through the continuation of the Freeholder UC Get Fit Initiative also took place at each of the movies. Union County fitness instructors offered kids’ fitness activities prior to each movie. Family Fun & Flix was sponsored in part by Investors Bank and The

Division of Child Protection and Permanency. Free popcorn was distributed to all in attendance. Popcorn was purchased from Herr Foods Inc.

### **National Night Out**

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

### **Rolling Thunder**

Each year, Union County hosts and acts as the staging area for the Rolling Thunder Chapter 2 motorcycle rally which runs from Warinanco Park to the Vietnam Memorial in Holmdel. This event is held to remember POW's and MIA's from past years. Approximately 1,250 motorcycles participated in Rolling Thunder this year. Numbers were down due to a rainy weather forecast and a security threat in the area.

### **Harvest Festival**

The last Sunday in September, the Department of Parks & Recreation is host to one of the largest single day events on our calendar. This year we had wonderful weather as the Harvest Festival was enjoyed by over 3,800 guests. Children ages seven and under were admitted free of charge, while a nominal fee of \$4.00 was charged for those 8 and over. Once inside the gate, most of the festival is free with the exception of some children's crafts, scarecrow building and pony rides. Prizes are awarded at two "Best Scarecrow" contests, while visitors enjoy food vendors, a Pumpkin patch, two stages of continuous entertainment, colonial and Native American craft displays and demonstrations, Native American dancers, face painting, a variety of crafters displaying and selling handmade wares, and so much more.

### **Hayrides & Campfires**

In September and October, five hayrides and campfires were run on four Friday nights and 1 Sunday afternoon (two in Warinanco Park and three at Trailside Nature & Science Center). Approximately 1000 residents enjoyed the experience of riding in our hay wagon, sipping hot chocolate, and roasting marshmallows while listening to the diverse music of our entertainer. Additionally, two groups participated in on-site Private Hayrides

& Campfires this season. The September 30th Hayrides & Campfires at Warinanco Park were cancelled due to rain.

**The Great Pumpkin Sail**

Taking place on November 1, the Great Pumpkin Sail is always a crowd pleaser. This event, which features three sessions, is sold out every year. Participants set their pumpkins afloat on Echo Lake while they enjoy roasting marshmallows, sipping hot chocolate and listening to a great folk singer.

**Touch-A-Truck**

Originally scheduled for the spring, this event had been rained out and rescheduled for November 6. In the two years prior, Touch-A-Truck brought in record attendance and revenue. The event was held in the Loop area of Watchung Reservation and gave youngsters the opportunity to climb aboard dump trucks, bulldozers, police cars, HAZMAT response units, and “The Bear” used by Union County SWAT team in serious emergencies. Admission was \$4.00 and children aged six and under were admitted free.

**Holiday Lights Celebration and Charity Drive**

As part of the Nature Craft Show at Trailside, a holiday celebration is held. All of the proceeds from this event (food and toy items collected and decorations and gifts under the trees) will be donated to families in need identified through the UC Programs for People with Disabilities. The Parks Department is responsible coordinating the dissemination of the trees and gifts after the event as well as Santa and the elves.

**Public Special Events**

Throughout the year our parks are used by thousands of individuals and groups. Our Public Special Events are one way that the County offers residents from all 21 municipalities the opportunity to participate in larger private events of their own liking, at a low cost, close to home. The list below shows the number of specific “public special events” that took place in our park system in 2016:

Walk-a-thons/Runs	55
Boy Scout Events	74
Masker's Barn Events	87
Photo Shoots	4
Fishing Derbies	8



Day Camps	19
Small Picnics	1,940
Field Reservations	11,412
Other Events	118
(As of 10/7/16)	

("Other Events" includes large reunions and picnics, weddings, music festivals, carnivals, etc.)

### **Golf Operations**

In 2016 Golf Operations Galloping Hill hosted the 2016 New Jersey State Open in July. It was the first time in the 90 year history of the event that it was held at public golf course. Over 100 of NJ PGA's finest Professionals and Amateurs competed for three days. The winner Tyler Hall, who repeated as Champion, commented that Galloping Hill was one of his favorite courses in New Jersey to play. All the players and NJSGA were extremely proud of the work that was put into Galloping Hill. From renovations to playing conditions the entire staff performed at the highest levels.

Ash Brook's new Clubhouse design has been completed and was released out to bid. Construction should begin in early spring with a target completion date of summer 2018.

- Total golf rounds in 2016 will exceed 110,000 patrons.
- Total golf outing business was over \$400,000
- Over 600 juniors participated in at least one of our player development programs in 2015 with The First Tee of Raritan Valley, LPGA/USGA, Renaissance Junior Golf and NJPGA Kids for Golf.

### **Watchung Stables**

#### **Facility Improvements**

- New fencing facility wide
- Indoor riding arena
- 3 Outdoor rings redone
- New doors on main barn and isolation facility
- Paddock completion
- Free Wi-Fi
- New cameras installed and speaker system
- Ongoing maintenance of trails with new binder dust

- Received-New PVC jumps and mounting block for indoor ring-donated

### **Equine Health and Care**

- Night Turnout (NTO)—NTO has been very successful yet again. During the months of May through the beginning of October (prime NTO months), we used approximately 40,000 lbs. of straw less than in 2015. In addition daily and NTO is crucial to the health and wellbeing of the horses. Turnout increases social, mental and emotional behavior increasing work ethic in the program.
- Monthly assessment of horses and capabilities of working in the program. Each horse's health is assessed by manager (and vet if needed) to see if they are working in the program well; have the correct nutritional needs, exercise needs and veterinary needs.
- Vaccination, dental and de-worming program continues with high success rate with boarder and school horses together making a safer and healthier environment for horses. Additional EEE was given in the fall due to a local outbreak in NJ

### **Programs**

- LEASE A HORSE PROGRAM - May 2016 - Started going to outside horse shows

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

In 2016 over 286 groups have visited Trailside throughout the school year with a total of 9,825 participants. These group programs include classes conducted for schools, scouts, community groups and our outreach programs.

### **Special Outreach Program**

School #5 in Linden – 150 students

Avoid the Summer Slide with Learning & Exercise Program -- Naturalist developed and presented this offsite program.

West End School of North Plainfield -- 270 students taught during 9 visits to the Center.

In October and November, we conducted programs for the entire 2nd and 4th grade classes from West End School in North Plainfield. The 2nd

graders participated in Animal Homes & Hideouts and the 4th graders took Geology of the Watchungs.

### **2016 Partnerships**

- Cultural & Heritage -- worked with professional archeologist and staff to create a new summer camp that was held in Masker's Barn in the Deserted Village for 5th & 6th grade students. This new camp called Time Travelers was held two days in the Deserted Village and three days at Trailside with many hands-on archeology activities.
- Master Gardeners -- worked with volunteers to develop camp activities with learning stations in the demo garden to enhance our Bugs & Beyond and Art of Nature summer camp programs for 3rd-4th graders.
- Trailside Museum Association -- Hosted a 75th anniversary event with TMA membership, Board members and Trailside staff past and present. Over 75 people attended the "Evening at Trailside" in November.
- Amateur Astronomers -- Solar Watches, Star Parties & Annual Astronomy Day held at Trailside.
- NJ Mineralogical Society -- Assist with rock and mineral collections and the annual Mineral, Gem & Jewelry Show. A total of 1,380 attended this year's two-day event.

### **Trailside's 75th Anniversary 1941-2016**

Trailside Nature & Science Center celebrated 75 years of environmental education. The Trailside Museum was opened in 1941 as New Jersey's first nature centers. A Trailside history photo exhibit from Union County archives was created and hung in the Visitor Center for the year.

Popular Lectures were scheduled throughout the year for adults and families in honor of the anniversary. These lectures were given by well-known authors and professionals in their field:

Lenape-Delaware Indian Heritage --	March 19th 70 attendees
International Space Station --	March 26th 85 attendees

Bringing Nature Home --

May 14th 65 attendees

Encounter with Pluto --

November 12th 40 attendees

Sharing Your World with Raptors -- November 19th 43 attendees

### **Wild Earth Fest held on April 24, 2016 -- 2,850 in attendance**

In an effort to celebrate 75 years of environmental education here and throughout the state, we invited nature centers, demonstrators and exhibitors from New Jersey with Going Green and wildlife conservation themes. This annual event was larger this year and moved to the lower field behind the old Museum building where the center was founded on May 3, 1941. Thirty-five vendors displayed their information in the field. Weather was amazing!

- 75th anniversary seal and banners were created by John Salerno used in all publicity throughout the year.
- Ten springer panels created to show timeline and history used year round at events and VC exhibit.
- Special 75th anniversary T-shirts, giveaways and coloring books given out for summer camp and to sell in gift shop.
- Bigger Live Music Concert and Stage was set-up for the event -The Nerds.
- Bouncy house and Tree House slide were added this year to Recycling Olympics, Eco-Art and Face Painting.
- A large nature-themed Anniversary Cake was on display for photo-ops which fed hundreds of people that day.
- Three photo boards with 75th Anniversary theme created and displayed in field for events and in Visitor Center for the remainder of the year.
- Live Mammal, Reptile and Birds of Prey Shows were presented throughout the day.
- Wildlife Photography Contest and Environmental Hero Awards were presented by TMA Board Members and UC Freeholders.
- Over 100 acorns were collected from the Red Oak (NJ's State Tree) in the front of Visitor Center and planted in containers for this event. The seedlings were then given out at WEF to families to plant.
- Anniversary themed mugs, water bottles, magnets, totes, pencils, stuffed animals sold in gift shop.

### **Warinanco Ice Skating Rink**

The following was accomplished in 2016:

- New rink piping, floor, boards, glass, netting, & matting have been installed.
- New light fixtures and low E ceiling have also been installed

- Walls in rink have been painted.
- Locker rooms, refs room, and girl's dressing room has been updated with new plumbing fixtures, matting and painted
- Netting has been installed on the ceiling to prevent pigeons from nesting.
- A new score board and sound system has been installed.
- Construction continues on new building.

## **Pools**

Due to maintenance problems at Wheeler Pool, the County closed the pool and began the design of a new spray park and updated building.

Since Wheeler Pool was closed, Ulrich Pool was able to employ enough of lifeguards to fully staff the pool on a full time basis.

A study began to look at the Ulrich Pool to ascertain the condition and future maintenance and upgrading of the site.

## **Division of Park Maintenance**

### **Bureau of Park Grounds:**

- All ball fields were cut, lined, dragged, etc. on a regular schedule
- All bathroom facilities were serviced on a daily basis including weekends
- All special events were successfully set up and broken down by Park Maintenance staff
- Fencing replacements and repairs were made on an on-going basis
- Playground equipment parts were replaced throughout the Parks system on an as needed basis
- All service yard lots that needed to be paved were addressed.
- Tree trimming and removal program for safety continued into its third year.
- Created a Park Maintenance Safety Team to comply with PEOSH regulations.
- Meisel Park: Cleaned stream from blockages; trees, debris.
- Nomahegan Park: Repairs were made at Shane Walsh Field, including fencing, new parking lot, port-a-john screen and tree trimming.
- Warinanco Park: Built a new accessible fishing dock, refurbished clay tennis courts and added lights. New fitness gazebo at the track and field.

- Mattano Park: New synthetic multipurpose field with lights, painted basketball courts, installed an accessible playground.
- Rahway River Park: New track and multipurpose synthetic turf field with lights and bleachers.
- Cedar Brook Park: Added accessible playground units, made tennis courts accessible, made gazebo accessible.
- Green Brook Park: Maintenance projects were completed including restoring pedestrian bridge, tree trimming and removal.
- Watchung Reservation: purchased and installed new walking trail material for hikers and equestrians. Improved existing trails.

### **Division of Park Environmental Services**

In 2016, the Division of Park Environmental Services accomplished the following:

#### **Union County Deer Management Program**

This program is intended to reduce the white-tailed deer population in specific County parks in an attempt to minimize over browsing of the forested parkland, reduce browse damage on the landscape plantings of surrounding homes, reduce the incidence of deer-related motor vehicle accidents, and lessen the occurrence of Lyme disease.

In 2016, the Union County Deer Management Program included hunting in seven parks, including one municipal property.

Fifteen volunteer hunters removed 50 deer from the Watchung Reservation in six days throughout January and February. This annual effort is necessary to keep the deer population in balance with the flora and fauna of the forest. A spotlight count conducted in April, 2015 had shown that continued hunting was necessary to reduce the density of deer in and around the Watchung Reservation. Reducing the population to a lower density will enable the forest to regenerate from decades of over browsing more quickly.

Simultaneous to the Watchung Reservation hunt, 11 additional hunters removed 28 deer from Lenape and Nomahegan Parks. At the request of the Cranford Township Committee, Nomahegan Park was closed on the days that hunting was occurring.

Seven hunters were again deployed into the Ash Brook Reservation and Golf Course, and, for the first time, two hunters were placed in Oak Ridge Park. Together, they removed an amazing total of 56 deer from the two parks.

Two hunters were assigned to the Summit section of Passaic River Park, but removed no deer from that park. For the third year, 3 hunters were given access to the municipally-owned Hawk Rise Sanctuary property, adjacent to the Linden Municipal Landfill and the Arthur Kill. This action was requested by the City of Linden, and yielded 10 deer.

Some of the venison that was processed from the deer harvested through this program was donated to the Community Food Bank of New Jersey. That donation, weighing 432 pounds, provided a much-needed source of protein in over 1,700 meals for the needy and the homeless.

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

### **Goose Management Program**

In 2015, the County entered into a two-year agreement with the United States Department of Agriculture (USDA) Wildlife Services (WS), by which the federal agency would provide services to manage Canada geese in Union County. Those services include surveying goose populations, inactivating goose eggs at sites throughout the County parks, and lethal removal. In 2013, a two-year agreement with USDA WS was renewed, followed by an additional two-year agreement that was renewed in 2015 and is active through 2017.

Between April and May of 2016, USDA WS staff conducted nest and egg treatments to reduce Canada goose reproduction. A total of 32 nests containing 168 eggs were located and treated throughout Union County parks. A significant increase in these numbers over those from 2015 can likely be attributed to the warm winter that overlapped with the 2016 nesting season.

In late June, 2016, lethal removal of Canada geese took place in Union County parks, with a total of 28 geese removed specifically from the following park areas -- Briant Park, Echo Lake Park, the Salem Section of Elizabeth River Park, Green Brook Park and Ash Brook Reservation and

Golf Course. Additionally, through the shared services program, 74 geese were removed from Bayway Refinery in Linden.

For the fifth consecutive year, USDA WS processed euthanized adult geese from the molt capture activities. The meat (breast meat only) was donated for non-human consumption to non-profit organizations within New Jersey, including zoos accredited by the Association of Zoos and Aquariums (AZA) and licensed wildlife rehabilitators.

A shared services program is maintained between Union County Parks, the Town of Westfield (Mindowaskin and Brightwood Parks), and Conoco Phillips 66 Bayway Refinery in Linden, NJ to manage geese outside the boundaries of Union County Parks. The program was implemented due to the large numbers of geese that inhabit these areas and utilize Union County Parks as an area to feed and loaf.

During the nest and egg management that occurred in April and May, six nests and 32 eggs were treated within Westfield Parks, and two nests and 10 eggs were treated in the Bayway Refinery.

Canada goose removals occurred on June 18 at Bayway Refinery, with 74 geese being removed. From the start of the shared services program with Bayway Refinery in 2014, there has been a decline of numbers of geese within this property. This decrease shows the effectiveness of the management program throughout Union County. During the pre-molt site visits at the Westfield parks, it was determined that there wasn't a need for a round up due to lack of geese present

A shared service program implemented in 2013 continues to be a success at Linden Municipal Airport (LDJ), where airport staff now harasses hazardous species off the airfield to maintain aviation safety when WS is not present. Canada geese are dispersed by both LDJ and WS staff using pyrotechnics and vehicles.

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



**Bio-Blitz**

The 24-hour long scientific survey of flora and fauna known as the Bio-Blitz occurred in June, 2016 at Kawameeh Park, Black Brook Park & Galloping Hill Golf Course. Permission was also granted to survey the New Jersey American Water Company property adjacent to Kawameeh.

Thirty-eight staff and volunteers assisted in the operation of the Bio-Blitz Central area, including the exhibit/field lab and Junior Scientist tents in Kawameeh Park. Data was collected and identified by 73 volunteer scientists and naturalists on 9 teams.

The total number of plants, animals and fungi species identified was 504, the lowest count in all of the 12 annual events offered. Although there are many factors which affect the results (weather, number of experts, team size, etc.), the biggest contributing factor is that the survey area's passive use space was very urbanized and compromised ecologically. Habitat was often disturbed and included many populations of invasive plant species, including Japanese knotweed, Japanese barberry, privet, mugwort, spatterdock and others.

Were it not for the added site at New Jersey American, a fenced site not open to the public, the numbers would have been even lower although much of the Kawameeh Marsh (owned by NJA & UC) included large populations of aggressive phragmites, a wetland invasive species. These species become monocultures that displace native vegetation and dramatically lower the biodiversity of an area and create an unhealthy ecosystem.

A request was made that the Division of Park Maintenance not mow the wet lawn area nearest the marsh at Kawameeh Park weeks prior to the event. Leaving this as a no-mow zone proved productive as there were more insects to be found there close to Bio-Blitz Central. Additionally several native wildflowers and grasses grew too. Young participants in the Blitz were able to use the insect nets provided to sample for bugs.

The plant team's findings included many invasive species and not many native plants, once again pointing to the need to manage whitetail deer in these urban areas and for biodiversity in general.

The Mammal Team identified the largest number of mammal species in all of the 12 annual Bio-Blitzes. This was in part due to the use of several trail cameras and some baiting and trapping by USDA staff. A first-ever sighting

was made of a black bear cub that wandered into Galloping Hill Golf Course on Friday night.

Out of 13 fish species collected, only six were native. Access was difficult at many sites due to overgrowth of invasive vegetation and mucky stream/lake bottoms. Increasing native plantings along shorelines would help. Once again NJDEP's Fish & Wildlife staff presented an excellent hands-on program for the public which was very popular and well received.

Although it is difficult to count all of the public participants due to multiple entry points, clicker counts show that at least 850 people participated. Again, programs were filled to capacity and exhibits and activities were heavily visited throughout the 24-hour period. Twenty-one displays were available to the public and scientists under the Bio-Blitz Central tent and elsewhere on site. Paratransit vans were again used to transport teams and the general public to sites throughout the survey areas.

Financial support for the 2016 Bio-Blitz was again provided by ShopRite of Clark, which donated half of the food used to feed scientists and staff. Some of the other costs of operating the Bio-Blitz were offset by donations and materials received from the Staten Island Zoo, Jenkinson's Aquarium, The Museum of Natural History, the Rahway River Watershed Association, Toadshade Nursery, Wild Birds Unlimited, Track 5 Coffee and Whole Foods.

### **Adopt-A-Park Program**

Community and corporate groups continue to assist in the maintenance, improvement, beautification and natural resource management of the Union County Park System through the Adopt-A-Park Program. In 2016, 832 participants from various groups provided at least 2,413.5 hours of voluntary service in 45 projects in parks throughout the County.

At least 123 bags of recyclable materials were collected, along with 514 bags of trash, weeds and other debris. Vegetated buffers were planted and weeded, invasive plants were pulled and treated (in some cases with herbicide), fencing was repaired and removed, leaves raked, drainage ditches cleared, eroded areas addressed, trail steps installed and tons of garbage and litter were collected.

Corporate and community groups continue to want to give back to Union County parks. Two corporate groups donated over \$2,500.00 towards the purchase of wildflower and native grass seed, clean straw, tools, fencing, herbicide, and other supplies and materials.

Two individual volunteers who adopted the bike path in Lenape & Black Brook Parks contributed an additional 100 hours of service removing tires, shopping carts, litter and floatables from the Rahway River there. The couple also blow leaves off the path, remove graffiti from signs, report downed trees and broken fences and mow the grass adjacent to the path.

Another river adopter in Union Township worked to remove many bags of trash and recycling from the river there and yet another long-time steward coordinated his 18th annual Rahway River Cleanup at Bloodgoods Dam in Winfield Park. Hundreds of volunteers turned out yet again to remove trash and floatables from the Rahway River in Clark, Winfield and Rahway. Still another river cleanup success story is that of the Kean University Earth Day Cleanup in April where upwards of 70 students come out to remove trash and recyclables from the Elizabeth River. In each of these cases, the rivers have seen a dramatic drop in trash and floatables over the years, thanks to these stalwart efforts!

The Summit Conservancy (City of Summit, Summit Environmental Commission and the Summit Green Team) continues to work to improve the Passaic River Trail in Passaic River Park, Summit Section. The Conservancy recently obtained a grant to fund some of these improvements and works closely with the Division of Park Environmental Services to meet their goals.

In 2016, Jersey Cares continued to be a major clearing house for volunteers for parks projects, providing more corporate groups and an ever-increasing number of individual volunteers for Saturday Trail Work events.

### **Adopt-A-Trail Program/Saturday Trail Work**

Trail stewards continue to monitor and maintain hiking and bridle trails in the Watchung Reservation, Lenape Park, Ash Brook Reservation, the Passaic River Parkway and the Rahway River Parkway in Union. Stewards cut back overgrowth, pick up litter, clear clogged storm water culverts, and remove trees that fall across the paths, and report on a quarterly basis.

The AAT Chainsaw Crew was busy throughout the year removing trees that had fallen across trails in the Watchung Reservation, Lenape Park, Bezega section of Rahway River Parkway, Passaic River Park and Ash Brook Reservation. They removed or cut 157 trees that had fallen and blocked trails or paths. The Chainsaw Crew contributed over 400 volunteer hours in 2016. Combined, the Adopt-A-Trail stewards worked 894 hours towards invasive plant management, erosion control, litter pickup and drainage clearing.

The monthly trail maintenance days once again received a boost in the number of volunteers as a result of trail work days being posted on the Jersey Cares website. At least 185 volunteers contributed 456 volunteer hours towards trail work projects.

National Trails Day in June drew 26 participants, who enjoyed a continental breakfast, attended a guided trail walk led by Trailside naturalists, and worked on a trail project along the Orange/Geology Trail.

In March, the 9th annual Adopt-A-Trail & Park Steward Recognition Dinner was held at Masker's Barn in the Deserted Village. Many corporate and community groups were represented and 58 stewards were celebrated for their commitment and service to the program.

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

A record-breaking number of 23 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 2016. The projects include:

- An Eagle Scout candidate from Summit constructed a kiosk at the entrance to the Passaic River Trail from the Stanley Avenue parking area. Robert Scott, from Troop 1, Summit, also removed trash and invasive plant material from the trailhead to the JCP&L utility right-of-way.
- Thomas Novak of Troop 68, Union completed the reconstruction of a footbridge in the Watchung Reservation along the Green Trail. The Eagle Scout candidate recruited a Scout leader who is a structural engineer to design the new bridge, and another Scout leader who is a general contractor to supervise the construction. He also convinced a lumberyard to donate three laminated beams that formed the base of the new bridge.
- Doug Keating of Troop 104, Scotch Plains built a kiosk and other trail improvements and developed a poster highlighting the natural and general

history of the Ash Brook Reservation. Two Adopt-A-Trail stewards assisted with the project.

- Sakrut Sonty of Troop 1, Summit installed steps and waterbars and removed invasive plants in the New Providence Road section of Passaic River Park in Summit.
- Joshua Schmidt of Troop 32, Watchung created a catalogue and inventory system for artifacts at the Deserted Village of Feltville. Over 200 pieces of furniture, tools, toys and housewares stored in the basement of Masker's Barn were researched, cleaned, repaired if necessary, catalogued and safely stored. Many of the artifacts will be put on display in the future in Masker's Barn, the Visitor Center in the Church/Store Building, or in other buildings as they are restored.
- Kyle Dziedzic of Troop 23, Elizabeth created rustic furniture for the porch of the Church/Store Building in the Deserted Village. He also constructed a pergola at Masker's Barn that is now used for outdoor wedding ceremonies. These sturdy structures were made from cedar timbers to mimic the Adirondack-style porch posts and rails on the porches of the historic Deserted Village buildings.
- Nathan Kramer of Troop 272, Garwood restored a grass tennis court in the Deserted Village. Visitors to the historic site can again play tennis on the court, as was done when the area was a summer resort called Glenside Park from 1882 to 1916.
- Nicholas Reyes of Troop 330, Clark/Linden made improvements to a pavilion and picnic area in the Osceola section of Rahway River Parkway, adjoining Winfield. The project included repair and painting of a WPA-era shelter, repair of stone cooking grills, and installation of two new benches.
- Will Robertson of Troop 67, Summit cleared dense brush and trees from the house and barn foundations of the Drake Farm in the Watchung Reservation. Visitors to this site on the Watchung Reservation History Trail can now better visualize the location and size of these buildings.
- Sailesh Prasad of Troop 368, Berkeley Heights has cleared brush, trees and debris from the site of the former factory that was the center of life for the mill town of Feltville in the Watchung Reservation. This project will enable better interpretation of this key site in the historic Deserted Village of Feltville.
- Jack Thal of Troop 104, Scotch Plains will construct a stone campfire ring with benches and other amenities for use by those who rent Masker's Barn in the Deserted Village of Feltville for parties. Landscaping that is included in this project will improve vehicular control and safety.

- Doug Veit of Troop 309, South Plainfield, will improve the visibility of the foundation of David Felt's house in the Deserted Village of Feltville. Under the guidance of his father, who is a professional archaeologist, Veit will uncover stone walls and erect posts and other features to help visitors to the site envision the size and shape of the house of the Village's founder.
- Luke Sylvester of Troop 368, Berkeley Heights will construct storage racks and shelving in the hay loft of Masker's Barn in the Deserted Village of Feltville. He will also help to sort and organize the costumes and props used in the very popular annual Haunted Hayrides, which will be stored in this new space.
- Tommy Meade of Troop 330, Clark/Linden will rehabilitate the Council Fire Ring in the Scout Camping Area in the Watchung Reservation. Log benches in this rustic, 200-seat campfire area will be replaced with a more long-lasting design, and a nearby firewood corral will be improved.
- Maeve Casey of Mountainside is rejuvenating a wildflower meadow between Trailside Nature & Science Center and the Loop Area in the Watchung Reservation, by removing invasive plants and spreading seed for new wildflowers. The meadow, which is being enhanced with milkweed plants that attract Monarch butterflies, can be a valuable teaching area for use by the Trailside staff.
- Devin Hastings of Troop 309, South Plainfield will restore the Rhododendron Garden in the Loop Area of the Watchung Reservation. The project will entail removing invasive plants and overgrowth from this garden, which originally contained 350 specimen shrubs and was nationally recognized in the 1950's, and planting new rhododendron bushes to replace some of those lost to deer browse and old age
- Arun Chundru of Troop 368, Berkeley Heights will improve a picnic area in the Watchung Reservation, below the newly reconstructed Lake Surprise dam. Picnic tables that were built in the 1930's by the WPA will be refurbished and landscaping and other site amenities will be installed.
- Carl Heer of Troop 368, Berkeley Heights will plant and care for 85 trees in an area adjacent to the newly reconstructed Lake Surprise dam in the Watchung Reservation. These trees will replace a forested area that had to be cleared during the dam construction.
- Robert Vandersteen of Troop 67, Summit will make improvements to the former Trap & Skeet fieldhouse in Lenape Park. The improvements, which include painting of walls, sandblasting the stone fireplace and repairs to architectural wood elements of the main room's ceiling, will enable adaptive reuse of this building that was constructed in 1936.

- James Scacifero of Troop 104, Scotch Plains will reconstruct an historic stone wall in the Deserted Village of Feltville. This wall, which lines one side of a road down to the site of the Feltville mill, was built around 1882, when the mill town was converted to a summer resort.
- Anton Kral of Troop 68, Berkeley Heights will recreate a portion of the apple and peach orchards that once helped feed the 175 inhabitants of the mill town of Feltville. An overgrown area will be cleared and up to nine trees will be planted to help interpret this aspect of the Deserted Village's history.
- Quinn Halper of Troop 67, Summit will construct new walking paths in the Deserted Village of Feltville. One will provide easier access for people from Masker's Barn to the new pergola that is used for wedding ceremonies, and the other will provide a shorter, safer route from Masker's Barn to an ancillary parking area in a grass field.
- Brendan Cardinal of Troop 63, New Providence will construct memorial donation boards at the Chatfield Memorial Garden and the Azalea Garden in Warinanco Park and the Rhododendron Garden in the Loop Area of the Watchung Reservation. Plaques on the boards will recognize donations made in memory of loved ones, with the donations being used to enhance the plantings in these gardens.
- Thomas Bernier of Troop 23, Elizabeth will convert an unused room in the former Trailside Museum building into the new headquarters of the Adopt-A-Trail Program. Racks and shelves will be built to hold tools and supplies which are currently housed in a damp, dark basement room of that same building.

### **Invasive Plant Management**

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

In 2016, the County stepped up its efforts to manage invasive plants throughout its parks with the assistance of the New Jersey Invasive Species Strike Team (NJISST) and Adopt-A-Park groups. An NJISST steward holds a Pesticide Operator license enabling the operator to apply herbicide provided by the county under the supervision of County licensed staff, providing important services free of charge.

The locations of treated plants will be entered into the NJISST GPS database, and sites will be revisited in the future to determine the need for additional treatment. NJISST's goal is early detection and eradication of new invasive plant species throughout the state.

Elsewhere in the park system, volunteers in Summit continue efforts to control a population of Japanese knotweed in Passaic River Park, using a method of injecting herbicide into the plant's main stem. Members of the North Plainfield Shade Tree Advisory Board continue to manage Japanese knotweed in the same manner in Green Brook Park as they have done for several years and the area is responding quite well. Native plants are now found throughout the site and far less knotweed plants can be found.

The knotweed that was injected in Warinanco Park last year at the stream daylighting project has responded well but needs to be re-treated in spots. We need to expand these efforts greatly and should look into training others to do the same. Currently, however, AAP groups are utilized to assist with this under the Environmental Specialist's supervision to protect the county's investments at shoreline restoration projects and elsewhere in the park system.

### **Nuisance Weed Control on Lakes and Ponds**

Several lakes in the Union County Park System are treated regularly during the warmer months with chemicals to effectuate the control of algae and nuisance aquatic weeds. The prevalence of this unwanted vegetation correlates with the amount of nutrients, particularly phosphorous, that is present in the lake water and feeds the weeds.

The methodology for the chemical treatment program was slightly restructured in 2016, and Aquatic Analysts, Inc. was awarded a 2-year contract. Between July and September, 82 species of aquatic vegetation and algae were treated at 16 lakes. Persistent low oxygen levels in several lakes posed unique challenges, but 84% of the County lakes were able to receive some treatment for aquatic vegetation and algae.

### **Watershed Ambassador**

The Watershed Ambassador is provided through the NJDEP AmeriCorps Watershed Ambassador Program and conducts visual and biological stream assessments for water quality. The Ambassador also provides free watershed education programs for local schools and community groups, helps with



Adopt-A-Park projects, assists with the planning and implementation of the Bio-Blitz event and serves as the Bio-Blitz Aquatic Insect Team Leader.

The Ambassador is required to implement partnership projects with area groups and organizations. Partnerships this year included a very successful cleanup at Michael S. Bezega Park complete with a history talk by a local historian, blessing of the park by a native elder and prize giveaways thanks to donations by area businesses. She was also able to coordinate a river and park cleanup in partnership with Aluem Yoga in Cranford along the Rahway River there. A yoga class was included as well.

The ambassador also served as the per diem watershed instructor separate from her time and duties as an ambassador via the Clean Community grant program. This was necessary as the ambassador completed her required 60 classes through the Americorps program, but additional classes were requested from area schools.

Additionally, the Watershed Ambassador partnered with Dr. Daniela Shebits of Kean University and her students for an annual cleanup of the Elizabeth River. These projects yielded many volunteer hours and many bags of garbage, debris and recyclables, leaving the sites much cleaner than before.

In 2016, the Watershed Ambassador presented an in-school program on watershed issues to 52 classes, educating 1,002 students. Using funding from a Clean Communities grant, an additional instructor was hired on a per diem basis to teach 18 additional classes, consisting of 425 students.

### **Woodcock Walk**

In March, 2016, a Woodcock Walk & Talk was presented twice for the second year in a row at Lenape Park in Cranford. Woodcocks, upland sandpipers, display an unusual mating behavior along the forest edge and in fields. Lenape Park has long been an excellent location to observe these unique birds, so it made sense to share the experience with the public. A PowerPoint presentation was given by a local bird enthusiast inside the former Trap & Skeet Range Fieldhouse. Then the participants moved outdoors, only steps away, to hear and see the male woodcocks right on cue. Most participants had never before seen a woodcock and all were very appreciative of the opportunity.

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

For the third year in a row, over 2,500 people visited the Deserted Village of Feltville during this year's annual Four Centuries in a Weekend. Attendance at this 2-day event has more than doubled in the last five years, thanks to an increased use of overhead roadway banners and other marketing tools.

A shuttle bus system carried visitors from the train station in Westfield to the Deserted Village and other Four Centuries sites. Also, a group of Freewalkers hiked a 13-mile route commemorating the Battle of the Short Hills from Metuchen to the Deserted Village.

Four Centuries in a Weekend participants at the Deserted Village were able to view interpretive exhibits in the restored Church/Store Building. Guests could buy light refreshments in the General Store and children could experience writing with quill pens and ink at the one-room schoolhouse display. Additionally, visitors could participate in a variety of activities, including narrated hayrides, old-fashioned children's games, apple cider pressing, a children's archaeological dig, self-guided tours, and a guided tour by two professional archaeologists. The ghost of David Felt (who built the town in 1845) was on hand to greet Four Centuries participants. In Masker's Barn, visitors were able to participate in a panel discussion about murals painted on the plaster walls of House #7 by Nicaraguan artist Roberto de la Selva in 1927.

### **Haunted Hayrides**

The Haunted Hayrides at the Deserted Village were as popular as ever, with all of the 887 available tickets sold out three weeks before the three-day event.

This award-winning program makes historic interpretation fun, with the ghost of David Felt telling true stories of mystery and tragedy so well that they come to life. After a half-hour ride through the Deserted Village in darkness, participants walked into the Revolutionary War Period cemetery and met the ghost of a militia soldier who is buried there.

Producing this event required the assistance of about 70 cast and crew each night, with almost 70% of them being volunteers.

### **Masker's Barn**

Masker's Barn, the circa 1882 carriage house in the historic Deserted Village of Feltville, was restored in 2011. Though originally intended primarily for use as an interpretive center, this quaint barn has also become a sought-after rental site for private birthday parties, showers, family reunions, weddings, meetings, fundraisers and more. The Recreation Bureau's Barn Dance for People with Disabilities is held annually in the refurbished barn.

In 2016, 105 events were held in Masker's Barn (a 71% increase over 2015), including 14 weddings or wedding receptions and five bar/bat mitzvahs. Those events were attended by 8,700 guests and brought in over \$27,000 in revenue from rental fees. There are already 24 events reserved in Masker's Barn for 2017, including seven weddings and a bar mitzvah.

### **General Visitation at the Deserted Village**

The number of people visiting the historic Deserted Village of Feltville has steadily increased, and is now estimated at over 100,000 annually. A booklet that enables visitors to do their own self-guided walking tour is available. Smartphone links to historical material are available at two informational kiosks on site.

Restrooms in the restored Church/Store Building are open daily. The Visitor Center in that same building provides exhibits of artifacts, photographs, and maps that explain the 300-year history of this site as an agricultural community, mill town, summer resort, ghost town, county park, outdoor education center and historic site. The Visitor Center is open to the public, free of charge, weekends and holidays from noon to 5 p.m. Over 7,500 people were counted entering the Visitor Center in 2016.

### **Cultural and Heritage Affairs**

The Office of Cultural and Heritage Affairs promotes and develops public interest and participation in the arts and local, county and state history, and ensures that all residents have the opportunity to benefit from the county's rich multi-cultural arts, history, and historic resources. The Office provides programs and services in the arts and history that contribute to sustainable economic development, build more livable communities, encourage civic engagement and contribute to a vibrant quality of life for all residents.

The Office also manages three grant programs: HEART (History, Education, Arts Reaching Thousands), a Freeholder Initiative; the Local Arts Program

of the New Jersey State Council on the Arts; and a re-grant program through the New Jersey Historical Commission.

- Renewed funding from the Union County Division on Aging enabled the continuation of the Care for Caregiver Respite Art Program. Twenty individual caregivers benefited from 77 in-home programs. Care for Caregiver programs are offered throughout the calendar year.
- The Office continued to manage the Freeholders Gallery and the Pearl Street Gallery, curating 11 exhibits. Featured exhibitors included winners from the Senior Art Show, the Employee Art Show, Teen Arts and other Union County artists.
- The Teen Arts Program hosted more than 4,000 students representing 65 Union County Schools at Union County College in March. Fifty-five professional artists participated in critiquing seminars, master classes and workshops in visual arts, music, theater, media arts, dance and creative writing.
- In May, 200 performing arts students were invited to participate in the Teen Arts Showcase to experience performing live on the stage of the Union County Arts Center in Rahway. The Showcase gave many of the 800 parents, grandparents, siblings and fellow students a first-time visit to UCPAC.
- Teen Arts Traveling Art Exhibit, comprised of 60 pieces of student art selected from the Teen Arts Festival, was also on display at the Teen Arts Showcase and continues to be exhibited for month-long shows in a total of eight venues (corporations, libraries and galleries) throughout Union County. A combined audience of 8,000 will view the art work.
- The Office received \$3,400 from the National Arts Program to provide cash prizes and scholarships for the 15th Annual National Arts Program for Union County Employees and their Families held in May at Elizabethtown Gas in Union. There were 93 artists and 149 artworks in the 2016: 23 Amateur; 22 intermediate; 24 Professional; 10 Teen; 14 Children. The NAP provided \$2,400 in prizes and a \$1,000 was received to fund reception costs (musicians, judges, photographer and helper for hanging). Elizabethtown Gas Co. provided refreshments at their expense.
- The Office once again administered the Union County Senior Citizens Art Exhibit at Elizabethtown Gas in Union. The work of 157 artists was presented in 2016. The exhibit was on display from May 31 to July 12, with approximately 750 visitors (including the public, bldg. occupants, visitors, artists, their families and friends) during the exhibit period. The show opened with a reception on June 8, with approximately 260 attending

(artists, their families and friends, county staff). Expenses for this show (approximately \$800) were paid for thru the NJ State Council for the Arts Grant. Refreshments were provided by Elizabethtown Gas.

- The office participated in the 50th annual NJ State Senior Citizen's Art Show. All of the 1st-place artworks from the Union County Senior Art show were exhibited at the state show. Of these 20 Union County artworks, eleven received honors at the state level. All artists were invited to the awards reception held in East Windsor in October, and a majority attended.
- The Office of Cultural and Heritage Affairs managed the Freeholders' Initiative, the HEART Grant (History, Education, Arts Reaching Thousands) program. This program allocated \$100,000 to 10 individuals and 48 organizations, providing cultural programs to under-served constituencies and general audiences in 16 municipalities.
- The New Jersey State Council on the Arts named the Union County Office of Cultural & Heritage a "Major Service Organization" for the Arts for 2016 at its annual meeting in August.
- The Office applied for a general operating support grants from the New Jersey Historical Commission and received \$55,757 to continue its history programs and services. Through a re-grant program, \$16,000 was provided to eight organizations to present history projects.
- The Office partnered with summer camp staff at Trailside to administer a 2-day "Time Travelers" camp program for children entering 5th and 6th grades. The program curriculum included the history of Feltville and archaeology basics, with a tour of the Deserted Village and hands-on, interactive activities in history and archaeology. Conducted both indoors and outdoors, the program was led by a professional archaeologist and a Feltville historian (a former educator and preservation expert). 12 to 14 children attended each of two sessions (July and August), and a similar program will be introduced for school trips in 2017.
- The Office was awarded \$144,813 from the New Jersey State Council on the Arts, which enabled the office to administer a re-grant program that awarded \$63,500 to 33 local arts organizations, conduct technical assistance workshops, present exhibits featuring the work of teens, seniors, employees and residents. The balance of the grant was used for general operating expenses.
- Music in the Mills, the program formerly known as Art in the Gardens, continued its collaboration with The Mills at Jersey Gardens to provide Union County performing artists with an opportunity to perform for the public. Taking place on October 22-23, 2016, during National Arts and

Humanities Month, 25,000 shoppers stopped by Center Court to enjoy the show.

- Our heritage program, Four Centuries in a Weekend: A Journey through Union County's History took place on October 15 and 16. There were reenactments, plays, cooking demonstrations and other special programming. Once again we had passports for students to have stamped at the sites to earn a Time Traveler certificate and patch. Lesson Plans and Activity Books were also distributed. We also encouraged the use of mass transit to visit the sites. To further the expansion of the event, we contacted other sites that have historical significance within the County, and they were added to our weekend. We increased participation from 28 sites last year, to 35 sites this year. Also, in an effort to get more young people involved and to assist them in understanding, and appreciating the history of our county, the Office reached out to teachers and schools throughout the county to connect students into the event. Lastly, due to our partnership with "Crossroads of the Revolution", the event was promoted statewide with the NJ Department of Transportation with signage on both the Turnpike and the Garden State Parkway at the toll booths.

### **Publications**

The Four Centuries in a Weekend booklet was replaced with a year-round publication, "Union County: Across the Centuries," which not only provides information about our historical sites, but also archival and research resources. The booklet is distributed in county buildings, the County Information Van, Four Centuries sites, public libraries and as requested.

On June 11, 2016, the Union County Office of Cultural and Heritage Affairs received one of the Kevin M. Hale Annual Publication Awards from The League of Historical Societies of New Jersey, "In Recognition of Distinguished Achievement for the Publication of a Booklet."

In honor of Black History Month, the Office of Cultural and Heritage Affairs published a map called "Celebrating Union County's Black History," highlighting notable African-American people and places from around the county.

To generate more interest in "Four Centuries in a Weekend," the Office introduced trading cards for children to collect. The cards feature people who played a significant role in Union County history.

## Constituencies served through the Office of Cultural & Heritage Affairs:

### Students

- Teen Arts Program serves middle and high school students, their art teachers, professional artists and senior volunteers
- Teen Arts Festival 2016 -- 4,000 middle and high school students, 55 professional artists, 64 volunteers
- Teen Arts Showcase 2016 -- UCPAC, 200 students and 800 audience members
- Teen Arts Traveling Art Exhibit -- eight Union County venues featuring 60 pieces of artwork from the 2016 Festival
- Four Centuries in a Weekend Passport Program encourages students to visit Union County Historic Sites

### Families

- Four Centuries in a Weekend
- Music in the Mills/Art in the Gardens
- Cultural Connections listing at [www.ucnj.org/cultural](http://www.ucnj.org/cultural)
- Care for Caregivers

### Senior Citizens

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

### Individual Artists

- Technical Assistance Workshops that provide information on professional development topics, such as values-based goal setting.
- Email referrals for exhibit opportunities and other programs.
- Opportunity for a visual artist to have a solo show in a public setting.
- 15th Annual National Arts Program for Union County Employees and their Families

### Arts, history, historic preservation and cultural organizations

- Grant opportunities (HEART, Art and History programs)
- Technical assistance workshops on oral history, administrative skills as well as ADA (Americans with Disabilities Act) workshop giving an overview of what organizations must consider for their sites and programs regarding compliance.
- Organizational calendar listing of events on OCHA's webpage.
- Opportunity for arts organizations to exhibit artwork in a public setting.

- Promotional umbrella of Four Centuries Weekend provided broad publicity to more than 30 historic sites.

## **2017 INITIATIVES**

### **People with Disabilities Programs**

We will continue to offer the programs described above as well as exploring new initiatives and programs for 2017.

With the award of the 2016-2017 ROID grant, we plan on expanding our current programming, offering new programs, such as dance and art classes. We also are looking into the possibility of offering an inclusive week long summer day camp using our county parks and facilities.

Plans for 2017 also include expanding our current social events and adding an annual skate program with the NJ Devils, a hayride social event and moving forward with the potential of offering a therapeutic riding program in collaboration with Watchung Stables.

### **Trailside**

We will work towards additional outreach for summer camp programs early next year. We will send information to schools and libraries and use e-blasts to get the word out. In 2017, we will be using new registration software, Rec1, which will solve the low enrollment and revenue loss that occurred this year.

### **Technology Upgrades**

Upgrade the 250 seat auditorium with new screen, sound system, lighting and podium. Create a theater atmosphere rather than an elementary school auditorium.

Upgrade a few exhibit text panels by installing tablets to create an interactive experience. Possibly create QR codes so visitors can use their smart phones to access additional information about each nature-themed exhibit.

### **Children's Discovery Room**

For the past 10 years the Children's Discovery Room has taken on tremendous wear and tear with the hands-on activities. Thousands of



children and parents have enjoyed the visually inviting Discovery Room. This is a place where children can learn by doing, using their natural curiosity to explore. The entire room is now in need of refurbishing. It was originally created by Trailside's exhibit artist and a carpenter. We will reach out to local exhibit artists.

### **Warinanco Ice Skating Center**

- The construction is anticipated to be completed in April of 2017 transforming the rink into a year round facility and renaming the facility, "Warinanco Sports Center."
- Research and transition into introducing batting cages and turf during the spring/summer off season of the facility.

### **Walter Ulrich Pool**

- Research the viability of conducting swimming lesson programs after a hiatus of several years due to the lack of lifeguards.
- Begin the design of new site work, pool and building upgrade.

### **Wheeler Park Spray Park**

The construction of a new spray park in place of Wheeler Pool is scheduled to be completed prior to the summer season for the enjoyment of our residents. It is anticipated that since this spray park will be a much larger venue with a building and a pavilion, that there will be a nominal charge for entrance, much like our pool fee.

### **Division of Park Environmental Services**

For the year 2017, the Division of Park Environmental Services proposes the following initiatives:

### **Deserted Village Site Plan**

A plan must be developed in 2017 for improvements to the 130-acre grounds of the Deserted Village of Feltville in the Watchung Reservation. Those improvements would provide better protection for the property and historic resources, while bettering the use of the property by an increasing number of visitors. Desired improvements include parking areas and paths, storm water management, regulatory signage, and restoration of the historic landscape. Of particular importance is the provision of parking for Masker's

Barn, which is experiencing increased popularity as a party and event rental venue.

### **Restoration of House #7 in the Deserted Village**

House #7 in the Deserted Village of Feltville is adorned with murals on the first floor plaster walls. The murals were painted around 1927 by a Nicaraguan artist, Roberto de la Selva, who has been connected to famous Mexican muralist Diego Rivera. An exhibit of de la Selva art that was displayed in San Antonio, Texas in the spring of 2016 brought international attention to these murals.

The condition of the murals is deteriorating in this vacant and unheated building, leading Preservation New Jersey to designate this as one of the Ten Most Endangered Historic Sites in New Jersey in 2013. Capital funding will be requested to develop a preservation plan and design a restoration of the building, but this project is a good candidate for matching grant funding assistance from the New Jersey Historic Trust. Conservation and preservation of the murals would likely receive funding assistance from one of three foundations that are connected to the history of this building and the murals.

### **Memorials**

The Division of Park Environmental Services regularly takes requests from County residents who would like to memorialize a loved one by planting a tree or installing a bench in a particular park. However, this practice has become quite problematic as trees die, benches are damaged or moved, bench styles change, and commemorative plaques are stolen or damaged.

The restoration of the Azalea Garden in Warinanco Park in 2015 has provided a new memorial opportunity. Donors can contribute to the purchase and installation of many shrubs as gaps in the garden are filled. A kiosk at the site will provide a space for the posting the names of contributors or those whom they wish to honor.

The Division will develop similar memorial donation opportunities at other locations throughout the County parks, including Chatfield Garden in Warinanco Park, the Rhododendron Garden in the Watchung Reservation, and the Deserted Village.

### **Friends of Feltville**

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

### **Shoreline Stewards**

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

### **Floating Wetlands**

Floating wetland islands are a new cutting edge technology used to remove high nutrient levels from lake water in order to reduce the growth of nuisance aquatic weeds. Native plants are suspended in foam modules that can be configured in a variety of ways. As the plants grow, their roots dangle in the water column and suck up the free nutrients, particularly phosphorous.

Three floating wetland islands were installed in June, 2015 on Lake Surprise in the Watchung Reservation as a demonstration project. Similar installations will be designed and implemented on at least two other lakes or ponds where nuisance weed growth is a problem.

### **Hydroraking of Park Water bodies**

There are 35 lakes, ponds and lagoons in the Union County Park System. At least half of those water bodies are plagued with problems of nuisance weed growth, algal blooms, bad odors, and poor navigation due to sedimentation. For at least a decade, herbicide treatments have been used as the primary method of controlling the growth of weeds and algae. Because of its high cost and complex permit requirements, dredging has only been used in a small number of lake restoration projects.

In 2016, the Division of Park Environmental Services began to gather data about lake and pond morphology and water chemistry. This data will be used to develop a more holistic approach to lake management. The use of

Hydroraking, aeration, biological and physical controls, floating wetland islands, aquascaping, shoreline stabilization, fish stocking and habitat improvement, and nutrient inactivation will be considered for each water body.

It is planned that at least one lake will be hydroraked in 2017. This process utilizes a barge-mounted excavator to scrape the vegetation and its roots off of the lake bottom. No permits are required from NJDEP.

Besides returning a large portion of the lake's surface to open water, the hydroraking removes a significant build-up of the submerged leaves and other organic matter. This should contribute to a reduced phosphorous load and hopefully less nuisance weed growth in the following spring.

The Division will also experiment with the use of a new muck-degrading bacteria pellet that can be broadcast by County personnel throughout a lake. The bacteria fosters a quicker composting of the organic matter on the lake bottom and causes the muck layer to compress, resulting in more open water.

### **Wildflower Meadows**

Three wildflower meadows in the Watchung Reservation need to be re-established. The two fields along Glenside Avenue (the Corn Field and the former Boy Scout Camporee Field) and one on Summit Lane near New Providence Road have been overtaken by invasive plants due to inconsistent mowing. Restoration will require repeated mowing and herbicide treatment of the invasive plants and reseeded with an appropriate wildflower native grass mix. The Corn Field contains delineated wetlands that will need to be protected.

### **Wildlife Education**

The Union County Park System provides many wonderful opportunities to introduce the public to nature and wildlife habitat via the shoreline restoration projects, meadows, fields and parks in general. A series of daytime and evening walks and talks could be offered to promote eco-tourism in Union County. Some examples could include an evening sights and sounds walk at Lenape Park to look for and listen to owls, bats, lightning bugs and katydids, or a walk around a lakeshore planting to find butterflies, wildflowers and birds. These informal programs could be led by

the Division's Environmental Specialist, naturalists from the Trailside Nature & Science Center, or guest presenters.

## **Division of Park Maintenance**

### **Bureau of Park Grounds:**

#### **Safety Improvements**

- To improve the safety of our playgrounds, the Division will investigate and hire an outside firm to audit all playgrounds and provide a report to address compliance and safety issues.
- Have our new Safety Coordinator address any deficiencies and continue monthly inspections.

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

It is anticipated that the Cedar Brook Park turf and lights for the soccer fields will be awarded and construction begun to replace the grass fields. As part of this project, additional street parking will be designed.

#### **Spray Park**

The construction of a new state of the art Spray Park and building at the former Wheeler Park Pool should be completed for the start of the summer season.

#### **Cedar Brook Service Yard**

Develop engineering plans for appropriate facilities for cleaning and servicing equipment.

#### **Warinanco Service Yard**

Repave the interior yard lot.

#### **Master Plan**

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

#### **Conant Park**

Begin to replace existing playground with new equipment and rubberized safety surface. Replace pedestrian bridge. Renovate bathroom buildings and upgrade site amenities.

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# **Department of Public Safety**

**Emergency Management**

**Medical Examiner**

**Police**

**Weights and Measures**

**Office of Health Management**

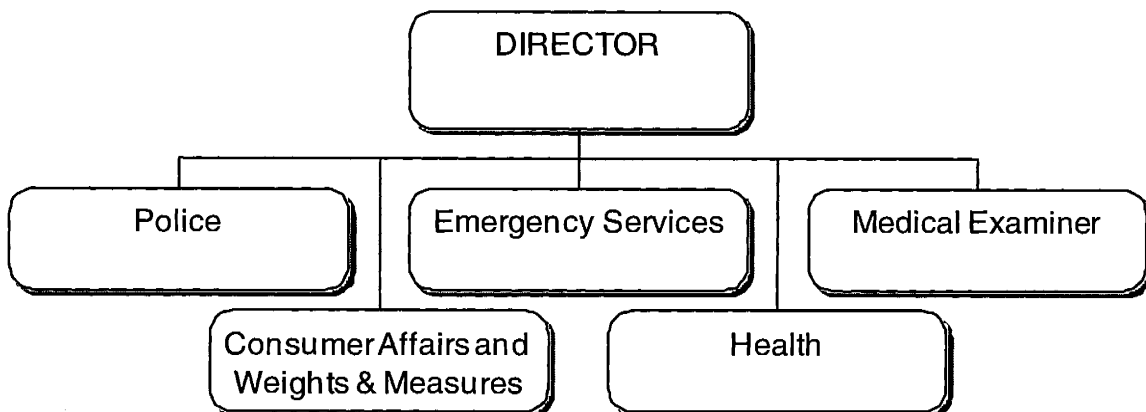
**Office of Consumer Affairs**

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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 Services**

The Division provides incident management support at local and county scenes to assist local governments in maintaining their National Incident Management Systems (NIMS) requirements. Emergency Services responds to and plans for emergencies through three bureaus:

### **BUREAU OF OPERATIONS**

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

The Hazardous Materials Unit (HAZMAT) is a Type 1 Regional Hazardous Materials Response Team, as defined by the Department of Homeland

Security Typing System. It coordinates and implements all necessary response, assistance, training and related services for the identification of hazardous materials. The Team provides appropriate cleanup and disposal of hazardous materials caused by accident or intention.

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

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

#### **BUREAU OF LOGISTICS**

The Bureau is responsible for the coordination, management and supervision of multidiscipline all-hazards preparedness projects and initiatives; enhancing the preparedness levels of first responders through equipment, regionalized planning and training; ensuring the County's compliance with the rules and regulations of the National Incident Management System (NIMS); researching, applying for, administering and managing the State and Federal Preparedness Grants; and coordinating multidiscipline preparedness drills. The Bureau is also the lead agency in the County's participation in the Urban Area Security Initiative (UASI.) UASI is the State's North Eastern Homeland Security Region which, since its inception in 2003, has received \$97 million in specialized Homeland Security Grant Funds.

#### **BUREAU OF SUPPORT**

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

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

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

### **Health Management**

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

### **Bureau of Environmental Health**

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

### **Bureau of Public Health**

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

Centers for Disease Control, local health departments, health care providers and emergency responders.

### **Division of the Medical Examiner**

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

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

### **County Police**

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

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

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

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

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

### **Weights & 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.

## **2016 ACCOMPLISHMENTS**

### **Consumer Affairs**

The Office of Consumer Affairs Saved consumers \$40,306.87 in cash refunds, and \$250,435.78 in money value; in addition to generating \$1,000.00 in fines from businesses that violated the Automobile Information Disclosure Act practices.

The Office of Consumer Affairs responded to 50 electronically filed complaints by the consumers and received and responded to 1381 consumer complaints by way of telephone by the consumers of Union County.

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

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

The Office of Consumer Affairs increased the number of business. We made a friendly visit to for the purpose of sharing information about changes in consumer fraud regulations in New Jersey and to make them aware of our desire to partner with them in bringing quicker resolutions to the complaints filed against their business. Retailers welcomed our outreach efforts.

### **Emergency Services**

- Continued to work with municipalities interested in joining the countywide Public Safety Interoperability Communications system. This year Linden, Plainfield, Mountainside, Westfield and Scotch Plains all joined the system.
- Completed an 800 MHz integration into our current public safety radio system to add capacity in an effort to support additional users on the system.
- Participated in the planning and preparedness activities for the 2016 PGA Championship scheduled for July. Union County Division of Emergency Services successfully administered medical aid during the Championship to over 300 spectators and staff.
- Designed a new mobile command post to enhance regional collaboration between Union County and the 21 municipalities. Delivery is anticipated in the 1<sup>st</sup> quarter of 2017.
- Researched and purchased detection equipment for the Hazardous Materials Unit within the Division.
- Supported all funding sources under the Homeland Security Grant programs to facilitate equipment purchases and training on a regional level.
- Continued to provide fire training to new and active firefighters throughout Union County and surrounding counties.
- Enhanced the level of pre-hospital care provided by the Emergency Medical Services Unit by implementing Narcan, EpiPen, C-PAP and Aspirin protocols.

## **Health Management**

In 2016, the Office of Health Management in collaboration with the local health departments in the county continued to implement quality improvement programs in association with the North Jersey Health Collaborative. The goal of this collaborative is to coordinate the efforts and resources of public health, healthcare, and other organizations to maximize our impact on the health status of our communities and minimize avoidable illness, injury and hospitalization.

The Office of Health Management participated in both the data committee that was created to gather information on the health status of our community and in the Union County Health Collaborative which voted to prioritize issues and establish projects with community agencies to improve the quality of life of our residents.

The Office of Health Management has progressed in the area of identifying collaborative programs with stakeholders in the community, including members of the Regional Chronic Disease Coalition, Overlook Medical Center, Trinitas Regional Medical Center, Robert Wood Johnson University Hospital Rahway, Union County public schools and members of the Community Organizations Active in Disaster (COAD) which consists of faith-based organizations and emergency preparedness agencies such as the American Red Cross, the Salvation Army, and United Way.

The Office of Health Management is working to update Union County's Emergency Support Function (ESF) #6 on Mass Care which also includes emergency assistance, medical needs shelter, temporary housing, human services coordination and county animal response. As the lead for this emergency support function, meetings were coordinated with state and local agencies to enhance sheltering efforts in the event of future emergencies. Our office also assists in updating ESF #8 plans on Public Health and Medical Services.

The Office of Health Management also participated in two regional coalitions that included three other counties: Middlesex, Monmouth, and Ocean. One coalition included local and county health departments through the Central East Public Health Emergency Preparedness Region where everyone participated in a multi-county Justified Emergency Mass (JEM) Prophylaxis Distribution exercise. The other collaboration was with the Central East Regional Healthcare Emergency Preparedness coalition that

includes public health agencies, county mental health, offices of emergency management and public safety, emergency medical services, hospitals, federally qualified health centers, long term care facilities, and specialty services.

### **Public Health / Lincs**

In 2016, the Office of Public Health (OPH) continued to upgrade countywide public health systems preparedness and response to terrorism and other public health threats and emergencies. The OPH also sustained Community Preparedness efforts, Emergency Operations Coordination, Emergency Public Information and Warning, Information Sharing, Medical Countermeasure Dispensing, Medical Materiel Management and Distribution, Responder Safety and Health, and Volunteer Management. These emergency preparedness and response efforts are intended to support the National Response Plan (NRP).

Funding for this effort was provided by the U.S. Department of Health and Human Services through the Centers for Disease Control and Prevention (CDC), Public Health Emergency Preparedness (PHEP) Cooperative Agreement. The CDC has developed national preparedness goals designed to measure urgent public health system response performance parameters that are directly linked to health protection of the public and the Office of Public Health actively participates in the formation and coordination of regional local public health systems for the immediate establishment, use, and continuous improvement of public health response.

The Office of Public Health in collaboration with Union County Bureau of Information Technologies continues to utilize a software application which allows consistent and effective operations of the Health Alert Network (HAN) on a 24 hour 7 days a week basis. This new application also creates a communication platform allowing us to reach over 10,000 community partners this office has collected over the past 10 years. The application also coordinates names of over 85 grant mandated distribution groups with existing contacts, eliminates multiple duplicates, and automates process for testing of distribution lists and activation of public health emergency response plans during public health threats and emergencies.

The Office of Public Health continues to work with Middlesex County Office of Health Services to support the Middlesex and Union County Chronic Disease Coalition. This coalition consists of community leaders,



business professionals, health care providers, and representatives from public health that provide guidance on program development and support strategies that lower the risk of chronic disease.

The coalition continues to implement evidence-based strategies and institute Policy, Environmental, and System change strategies that support and reinforce healthful behaviors and lower the risk for multiple diseases simultaneously, including the prevention and control of cancer and chronic disease.

Previous accomplishments include the adoption of the outdoor recreational smoke-free policy adopted by Springfield Township on March 10, 2015; free Oral Cancer Screenings held on May 16, 2015 and November 13, 2015; skin cancer screening held on August 15, 2015; and health education was provided at more than 15 health fairs throughout the county.

The Office of Public Health also assisted in the delivery of seasonal influenza clinics to Union County residents in the City of Plainfield during the month of October. Union County Medical Reserve Corps nurses and community volunteers assisted with the administration of 370 vaccines to Plainfield residents.

The Office of Public Health continues to represent Union County on the Urban Area Security Initiative (UASI) Public Health Subcommittee. We are working to enhance public health capacity to quickly and efficiently respond to emergent situations that impact the health and safety of the public within our county and the seven counties in the northeast New Jersey region.

The program is currently prioritizing Point of Distribution (POD) management for Mass Prophylaxis, Medical Needs Shelter (MNS) management and Radiation Community Reception Centers. Union County will be receiving equipment and training through the Office of Health Management for these projects.

## **CEHA**

The Office of Environmental Health is one of 21 CEHA (County Environmental Health Act) agencies in New Jersey. This office continues to perform above standard work enforcing environmental regulations as documented by the annual audit performed by the New Jersey Department of Environmental Protection (NJDEP) in accordance with the county's grant agreements. In accordance with NJDEP guidelines, for the 2016FY, the

OEH has YTD conducted compliance and enforcement investigations and inspections including:

- Air Pollution Program - **224** facility inspections and **52** complaint investigations which has resulted in 13 Notice of Penalty Assessments being issued
- Solid Waste Program - **120** inspections and **10** complaint investigations which has resulted in 11 Notice of Penalty Assessments being issued, (This does not include inspections performed by the Union County Utilities Authority under the Inter-local Shared Services Agreement.)
- UST Program - **83** facility inspections which has resulted in 18 Notice of Penalty Assessments being issued
- Pesticides Program – **15** inspections
- Noise Program – **11** complaint investigations which has resulted in 2 Notice of Penalty Assessments being issued
- Water Program – **6** complaint investigations

The Office of Environmental Health spent approximately 300 personnel hours performing after-hour's surveillance enforcing the State air pollution motor vehicle idling regulations since diesel exhaust is a primary pollutant known to cause or exacerbate a variety of heart and lung ailments.

In addition, the Environmental Supervisor chairs the NJ Noise Control Council.

Notice of Penalty Assessment documents were issued during this time in the amount of \$124,425.00 (after settlements) for penalties associated with violations noted during the aforementioned inspections and investigations. Penalties are settled, based on NJDEP guidelines, with typically a 50% penalty reduction and payment plans are made available.

A total of \$73,247.00 in penalties from violations issued has been collected YTD. Since 2005 the OEH has collected over \$1,470,000.00 in penalties which is used to support the OEH Compliance and Enforcement programs as well as the County Hazmat program. Eleven additional Penalty Assessment cases have recently been settled for \$42,800.00. The Settlement documents for these cases are being processed and will be issued before the end of this year.

### **Medical Examiner**

The UCMEO as of July 2015 has gone “Live” and has fully adopted the state mandated (UVIS-CMS) case management system. The office has made strides to incorporate this web based system to streamline the death investigation process.

This office continues its close liaison with the State Medical Examiner Office in an effort to provide improved service to the citizens of Union County and the State of NJ.

Dr. Shaikh attended the annual 2016 National Association of Medical Examiners meeting in Minneapolis, MN from September 9<sup>th</sup> through September 13. During this course, a broad range of topics including toxicology with special emphasis on emerging designer drugs, neuropathology, in-custody deaths, autopsy procedures, radiology, medico-legal death investigations, pediatrics, identifications, and public health were discussed.

This office has fully investigated 1,166 deaths and performed 264 autopsies and 70 external examinations from January 1 through December 31, 2016. The UCMEO has investigated and autopsied 23 homicides in 2016.

The Office was fortunate to hire a full-time Board Certified Medicolegal Death Investigator in 2016.

### **County Police**

- Successfully implemented and created policy for the receiving and testing of all firearms recovered from all 22 Law Enforcement Agencies operating in the County.
- Increased the video surveillance and “real time” monitoring of parks and County facilities with the addition of a number of new locations being brought “on line.”
- Successfully transitioned the Union County Sheriff’s Department onto our Computer Aided Dispatch (CAD) System, allowing for real time viewing of Sheriff Units, adding an additional level of security and safety for these units.
- Completed a transition of Scotch Plains Police Department to our CAD System as well. Allowing for further safety and security of their

units, as well as a “real time” viewing of police for Police Administration.

- Continued to provide intensive training and instruction to multiple Law Enforcement Agencies, as well as our own Officers, with regard to Active Shooter Incident.
- Created and instituted Active Shooter training for County facilities under our primary jurisdiction, as well as, assisted multiple Local Government and private entities with awareness, training and response protocols relating to Active Shooter.
- Received and set up a “mobile drop box” for the Project Medicine Drop Program instituted by the Attorney General’s Office.
- Continued to provide our shared service commitment to all agencies within the County, providing enhanced equipment, weapon capabilities, joint training and investigative assistance when requested.
- Acquired and took delivery of a state of the art Body Worn Camera system. This system is being integrated into our enhanced data storage system, resulting in significant savings in both time and money hosting the storage “in-house.”
- Continued our commitment to our Homeland Security Partners with the continued operation of our Marine Unit.
- Expanded our “quality of life” enforcement within our Jurisdiction, providing for a continued safe and secure Park System for all residents to enjoy.
- Expanded our use of License Plate Readers, assigning mobile units to Towns to assist in Investigations or Community Policing functions.

### **Weights & Measures**

- Conducted 1410 inspections on commercial business throughout the County. During these inspections the Division tested 9300 weighing and measuring devices for accuracy. Examples of these devices are scales, gas pumps and timers.
- Performed 76,967 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 203 inspections on gas stations to ensure compliance with weights and measures regulations. The Division brought in

\$126,000.00 in revenue for the completion of daily inspections & violations.

- The Division generated more revenue in violations with increased man-power hours. It was attained by using those hours to do more Scanner and Commodity audits.
- The Division contributed \$53,256.00 out of the Division of Weights and Measures Trust Fund Account to help off-set the County budget.

## **2017 INITIATIVES**

### **Consumer Affairs**

- Continue to partnership with retailers to increase customer service to consumers by providing them with more information about the products and services being sold. Inform retailers of the laws spelled out in the N.J. Consumer Fraud Act and their responsibility to abide by same.
- Continue to implement new policy, Notice of Investigation Findings (NIF) for working with retailer, especially those using unfair business practices.
- Continue to increase staff training to better serve consumers and retailers.

### **Emergency Services**

- Accept delivery of and place in service our new Mobile Command Post.
- Coordinate upgrades to the Fire Academy Burn Building to enhance training evolutions offered at the Academy.
- Continue to provide radio system support to those agencies on the Public Safety Interoperability Communications (PSIC) system.
- Assist new agencies in joining the PSIC system.
- Implement a new work schedule for EMS and Hazmat Unit personnel to expand coverage throughout Union County.
- Continue to manage the UASI Fire/CBRNE Sub Committee and Homeland Security Grant Program dollars.
- Work with the long term care facilities to update their internal emergency operations plans.

- Supporting Union County Volunteer Organizations Active in disasters (VOAD) to coordinate and deliver resources throughout a disaster through preparedness, response and recovery.
- Continue to support Union County Fire Mutual Aid in the area of planning and response to large scale fires and emergencies throughout Union County.
- Work with FEMA on all past and future disaster declarations to ensure maximum reimbursement on response and recovery costs.
- Through the Union County Fire Academy offer off site instruction to municipal first responders to increase responder knowledge and safety.

### **Health Management**

- Continue to work with community organizations and health agencies via the Union County Health Collaborative to implement programs that will improve the health and quality of life of county residents.
- Continue to work with the Public Health Emergency Preparedness work group to improve the ability to staff Points of Distribution (PODs) in order to serve the community in the event of a public health emergency.
- Continue to expand the Union County Health Alert Network (HAN) to provide rapid distribution of public health information. This network is continuously maintained and updated to provide accurate information to appropriate recipients.
- Continue to update Emergency Support Function #6 for Union County on Mass Care which also includes emergency assistance, medical needs shelter, temporary housing, human services coordination and county animal rescue.
- Continue the establishment of a Union County Community Organizations Active in Disasters (COAD) to assist with efforts in Mass Care.
- Continue to work with the nine local health departments (representing all 21 Union County municipalities) and stakeholders within the county to identify public health areas of improvement as it relates to emergency preparedness and response.
- Continue to assist local health departments in building their capacity to prepare and respond to events requiring activation of emergency public health medical countermeasures distribution.

- Continue to coordinate and utilize the Union County Medical Reserve Corps (MRC), a volunteer group of health care personnel and lay volunteers, to provide training and education programs to community groups and organizations within each of our municipalities to improve the health and safety of our community. The Union County MRC continues to be the greatest support mechanism in times of crisis, and as such we look to maintain our capacity to provide services to the municipalities and citizens of Union County.
- Continue partnership with Union County College LPN program through involvement of students in routine public health activities (flu clinics) and emergency assistance in shelter operation.
- Continue to work with 3 other county health departments and their local health departments to assist with Central East Region Public Health Emergency Preparedness efforts.
- Continue to participate in the Regional Hospital Preparedness Coalition to assist in the coordination of efforts in the event of an emergency with three other counties (Middlesex, Monmouth, and Ocean counties) to share information and resources that will be necessary during public health emergencies.
- Continue to provide programs via the Chronic Disease Coalition by implementing evidence-based strategies and instituting Policy, Environmental, and System change strategies that support and reinforce healthful behaviors and lower the risk for chronic diseases. New initiatives include offering nutrition education, cooking demos and physical activity classes to help improve nutrition and physical activity among faith-based communities and schools.
- Continue to assure compliance with environmental health regulations in the areas of water, air, noise, solid waste, pesticides and underground storage tanks through the County Environmental Health Act.
- Continue collaborating and meeting quarterly with the Union County Utilities Authority.
- Continue to coordinate Right to Know in the county which gives employees certain rights and access to information about hazardous chemicals in the workplace.
- Continue to participate in the Urban Area Security Initiative (UASI) Public Health Subcommittee to enhance public health capacity and response in a quick and efficient manner to emergency situations that impact the health and safety of the public within our county.

- Continue to participate in Community Needs Assessments conducted by local non-profit hospitals.

### **Medical Examiner**

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

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

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

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

The Medical Examiner Office is determined and continues to provide bereaved families appropriate interaction and assistance towards achieving closure in the time of their loss.

### **County Police**

- Implement procedures for the mandatory Bail Reform Act, passed into law 2016. This will require intense training, coordination and require dedicated resources to implement and process these new State mandated guidelines.
- Create and provide "roll call" training information for all Law Enforcement Agencies relating to responding to suspicious packages or possible explosive devices.
- Increase the amount of County Police Officers authorized to carry and deploy conductive energy devices (TASERS), providing an increased ability for municipalities to have access to this "less lethal" option, 24 hours a day.



- Expand the use of our “Mobile Drop Box” for the disposal of unwanted or expired prescription medications, by introducing this service at county-wide events.
- Continue to partner with the Union County Police Chiefs Association, Union County Prosecutors Office, and other agencies; to address and combat the serious and deadly opioid epidemic continuing to plague Union County.
- Continue our efforts and dedication with providing assistance to Communities in an effort to decrease gun violence and crime in all the 21 municipalities.
- Continue to assist with Community Events and Awareness projects throughout the County, providing any assistance needed or requested in an effort to further working relationships with the Community and Law Enforcement.
- Continue to assist local Law Enforcement with the short-term housing and processing of arrested persons, as relating to, the new State Mandated Bail Reform Act.
- The acquisition and implementation of additional License Plate Readers, both mobile and stationary, providing increased intelligence and information to all Union County municipalities.
- Continuing the implementation and transition to a new Records Management System for all Law Enforcement Agencies dispatched by the Union County Police Regional Dispatch Center.
- Continued IT upgrades for the Regional Dispatch Center, allowing for the seamless integration of new agencies and the continued excellent level of service for our current agencies.

### **Weights & Measures**

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

Continue to pay (1) one employee salary out of our weights and measures trust fund to off-set the County budget.

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

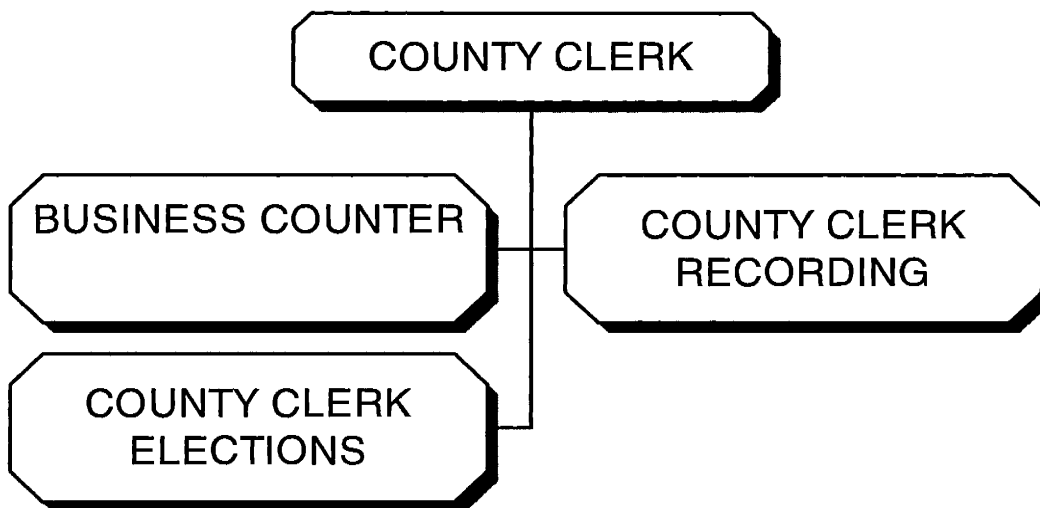
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# Office of County Clerk

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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

## **2016 ACCOMPLISHMENTS**

### **Recording**

The real estate market continued a robust recovery in 2016 with property document recording volume increasing 12 percent over the previous year. Revenues derived from property recordings increased to \$39 million. Foreclosure Filings, which were not permitted to be filed under a court moratorium issued in 2010, were lifted from restrictions in September 2011. *Lis Pendens* or pre-foreclosures decreased to 1,859 from a high of 3,362 in 2014.

The Union County Clerk also continued active participation in the countywide Foreclosure Task Force designed to assist homeowners threatened with or facing foreclosure. Written materials designed to assist tenants and homeowners were provided via website and to each municipality.

Initiated in 2015, the Clerk's Property Fraud Alert Notification Program is a free program which alerts subscribers when someone records a document on their home or property. It continued to add subscriptions now approaching 600 subscribers in Union County. If the subscriber is not in the midst of a real estate transaction, the document may have been filed fraudulently. The program has received overwhelming acceptance. Property and mortgage fraud, according to the FBI, is the fastest growing white collar crime, often aimed at the most vulnerable homeowners-seniors. This program serves to protect homeowners from criminal activity on their homes.

The electronic recording system, begun in 2007, increased its volume for its e-filing customer base. Approximately 12% of all documents are now recorded electronically, eliminating paper and adding to the greening of the county.

The County Clerk's Property Web Site, a search engine for recorded documents, remains a popular web destination. Document searches are available from 1977 to the present for title companies, banks, clients and other interested parties. This allows for paper records, typically maintained in the Public Record Room, to be archived and/or destroyed. More than 1.16 million property searches were conducted online in 2016, a 30% increase over 2015.

As older deed and mortgage books are scanned, the books are removed from the Record Room and transferred to Archives to be preserved. In 2016, a total of 75 Mortgage and Deed Books from 1983 and 1982 were scanned and indexed in house by staff and uploaded to the website. In addition, older Deed Books housed in the Record Room were re-canvassed to ensure protection of the historic books.

The imaging, e-filing and microfilming functions of the office were recertified by the New Jersey Division of Archives and Records Management during the year.

The Union County Homeless Trust Fund, initiated by a Union County Board of Freeholders resolution in May 2010, continues to provide for the collection of a \$3.00 surcharge for all recorded documents in the Clerk's Office. The funds are turned over to the County for assistance to the homeless. Approximately \$148,000 was collected for 2016 bringing the accumulated total to more than \$972,844 since the funds' inception. The County Clerk serves on the County Homeless Trust Fund Committee.

The Clerk continued to conduct outreach to attorneys, clients and others. She was a frequent speaker on recording and passports and most recently appeared at Kenilworth, Scotch Plains, Union and Westfield senior clubs as well as events at local VFW posts in the county.

The Clerk received a national "Trailblazer Award" for her leadership in the eRecording industry. She was one of four County Clerks nationwide who was spotlighted for promoting and implementing use of eRecording technology by the CSC Corporation.

## **Elections**

Five elections were held in 2016 including the Westfield Special School Board Election in January, the Plainfield School Board Election in April, the Primary Election in June, the New Providence Special School Board Election in September and General Election in November.

There was a nominating petition challenge in the Primary Election for two Freeholder candidates on the Bernie Sanders line. The Clerk held a Summary Hearing and both the candidates were deemed to have insufficient signatures. There was also a challenge to a nominating petition for candidates in the Elizabeth School Board Election. After review, the Clerk decided all candidates had a sufficient number of signatures to run.

The Union County Votes App, introduced in 2014, was updated and revised to include new functions called “Early Voting,” “Are you 17?,” “Presidential Candidates,” “Party Declaration” and “Registration Data.” The free app continues to generate hundreds of downloads and remains one of the Clerk’s most popular programs. The public continued to have access to the Sample General Election Ballots on the Clerk’s website and the Union County Votes App. In addition to the mailed sample ballot to each voter, this access ensured that all voters can view their ballot on line and locate their polling place. Sample ballots for the Primary Election also were made accessible on line and in the Union County Votes App. In total, more than 2,200 people downloaded the app for the Presidential Election.

The County Clerk also produced an exhibit of historic Union County Presidential memorabilia in the Courthouse Rotunda. The exhibit consisting of three showcases were well received by jurors, visitors, attorneys and employees.

A special program to microfilm and image historic election results from 1917 to 1986 was completed in 2015. These were uploaded to the election website in 2016 providing viewers with a clearer, more comprehensive perspective of election history in Union County.



A significant success in Elections was the expansion of the Vote-By-Mail satellite office in Westfield. Opened in 2011, the office serves county residents particularly those in the western portion of the county. This second location generated greater accessibility and convenience in obtaining an application and a ballot, and allowed people to vote in one location, moreover for each of the five elections held in 2016. Vote-By-Mail access continued at the main location in Elizabeth.

The office's dedicated e-mail address at [ucvote@ucnj.org](mailto:ucvote@ucnj.org) for voters wishing to access voting information has proven successful, receiving requests for absentee ballot applications, overseas ballot applications and voter registration information.

The Clerk again published the annual Election Date Brochure for 2016. It was distributed county wide along with a 2016 Election Calendar which provided dates for election-related registration and voting deadlines. The calendar, published in-house, was distributed to all Union County libraries, municipalities, colleges and universities and elected and appointed officials. It also could be ordered by the general public online at the Clerk's website.

A revised update for a continuous results tally on the Clerk's Website, was introduced in the General Election in 2014 and continued throughout the year for each of the 2016 Elections, allowing access to up-to-the minute vote results to the public and media outlets as they are being tabulated. Election results were also available at the Union County Votes App.

Using the "Walk Sequence Protocol" for mailing the sample ballots, the Clerk saved more than \$25,500 on sample ballot postage in 2016 for both the Primary and General Elections and the Special Primary and General Elections.

The Clerk was honored by the League of Women Voters of Berkeley Heights, New Providence and Summit with their "Making Democracy Work" Award in December. The award was given for her creative and dedicated outreach to voters in the election process.

## **Business Office**

The Clerk expanded services in 2016 for prospective and current notaries. Two successful educational Notary seminars were held in March and

September for 62 prospective and current notaries. The seminars are designed to instruct Notaries Public on how to perform their duties including learning about the new online application process and legal aspects of performing the duties of a Notary. The seminars were successful and generated positive feedback.

The Clerk's satellite Business Office in Westfield, which opened in April 2010, continued to service recording documents with the filing of Peddler Licenses for Veterans. Along with Veterans cards, the office processes Notaries Public, files Inheritance Tax Waivers, issues Trade Name Certificates, and processes Passport and Passport Card applications, the office also takes photographs, records Veteran Discharge Papers and issues Veteran Honorable Discharge Photo ID's. Passport volume and business activities continue to increase. To date revenues from this division are the highest since 2007 totaling more than \$600,000.

The Clerk's Westfield Office sponsored a Passport Day on April 9<sup>th</sup> in celebration of National Passport events. More than 180 passport applications were processed in the one-day period.

Thirteen passport staff attended a rigorous one-day program conducted by the National Passport Office. Each individual was tested and all staff received their certification in passport processing.

The Clerk's Office coordinated a statewide Municipal Clerks Conference in September. The Clerk taught an Ethics course at the event. The Clerk also hosted a luncheon for Municipal Clerks in honor of Clerk's Week in May.

## **2017 INITIATIVES**

### **Recording**

One initiative will be the expansion of the current e-filing recording system to include Federal Tax Liens and Releases. Currently, deeds, mortgages, releases, postponements, Notices of Settlement, discharge and assignment documents are received through e-filing. The e-filing system will continue to eliminate paper, cut postage costs, save staff time and add to the greening of the county.

A preservation effort will continue in 2017 to re-canvass older book binders in the Record Room.

In addition, the Clerk's in-house project of back-scanning documents for the property web site will continue. Documents from 1982 to 1977 will be prepared and scanned to be uploaded on the website.

The Clerk will continue to participate on the Union County Homeless Trust Fund Committee in 2017.

### **Business Office**

The Clerk plans to host at least two countywide Passport events to encourage residents to apply.

Several Notary educational seminars are being planned for the year.

### **Elections**

The Union County Votes App will continue to be updated. A more comprehensive publicity and outreach campaign will be initiated to alert voters to this option to obtain election information.

A staffed voting office will continue in Westfield for the Gubernatorial, Primary and General Elections and special elections which may occur, a month prior to each event to assist voters with applications and ballots for voting by mail. The main office in Elizabeth will continue to assist voters. A 2017 Election Date brochure will be issued along with a 2017 Election calendar.

The Clerk will host a community outreach seminar in February for residents interested in running for local office. The seminar will include legal requirements for running for office, the nominating petition process and other important information.

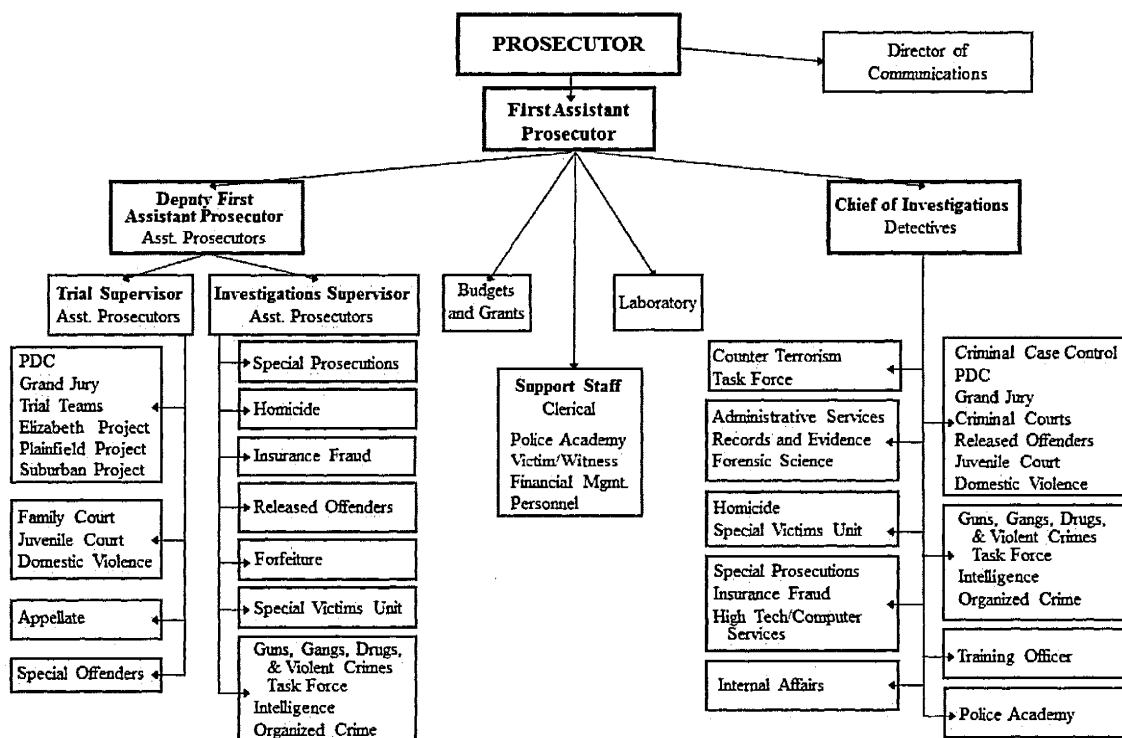
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# Office of the Prosecutor

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# Organizational Chart

## Office of the Union County Prosecutor





# **OFFICE OF THE UNION COUNTY PROSECUTOR**

## **MISSION**

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

## **Departments and Primary Functions**

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

Some of those units and their functions include:

- Appellate Unit – Handles court motions and responses associated with various judicial proceedings such as appeals, post-conviction relief, motions to suppress evidence, expungement petitions, and pretrial intervention (PTI) matters.
- Domestic Violence Unit – Investigates and prosecutes incidents of domestic violence.
- Drug Court – Coordinates the County's participation in the State of New Jersey initiative through which nonviolent offenders who are prone to substance abuse are offered a community treatment-based alternative to state prison.
- Guns, Gangs, Drugs, and Violent Crimes Task Force – Investigates and prosecutes incidents of illegal drug trafficking and gang activity in Union County.
- Homicide Task Force – Investigates and prosecutes all homicide cases, police-involved shootings, and child deaths in Union County.
- Intelligence Unit – Gathers and organizes information in order to provide tactical and strategic assessments on the existence, identities, and capabilities of criminal suspects and criminal enterprises, and to further the crime prevention and law enforcement objectives identified by the Prosecutor's Office.

- Juvenile Unit – Investigates and prosecutes crimes committed by juveniles in Union County.
- Special Prosecutions Unit – Investigates and prosecutes complex financial matters and official misconduct by elected or appointed officials, including incidents of insurance fraud, human trafficking, bribery, kickback schemes, election law violations, identity theft, bias crimes, welfare fraud, and computer crimes.
- Special Victims Unit – Investigates and prosecutes incidents of child abuse and sexual abuse of juveniles and adults.
- Trial Unit – Handles arraignments, pretrial conferences, pretrial and post-trial motions, trials, and sentencing of cases heard in Superior Court.
- Victim/Witness Unit – Provides comprehensive services to help crime victims and witnesses deal with the financial, psychological, and physical injuries associated with those crimes.

## **2016 ACCOMPLISHMENTS**

The 2016 calendar year saw major accomplishments by the Union County Prosecutor's Office in each of the three areas outlined in its mission statement: investigating and prosecuting major crimes, coordinating community outreach efforts, and working cooperatively with other law enforcement agencies.

Some of those accomplishments included:

### **Initiatives**

- Early this year, UCPO began implementing Fair and Impartial Policing (FIP) training for all members of law enforcement, countywide – making Union the most populous county in New Jersey to make the nationally recognized and federally endorsed training mandatory, to date. FIP training is based on the science of bias, which has revealed that even ostensibly unprejudiced police officers can manifest implicit biases bearing the potential to impact their perceptions and behavior without them even being fully aware of it. The FIP training began with a daylong session involving the County's police chiefs and community and faith-based leaders in March before mid-level police supervisors underwent training over the summer. The initiative will continue with new recruits and existing officers receiving training well into 2017, fulfilling part of the requirement announced by the New Jersey Office of the Attorney



General in October 2016 that all law enforcement officers statewide undergo some form of anti-bias training.

- This year UCPO also continued the rollout of New Jersey's most comprehensive county-funded, multi-department deployment of body-worn video cameras to date, resulting in patrol officers in 16 of Union County's 21 municipalities being outfitted with the devices as part of their uniforms by the end of August. Body-worn cameras are now being worn by police officers in Berkeley Heights, Clark, Elizabeth, Fanwood, Garwood, Linden, Mountainside, New Providence, Plainfield, Rahway, Roselle Park, Scotch Plains, and Springfield, as well as by members of the Kean University Police Department, Union County Police Department, and Union County Sheriff's Office.

## **Investigations**

- On Monday, September 19, 2016, a group of Linden Police Department officers responding to an initial request to check on an unknown man sleeping in the front vestibule of an East Elizabeth Avenue bar discovered that the person in question was federal terror suspect Ahmad Khan Rahami (a.k.a. Ahmad Khan Rahimi). Rahami, 28, engaged police in a shootout in which he and two officers were shot and injured, and the incident ended in his apprehension. In November, a Union County grand jury returned a 30-count indictment against Rahami, charging him with five counts of first-degree attempted murder of a law enforcement officer, multiple counts of second-, third-, and fourth-degree aggravated assault, two second-degree weapons offenses, and fourth-degree possession of a high-capacity magazine. The U.S. District Court for the Southern District of New York and the U.S. District Court for the District of New Jersey also both have filed federal criminal charges against Rahami for allegedly conducting and attempting to conduct bombings in New York City and various locations in New Jersey on the two days immediately prior to his arrest.
- Also in November, an Elizabeth drug kingpin who became one of the nation's most wanted fugitives after eluding capture multiple times was found guilty of all 19 criminal charges against him following a two-month trial. A Union County jury delivered the verdict against 34-year-old Luqman Abdullah following deliberations spread over four days. Abdullah was the primary target of a Guns, Gangs, Drugs, and Violent Crimes Task Force investigation into large-scale drug sales in the city's

Midtown neighborhood that culminated with the execution of search warrants on April 23, 2009, when nearly seven pounds of cocaine – enough to fill 30,000 individual vials – plus more than 800 folds of heroin, two handguns, an AK-47 rifle, and hundreds of items used for the processing and packaging of cocaine were recovered from a stash house in Newark. After being featured in the television program “America’s Most Wanted” and being listed among the FBI’s most wanted fugitives nationally, Abdullah turned himself in to police on December 28, 2012. Abdullah could face up to life in state prison when he is sentenced next month.

- During the last two months, three fugitives who remained at large for a number of years after allegedly committing homicides in Union County were captured, including one arrested in Guatemala and one arrested in England. David Ghigliotty, 35, of South Plainfield was charged with murder in connection with the June 22, 2004 Scotch Plains shooting death of 26-year-old Taji Pile; Welder Morente Dubon, 30, was charged with murder in connection with the March 29, 2007 Plainfield beating death of 23-year-old Joseph Tremarco of the Millington section of Long Hill; and Eslam Gad, 27, was charged with murder in connection with the August 8, 2012 Elizabeth shooting death of 21-year-old Anthony Holmes Jr. of Pemberton Township, Burlington County. Ghigliotty was lodged in Union County Jail on \$1.5 million, while Dubon and Gad are currently awaiting extradition from Guatemala and England, respectively.
- In May, eight people were arrested and approximately \$500,000 in illegal narcotics was seized as the result of an intensive three-week joint investigation by the UCPO Guns, Gangs, Drugs, and Violent Crimes Task Force, the Elizabeth Police Department, and the FBI’s Newark office. Several search warrants executed in multiple towns resulted in the recovery of approximately half a kilogram of raw heroin, an additional 7,700 folds of heroin packaged into bricks, more than one full kilogram of cocaine, half a kilogram of the designer drug known as “molly,” and approximately \$63,500 in cash. The arrests included the primary target of the investigation, 36-year-old Dario Camino of Elizabeth, and the charges included racketeering, conspiracy, and numerous first-, second-, and third-degree drug offenses.
- In October, a Linden man was arrested and charged in connection with a child luring incident that took place earlier that month in Roselle, and

authorities are continuing to work to determine whether he was also responsible for several other similar incidents occurring there and in neighboring towns during the weeks that preceded his arrest. Wade Phillips, 27, a recruiter with the U.S. Marine Corps recruitment office in Elizabeth, was charged with second-degree sexual assault and three counts of third-degree endangering the welfare of a child in connection with an incident in which he allegedly touched himself inappropriately in the presence of a 10-year-old boy and two 11-year-old girls who were walking to school.

## **Outreach**

- In April, UCPO once again partnered with YWCA Union County to host the third annual Union County C.A.R.E.S. (Community, Action, Response, Education, Safety) Domestic Violence Symposium, which was held at Kean University in Union Township. This year's Symposium featured the theme of the "5 W's of Domestic Violence" and included three panels with a total of more than a dozen speakers hailing from fields of expertise including law enforcement, healthcare, social services, and others. The event also featured moving remarks from the sister of a former Union Township resident who was the victim of a domestic violence-related murder-suicide that occurred in Monmouth County in December 2014.
- Also in April, UCPO invited a group of approximately a dozen community and faith-based leaders from across the County to participate in FireArm Training Simulation (FATS) at the John H. Stamler Police Academy in Scotch Plains. Through an interactive digital exercise, participants were given the opportunity to experience some of the split-second decisions officers are asked to make every day, particularly as it pertains to electing whether to use force during the course of making an arrest or addressing a volatile situation. After receiving outstanding feedback from participants, who cited the dialogue generated by each digitally created scenario as a particular benefit, a second round of FATS training for civilians was held at the Academy in late September.
- In November, the UCPO hosted its fourth annual Forum for School Administrators at the Union County Child Advocacy Center in Elizabeth. Many of the County's public schools superintendents and police chiefs attended the Forum, which featured presentations by Child Advocacy

Center staff and a comprehensive tour of the facility. Other topics covered included the various efforts being undertaken by the Prosecutor's Office to stem the tide of heroin and opioid abuse, as well as the Campus Crime Stoppers program being coordinated by the Union County Crime Stoppers.

- Throughout 2016, UCPO representatives continued to deliver presentations and remarks at a variety of community meetings and events in order to better inform the public about the Office's activities and purpose. The three most common types of meetings in which the Office has either participated in or planned and organized during the last 18 months include a) community forums arranged to inform the public about protocols governing investigations into use of force by law enforcement and to outline the UCPO Body-Worn Camera Program; b) events intended to inform the public about the heroin and prescription opioid abuse epidemic, and what is being done locally to address it; and c) regularly scheduled gatherings of local business, civic, and nonprofit organizations.

## **2017 INITIATIVES**

Initiatives the Union County Prosecutor's Office will be pursuing throughout 2017 include:

- After operations of the UCPO's Domestic Violence Unit were streamlined and reorganized, investigations into incidents of domestic violence are expected to be further enhanced via the establishment of a Family Justice Center housed at the new Family Courthouse building currently under construction in downtown Elizabeth and tentatively scheduled to open in early 2017. With legal counsel, social services, and logistical support provided to victims through this model of care, investigations into these incidents are expected to become more holistic in their approach.
- Statewide bail reform is scheduled to be implemented in January 2017, creating a unique set of significant changes to New Jersey's criminal justice system, and UCPO is well-prepared for the transition. In order to implement some of the provisions of bail reform, the Office already has conducted extensive training and made necessary adjustments in areas such as resources, operations, staff, and

protocols. Accompanying bail reform will also be the execution of legislation on ensuring speedy trials for defendants, creating shorter timelines for prosecution. As a component of this process, the UCPO has undertaken an initiative to ensure the computerization and integration of all investigative and prosecutorial cases into one centralized database, thereby also streamlining the fashion in which the Office works with municipal police departments on joint investigations.

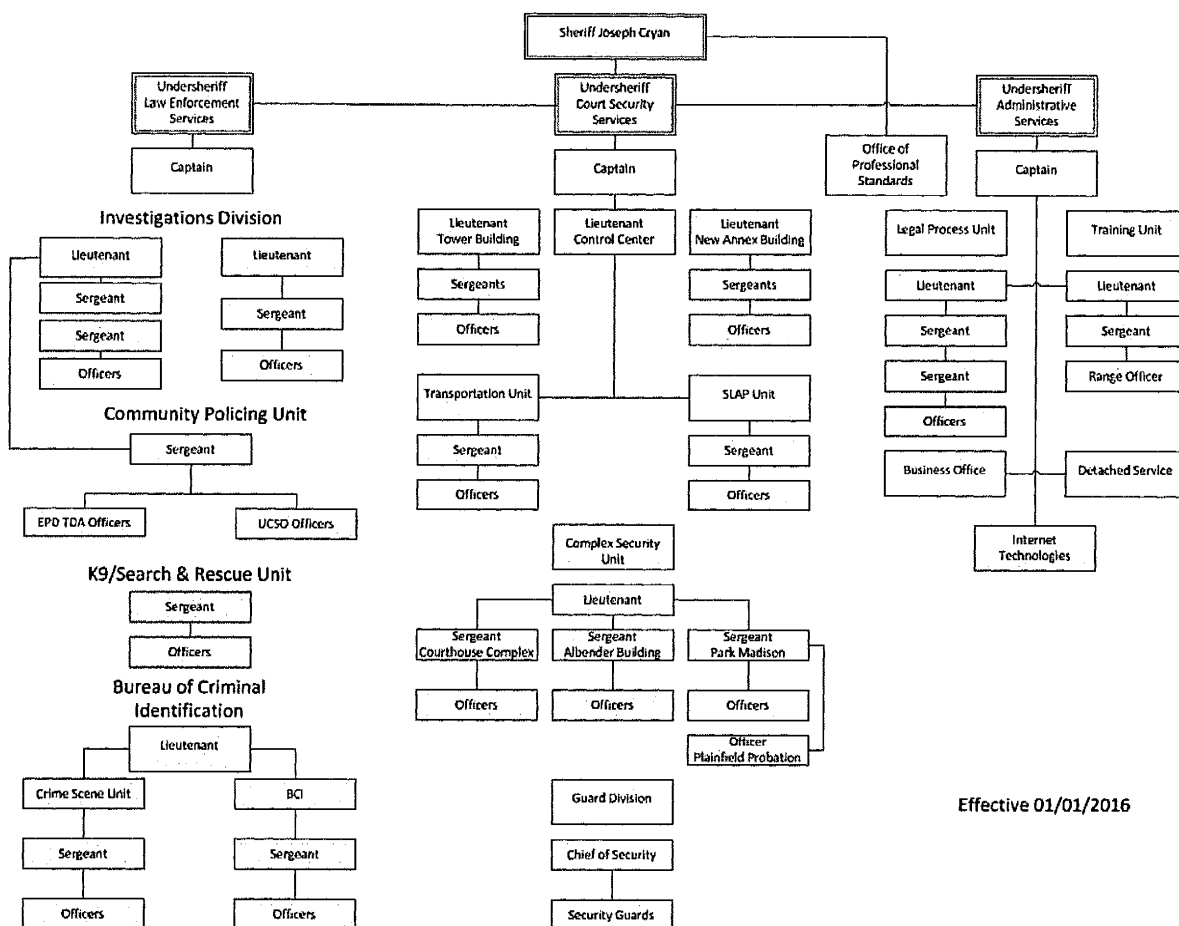
- Working in tandem with municipal, county, state, and federal authorities, the Prosecutor's Office's Guns, Gangs, Drugs, and Violent Crimes Task Force is expected to continue to develop and manage highly coordinated, manpower-intensive, long-term investigations intended to fully dismantle large-scale drug trafficking rings and violent gang organizations throughout Union County. Such investigations have proven extremely successful during the previous two years, as the Task Force in 2014 and 2015 seized more than 12.6 kilograms of heroin (eclipsing the cumulative total of 10.4 kilograms of heroin seized by the Office for the previous six calendar years, from 2008 through 2013), nearly 25 kilograms of cocaine, more than 38 pounds of methamphetamine, more than two dozen firearms, and nearly \$400,000 in cash – operations that altogether resulted in nearly 200 arrests.

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# Office of the Sheriff

# Organizational Chart

## Office of the Sheriff



Effective 01/01/2016





# **OFFICE OF THE SHERIFF**

## **MISSION**

The Office of the Sheriff is established by the state constitution. The Sheriff's law enforcement functions are varied, but the primary objective is to provide coordinated services to the Union County Trial Court System that insures a safe County Courthouse environment and an uninterrupted judicial calendar. The advent of shared services has expanded this role to encompass the provision of specialized support services to other law enforcement agencies.

## **PROGRAMS & SERVICES**

- Court Complex and Building Security.
- Transportation of inmates.
- Service of civil and criminal process.
- Execution of domestic, juvenile and criminal warrants.
- Maintenance of criminal identification records.
- Enforcement of domestic violence orders issued by superior courts.
- Provision of search and rescue support services.
- Community education programs.
- Maintenance and responsibility of the Union County Pistol Range.
- Re-routing of non-violent offenders into S.L.A.P. (Sheriff's Labor Assistance Program).
- Provision of emergency medical response services within the Union County complex in Elizabeth.
- Support services to local, state and federal law enforcement agencies upon request.

## **2016 ACCOMPLISHMENTS**

- Were able to expand our community policing unit into multiple communities, utilizing skill sets to assist communities in crime reduction.
- Instituted a successful body worn camera program.

- Continued Active shooter training and drills within the courthouse complex.
- Redesigned areas, such as administration building entrance and floor access, based on shooter exercises and best practice.
- Began computer aided dispatch (CAD) and record management systems (RMS) reporting, the first phase to modernizing our report tracking /officer performance systems.
- Expanded our social media presence and computer application development. More to do.
- Had our largest youth academy graduating class since its inception.
- Expanded a successful onsite fitness/wellness program.
- Brought in over three million dollars in revenue for the county from business office activities, an increase of over one million dollars from 2015.
- Maintained our partnership with the prosecutor's office, staffing homeland security and domestic violence efforts.
- Completed thousands of prisoner movements without incident both in transporting prisoners and court room settings.

## **2017 INITIATIVES**

- Complete the move into the Family Justice Center.
- Successful implementation of Criminal Justice Reform.
- Phase Cad/RMS field base reporting to all units.
- Successfully be reaccredited by NJ Chiefs of Police.
- Expand our sheriff's mobile phone application usage.
- Expand social media/messaging to residents.
- Integrate supervisory changes and expanded new staffing training.
- Continue efforts to promote a more diverse workforce.

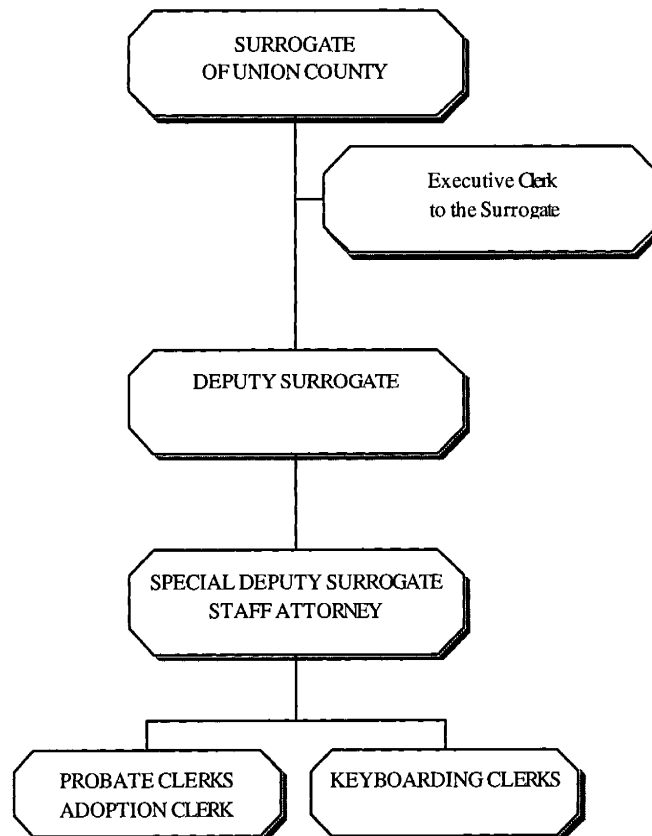
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# Office of the Surrogate

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# Organizational Chart

## Office of the Union County Surrogate



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# 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.
- **Incapacity:** Appoint guardians for incapacitated persons including children who have reached the age of majority (18) and need to have a guardian, usually a parent appointed. It is also the responsibility of the Surrogate to monitor and accept the annual reports of guardians in these cases.
- **SITF Funds:** As ordered by the court, the Surrogate shall maintain and hold secure all minors funds deposited by order of the Court, it shall obtain proposals subject to the guidelines of the Administrative Office of the Courts and approved by the Chief Justice.

## ❖ New Mandate from NJ Administrative Office of the Courts

### Guardians Annual Reports

#### Explanation

Court appointed legal guardians make decisions for incapacitated people about personal and medical care, meals, transportation, and even where a person lives. Guardians control assets, manage budgets, pay debts, and make all financial and investment decisions for the people they assist.

The New Jersey Judiciary Guardianship Monitoring Program (GMP) is a comprehensive statewide volunteer-based court program established to monitor guardians in their handling of the affairs of incapacitated individuals, including elderly and developmentally disabled adults. The GMP monitors guardianship cases to ensure that guardians of incapacitated persons are performing their duties appropriately. Monitoring and oversight of guardianships helps identify, address, prevent, and deter activities that are harmful to incapacitated individuals.

While in the past year the Court have placed volunteers in our offices to “monitor” the guardians they have now placed the responsibility of obtaining these reports solely on the Surrogate. My office must make contact with every guardian every year (or other year, depending on the judgment) to make sure they file their annual report. It has become a burdensome responsibility on the current staff. The amount of time to make sure all the letters go out in a timely manner that they are returned and documented, any changes are made to the system, and the documents are noted.

### Court Rule 4:86

#### **4:86-1. Action; Records; Guardianship Monitoring Program**

(b) Judiciary records of all actions set forth in R. 4:86-1(a) shall be maintained by the Surrogate and shall be accessible pursuant to R. 1:38-3(e).

(c) Each vicinage shall operate a Guardianship Monitoring Program through the collaboration of the Superior Court, Chancery Division, Probate Part; the County Surrogates; and the Administrative Office of the Courts, Civil Practice Division.

#### **4:86-6. Hearing; Judgment**

(f) Duties of Surrogate.

(1) The Surrogate shall provide the entire complete guardianship file to the court for review no later than seven days before the hearing.

(2) At the time of qualification and issuance of letters of guardianship, the Surrogate shall review the acceptance of appointment and letters of guardianship with the guardian in such form as promulgated by the Administrative Director of the Courts.

(3) The Surrogate shall issue letters of guardianship following the guardian's qualification. The Surrogate shall record issuance of all letters of guardianship. Letters of guardianship shall accurately reflect the provisions of the judgment.

(4) The Surrogate shall record receipt of all inventories, reports of financial accounting, and reports of well-being filed pursuant to paragraphs (e)(3) thru (e)(5) above.

(5) The Surrogate shall notify the court, and shall issue notices to the guardian in such form as promulgated by the Administrative Director of the Courts, in the event that:

(A) the guardian fails to qualify and accept the appointment within 30 days after entry of the judgment of legal incapacity and appointment of guardian in accordance with paragraph (e)(1) above; or

(B) the guardian fails to timely file inventories, reports of financial accounting, and/or reports of well-being filed in accordance with paragraphs (e)(3) thru (e)(5) above.

(6) The Surrogate shall immediately notify the court if they are informed through oral or written communication, or become aware by other means, of emergent allegations of substantial harm to the physical or mental health, safety and well-being, and/or the property or business affairs, of an alleged or adjudicated incapacitated person. However, the Surrogate shall have no obligation to review inventories, periodic reports of well-being, informal accountings, or other documents filed by guardians, except for formal accountings subject to audit by the Surrogate.

(A) (7) The Surrogate shall record the death of the incapacitated person.



**Deputy Clerk, Superior Court, Chancery Division, Probate Part – New Jersey Court Rules 4:83 – et. seq.**

*A Surrogate shall be elected to serve in each county for a five year term commencing January 1 after election. The Surrogate shall be both the Judge and the Clerk of the Surrogate's Court.*

To perform services in all probate proceedings for the Superior Court Chancery Division, Probate Part. (22A:2-15.)

- Contested Wills, Administrations, Guardianships of Minors and Incapacitated Persons: complaints filed, processed, calendared by Court Clerk Unit.
- To receive and maintain a digital and hard copy of all Annual Reports from the guardians of the Incapacitated Person as ordered by the courts.
- Adoptions: filed, reviewed and processed by Court Clerk Unit.
- Housing and retention of original Last Wills and Testaments. Filming of related court documents as required for Judiciary Court Management.
- House the State Court Monitors. These are state volunteers who use our office for monitoring Incapacitated persons & guardians.
- The Surrogate shall record receipt of all inventories, reports of financial accounting, and reports of well-being filed pursuant to paragraphs (e)(3) thru (e)(5) above.
- The Surrogate shall notify the court, and shall issue notices to the guardian in such form as promulgated by the Administrative Director of the Courts.

**Surrogate's Court**

Clients are individually interviewed by the probate clerks. Appropriate computerized applications and related documents are

prepared by probate clerks who take oaths and witness signatures of the applicants.

Probate clerks assist the applicants by answering questions and then distributing relevant printed materials. Client assistance was expanded in 2009 to help individuals administer the estates, providing folders that contain materials necessary to complete the probate process. The Surrogate's Staff can assist the client as much as possible however, legal advice cannot be provided.

Applications are reviewed by the Senior Probate Clerk and forwarded to me for my signature. Signed Judgments and other related documents are then processed by the record unit. Since 2006 when we began scanning documents current estate records on digital format date back to 1989 have now been added to the On Base system. Clerks and public alike no longer have to handle the original documents; they can be accessed by computer in the record room for public viewing and by clerks who may view all material. Documents prior to 1989 may still be viewed by using the hard copy. The materials in my office date back to 1857.

Requests for additional certificates, exemplified or certified copies, proof of mailings, filing of claims and estate searches are processed by the clerical staff. This unit also provides the client service area with knowledgeable assistance for phone inquiries on a personal level. In the case of a physically incapacitated client, signatures are taken at a time and place convenient for the client. For the sake of convenience to the administrators and executors who cannot take time from work, evening hours have been established. Evening hours are conducted in Cranford, Scotch Plains, Union and Summit. Their Administrations have provided us with an office to conduct business on the respective days every month.

### **Deputy Clerk, Superior Court**

Contested wills, formal accountings, contested administrations, incapacitations and adoptions among others 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 my legal counsel, motions and hearings are scheduled on a

bi-monthly basis. The Staff Attorney reports to the Surrogate and provides a review of court sessions and will confer with the Judge when necessary. The Deputy Surrogate has set up a monitoring procedure to make the necessary notification to guardians for their annual reports. Upon the final decision of a Superior Court Judge, a judgment is signed and the necessary legal documents are prepared by the Court Clerks. They are then executed, docketed and filed.

### **Non-Mandated**

The Surrogate conducts educational seminars for the public on probate law, advance medical directives, self-proving wills and guardianship of minors other related topics.

The Surrogate now conducts evening hours four times a month in different locations throughout the County. The first Monday of every month is in Cranford, the second Tuesday is in Scotch Plains the third Wednesday is in Union and the fourth Tuesday of every month is in Summit. Residents must set up appointments with the office so that paperwork for each estate may be generated. The schedule allows for the Surrogate's office to see clients between 4:30 – 6:30 each evening.

The office provides a web site to assist the pro se client in conducting the business of the estate. Important information is contained on the site. Residents may download forms for probate matters and check legal terms. E-mail inquiries about estate matters are also processed and handled by senior staff.

## **2016 ACCOMPLISHMENTS**

To give you a better understanding of how many clients we see on a daily basis, these are some of our figures year to date. 1-1-2016 / 11-14-2016

<b>Probates</b>	<b>1279</b>		<b>Administrations</b>	<b>428</b>
<b>Adoptions</b>	<b>118</b>		<b>Minor's Guard</b>	<b>109</b>
<b>Incapacities</b>	<b>116</b>		<b>Release of Funds</b>	<b>76</b>
<b>Certificates</b>	<b>10847</b>		<b>Searches</b>	<b>410</b>

That's over 6,000 clients in a year. These are cases where the clients would be seen in our office or a satellite office and sometimes in a Court

**Room. The paperwork is generated by my staff and the clerks and we all take the signatures. During 2016 my office handled over 8,000 calls with regard to probate matters.**

### **Speaking Engagements**

I have conducted several speaking engagements this year. The audiences ranged from 15 to 250; the engagements were conducted at social clubs and organizations throughout the county. I also addressed professional groups such as The Bar Association, Police Trainees, and law clerks.

In addition I have been conducting classes and seminars for the Local and State Bar Associations. The law now requires that attorneys earn continuing education credits each year. The opportunity to provide solid legal advice and discuss work product with the attendees is beneficial to everyone. In addition this year along with the County Clerk we conducted training for Local Notaries.

In addition the Superior Court has asked me to co-host a seminar for the “Early Settlement Panel with Judge Dupuis. The early settlement panel handles cases that are having some difficulty coming to a decision, usually about distribution. The panel of attorney’s take these cases and try to mediate a settlement before they would have to go to trial.

Continuing education for our residents is important. I continue to promote education of the public about important legal matters. Our brochures can be found in Senior Centers, Libraries & Local Government Offices.

Banks continue to be a concern for the spouses the rules vary from branch to branch; internal policies are making it difficult for them to claim assets. I have met with several Presidents of various financial institutions to educate them on the process in New Jersey.

I provide printed materials to several funeral homes in the County and the office assists them whenever possible. These materials offer guidance to the families who have lost loved ones. There has been occasion where I have issued court orders for individuals to obtain death certificates when next of kin are not available. In addition several communities and offices carry literature from my office to assist the public.

Family Members find themselves in uncomfortable positions when having to deal with probate matters. Whether it is a court proceeding for a disputed probate matter, obtaining guardianship of an incapacitated parent or child, an adoption or a settlement for a minor my office handles all of these cases with the upmost professionalism and care to the clients. We deal with legal documents, laws and court rules that govern how we handle specific cases. The clients, when they come into our office, are given as much information as possible to make an informed decision.

Service to the community is a vital part of our office. I have promoted the services of Union County (i.e. Human Services, Parks & Recreation, Social Services) when instructing the guardians to file their annual reports. This informative information has been included in their mailings.

### **Evening Hours**

During the year we conducted over 118 evening appointments in host communities. We share services with Cranford, Union and Summit and now we have added Scotch Plains to the list. We use their facilities to probate estates for clients who are unable to make in into the office during the daytime or wish to accompany a parent through the process. Evening hours are conducted at the request of the attorney or individual filing with the courts. Information must be 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. They will inform the client what they will need in order to complete the probate process.

### **Home Appointments**

As an addendum to Evening Hours, home appointments remained steady this year. I visited about 55 households or hospitals to take signatures on estate matters. Appointments are scheduled for the homebound for a number of reasons and it is my pleasure to serve the public in this manner.

### **Clients**

We are still averaging over 7000 clients a year. Most calls came from individuals looking for information on how to proceed with an estate matter. In addition to probate and estate matters our office handles a multitude of issues from guardianships for minors, adoptions, superior

court cases and incapacity hearings. Individuals in our office are trained to help clients understand the complexity of these issues. My office handles call from the public individually; there are no answering machines for my office it is done on an individual basis. This year so far we have handled over 1300 probates, 115 Guardianships for minors, 465 Administrations, and 700 Affidavits. These cases are handled by our Probate Clerks; I need to have another qualified individual for these positions as soon as possible.

There are times when family members don't agree. There could be an estate that no one has come in about but needs an administrator appointed, or we have cases where the 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." In 2016, **53** such hearings took place on my level and allow me to adjudicate who shall or shall not be able to serve for an estate. I preside over these hearings and many of them are settled 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. In these cases (landlord, undertaker) when there are sufficient assets or no next of kin can be found, the Attorney General is noticed and that office allows me to appoint a local probate attorney as Administrator.

### **Guardianship Reporting & Monitors**

In 2014 the State brought in their volunteers to data input the information from our Incapacitated person files into a state program. It is their intention to monitor the financial affairs of the incapacitated person. This program while based in our office is strictly a State run program.

- The county has provided them with a secure environment and 2 computer stations for entering data from our court files. Their information shall be used to safeguard the assets of the incapacitated person.
- In the coming year the State is going to impose more duties on the guardians such as training and additional reporting. The State is considering how the additional information will be reported and whose responsibility it will be.
- As of September 1, 2016 the Administrative Office of the Courts has **mandated** that the Surrogate take the lead role in requiring the

guardians to report. While we knew this was coming the extended responsibilities to the Surrogates was unexpected. I have detailed the new responsibilities in the "Programs & Services" section at the beginning of my Narrative.

### **County Court Monitors**

Union County is lucky to have one of the finest court monitoring programs in the State (this is different from the State Monitoring Program). Our Volunteers are used to monitor a person who has been adjudicated incapacitated; these cases are selected on a random basis. The volunteer will visit the homes or facilities where these individuals reside and make sure they are receiving the proper care. Our monitors are very committed to protecting the welfare of the incapacitated person. The courts and the county participate in this program as a joint effort, and the program is monitored supported and conducted through my office, training sessions are conducted when the law changes or new volunteers are added.

### **Surrogate's Intermingled Trust Fund**

*When a minor is injured or inherits money the judge or the law will require that the Surrogate hold that money in a separate trust account.*

The Surrogate's Court currently holds over \$23 million in the fund. All withdrawals from the fund must be accompanied by a court order. This requires that the office prepare a petition for the court requested by the Guardian. Once the completed complaint is filed with our office, the clerk will prepare the necessary paperwork and take the cases to the assigned Superior Court Judge on a weekly basis. The Judge will approve or deny the petition and the clerk will then complete the case by sending the denial or preparing the necessary papers for the release of funds according to the judgment permitting the use of these funds. The Surrogate, as Judge of the Surrogate's Court, has the final authority to release the funds when the minor turns 18.

All Accounts in the Surrogate's Court SITF funds must be paid into an interest bearing trust account or accounts in responsible, federally insured banks, saving banks, trust companies or savings and loan associations, provided that no money shall be deposited in such account in excess of the maximum amount to which such deposits are issued. These funds shall be intermingled pursuant to guidelines promulgated by the

Administrative Office of the Courts with the approval of the Chief Justice.

This year we are required by law to seek proposals from the financial institutions for these accounts. We are currently awaiting proposals from the financial institutions in Union County and the contiguous counties, the tallies when they are received will be sent to the Assignment Judge for her decision. Bank orders are prepared by our office and the Judge and Bank Representatives sign them; they are filed by our office and remain part of the court record. All filings are done under the direction of the Administrative Office of the Court.

### **Adoption Day**

Once again we will be participating in the Adoption Day Program. This year 124 children were placed with forever families. Our Adoption clerk receives the complaint for adoption; files it in; checks to make sure all the necessary documents are completed and filed and staffs the hearing for the Judge. This year on “Adoption Day” we will conduct 11 hearings for adoptions. This year the Courts have asked us to host refreshments in the courthouse for the adoptive families and my staff will participate in that.

### **Superior Court**

Judge Dupuis is still the Presiding Judge, Chancery Division, Probate Part. Our Superior Court Staff support her on a daily basis, prepare and file papers, handle pre-trial conferences and conduct motions twice a month.

- *This year we handled 125 Incapacity Complaints, and 214 other complaints. The numbers for Incapacity are climbing. With the new probate software system we have started to identify the number of cases that are considered DDD (Developmentally Disabled; these are usually young adults with autism, cerebral palsy and downs syndrome) and those that are the result of accident, old age, Dementia and Alzheimer's. Currently in Union County the number of young adults since 2011 is around 300, which is 60% of our cases (statistical number from 2011-2016). Older cases are being worked in as we speak.*

In addition to the Chancery Division, our Adoption clerk reports to the family division; this year we conducted 127 adoptions. Here the adoptions are conducted in private in a closed court room. Once the adoptions are complete she files all paperwork with the state and seals the file.



Guardianship withdrawal approvals are done by a Superior Court Judge. This judicial order goes to whichever Judge is assigned by the Assignment Judge to handle minor withdrawals. Our clerk presents them to the Judge every Tuesday and makes the necessary notification once the judge has approved or denied these requests.

### **Staffing**

Since the Special Deputy retired in 2015 we have promoted from within an employee to take that position. She has been learning the finance and personnel regulations in regard to the office. She will assume additional responsibilities as time allows.

During 2016 staffing has remained the same. I have been unable to find qualified candidates, but we shall keep looking. I have included these positions in my 2017 request for funding. I have had the Deputy and Senior Staff train the newer staff members to fill in for positions that we have not yet been able to find qualified candidates for, they currently work these out on a rotation basis. I have directed the staff attorney and Special Deputy to take some of the responsibilities from the Deputy Surrogate. The Deputy has been taking time to show the new Special Deputy the personnel, financial and administrative side of the office.

In addition the new requirements put on us by the Administrative Office of the Courts that required guardians to file annual reports has become more detailed than first anticipated. This has put several staff people dedicating a portion of their week to carry out this mandate.

### **D.A.R.M**

Each year the state requires a report on how many documents we have scanned to digital images during the year. This year we have turned over 26,051 hard files to digital images. We have digitized over 100,000 images in the year 2016.

### **Escheat to the State**

This year we turned over to the State of New Jersey \$157,042.00. Over the years we have turned over funds which result in fees coming back to the county. The office must make every effort to find the responsible party and release the funds. R. 4:57-2

## **2017 INITIATIVES**

### **New Court Rules**

The Administrative Office of the Courts has proposed changes to the Guardianship Court Rules which meant changes for us. They are reevaluating some additional actions and we will have to wait to see what they are and how it impacts this office.

My office has prepared a detailed report on some inconsistencies in their requirements and I take that report to the Supreme Court Liaison Committee Meeting next month.

In addition the number of records we now have to maintain has increased and the capacity of the vault to handle these records is getting close to max. We have requested that the “Judicial Record Retention Manager” at the Administrative Office of the Courts take a look to determine if we have to keep hard copies of these records in perpetuity. These records fall outside of the ‘DARM’ requirements, they are court records and not under OPERA requirements. The handling of these records is spelled out in the Judicial Record Retention Schedule. I have spoken to Judge Cassidy and she indicates that if they do not come forward with a decision we may have to store records off premises.

### **Constituent Services**

How can I better serve the public? I am always open to suggestions happy to bring our program to the public. I encourage new organizations to participate in our programs but numbers for social organizations are falling off. Media outlets are few and far between now and we promote from within. The Court House which has a healthy traffic flow of constituents are constantly taking our brochures and inquiring about speaking engagements. I would like to see a bi-annual newsletter for residents (that they could pick up in the libraries or town halls) that showcase the initiatives that county offices offer to the public. In addition we have updated our web site to try and assist the citizens with probate matters.

In addition we receive a lot of phone calls from the general public about probate matters. Also, the guardians who have to fill out the annual reports sometimes get nervous or have a language barrier. Our office

handles all of these calls and if necessary we have several translators in our office who lend a hand.

### **Continuing Legal Education**

It is mandated by law that attorneys continue to educate themselves on valuable information and changes in the law in order to serve their clients. I have participated as a panelist on several occasions to help educate the legal profession about changes in probate law. My Executive Clerk, and myself must maintain certain continuing legal education credits in order to be able to continue to practice law and we also attend classes.

### **Renovations**

In 2017 we intend to replace older desks in the office, this will be in the probate section. The current desks are over 20 years old and showing age, this is the interview section that all clients use to begin the probate process. The new furniture will expand the storage and work space of the clerks so there is enough room for the exchange of papers.

### **Upgrades to Internet Services**

We are desperately in need of updating our system with fiber optics. The current operating system is badly in need of updates and I would hope that communications could make that happen sometime in 2017.

Parking is always an issue with our clients. I would respectfully request that the parking directions to the new parking facility be included (with fees) on the web site. Also the availability of the handicapped parking should appear on the web site and brochures.

### **New position**

In 2017 it looks like I will still have two positions to fill. I currently have 3 candidates who will interview for the positions; they come from a background in the legal system. Finding the right candidate to work in this area needs to have someone who has sensitivity to people's issues, be respectful and have a decent knowledge of computers. These Probate Clerks comprise the "intake" area of the office. In recent years we have started these individual as "probate typists" or "probate assistants." In the case of a "Special Probate Clerk" they serve at the pleasure of the surrogate and are allowed by the courts to take affidavits, file documents, qualifications and acceptances. First impressions do make a difference, the receptionists and clerks receive constant appreciation for the services we offer.

A suitable candidate will be recruited for the position which requires a person who has some legal knowledge, organizational skills and the ability to interface with the public in a sympathetic manner.

### **Communications**

It is always my goal to expand the communications for my office. I feel that the Constitutional Officers should make every effort to support and educate the constituents in this County. I am always looking for additional outlets that would open discussion on the services my office provides.

Daily e-mails to the office are handled by the Deputy Surrogate and my staff Attorney. They respond to all clients questions about the probate process. They provide as much information as they can to their particular situation.

Having individuals answer the phones and direct the clients to the right person to help them is an invaluable service. Most individuals are amazed that we have a real person answer the phones. The services that the receptionists provide help alleviate stress on an already stressful situation. In addition the receptionists handle multiple tasks such as mail, purchasing, digital scanning and record keeping.

### **Continued Support**

The County is very lucky to have departments that work well together. Often times we forget to mention them when we have a chance, however it would be remiss of me not to acknowledge the support of others in the county who get little appreciation for their service. Our Information technology department is constantly coming to our aid, same with the Senior Personnel Assistant (civil service); Facilities, Personnel, Finance and Purchasing Departments. These are just some of the divisions who support us in our service to the community. We are very fortunate to have their backing.

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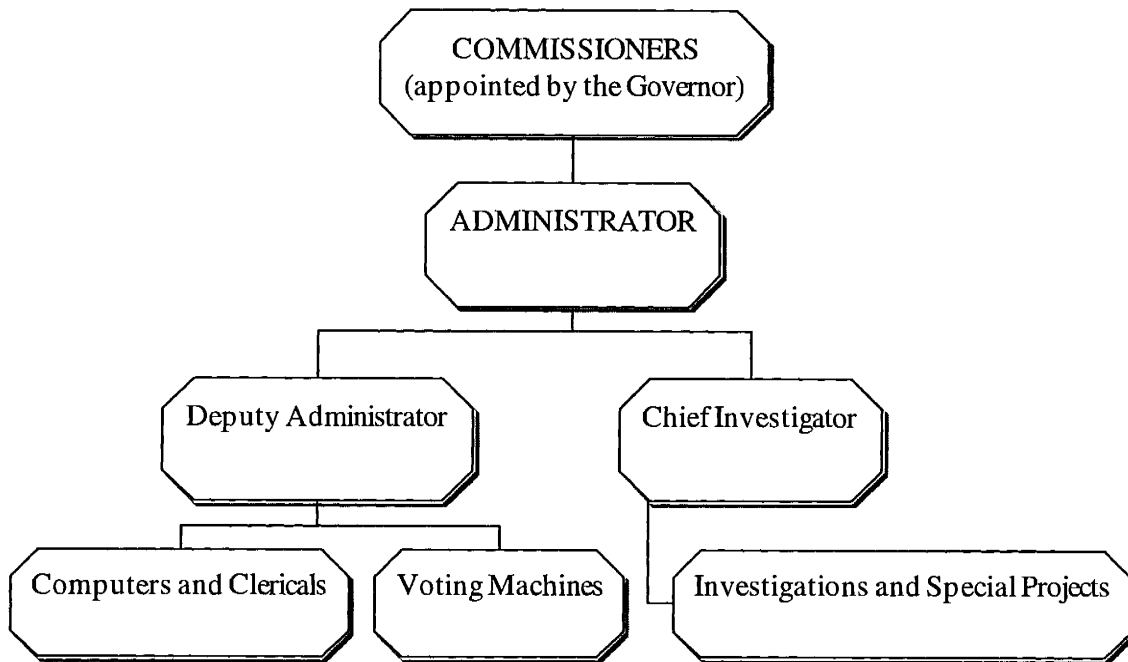
# Board of Elections

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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 within strict compliance with all state and federal mandates with accuracy, integrity, and efficiency.

The Right of Suffrage is a Fundamental Right. This board guarantees this right by maintaining an accurate and inclusive registry of eligible voters.

## **PROGRAMS & SERVICES**

The board provides election-related services to the 330,000 active and inactive voters registered in Union County, including:

- Processes new registrations (averages 30,000 per annum).
- Processes registration transfers both in and out of Union County (averages 25,000 – 50,000 per annum).
- Trains and assigns more than 1,800 district board workers for each election.
- Trains and assigns more than 40 election deputies to assist this office on Election Day (on a local level).
- Provides, upon request, mock elections and demonstrations of the AVC Electronic Voting Machines for students, civic groups, or any group requesting the same.
- Maintains a digitized signature verification system for poll book creation and petition verification.
- Maintains a computerized system of all active and inactive voters in Union County.

### **Voting Machine Maintenance**

As part of its responsibilities, the board maintains, services, prepares, and coordinates the transportation of 500 voting machines for each municipal, primary, general, and special election conducted within Union County.



**Americans with Disabilities Act (ADA) Compliance**

The board cooperates with local, state, and federal agencies to ensure that the 178 polling sites throughout Union County are in compliance with ADA regulations.

**Enforcement**

The board conducts investigations relating to questionable registrations to prevent voter fraud (including on-site inspections).

Maintains a file of all current and former residents of Union County convicted of indictable offenses (forfeiture of Suffrage).

Processes cancellations of registration for deceased residents of Union County.

Each month, the board electronically transfers County registration information into a statewide registry file maintained by the Office of the Secretary of State.

Maintains and upgrades all maps for each municipality in Union County resulting from any district adjustments.

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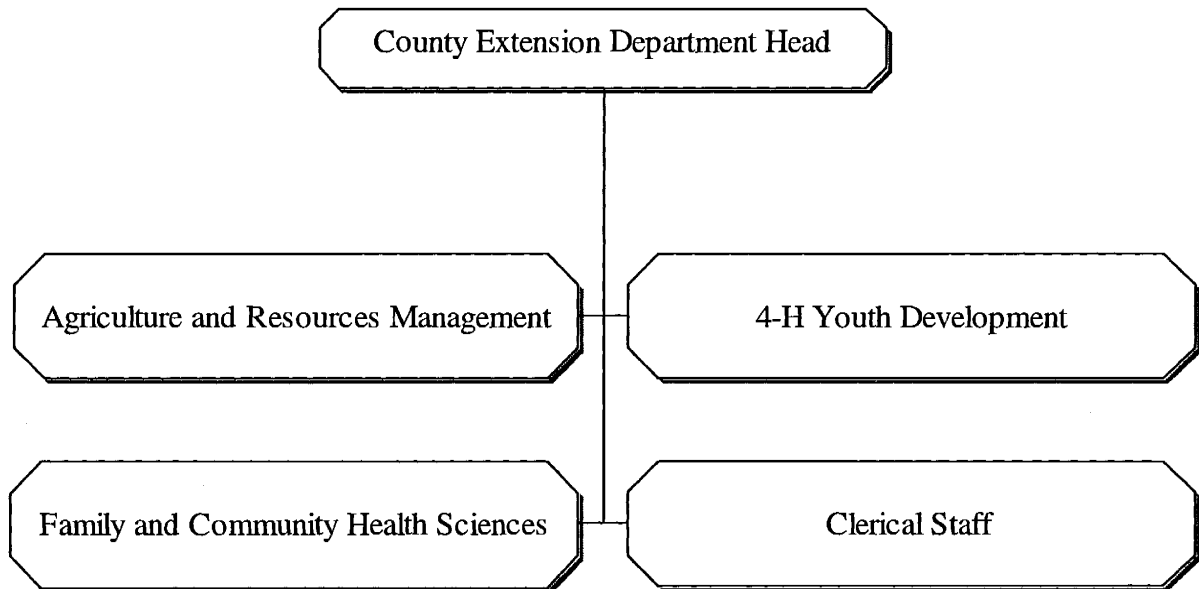
# **Rutgers Cooperative Research and Extension of Union County**

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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 to improve lives and communities through an educational process based on science. Rutgers Cooperative Extension enhances the quality of life for residents of New Jersey and brings the wealth of knowledge of the state university to local communities.

The mission of NJAES Cooperative Extension is to ensure healthy lifestyles; provide productive futures for youth, adults, and communities; enhance and protect environmental resources; ensure economic growth and agricultural sustainability; and improve food safety and nutrition by disseminating this science-based knowledge through outreach programs.

The program thrust areas include:

- Economic Growth and Agricultural Sustainability.
- Healthy Lifestyles.
- Human and Community Development.
- Environment and Natural Resources.
- Food Safety and Nutrition.

## **PROGRAMS & SERVICES**

### **Agricultural & Resource Management**

The Agriculture and Resource Management Program in Union County provides educational programs and services that promote environmentally sound practices to commercial horticultural and pest management businesses, as well as county and municipal parks, public works departments, and health departments. Programs include Community Gardening, Department of Environmental Protection pesticide re-certification classes, School Integrated Pest Management Coordinator

Training, Home Gardening and Lawn Care, Lyme Disease Prevention, Organic Land Care, and the use of Green Infrastructure Practices (including rain gardens and rain barrels) for stormwater management. Volunteer Master Gardeners, trained by Rutgers Cooperative Extension faculty and staff, provide educational programs and services to residents of Union County.

### **Family & Community Health Sciences Department**

Staying Healthy, Raising Healthy Kids, Eating Right - Living Well are the focus of the Family & Community Health Sciences (FCHS) Department. FCHS helps people throughout the state stay healthy, enjoy life, be active, and reduce health care costs. FCHS provides workshops, publications, and on-line learning opportunities. FCHS combines research and practical advice to improve the lives of county residents. Research-based information related to healthy lifestyles include: nutrition, health literacy, health finance, physical activity, food safety, food allergies and environmental health.

The Supplemental Nutrition Assistance Program – Education (SNAP-Ed) provides federal funds to hire paraprofessional and professional staff to teach nutrition education classes to individuals and families in need in Union County. SNAP-Ed in the schools promotes fruit and vegetable consumption to students in grades K-8. Additional nutrition and health education is provided to Community Access Ltd, PROCEED, Bridgeway, Gateway YMCA and various farm markets throughout the County. In-service education of teachers, school nurses, social workers and food service workers covers obesity prevention education and food safety.

A collaborative nutrition project with the Division on Aging provides funding to improve the nutritional support of seniors through the Congregate Meals program at 25 senior sites throughout Union County.

FCHS *Get Moving, Get Healthy, NJ* educational programs and classes emphasize the need for behavior change to improve the quality of life of individuals and families. The “Small Steps to Health and Wealth” book, classes, newsletters and on-line program emphasize health and financial management goals which is part of a nationwide program supported by NIFA/USDA. The Union County Healthy Kids Coalition volunteers work 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 effective citizenship. 4-H programs include: Leadership Development clubs, the Master Tree Steward Program, the Summer Science Program, and Life skill Development weekends, conferences, and camps. 4-H facilitates science and horticulture training for afterschool providers in Union County and provides programming for the Union County Juvenile Detention Center, Union County Parks Department, and the Union County Shade Tree Department.

### **2016 ACCOMPLISHMENTS**

#### **Agricultural & Resource Management**

##### **RCE of Union County Community Gardening Workshop**

RCE receives many inquiries about starting a school or community garden. To address this need, all three departments within RCE of Union County shared their expertise in the fields of agriculture and resource management, nutrition and health, and youth development by offering the fourth annual “Starting a School and Community Garden” workshop. The keynote speaker for the conference was Dr. Laura Lawson, Rutgers University Dean of Agricultural and Urban Programs. The target audience for the workshop was schools and community organizations. Fifty-five (55) people attended the workshop. Twenty-eight (28) education professionals received continuing education credits for attending the workshop. On program evaluations participants noted:

- “The hands-on aspects used were a good model to use in my professional areas”
- “...the extensive resources that are being developed - there is good momentum for healthy alliances and relationships”
- “Bringing communities together and teach youth and adults about where food actually comes from”

### **Community Vegetable Gardens**

Volunteer Master Gardeners assist with the Union Community Garden, the Mitvah Garden at Temple Emanuel in Westfield, Rahway Community Garden, and the Liberty Hall farm at Kean University in cooperation with “Come Grow With Us!” Groundwork Elizabeth.

Union County Agents Madeline Flahive DiNardo and Michele Bakacs lead a team of Rutgers Cooperative Extension faculty and County Master Gardener Coordinators to develop a “Train-the Trainer” Community Gardening curriculum for volunteer Rutgers Master Gardeners. Curriculum topics include “Starting a Community Garden,” “Composting,” “Harvesting and Food Safety,” and “Pest Management in the Community Garden.” Three state-wide regional trainings were held reaching 142 volunteers. One was hosted in Union County at Trailside Nature and Science Center. Thirty-five (35) volunteer Master Gardeners were trained at the event. The Master Gardeners will be delivering the curriculum to local community gardening and civic groups.

### **Rutgers Master Gardener Program**

The Rutgers Master Gardeners of Union County have been serving county residents since 1987. Sixteen new volunteers completed the training program in 2016, joining 308 active volunteers. As of November 16, 2016, Master Gardeners reported 4,886.5 hours of service in 2016, valued at \$130,469.55 by the Independent Sector ([independentsector.org](http://independentsector.org)).

### ***The “Sharing Garden”***

The “Sharing Garden” project, in which Master Gardeners have been growing vegetables, small fruits and herbs for local food pantries, since 2002; surpasses 21 tons (23,297 pounds) of donated produce. In the 2016 growing season, the garden yielded 2,391 pounds of fresh produce for families in need of assistance.

### ***Introduction to Horticultural Therapy***

Master Gardeners offer an “Introduction to Horticultural Therapy” program to Union County agencies that serve special needs populations. In 2016, the program was offered at Children’s First School in Fanwood, the Cerebral Palsy League in Cranford, Westfield Senior Housing, and the ARC of Union County, Roselle.

### ***Trailside Greenhouse and Demonstration Garden Visitors***

The Greenhouse and Demonstration Garden had 2,323 visitors in 2016. The



Annual Master Gardeners Spring Garden Fair and Plant Sale in the demonstration garden attracted 1,127 visitors. The garden and greenhouse was open during the Trailside Harvest Festival; 455 people enjoyed the gardens and 593 people visited during the spring Wild Earth Festival. The demonstration garden was open to the public on 14 weekend days during the growing season.

This summer the MG “Gardening with Children” committee teamed with the County Parks Summer Day Camp programs “Bugs and Beyond,” “Nature Crafts” and a “Friday Family Fun.” Master Gardeners provided six educational programs on insect identification, bird biology, and where to find insects in the garden; stormwater management, including a tour of the greenhouse facility featuring the solar powered cistern and rain gardens; and crafts using material growing in the demonstration garden. Campers (52) and parents/counselors (24) enjoyed the efforts of 49 volunteer Master Gardeners.

The new greenhouse facility has enabled RCE to offer horticulture programs for people with disabilities. Young adults and teens (7) from the Cerebral Palsy League in Cranford participated in “hands-on” projects in the greenhouse in the spring and fall.

In September, fifth-grade students (59) and four teachers from the College Achieve Charter School in Plainfield toured the demonstration garden and participated in educational programs taught by Master Gardeners.

### ***Seeds for Hope Flower Bouquets***

The “Seeds for Hope” flower project has donated over 43,000 flowers and greens to those affected by cancer over the past 9 years. Weekly, Master Gardeners are donating 2 bouquets to the Outpatient Oncology Center at Overlook Hospital, 2 bouquets to the Inpatient Oncology Center at Overlook Hospital, 1 bouquet to an Overlook Infusion Center, and 2 bouquets to Trinitas Hospital Oncology Center. Many of the flowers are grown in the Demonstration Garden at Trailside. Vases, and during the winter months, flowers, are donated by the non-profit organization “Seeds for Hope.”

### ***Garden Helpline***

The Garden Helpline provides environmentally friendly advice for residents on lawn and landscape maintenance and home insect pest control. Master Gardener “Helpliners” answer an average of 1,324 inquiries annually on the

County's Garden Helpline, (908) 654-9852. The Master Gardeners also identify ticks for residents concerned about Lyme and other tick-borne diseases. The Helpline volunteers answer an average of 584 phone calls, speak with 397 office visitors, diagnose or identify 245 plant and insect samples and respond to 96 emails annually.

### **Programs for the Turf and Landscape Professional Industries**

The North Jersey Ornamental Horticulture Conference provides turf and landscape professionals with research-based information to provide their customers with environmentally sound lawn and landscape practices. Professionals who attended the program in previous years (N= 98) were asked how the information presented at prior programs affected their business or career. Respondents indicated:

- 82 have been able to maintain their NJ Department of Environmental Protection Pesticide Applicator License.
- 65 have been able to maintain their professional fertilizer applicator certification
- 64 use the information to train employees.
- 49 experienced an increase in sales.
- 49 indicated their attendance helped them get a promotion.

### **School IPM Coordinator Training**

County Agricultural Agent Madeline Flahive DiNardo works with the NJ DEP Pesticide Control Program and the NJ Association of Designated Persons to deliver state-mandated School IPM Coordinator trainings for school administrators and grounds and maintenance professionals at regional locations throughout the state. Professionals from the Union, Elizabeth, and Plainfield participated in the training program in 2016.

### **Promoting Green Infrastructure Practices**

On July 19, Michele Bakacs organized the first Rain Garden Bus Tour of Union County. This tour was conducted in partnership with the Rahway River Watershed Association. A group of 15 people joined the bus tour to learn about the use of rain gardens, rainwater harvesting and other elements of "green" infrastructure to manage stormwater runoff and help prevent flooding. Attendees, including representatives from municipalities and local environmental groups, toured facilities in Rahway, Clark, Cranford, Mountainside, Springfield and Summit. Examples of how rain gardens can

be used in a variety of landscapes were shown including residential yards, schools, and municipal complexes. The group also visited a permeable pavement parking lot and green car wash in Clark.

Michele is also working with the Rutgers Cooperative Extension Water Resources Program (WRP) who received a \$700,000 National Fish and Wildlife Federation grant for a project titled “Climate Resilient Green Infrastructure for the Raritan River Basin.” The goals of this project are to enhance the climate resilience of the municipalities within the Raritan River Basin study area by providing each municipality with a plan to reduce stormwater, to provide matching funding to implement some of the actions contained within the plans and to provide recommendations for policy changes that will continue to promote these actions beyond this two-year project. The 7 Union County municipalities that are covered by this project are Berkeley Heights, Fanwood, Mountainside, Plainfield, Scotch Plains, Springfield, and Summit City. Impervious Cover Assessments have been completed for all of these towns and can be accessed at [water.rutgers.edu/Projects/NFWF/NFWF.html](http://water.rutgers.edu/Projects/NFWF/NFWF.html).

In 2016, Michele worked with WRP and Tobiah Horton from the Department of Landscape Architecture to identify rain garden locations at the Summit Library and municipal building. Three gardens were installed in the summer at these locations. One additional rain garden was installed at Columbia Middle School in Berkeley Heights.

### **Organic Land Care**

In cooperation with Extension colleagues, Michele continues to implement the statewide Organic Land Care Certificate program [njaes.rutgers.edu/organiclandcare](http://njaes.rutgers.edu/organiclandcare). The program offers landscape professionals the tools to transition away from synthetic pesticides and fertilizers to a natural approach that focuses on promoting healthy soil, enhancing biodiversity, and reducing polluted runoff from managed landscapes.

The 4th organic land care course was completed in February, 2016 and it graduated 15 volunteers and professionals. The establishment of this program and the landscaper database provides environmentally-minded residents and businesses that are looking to manage their properties sustainably with easy access to trained professionals. The uniqueness of this educational program lies in the breadth and depth of topics covered

including soil health, composting, planting and plant care, turf establishment and maintenance, wildlife management, water resource protection, and organic land care business practices. In addition, this holistic program is taught by over 20 Extension professors, researchers, DEP employees, and land care practitioners.

### **Composting**

Michele worked with the parents, teachers, and students of a 5<sup>th</sup> grade class at Tamaques Middle School in Clark to establish a composting program as part of their school garden. Michele arranged for the class to expand their current compost containers and worked with them to develop a pilot program. Students collect vegetable scraps at lunch and weigh the scraps before adding them to the compost pile. Michele taught the basics of composting on October 25<sup>th</sup> to the students and parents as a kick-off to their composting pilot program.

### **Awards**

Michele Bakacs' fact sheet titled "Food Safety, Soil, and Water Testing Recommendations for School and Community Gardens." was a national finalist in the National Association of County Agricultural Agents Communication Award in the Publications category. This fact sheet was co-authored with Meredith Melendez, County Agent for Mercer County. The fact sheet is available at [njaes.rutgers.edu/pubs/publication.asp?pid=E350](http://njaes.rutgers.edu/pubs/publication.asp?pid=E350).

In addition Michele was the New Jersey Achievement Award recipient from the National Association of County Agricultural Agents at the 2016 conference in July in Little Rock Arkansas. The purpose of the Achievement Award Program is to encourage and recognize excellence in the field of professional Extension for members with less than ten years of service.

## **Family & Community Health Sciences Department**

### **Supplemental Nutrition Assistance Program – Education (SNAP-Ed)**

The NJ SNAP-Ed Program of Union County reached 2,182 youth through 622 special hands-on workshops for 418 hours of education on how to make nutritious food choices. A total of 1,585 youth graduated from the program with a total of 622 sessions. Sixty-two adults and 218 families were reached at 56 sessions. A total of 94 one-time presentations and Health Fairs were conducted under the Faithfully Fit, Snap 4 me, and Select to Protect Snap-Ed

Network Campaigns. The SNAP-Ed federal grant provides \$425,000 to support five full-time staff working at the Rutgers Cooperative Extension of Union County office. The SNAP-Ed Nutrition Program collaborates with 39 agencies, including schools, shelters, Bridgeway Rehabilitation Services, International Rescue Committee, the Elizabeth YMCA Homeless Shelter at the Gateway YMCA, International Rescue Committee, and Union County Division of Aging. The SNAP-Ed team also participated in health fairs at the Family Success Center, Elizabeth; Bridgeway, Community Access; and Community Coordinated Child Care (4C's). In 2016, the SNAP-Ed Program Associate--Registered Dietitian Supervisor and three Community Assistants mentored nine dietetic interns from 4-year institutions and nine 2-year students.

### **Senior Meals Program**

In a continued collaboration with the Union County Division on Aging, the FCHS Educator works with the Director of the UC Division on Aging to provide a dietitian to direct the Senior Meals program. A grant of \$81,000 provides funding for the position and allows for continued support of the program at 24 senior cafes throughout Union County. The dietitian provided nutrition training for home health aides, provided nutrition screenings, acted as gerontology program preceptor for dietetic interns and dietetic technicians, taught nutrition, exercise, food safety and health classes at sites, set up Farmer's Markets to distribute produce vouchers and assisted with setting up food delivery. She supervises over 20 staff at 24 congregate sites feeding 750 seniors their noon meal each week.

Over 2,000 limited resource Union County seniors received vouchers for Farmer's Market produce worth \$50,000 distributed at 4 Senior Centers in Union County. Summer nutrition staff assisted the Program Coordinator in delivering the vouchers. This program is sponsored through the federally funded USDA Women, Infants and Children (WIC) program.

### **SMALL STEPS TO HEALTH AND WEALTH™**

Dr. Karen Ensle, FCHS Educator/Department Head and Dr. Barbara O'Neill, Financial Specialist, co-authors of the book *Small Steps to Health & Wealth™* continued to provide monthly health and finance messages, published two journal articles on nutrition and finance impacts of the program and offered a webinar for military families through the eXtension network to 129 attendees on October 11, 2016. The Small Steps program

includes adult and youth curriculums, webinars, challenges, podcasts, a blog, tweet chats and was cited by USDA-NIFA as “a nationwide Extension Program with impact.” A quiz to collect national data on health and finance behaviors is currently being analyzed. As a result of the program, consumers continue to reduce their debt, improve savings, increase their healthy food consumption and decrease their weight.

Online at: [njaes.rutgers.edu/sshw/message/default.asp?p=Health](http://njaes.rutgers.edu/sshw/message/default.asp?p=Health).

### **“GROW HEALTHY”: A School And FCHS Cooperative Extension Project**

*Grow Healthy* is a collaborative school wellness initiative of the Family & Community Health Sciences (FCHS) Department, Rutgers Cooperative Extension. Garden-enhanced nutrition education is the emphasis including: eating more fruits and vegetables, being active, selecting more locally grown foods, decreasing screen time, establishing in ground or windowsill gardens and making smart food choices. In 2016, a training was held for New Jersey teachers at the NJEA Teachers Convention in Atlantic City, NJ with 45 attending the training. *Grow Healthy* is a school-wide wellness program that includes: teachers, staff and administration, children, families, and volunteers all working together to make each school a healthier place.

### **“EAT HEALTHY, BE ACTIVE COMMUNITY WORKSHOPS” TRAININGS**

A small grant of \$ 1,200 provided funding for the FCHS Educator to collaborate with the Public Affairs Specialist, Food & Drug Administration to train teachers, nutrition professionals, public health and Extension educators in using a 6-lesson *Eat Healthy, Be Active Community Workshops*” curriculum developed by ODPHP/ FDA based on the *2010 Dietary Guidelines/2008 Physical Activity Guidelines for Americans*. Five workshops in New Jersey and nationally were held 2014-16. In 2016, a nutritionist RDN was hired part-time to deliver nutrition education using this curriculum as part of the "Shaping Elizabeth" project. A total of one hundred seventy-six professionals were trained to use the hands-on curriculum with older youth and adults. It continues to be used as the main training curriculum for the “Shaping Elizabeth” obesity prevention project in 2016.

### **GET MOVING, GET HEALTHY NJ with FCHS**

Rutgers Cooperative Extension’s “Get Moving, Get Healthy NJ” programs encourage healthier eating and improved physical activity in NJ families

through multidisciplinary health promotion programs. Union County programs under this umbrella include: Lead Poisoning Prevention & Nutrition", taught to 130 public health professionals and teachers, Functional Foods programs on "Chocolate", "Fruits & Vegetables", "and Coffee" were taught to eighty Berkeley Heights seniors, eight-five Union seniors and fifty Mountainside seniors. "Reducing Salt in the Diet" program was taught to fifteen Plainfield school nurses, Mountainside seniors, to twenty-five seniors at Westfield Senior Housing and to eighty in Berkeley Heights. "Drinking Healthy Beverages" was taught to twenty-five parents at Roselle Pre-K and to thirty-five Teen cheerleaders at the Hillside Community Center. "My Plate and general nutrition classes were taught at BUF I & II along with HOPES Headstart in Plainfield to seventy-five parents. Food safety education was provided at Ehrhart Gardens and Schaefer Gardens to seventy seniors. "Garden-Enhanced Nutrition Education" was presented to forty-five teachers and health professionals at the Union County annual conference. The FCHS Educator provided an on-line Worksite Wellness Education Program for Union County employees with weekly e-mail newsletters and websites on health-related topics.

### **Health & Wellness Fair**

As a member of the Union County Executive Wellness Committee, RCE participates in the county wellness fairs reaching several hundred employees. Provided nutrition information at county health fairs sponsored by: Strengthening Families Fun Night Health Fair, Plainfield, attended by 550 families, City of Elizabeth, Peterstown Health Fair for 50 families, Elizabeth High School Health Fair attended by 300 youth, Calvary Pre-K Family Health Fair, Cranford for 50 families.

### **Rutgers E-College On-line Teaching**

RCE Department Head taught 55 undergraduate juniors and seniors in the School of Environmental and Biological Sciences (SEBS) a three credit "Wellness Behavior" course to generate funding for statewide Cooperative Extension to offset budget deficits. Course evaluations ranged at 3.6 out of a 4.0 scale.

### **Membership on Local Boards**

Member of the Union County Directors of Aging Programs; Board of Directors for Community Access, Ltd, the Gateway Family YMCA Board of Directors, Elizabeth; *Shaping Elizabeth* Project Executive Committee and co-chair of the Healthy Food Access Committee; and the 4 C's

Strengthening Families Initiative Stakeholders Committee, Rahway.

## **4-H Youth Development**

### **4-H Summer Science Program – *Helping students from low-income areas thrive in school***

Participating in the 2016 4-H Summer Science Program were, The King's Daughters Day Camp, Neighborhood House, The Black United Fund, all in Plainfield; The Rahway Housing Authority, and the Elizabeth Coalition to House the Homeless. Altogether, 350 youth participated in the 2016 Summer Science Program.

This year's program was enacted differently than past years' programs. Due to a reduction in grant funds we could no longer send science teachers to program sites. Instead we trained staff from the above mentioned centers how to do science with their students. The trainings occurred in June. To make them more realistic we held the training at the actual community camps. 15 staff members participated. In addition to demonstrating how to teach the lessons, we also provided the necessary materials.

### **Elizabethport 4-H Program – *Bringing activities to low-income youth***

This 4-H program provided afterschool activities to approximately 40 youth in 2016. 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.



The garden is a calming place; it helps the residents de-stress and become more receptive to instruction. The pride that this garden generates is desperately needed by these youth. Flowers from their garden are used by the inmates as gifts for their visitors. Approximately 35 youth participated in the program. They raised a variety of vegetables, flowers and herbs. After consuming a carrot one resident remarked “This is the freshest carrot I have ever eaten.”

#### **4-H Clubs – *Developing life skills in youth***

130 Union County youth from grades 1 through 12 participated in 16 4-H clubs in 2016. Each club focused on a specific interest area such as small animal care, dog obedience, and horticulture. Club members developed leadership and communication skills through participation in the various club activities, community service, and serving as club officers. Some of the service activities for the year were tree planting, serving at a food bank, and volunteering at County events. Adult Volunteer Leaders are screened and trained by the 4-H office to facilitate the clubs. Volunteers are taught how to use a hobby to teach children team-building, communication, and decision-making skills. There are currently 30 active 4-H Club leaders in Union County.

#### **4-H Public Presentation Night 2016 – *Improving communication skills in youth***

Presentation Night 2016 was held at the Union County Magnet High School in Scotch Plains. 65 children participated in the event. Each child gave a presentation of at least three minutes in length about their favorite hobby or interest. Using 4-H standards, each child was evaluated by a group of volunteer judges.

#### **Project Recognition Day - *Encouraging youth to develop mastery skills***

4-H recognizes the accomplishments of its club members every year through Project Recognition Day, held at Forest Road Recreation Center in Fanwood. Awards and ribbons are presented for accomplishments in areas such as pet care, displays, crafts, photography, and plant care. Each club member also receives a year-pin representing the number of years they have been involved in the program. Awards are also given to deserving members who achieved perfect attendance at their club meetings. This year over 150 parents and 4-H members attended.

**Union County 4-H Camp Programs – *Helping youth develop life skills and outdoor education***

4-H Camp Programs are located at the L.G. Cook 4-H Camp for Outdoor Education in Sussex County, New Jersey. In 2016, 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 Gray Fund of Elizabeth.

**Environmental Awareness and Protection – *Educating youth about the community forest of Union County***

Educating children about trees is the job of the 4-H Master Tree Stewards. Thanks to these 20 volunteers, over 3,300 children learned about one of Union County's most precious natural resources: its trees. The Stewards visited classrooms in 19 municipalities and taught the children about tree identification, biology, and ecology. Educating our youth about trees is crucial to the future of our environment. An end-of-program evaluation showed that as a result of the Rutgers/4-H Class on Tree Appreciation:

- 71% of students said they were less likely to damage a tree.
- 90% said they were more likely to take better care of trees around
- their homes.
- 86% said they were more likely to take better care of the trees around
- their schools.
- 70% said they will observe trees more closely.
- 69% said they are more likely to plant a tree.
- 98% said they learned that there are many different kinds of trees.
- 84% said they were more likely to stop others from damaging trees.
- 78% said they want to learn more about tree care and planting.
- 83% said they will tell someone about what they learned.

Working in conjunction with the Union County Shade Tree Advisory Board, the 4-H Youth Development Program worked to make Union County the garden spot of the Garden State. Through the Union County Freeholders Arbor Day Tree Program, we have made a large step in that direction. This program provides training for school children and a tree to plant on their school grounds. 4-H played a major role by helping to create and implement this program. In 2016, 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 Rahway Housing Authority in Rahway. 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.

## **2017 INITIATIVES**

### **Agricultural & Resource Management**

#### **Community Gardening**

RCE will continue working with schools and community organizations to assist with establishing and maintaining community gardens. RCE will be conducting a "Starting a Community Garden" workshop February 2017. The target audience for this program is school teachers and administrators and people interested in starting a community garden.

Master Gardeners who completed the Community Garden Educator training series will be delivering lectures to community garden, school and civic groups in the spring and summer of 2017. The community gardening classes will also be offered at the RCE office in the evening.

The Community Gardening curriculum will also be offered as on-line classes via the Rutgers NJAES website, [www.njaes.rutgers.edu](http://www.njaes.rutgers.edu).

#### **Greenhouse Facility**

The new greenhouse provides growing space for the "Sharing Garden" and other Master Gardener projects such as the flower bouquets for cancer patients and horticultural therapy programs. The greenhouse will be used as a classroom for Master Gardener students, people with disabilities and the general public.

#### **Integrated Pest Management Education Programs**

Integrated Pest Management (IPM) education programs for School IPM Coordinators, County public works, parks and golf course employees, and arborists, turf, landscape professionals will continue to be offered. These

programs place an emphasis on the reduction of pesticide use on county and residential properties. The North Jersey Ornamental Horticulture Conference will be held in January 2017.

### **Rutgers Master Gardener Program**

The volunteer Master Gardener program will continue to offer educational services, such as gardening programs for people with disabilities and the “Garden Helpline” to county residents and provide fresh produce and flowers to local agencies. Gardening lectures will be held at the demonstration gardens and greenhouse facility for the general public. The Master Gardeners will be working with the staff at Trailside Nature and Science Center to deliver educational events for the summer camp program.

### **Promoting Green Infrastructure Practices**

Michele will be working with the Rahway River Watershed Association and the Rutgers Water Resources Program to promote the impervious cover reduction action plans in the seven towns that qualify for funding. Another rain garden is already in the planning stages at Crescent Avenue Presbyterian Church in Plainfield.

In addition, a second rain garden and green infrastructure bus tour will be planned in Union county to highlight greener technologies for stormwater management.

### **Organic Land Care**

Michele will help organize the 5th Organic Land Care Certificate course planned for February 23, 24, 30 and 31, 2017. Outreach to Union County landscapers is currently being conducted to attend this program.

### **Community Gardening Conference**

Michele will be helping to organize and teach the Union County Youth Gardening conference in late February, 2017. In addition, in the spring Michele will be working with Madeline to train Master Gardeners to assist volunteers in establishing and maintaining community gardens.

## **Family & Community Health Sciences Department**

### **Nutrition Education & Services for Seniors**

Continue the grant collaboration with the Division on Aging to provide a full-time Director of the Senior Nutrition Program and support nutrition education sessions through collaboration with Rutgers, Montclair State

Dietetic Internships, College of St. Elizabeth, Aramark and Middlesex County College nutrition students.

**Get Moving, Get Healthy NJ with FCHS Initiative -- *Obesity Prevention in New Jersey.***

Continue to offer “live” workshops such as “Small Steps to Eating Well and Moving More,” “Lead Poisoning Prevention & Nutrition” “Choose MyPlate: Selected Consumer Messages,” “Improving Family Meals.” “NEW Dietary Guidelines for Americans,” “Physical Activity for Mature Adults,” “10 Tips for Eating Healthy on-the-Run,” “Functional Foods for Life,” “Balanced Living” class series and on-line Worksite Wellness programs. Develop on-line programs for undergraduate students, agencies and the public on health topics related to obesity prevention, diabetes, food safety and reducing the risk factors for heart disease, cancer and food allergies. Provide family health programs as part of the RCE Get Moving, Get Healthy NJ statewide initiative that is supported through private and state grants.

**“GROW HEALTHY”: A School FCHS Extension Project**

Facilitate nutrition education training of school personnel and parents at local schools. Continue to search for grant funding to expand the project in Union County.

***Shaping Elizabeth* and Gateway Family YMCA Partnership**

Continue to collaborate with the YMCA as a board member, *Shaping Elizabeth* partner and "Food Access" workgroup co-chair along with CTG Grant External Coach. Provide assistance with grant preparation, nutrition education, “family night” and “Healthy Kids Day” participation with school-aged youth, parents and community partners at all Gateway YMCA locations and the Wellness Center in Union. Continue to participate in the *Shaping Elizabeth* project and offer obesity prevention programs in nutrition, food safety and health.

**Balancing Health and Budget Education Programs**

Provide programs for consumers on “Eating a Balanced Diet on a Balanced Budget,” “Healthy Eating On-the-Run,” and “Small Steps to Health and Wealth” to assist consumers in making healthy financial and food choices for improved health and wealth.

**Functional Foods for Life Educational Series**

Provide programs that emphasize the research and health benefits of

consuming foods and beverages high in phytochemicals such as tea, chocolate, mushrooms, coffee, berries and fruits/vegetables.

### **School Wellness Training and Education**

Provide educational training for teachers, school nurses, parents and aides on improving school meals, farm-to-school initiatives, healthy snacks and good nutrition for the young child. Assist schools to implement school wellness policies and obesity prevention programs. Continue to reach out to the Union County Healthy Kids volunteers to provide direction for childhood obesity prevention activities and environmental policy changes in the community as part of the Family & Community Health Sciences Program.

### **4-H Youth Development**

- The 4-H Master Tree Steward Program will reach 3,000 youth.
- The 4-H Summer Science Program will increase the emphasis on visits from scientists and science workers to the participating day camps and involve 500 children.
- Recruit a new site to house the 4-H Summer Science Program.
- The 4-H Club Program will add an additional First Grade Variety Club and continue to recruit new leaders as needed. Leadership training meetings will be held four times per year. 4-H will coordinate at least three countywide activities for all 4-H youth.
- Youth enrollment in the 4-H Club Program will increase by 10%.
- Public Presentation Night participation will increase by 5%.
- At least 45 Union County youth will attend 4-H Summer Camp.
- Continue regional teen conference for youth.
- Recruit 10 new Master Tree Steward Volunteers.
- Involve 1,000 youth in tree planting.
- Provide assistance with Union County Shade Tree Advisory Board Poetry Contest.
- Continue to work with other groups to plan and implement Union County Freeholder Arbor Day Tree Program.
- Continue Horticultural Therapy Program at Juvenile Detention Center.
- Continue to search for an indoor location for the Union County 4-H Archery Club.

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# Superintendent of Schools

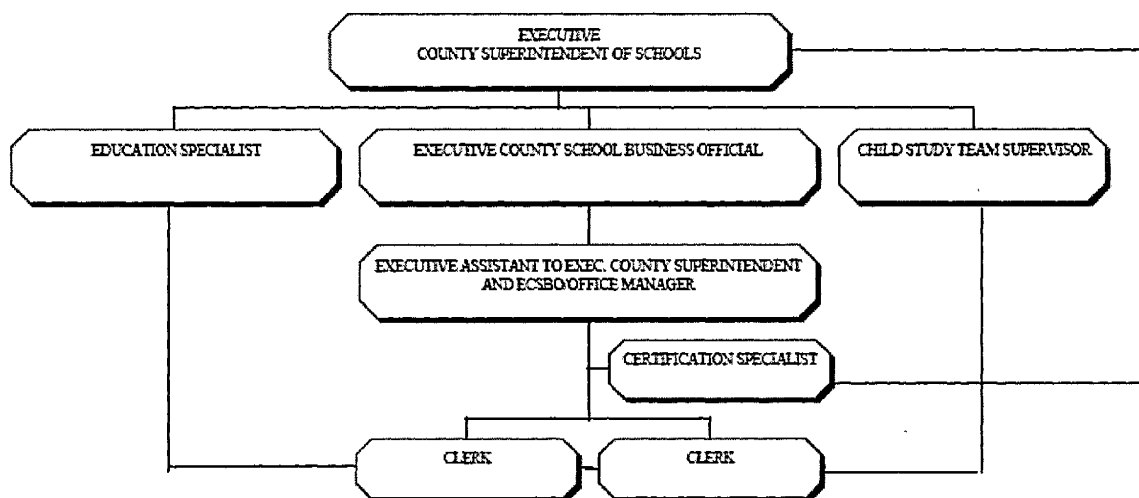
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# Organizational Chart

## Superintendent of Schools

### Union County Office of Education







# **UNION COUNTY SUPERINTENDENT OF SCHOOLS**

## **OVERVIEW:**

The Executive County Superintendent of Schools leads the County Office of Education. With a core staff, including Executive County School Business Official, an Education Specialist and a County Child Study Supervisor, and, County office staff, we are the focal point of general support, oversight and routine communications between local districts and the department's central office. A brief outline of some of the duties/responsibilities of the County Office of Education is as follows:

- support districts in responding to questions, advising them on improvement plans;
- evaluate and monitor all public school districts through the New Jersey Quality Single Accountability Continuum (NJQSAC);
- respond to community, legislative and parental concerns;
- review and approve district budgets;
- review school buildings to ensure compliance with health and safety codes;
- review and approve district transportation contracts;
- coordinate the process for licensure of education staff and issue county substitute certificates;
- conduct special education program reviews;
- provide technical assistance to school districts, boards of education and parents on a variety of topics; and
- assist department divisions in securing required data

## **County Office of Education – Programs and 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.

### **Information and Assistance**

- In an effort to provide assistance to school districts and the public, the office compiles information, responds to questions, and disseminates materials. The office often serves as a means of connecting people, school districts, and/or agencies that have voiced related concerns or needs and can help each other. In a similar manner, members of the staff serve as educational liaisons to such diverse groups as the Union County Association of School Administrators, Union County Association of School Business Officials, the Union County Alliance, the Workforce Investment Board, and the Human Relations Commission. We attempt to participate in agencies that relate directly to children and families, such as the Department of Human Services, the County Interagency Coordinating Council, the Union County Child Protection Council, the Youth Services Commission, and the Case Assessment Resource Team. We involve ourselves with the Union County Juvenile Officers Association, the Union County Parent Teachers Association, the Union County School Boards Association, Union County College, and the New Jersey School of the Arts.
- It is the responsibility of the Executive County Superintendent's Office to ensure a constitutionally mandated, "thorough, and efficient" education for more than 90,000 Pre-K to grade 12 public school children. We house these students in 174 school buildings in Union County and 62 non-public schools. We oversee compliance with state and federal laws related to spending approximately \$639,000,000 that the 23 Union County school districts and four charter schools receive in state and federal aid and grant funding and \$2 billion in total expenditures. We provide assistance to school districts, the public, and encourage cost-effective efforts among school districts, county offices, and municipal and private industry agencies, through shared services and collaborative efforts.
- 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.

### **Required Contract Reviews**

Pursuant to the regulations *N.J.S.A.18A:7-8(j)*, district superintendents', assistant superintendents' and Business Administrators contracts are reviewed, consequently resulting in district cost savings. The elimination of ineligible benefits or incentives, which appeared in the previous contracts and are not permitted under current regulations along with legislation capping Superintendent salaries assisted in these cost savings.

### **Reviews/Studies:**

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.

*N.J.S.A.18A:13-52* Report -- A feasibility study is directed by the Executive County Superintendent when there is consideration of regionalization as well as dissolution of regional districts.

The Executive County Superintendent shall, within 60 days after such request, file with the governing bodies of the municipalities constituting the regional district and the boards of education of all of the constituent school districts and the board of education of the regional school district a report containing a statement of the current assets and operating expenses of the regional district for the then current year. Also such financial, educational and other information as may be deemed necessary to enable said governing bodies and local boards of education and regional board of education to form

an intelligent judgment as to the advisability of the proposed withdrawal or dissolution and the effect thereof upon the educational and financial condition of the withdrawing district and the regional district, or upon each of the constituent districts in the event of a dissolution and setting forth the amount of indebtedness, if any, to be assumed by the withdrawing and the regional districts, or by each constituent district in the event of a dissolution, calculated as hereinafter provided. The report, in discussing the educational and financial effect of the withdrawal or dissolution, shall include the effect thereof upon the administrative and operational efficiencies, and the resultant cost savings or cost increases, in the withdrawing and the regional districts, or by each constituent district in the event of a dissolution.

Review all school budgets of the school districts within the county, and may, pursuant to section 5 of P.L.1996, c.138 (C.18A:7F-5), disapprove a portion of a school district's proposed budget if determined that the district has not implemented all potential efficiencies in the administrative operations of the district or if determined that the budget includes excessive non-instructional expenses. If the executive county superintendent disapproves a portion of the school district's budget pursuant to this paragraph, the school district shall deduct the disapproved amounts from the budget prior to publication of the budget. During the budget year, the school district shall not transfer funds back into disapproved accounts. A district may submit to the voters a separate proposal or proposals for additional funds pursuant to paragraph (9) of subsection d. of section 5 of P.L.1996, c.138 (C.18A:7F-5) only if: (1) the district provides the executive county superintendent with written documentation that the district has made efforts to enter into shared arrangements with other districts, municipalities, counties, and other units of local government for the provision of administrative, business, purchasing, public and nonpublic transportation, and other required school district services; (2) the district certifies and provides written documentation that the district participates in on-going shared arrangements; or (3) the district certifies and provides written documentation that entering such shared arrangements would not result in cost savings or would result in additional expenses for the district.

In order to ensure a high quality of education for students residing in Union County, the Executive County Superintendent of Schools office reviews, approves, and monitors school programs, student achievement, and school facilities. The office also processes and maintains records for both substitute and permanent certification credentials and reviews school aide job

descriptions. In addition, the office oversees special education programs as well as special needs placements in both public and approved private facilities on an as needed basis we serve as a facilitator between parents and school district representatives when necessary.

### **2016-17 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, including any updates with revisions.

The budget summary includes both the pre-budget year and for the current year the following:

- All line items by type.
- The school tax rate.
- The equalized school tax rate.
- Revenues by major categories.
- The amount of available surplus.
- Unusual revenues.
- List of shared service agreements.
- Employment contracts that exceed \$75,000 that are not part of a negotiating contract

There are submissions of all employment contracts that exceed \$75,000 and not part of a negotiating unit contract. Benefits, including stipends and bonuses, for all staff were under review.

### **Consolidation of Costs**

Through countywide district committees, the Board of Education established shared services leadership models that consist of sharing one or more administrators and services between one or more school districts. All districts pursue cooperative bidding and joint purchasing models, along with shared systems models such as computer networks, financial and human



management software systems, and electronic records storage. There is also a phase-in of information management systems between districts.

### **Facilities**

Through a combination of on-site visits and document review, staff members monitor all public educational facilities and private schools for the disabled in Union County, including those of the Department of Corrections and the Department of Human Services. The office processes and approves requests for educational use changes, construction plans, temporary (substandard) facilities, and code waivers.

The office guides the local districts through the requirements for new facilities, including the referendum process. We view the request for new facilities and/or renovations within the parameters of each district's long-range facilities plan. We annually review the 3-year district maintenance plan during the budget review process.

### **Title I**

Title I LEAs with Priority and Focus Schools will be required to set aside funds in an instructional programs reserve and sign an assurance that those funds will support RAC supports and interventions taking place in Priority and Focus Schools. The exact allocation of funds will be determined in collaboration with LEAs in the coming months. Funds set aside in this reserve may be used for the following items:

- Hiring of a data, climate and culture, math, or literacy leader
- Technology upgrades to support Common Core-aligned curriculum and formative assessments
- Other items aligned to the eight turnaround principles identified in the ESEA waiver

LEAs will also be required to sign a preliminary assurance in September that they will faithfully implement School Improvement Plans for each Priority and Focus School. RAC staff members and County Office Staff will then work with Priority and Focus Schools and LEAs to develop individualized School Improvement Plans that will be submitted by the end of October. These plans will serve as the schools' Title I school-wide plans.

## **2017 INITIATIVES**

There are many successful changes to the New Jersey Department of Education this past year; they are proven to be a successful part of the Education system. This fiscal year promises to be challenging for the State Department of Education and respective County Offices. Tighter fiscal constraints due to the 2% tax levy cap, affordable care act implementation, along with rising health care costs, negotiated salary increases and the looming public pension crisis are increasingly making our districts do more with less, while still needing to serve their student populations with efficiency.

This office continues to make sure all districts within Union County are acting according to the Fiscal Accountability Regulations, and continues a full cycle of Quality Single Accountability Continuum. It has also focused on the changes required to code and law pursuant to the Commissioner's TASK Force Report.

We continue to support and serve to help those who will lead in the future.

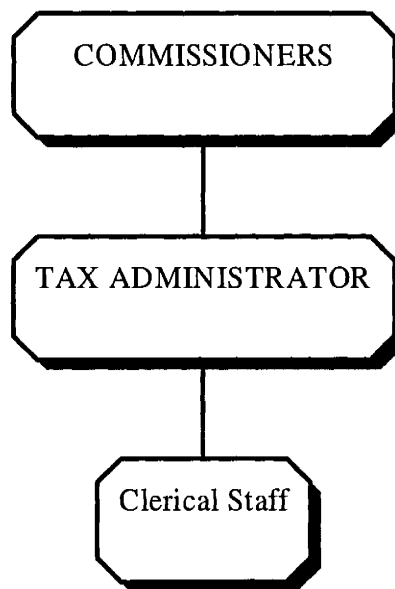
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# Board of Taxation

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# Organizational Chart

## Board of Taxation





# **BOARD OF TAXATION**

## **MISSION**

The Mission of the Tax Board is to secure the taxable value of all property in the County as prescribed by law in order that all property shall bear its full and just share of taxes.

The Union County Board of Taxation, a state agency with countywide jurisdiction, serves as an agent for the Director of the Division of Taxation; is the first line supervisor of the municipal assessor; is the custodian of the tax lists and other official records; and is the first formal level of appeal from the municipal assessor.

## **PROGRAMS & SERVICES**

### **Mandated**

Supervise municipal assessors; equalize municipal assessments for apportionment of County Taxes; calculate municipal tax rates; certify Added & Omitted Assessments; publishes County Abstract of Ratables, Provide SR1-A data and other mandated reports to the Division of Taxation; hear and determine property tax appeals from regular and added assessments.

Prepare public records and make them available to the public, including tax lists; SR1-A sales ratio study.

### **Non-Mandated**

Provide assistance to municipalities, in cooperation with the Department of Administrative Services and by Freeholder Resolution of 1986.

Provide on-line computer capability to all 21 municipal assessors' offices at no charge, including production of tax lists, extended tax duplicates, tax bills, assessment notices, senior citizen post-tax year statements, tenant rebate notices, various other lists and reports as required.

## **2016 ACCOMPLISHMENTS**

In 2016 the Union County Board of Taxation received 3,593 tax appeals. This was a decrease of 1,183 appeals or 24% from 2015. While the number of appeals decreased in 2016 as a result of a stronger real estate market. The number of appeals filed electronically rose by slightly over 300 or 17% from 2015. In fact, the Tax Board had its highest percentage of appeals filed online 56% or 2,041 in 2016. A record since the program's inception in 2012 and a clear indication of the program's success.

In 2016 the Tax Board also ordered revaluations for the Township of Winfield and Westfield. Westfield's revaluation is scheduled to be completed and certified for the tax year 2019. While, the Township of Winfield petitioned the Tax Board for a change from revaluation to reassessment given its unique form of ownership. The Tax Board along with the municipality applied for the change with the New Jersey Division of Taxation and was successful. As a result, the Township of Winfield will complete and certify their reassessment effective for the 2018 tax year.

The Tax Board is also preparing for the possible revaluation of the City of Elizabeth pending the outcome of their appeal at the Tax Court of New Jersey.

Additionally, the Tax Board was able to purchase several new computers and printers for the various tax assessors' office throughout Union County.

Lastly, the Tax Board processed 11,291 deeds in 2016. This represented a 14% increase over 2015.

## **2017 INITIATIVES**

In 2017, the Union County Board of Taxation will continue to work with the Township of Winfield and Westfield to assist and monitor their respective revaluation and reassessment programs to ensure an accurate outcome.

The Board will also continue to monitor the outcome of the City of Elizabeth appeal and prepare itself for the increased workload as the Board continues to move forward with respect to revaluations.

In conclusion, the tax board will continue to seek ways to improve upon its technology infrastructure and work processes in order to meets its statutory obligations to provide fair assessments and service to the residents of Union County.