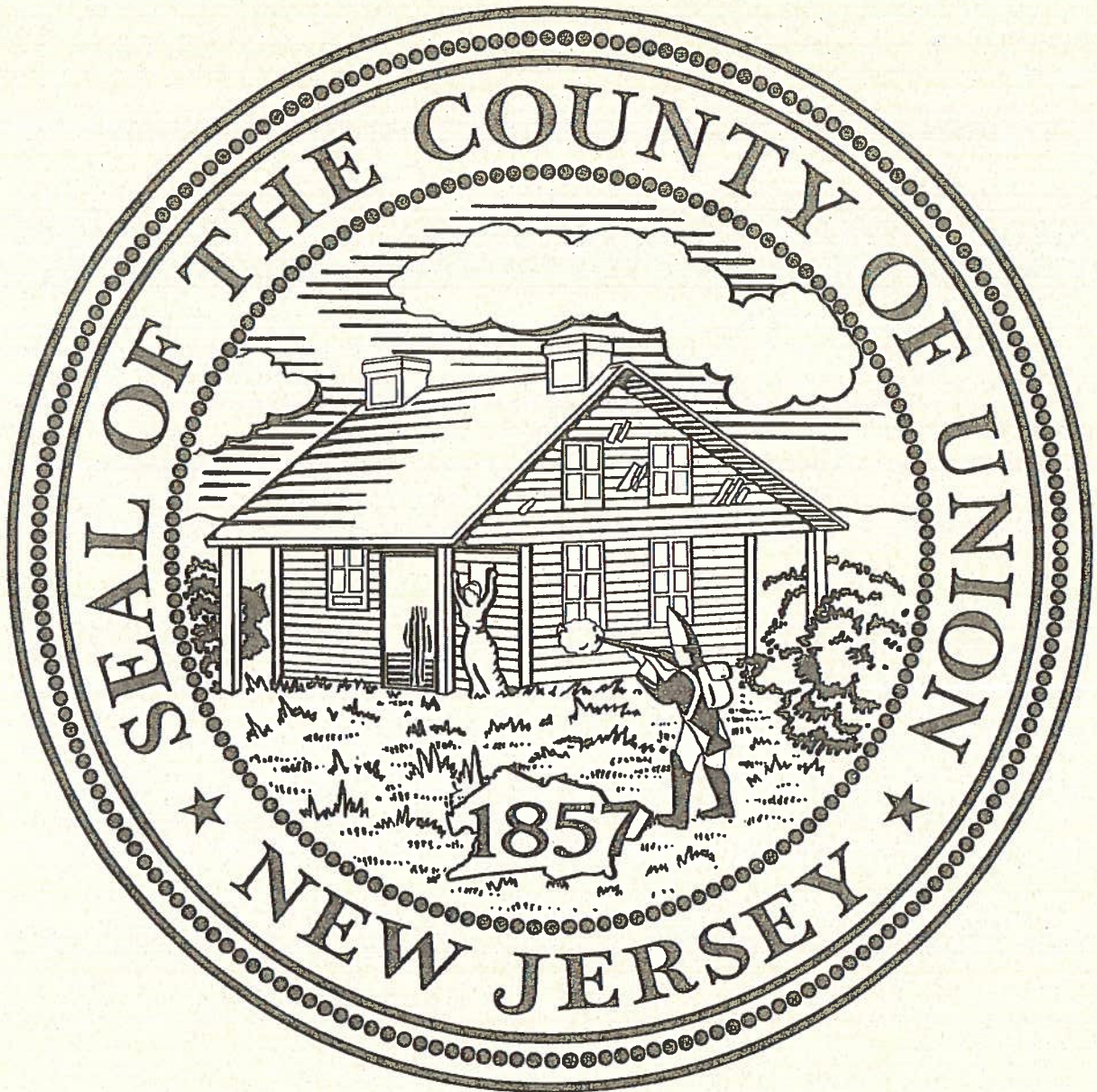


UNION COUNTY GOVERNMENT

2018 Executive Budget



ALFRED J. FAELLA
County Manager

Table of Contents

COUNTY OF UNION

2017 Executive Budget

Table of Contents

County Manager Letter to Board of Chosen Freeholders	
Organizational Chart	
Financial Overview	
Overview of County Government	
Clerk of the Board.....	1
Office of Communication and Public Information	
Office of Open Space, Recreation and Historic Preservation	
Trust Fund	
County Counsel.....	18
Department of Administrative Services	26
Department of Correctional Services.....	54
Department of Economic Development	59
Department of Engineering, Public Works and Facilities Mgt	98
Department of Finance.....	127
Department of Human Services.....	134
Department of Parks and Recreation.....	173
Department of Public Safety.....	215
Office of the County Clerk	233
Office of the Prosecutor.....	242
Office of the Sheriff.....	252
Office of the Surrogate	256
Board of Elections	276
Rutgers Cooperative Extension	280
Superintendent of Schools	302
Board of Taxation	310

County Manager Letter to Board of Chosen Freeholders



COUNTY OF UNION

BOARD OF CHOSEN FREEHOLDERS

SERGIO GRANADOS
Chairman

BETTE JANE KOWALSKI
Vice Chairman

BRUCE BERGEN

LINDA CARTER

ANGEL G. ESTRADA

CHRISTOPHER HUDAK

MOHAMED S. JALLOH

ANGELA R. GARRETSON

ALEXANDER MIRABELLA

ALFRED J. FAELLA
County Manager

AMY C. WAGNER
Deputy 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 15, 2018

The Honorable Chairman Sergio Granados
Members, Union County Board of Chosen Freeholders
Union County Administration Building
10 Elizabethtown Plaza
Elizabeth, NJ 07207-2204

Dear Freeholders:

The 2018 Executive Budget is contained in this document for your review and approval in compliance with N.J.S.A. 40:41A-1 et Seq., the Optional County Charter Law.

This year's executive budget---and my final as County Manager---brings more good news for Union County, as our prudent financial practices and fiscal efficiencies---coupled with Union County's economic boom---continue to pay off.

This rising tide of economic success was most dramatically witnessed in another major increase in our ratable base, this year by 3.26 percent or \$2.2 billion in new valuation over 2017. This is the largest amount since 2007, and our fourth annual increase.

The strong real estate market also resulted in the highest growth in 12 years from fees realized through the County Clerk's Office, which totaled \$44.29 million.

As I noted last year---and certainly worth mentioning again--the strong revenue surge and our financial practices have resulted in Union County achieving a Aaa bond rating from Moody's---the highest attainable. Moody's noted the County's "conservative budgeting" practices, in contrast to the State of New Jersey, which had witnessed a record number of downgrades--ten--under the previous Governor.

In another example of fiscal prudence, we were able to cut costs in the Corrections Department, reducing overtime by \$1 million through our continued focus on efficiencies at the jail. Over the past two years, we have now reduced overtime by a total of \$1.8 million, and reduced overtime hours over the same span by about 35,000 hours.

Another area cited by Moody's was the County's management of its debt. The County's net debt expressed as a percentage of the equalized valuation basis is .876 of equalized value—another reduction year over year---and far less than the maximum of 2 percent permitted by the state.

Overall, this year's Executive Budget is \$489 million. The Executive Budget meets the state cap, and would increase property taxes by 2.45 percent over last year---**the lowest in nearly 20 years**. This is being achieved while actually increasing the number of programs and services being provided by the County.

Following through on an initiative announced by Freeholder Chairman Sergio Granados, the Fiscal Efficiency Taskforce will work to find additional cost savings. The task force will be up and running as we continue to examine the budget prior to adoption, along with the work of the Freeholder's Fiscal Committee.

On the expenditure side, this year's Executive Budget continues to cover important services that contribute to Union County's outstanding quality of life:

- Funding the first full-year of operations at the new Family Court complex on Cherry Street, which required additional County staff.
- Providing a two percent increase for both Union County College and the Union County Vocational Technical Schools;
- Funding the construction of turf fields at Ponderosa Park in Scotch Plains; the construction of a new multi-purpose field at Wheeler Park in Linden, two others at Madison Avenue Park in Rahway; improvements at the loop playground in Mountainside, and funding for the new Golf clubhouse at the Ashbrook Golf Course in Scotch Plains.
- Funding the continuation of the Municipal Infrastructure grant program; the Kids Dig In! Garden grant program, and the Union County Means Green community gardens program.
- Adding \$500,000 in funds for the Level the Playing Field grant program---another example of a "first"---as Union County will become the first County in the state, and perhaps nation—to have every municipality create an inclusive playground.
- Funding the We Are One New Jersey Advocacy and Naturalization Center for immigrants at \$295,000,

While many of Chairman Granados' "**Moving Union County Forward**" initiatives are at little or no added expense, they are included in the budget.

This year, some of the highlights of these initiatives include:

- The state's first-ever **Office of LGBTQ Services**, and the state's first-ever **Office for People with Special Needs**.
- The **Office of Community Engagement and Diversity**, designed to spur volunteerism and charitable giving.
- The expansion of Sheriff Corvelli's **Project LifeSaver program** for seniors and those with disabilities;
- The County will also open a new **Sensory-Friendly Trail** at the Watchung Reservation in Mountainside—the County's first such facility.
- The continuation of **UC HERO**, which has helped so many Veterans. This year will bring new job fairs, and the exploration of ways to diminish the PTSD epidemic.
- As a whole, the County Freeholder Board will continue to expand on the successful job fairs and employment training it has sponsored for all residents through the Union County Workforce Development Board.
- Creation of the **Union County Science, Technology, Engineering and Math grant program** (known as **UC STEM**). Under this program, funding will be available for STEM-related enrichment in our elementary and middle schools.
- New state funded Union County **recycling** initiatives with programs that encourage recycling amongst our municipal partners and will provide recycling supplies for schools and seniors. The recycling programs will be funded through state recycling grants.
- The County will partner with **Moms Demand Action for Gun Sense in NJ**, and offer a **gun buyback** program through the County Police, Prosecutor's Office, and Sheriff's Office.
- The County Police will partner with local police departments and Board of Educations to provide additional **public safety services** for our school districts.
- The **expansion of prisoner re-entry programs** that give a second chance for those who seek it.

I would like to thank the Freeholder Board, our team of directors, our County family and all our residents for their support through my years in working to make Union County one of the finest places to live, work and raise a family.

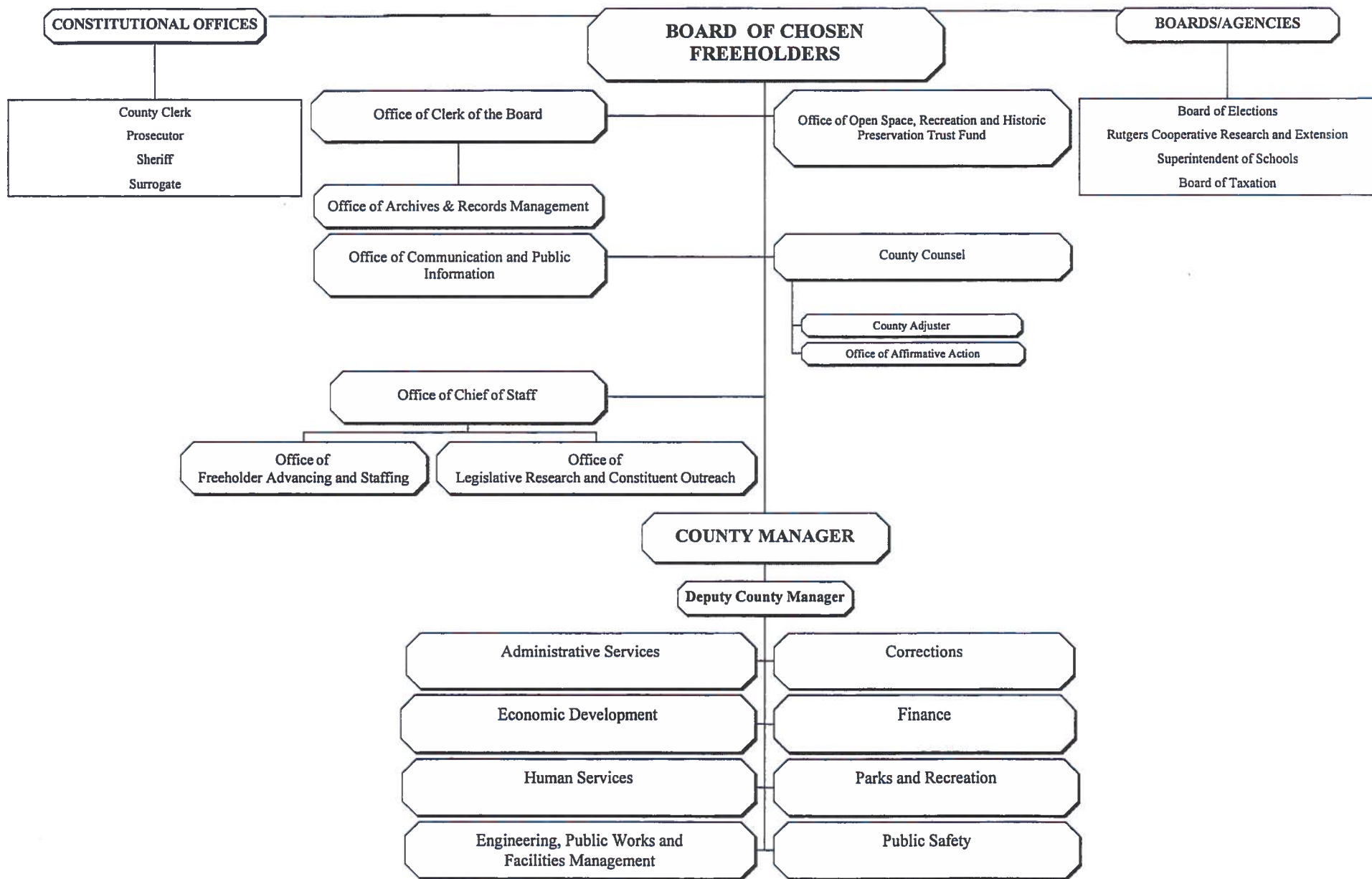
Sincerely,



Alfred J. Faella
Union County Manager

County of Union Organizational Chart

RESIDENTS OF THE COUNTY OF UNION



Financial Overview

The instructions can be found on the Instruction Tab of the workbook.

Summary Levy Cap Calculation

	County		EXAMINER
2000	Union County		
Model Tax Levy Calculation Worksheet			
Levy Cap Calculation			
	Prior Year Amount to be Raised by Taxation - County Purpose Tax		\$354,769,823
	Cap Base Adjustment (+/-)		\$0
	Less: Prior Year Deferred Charges: Emergency Authorizations		\$0
	Less: Prior Year Deferred Charges to Future Taxation Unfunded		\$348,456
	Less: Changes in Service Provider: Transfer of Service/ Function		\$0
	Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation		\$354,421,367
	Plus 2% Cap increase		\$7,088,427
	Adjusted Tax Levy		\$361,509,794
	Plus: Assumption of Service/ Function		\$0
	Adjusted Tax Levy Prior to Exclusions		\$361,509,794
	Exclusions:		
	Allowable Shared Service Agreements Increase	\$0	
	Allowable Health care costs increase	\$0	
	Allowable Pension increases	\$843,548	
	Allowable Capital Improvements Increase	\$0	
	Allowable Debt Service and Capital Lease Increases	\$2,539,039	
	Current Year Deferred Charges: Emergencies	\$0	
	Deferred Charges to Future Taxation Unfunded	\$354,656	
	Add Total Exclusions		\$3,737,243
	Less Cancelled or Unexpended Exclusions		\$2,711,186
	Adjusted Tax Levy After Exclusions		\$362,535,852
	Additions:		
	New Ratables - Increase in Apportionment Valuation of New Construction and Additions	\$498,170,666	
	Prior Year's County Purpose Tax Rate (per \$100)	\$0.525	
	New Ratable Adjustment to Levy		\$2,617,282
	Amounts approved by Referendum		\$0
	Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax		\$365,153,133
	Plus: 2015 Cap Bank Utilized in 2018*		\$0
	Plus: 2016 Cap Bank Utilized in 2018*		\$0
	Plus: 2017 Cap Bank Utilized in 2018*		\$0
	Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions		\$365,153,133
	Amount to be Raised by Taxation - County Purpose Tax		\$363,468,156
<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			354,769,822.96
P Base Adjustment			
Revised County Purpose Tax:			354,769,822.96
EXCEPTIONS:			
(List exceptions below)			
Debt Service			59,915,499.08
Deferred Charges			348,455.92
Emergency Appropriations			0.00
Capital Improvements			5,350,000.00
Matching Funds			1,250,000.00
Authority - Share of Costs MUA			0.00
County Welfare Board			21,459,489.00
Special Services School District			0.00
Vocational School			5,057,138.00
Out of County Vocational School			0.00
County College (Current Year)		14,686,411.00	
Less County College (1992 Base)		8,995,000.00	
Net County College			5,691,411.00
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			0.00
TOTAL EXCEPTIONS			99,071,993.00
Amount on which 2.50% Cap is applied			255,697,829.96
2.50% Cap Amount			6,392,445.75
Allowable County Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)			262,090,275.71

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)			262,090,275.71
Add:			
New Construction			2,617,281.62
Debt Service and Capital Leases		67,826,644.00	
Less Debt Service & Capital Lease Revenues Offset by Approps		8,065,596.92	
Net Debt Service and Capital Lease Obligations			59,761,047.08
Deferred Charges to Future Taxation - Unfunded			354,655.98
Emergency Authorizations			
Capital Improvements			5,350,000.00
Matching Funds			1,250,000.00
County Welfare Board		59,298,028.00	
Less Welfare Revenue Offset by Appropriation		37,838,539.00	
Net County Welfare Board			21,459,489.00
Special School Districts			
Vocational School			5,158,281.00
Out of County Vocational School			
County College		14,980,139.00	
Less County College 1992 Base		8,995,000.00	
Net County College			5,985,139.00
Out of County College		217,000.00	
Less Out of County College 1992 Base		275,000.00	
Net Out of County College			0.00
911 Emergency Management Services			
Health Insurance			0.00
Subtotal			364,026,169.39
2016 Cap Bank Utilized*			
2017 Cap Bank Utilized*			
COLA Increase Available/Utilized*			
"1977 Cap" Maximum County Purpose Tax After All Exceptions			364,026,169.39
"2010 Cap" Maximum Allowable Amount to be Raised by Taxation After all Exceptions (From the Summary Levy Cap Worksheet)			365,153,133.39
Amount to be Raised by Taxation - County Purpose Tax			363,468,155.68
			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).			

**2018 BUDGET INTRODUCTION
REVENUE SCHEDULE**

	2017 Anticipated Revenue	2017 Realized Revenue	2018 Budget Introduction
Surplus Anticipated	22,250,000.00	22,250,000.00	24,000,000.00
SUBTOTAL	22,250,000.00	22,250,000.00	24,000,000.00
Miscellaneous Revenues - Section A: Local Revenues			
County Clerk	1,650,000.00	1,936,858.97	1,650,000.00
Surrogate	190,000.00	203,770.78	190,000.00
Sheriff	600,000.00	603,457.73	600,000.00
Interest on Investments and Deposits	200,000.00	1,127,219.77	200,000.00
County Board of Pay Patients	13,000,000.00	15,247,747.57	13,600,000.00
Register of Deeds - Realty Transfer Fees	4,000,000.00	5,483,438.76	4,000,000.00
Parks and Recreation Facilities Revenue	6,215,000.00	6,228,284.86	6,215,000.00
Permits Road Department	142,400.00	128,817.90	115,000.00
Rent - 921 Elizabeth Ave.	425,000.00	457,053.48	425,000.00
SUBTOTAL Section A: Local Revenues	26,422,400.00	31,416,649.82	26,995,000.00
Miscellaneous Revenues - Section B: State Aid			
County College Bonds	2,724,553.98	2,724,553.98	2,699,008.14
SUBTOTAL Section B: State Aid	2,724,553.98	2,724,553.98	2,699,008.14
Miscellaneous Revenues - Section C: State Assumption of Costs			
DYFS	-	-	-
Supplemental Social Security Income	838,539.00	843,182.00	910,570.00
Maintenance of Patients: Mental Diseases (DMHS)	10,347,139.00	-	-
Maintenance of Patients: DDD	14,712,969.00	-	-
SUBTOTAL Section C: State Assumption of Costs	25,898,647.00	843,182.00	910,570.00
Miscellaneous Revenues - Section D: Public & Private Reven	14,983,751.48	33,581,330.77	13,500,000.00
SUBTOTAL Section D: Public & Private Revenues	14,983,751.48	33,581,330.77	13,500,000.00
Miscellaneous Revenues - Section E: Prior Written Consent			
Rutgers Behavioral Health Care	23,679.00	-	-
Fringe Benefits	1,750,000.00	1,722,896.83	1,500,000.00
Indirect Costs	200,000.00	284,544.75	200,000.00
Educational Building Aid	525,000.00	507,305.00	500,000.00
Debt Service - Open Space	4,428,865.94	4,428,865.94	4,866,588.78
Leaf Composting	250,000.00	229,712.00	-
NJ Division of Economic Assistance - Earned Grant	37,000,000.00	38,894,413.30	35,000,000.00
Service Fees - Courts	250,000.00	197,434.00	-
County Clerk Increased Fees	1,500,000.00	1,876,792.00	1,750,000.00
Surrogate Increased Fees	257,600.00	310,346.17	250,000.00
Franchise Fee - Jersey Gardens	600,000.00	685,154.00	600,000.00
Title IV D - Facility Reimbursement	1,000,000.00	1,406,483.64	1,000,000.00
Sheriff Increased Fees	1,850,000.00	4,747,573.53	2,150,000.00
PILOT's	250,000.00	453,705.10	250,000.00
State Reimbursement - Delaney Hall	1,593,820.00	1,705,447.15	1,000,000.00
Open Space - Parks Maintenance	2,250,000.00	2,250,000.00	2,250,000.00
Division of Developmental Disabilities (DDD)	575,000.00	562,191.72	550,000.00
Rental Income UC College/Trinitas Hospital Kellog Building	180,000.00	200,000.04	180,000.00
Dispatch Services	350,000.00	603,309.77	450,000.00
Union County Utilities Authority	1,000,000.00	1,000,000.00	1,000,000.00
Rental Beds - Juvenile Detention Center	1,603,200.00	2,079,840.00	1,500,000.00
Ambulance Services	750,000.00	1,017,733.67	750,000.00
Sale of Asset - County Infrastructure Program	1,500,000.00	1,500,000.00	1,700,000.00
SUBTOTAL Section E: Prior Written Consent	59,687,164.94	66,663,748.61	57,446,588.78
Amount to Be Raised by Taxes	354,769,822.96	354,769,822.96	363,468,155.68
TOTAL LOCAL REVENUES	151,966,517.40	157,479,465.18	125,551,166.92
TOTAL REVENUES	506,736,340.36	512,249,288.14	489,019,322.60

2018 BUDGET INTRODUCTION APPROPRIATION SCHEDULE

	Type	2017 Adopted Budget	2017 Modified Budget	2018 Introduced Budget
GENERAL GOVERNMENT				
County Manager's Office	SW	339,971.00	339,971.00	350,290.00
	OE	121,000.00	121,000.00	117,500.00
Special Studies & Initiatives	OE	600,000.00	600,000.00	815,000.00
Board of Chosen Freeholders	SW	534,578.00	534,578.00	540,170.00
	OE	94,000.00	94,000.00	88,000.00
County Infrastructure & Improvement Program	OE	1,500,000.00	1,500,000.00	1,500,000.00
Annual Audit	OE	229,500.00	229,500.00	235,000.00
Other Accounting and Auditing Fees	OE	227,850.00	227,850.00	200,000.00
Clerk of the Board	SW	1,080,324.00	1,080,324.00	1,087,380.00
	OE	230,000.00	230,000.00	232,000.00
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	2,291,399.00	2,291,399.00	2,426,326.00
	OE	166,200.00	166,200.00	163,200.00
Board of Elections	SW	2,224,791.00	2,224,791.00	2,209,958.00
	OE	350,000.00	350,000.00	350,000.00
Elections (County Clerk)	SW	178,120.00	178,120.00	174,202.00
	OE	1,126,350.00	1,126,350.00	1,126,850.00
Department of Finance: Office of Director	SW	290,774.00	294,174.00	301,788.00
	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	360,034.00	360,034.00	364,862.00
	OE	3,500.00	3,500.00	3,500.00
Division of Treasurer	SW	333,955.00	337,355.00	343,135.00
	OE	90,300.00	90,300.00	90,300.00
Division of Comptroller	SW	869,317.00	869,317.00	882,958.00
	OE	17,500.00	17,500.00	17,500.00
Aid to Union County Improvement Authority	OE	425,626.47	425,626.47	250,000.00
Division of Internal Audit	SW	124,437.00	124,437.00	124,653.00
	OE	2,500.00	2,500.00	2,500.00
County Counsel	SW	1,837,035.00	1,837,035.00	1,781,260.00
	OE	140,750.00	140,750.00	135,750.00
County Adjuster	SW	396,032.00	396,032.00	397,308.00
	OE	2,700.00	2,700.00	2,400.00
Department of Administrative Services: Office of Director	SW	430,262.00	430,262.00	442,904.00
	OE	86,400.00	86,400.00	85,900.00
Division of Motor Vehicles	SW	1,960,323.00	1,960,323.00	2,017,725.00

**2018 BUDGET INTRODUCTION
APPROPRIATION SCHEDULE**

	Type	2017 Adopted Budget	2017 Modified Budget	2018 Introduced Budget
	OE	4,343,000.00	4,343,000.00	4,250,000.00
Division of Personnel Mngt & Labor Relations	SW	1,022,328.00	1,022,328.00	1,092,647.00
	OE	861,300.00	861,300.00	969,700.00
Division of Purchasing	SW	609,579.00	609,579.00	506,058.00
	OE	262,330.00	262,330.00	262,330.00
Board of Taxation	SW	268,452.00	268,452.00	272,741.00
	OE	-	-	-
County Surrogate	SW	1,045,747.00	1,045,747.00	1,084,744.00
	OE	19,680.00	19,680.00	35,220.00
Engineering, Land and Facilities Planning	SW	1,108,126.00	1,108,126.00	1,102,591.00
	OE	449,000.00	449,000.00	499,200.00
Department of Economic Development: Office of Director	SW	531,603.00	531,603.00	587,667.00
	OE	859,700.00	859,700.00	506,700.00
Community Services	SW	170,362.00	170,362.00	225,644.00
	OE	2,500.00	2,500.00	363,200.00
Division of Strategic Planning & Intergovernmental Rela	SW	458,398.00	458,398.00	417,291.00
	OE	337,550.00	337,550.00	337,050.00
Division of Information Technology	SW	849,273.00	849,273.00	911,082.00
	OE	1,787,000.00	1,787,000.00	1,787,000.00
Insurance:				
Group Health Insurance Plan for Employees	OE	48,147,800.00	48,147,800.00	50,700,000.00
Surety Bond Premiums	OE	12,000.00	12,000.00	12,000.00
Other Insurance Premiums	OE	10,230,000.00	11,494,349.00	10,152,780.00
Employees' Prescription Plan	OE	16,510,234.00	16,510,234.00	16,500,000.00
Dental Plan	OE	959,158.00	959,158.00	950,000.00
Disability Insurance	OE	200,000.00	200,000.00	230,000.00
Health Waivers	OE	-	-	-
TOTAL GENERAL GOVERNMENT		110,091,148.47	111,362,297.47	112,996,464.00
PUBLIC SAFETY:				
Sheriff's Office	SW	19,363,662.00	19,363,662.00	19,240,240.00
	OE	451,538.00	451,538.00	451,538.00
Department of Public Safety Office of Director	SW	253,279.00	253,279.00	271,931.00
	OE	4,050.00	4,050.00	4,050.00
Division of Weights and Measures	SW	413,412.00	413,412.00	407,379.00
	OE	3,500.00	3,500.00	3,500.00
Division of Medical Examiner	SW	657,756.00	657,756.00	666,645.00
	OE	455,800.00	455,800.00	550,000.00
Division of Emergency Management	SW	1,052,115.00	1,052,115.00	1,114,234.00

2018 BUDGET INTRODUCTION APPROPRIATION SCHEDULE

	Type	2017 Adopted Budget	2017 Modified Budget	2018 Introduced Budget
	OE	327,188.00	327,188.00	391,000.00
Emergency Medical Services	SW	1,099,497.00	1,099,497.00	1,221,356.00
	OE	85,000.00	85,000.00	100,000.00
Division of County Police	SW	8,929,794.00	9,129,794.00	9,420,822.00
	OE	267,000.00	267,000.00	291,320.00
Division of Health	SW	138,007.00	138,007.00	137,655.00
	OE	146,000.00	146,000.00	148,000.00
County Prosecutor's Office	SW	22,739,912.00	22,739,912.00	23,277,643.00
	OE	765,000.00	765,000.00	780,000.00
Contribution to Soil Conservation District	OE	32,680.00	32,680.00	34,314.00
Department of Corrections	SW	31,317,881.00	31,317,881.00	31,138,017.00
	OE	8,337,331.00	8,337,331.00	8,665,000.00
Juvenile Detention	SW	5,757,001.00	5,757,001.00	6,120,843.00
	OE	2,863,941.00	2,863,941.00	2,863,941.00
TOTAL PUBLIC SAFETY		105,461,344.00	105,661,344.00	107,299,428.00
OPERATIONAL SERVICES:				
Department of Public Works & Facilities Mngt Office of the Director	SW	36,403.00	36,403.00	35,908.00
	OE	22,000.00	22,000.00	22,000.00
Division of Public Works	SW	2,485,526.00	2,485,526.00	2,652,024.00
	OE	55,000.00	55,000.00	56,000.00
Division of Facilities Management	SW	7,904,520.00	7,904,520.00	7,541,903.00
	OE	7,995,900.00	7,995,900.00	8,212,750.00
Contribution for Flood Control	OE	14,776.00	14,776.00	14,775.55
TOTAL OPERATIONAL SERVICES		18,514,125.00	18,514,125.00	18,535,360.55
HEALTH AND WELFARE:				
Crippled Children	OE	50,000.00	50,000.00	50,000.00
Cornerstone Psychiatric Facility	SW	6,860,775.00	6,860,775.00	7,220,704.00
	OE	4,947,229.00	4,947,229.00	5,064,963.00
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	16,414,129.00	6,164,345.00	5,048,059.00
Maintenance of Patients: DDD	OE	14,712,969.00	-	-
Rutgers Behavioral Health Care	OE	33,827.00	10,148.00	16,246.00

**2018 BUDGET INTRODUCTION
APPROPRIATION SCHEDULE**

	Type	2017 Adopted Budget	2017 Modified Budget	2018 Introduced Budget
Maintenance of Patients: Geriatric Center	OE	48,000.00	78,000.00	48,000.00
NJ Bureau of Children Services: DYFS	OE	-	-	-
Department of Human Services Office of Director	SW OE	1,039,414.00 6,213,104.00	1,039,414.00 6,213,104.00	472,485.00 6,213,104.00
Division of Aging	SW OE	356,306.00 2,205,907.00	356,306.00 2,205,907.00	383,546.00 2,206,157.00
Division of Youth Services	SW OE	667,008.00 75,600.00	667,008.00 75,600.00	704,576.00 116,100.00
Division of Outreach & Advocacy	SW OE	- -	- -	655,665.00 44,900.00
Employment & Training	SW OE	414,403.00 -	414,403.00 -	413,746.00 -
Division of Social Services	SW OE	35,451,277.00 8,684,222.00	35,451,277.00 8,684,222.00	35,491,212.00 8,990,954.00
Division of Planning	SW OE	422,292.00 363,405.00	422,292.00 363,405.00	499,929.00 442,816.00
Division of Paratransit	SW	78,563.00	78,563.00	78,410.00
TOTAL HEALTH AND WELFARE		99,052,430.00	74,095,998.00	74,175,572.00

RECREATION:

Department Parks & Recreation: Office of the Director	SW OE	952,971.00 233,200.00	952,971.00 233,200.00	1,003,243.00 232,500.00
Recreational Facilities	SW OE	2,388,814.50 6,349,488.00	2,388,814.50 6,349,488.00	2,236,691.00 6,714,325.00
Division of Planning & Environmental Services	SW OE	481,126.00 177,860.00	481,126.00 177,860.00	625,839.00 184,000.00
Park Maintenance	SW OE	2,593,662.00 578,000.00	2,593,662.00 578,000.00	2,762,433.00 603,000.00
Cultural and Heritage Affairs	SW OE	147,348.00 10,000.00	147,348.00 10,000.00	94,786.00 10,000.00
TOTAL RECREATION		13,912,469.50	13,912,469.50	14,466,817.00

EDUCATION

Office of County Superintendent of Schools	SW OE	243,059.00 12,500.00	243,059.00 12,500.00	243,369.00 12,500.00
Vocational Schools	OE	5,057,138.00	5,057,138.00	5,158,281.00

2018 BUDGET INTRODUCTION APPROPRIATION SCHEDULE

		2017 Adopted Budget	2017 Modified Budget	2018 Introduced Budget
Union County Extension Service in Agriculture	Type			
	SW	78,900.00	78,900.00	42,000.00
	OE	114,252.00	114,252.00	114,324.00
Union County Community College System	OE	14,686,411.00	14,686,411.00	14,980,139.00
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
TOTAL EDUCATION		20,669,260.00	20,669,260.00	21,027,613.00
UNCLASSIFIED:				
Prior Year Bills	OE	26,906.60	25,379.10	24,247.78
Salary Adjustment	SW	1,501,149.00	-	2,451,209.00
Accumulated Absences	SW	750,000.00	750,000.00	735,000.00
Utilities	OE	7,659,028.00	7,659,028.00	8,200,000.00
TOTAL UNCLASSIFIED		9,937,083.60	8,434,407.10	11,410,456.78
STATE AND FEDERAL PROGRAMS:				
State and Federal Grants	OE	14,983,751.48	33,581,330.77	13,500,000.00
Matching Funds	OE	1,250,000.00	1,250,000.00	1,250,000.00
TOTAL STATE AND FEDERAL PROGRAMS		16,233,751.48	34,831,330.77	14,750,000.00
TOTAL OPERATIONS		393,871,612.05	387,481,231.84	374,661,711.33
Contingent	OE	50,000.00	50,000.00	50,000.00
TOTAL CONTINGENT		50,000.00	50,000.00	50,000.00
DETAIL:				
TOTAL SALARIES & WAGES	SW	175,891,052.50	174,596,703.50	179,006,827.00
TOTAL OTHER EXPENSES INCLUDING CONTINGENT	OE	218,030,559.55	212,934,528.34	195,704,884.33
CAPITAL IMPROVEMENTS:				
Capital Improvement Fund	OE	2,600,000.00	2,600,000.00	2,600,000.00
Road Resurfacing	OE	2,750,000.00	2,750,000.00	2,750,000.00
TOTAL CAPITAL IMPROVEMENTS		5,350,000.00	5,350,000.00	5,350,000.00
BOND PRINCIPAL				
State Aid College Bonds	OE	915,000.00	915,000.00	1,245,000.00
Vocational School Bonds	OE	3,550,000.00	3,550,000.00	3,610,000.00
Other Bonds	OE	29,150,000.00	29,150,000.00	30,255,000.00
College Bonds	OE	2,165,000.00	2,165,000.00	2,165,000.00
Interest on Bonds				

**2018 BUDGET INTRODUCTION
APPROPRIATION SCHEDULE**

	Type	2017 Adopted Budget	2017 Modified Budget	2018 Introduced Budget
State Aid College Bonds	OE	253,013.00	253,012.96	285,197.00
College Bonds	OE	347,807.00	347,806.67	237,785.00
Vocational School Bonds	OE	1,399,952.00	1,399,951.36	926,303.00
Other Bonds	OE	11,673,990.00	11,373,989.04	9,992,505.00
Interest on Notes	OE	2,000,000.00	1,794,999.96	2,700,000.00
Principal on Notes	OE	-	-	-
Lease Payments	OE			
UCIA - Lease Payments	OE	11,648,521.00	9,442,718.06	11,933,192.00
UCIA - State Aid College Bonds	OE	4,281,095.00	4,280,715.09	4,267,120.00
Dam Restoration Loans	OE			
Dam - Principal	OE	167,950.00	167,949.45	171,326.00
Dam- Interest	OE	41,591.00	41,590.87	38,216.00
License Agreements - Pace	OE			
TOTAL COUNTY DEBT SERVICE		67,593,919.00	64,882,733.46	67,826,644.00
DEFERRED CHARGES:				
Deferred Charges to Future Taxation - Unfunded	OE	348,455.92	348,455.92	354,655.98
TOTAL DEFERRED CHARGES		348,455.92	348,455.92	354,655.98
STATUTORY EXPENDITURES:				
Public Employees Retirement System	OE	14,447,437.32	14,447,437.32	15,455,050.19
Police and Firemen's Retirement Fund	OE	13,225,516.07	13,225,516.07	13,565,783.10
Social Security System (OASI)	OE	11,300,000.00	11,300,000.00	11,200,478.00
Defined Contribution Retirement Fund	OE	49,400.00	49,400.00	55,000.00
Unemployment Compensation Insurance	OE	500,000.00	500,000.00	500,000.00
TOTAL STATUTORY EXPENDITURES		39,522,353.39	39,522,353.39	40,776,311.29
TOTAL GENERAL APPROPRIATIONS		506,736,340.36	497,634,774.61	489,019,322.60

Overview of Union County Government

Office of the Chief of Staff

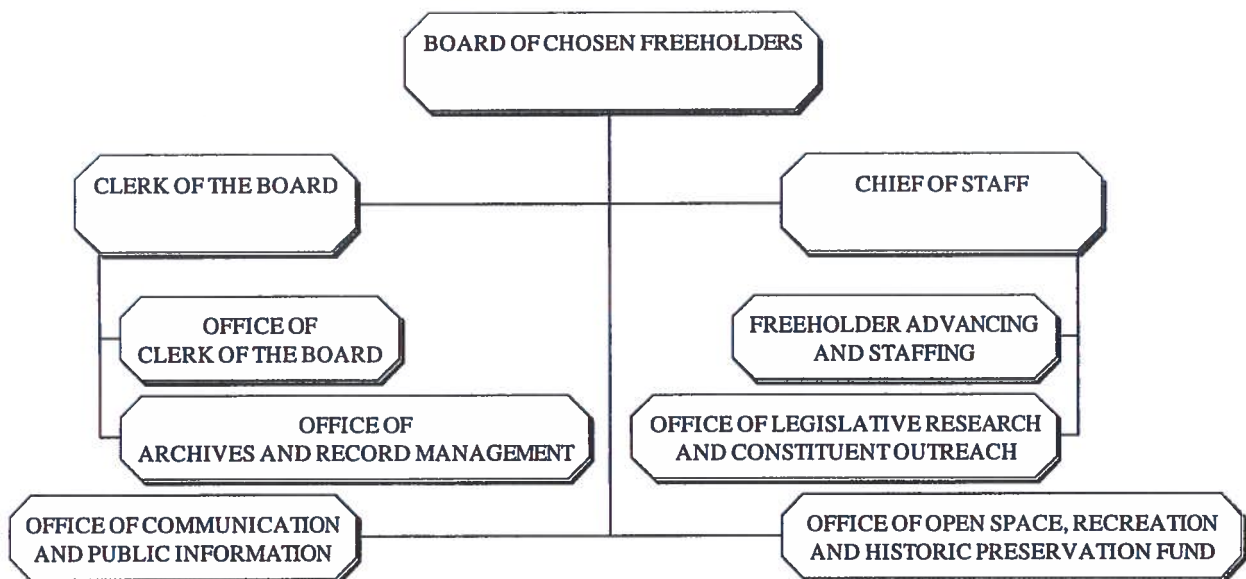
Office of Clerk of the Board

**Office of Communication and Public
Information**

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

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.

2017 Accomplishments

Coordination of Freeholder Meetings

The Clerk's office successfully coordinated forty (40) 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 125 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 2017, the office prepared over 250 requests for many of which required multiple individualized 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.

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 2017, there were over 840 OPRA submissions, yielding requests in an amount of upward 4,749 documents.

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 28,459 boxes of documents in off-site storage. Each time OARM leads or assists another department in disposing of records, the proper retention periods and methodology for retaining and destroying records is reviewed so that departmental staff is retrained on retention rules and appropriate storage methods.

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. In 2017, 800 expired boxes were removed from storage and properly destroyed as per State regulations. In comparison, 550 boxes were properly removed and destroyed from storage in 2016. The increase number from the previous year is a direct result of the cooperation of County departments to adhere to retention schedules and this office's bi-annual retention initiative in 2013.

In February 2016, the OARM took on the responsibility of scanning requirements of the Office of the County Adjuster; the Adjuster's department had begun an imaging process, completing the years 2001 through 2003, but due to an increased workload has been unable to devote

personnel to the project. 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. In 2017, OARM imaged and indexed 1,166 confidential commitment files, voluntary admission files, and evaluation files; equating to 42,376 pages of Adjuster's Office Materials.

The OARM continues with municipal scanning for Roselle Park, with several years' worth of documents having been imaged in 2017. OARM anticipates increased workload from each of these imaging projects for the coming year.

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

The OARM 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.

The Archivist responded to numerous requests for information and assistance during 2017 from County employees and the public, including but not limited to, assisting the Public Information Office with photos and documents commemorating the original opening of the Warinanco Skating Center in 1961, in preparation for the opening of the remolded Skating Center in 2017; supplied the Union County Office of Cultural and Heritage Affairs with an electronic copy the 1986 Feltville Master Plan; and worked with organizers of the 25th anniversary gala for the Rahway River Watershed Association, supplying approximately 30 high resolution photos.

The photographs and documents preserved and indexed in descriptive databases are a regularly used asset; used during the past year in publications, commemorations, and to answer requests for information from Freeholders, elected officials, County staff and the public. Several requests

under the Open Public Records Act were fulfilled using the indexes and records in the County archives.

Increasing staff familiarity with the County archives resulted in several additions to the collection. Rather than routinely discarding old documents, they are brought to the archivist for a determination of value. Additions this year included a collection of Summer Arts Festival programs from 1975 to 2009. The programs have hand-written changes, and include documents listing artist's performance payments.

The Archivist created a database, which was compiled by consulting and reading vintage County Directories, lists every member of the Freeholder Board, constitutional, and appointed official serving from 1857 to the present.

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.

2018 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 2018, 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 2018, the Office will expand its involvement in and increase its level of responsibilities with the Office of the Chief of Staff, Office of Freeholder Advance and Staffing, and the Office of Legislative Research and Constituent Outreach relating to their responsibilities to the members of the Freeholder Board. The Office of the Clerk of the Board will continue to manage and implement the Freeholder Office's 2018 Budget.

In 2018 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 continue to 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 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 2018 OARM will continue to implement a twice-a-year review of expired records in storage and destruction, and will do so in compliance with the Bureau of Recycling & Planning Guidelines on shredding documents, as opposed to incineration, and will continue to work with the various departments with the retention of their documents.

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 of New Jersey 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 make available scanning and indexing services to municipal clerks' offices.

The OARM will expand the document types to be scanned and indexed within the EDMS system to effectuate a more centralized and comprehensive database of countywide documents.

The OARM will continue to 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.

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, TV, our County webpage, social media, radio, our telephone infoline, a mobile van, letters, direct outreach and direct information and referral services.

2017 Accomplishments

The Office of Communication and Public Information enjoyed a productive year in 2017, delivering hundreds of press releases, photographs, 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, 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.

In 2017, OPI worked to coordinate press conferences, special events, outreach, prep speaking points, press releases, social media and inform media on special events. This included:

- Media campaigns for UC HERO and the WIB Center at The Mill at Jersey Gardens, resulting in hundreds of new placements, and events including: Warinanco Sports Center opening, Senior Focus openings in Clark and Summit, announcements of new playing fields at Cedar Brook Park, a new spray pool complex at Wheeler Park, a new Sensory Park Trail in the Watchung Reservation; the Seniors in Motion program, Ash Brook Golf Clubhouse; photo shoots for Union County Kids DIG IN! and Union County's Community Gardens program, and the County's Library grant program.

- Coordinated County's first ever Family Pride CommUNITY picnic, celebrating marriage equality in the State of New Jersey.
- Finalized the transition to a new First Alert System, moving 300,000 contacts into the new system.
- Assisted on the development and transition to a new APP for the County Clerk's Office.
- Continued outreach on existing social media outlets, which grew in number. Facebook page exceeded 11,000 likes, one of the largest in the state.
- Helped coordinate African American History Month celebration at UC PAC.
- Coordinated media campaign and distributed new Transit Map to thousands.
- 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 2017 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 coordinated various printed materials for County initiatives with County's graphic artist, and managed County's print operations through print shop.
- Produced the annual Phone Directory and also Budget Narrative of 300+ pages, the County Directory and the Executive Directory.
- Once again 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.
- Once again 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 always works closely and effectively with media outlets throughout the county and the New York metro region.

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 pertaining to written, designed or drafted documents, comments, press inquiries, public outreach and more.

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.

2018 Initiatives

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

- Green initiatives including: Union County Community Gardens grant program; Union County KIDS DIG IN! Community gardens grant program; and new recycling programs;
- UC HERO III—Veteran’s initiatives encompassing numerous events;
- Various Parks openings including Cedar Brook Park fields, the new Sensory Park Trail; improvements at Conant Park, Glenside Avenue Field, a spray park complex at Wheeler Park; Meisel Field Turf Field opening, and Ashbrook golf clubhouse opening;
- Any other initiatives of the Freeholder Board for 2018.

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.

2017 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:

- Acquisition of lands in Union County for recreation and conservation purposes;
- Development of lands acquired for recreation and conservation purposes;
- Maintenance of lands acquired for recreation and conservation purposes;
- 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;
- 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 the 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 2017, the residents of Union County benefit each day from the increased quality of life those acquisitions 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 2017 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 \$14,000,000.00 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 on recreation through each municipality.

Approximately \$100,000.00 was awarded to municipalities throughout Union County through the 2017 Greening Union County grant program. First offered in 2004, this grant program has provided over \$1,100,000.00 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.

Historic Preservation

The Open Space, Recreation and Historic Preservation Trust Fund provided a grant opportunity in 2017 entitled Preserve Union County 2017. Available to historic sites in the County of Union that are on the National and/or State of New Jersey's Register of Historic Spaces, the Union County Board of Chosen Freeholders awarded approximately \$300,000.00 to eleven (11) historic sites through the county.

Revenue Generation

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

2018 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. A new grant program, established in 2017 and to be awarded in 2018, will assist municipalities in providing accessible playground and recreational elements where those municipalities see their greatest need. Level the Playing Field was enthusiastically received, and each of Union County's twenty-one municipalities participated in this new grant offering from the Open Space, Recreation and Historic Preservation Trust Fund.

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

County Counsel

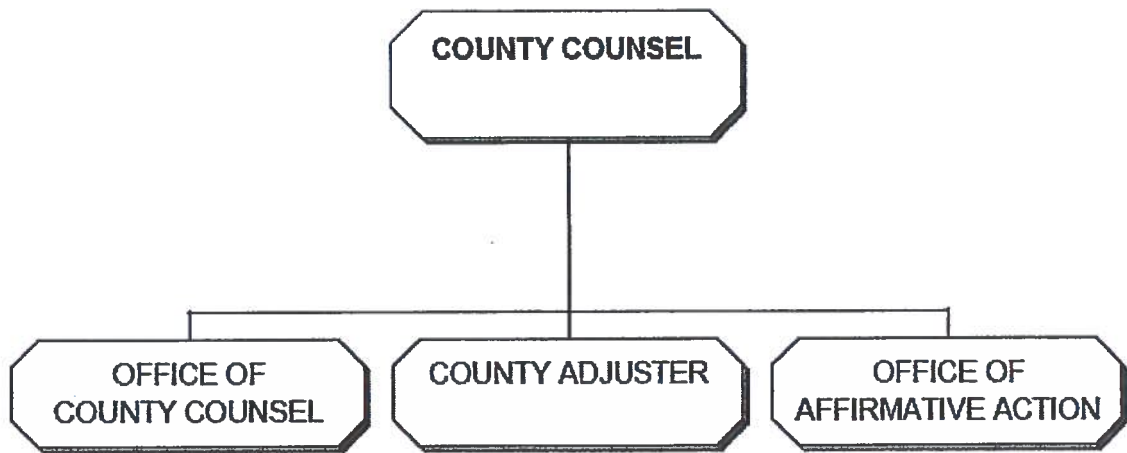
Office of County Counsel

Office of Adjuster

Office of Affirmative Action

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 and at other administrative hearings.

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, including appearances in all court and fair hearings on behalf of the Division.

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 Forfeiture

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.

2017 Accomplishments

Case Management

- Handled over 155 new Tort Claims for the year 2017.
- Handled approximately 138 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 lawsuits.
- 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 \$184,825.00 in bail forfeitures for the year 2017.

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.

2018 Initiatives

- To establish the position of Affirmative Action Specialist for the purpose of receiving and investigating employee complaints relating to matters including but not limited to harassment, discrimination, retaliation and/or hostile work environment.
- To expand the internal investigative capabilities of the Office of the County Counsel by hiring an experienced investigator to conduct investigations relating to tort claims and litigation as well as assisting the Affirmative Action Specialist.
- 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 to provide 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.

2017 Accomplishments

- Approximately 1725 initial hearings and 1473 review hearings were heard at various hospitals for Union County.
- A total of 3198 hearings were scheduled.
- Over 382 cases were investigated and 322 cases court ordered.
- Over 3668 consents for mental health reports were processed relative to firearm applications.

2018 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.

Department of Administrative Services

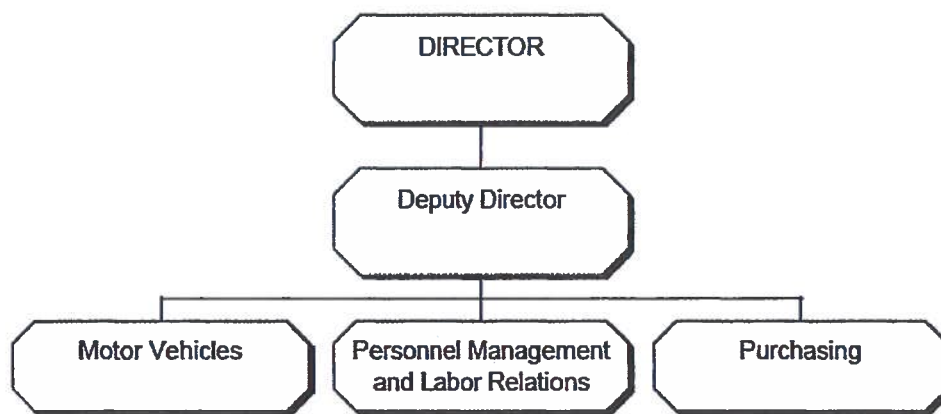
Motor Vehicles

Personnel Management and Labor Relations

Purchasing

Organizational Chart

Department of Administrative Services



DEPARTMENT OF ADMINISTRATIVE SERVICES

Mission

To provide administration and internal structure for the 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 repairs 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 seek out any and all insurance vehicles to lower said 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 2017 - 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 fee was renegotiated resulting in a continued savings of \$440,280 in the last year of contract July1, 2017 to June 30, 2018.

Further, in conjunction with our broker we negotiated a lower contract for Stop/Loss Insurance to the tune of \$452,300 in savings over previous agreement.

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. The Department will be awarding a new broker contract in late 2017 that will greatly aid in the selection of a Third Party Administrator to handle paying health and prescription claims in Summer 2018.

The Department awarded a prescription monitoring contract which should help reduce prescription costs significantly.

The Department awarded a disability insurance monitor contract to receive expert advice on claims to reduce costs.

Motor Vehicle Building Fire Response

A fire destroyed part of the structure of the building in the Fall. Fortunately, there were no injuries reported.

The Divisions of the Department: Motor Vehicles, Personnel (Insurance), and Telecommunications, including the messengers all adapted to the circumstances and quickly restored services as soon as possible.

The Department of Engineering/Public Works/Facilities, contributed many extra hours for repairs. The Department of Purchasing arranged an emergency contract with a disaster site clean-up vendor to minimize mold and other hazards in the building. Public Safety provided security until the building deemed safe to enter. Insurance claim adjusters arrived on scene within 24 hours and our main insurers, Zurich, dispersed funds to us rapidly.

Redesign and reconstruction of the facility will be ongoing during 2018. Overall, this event exhibited the teamwork of our Department and the Department of Engineering, Facilities and Public Works.

Office of Asset Management

The responsibility of the Office of Asset Management is the documentation and cataloging of all assets within County Government including maintaining a central database. It provides a mechanism for the identification of assets and their location within the County and accounts for all additions and subtractions to County inventories in order to monitor for any discrepancies. A significant accomplishment of the Office adjusted the account with Specialty Underwriters to exclude obsolete equipment for a reduction in premium of \$37,000.

1B-2018 Initiatives - Administrative Services

Generally, 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 Director provides managerial and strategic planning to its diverse Divisions:

- Telecommunications- cell phones, land lines, systems.
- Mailroom and messenger service.
- Motor vehicle maintenance including heavy duty truck fleet.
- Purchasing-state procurement law and assurance of open competition.
- Personnel- Human resources and health insurance management.

The Office of Asset Management in conjunction with our vendor for equipment repair conducts a yearly county wide investigation into covered items and ensures adjustments to the policy.

Specifically, the Office of the Director will be significantly involved in:

- Selecting a new third party administrator for our self-insured health care benefits
- Working with the new prescription and work comp/ disability vendors to reduce costs (both function on commissions of savings).

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 also responsible for the management of the Telecommunications systems in the County, both landlines and cellular.

In addition, the Division operates the Messenger's dispatch office currently located in the Administration Building and the Mailroom which is located in the Courthouse.

2A - 2017 Accomplishments - Motor Vehicles

The Repair Garages:

- Have completed 2812 work orders as of Dec. 31, 2017 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 10,022.3 hrs.

2015 Repair order breakdown: Dec. 31, 2017

- Elizabeth Garage – 1346.
- Turf Shop (Public Works & Parks equipment) – 355.
- Paratransit – 477.
- Scotch Plains (Heavy Equipment Shop) – 634.

The Division continues to operate 10 fueling sites across the county that have 532,031.1 gallons of gasoline and 190,035.3 gallons of diesel fuel, for a total of 722,066.3 - as of Dec. 31, 2017. These sites also provide fuel for various municipalities and authorities throughout the County. These end users are billed at a per-gallon charge on a monthly billing cycle by the Division of Personnel. As of Dec. 31, 2017, a total of 124467.4 gallons of fuel had been dispensed to the municipalities using this service which includes Garwood, Springfield, Mountainside, Winfield, The Elizabeth Housing Authority, The Elizabeth Parking Authority, Union County Education Commission, and The Utilities Authority. The Division's in-

house personnel continue to provide the maintenance and repair necessary to keep all the fueling sites operational.

Messengers

The County Messengers continue to perform all duties and tasks assigned to them in an orderly and timely fashion. The messengers have completed 15,769 deliveries as of Dec. 31, 2017 for the calendar year.

Mailroom

The mailroom has processed 628,909 individual pieces of mail through the postage machines as of Dec. 31, 2017 and the staff continues to deliver interoffice letters and packages throughout the County Complex daily.

Telecommunications

The Telecommunications Unit provides the entire phone and communication service for the County of Union. This unit manages all the various providers of communication services throughout all the facilities owned and operated by the county from routing phone calls to repairing and maintaining the communications infrastructure that keeps the county operational. With a small staff that has been shorthanded throughout the years, this group of individuals continue to maintain the highest standards and perform remarkably. With just 2 repair technicians to service the County, the Telecommunications Unit will have completed over 840 repair and installations as of Dec. 31st, 2017 for both telephone and computer network lines in the various county complexes.

2B-2018 Initiatives - Division of Motor Vehicles

For the upcoming calendar year the Division of Motor Vehicles will continue to **Rebuild, Regroup and Repair** our fractured operation. A fire on August 6, 2017 left our facility in disarray. In the days following the fire, the DMV personnel were relocated to the Oakridge Park Service Yard along with the tools and equipment salvaged from the Elizabeth Garage. With every available asset being put forward to continue to provide the necessary repair and maintenance services, the Division of Personnel pulled together to keep the operation fully functioning through this difficult situation. Both the Elizabeth and Scotch Plain facilities pooled all their resources together to provide for the ongoing needs of the County's fleet.

Currently, the Division's Elizabeth Repair Garage continues to provide services in the operational sections of our facility. Main and Turf shop vehicle/equipment repairs are being completed in the upper section of the building while the Paratransit vehicles are now being serviced in the area of the building combined with the welding shop and our parts storage/distribution center. The Division's administrative personnel were relocated to a temporary Office located on the property. At present, the Division's messenger service operates from the County's Administration Building in Elizabeth.

With the anticipated relocation of the Motor Vehicles Mail Room and Telecommunications Call Center, the Division hopes to re-equip and refurbish these two operations to enhance efficiency. Both units have been slated to be moved to the Tower Building's upper floors and will receive the needed updates once completed.

Motor Vehicles will hold the annual vehicle and equipment auction in the Spring of 2018, at the County's Conservation Facility located in Springfield, NJ. We will continue as always to work closely with the Purchasing Department to hold auctions in a manner deemed compliant with State Law and in the best interest of profitability for the County.

The Division is in the process of procuring the remaining fuel management equipment needed to complete a project started over the past 2 budget years. Our goal is to update the fuel management system to include both hardware and software. By completing the project, we will be making the County's fuel management systems compatible with the previously installed Islander Plus systems now at Oakridge, Cedarbrook Park and the Ashbrook Golf Course.

In 2017, combined efforts completed the construction of the County's Scotch Plains DPW fuel site. Two new 15,000 gallon UST fuel tanks, new fuel islands, canopy and a complete fuel management system were installed at this site. With the completion of the Scotch Plains site, we now have five sites converted over to the new fuel management system. The Division is in the process of developing plans to reconstruct the fuel site located at the Galloping Hill Service Yard. Part of the plan is to install two new above ground storage tanks (AST) and a complete fuel management system to allow for 24 hour fueling. The plans also call for the installation of a backup generator to operate the fuel site in the event of an emergency. Our future

projects include tank upgrades to both Rahway Park and the County's Conservation Facility (Old Quarry) to better suit the needs of the various Departments using these facilities and updating our aging infrastructure.

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 processes property and auto claims with our Third Party Administrators.

3A-Accomplishments-2017-Personnel

The Division knowledgably managed human resource programs and services; including health benefit administration, classification and compensation, employee/labor relations, employee assistance, risk management, and loss prevention with the intention to provide innovative and essential benefits to our County employees.

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

Staff Training and Development

Supervisor's Training

The Division scheduled and coordinated training seminars with the County's Personnel Attorney. The seminars included training on the performance evaluations, discipline, and documentation guidelines for Supervisors to extend to their employees from each Department.

Supervisor's Sensitivity & Sexual Harassment Training

The Division scheduled and coordinated training seminars with the County's Personnel Attorney. The seminars included training on employment discrimination, workplace harassment, sensitivity, and diversity state laws & guidelines for Supervisors.

COBRA Seminar Training

The Division scheduled and coordinated a training seminar with the County's Personnel Attorney. The seminar included training on the County's COBRA obligations regarding new employees, qualifying events, election procedures, termination of coverage, & payments.

Pregnancy & Discrimination Law Training

The Division scheduled and coordinated a training webinar with the HR Learning Center to discuss amendments to the ADA, reasonable accommodations for employees, and the new procedures and State/Municipal laws in place regarding qualified individuals with a disability.

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 our EAP provider, ComPsych, to provide "Lunch & Learn Wellness" workshops.

Flu Shot Event Program: The Division organized the Flu Shot Event at several County locations offering flu vaccinations to all County employees and participated in the "Get a Shot, Give a Shot" program by donating a total of 368 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. In total, 266 County employees participated.

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 participated in receiving educational coaching.

Employee Assistance Program (EAP)

In cooperation with our new EAP vendor, ComPsych, realizing a savings of \$9,000; the Division assisted and coordinated supervisory referrals to Departments on an as needed basis. Assisted in scheduling critical incident sessions to Departments in need.

FMLA Services

Effective January 1, 2018, FMLA Source was contracted to handle all Federal Medical Leaves of Absences. These services are being provided by the County's current EAP, ComPsych. They will be handling the administration, tracking of all leaves that meet FMLA requirements, and will work closely with the Division of Personnel to ensure documentation and processing of all FMLA leaves is completed accurately and in a timely manner with the State.

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 92 matters with the assistance of our personnel attorney. Assistance was provided in regards 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 415 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 7 physical and/or psychological fitness for duties.

ACA Compliance

As an "Applicable Large Employer" who offers health coverage under self-insured plans, the County is subject to stringent IRS reporting requirements under the Affordable Care Act (ACA). Information regarding offers of health coverage and enrollment for each month of the year is provided for each full time employee and for all other County health insurance subscribers using IRS form 1095-C. In the first two years of these reporting requirements, the IRS extended the deadlines to furnish 1095-C forms and to submit same to the IRS from January to March, but has ended that practice for the reporting of year 2017.

For year 2017, approximately 3,800 1095-C forms will be furnished for full-time employees and other subscribers (such as COBRA recipients and retirees) and must include enrollment data for ~4,055 dependents. The Division of Personnel has monitored health enrollments on a consistent and ongoing basis throughout the year, conducting audits of enrollee and dependent names, birthdates, social security numbers and other relevant data

in order to ensure compliance within the shorter timeline. In cooperation with the County's payroll vendor, Primepoint, multiple process improvements have been made to ensure smooth and timely fulfillment of the County's ACA reporting requirements.

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.

Two of the total three (3) employees have completed the program and received their Master's Degree in Public Administration.

- There is one (1) employee who will complete his Masters in Emergency Management upon the submittal of his Thesis.
- There are two employees planning to participate in the Program at the Undergraduate and Masters Levels in the forthcoming 2018 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

Throughout the year, the Sage HRMS system has been modified to improve its interfacing with the County's payroll and various scheduling systems. Other HRMS modifications included creating and deactivating job codes, processing organizational changes in County departments and divisions, updating Short Term disability rates for 8 Bargaining Units, and various

other adjustments aimed at managing the differences between its 24 different employee groups (Exclusionary, Seasonal and 22 collective bargaining units).

In September, Division staff assisted the County EEO office by tabulating data from the HRMS system and preparing the electronic submission for the bi-annual EEO-4 report required by the Federal Government.

Salary Admin and Labor Analysis

Throughout the year, Salary Administration and Labor Analysis staff processed:

- Approx. 455 cost-of-living increases for Non-Contractual employees effective January 1
- Approx. 2,200 merit increases for 1,575 Contractual employees throughout the year as required per collective bargaining agreements
- 73 Personnel Agendas consisting of 840 personnel change actions (transfers, new hires, promotions, job changes, etc.)
- Retroactive salaries for 9 Bargaining Units:

Bargaining Unit	Time Period due Retro	Employees Impacted	History Records Adjusted	Additional \$\$ Collected per Ch.78 Benefits
Corrections Officers (PBA 199)	01/01/16 - 12/31/16	271	328	\$ 402.48
Supervisors Assn (PW Foremen)	01/01/16 - 12/31/16	20	20	\$ 4,859.35
County Police Officers (PBA 73)	01/01/15 - 01/31/17	59	198	\$ 10,218.39
Jail Professionals (L102)	01/01/13 - 02/28/17	6	21	\$ 560.83
Weights & Measures (PBA 203)	01/01/15 - 04/30/17	3	11	\$ 491.60
Operating Engineers (Local 68)	01/01/16 - 06/30/17	18	41	\$ 3,941.40
IBEW (Pros Office Adm/Prof)	01/01/16 - 08/30/17	46	88	\$ 2,256.92
CWA (Social Services)	07/01/16 - 09/30/17	430	1,069	\$ 37,811.20
Park Maintenance Union	01/01/16 - 10/31/17	71	174	\$ 11,564.65
		924	1,950	\$ 72,106.82

- Remitted payments towards benefit contributions for Employees on Leaves of Absence without pay totaling \$21,405.23.

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 2017 calendar year, the program included 15 employees. Approximately 694 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 2017, 10 employees participated in the program receiving approximately 179 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:

Throughout 2017, 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. During this year, the final migration to these higher deductible plans were completed for all bargaining units.

It has also been 2 full years 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 all 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. As of December 1, 2017, participation in the 2 plans has increased to a combined total 306 enrolled employees and 531 lives covered.

Volunteer Health Benefits Buyout Program:

Effective January 1, 2017, this program was 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. This change has been fully implemented for both active and retired employees that were receiving the benefit and is being reflected in all bargaining unit contracts moving forward.

Short-Term and Long-Term Disability:

Effective September 1, 2017, the County switched vendors from The Standard Insurance Company to Unum Insurance Company to administer the various short-term and long-term disability plans for the participating bargaining units. The change was prompted due to an increase of maximum weekly benefit from \$300 to \$500 that was secured through bargaining unit negotiations with CWA Local 1080. The County's insurance broker, BGIA, recommended Unum after reviewing all competitive quotes that were received. Unum offered plans that mirrored the benefits offered through The Standard, as well as the increase for CWA members with a minimal increase to the overall cost.

COBRA and Retiree Billing

Effective November 1, 2017, the County switched vendors from Discovery Benefits to MedCom to administer COBRA and the billing of retirees that are paying monthly premiums for their health benefits. MedCom offered services to better work with the needs of the County and secured a rate of

\$3.50 per month per retiree, which was a reduction in cost from \$4.75 per retiree per month. Also, the cost for maintaining COBRA services will be estimated to be lower due to the County now only paying for COBRA services that are used, such as maintaining records of active participants and sending out COBRA paperwork, rather than paying a flat rate for the total number of active employees. After the first year of implementation, it is expected that the cost savings would be approximately \$10,000 per year.

Employee Handbook

The Health Benefits Unit completed updates to the Employee Handbook. This section of the handbook was partially rewritten to update any policy changes, as well as provide the information in clearer and more direct language.

Changes to Employee Benefit Start and Termination Dates

Effective January 1, 2017, all health benefits offered by the County—medical, prescription, dental, and vision—were all aligned to start and end on the same date. This modification was implemented to create uniformity in the administration of the different insurance plans.

Labor Relations Accomplishments

Employee/Labor Relations

- Finalized negotiations with Seven (7) bargaining units – Two (2) law enforcement bargaining units: PBA203-Weights & Measures; and PBA73-County Police Officers; and Five (5) non-law enforcement bargaining units: Teamsters Local 469 {Formerly Local 102}-Jail Professionals; Local 68-Operating Engineers; IBEW Local 1158-Prosecutors Exclusionaries; CWA Local 1080-Social Services; and Park Maintenance Association.

Law Enforcement Settlements:

PBA203-Weights & Measures was settled with a three (3) year contract January 1, 2015 through December 31, 2017

- 2% Salary increase in 2015
- 2% Salary increase in 2016
- 2% Salary increase in 2017

- Rx & Health Benefits – Ch78 Contributions applied. Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period. **

PBA73-County Police Officers contract was settled with a three (3) year contract January 1, 2015-December 31, 2017

- 2015 – 2% across the board salary increase
- 2016 – 2% across the board salary increase
- 2017 – 2% by Salary Guide
- Rx & Health Benefits – Ch78 Contributions applied. Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period. **
- Rx & Health Benefits – Ch78 Contributions applied. Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period. **

Non-Law Enforcement Settlements:

Teamsters Local 469 {Formerly Local 102}-Jail Professionals contract was settled with a five (5) year contract January 1, 2013 through December 31, 2017

- 2013 2% Salary Increase
- 2014 2% Salary Increase
- 2015 2% Salary Increase
- 2016 2% Salary Increase
- 2017 2% Salary Increase
- Rx & Health Benefits – Ch78 Contributions applied. Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period.**

Local 68-Operating Engineers contract was settled with a three (3) year contract January 1, 2016 through December 31, 2018

- 2016 2% Salary Increase
- 2017 2% Salary Increase
- 2018 2% Salary Increase
- Rx & Health Benefits – Ch78 Contributions applied. Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period. **

IBEW Local 1158-Prosecutors Exclusionaries contract was settled with a three (3) year contract January 1, 2016 through December 31, 2018

- 2016 2% Salary Ranges adjusted to Guide
- 2017 2% Salary Increase
- Rx & Health Benefits – Ch78 Contributions applied
- Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period. **

CWA Local 1080-Social Services contract was settled with a four (4) year contract July 1, 2016 through June 30, 2018

- 2016 2% Salary Increase
- 2017 2% Salary Increase
- 2018 2% Salary Increase
- 2019 2% Salary Increase
- Temporary Disability Insurance increased to \$500 weekly.
- Rx & Health Benefits – Ch78 Contributions applied
- Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period. **

Park Maintenance Association contract was settled with a three (3) year contract January 1, 2016 through December 31, 2018

- 2016 2% Salary Increase
- 2017 2% Salary Increase
- 2018 2% Salary Increase
- Rx & Health Benefits – Ch78 Contributions applied
- Also requiring all new hires to mandatorily enroll for a 2 year period in one of two new Health Benefit Plans-HSA/EPO. These two plans are also offered to all unit employees with an option to enroll in either of the two plans at any open enrollment period. **

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

Non-Law Enforcement

Teamsters Local 102-Secondary Supervisors – expired 2015

Units whose contracts expired in 2017:

HPAE Local 5112-Nurses

Teamsters Local 469 {formerly Local 102}-Primary Supervisors

Council No. 8

Supervisor's Association

Park Foremen Association

Assistant Prosecutors Association

Law Enforcement:

PBA203-Weights & Measures

PBA73-County Police Officers

PBA73A-County Police Superior Officers

PBA199-Correction Officers

PBA199A-Correction Superior Officers

PBA108-Sheriff Officers

PBA108A-Sheriff Superior Officers

PBA250-Prosecutors Detective & Investigators

PBA250A-Prosecutors Investigator Superiors

FMBA Local 99-HazMat Techs/Responders

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.**

- Also, as a result of the County being self-insured as of July 1, 2015 the Voluntary Health Benefit Buyout program was eliminated as of January 1, 2016 by Resolution 2016-930.

The Vacation Purchase Pilot Program that began as a side-bar agreement became a County Policy and is continuing annually with all eligible labor unions and non-contractual employees 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 fourteenth year of the program 142 employees participated, saving \$100,151 in salaries and social security costs (savings reflected January through December 2017).

3B - Initiatives - Personnel

Staff Training and Development

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

- Departmental Personnel Liaison seminar training on all Personnel matters to include policy & procedures for FMLA, attendance, disciplinary, position control actions, salary, benefits, & worker's compensation.
- Distribute the updated County of Union Employee Handbook to all employees.
- Continue to 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 updated Certificate and Undergraduate/Graduate Programs in Public Administration and other qualifying programs in cooperation with Kean University and Union County College.
- 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.
- Continue to enhance the database for County Policies and Personnel forms to make it accessible to all employees.
- Implement ComPsych' FMLA Source services for leave of absences that are protected by FMLA laws. As leaves of absences affect health benefit contributions and coverage, the Health Benefits Unit will be working closely with ComPsych to determine how billing for the benefits will be handled for each employee that is on a leave of absence.

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 2017: PBA203-Weights & Measures; PBA73-County Police Officers; PBA73A-County Police Superiors; PBA199-Correction Officers; PBA199A-Correction Superior Officers; PBA108-Sheriff Officers; PBA108A-Sheriff Superior Officers; PBA250-Detective & Investigators; PBA250A-Investigator Superiors; and FMBA Local 99-HazMat Techs & Responders. The total of all employees within these units cumulatively covers 658 employees.

We will continue with our efforts to reach settlements with those non-law enforcement units whose contracts expired in 2015: Teamsters Local 102-Secondary Supervisors; and with those units whose contracts expired in 2017: Supervisor's Assoc.; HPAE Local 5112-Nurses; Teamsters Local 469 {formerly Local 102}-Primary Supervisors; Park Foremen Assoc; Council No.8; and the Assistant Prosecutors Association, which cumulatively covers 687 employees.

The combination of both these law enforcement and non-law enforcement units represents approximately 1,345 employees; or almost 70% 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 17 bargaining units in order to reach settled/negotiated contractual agreements.

- The County is planning to offer a program that will enable all employees to Enhance their Education by offering them a Tuition Reimbursement Program that will provide the employee with an opportunity to attend an accredited NJ university of their choice as long as they are approved for coursework and degreed programs that are related to the work they perform for the County.
- 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.
- Create a password-protected online portal specifically for Personnel Liaisons. It would contain all of the forms and policies that they would need to use or distribute to employees on a regular basis. With regards to the Health Benefits Unit in particular, we will be creating packets and new forms that would be available to download on the website that would, for example, simplify the onboarding process of new hires by having all of the forms ready to print all in one document. It would also contain tools to assist with calculating benefit contribution amounts for employees in the liaison's departments and be a resource for all current policies, procedures, and forms involving 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. New updates will be implemented in 2018.

Salary Admin & Labor Analysis

- Update Sage HRMS software to the most updated version or begin the process of moving to a new HRMS system, with the goal of combining both HR & Payroll into one integrated system/software program.
- Explore options to replace PowerPCS position control system.
- Configure attendance records from the various scheduling systems throughout the County to be viewed by Personnel staff in one centralized program/location.
- Convene Personnel liaisons for updated training on position controls, bargaining unit contracts, attendance tracking, and leave of absence processing.

- Update Universal Action forms based on New Department and Division configurations
- Update Benefit Contribution Calculator form with new rates set during 2017
- Increase communication with Bargaining Units regarding changes in their Collectively Bargained Agreements

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 gReen* – to be environmentally friendly.

4A - ACCOMPLISHMENTS – 2017 - Purchasing

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 2017 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 80 public bids for County entities by the end of 2017. Also, there were 14 bid extensions that were awarded to continue using the pricing from the original bid. There were also 4 competitive contracts this year administered through purchasing. 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. Lastly, we have added 12 new cooperative members to use our cooperative bids and pricing.

Furthermore, we have continued our 2016 initiative to educate the newest 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 and have one more class to complete. This program allows an opportunity to increase their knowledge of public purchasing and municipal finance.

4B-INITIATIVES-2018-Purchasing

The Director will continue to use their 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, N.J. League of Municipalities and the Rutgers Educational Forum 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:

- 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 recycling and green purchasing.

- Provide an educational tour of a public utility to obtain continuing educational credits for purchasing officials, clerks, public works and recycling coordinators.
- 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.
- Continue the education of the two staff members in the Local Public Contracts Law through classes at Rutgers Center for Government Services School.

Department of Correctional Services

Administrative

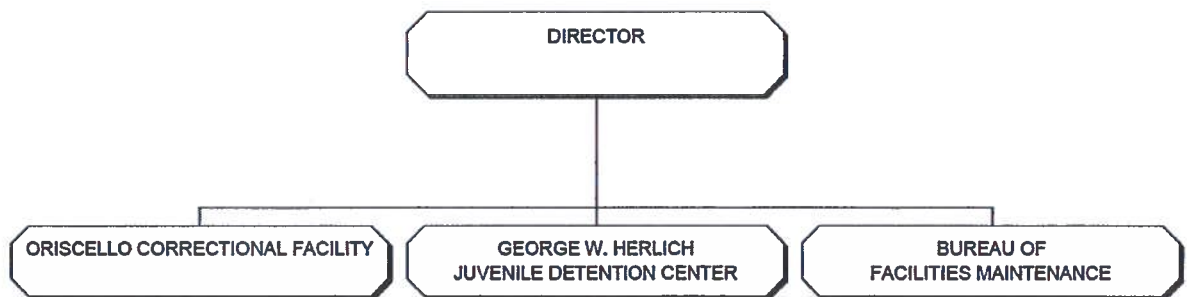
Operations/Security

Programs/Services

Environmental Health/Custody Management

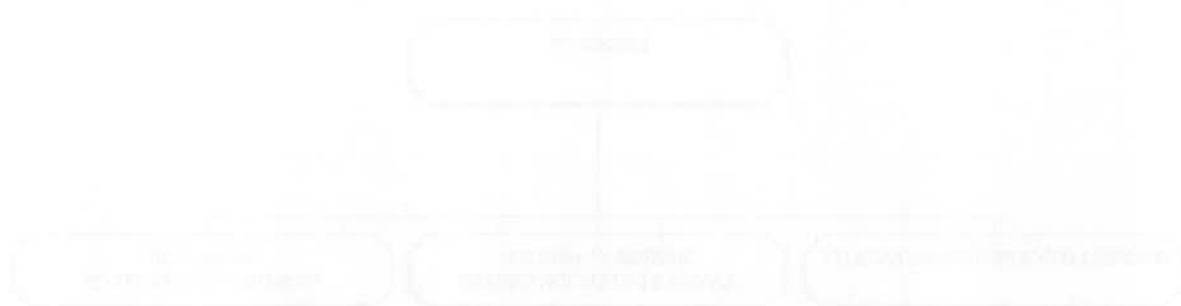
Organizational Chart

Department of Corrections



Organizational Chart

Department of Corrections



DEPARTMENT OF CORRECTIONS

Mission

The Union County Department of Corrections is dedicated to enhancing public safety by maintaining safe and secure adult and juvenile facilities while providing rehabilitative programs to successfully reintegrate offenders into our communities.

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2017 Accomplishments

Department Highlights

- Reduced overtime expenditures by **\$1,012,404M vs 2016** -- Jail Division
- Reduced overtime expenditures by **\$1,838,404M 2016 & 2017** -- Jail Division
- Reduced overtime expenditures by **\$351,824 vs 2016** -- Juvenile Division
- Generated **\$359,453** in revenue Adult Jail Division
- Generated **\$2,040,240** in revenue Juvenile Division
- Awarded **\$200,000 MET** Grant for Drug Addiction Recovery
- Earned a perfect score 100% compliance on the NJ State Audit two years in a row
- Earned National Accreditation with the NCCHC (Jail Division)
- Expanded the drug and Alcohol Rehabilitation programs by 200%(Jail Division)
- First GED awarded in 18 years (Jail division)
- Earned 100% compliance with the US Department of Justice PREA Inspection
- 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
- Installation of a wireless network in the administrative offices to support video surveillance operations for administrative personnel and enhancements to the command center

Personnel Enhancements (Jail Division)

- Promotion of one (1) Captain
- Promotion of two (2) Lieutenants
- Promotion of five (5) Sergeants
- Hired thirty-eight (38) Corrections Officers
- Graduated 30 from Police Academy
- Implemented new shift hours of operation for more efficient operations

2018 Initiatives for Jail Division

- Implement and convert Jail Operations to an Offender Management System(OMS)
- Implement an Administrative Management System(AMS) to automate reports
- Increase the number of inmates in the drug and alcohol program

- Expand the GED and ESL Program
- Start a re-entry program
- Start a MET recovery program
- Begin the process of earning ACA accreditation
- Complete capital projects which include:
 1. Replace and update the Master Control Panels
 2. Complete elevator 4 and 5 upgrades. Phase 3.3
 3. Construct administrative office space on second floor

2018 Initiatives for Juvenile Division

- Conduct Staffing Analysis
- Implement Central Scheduling Office
- Fill Vacancies in staffing
- Reduce overtime

Department of Economic Development

Community Development

Engineering

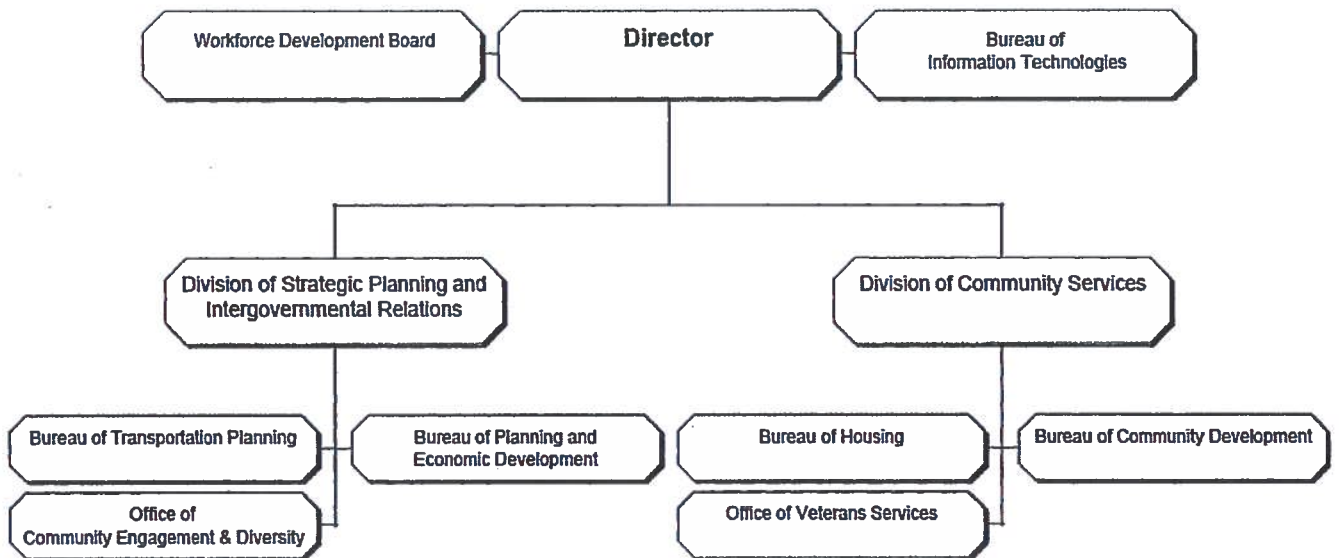
Housing

Strategic Planning and Intergovernmental Relations

Workforce Development Board

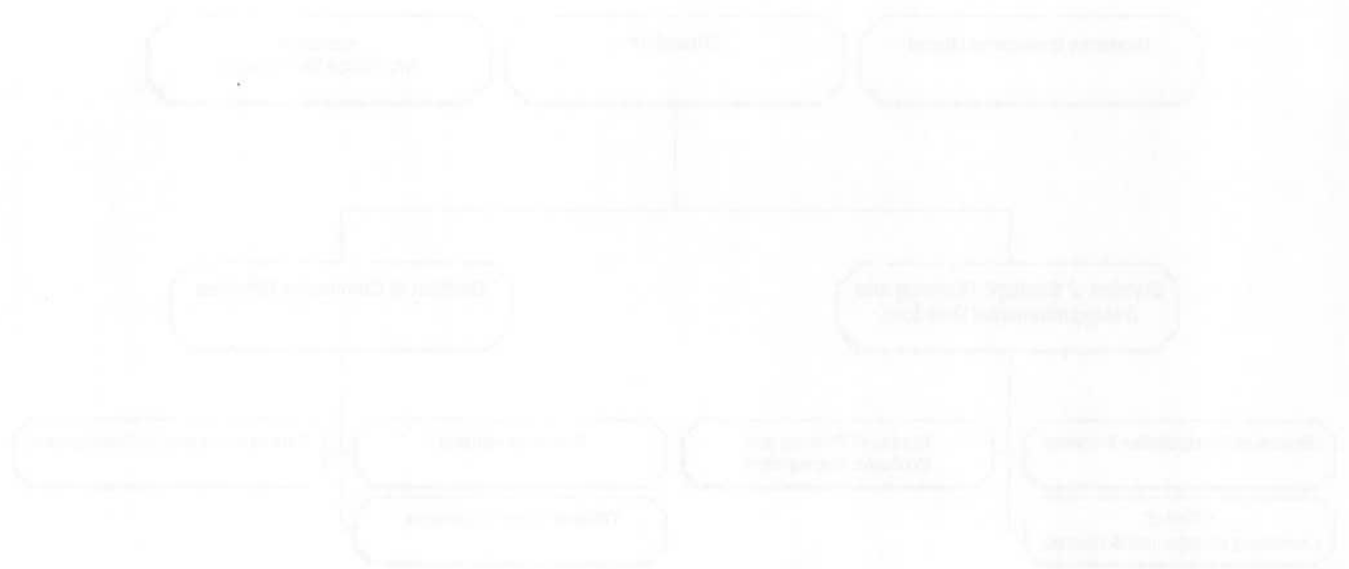
Organizational Chart

Department of Economic Development



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.

Division of Community Services

Partners with communities and non-profit agencies to reduce the causes of poverty, increase job opportunities, economic security for individuals/families and revitalize communities. The Division of Community Services prepares, facilitates, and disseminates all matters relating to the planning and development of the County, including but not limited to those matters pertaining to planning, development, and community development mandated by federal or state government. Performs all functions related to implementing a housing and community development program, as required by the Housing and Community Development Act of 1974 and any amendments thereto. Conducts an annual analysis of housing conditions to determine Union County's housing needs as part of the required community development procedure. Provides technical assistance in preparing applications for the Housing and Community Development Program and other housing programs. Maintains close liaison with the NJ Department of Community Affairs and the US

Department of Housing and Urban Development. Responsible for all aspects of Veteran's Affairs.

- **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 Union County Home Improvement 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.

The Bureau prepares, facilitates and disseminates all matters relating to the planning and development of the County, including but not limited to those matters pertaining to planning, development, and community development mandated by federal or state government. Performs all functions related to implementing a housing and community development program, as required by the Housing and Community Development Act of 1974 and any amendments thereto. Conducts an annual analysis of housing conditions to determine Union County's housing needs as part of the required community development procedure. Provides technical assistance in preparing applications for the Housing and Community Development Program and other housing programs.

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.

- **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.

- **Office of Veteran's Services**

The Office of Veteran's Services provides information and advocacy for veterans and their families. Information includes burial and memorial benefits and education and training programs availability. The Office coordinates flag placement on all veterans' graves.

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 and the Office of Community Engagement and Diversity. 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 planning studies. The Bureau secures federal and state grant funds for technical studies and strategic planning initiatives regarding countywide transportation issues. It is also involved with the development of programs to enhance countywide transportation systems, in addition to coordinating and reviewing transportation data developed for the County area by regional transportation agencies. The Bureau develops and updates the Transportation Master Plan for the County which was completed in June 2016.

The Bureau works closely with the North Jersey Transportation Planning Authority through which it receives funding to conduct its work program.

As part of its planning function, the Bureau provides the administrative support for the Union County Transportation Advisory Board which meets six times a year. The Bureau arranges presentations on timely issues for the Transportation Advisory Board meetings. The Board offers 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.

- **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.

- **Office of Community Engagement & Diversity**

The Office of Community Engagement & Diversity provides outreach to local community-based groups and volunteer organizations to create a network and directory of same. The Office coordinates countywide community events and programs which foster and promote volunteerism in Union County. The focus is to reinforce strategies for building relationships with the County's diverse communities to include culture, lifestyle, ethnicity, and race.

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.

2017 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 2017 which offers individual occupational training contracts, on-the-job training contracts, work experience, educational services and youth development services. The calendar year 2017 Workforce Innovation and Opportunity Act funded programs include:

Individual Training Accounts -- Occupational Training

The Workforce Development Board allocated \$900,000 of Program Year 2016 WIOA Adult and Dislocated Worker funding to provide individual occupational training contracts (ITAs) to a minimum of 175 WIOA eligible individuals.

Workforce Innovation Business Center at Union County College

The Workforce Development Board awarded Union County College a grant in the amount of \$700,000 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, Newark, and The Mills at Jersey Gardens. The operational period for the program was June 1, 2016 through December 31, 2017.

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 twenty-two (22) soft-skills classes which provided employment preparation for three-hundred ninety five Union County (395) residents.

The WIB Center has established partnerships with over sixty (60) 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 446 confirmed employment opportunities to Union County residents in the 2017 calendar year. This program continues to operate in the 2018 calendar year, operating

from December 15, 2017- March 15, 2019 with an award amount of \$400,000.

WIOA Youth Employment Programs

The Workforce Development Board awarded \$477,000 to the United Way of Greater Union County to establish a consortium of service providers to provide comprehensive youth services to Workforce Innovation and Opportunity Act (WIOA) eligible Out-of-School youth. The operational period for the program is December 1, 2016 through March 31, 2018.

The Consortium includes the following service providers:

- United Way of Greater Union County
- Community Access Unlimited
- Plainfield Action Services
- PROCEED
- Urban League of Union County
- HomeFirst

The Workforce Development Board awarded \$480,000 to the United Way of Greater Union County to establish a consortium of service providers to provide comprehensive youth services to Workforce Innovation and Opportunity Act (WIOA) eligible youth: both In-School and Out-of-School. The operational period for the program is September 1, 2017 through June 30, 2019.

The Workforce Development Board awarded \$333,000 to Union County Vocational Technical Schools to establish the Simon Youth Academy, an alternative high-school degree program to Workforce Innovation and Opportunity Act (WIOA) eligible Out-of-School youth. The operational period for the program is July 1, 2017 through June 30, 2019.

Workfirst New Jersey

The Union County Workforce Development Board allocated \$904,000 Program Year 2017 WorkFirst New Jersey funds to five (5) 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 2017 WorkFirst New Jersey services for the period July 1, 2017 through December 31, 2018 include:

- B&M Consultants Inc. awarded \$172,000
- Union County College awarded \$300,000
- Workforce Advantage awarded \$330,000
- Urban League of Union County awarded \$64,000
- Venture & Venture Human Skills Training Center awarded \$38,000

Bureau of Housing

Under the Home Investment Partnership program, the Bureau leads 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 administered by County government, through the Department of Economic Development/Division of Community Services.

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 optimum goal is to alleviate excessive rent burden, homelessness and deteriorating housing within the County of Union's jurisdiction.

In the 2016-2017 HOME Program Year, funds were allocated for following projects:

Home Vision - One (1) unit of housing for homebuyers that are below 80% the area median income.

Parkers Walk – Twenty (20) units of rental housing for households at or below 50% of the area median income.

Rahway Artists – Eleven (11) unit of rental housing for households at or below 80% of the area median income.

Premiere Community Development Corporation – one (1) unit of housing for homebuyers at or below 80% area median income.

YMCA – Twenty Seven (27) 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.

Certification review and on-site inspections for projects:

Onsite Inspection were conducted for Housing Quality Standards, lease compliance and income verification for Nine (9) 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 2017 reporting period.

Community Development Block Grant Program

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

Housing

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

<u>Municipality</u>	<u>Approx. Completed</u>
a. Countywide Housing Rehab	19
b. Linden	8
c. Plainfield	10
d. Rahway	<u>9</u>
Total	46

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>
a. Cranford	35
b. Fanwood	6
c. Garwood	20
d. Kenilworth	13
e. Mountainside	<u>10</u>
Total	84

Facilities Improvements

A total of \$550,000 was allocated for facility projects. Some of the accomplishments are as follows:

Senior Citizens

- **Hillside Senior Center** utilized \$35,000 to renovate Men’s and Ladies Restrooms.
- **New Providence Affordable Housing** was funded \$20,000 for parking lot resurfacing.
- **Rahway Housing Authority** senior apartment complex utilized \$15,000 of HUD funding for ADA/Fire doors.

- **Scotch Plains Senior Housing** utilized \$25,000 of funding for the rehabilitation of the Roof.
- **Scotch Plains Senior Center** was funded \$35,000 for ADA restroom upgrades.
- **Summit Senior Housing Authority** utilized \$37,200 of funding for ADA bathtub conversions.
- **Westfield Senior Center** was funded \$10,000 to replace 2 exit doors complete frames and masonry work.

Disabled

The Occupational Center of Union County used \$57,000 in funding for facility improvements which consisted of restroom renovations in the main building.

The Cerebral Palsy League utilized \$58,000 of funding to replace HVAC Roof units.

Local Neighborhood Area Benefits

- **Plainfield Public Library** was funded \$80,000 for sidewalks and exterior stair replacement.
- **Plainfield** utilized \$50,000 to install walking paths and bleachers in Milt Campbell Field/ playground.
- **Plainfield YMCA** was funded \$25,000 to repair tile in the pool.
- **Plainfield Second Street Youth Center** utilized \$10,000 to replace boiler room pipes and exhaust ducts.
- **Neighborhood House of Plainfield** was funded \$35,000 for a new fence for their outdoor play area.
- **Rahway YMCA** was able to resurface 2 sections of roofing with \$45,000 in funding.

Public Improvements

A total of \$1,250,000 was allocated for projects. Some of the accomplishments are as follows:

- **Clark, Cranford and Kenilworth**, utilized \$20,000 each for curb cuts at various locations as needed in order to comply with current ADA codes.
- **Linden** utilized \$245,000 of CDBG funding for the rehabilitation for various streets, sidewalks and curbs.
- **Plainfield** utilized \$395,000 of CDBG funding for street rehabilitation to deteriorated streets.
- **Rahway** utilized \$250,000 of CDBG funding for street rehabilitation to deteriorated streets.
- **Roselle** utilized \$140,000 of CDBG funding for rehabilitation of deteriorated sidewalks, curbs and streets.
- **Roselle Park** utilized \$160,000 of CDBG 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, 450 individuals were served by programs such as the 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 300 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

Over 2,000 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 Afterschool Program, Second Street Youth Center Afterschool program and the Institute of Music Afterschool program.

Food Pantry

Linden Food Pantry LINCS and The Salvation Army Hygiene Pantry programs have served approximately 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 consists of low-income and no income residents of Union County.

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 \$153,500.00 was provided to the United Way for this program. These funds were matched by United Way funds at almost 3 -1 rate (approximately \$400,000). As a result of this collaboration, the 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.

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, 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 two HUD certified Housing Counseling Agencies – Urban League and Faith, Bricks and Mortar. Both have expanded their services beyond regular counseling services to now include foreclosure issue. These agencies are CBDO (Community Based Development Organization) agencies.

Office of Veteran's Services

The Office partnered with local veterans groups, including Bonds of Courage, Operation Rebound and the New Jersey Vets Commission in efforts to strengthen the mental and physical well-being of veterans. The Office will assist veterans with job placement and training, career advisement, and referrals to health resources.

Staff worked to begin refurbishing the existing veterans Memorial Grove in Rahway Park. In 2018 a new online map will be created, the area around the memorial marker will be refurbished, and the historic tree grove and marker will be re-dedicated .

The following are a list of events and support provided by the Office:

- Provided support at a 22 hour Ruck March at the State VFW convention to raise awareness for PTSD

- Provided support to NJ Veterans Network on opening of their new facility in Union, NJ that services over a 100 veterans
- Held the a Veterans Networking event at Galloping Hill Golf Course with over 60 Veterans and Veteran service providers in attendance
- September 16, 2017 hosted a Veterans Camping Trip at Watchung Boys Scout camping grounds with over 50 veterans in attendance
- October 1, 2017 worked with NJ Veterans Network on a 5k Run in Springfield. Twenty one local veterans were honored with a commemorative shadow box.
- October 2, 2017 - Participated in WWI read across America with a monologue reading
- October 9, 2017- Provided support to the grand opening of the Veteran Center at UCC
- October 14, 2017 - Provided support for North Jersey Veteran Stand down

We Are One New Jersey

The program had over 2,200 walk-ins interested in the services provided for Union County residents. In addition, extra services like: translation, notarizations of documents related to their immigration process were performed throughout the entire year.

By the end of 2017, the Center helped a total of 503 applicants. From that total, 436 applied for Citizenship with 314 of them qualifying to have their fee waived. The remaining applicants (65) applied for renewal of their Green Cards and 2 for Certificate of Citizenship. During 2017, The Center taught 111 classes including citizenship test preparation and ESL (English as a Second Language). Over 3,000 individuals participated in classes offered through the Center. The majority of the funds are designated for client program services which include material needed by the applicants/students to prepare for the immigration process and to accomplish their dream of becoming an American citizen.

Division of Strategic Planning and Intergovernmental Relations UC STEP

The fourth annual UC STEP (Student Training & Enrichment Program) Summit was held at the STEM Building at Kean University on December 9,

2016. The UC-STEP program begins with an annual summit, held each year in December. In addition to workshops on leadership and life skills, the participants form teams that blend together students from different high schools.

Each team is tasked with creating a countywide community service project for the following spring. Before the summit is over, all participants vote on their favorite projects. The top vote getters are then put online so members of the public can join in the final voting and help choose the project that will be implemented. Each year, the Freeholder Board joins with local sponsors to help the students publicize and conduct the winning project.

Approximately 200 high school sophomores and juniors from 21 Union County high schools participated in the UC STEP summit. This year's winning project, Kans-4-Kids, was created by the "Orange" team to benefit the Community FoodBank. The food donations received greatly exceeded expectations.

Team Orange's campaign "Kans-for-Kids" was a collection project that focused on gathering nutritious canned items that the students turned into "canstruction." The students worked together to build a "canstructure" project at the Community FoodBank of New Jersey located in Hillside. All proceeds benefited the Community FoodBank of New Jersey.

Union County Women Mean Business Summit

The fifth annual Union County Women Mean Business Summit was held May 17, 2017 at the Clubhouse at Galloping Hill Golf Course in Kenilworth. There were approximately 200 people in attendance for the afternoon program. The keynote speaker was Ms. Janus Huff, Chief Meteorologist for NBC New York. The program included 2 breakout sessions that offered a total of 6 topics of interest for working women:

- Changing Perceptions: New View, New You
- Powerful Presence: Communicate with Clarity and Confidence
- Tales from the Front Lines: How Local Women Business Owners Continue to Beat the Odds
- Be Decisive: Commit to Financial Success
- From Reactive to Proactive: Are You Hireable
- He Said/She Said: Rock & "Link In" Your Networking Opportunities

UC Means Business Event – Ask the Experts

July 25, 2017 Hamilton Stage

The inaugural UC Means Business Event “Ask the Experts” was held the morning of Tuesday, July 25 beginning at 8:00 A.M. at the Hamilton Stage in Rahway. It was a panel discussion and networking event. Approximately eighty individuals registered for the event. The expert panel included professionals in the areas of:

- Workforce Development
- Cyber Security
- Small Business Development
- Business Finance
- Business Law
- Marketing

“Ask the Experts” is an expansion of the Union County Means Business initiative designed to connect Union County business and industry. The UC Business events build partnerships and connect the business community with resources to promote economic development.

Union County Means Business Expo

The second annual Union County Means Business Expo was held September 12, 2017 at the Warinanco Park Sports Center in Roselle. 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 150 event attendees and approximately 40 vendors participated in the event.

Lunch and Learn Event – Boxed CEO

The first Lunch and Learn Event was held Wednesday, October 11th at the Stage House Tavern in Mountainside. The featured speaker was Boxed co-founder and CEO Chieh Huang. Mr. Huang captivated the audience with his down to earth approach to business and his appreciation of Boxed employees for the success of his company.

Business owners and managers in Union County were invited to attend the session, sponsored through the Freeholder Board's Union County Means Business initiative in support of local businesses.

One of four Boxed fulfillment centers nationwide is a fully automated, 150,000 square foot facility located in Union Township.

Approximately 100 individuals were in attendance. The event was extremely well received.

Union County Municipal Profiles

The Division continues to update municipal profiles for all 21 Union County municipalities. The profiles include demographic information, community highlights, amenities and services. The municipal profiles are posted on the Union County website.

Union County Marketing Campaign

The Division worked with the graphic design firm *Wisdom Media* in Rahway to develop a marketing brochure for the County. 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.

In addition, we are working with Lamar Mackson, Director of Video Services to create a short marketing video for the County. It is a work in progress.

Union County Mayors' Roundtable

A Mayors' Roundtable was held May 31, 2017 at the Engineering Building Conference Room in Scotch Plains and focused on the opioid epidemic affecting our nation. UC mayors heard presentations from UC Acting Prosecutor Grace Park and UC Chief of Police Chris Debbie regarding the County's response with the Community Law Enforcement Addiction Recovery Program (C.L.E.A.R.). In addition, Deputy County Manager Amy Wagner provided updates on various programs. Information was provided about the upcoming 2020 Census and each mayor was provided a list of new businesses in their respective municipalities that have opened within the last fourteen months. The meeting was well attended.

Update of Online Crisis Mitigation System

Union County has developed an online Crisis Mitigation Plan designed by Municipal Fire, Police and other OEM Departments to support disaster situations like an “active shooter.” Local Police will activate the system and all agencies that will mitigate the situation can follow the plan using cell phones or tablets.

The expansion of the online Crisis Mitigation System includes digital scanning of all vital documents regarding public buildings, including floor plans and layouts. The municipalities that have had their public buildings information digitized include: Cranford, Elizabeth, Linden, Rahway and Roselle.

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 a business looking to establish a large distribution facility to small commercial properties.

Outreach to New Businesses

Over 2,200 mailings from the Freeholder Chairman went out to new businesses. The letter was a warm welcome to Union County and current economic development information including UC Means Business events and economic development contact information. Provided lists of new businesses to all 21 municipalities.

Amazon HQ2 Proposal

The Division assisted the City of Linden and the City of Newark with their Amazon HQ2 proposal.

Census 2020 - Census Outreach to Municipalities

Ongoing – began planning for the 2020 Census - July 2017

Held a countywide meeting November 28th at the UC Engineering Building in Scotch Plains. The Division is working with all 21 municipalities to prepare for and assist with LUCA (Local Update of Census Addresses) for the 2020 Census.

Bureau of Transportation Planning

In 2017, the Bureau of Transportation Planning received annual funding through the North Jersey Transportation Planning Authority (NJTPA) Sub-regional Transportation Program to support essential local and regional transportation planning.

The Bureau further applied for funds through the Sub-regional Support Program for a Transportation Planning Intern who supplements existing staff resources and receives valuable experience in the planning field. In addition, the Bureau applied for office equipment to advance the work program and for printing costs of the new County Transit Maps.

The Bureau attended the NJTPA committees which meet six times annually: the Planning and Economic Committee, Project Prioritization Committee, Freight Initiatives Committee and the Regional Transportation Advisory Committee (RTAC) as well as the Board of Trustees meetings and offered technical support to the Union County Trustee.

In 2017, the Bureau Chief further represented Union County at the NJTPA by serving as Chair of the Regional Transportation Advisory Committee which is comprised of representatives of the 13 counties, the two major cities of northern Jersey, three transportation agencies and the governor's representative.

The Bureau finalized the design of the new Union County Transit Map that had been drafted as part of the 2016 Union County Transportation Master Plan and secured \$4,000 through the NJTPA Sub-regional Support Program to cover its printing costs. Released in August of 2017, nearly half of 3,000 Union County Transit Maps had been distributed by year's end in what has proved to be a well-received and valued resource for the public.

The Bureau supported the Union County Transportation Advisory Board which meets six times a year and is comprised of members appointed by the municipalities. In 2017 the following presentations for the meetings were arranged: the NJ Travel Independence Program; PANYNJ on the Goethals Bridge Replacement Project; NJTPA Plan: 2045 Connecting North Jersey; East Coast Greenway Alliance; EZRide/Meadowlink on new Ryde4Life Program; and, Implementation of "Road Diets."

The Bureau participated in the Raritan Valley Rail Coalition through assisting with public meetings and as a member of the Coalition Working Group which met with NJ TRANSIT staff several times in the year to directly advocate for improvements along the Raritan Valley Line and for additional one seat rides into New York Penn Station.

The Bureau participated on the Union County Paratransit System's SCDRTAB, provided reports on Bureau activities and monitored issues related to the Route 22 Safety Shuttle.

The Bureau of Transportation Planning represented the County at regional transportation planning organizations such as the Bicycle Pedestrian Advisory Council and the County Transportation Planners, served on the Planning Committee for the 2017 Annual TransAction Conference and participated in Together North Jersey 2.0.

The Bureau continued to support and update "ConneXions," ucnj.org/connect with links to both transit and travel information in the region and the site is updated as needed. The alternate travel options were posted for those needing to reach New York during the Penn Station train track repair project.

Bureau of Planning and Economic Development

Planning Board

During the period from January thru December 2017, the County received and reviewed 122 land development applications. These development applications represent 19 of the 21 municipalities in the County. The amount of land development application fees collected during this period was over \$58,000. In addition, four pre-application meetings were held with applicant representatives. Engineering staff have participated to help reduce review time and to assure that the applicant and the respective professional staff are clear on all requirements and regulations related to their application. Another strong year of development applications received and reviewed continue to show an improving economy in terms of proposed development in the County in comparison to the national economic decline experienced around 2009. The development projects reviewed by the County Planning

Board represent millions in development dollars, associated tax revenue and respective jobs generated by the construction community to municipalities in Union County.

Constituents Served

Over the year the Bureau of Planning and Economic Development receives notices and requests for information to assist residents, developers, and associated professionals. In 2017, the Bureau received 262 municipal notices and 141 environmental reports and data. In this timeframe, January to early December 2017, the Bureau also received 370 data requests. The requests represent approximately 10 County municipalities on a monthly average. Most of these data requests related to development applications, planning process, economic development, transportation, demographic information, and other general areas related to planning.

Also served in this timeframe are Open Public Records Act (OPRA) requests which often require time consuming file searches. During this timeframe 379 OPRA requests were answered which equate to 32 OPRA requests per month and on average relates to 11 County municipalities. The majority of these requests relate to environmental or planning information requested by citizens, attorneys, engineering firms, and environmental associations or professionals.

Projects

EPA Brownfield Project

After the kick-off meeting was held and an outreach committee was selected of all interested municipalities, the outreach committee outlined the tasks and associated timelines. Since this time the stakeholder committee held several meetings to consider the Brownfield Inventory prepared by the Consultant. The inventory found that the County has over 1,200 sites that meet the definition of a Brownfield site. After preparing the inventory the consultant team developed a scoring system to help the outreach committee select sites to be considered for the Brownfield assessment phases of the project. As a result of the scoring over 50 potential sites in 11 towns were considered as potential sites. Due to project budget constraints, only up to 24 sites could be considered for assessment. Municipal representatives and associated staff were given multiple opportunities to confirm or provide alternative sites to be considered between 2016 and 2017. In 2017, six preliminary assessments were conducted and six additional sites were in the

process of being conducted. Two other sites were being considered by the U.S. Environmental Protection Agency (EPA) as viable sites. Other sites from the potential sites list are being considered at this time.

Early in 2017, the consultant for this Brownfield project requested an extension to September 2019 as they needed additional time to conduct the assessments and remaining tasks of this project. Staff prepared the associated forms and updated work plan as needed for the no additional cost time extension request with the EPA. This request was approved in June 2017.

In 2018, the majority of the assessments should be completed and remaining tasks associated to the project should be started to assure completion of the project on or before the extended deadline for this project.

Bond Documentation

At the request of the Finance Department, associated demographics, planning and economic development data were reviewed and updated two or more times this year. This data assists the Finance Department with compiling bond documents needed to establish the County bond rating used for financing County activities.

Land Development Records

Due to declining availability of storage space for development records that have accumulated over the last 15 years, staff has worked with IT to develop a subprogram to determine the storage or disposal of associated files in accordance with State requirements. Interns assisted with logging and preparing files for long term storage or destruction. The use of interns in this project has saved the county considerably in staff costs.

Events and Programs Attended

- *NJAPA Conference held in late January 2017* – 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 in April 2017* - 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 as well as preparation of meeting minutes, reports and land development application review.
- *New Jersey County Planner's Association* – As Union County representative to the NJCPA this year I served as President Emeritus and last year served as the association's President.
- *Meadowlink Board Meetings held in Woodridge/Rutherford, NJ* – As Freeholder alternate I attend the regularly scheduled board meetings.
- *Plainfield Brownfield Committee meetings* – Attend the committee's meetings to discuss progress on various brownfield sites throughout the City and to provide them updates on the County's Brownfield Project.
- *New Jersey Planning Officials* – On a continuing annual basis I serve as an instructor on non-workdays 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 the last 10 years on a pro-bono basis.

Bureau of Information Technology

Between January and December of 2017, the IT Bureau responded to 3,258 help line calls for support. Support calls were from all County facilities.

The IT Bureau acquired and installed the 4th new Cisco network core switch that replaces the old one in 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:

- Setup and configured the Wi-Fi for the Administration Building.
- Assisted in the installation of Internet and data for OME at the Roselle Park EMS station.
- Assisted in the installation of a new server for GIS.
- Upgraded the network switches for Corrections.
- Installed voice and data for the Jail renovation project on the ground floor.
- Installed computers and Wi-Fi for the UC Fire Academy.

New Family Courthouse Project:

New Installation of NCIC for the Sherriff's and Prosecutor's Office.

Installation of new switches and servers for video surveillance.

The IT Bureau relocated the fiber network at the Motor Vehicles building due the fire.

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

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. 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. 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 and sent 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 smoothly.

Correctional Services

The *Inmate_Service*- This system is in production and was set up for Social Services in the Corrections for all users. Keeps all programs, inmates' attendance to program and collects requests from inmates. System is on permanent support with any issues and additional development.

The *Training System* -- All information about officers' training, reports, collected weapons, passing score tests, quality of officers' tests, courses and so on. System is on permanent support with any issues and additional development.

The *Firearms database* -- 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: FBI and State requesting 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. System is on permanent support with any issues and additional development.

The *Social Services System* -- It interfaces with the Gang System Database and helps track inmates while in custody with gang affiliations. It is still supported and maintained.

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.

UC Corrections Population Reporting -- An Excel spreadsheet was designed, with totals, percentages, gender breakdown, to track the number of inmates in our system. This includes inmates for Delaney Hall, Logan Hall, Essex County, Hudson County, state sentenced, awaiting Grand Jury trials, awaiting Superior Court trials and awaiting county trials. The program is pre-designed to display all categories where the user only has to enter a number (count). This makes entering quick and easy without typing, and spelling errors which is essential in accurate reporting. The yearly auto-rollover of categories saves a great amount of time and the staff loves it.

The Lock-Key-Fire Safety Maintenance Database -- 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. It is still supported and maintained.

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. Completed program with all requested new features.

Sheriff's Labor Assistance Program -- continued to be enhanced in 2017. More development was added to accommodate new business requirements.

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

County Police

UCPD Tritech RMS- With the assistance of the IT staff assigned to the Union County Police Department, the Tritech RMS, Records Management System, has gone LIVE for the UCPD and Sheriff's offices. Many reports, inputs and outputs, have been designed and developed with great success and continue to be developed for the many more that need to be done. This is a large scale project. Many of the reports are state mandated by the State Police and must be identical to their reports.

Going Live means the system is up and running but not without bugs. Training, enhancement meetings and updates have been continuous throughout the year and continue to be. Updates are done to the Training

version of the system and always have to be tested before Production is updated. Support to the members of the UCPD and the Sheriff's offices are daily. Our ongoing support with this project allows the officers' an easy transition from Enforsys to Tritech. The transition has been successful and will continue with other aspects of the departments that have not yet been dealt with. Without the assistance of the IT staff assigned, there would be no departmental or State Police outputs and the project would be further behind.

Parks and Recreation

The Cultural Heritage System -- This system has a few parts.

Individuals and Union County Employees artists' database, System collects:

1. All Union County cultural events,
2. All designs, reports, Judges lists, Books, Certificates of winners with Freeholders signature, artworks information, winners list and so on,
3. Sending information out to people, preparations, and so on.
4. Applying, approval process and information for LAP, Heart and History Grants for UC events.

System is on permanent support with any issues and additional development

Human Services

Paratransit System -- This system is modified yearly, carrying over client rides, payments and credits. This allows every year to begin with accurate monetary information. The processing of the bills is done monthly.

The Contract Management System -- the System collects all contracts by Human Services Departments: original contracts, modification process, financial part, vendors' information, different reports and assurances. Vendors upload process from Edmunds System. This System is on permanent support with any issues and additional development.

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.

Consumer Affairs

The *Consumer Affairs System* -- This system collects all complains and resolving process with customers' claims and vendors in Union County and out of Union County. Enhanced process development started. System is on permanent support with any issues and additional development by me.

Cornerstone

Nurse Scheduling System -- The system is an Access database. It is still supported and maintained.

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. UC Grants System allows not only entering information through the screens/forms. It is interactive, auto communication powerful tool with alerts, feedbacks and notifications between departments, divisions and Finance Department.

System has 3 parts. First part is Initial Applying Federal, State and UC Grants including submitting, approval, completing processes with sending auto emailing and alerts to/from users and to/from Finance Department.

Second part of this system is Modification Process, for existing UC Grants. This process is similar to Initial Applying Grants Process for Federal, State and UC Grants. Besides that UC Grant System could collect all Awards Letters and their details, for quick access to those documents.

Third part of UC Grants System is Centralized Storage of monthly reports from different departments/divisions for Finance Department needs. User from Finance Dept. could easily upload documents through the system and review all monthly, quarterly and annual reports for different month and years in one place with easy search.

The UC Utility System-.It is a new development was requested by Finance Department. This system is very important for Union County as well: Only this year, when system was developed, Finance Dept. started collecting accurate utilities bills information automatically by using UC Utility system. They were using manual calculations from their paperwork. UC Utility System is producing complicated reports in different matching ways, updating recent bill transactions with check number and check day automatically by my development and coding.

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

The CD Time Allocation System -- tracks the hours spent using grant monies. This project is modified every January for the New Year. Yearly modifications include adding and removing personnel, salaries, CD Funding identification, time periods and dates and reports. This past year had the biggest changes due to being paid on the 15th and 30th of the month. The report sent to the Department of Finance had been modified providing more efficient data.

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. It is still supported and maintained.

Surrogate Office

Collaborated with Continuum Inc., our vendor, to design and build a workflow process for the Surrogates Office. The process automatically converts TIF images of certain documents into PDF files. This enables the

office to easily upload the PDFs to the State Judiciary, and thus be in compliance with their requirements.

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 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. Completed program with all requested new features.

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. A version upgrade that was planned for 2017 was put on hold. This will be re-visited in 2018.

Edmunds

Helped facilitate the Finance Department's changeover from Wells Fargo to Investors Bank for the accounts payable account. This involved reconfiguring all settings in the software for the new bank, including the MICR line for the checks, output for positive pay, and testing all processes, such as printing checks.

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.

ONBASE

Completed the system configuration for two entirely new departmental rollouts, to the County Clerk, for environmental reports, and the Sheriff's Office, for incident reports. 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.

2018 Initiatives

In 2018 the Department will undertake a number of initiatives. The most notable of these are listed below.

- *Animal Shelter* – The Department will continue to explore the feasibility of constructing a County animal control facility.
- *Brownfields Grant Project* – The Bureau of Planning & Economic Development will continue with tasks initiated in 2015 related to the Brownfields grant. The Bureau requested and was granted a no cost contract extension until September 2019.
- Establishment of the *Office of Community Engagement & Diversity*.
- Expansion of services provided by the *Office of Veteran's Services*.
- Establishing connections to industry and organizations which may provide employment opportunities to veterans.
- *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 continue to coordinate this municipal grant program.
- *Workforce Innovation Business Center* – The Workforce Development Board will continue their efforts at the WIB Center now located in the Kellogg Building of Union County College. The center

will continue to provide outstanding training and job opportunities for the residents of Union County.

- *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.
- Continue outreach to municipalities utilizing the Economic Development Response Team, priority given to municipalities with newly elected mayors. The team's mission is to discuss issues related to economic development, workforce development, shared services, GIS technology and others of importance to municipal leaders.
- *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.
- Completion and opening of renovated Memorial Grove at Rahway River Park.
- Opening of *We Are One Center* in its new location on North Broad Street in Elizabeth.
- The IT Bureau will continue the following projects with an anticipated completion in 2018:
 - Microsoft Exchange for our County e-mail.
 - Upgrade of County wide backup system for all servers.
 - Continuing support for Juvenile Detention enhancements.
 - Upgrade of our virtual server environment in Elizabeth and Westfield.
 - Upgrading all PC's for Human Services.

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

Engineering

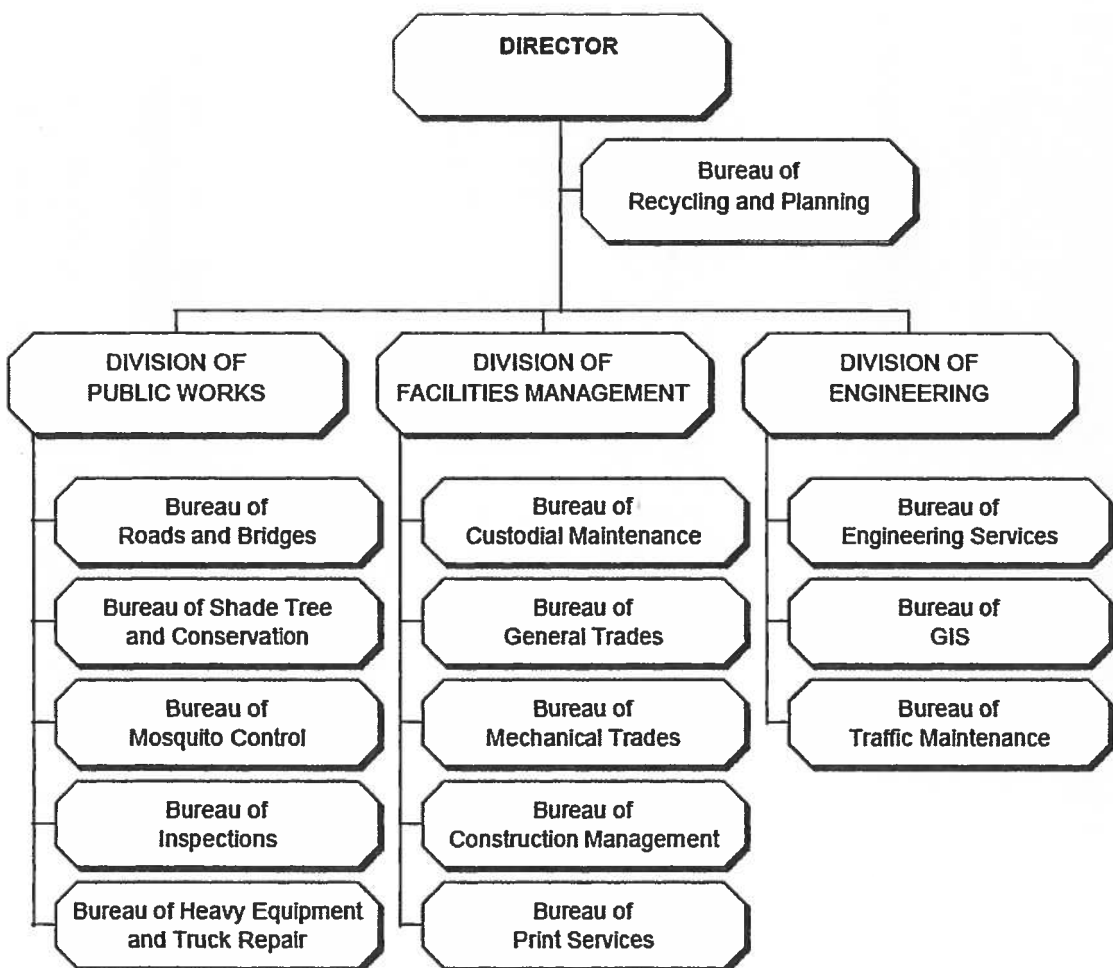
Public Works

Facilities Management

Recycling & Planning

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

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

Engineering Services

- Responsible for the inspection, design, rehabilitation, and replacement for 146 bridges, 240 culverts, and 12 dams.
- Coordinate and manage the annual resurfacing program for 174 miles of County roadways, averaging about 12 miles of rehabilitation per year.

- Manage environmental remediation programs for former underground storage tanks (UST) and other contaminated sites.
- Support all of the Municipalities within the county with design and construction programs for traffic signal rehabilitation and replacement, as well as analyzing traffic needs for new traffic signals.
- Manage the New Jersey Storm Water Program for Union County and its municipalities, and support their flood control efforts.
- Support other County departments and agencies, including the Department of 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: GIS system with over 200 GIS layers, 5 GIS websites and 5 users in various Departments, five websites and 21 municipal GIS and their police force.

- 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.
- Manages 18 Engineering projects.

- 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.

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.

2017 Accomplishments

Division of Public Works

Bureau of Roads & Bridges

In 2017 the Bureau filled and repaired in excess of 1,200 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. The County's 340 lane miles of roadway were swept approximately twice per month as per our Sweeping Schedule. Vegetation maintenance was performed as required. The County's 4,564 inlets and catch basins were cleaned and or inspected

twice per year, as scheduled. Repairs were made as required. Union County's 386 bridges and culvers were inspected and maintained as needed. Beam Guide Rail was repaired as needed. Weather related events including snow & ice were managed, staffed and tackled as they occurred.

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 2017 Leaf Removal Program begins on or about November 2nd and continues through December 31st.

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 2014/2015 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.

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 included surface repairs at Union County Stables drainage improvements at Trailside Museum, Equipment & Personnel loans to various agencies and debris removal at State Bridges in Rahway.

The Bureau of Roads & Bridges, Welding Shop performed fabrication projects for various agencies such as, Park Maintenance, 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 Road & Bridges performed resurfacing at the following locations, Tanager Way, Mountainside/County Park Drive, Cranford/County Shooting Range Access Road, Springfield; Parking Lot at Warinanco Park Skating Center.

The Bureau of Roads & Bridges performed site cleanup and maintenance at the U.C. Leaf Compost Facility in Springfield prior to the beginning of leaf season. Work including receiving leaves and related materials for composting. Forming windrows and turning as required followed by moving materials to make room for Union County's 2017 Leaf Removal Program.

Bureau of Roads and Bridges Work Order Request for 2017

Total (work orders) – 3,137

Bureau of Inspections

During 2017 the Bureau issued 601 roads and curb permits, collected \$122,234.75 in permit fees and \$184,997.75 in refundable bond fees, for a total of \$307,232.15

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 2015 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 1,500 work orders. The Bureau has continued to remove dead trees along county roads and parks, also removing trees from rivers and reservation. There have been more than 400 trees that were removed and over 600 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 to promote arboriculture and the preservation and planting of shade trees with 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 large number of requests and complaints.

The Shade Tree Bureau assisted with mutual aide to 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 – received requests from Park Supervisors concerning playground areas and walking paths, and this year all requests have been completed throughout the park.

Echo Lake – this year the bureau removed 20 dead trees located over the playground area.

Rahway Park – in 2017 the bureau had a substantial request for work on the trees.

All work has been completed.

Bureau of Mosquito Control

Our 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. The Bureau was able to address 25 different drainage ditches that were in need of cleaning.

The 2017 mosquito surveillance season began March 1. Early cool temperatures this spring kept the mosquito population lower in Union County at a lower level and low average summer temperatures 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. 106 separate trappings were performed for this purpose. 245 separate “pools” were submitted for WNV testing to the NJ State PHEL- Labs in Trenton for testing with 100 “pools” as positive for the WNV virus. All 21 municipalities in Union County had a least one positive pool of WNV virus mosquitoes.

This bureau handled 403 complaints for 2017. There were 505 locations sprayed during 13 adulticiding operations conducted during evening hours to control adult populations of mosquitoes. There were 7,482 tasks completed for 2017 to date.

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, 150 barrier treatments were performed during the 2017 season.

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.

Union County Mosquito Control broke new ground implementing field electronic work orders through the use of I-Pad Tablets that were programed with the Cartegraph work order system that the county of Union employs. All supervisors and staff were trained in the process of going paperless and real time delivery of complaints as well as the daily activities directly into their respective tablets while they are in the field. This eliminates the unnecessary paperwork and duplication of work in a seamless fashion that is ultimately more accurate and efficient. We also were able to utilize the I-Pads while performing the adulticiding operations.

A new lab, separate from the offices of Mosquito Control, was finally completed at the end of the 2017 season. This will enable the Bureau to perform all of the Identifying and sampling of mosquitoes in a better controlled and sanitary environment for all.

Bureau of Heavy Equipment & Truck Repair

There were 453 repair work orders. This figure includes the repair, of in-house work performed by the Bureau. This Bureau repairs all county-owned heavy equipment and large fleet of trucks utilized by the Division of Public Works and Park Maintenance. Within this Bureau there are hydraulic and diesel mechanics. The Heavy Equipment shop has also made repairs to equipment for towns within Union County.

Bureau of Recycling and Planning

2017 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.

Tonnage data for the 2017 recycling events are as follows:

- **Electronics Recycling** – Union County sponsored three one-day events and more than 2,100 residents participated. The county also supports 15 municipal drop-off locations.
- **Household Hazardous Waste Days** – Union County sponsored five (5) household waste events with over 2,050 participants properly disposing of 219,550 lbs. of toxic waste. Five schools took advantage of our free school lab program in conjunction with these events.
- **Mobile Paper Shredding** – Sponsored 15 shredding events in 217. Participation rose to 6,800 and the program successfully recycled over 289,000 pounds of confidential documents.
- **Fluorescent Bulbs** – 26,643 feet of fluorescent bulbs were collected and recycled via nine (9) municipal drop-off locations. This is in addition to our five Household Hazardous Waste Days.
- **Tire Recycling** – 581 tires collected and recycled.
- **Propane Tanks** – 363 propane tanks were collected and recycled in conjunction with our Household Hazardous Waste Day events.
- **Scrap Metal** –sponsored bi-monthly collection programs from March thru November at two drop off locations. The program continues to see a marked increase in participation.
- Union County continues to provide “Talkin’ Trash” a free recycling classroom education program throughout Union County elementary schools. This year the educator conducted 45 presentations in 11 municipalities and provided recycling education to over 1,000 elementary school children.
- Curby, the recycling robot visited county and municipal events, fairs, parades, schools and libraries to promote recycling and litter education 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 50% total overall recycling rate mandate.
- CRP Agreement – In accordance with the new legislations requiring a CRP to sign off on all tonnage reports, Union County staff maintained Certified Recycling Professional accreditation and continued to serve as the CRP to five (5) municipalities in 2017.
- Union County hired a Recycling Aide to conduct compliance assistance visits in the commercial and institutional sector to ensure businesses are in compliance with County recycling mandates. The Bureau has conducted 100 inspections to date.
- Working with municipalities to develop and promote a new “Recycle Right” education program to clean up the curbside mix by reducing contamination in the recycling bin.

Division of Engineering

2017 Accomplishments

Bureau of Engineering:

- Public Works Projects including 2016 Road Resurfacing Project in 14 municipalities, 2017 Road Resurfacing Project in 13 Municipalities, Fueling System and Canopy at Public Works Complex, Traffic Signal at Fifth and Chestnut Street in Roselle, Central Avenue Culvert in Westfield, Madison Hill Bridge in Rahway/Clark, Springfield Avenue Minor Bridge, Berkeley Heights, Netherwood Avenue Bridge in Plainfield.
- Parks and Recreation Projects including completion of the Warinanco Park Ice Rink Clubhouse and the award of contracts for Meisel Park Pond Dredging, Cedar Brook Artificial Turf Fields, Meisel Park Artificial Field, Ash Brook Golf Clubhouse, Tracy Loop septic system, and Watchung Reservation Sensory Trail.
- Facilities Projects including completion of the Courthouse Radio Room, Emergency Generator for Police Academy in Scotch Plains, and award of contracts for the Courthouse Fire Code Improvements,

County Court Jury Room and Cultural and Heritage building window replacement.

Bureau of Traffic Safety and Maintenance

- Provide traffic control for over 35 miles paving operations, traffic studies for municipalities, mutual aid for pavement striping and vehicle decals, design and hang banners for county and municipal events, maintain cartograph sign inventory and replace road signs as necessary.

Bureau of GIS:

- Create and support GIS maps for drug enforcement zones, registered sex offenders, and others for Prosecutor's Office.
- Support GIS building grid system for emergency management control. Schools are the first buildings to be included in the system. Manage the county wide asset and work order program.

Division of Facilities Management

2017 Accomplishments

Elizabeth Complex:

The Justice Complex Project: Phase #3 – Oriscello Correctional Facility – Elevator #5 including the cab was completely replaced. New sally port street roll-up and man- door installed.

U.C. Courthouse- Cherry Street Annex Building:

Project has been completed. Building officially opened for business in July 2017.

Trailside Old Museum/TMA Building:

In-house construction of new sitting area with steel shelter (Gazebo) & concrete pad.

Engineering and Police Academy Buildings:

Installation of new Emergency Generator Systems at each location.

Runnells Hospital – Cornerstone Behavior Unit:

As mandated by the State, all door hardware (hinges and door locks) and restroom fixtures (faucets, toilets, paper towel and toilet tissue holders) were replaced to meet Code for Suicide Prevention in all patient rooms and hallway doors.

Parks Restroom Renovation Project:

The Public Restrooms at Conant Park were completely renovated.

Bureau of Administrative Support:

Filled over 3,123 print/sign/paper requests from October 31, 2016 through October 31, 2017.

In spite of the facility fire we printed almost 8.5 million impressions from October 31, 2016 through October 31, 2017.

Printed and assembled an estimated 230 + banners from October 31, 2016 through October 31, 2017.

Invoiced \$76,000 from October 31, 2016 through October 31, 2017 to various townships, non-profit and government agencies.

Researched and received quotes for a sample to operate, east to maintain Digital Envelope Duplicator.

Continued to research and utilize cost efficient material for Sign & Print facilities.

2018 Initiatives

Division of Public Works

Bureau of Roads & Bridges

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.

Emergency Weather Events will be prioritized, staffed and tackled as they occur.

The Bureau of Roads & Bridges will continue to staff and manage all operations of the Leaf Compost Facility located at the permitted site of the former Houdaille Quarry, Springfield, NJ.

Street sweeping will be conducted on a monthly schedule. All County roads are scheduled to be septe 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 milling and resurfacing services to various Municipalities, Departments and County facilities prioritized as requested through County departments, division and bureaus. Requests are submitted to the Bureau of Road & Bridges and will commence on or about May 1, 2018.

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 section will be evaluated and prioritized for resurfacing. Preventive 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.

The Bureau of Roads and Bridges will continue with equipment and facility maintenance conducted at the DPW facility throughout the year. 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 curing, 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. The Bureau's 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 orders 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 tree 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 safety classes and monthly tailgate safety classes which include bucket safety, stump grinder, crane operations and bucket safety along with pesticide training, electrical hazard safety programs, chainsaw safety programs, and any other program that may address their job duties.

The Houdaille Quarry

The Division of Public Works has assumed the responsibility of Leaf Collection and Composing at the permitted site of the Houdaille Quarry located in Springfield. Participating municipalities throughout Union County utilizes the facility when leaf season commences on November 1. The County offers a reduced rate to municipalities for the recycling of leaves collected on municipal streets.

Approximately 150,000 cubic yards are collected annually, which are then composted and then reduced by one-third to produce compost that is screened to produce a rich top soil additive which is in demand by private contractors. The County has purchased a windrow turner along with a front-end loader and is in the process of purchasing a screener.

The marketing of the end product will result in revenue dollars from in-bound material and out-bound compost being sold at market value. Yearly this facility is expected to produce approximately 100,000 cubic yards of compost. The County has also staffed the Conservation Center with a supervisor, heavy equipment operators, and laborers to run the day to day operations which also include all required documentation.

Bureau of Mosquito Control

Union County Mosquito will be sending its inspectors to training classes for the instruction of ATV operation so that we can utilize the Honda Rincon ATV purchased through the Sandy Storm grant. This piece of equipment was received at the end of 2016 and not in time for the 2017 training that is required. Our newest employee has attained his Core certification from the State of NJ and is currently waiting for his score on his 8B exam for his pesticide license. It is plus if he attains the certified applicators license due to the fact that the Bureau is down another employee due to retirement. This will allow us to keep the coverage of all 21 municipalities at a reasonable level of satisfy the needs of Union County's residents.

2018 Bureau of Recycling Initiatives

Recycling Enhancement Grants – Union County will offer recycling enhancement grants to each of its' 21 municipalities. Grants will range from \$2,500 to \$10,000 and towns can choose from four specific recycling initiatives – recycling at outdoor spaces, improvements to recycling convenience centers, recycling education initiatives or school projects. Programs are designed to raise recycling rates in each town.

Recycling Bin Program for Schools - Union County will work with schools to help improve their recycling programs through the purchase and donation of needed recycling bins. Schools will need to adopt a recycling pledge to be eligible.

Education and Outreach – the Bureau of Recycling will focus on educating residents and businesses on how to "Recycle Right". New recycling brochures will be developed and disseminated. The County website will also be improved by adding specific Do's and Don'ts for Recycling and answering Frequently Asked Questions.

Compost and Rain Barrels – the County will work to enhance backyard composting and rain barrel use by offering an on-line compost and rain barrel "store" in celebration of Earth Day. Residents can purchase these items on-

line at a discount if they participate in a County-sponsored Composting Workshop.

Senior and Multi-Family Housing Project – County recycling staff will work in conjunction with municipal recycling coordinators to assist seniors and tenants with their recycling efforts by providing portable recycling bags that are easy to transport and unload and offer recycling guide imprinted on the side.

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

Division of Engineering

2018 Initiatives

Bureau of Engineering

Public Works Projects including 2018 Road resurfacing (approx. 16 miles) in 15 Municipalities, Emergency Generator for Public Works building, Scotch Plains, Traffic Signal at North Ave. and Jefferson Avenue, Elizabeth, Traffic Signal at Lamberts Mill Road and Rahway Avenue in Westfield, Traffic Signals at 7th Avenue and Grant Avenue, at 7th Avenue and Plainfield Avenue and 7th Avenue and Central Avenue in Plainfield, Traffic Signal at River Road and Chatham Road/Meile Place in Summit, Mountain Avenue Bridge in Berkeley Heights, W.R. Tracy Avenue Bridge in Mountainside, East Hazelwood Avenue Minor Bridge in Rahway, Short Hills Avenue Minor Bridge in Springfield, Locust Avenue Minor Bridge in Summit, Husa Street Bridge in Linden and Pemberton Avenue Minor Bridge in Plainfield.

Parks and Recreation and Facilities projects are planned to be executed by the engineering bureau. The particular projects will be as identified by the respective groups.

Bureau of Traffic Safety and Maintenance

Provide traffic control for 16 miles paving operations, traffic studies for municipalities, mutual aid for pavement striping and vehicle decals, design and hang banners for county and municipal events, maintain cartograph sign inventory and replace road signs as necessary. Perform video log for all 172 miles of county roads.

Bureau of GIS

Support GIS maps for drug enforcement zones, registered sex offenders, and others for Prosecutor's Office. Expand GIS building grid system for emergency management incident control to include municipal buildings. Manage the county wide CarteGraph asset and work order system.

Develop an interactive compliant system in CarteGraph to permit citizens to report safety issues on county roads and bridges.

Division of Facilities Management

2018 Initiatives

Administration and New Annex Buildings

Installation of a Kitchen Vent less Hood Fire System to comply with NJ State Fire Code mandates in both Cafes. Design plans prepared by USA Architects and submitted to the City of Elizabeth for approval in October 2017. Upon approval and delivery of materials, project expected to commence in early 2018.

Cultural & Heritage Affairs

Project went out for Bid in May 2017. Bid Opening was held in June 2017. Project was awarded to Precision Building and Construction of Bound Brook, NJ. New Windows and Shutters are being manufactured. Project expected to commence in late 2017 or early 2018 with completion anticipated by late Spring 2018.

Elizabeth Complex

The Justice Complex Project: Phase #3 – Oriscello Correctional Facility- The replacement of eight (3) Control Consoles in the Command Center. Visitor Elevators 31 and 2 are slated to be modernized. New components have been ordered. Work is expected to commence in late 2017 and be completed by mid-2018.

Parks

Continuation of Restroom renovations for minimum of 17 public and employee restrooms located within the UC Parks area, employee work areas and Watchung Stables building. Project completion expected in late 2018 or early 2019.

UC Courthouse Tower/Stairwell/Rotunda Egress & Fire Upgrade Project

Entire Project was advertised for Bid in October 2017. Bid Opening is scheduled for November 2017. Anticipated to award Project in December

2017 and commence with the Rotunda portion of the Project in early 2018 with completion expected to take 18 months.

Bureau of Administrative Support

- Recapture customers lost due to the West Grand Street Facility Fire.
- Renew the managed services contract.
- Upgrade the Print Services digital ordering system for improved productivity.
- Replace older banner printer with more efficient latex printer.
- Update outdated tabbing machine for a newer model that fits our needs.
- Research new folding system for increased productivity.
- Explore upgrading print/cut compatibility with existing hardware.

**Department of
Finance**

Comptroller

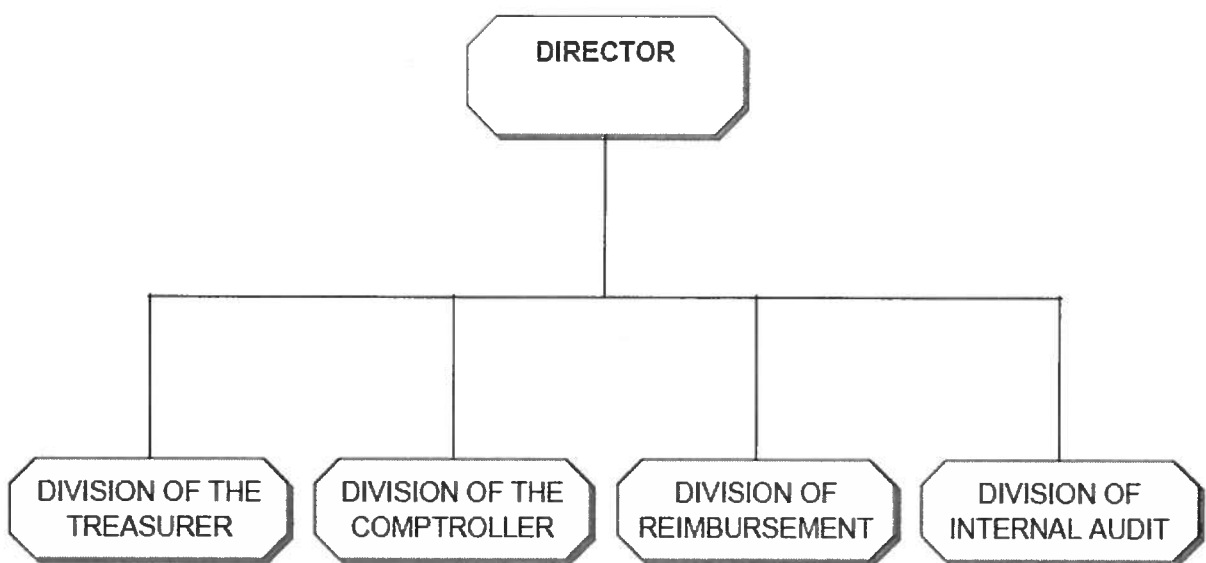
Internal Audit

Reimbursement

Treasurer

Organizational Chart

Department of Finance



DEPARTMENT OF FINANCE

Mission

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

Programs & Services

The Division of the Treasurer

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

The Division of Comptroller

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

The Division of Reimbursement

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

The Division of Internal Audit

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

2017 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, 2016.

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.

Treasurer's Division

Sale of Refunding Bonds:

Issued Refunded General Obligation, Vocational-Technical School and County College Bonds totaling \$42,435,000.

Sale of Bond Anticipation Notes:

Issued bond anticipation notes of \$120,000,000 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 CDs which increased revenues for interest on investments account. Met with 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 2016 issues.

Bond Rating:

Provided Moody's Investors with various financial information during an in person meeting and ratings calls where Moody's assigned the County with AAA rating.

Reimbursement Division

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.

Implementation of a systematic reconciliation procedure for salary allocations to actual time spent on activities for federal and state government grants.

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

2018 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 2018 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.

Treasurer's Division

Banking:

Continue upgrades and training on electronic banking sites via the County's approved listing of GUDPA approved financial institutions.

Continue review of minimizing account fees and continue discussions with the Counties approved depositories to maximize interest rates as the Federal Reserve continues to raise rates.

2018 Bonds and Notes Sale:

Rollover a portion of \$120,000,000 bond anticipation notes and issue new bond anticipation notes for the funding of capital improvement projects.

Issue General Improvement, Vocational-Technical School, and County College bonds to permanently fund a portion of \$120,000,000 bond anticipation notes.

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.

Reimbursement Division

Implementation of a 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.

Implementation 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.

Department of Human Services

Aging

American Jobs Center

Cornerstone Behavioral Health Hospital

Outreach and Advocacy

Paratransit

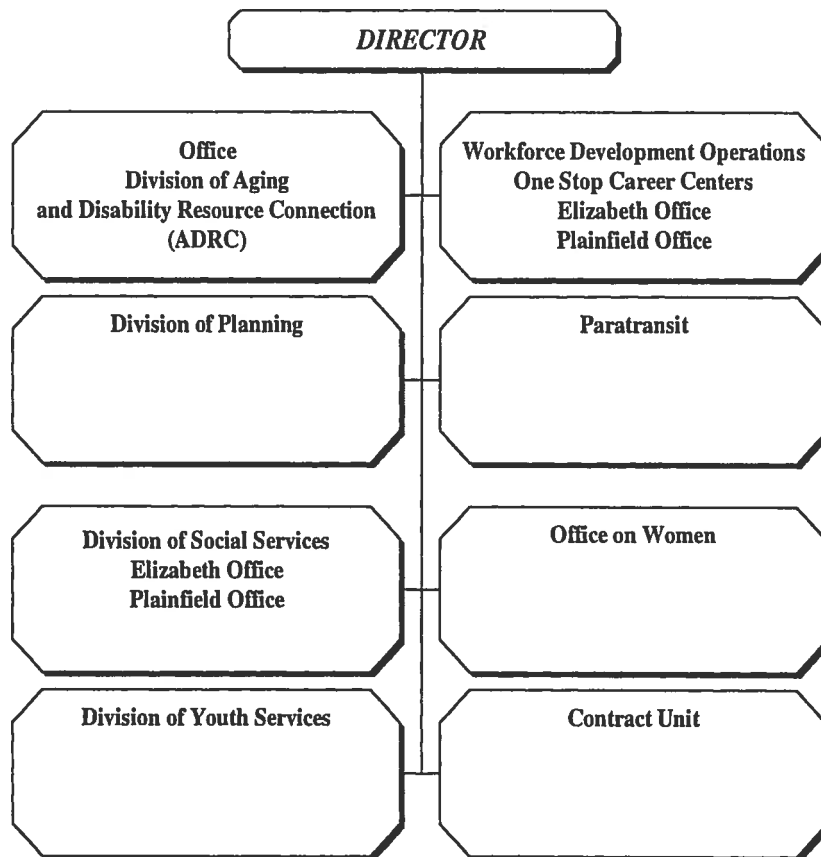
Planning

Social Services

Youth Services

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, including the elderly, low-income, unemployed, underemployed, mentally ill; addicted; homeless; disabled and youth populations.

Programs & Services

Office of the Director

As of the fall of 2017, the Office of the Director discontinued administrative responsibility for the Juvenile Detention Center and the Office of Veterans Affairs. Through a change in the County's administrative code, the Juvenile Detention Center is now part of the Department of Correctional Services. The Office of Veterans Affairs is now part of the Department of Economic Development.

The Office of the Director has administrative responsibility for the service delivery of the department's four divisions plus five distinct units within the Director's Office: Paratransit; Workforce Development Operations/One Stop Career Centers; Contracts Unit; Cornerstone Behavioral Health Hospital of Union County (as of 2015) and, the Office on Women (as of 2016). A new Division of Outreach and Advocacy will be added in 2018.

In addition, special Freeholder Initiatives and programs that respond to the emerging needs of more than 555,630 people in Union County's 21 municipalities (2016 US Census estimate) are delivered through the Director's Office. Union County's population is the seventh highest of the state's 21 counties. The Department of Human Services is staffed by approximately 750 professional and support staff and is the largest department in Union County government.

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.

Cornerstone 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.

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 (UCDHS). The Independent Monitoring Unit (IMU) monitors all contracts awarded through the UCDHS. 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.

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.

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.

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 that 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.

Division on Aging and Disability Resource Connection (ADRC)

The Union County Division on Aging is one of 622 "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 US Census estimate as of July 1, 2016 is 555,630. Of this total, 30.9% of residents are foreign born. 13.6% of the total population is age 65 and older, a 1% increase from 2010.

The division has bi-lingual (English/Spanish) staff and information printed in Spanish to serve the county's large Hispanic population. The ADRC provides case management services for the Jersey Assistance for Community Care giving program (JACC), and screening for community services with the MLTSS (Managed Long Term Support Services) program. The division always works 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 (group) meals, the Farmers Market food voucher program; and, nutrition and health education for seniors. Outreach to the community, through various community events and division held events throughout Union County are an important part of serving senior adults and their families.

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/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 Court ordered 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.

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, and may accompany victims to medical and law enforcement sessions.

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 youth (ages 10-17) and to provide resources and support services for families. Units under the division include the Youth Services 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.

2017 Accomplishments

Office of the Director

Freeholder Initiatives

In 2017 the Office of the Director completed implementation of Freeholder Chairman Bruce H. Bergen's "One County – One Community" Seniors in Motion and Senior Focus initiatives. The office also played a key role in the establishment of the new Union County Leadership Fellows Institute 2017-2018, a public/private partnership to build leadership sustainability in the

non-profit human service sector of Union County.

Seniors in Motion

The Seniors in Motion initiative, as set forth by the Union County Board of Chosen Freeholders, was intended to increase and enhance public transportation options for Union County residents age 60 and above and the disabled of any age. The initiative offered either a 12 or a 15-passenger vehicle (van) as chosen by the municipality. (Unlike the 15 passenger van, the 12 passenger van did not require a driver with a CDL license).

Eight municipalities requested 12 passenger vans and 10 municipalities chose 15 passenger vans for a total of 18 municipalities participating. Union County added a grab bar and an additional step for access to each vehicle at a cost of \$1,295.00 per vehicle. Total cost per vehicle was \$27,438.50 for a total of \$219,508 for the eight 12 passenger vans. The 15 passenger vehicles cost \$29,927.50 each for a total cost of \$299,275 for the 10 vans.

Seniors in Motion vans can assist senior adults traveling to and from local medical appointments; food shopping; employment; educational instruction; recreational and social programs; and, other related activities of daily living. The “Seniors in Motion” initiative may also be used to link residents with existing fixed route public transportation such as New Jersey Transit bus or rail service.

Senior Focus

Along with the Board’s Seniors in Motion initiative, Senior Focus was offered to improve the well-being, safety, and overall quality of life for senior adults within their communities.

All of Union County’s 21 municipalities were invited to submit a proposal for Senior Focus funding to upgrade, improve, repair, and/or to purchase new equipment for their senior centers. The Board of Chosen Freeholders offered one-time awards up to \$25,000 for capital improvements and/or equipment purchases to improve or enhance existing programs and services offered by the municipalities to its senior population. The centers must be owned by the municipality and used exclusively or primarily as senior centers.

Examples of Senior Focus proposals included: ADA (Americans with Disabilities Act) improvements to make a building or bathroom more

accessible; new/repair roof; plumbing and electrical upgrades; and, site improvements. In addition to capital projects, examples of acceptable equipment purchases included computers/printers, stereos and headphones, and PA systems.

Eighteen proposals/applications were approved in 2016 and Senior Focus projects were implemented in 2017.

Union County Leadership Fellows Institute 2017-2018

The Board of Chosen Freeholders provided funding to initiate Chairman Bruce Bergen's 2017 initiative to form a countywide public/private partnership to build the leadership skills of future executive directors within Union County's nonprofit human services organizations. The county's nonprofits were asked to nominate a potential leader within their organization to become one of 24 individuals to be selected for the first training class. The Institute blends the management skills of the private sector with the dedication of social service providers to insure a social safety net for the public. Simultaneously, the Institute training will help strengthen and grow the workforce and organizations in the non-profit sector.

Code Blue Emergency Shelter Initiative

A Code Blue goes into effect countywide when the overnight temperature falls below 25 degrees or below 32 degrees with precipitation. In 2017 the Code Blue Emergency Shelter Initiative housed 3,132 people, 532 of whom were children. This represents an overall increase of more than 11% over 2016, or 312 more people. (An additional 125 adults, or 5% increase, and 187 children or 54% increase). Union County called 66 Code Blue nights in 2017.

Based on existing or anticipated weather conditions, Code Blue is a collaborative effort among the Union County Department of Human Services, Office of the Director and the Division of Planning, and the Union County Police, Division of Emergency Services. When a Code Blue is called by the Division of Emergency Services, the Union County Police notify police in all 21 municipalities. In addition, community based social service organizations and emergency shelters are notified through Union County's First Alert system.

Code Blue is funded by Union County and has been in operation for more than 10 years. In 2009, the Union County Code Blue Emergency Shelter

Initiative received the National Association of Counties (NACo) Achievement Award.

- **Union County's Code Blue Emergency Shelter Initiative Implemented Statewide in 2017**

Union County established the first Code Blue in the State of New Jersey in 2007. State legislation signed in May 2017 (A-815/S-1088) requires each county to declare a Code Blue using the temperatures established by Union County and when the National Weather Service predicts a wind-chill temperature of zero degrees Fahrenheit or less for a period of two hours or more.

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 for the adult psychiatric patient. The hospital is committed to the delivery of superior rehabilitative care in a therapeutic environment. The services are guided by the Psychiatrists and the entire mental health team that includes Psychiatric Nurses; Social Workers; Psychologist; Occupational Therapist; Dietitian; Activity Therapists; and, the Institutional Attendants.

The overall goal of Cornerstone care is preparing the patient for eventual successful re-entry into the community, medication stability, and active involvement in outpatient programs.

In 2017 Cornerstone accomplished the following:

- Improvement of quality of care and patient outcomes as evidenced by a 78% of patients returning to the community, with only 22% referred to the state hospital system, in spite of a large portion of admissions being homeless.
- Cornerstone's physical plant revisions were completed resulting in becoming ligature resistant in order to safeguard patients and employees. Revisions made were replacement of all door hardware including knobs and hinges, removal of closet doors, and covering all exposed bathroom hardware. This was accomplished with minimal disruption of patient services.

- Staff education continued to ensure safety and improved patient care. Training included Cultural Sensitivity; Crisis Intervention and Management; Skills Safety Fair; Guardianship Issues; Safety Orientation for non-Cornerstone personnel entering the unit(s) such as dietary, maintenance, and housekeeping staff. Reimbursement for continuing education to maintain Cornerstone's licensure was also provided.
- Affiliation agreement(s) with higher education programs resulted in a pending Seton Hall intern program; a Rutgers University medical records intern to start January 2018; and, an Occupational Therapy intern from Kean University completing a rotation 2017.
- The projects to organize, review, and revise policy and procedures tailored to the needs of Cornerstone Behavioral Health Hospital reached 85% completion.
- The medical records scanning project neared completion with more than 450 boxes of medical charts from 2007 to 2016 reviewed for accuracy and then removed from the building and archived.
- Patient census was maintained at nearly 99% -100%.
- The Violence Prevention Program was reviewed and revised and is now in compliance.
- Second exit door locks are scheduled to be installed by Dec 1, 2017 for additional anti-elopement measure (both Cornerstone East/West) will be completed.

Contract Unit

In 2017 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)

The IMU monitors contracts awarded through the Union County Department of Human Services. Over 470 monitoring visits took place in 2017. 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.

DHS Community Outreach Events

Throughout 2017, the Director's Office provided literature, speakers and staff from various offices and divisions to be present at information tables for numerous Union County and community information, resource, and networking events and activities. Examples include a community inter-faith resource/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 held at Plainfield High School. More than 400 parents and children attended to learn about government and community resources available to help parents and protect children from abuse and neglect.

The Office on Women participated in County wide efforts to create awareness and support for the LGBTQ community. The Office had a table with information at the Union County Community Pride Day event along with giveaways of several children's books featuring strong women role models. The many other outreach events sponsored by the Office on Women are noted in the accomplishments section of this narrative.

Juvenile Detention Alternatives Initiatives (JDAI)

In 2017 Union County applied for \$124,000 in exceptional funding for CY 2018 from the New Jersey Juvenile Justice Commission (NJJC), Innovations Funding grant, the maximum amount given from the state and the national Annie E. Casey Foundation. The County's proposal, submitted through the DHS Division of Youth Services, Youth Services Commission, seeks to continue the Family Engagement initiative, and add a second program to introduce youth to career exploration and job readiness, was approved by the state. These two programs will commence January 1, 2018.

In the fall of 2017, through a change in the County's Administrative Code the Juvenile Detention Center was moved from the Department of Human Services (DHS) to the Department of Corrections; however, the DHS will continue to work cooperatively with all JDAI stakeholders.

In 2006 Union County was among the first counties in the state to be chosen by the NJJC to be a JDAI site. State designated Local Council members include the county's Department of Human Services, Youth Services Commission and Mental Health Administrator; the County's Juvenile Shelter; Family Court; Presiding Juvenile Judge; Prosecutor's Office; Probation; Public Defender's Office; the state's Department of Children and Families; the state's Department of Child Protection and Permanency (DCP&P), formerly DYFS. Other members serving include the Union County Sheriff; Trinitas Regional Medical Center; FACT (Families and Children Together); Family Services Organization; municipal police; public education; and the state's JDAI Research and Reform Specialist. The Local Council standing subcommittees address Detention Alternatives; Probation; Case Processing; the Risk Screening Tool; and Disproportionate Minority Confinement.

Since 2006, the first year Union County became a JDAI site, admissions to detention dropped 75% and are down 12% from 2016. Today, more youth are in detention for first and second degree offenses. Violations of Probation (VOPs) are down 79% from 2006 and down 8% since 2016. In Union County youth of color are over-represented in detention; however, admissions of youth of color are down 6% from 2016.

On May 12, 2017, the newly renovated Court waiting room was celebrated. With assistance from design students at Kean University, the room was refurbished to make it a more comfortable place for parents and youth to wait and to meet with the Family Engagement Coordinator. Between March and September, 298 families were served by the new FE Coordinator.

Office on Women

In 2017 the Office on Women continued its outreach efforts to raise awareness throughout Union County through its continuously updated webpage (ucnj.org/women) featuring community resources and services along with new events (those of the office and other local non-profits). A new information card describing the Office on Women was created and

distributed at County and community events.

The Office on Women responded to dozens of phone calls and emails from constituents seeking information about rental assistance; WIC; welfare; jobs; Courts; Clerk of the Board; County Clerk; Prosecutors Office; divorce; immigration; and, domestic violence, among other inquiries. As needed, the office worked in an advocacy role on behalf of all callers.

To aid in preventing and responding to violence against women and girls, the Office created a new informational card to publicize the County's Rape Crisis Hotline number and describe the services of the Rape Crisis Center. Cards were placed in ladies rest rooms, laundromats, gyms, and brought to all women's events.

In cooperation with retired Union Police Sergeant Michael Boll and the YWCA's domestic violence specialist, the office has developed a "conversation" regarding sexual assault. This 'conversation' is an educational and interactive program geared for small groups of high school students, faculty, administrators and communities about sexual behavior appropriateness and legalities. The first conversation is planned for Union High School students, in small groups

The Office partnered with Union County College to develop a series of presentations named "Non-Traditional Career Paths." STEM (Science, Technology, Engineering and Math) events were developed to get young women interested in various science and math fields and STEM classes. These programs were offered in the fall and spring.

A "Senior Fraud" event was held in conjunction with the DHS Division on Aging and the New Jersey Division of Consumer Affairs to raise awareness of consumer fraud in the senior community. The breakfast, lecture and Q&A session was filmed by local TV Channel 36 at the Cranford Community Center and available for continued viewing.

The Office created a partnership with Trinitas Regional Medical Center's Women's Healthcare Center to implement a women's health initiative. Breast and cervical cancer awareness were addressed during September and October. 'Paint the Town Pink', a fundraiser/lecture was held at Bloomingdales, Short Hills Mall, for Breast Cancer Awareness Month in October.

To celebrate “National Women’s Health Week”, May 14th – 20th, a health quiz was placed on the website and a local program offered a free fitness week to all who signed up on the website.

Heart Health Month was celebrated in February with a lunch hour seminar for County employees. The main speaker was the County Employee Assistance Program’s wellness coach.

Two County events (Black History and Women’s History Month) received Trivia Cards/give-away at events. Each card was researched through the Office on Women and created similarly to Trivial Pursuit Cards and featured facts about historical people and events.

Empowerment programs – “Balancing the Scales of your Life”, “Let in the Light”, and “Inner Peace – Outer Strength” incorporate lecture/discussion, yoga and meditation. The most recent event attracted 100 women and was held in Masker’s Barn in the Watchung Reservation.

The Office on Women is represented on the Family Justice Center, Domestic Violence Board; Union County Human Services Advisory Board (HSAC); YWCA’s Advocacy Committee Board; Union County Commission on the Status of Women; and the Union County Means Business Advisory Board.

Paratransit

As of September 30, 2017, Paratransit, including the Route 22 Shuttle that runs 362 days a year, reached a total of 114,862 rides providing this vital service to 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. Also, there are dedicated days for veteran transportation to Lyons VA Healthcare System, the East Orange VA Hospital, and the Elizabeth VA Clinic. A new vendor has brought new ideas and improved service.

Improved Customer Service

In 2017 Paratransit installed Mobile Data Tablets (MDT’s) in all 52 vehicles in the fleet. These tablets 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. In addition, cameras on all vehicles were up-graded.

Generating Additional Revenue

With the contract expiration in 2017 of Paratransit's advertising vendor, a new bid was issued for an agency to solicit paid advertising to be placed on Paratransit vans. This select advertising is done to generate additional revenue. Bids received offer Paratransit a range of 62%- 70% of advertising profits. In 2016 Paratransit received \$11,536.25 from advertising at only 55% of the profit. As of the fall 2017, \$5,281.32 has been received from advertising. The collection of minimal fares (\$2.00 for a one way ride) has generated an additional \$88,042 in revenue.

Paratransit continues to contract with Logisticare for the transportation of Medicaid clients, and by the fall of 2017 received \$16,331 for this service. Paratransit received \$42,863 (\$7.00 per one way ride) from two mental health facilities for the transportation of Partial Care clients who no longer receive transportation benefits from Medicaid. Additionally, Paratransit is now receiving funds from the New Jersey Division of Vocational Rehabilitation for their clients receiving transportation from Paratransit.

Workforce Development Operations (WDO)/One-Stop Career Centers

In response to new federal Workforce Innovation and Opportunity Act (WIOA) legislation, Workforce Development Operations (WDO) successfully responded to the first Request for Proposal (RFP) for the operation of the Union County One Stop Career Center with offices in Elizabeth and Plainfield. The contract is for \$ 6,240,000 dollars for two years and allows the continuation of existing services from the One-Stops to clients, educators, labor leaders and employers.

New performance measures set by the federal Workforce Innovation and Opportunity Act (WIOA) will not be available until June 2018. In the meantime, WDO is reporting all services as required by the State of New Jersey. At the end of this program year, 261 individuals received vocational training from various private career schools authorized by the state. Another 639 individuals receiving welfare assistance were enrolled in programs as part of their Work First New Jersey work requirements.

WDO collaborated with the Plainfield Public Library to bring workforce services to the western end of Union County. Some classes had been available only in Elizabeth but are now being held in Plainfield as well for easier access by clients in the western half of the County. In addition, clients can now access computer training classes through the Plainfield Public Library.

In 2017 a young client sent to training through the Elizabeth One Stop Career Center was recognized at the 35th Annual Garden State and Employment Training Association conference in Atlantic City with the Student Training Achievement Reward (STAR) award. The student completed Web Design at Bright Horizon Institute. Prior to being funded for training, he was unemployed and actively looking for a job. While awaiting funding and contract approval, he volunteered in a school assisting other students. He did so well that the school hired him as an instructor where he has been employed since.

Division on Aging & Disabilities Resource Connection (ADRC)

In 2017 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 nutrition services.

Nutrition for At-Risk Seniors

In 2017 the ADRC continued 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 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. As of September 30, 2017, 126,771 nutritious meals were provided at 25 congregate (group) meal sites throughout Union County. During the same time frame, 168,965 meals were delivered to the frail elderly who are homebound.

Screening for Services and Benefits

The ADRC in 2017 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. The division continues to utilize the clinical assessment tool involving information and assistance (I&A) intake, a “Screen for Community Services” and a comprehensive care needs assessment tool. After the Center for Medicare Services (CMSs) approval, the division began to partake in additional services in relation to the screening process. The division has strengthened the ADRC partnership in 2017 with the hiring of a new Office for the Disabled Director. Staff meetings took place in 2017 to ensure a successful working relationship. On-going meetings are anticipated through 2018.

Advocacy and Community Outreach

The ADRC and Council on Aging continued to pursue advocacy efforts 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 Affordable Care Act dismantling. To strengthen our community outreach efforts by targeting “non-traditional” consumers, the division enhanced its website to include an online “contact us” page for consumer ease. Questions are directed via email to key staff in real time.

Additionally, to ensure all populations are included in our advocacy and assistance efforts, the division has pursued a certification process hosted by a national non-profit LGBT Advocacy agency, SAGE. Key division staff will be participating in this training to ensure our Division is inclusive. Inclusive LGBT branding will be included on division marketing materials in 2018.

In conjunction with the Office on Women and Consumer Affairs, the division held a free Senior Fraud workshop in 2017 to educate and inform seniors on the many methods they can fall victim to scams.

ASK (Aging Services Kiosk)

Due to heightened and successful marketing efforts in relation to ASK (Aging Services Kiosk), the ADRC implemented additional ASK locations throughout Union County. The ASK initiative takes the staff experience, knowledge and resources out of the office in Elizabeth and into the community at locations, such as public libraries and community centers, throughout the County so that seniors and their families can get information and assistance more easily and conveniently. Approximately

77 ASK sessions were held in 2017 with approximately 190 consumers assisted. Ongoing marketing efforts and location monitoring will continue in 2018.

Division of Planning

Behavioral Health

State Level Update: In 2017, the NJ Division of Mental Health and Addiction Services (DMHAS) was transferred from the NJ Department of Human Services to the NJ Department of Health. State mental health agency contracts transitioned to a fee-for-service system.

County Level Update: In 2017, the Behavioral Health Director/Mental Health Administrator and the County Alcohol and Drug Abuse Coordinator continued to participate in the Union County Opioid Response Initiative. The Community Law Enforcement Addiction Recovery (CLEAR) Program was launched providing peer recovery coaching for County residents who participate in the program. Prevention Links facilitates the CLEAR Program Peer Recovery Coaches. The 2017 Board of Chosen Freeholder Initiative provided an additional \$150,000 in detox and short-term rehabilitation treatment funding for participants in the CLEAR Program. These funds served a total of **79** persons as of October 2017.

Barnabas Health was awarded the DMHAS contract to provide Opioid Overdose Recovery Program (OORP) Peer Recovery Coaches in the emergency rooms of Trinitas Regional medical Center in Elizabeth; Overlook Hospital in Summit; and, Robert Wood Johnson University Hospital in Rahway. The OORP Recovery Coaches will work with County residents who have been administered NARCAN to reverse an opioid overdose.

Alcohol and Drug Abuse

In 2017, the State of New Jersey awarded \$909,809 for the provision of alcohol/drug abuse prevention education and treatment services for low-income, uninsured Union County residents. As of the 3rd quarter of 2017, approximately **1,069** residents have received prevention education and treatment through this grant. To date, **66** Mental Health and Behavioral Health Information and Referral phone calls have been answered by the Behavioral Health Unit staff. The CY 2018 Alcohol and Drug Abuse award

is \$951,615, a \$41,806 increase over the CY 2017 level of funding.

Municipal Alliances:

Nineteen Union County municipalities participate in the Municipal Alliance program. The FY2017 award was \$536,201 for the grant period of 7/1/16 – 6/30/17. During the FY2017 grant cycle, **139** prevention programs were funded. A total of **246,822** participants took part in these activities, and **264** community volunteers served on their Municipal Alliance Committees. During the FY2017 grant cycle, two grant funded prevention activities were facilitated by Prevention Links: Countywide Red Ribbon Day, and Prevention 101 which provided 10 community presentations on current drug trends. These trainings were provided to parents at meetings that parents already attend, i.e. Back-to-School Nights and Prom Education Meetings. The County Alliance Coordinator facilitated the third countywide activity creating the Municipal Alliance webpage on the County website with County staff and developing community outreach materials. The link to the Alliance webpage is:

ucnj.org/departments/human-services/alliance-to-prevent-alcoholism-and-drug-abuse.

The funding level of \$536,201 was maintained for FY2018 by the Governor's Council on Alcoholism and Drug Abuse (GCADA).

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 2018 and CY 2018 in Union County.

Office for the Disabled (OFD)

As of November 2017, OFD provided information & referral services to approximately **202** Union County residents with disabilities. This figure does not reflect multiple contacts regarding various subjects from the same individual. In February, an email distribution list was created to disseminate information pertaining to resources, services, and events for a total of **106** persons with disabilities. On November 13th, 2017, the OFD organized Emergency Preparedness/Go Bag training by the NJ Division on Disability Services for PASP (Personal Assistance Services Program) consumers and

Advisory Board on the Disabled members. Go bags and emergency planning materials were distributed to all eight (8) attendees, including a File of Life which serves as a personal medical home file for emergency first responders in the event that a person is unconscious or otherwise unable to provide this information.

Two (2) new members joined the Advisory Board on the Disabled (ABD) in 2017. In May, members established an Emergency Preparedness Committee to function as a Core Advisory Group (CAG) that promotes inclusive emergency management by meeting with the Union County Access and Functional Needs (AFN) Coordinator to identify, discuss and address issues relating to emergency operation plans and individual preparedness efforts. At the September ABD meeting, Union County Police Captain Mogensen provided a presentation about active shooters and how persons with disabilities might respond in such a situation.

Through the Personal Assistance Services Program (PASP), a total of 23 County residents, between ages 18 and 70, with permanent physical disabilities, received on average a total of 28 personal assistance service hours per month to support vocational goals and independent living. In 2017, two (2) new PASP consumers were added to the program. Staff produced new PASP flyers in both English & Spanish which were distributed in person at various transition/employment fairs, County recreational/summer events, and community meetings that were mailed out to more than 200 entities in Union County including rehabilitation/physical therapy centers; local colleges; employment programs; social services agencies; area high schools; and, child care providers. A press release and postings in the Job Connection/Division on Aging & Disability Resource Connection newsletters were also published to inform the community-at-large about PASP.

Children's Specialized Hospital (CHS)

The CHS contract facilitates coordinated and comprehensive services to children in Union County with special health needs and disabilities from birth to age 21. This is achieved by providing initial intake counseling to new referrals and serving as an entry point to the Catastrophic Illness in Children Relief Fund program by referrals from existing case loads and/or County residents. Services include case management, informational referral, home assessment visits, and counseling.

Intoxicated Driver Resource Center (IDRC)

In 2017 the IDRC has completed its 33rd year of operation since 1984. In 2017, this program has provided service to **749** individuals with four (4) classes still remaining, averaging 32 per class. Revenue decreased from 2016 due to 'no-shows' and capacity/medical leaves during the year. The projected revenue for 2017 is \$209,717. It is anticipated revenues for 2018 will increase. The IDRC continues to make every effort to retrieve non-compliant clients for rescheduling. The focus of the IDRC is to provide quality services, maintain positive outcomes for clients, heighten community awareness, and promote highway safety where alcohol/drug abuse issues are concerned.

The Union County IDRC is a state mandated 12 hour, (two day) program designed to educate, screen and evaluate drivers 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 and dangerous behavior of being under the influence while driving. The IDRC continues to work cooperatively with local treatment providers, Courts, the state IDP (Intoxicated Driver Program), and DWI (Driving While Intoxicated) offenders.

Homeless/Continuum of Care (CoC)

As of today (11/20/17), the Homeless/Continuum of Care unit has provided information and referral to a total of **255** County residents in 2017. A total of **2,706** Union County residents were served with federal, state, & local funds (five funding streams) to address those who are homeless or at-risk for homelessness. Services included permanent supportive housing; transitional housing; rapid-rehousing; emergency shelter; homeless prevention (rent/mortgage, security, utilities, food), legal aid; health-related/substance abuse treatment; employment; nutrition; linkages to other services; and, case management.

In 2017, the Comprehensive Emergency Assistance Systems (CEAS)/CoC Committee began the year by endorsing and submitting a resolution in support of "Build a Thriving NJ", a campaign of the Housing and Community Development Network of NJ. The campaign was created in an effort to make housing affordable for all New Jersey residents. The goal is for the State of New Jersey to allocate \$600 million dollars to increase

housing availability. In May 2017, the committee had a discussion on the proposed state budget cuts. Following the meeting, the committee drafted a letter to local and state representatives noting the importance of the Community Service Block Grant (CSBG) and other homeless prevention programs that benefit Union County residents.

In June 2017, a housing panel was held with Mr. Vito Gallo of the American Planning Association's NJ Housing Committee and Mr. Richard Brown of Monarch Housing. The importance of advocating for affordable housing and upcoming housing projects were discussed at this meeting. Due to numerous complaints about landlords and discriminatory treatment of low-income residents receiving Section 8, a special meeting was held in October 2017 to discuss the legal rights of tenants. Information about the Americans with Disabilities Act (ADA) was also presented at this meeting. The committee has decided to compile a list of complaints about landlords that will be disseminated to the appropriate governmental agency. The CEAS/CoC Committee plans to meet with the Fair Housing Council and the NJ Coalition to End Homelessness at their next meeting, scheduled for December 2017. The current leadership terms end on 12/31/2017. Voting will also be held during the December 2017 meeting.

The CEAS/CoC Committee provided a letter in support for PROCEED, Inc.'s application to the NJ Department of Community Affairs (DCA) Request for Proposal for the 2018 Prevention of Homelessness Program (HPP). PROCEED, Inc. proposed to provide services to at least 25 households in the form of rental arrears. A minimum of five (5) homeless households will be assisted with relocation funds in the form of security deposit and two (2) months of rent to achieve stability. The goal of the services provided is to reduce or eliminate homelessness for those who are at risk of becoming homeless or those who are homeless. This effort is a critically important need for Union County residents. For the most recent round of HPP funds, PROCEED has assisted 35 clients with back rent and seven (7) clients with security deposits.

In 2017, the Planning/CoC Subcommittee submitted ranking recommendations for the SuperNOFA CoC application to the CEAS/CoC Committee at the September 2017 meeting that were approved without further discussion.

Union County received award notification for the FY2016 Continuum of

Care (CoC) application totaling **\$4,598,725 for 18 projects**, including one new project that will create six (6) new units of housing for homeless young mothers between 18-22 years of age and their babies. The new project seeks to house youth in permanent scattered site housing across the County and to ensure that they remain stable by providing wraparound services necessary to sustain permanent, independent living.

The County submitted the FY2017 CoC application request on 9/27/17 totaling **\$4.8 million dollars for 19 projects** including one new project that will be a joint transitional housing and rapid re-housing program for a total of **15 households**. Award notification is anticipated shortly.

HUD's continued emphasis on System Performance Measurements requires Union County to submit homeless statistical data according to the Federal Fiscal Year (10/1-9/30). This data is used to compare the CoC's progress in addressing homelessness. Comparing data from 2015-2016 to the current year (2016-2017):

- **Average length of time people remained homeless in Emergency Shelter increased slightly from 85.5 days to 86.2 despite the increase in number of persons served from 897 to 1123.**
- Persons who exited homelessness to permanent housing destinations and returned to homelessness within a year increased from 5.1% to 7.3% - and within two years from 8.6% to 11.8%.
- The change in the unduplicated total number of sheltered homeless persons in emergency shelters increased from 914 to 1,134.
- Persons in Transitional Housing increased from 268 to 289.
- The successful placement of persons from the federal HUD funded Street Outreach program to permanent housing increased significantly from 35.2% to 48.9%.
- One (1) person from Street Outreach returned to homelessness in two years in 2016 – but none in 2017.
- The change in income for adults leaving the system with increased earned income jumped from 3.4% to 20%.

- The change in total income for adults leaving the system increased from 48.2% to 60%.
- The number of persons experiencing homelessness for the first time increased from 1,043 to 1,270.
- **Of the 561 persons who exited Permanent Housing, only 2.8% fell back into homelessness within the first year.**
- Persons who remained in, or had successful, permanent exits from, Permanent Supportive Housing remained high from 98.5% to 98.07%.

The **Code Blue** initiative program provides shelter on nights when the temperature was at 25 degrees or less, or at/below 32 degrees with precipitation. During the 2016-17 Code Blue season, **66** nights were called and of those, **45** were during calendar year 2017. As of today (11/20/2017) the 2017-18 Code Blue season has had four (4) **Code Blue** nights called.

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 2017 Point in Time (PIT) Survey on January 25, 2017 to count the number of homeless persons in Union County. A total of **475** persons, in 291 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. A total of 19 persons in 19 households were identified as chronically homeless. A total of 50 households, including 55 persons were unsheltered on the night of the count.

GAP Grant

The Union County Board of Chosen Freeholders, through the Department of Human Services, Division of Planning, implemented the 2017 GAP Grant from 5/1/17-12/31/17. 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 (federal poverty guidelines). As of October 2017, a total of **280** persons were served with GAP funds as follows: **30** homeless children received tutoring services and participated in recreational activities; **79** households were provided

with homeless prevention/case management services; 26 households received utility assistance; 50 households received food vouchers; 32 households received 273 nights of shelter in a motel/hotel; 40 persons with disabilities received 1,328 home-delivered meals; 37 individuals received legal services to prevent homelessness from eviction/foreclosure; and 29 women/40 children affected by domestic violence received 233.25 hours of case management services.

Family Support and 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 family support and prevention included: Outreach (538 families) and family engagement (225 families); parent/caregiver empowerment by way of eight (8) community forums and five (5) workgroups; and, the dispersal of flex funds to address emergency needs for 57 families in areas such as rent; utilities; food assistance; education; child care; and other emergent needs. Statistics represent the first nine (9) months of the program for 2017.

Rape Crisis Center (RCC)

Rape Care: During the period of 1/1/17–10/31/17, the Union County Rape Crisis Center (UCRCC) provided the following assistance through its 24-hour hotline: 235 victim and/or significant other crisis support calls; 151 victim-related calls; 47 medical (forensic examination) accompaniments; and 13 legal (police/statement) accompaniments. The UCRCC has experienced a significant increase in hotline calls, in comparison to 2016.

The UCRCC also conducted three (3) accelerated volunteer Confidential Sexual Violence Advocate (CSVA) trainings, adding seven (7) new volunteers to its team. Two (2) of the trainings took place during the day. The depth of this accelerated approach is the first of its kind. Additionally, a new partnership was formed when the UCRCC conducted an in-service training for the forensic nurse examiners of the Sexual Assault Response Team (SART), a program housed under the Union County Prosecutor's Office. It is anticipated that this training will continue on an annual basis.

Prevention Education: The UCRCC also formulated a new alliance with the Alexander Hamilton Preparatory Academy (AHPA) in Elizabeth, NJ. Multiple sessions of prevention education were introduced to its students via a curriculum entitled, Media Literacy. This curriculum equips students to examine the root causes of gender-based violence and become proactive media consumers.

Division of Social Services (DSS)

As of July 2017, (the latest available data) reported by the New Jersey Department of Human Services, Division of Family Development, there was a total of 774 Work First New Jersey/Temporary Assistance to Needy Families (WFNJ/TANF) family cases in Union County. These cases include both children (1,406) and adults (634), for a total of 2,040. In 2017, Union County continues to rank 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 42,994 persons, 21,121 children and 21,873 adults.

Income Maintenance Unit Improvements

In 2017 the DSS hired eight additional staff that specialized in the review and approval of case work in the Income Maintenance (IM) Unit. The IM unit provides cash assistance for single adults and families. The IM Unit also provides supplemental food assistance through the Supplemental Nutritional Assistance Program (SNAP), formerly known as the Food Stamp program.

The IM Unit also provides medical assistance through a variety of Medicaid programs including the Affordable Care Act (ACA) Medicaid, commonly called Obamacare. These additional eight (8) Income Maintenance Specialists helped the division achieve increased effectiveness and efficiencies in the Medicaid and SNAP programs by timely processing and approving the increasing volume of SNAP and ACA Medicaid applications flowing into our offices. The agency can now process all SNAP and Medicaid cases within the state mandated time frames of 30 days and 45 days respectively.

Staff

The UCDSS hired 10 part-time clerical staff to assist with reduction of the Digital Imaging Management System's (DIMS) significant backlog. DIMS is the state's new electronic digital file management system that requires each County Welfare Agency (CWA) to scan and electronically store each client's case record. With the hiring of these temporary staff we have been

able to significantly reduce the backlog to a manageable level. However, additional full-time staff is needed to keep up with the volume of paper flowing into our offices daily. The volume of the current work requires additional staff if the division is to remain current with the digital imaging of case files.

In addition, the UCDSS management negotiated and acquired thirty (30) additional parking spaces for the staff located at our Westminster Avenue, Elizabeth site.

Immunization Clinic

Beginning in February 2017 the Immunization Clinic proactively underwent an operational reorganization that included new “state-of-the-art” equipment for freezing, refrigeration, and proper storage of all vaccines as well as temperature data tracking to insure optimum storage conditions. The clinic’s computer hardware and software were updated to simplify record creation and retention. In addition, this computer update now enables staff to participate in health related webinars, allowing staff to remain current with the latest findings and data as well as the ability to maintain required certifications.

As of September 30, 2017, the clinic immunized 1,068 children.

Document Handbook

To help ease the stress of applying for assistance for food, shelter and/or medical care, staff from the Division of Social Services worked with a group of parents from the Union County Council for Young Children (UCCYC) and Community Coordinated Child Care (4Cs), the county’s lead child care agency, to develop a visual and written “Document Handbook” of documents needed when applying for assistance. This new handbook was introduced to the public, community based agencies, and government officials at a press event held November 3rd at the Rahway Public Library.

The goal of the handbook is to prepare clients seeking public assistance and at the same time make a more efficient and effective use of DSS staff’s time with clients. It is hoped that this handbook will serve as a model for all county welfare agencies in the state.

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.

Family Crisis Intervention Unit (FCIU)

- The FCIU has served 136 youth and families thus far in 2017, diverting all but five (5) cases from the Court system.
- FCIU counselors attended five (5) trainings: Relationship Violence; Suicide Prevention; Domestic Violence; DCP&P; and Substance Abuse. FCIU participated in program presentations with the Educational Law Center; Trinitas Regional Medical Center; the Recovery High School; Summit Oaks; and the National Guard Teen Challenge Program.
- Three new FCIU staff members were hired and successfully trained in FCIU program protocols.
- FCIU staff participated in the Development of the Youth Services Resource Directory for the Youth Service Networking Committee.
- FCIU staff were successfully trained on a new Data Collection System (FAMCare)
- Developed a very comprehensive Resource Library that contains up-to-date literature and print materials on a wide array of services.

Electronic Monitoring (EM)

- EM has successfully partnered with the Juvenile Detention Center to service 28 youth thus far in 2017 with only two (2) re-offending and having to return to the Detention Center. Through EM, 92% of these youth were spared from remaining in the Detention Center pre-adjudication.
- FCIU successfully trained three (3) new EM Coordinators to effectively monitor and provide case management services for the program, and is in the process of training an additional two (2) to serve as EM Coordinators in December.
- EM Coordinators participated in program presentations from the Educational Law Center; Trinitas Regional Medical Center; the Recovery High School on the campus of Kean University; Summit Oaks; and, the National Guard Teen Challenge Program
- Two of the EM Coordinators are attending a Case Management Certification Program and expect to receive certification by the end of 2017.

- EM Coordinators increased case management for EM Youth in 2017, formulating case management plans for numerous youth on the program.
- EM Coordinators were successfully trained on a new Data Collection System (FAMCare).

Youth Services Commission (YSC)

- The YSC created the first YSC Booklet for service to be distributed to families and service providers throughout the County of Union.
- The YSC administered the first YSC program needs survey to assist in the creation of the three (3) year plan to be submitted to the state by the end of 2017. The survey was taken by 100 parents, service providers, and 19 youth on Probation. Results of this survey were used to determine what programs and services are most needed for Court involved youth in Union County. Needs at the top of the list include how to complete job and school applications; how to search for jobs; and how to write resumes. The 2018 YSC JDAI funds will support a new “Career Exploration and Job Readiness Program” that will help guide youth on this journey.

Youth and Family Outreach

- 17 community events, including eight (8) National Night Out events, were held at locations such as schools, community centers, parks, agencies, and police departments. .
- Partnered with Plainfield for P.I.C.E.S (Plainfield Initiative Early Childhood Educational Services) and the UCCYC (Union County Council for the Young Child) in Rahway for a total of 22 events.
- YSD conducted three (3) anti-bullying seminars, two (2) in Plainfield and one (1) in Union for 100 people.
- Three (3) sessions of parenting groups were held in Plainfield, Rahway and Cranford serving 52 parents.

Students Helping Out Union County (SHOUT-UC)

- 91 students enrolled in the SHOUT – UC program since March 1st with 67 youth currently active.
- SHOUT – UC students completed over 500 community service hours and have completed 14 Community Service Projects since March 2017. Community service sites included the Union County Department of Parks

and Recreation, Jefferson Park Ministries in Elizabeth; Prevention Links, Inc.; and, the Community Food Bank of NJ in Hillside.

- SHOUT- UC held its first community service event on August 11th with a Trap Karaoke hip-hop music event. This event held in Elizabeth was attended by 60 students and raised 90 days of snacks for the 135 youth seen weekly in Probation.
- Created a youth board consisting of high school students throughout Union County to assist in creating programs/events for youth in Union County.

Shoplifting Prevention

- Hosted five (5) shoplifting prevention seminars in Plainfield, Elizabeth Cranford and Westfield with 20 successful completions for 2017.

Anger Management

- Administered three (3) anger management sessions, each lasting for eight (8) weeks, with a maximum of eight (8) youth per class. Sessions were held in Plainfield, Cranford and Elizabeth. This program received over 15 referrals in its first year.

• 2018 Initiatives

Office of the Director

New Division of Outreach and Advocacy

In 2018, the Department of Human Services will introduce a new Division of Outreach and Advocacy. This new division will be focused on serving and engaging the LGBTQ population; health information, education and training for women; and, those with special needs who may benefit from a variety of recreational and cultural activities.

Cornerstone

In 2018 Cornerstone will pursue the following initiatives:

- Acquire qualified senior staff to replace projected retirements during the year of the positions of Director of Finance; Assistant

Administrator; Director of Social Work and Professional Services; and, Medical Director/Chief of Psychiatry.

- In on-going, productive discussions with Center Management, the company that leases space to Union County, Cornerstone will continue its efforts to improve housekeeping, dietary, and maintenance services in a manner most beneficial for the unique needs of patients and staff in this facility.
- Obtain estimates for and install video cameras in common areas of both Cornerstone's East and West units.
- Provide evening nursing supervision for the safety and incident reduction of both patients and employees.
- Provide brief, informative training sessions for staff on positive engagement of patients and improving staff/patient relationships by recognizing and defusing escalating behaviors.
- Reduce the number of restraint events from 14 events in 2017 to a projected goal of eight (8) events in 2018 through improved crisis management and communication.
- Finalize the Evacuation/Disaster Plan in coordination with the county's Office of Emergency Management (OEM) and the Union County Police.

Juvenile Detention Alternatives Initiative (JDAI)

After notification from the NJ Juvenile Justice Commission of a grant award for \$124,000, the Union County JDAI Local Council, through the Youth Services Commission, released an RFP (request for proposal) for two service programs in CY 2018. In 2018 the Local Council will continue the Family Engagement initiative and will add a second program in 'Career Exploration and Readiness'. The successful proposal will be announced December 7th.

Union County's Local Council will continue to engage the services of a Family Engagement Coordinator (FEC) to link youth and families involved in the juvenile justice system with services to strengthen the family. The FEC is on-site in the Family Court waiting area to assist youth and families face-to-face and to help reduce juvenile delinquency on the part of younger

siblings in the families.

Office on Women

The Union County Commission on the Status of Women is planning to hold its annual public recognition of outstanding women at its 2018 Women of Excellence Dinner, scheduled for Friday, March 16th at The Westwood, Garwood. The Commission has plans including a lecture series and volunteer activities. The Commission's Resource Directory will be updated in 2018.

In 2018 the Office will create a Women's Healthcare Project that will raise awareness of and address women's heart health; mental health, including substance abuse; breast and ovarian cancer; violence; PTSD issues for female military veterans; post-partum depression; eating disorders; and autoimmune diseases. The Union County's Women's Empowerment Series 'Health/Wellness/Yoga/Meditation' will be continued in 2018.

Educational programs for women will feature non-traditional career paths, including STEM (Science, Technology, Engineering and Math) panel discussions and presentations at Union County College. The Office will serve as a resource for women seeking to enter or re-enter the workforce.

In May 2018, the Month celebrating senior adults, educational events will be held to raise awareness among seniors about fraud and scams that target this population. Programs will be developed in cooperation with the State of New Jersey's Department on Consumer Affairs and the Union County Division on Aging and Prosecutor's Office.

The Office will continue to forge relationships with local civic organizations such as the Junior League, and Lupe, a Hispanic organization. Work will continue with the YWCA Advocacy Committee, and with the Prosecutor's Office on the Domestic Violence Office/Family Court.

Paratransit

In 2018 Paratransit will seek to contract with another adult day care center to provide dedicated transportation for their clients from Monday through Friday. Paratransit will continue its efforts to find ways to generate the necessary funding to provide this vital service to our residents who depend on it.

Workforce Development Operations/One Stop Career Centers

The Division of Workforce Development will explore social media and virtual presence to allow more constituents to get information, access or facilitate initial services. This will be accomplished by working with staff in IT (information technology) and public information.

Starting January 2018 Workforce will make available supportive services to eligible individuals through a vendor subcontract. The proposals will be submitted to Union County on December 9, 2017. Supportive services include assistance with transportation; test fees; childcare; and other training or work-related costs to clients who are enrolled under a workforce grant.

Workforce Development Operations will continue to work on executing its plan of integrating employment, vocational rehabilitation and WIOA Services to out-of-school youth through a comprehensive Youth Center that will provide resources to this population. The initial goal is to provide dedicated space and materials so youth can avail themselves of these services in a safe and supervised environment.

The One Stop will continue to explore the possibility of implementing non-traditional or extended work hours for events such as job fairs, youth and community events sponsored by the County or other community agencies. Services at the Plainfield Public Library are available to referrals from the One Stop Career Center as part of a partnership with the library. Other community agencies are being approached for possible partnerships to make services to clients more accessible.

WDO will increase its efforts to work in conjunction with the Department's Division of Youth Services to make services more accessible to disadvantaged youth, parents and other clients.

Division on Aging & Disabilities Resource Connection (ADRC)

In 2018 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 2018, 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 would permit continued nutrition program funding, and ensure the provision of emergency nutrition services in crisis situations.

Screening for Services and Benefits

The ADRC in 2018 will 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, identified a new client pathway, assessment, and eligibility determination. The division will continue to utilize the clinical assessment tool involving information and assistance (I&A) intake, a “Screen for Community Services” and a comprehensive care needs assessment tool. Staff meetings with the Office for the Disabled staff will continue in 2018 to ensure a successful working relationship.

Advocacy and Community Outreach

The ADRC and Council on Aging will continue to pursue advocacy efforts at the local, state, and federal levels of government, through contact with key legislators, education, raising public awareness, and letter writing campaigns. To strengthen community outreach efforts by targeting “non-traditional” consumers, the division will continue to monitor and update its website to ensure it is both user-friendly and informative. With the completion of the certification process hosted by SAGE, a national non-profit LGBTQ Advocacy agency, along with key staff training, the division will continue to ensure our work is inclusive and marketing materials are reflective of this inclusion. Additional efforts to support and engage the Latino community will be pursued in 2018 through an increase in targeting efforts with the potential new hire of a bi-lingual outreach worker.

Division of Planning

Behavioral Health

In 2018, the Behavioral Health Director will facilitate the proposed Board of Chosen Freeholder Initiative: Union County Proud to be Mental Health Stigma-Free providing Mental Health First Aid trainings to **125** front-line County staff and publicizing resources for referral to services. The Behavioral Health Director and the Alcohol/Drug Abuse Coordinator will continue to work on the Union County Opioid Response Initiative to support an additional **185** detoxification and **728** short-term rehabilitation treatment bed nights. Union 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 2018, 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 2018 Point-in-Time (PIT) Survey to count the number of homeless throughout Union County. The PIT will be conducted on January 24th, 2018. Program staff will participate in the street count as well as the daytime events in Elizabeth and Plainfield.

The Point-in-Time count is part of the formula that determines federal funding to Union County from HUD (Housing and Urban Development).

In 2018, the committee will continue the work of remaining in compliance with the CoC regulations in the following areas: Coordinated Assessment System (quality control for services within Union County, performance standards and smooth CoC) and recruiting new agency members to represent Veterans; Board of Education/Superintendent's 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). Additionally, the Planning/CoC Subcommittee - Coordinated Assessment System (CAS) working group will continue its work on implementing a more efficient coordinated assessment of services that will be presented at a public meeting in the spring of 2018.

GAP Funding

Additional GAP funding (\$75,000) has been requested to purchase additional services in 2018 for motel/hotel emergency bed nights for persons who are homeless in Union County, rental assistance for persons at-risk of homelessness, and meals for persons with disabilities age 59 or younger. 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)

In 2018, the Office for the Disabled (OFD) will work to update and streamline the information and resources available to the public via its webpage on the Union County website. Staff will continue to pursue opportunities to collaborate and network with other community organizations that serve persons with disabilities and provide information regarding the Personal Assistance Services Program (PASP). Through its newly-formed Emergency Preparedness Committee, the Advisory Board on the Disabled (ABD) will seek ways of informing emergency planning efforts to ensure that they are inclusive of persons with disabilities.

Rape Crisis Center (RCC)

In 2018, the Union County RCC will continue providing confidential support services to victims of sexual violence and their significant others through the 24-hour hotline. The next Confidential Sexual Violence Advocate (CSVA) training is slated for winter of 2018. The UCRCC plans ongoing community outreach to share UCRCC services and recruit volunteers.

Prevention Education

The UCRCC will continue facilitating primary prevention education throughout Union County, with a special concentration in Elizabeth. Multiple layers of research have identified this municipality as being at greatest risk for victimization or perpetration of sexual violence. The UCRCC plans to strengthen its partnership with the Alexander Hamilton Preparatory Academy (AHPA), where it is currently launching prevention education programming. A goal is to have both parties join forces in creating a school based coalition addressing the issue of sexual violence on an even broader scale.

Division of Social Services (DSS)

The DSS will increase security by installing a surveillance camera system linked to the County Police. This action was recommended by the Union County Police to enhance safety for both the public and for DSS staff. Initially, this new video surveillance system will be installed at the main office located at 342 Westminster Avenue in Elizabeth. The system will provide more than just surveillance. The security cameras will help protect the office against vandalism, theft, and other crimes. In addition, the surveillance cameras may work to reduce fraudulent liability claims inside and outside the building.

The DSS plans to purchase desktop and hi-speed scanners so that staff can reduce the amount of paper filing being stored on site. The plan is to be able to digitally image documents supplied to the agency by clients and store them in our computers, with the overarching goal of digitally storing all files and documents, eliminating the need for file cabinets and storage space.

Division of Youth Services (DYS)

1. In 2018 the DYS will continue its youth anger management sessions to help reduce the ongoing issue of youth violence throughout Union County. The division will implement a mentoring program with the goal of reducing violence. The DYS will research and develop a 'Life Skills' program that will be offered to at-risk youth in Union County.

Department of Parks and Recreation

Cultural and Heritage Affairs

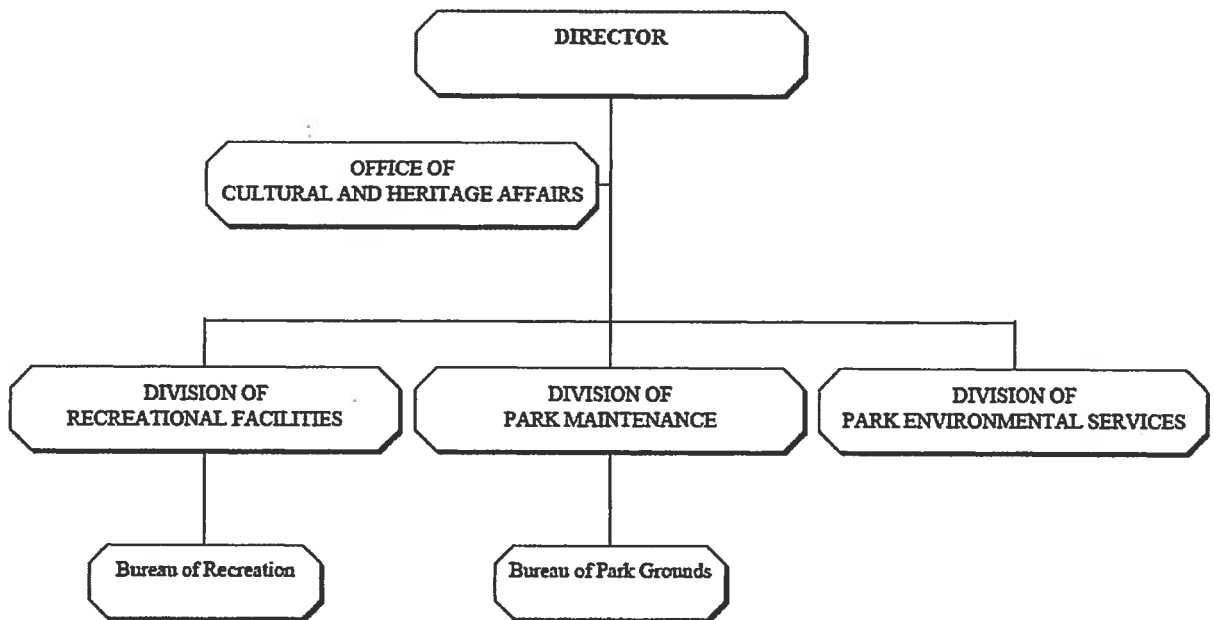
Park Environmental Services

Park Maintenance

Recreational Facilities

Organizational Chart

Department of Parks and Recreation



DEPARTMENT OF PARKS AND RECREATION

Mission

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

Programs & Services

Office of Cultural and Heritage Affairs

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

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 Sports Center, Ulrich Pool, Watchung Stables, Trailside Museum and the future Spray Park at Wheeler Park. The division consists of the Bureau of Recreation.

Bureau of Recreation

The Bureau of Recreation develops and administers programs and special events to facilitate the public use and enjoyment of County parks and recreational facilities. Programs and events are carried out at the Trailside Nature and Science Center, Watchung Stable, Warinanco Sports Center, and the Walter E. Ulrich Pool and at various County parks.

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.

2017 Accomplishments

Thousands of staff hours go into the regular programming and maintenance of the parks, from the nature programs at Trailside to the riding lessons at the Stable, to the summer concerts and movies, and to mowing grass, cleaning up litter and all of the “routine” elements that contribute to the Department’s ongoing mission to serve the several hundred thousand visitors who utilize the County’s 36 parks every year.

The year 2017 was an especially exciting one, from the re-enactment of the Battle of the Short Hills at Oak Ridge Park to the completion of renovations to the Warinanco skating rink so the facility can be used year-round. When skating season ends, soccer teams can move in and play, regardless of the weather, with room set aside for baseball players. The aging Wheeler Pool was retired from service and will be replaced in 2018 with a spray park, similar to the ones enjoyed at parks across the county.

Working together with the Sign Shop and the Traffic Division, the Department of Parks and Recreation began a full court press to raise public awareness of Union County’s role in Revolutionary War America. While Union County is one of 14 counties that comprise the National Parks Service Crossroads of the American Revolution National Heritage Area, the County was the first to roll out Crossroads markers in nearly every community, highlighting sites that have been part of our American experience for centuries. The first redesigned Welcome to Union County signs, again

emphasizing the County's rich history, were installed this fall with completion expected by spring 2018.

Through the Office of Cultural & Heritage Affairs, the Parks Department created a new series of History Trading Cards, highlighting significant people and events in Union County, from Alexander Hamilton, who studied at The Academy in Elizabethtown, to "Andersonville" author MacKinlay Kantor, who lived in Mountainside and Berkeley Heights.

Well received by the history community, the new card series is designed to excite young students about the rich history in their backyards. Through the Office of Cultural & Heritage Affairs, the Department also worked with Passport To Your National Parks, and was able to create a new series of Passport stamps for all Revolutionary War era sites, a program that drew visitors from Pennsylvania, Massachusetts, Maryland, and south Jersey to Four Centuries In a Weekend for the primary purposed of collecting the new Passport stamps. As Heritage Tourism continues to expand throughout the country, and in New Jersey, these efforts will continue to raise the County's profile as a place to visit.

More is planned in the coming year, with the Board of Chosen Freeholders having approved the "Last Invasion Historic Trail," from Elizabeth to Springfield, marking the significance of the battles of 1780 which convinced the British that attempts to crush General Washington in New Jersey were fruitless, prompting their retreat.

As work continues to rehabilitate the Reservation's trails for the continued enjoyment of the thousands of users, the Department also broke ground on a new Sensory Trail to serve people with special needs. The Department also continues to explore connecting the Reservation to the county's Greenway network, a portion of which was officially incorporated into the September 11 National Memorial Trail, a distinction that the County's greenway network also shares with the East Coast Greenway.

With help from the Union County Master Tree Stewards, a tree identification trail was installed in Warinanco Park, enabling visitors, with a click of their smartphone, to learn more about nature and the trees along their walk. Trails are planned for Echo Lake and Passaic River Parkway in 2018, adding to the seven that already exist in other county parks.

There is also a new interactive trail map that visitors to the Reservation can access on their mobile devices, to help them navigate the 2,200 acre park with its miles of trails.

The new registration system is now fully online, creating 24/7 convenience for County residents signing up for special events, programs and picnic reservations. In particular, the new systems has also eased the signup process high-demand programs like the summer camp at Trailside.

An additional Wi-Fi Hot Spot was added to the area surrounding the Echo Lake Boathouse in Mountainside.

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 2017, we continued to offer more programs in underserved areas of Union County, specifically Elizabeth, Hillside, Union and Roselle. The ROID grant, Parks and 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. We also added a part time member to our team, who greatly helped staff our programs and assisted with administrative duties in the office.

For 2017, 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:

- Lace Up Your Skates & A Night Out with the NJ Devils – a social event focused on partnering with the NJ Devils, a sponsor for our skating center.
- 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.
- Purchasing and replacing equipment for our ongoing programs, such as
- Sensory Friendly Theater, Yoga, fishing poles, and our annual Lace Up Your Skates program.
- Advertising our programming through NJ Kids Guide and printing materials for distribution through the UC Print Shop.

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 included karate, golf, ceramics, culinary delights, yoga and volleyball.

In addition to these programs, we continued to offer free swimming to people with disabilities at the County pool 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 Fly-casting 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 continued its support of residents in Eastern Union County with our partnership with Prevention Links located in Elizabeth. We offered an inclusive yoga/zumba summer program for children in need.

This year we had the opportunity to offer two programs for people with physical disabilities. The first, which is a new partnership for 2017, was with the Cerebral Palsy League of Union County, located in Cranford. We offered a workshop style ceramics class to 20 individuals with physical disabilities. The second was our annual First Swing Clinic at Galloping Hill Golf Course in Kenilworth, which served amputees, veterans, and any individual with a mobility deficit.

Throughout the course of 2017, we attended workshops throughout NJ pertaining to issues such as ADA compliance and relaxed/sensory friendly performances. This allowed multiple networking opportunities and ideas for improving our programs and our facilities for the disabled community.

We successfully applied for and received over \$50,000 in grant and sponsorship funds for the various recreation programs offered to those residing in and outside of Union County, from both public and private sources. Some of our sponsors include Whole Foods, Shoprite of Clark, and the Aronow Foundation.

For 2018, we hope to continue offering our current program schedule and expanding our reach for participation and interest in our programs and events. We hope to add new programming such as developmental swim lessons, summer camp, expanding the developmental golf program, and hosting our programs at different locations in Union County to better meet the needs of the population we serve.

Touch-A-Truck

Held on April 30, Touch-A-Truck took place in the loop area of Watchung Reservation and gave youngsters the opportunity to climb aboard dump trucks, bulldozers, police cars, HAZMAT response units, and Union County's SWAT vehicle called "The Bear." This event was held in conjunction with Wild Earth Fest at Trailside and 2763 people came through the gate at this event alone.

Rhythm & Blues by the Brook

This popular one day music festival held in Cedar Brook Park, Plainfield took place on June 3. approximately 5,000 people were entertained from 12:00 PM – 6:00 PM by Naughty by Nature, Rob Base and other assorted acts. A classic car show, food and novelty vendors along with free activities for the children rounded out the event.

Battle of Short Hills

On the weekend of June 24 and June 25, a re-enactment of the 240th Anniversary of the Battle of Short Hills was staged in Oak Ridge Park, Clark. 800 re-enactors took part in the two-day event coming from as far away as Canada and Georgia. Most re-enactors camped on site utilizing techniques from the American Revolutionary War to live and teach for the weekend. Approximately 4,000 spectators came over the course of the weekend to see the re-enactment of the battle and the festivities surrounding it.

Summer Arts Festival

For our second consecutive year, we were delighted to have New Jersey Symphony Orchestra kick off our Summer Arts Festival Concert Series. Unfortunately it rained for this event and we held the concert indoors at the rain site of Scotch Plains/Fanwood High School. Close to 600 people attended this event.

Throughout the months of July and August, eight additional Summer Arts Festival Concerts were hosted in two Union County parks. With a contracted promoter, four concerts took place in Echo Lake Park in Mountainside and four concerts were held in Oak Ridge Park, Clark. We ran UC FIT once again and offered free community yoga as a “pre-event” to each of these concerts. Approximately 6,700 people attended these concerts. Throughout the series we were fortunate to have a sponsorship from Whole Foods in Clark as well as eight yoga studios that ran the pre-event yoga programs.

Family Fun & Flix

Five movies were shown in two parks on Tuesday evenings in July and August. Warinanco Park hosted crowds of approximately 3,700 people for the four movies in that park and Meisel Park had approximately 500 people in attendance for “The Secret Life of Pets.” The Meisel Park movie coincided with National Night Out. With each movie in Warinanco Park we continued our UC Get Fit program with a children’s fitness program before 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 children in attendance.

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 1,000 people enjoyed the strolling entertainment and visits with dozens of emergency vehicles from around the County. When the emergency vehicles left the park at dusk, a Family Fun and Flix movie, "The Secret Life of Pets" was shown.

Shakespeare in the Park

The Shakespeare Company of NJ was hired for the third straight year. This year they presented a traveling production of The Taming of the Shrew. Performances were held at Cedar Brook Park, Plainfield, Raymond Wood Bauer Amphitheater in Linden and Echo Lake Park, Mountainside. The three free performances drew attendance in the vicinity of 350 people.

UC CommUNITY Pride Picnic

A celebration of inclusion and marriage equality, the Union County CommUNITY Pride Picnic was scheduled for June 17th from 12:00pm – 4:00pm at Rahway River Park. The event was cancelled due to severe weather on June 17th and rescheduled for September 16th from 12:00pm – 5:00pm. A Freeholder Initiative, the event consisted of numerous activities and crafts for families, as well as a children's music concert and a rally for equality. Estimated attendance was 500 people.

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 the past. Approximately 1,500 motorcycles participated in Rolling Thunder this year.

Harvest Festival

The last Sunday in September, the Department of Parks and Recreation hosts the Harvest Festival. This year incredibly warm weather may have affected Harvest Festival attendance, which drew approximately 3,000 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 much more.

Paint by the Pond

Paint by the Pond took place on September 30 in Warinanco Park. Visitors were welcomed to paint small cardboard houses and view them floating in the Warinanco Park pond. The houses were constructed by County employee Dario Scholis. Lunch was provided and close to 300 people stopped by to paint or view.

Hayrides & Campfire

In September and October, five hayrides and campfires were run on four Friday nights and one Sunday afternoon (one in Warinanco Park and four at Trailside Nature and Science Center). Approximately 1,250 residents enjoyed the experience of riding in our hay wagon, sipping hot chocolate and roasting marshmallows while listening to the diverse music of our entertainers. Additionally, three groups (1-Boy Scout, 1 – Girl Scout and 1 – people with disabilities) participated in on-site private Hayrides & Campfires this season.

The Great Pumpkin Sail

Taking place on November 1, the Great Pumpkin Sail is always a crowd pleaser. This event, which featured 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. This event is available to approximately 2,200 participants.

Holiday Celebration

Over 1,500 people attended the widely popular “Celebrate the Season” event at Warinanco Sports Center on Sunday, December 3rd. The event was held 3:00 – 7:00pm and included a visit from Santa and Mrs. Claus, songs by the Celebration Singers, crafts for the children and free ice skating (\$4.00 for skate rentals). Guests at the new facility also enjoyed fresh homemade cookies and hot chocolate and were able to purchase food from the new café.

Reservations

Throughout the year our parks are used by thousands of individual and groups. Families, corporations, teams and leagues are just a few examples of those who utilize our park system. Residents from all 21 municipalities

have the opportunity to participate in small or large private events of their own liking, at a low cost, close to home. The list below shows the number of specific “private events” that took place in our park system in 2017:

2017 Event Totals	Number of Permits Issued
Walk-a-thons/Runs	57
Boy Scout Bookings	62
Maskers Barn Reservations	110
Photo Shoots-Video	6
Fishing Derbies	10
Day Camps	8
Picnics	1,678
Athletic Fields	12,197
Other Events including weddings, exercise classes, church, rallies	136
Fireworks	3
Sport Tournaments	3
Archery Group Lessons	299
Archery Small Group Lessons	3
Archery New/Renewed ID's	358

Watchung Stables

The Watchung Stable in 2017 had a very good year with the full year of the use of the indoor ring and new outside rings. The private lessons increased from 2016 by 32%, from 841 to 1,110 as of November 30.

Additional items included:

Facility

- New Bleachers in indoor arena were installed
- Began renovation of the bridle trails with new footing
- Upper parking lot was regraded and new stones put down
- Received a donated washing machine in the tack room for staff.

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 42,000 lbs. of straw less than in 2016. In addition daily and NTO is crucial to the health and well-

being of the horses. Turnout increases social, mental and emotional behavior increasing work ethic in the program.

- Monthly assessment of horses and capabilities of working in the program. Each horse's health is assessed by manager (and vet, if needed) to see how well they are working in the program; 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.

Programs

- Winter Riding Classes- Started January 2017- Huge success during the months of January, February and ½ of March Total 584 participants.

Trailside Nature and Science Center

Auditorium Upgrades

Technology upgrades in the Trailside Auditorium is currently being completed by an outside vendor. Project includes installation of a large screen, projector, new speakers, audio equipment and a podium.

Watchung Reservation Sensory Trail Construction

On October 20th the ground breaking ceremony was conducted for the Watchung Reservation Sensory Trail project. Freeholder photos were taken and the Trailside Director spoke about the details of the project. Project features reconstruction of a portion of the Red Trail to comply with ADA requirements. This project offers sustainable and accessible ways for visitors to safely experience the outdoors and provide opportunities to interact with nature.

Special Programming Designed for Linden Public Schools

The Trailside staff wrote new curriculum on Living Systems as per the request of the Supervisor of Science in the Linden Academy of Science and Technology. The program was designed based on the New Jersey Student Learning Standards for Science. Students looked at the Earth as a system breaking down the subsystems – geosphere, atmosphere, hydrosphere and biosphere. The focus turns to the biosphere as students explore ecosystems and organisms as they interact with each other. Food webs, transport systems of plants and animals and sensory systems in animals are all explored. In the fall, over 400 - 5th graders from Linden came to TNSC to

Division of Park Maintenance

Bureau of Park Grounds:

- All ball fields were cut, lined, dragged, etc. on a regular schedule
- Over-seeded, fertilized, and aerated all athletic fields
- 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
- Tree trimming and removal program for safety continued into its fourth year
- Planted over one hundred new trees throughout the park system
- Pond was dredged at Meisel Park
- Construction started on a synthetic turf field at Cedarbrook Park
- Purchased and installed new walking trail material for hikers and equestrians. Continued to improve existing trails in the Watchung Reservation
- Resurfaced rubber spray-ground at Snyder Ave.
- Replaced fencing at Passaic Park and Snyder Park athletic fields
- Replaced gazebo and drainage behind TMA
- Started new Sensory Friendly Trail at the Loop playground
- New bleachers for the Watchung Stables indoor training facility
- Re-stoned Watchung Stables Upper parking lot
- Replaced synthetic turf at Glenside Ave Park
- Installed new accessible playground at Conant Park

Division of Park Environmental Services

In 2017, 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 2017, the Union County Deer Management Program included hunting in seven parks, including one municipal property.

Fifteen volunteer hunters removed 56 deer from the Watchung Reservation in five 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 2016 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 20 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 second time, two hunters were placed in Oak Ridge Park. Together, they removed a total of 36 deer from the two parks.

Two hunters were assigned to the Summit section of Passaic River Park, and removed 11 deer from that park. For the fourth year, three 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 14 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 at ucnj.org/deer

Goose Management Program

In 2010, the County entered into the first of several agreements 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, harassment and lethal removal.

Between April and May of 2017, USDA WS staff conducted nest and egg treatments to reduce Canada goose reproduction. A total of 44 nests containing 210 eggs were located and treated throughout Union County parks. A significant increase in these numbers over those from 2016 can likely be attributed to the warm winter that overlapped with the 2017 Spring nesting season, as well as a higher number of past goslings having reached sexual maturity.

During the summer molt period in June and July, Canada geese are flightless. As a result, birds can be easily captured in corrals and removed to reduce the local populations of resident geese. In mid-June, 2017, lethal removal of Canada geese took place in the Union County parks. However, only 15 geese were found and could be removed in this manner. Nineteen geese were removed from Green Brook Park in Plainfield and Nomahegan Park in Cranford through the use of a sedative called alpha-chloralose. Since the start of this program in 2010, when 419 geese were removed, the number of geese removed each year has dropped dramatically, attesting to the success of the overall goose management efforts.

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. USDA staff also collected samples from the euthanized geese to assist in research on avian influenza, exotic Newcastle disease, and avian borna virus.

A shared services program is maintained between the County of Union, the Town of Westfield (Mindowaskin and Brightwood Parks), the Township of Scotch Plains (Brookside Park) 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 Park System as an area to feed and loaf.

During the nest and egg management that occurred in April and May, 4 nests and 17 eggs were treated within the Westfield Parks, and 9 nests and 35 eggs

were treated in the Bayway Refinery. Canada goose removals occurred in June at the Bayway Refinery, with 60 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.

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. In 2017, 5,496 geese were harassed off of the airport.

A USDA WS Wildlife Specialist continues to work full-time out of the Division's office 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 was held in June, 2017 in Warinanco Park. While this was one of the smallest and most urban of study sites in the 13-year history of the program, it drew an important, local and urban population. Participants were engaged and enthused with the event.

Bio-Blitz Central was housed within the newly constructed Warinanco Sports Center, giving visitors a chance to see the new facility while learning about biodiversity and wildlife habitat. Thirty-six staff, 2 volunteers, an intern and the Watershed Ambassador assisted in the operation of Bio-Blitz Central, which included an exhibit/field lab, a Junior Scientist area and other activities. A very popular addition was that of a Bio-Blitz Passport through which young "scientists" were encouraged to participate in programs and visit exhibits in order to obtain stamps. Twenty displays were available to the public and scientists under the overhang between the rink and the Sports Center.

Some light rain on Friday evening and a torrential downpour on Saturday caused the cancellation of the hugely popular fish sampling program and the exhibit area experienced some flooding. Though the rain kept the attendance

low at about 350 people, programs were filled to capacity and exhibits and activities were heavily visited throughout most of the event.

Paratransit vans were again used to transport teams of scientists and the general public to sites throughout the survey areas. These were mostly utilized at night to drop off and pick up participants in programs around the park.

Data was collected and identified by 65 volunteer scientists and naturalists on 9 teams. The total number of plants, animals and fungi species identified so far (some additional insect species still need to be identified) was 298. This might be the lowest count of the 13 annual events.

There are many factors which could have affected the results (weather, number of experts, team size), but the biggest contributing factor was probably that the survey was in a more formal park where wildlife habitat is very limited and there is no real native shrub layer. Birds and other wildlife species depend on shrub layers for food, cover and habitat in general. The only shrubs in the park are ornamental and offer little or no wildlife value.

The habitat in many areas is disturbed and includes many populations of invasive plant species, including spotted knotweed, Canada thistle, mugwort, mulberry, phragmites, aquatic primrose and others. These species become monocultures that displace native vegetation and dramatically lower the biodiversity of an area and create an unhealthy ecosystem. Efforts must be undertaken to control and eradicate these plants and to better manage native plantings.

Out of 11 fish species collected, only 6 were native. Fish team leader Shawn Crouse, a fisheries biologist with the NJ Division of Fish & Wildlife, welcomed the opportunity to sample the urban pond as it gave him a chance to review stocking issues for the water body. He plans to make adjustments based on this information to create a better balance of feeder and predacious fish.

The turtles that were found were mostly invasive ones, including a Mississippi map turtle, red-eared sliders and others that were likely released into the lake as unwanted pets. These species compete aggressively with native ones and measures should be taken to control these populations in an

effort to bring the ecology of the lake into balance again. More education via signage and programs could be done to help with this issue.

On the positive side, the park's shoreline restoration project offered a variety of insects and bird species. A bat program offered by Rutgers University enabled us to include a bat in the mammals species count.

Financial support for the 2017 Bio-Blitz was again provided by ShopRite of Clark, which donated half of the food used to feed the scientists and staff. The Sports Center's food vendor donated the rest of the needed food, saving the County that cost. Other operating costs of the Bio-Blitz were offset by donations and materials received from the Staten Island Zoo, Jenkinson's Aquarium, the Rahway River Watershed Association, Toadshade Nursery, Wild Birds Unlimited, 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 2017, 642 participants from various groups provided at least 1,684 hours of voluntary service in 42 projects in parks throughout the County.

At least 229 bags of trash, weeds and other debris, along with 59 bags of recyclable materials, were collected. Vegetated buffers were planted and weeded, invasive plants were pulled and treated (in some cases with herbicide), fencing was repaired and removed, leaves were raked, drainage ditches were cleared, eroded areas were addressed, trail steps were installed and tons of garbage and litter were collected.

Corporate and community groups continue to want to give back to the Union County parks. One corporate group donated over \$1,500 towards the purchase of wildflower and native grass seed, clean straw, tools, fencing, herbicide, and other supplies and materials.

Two individual volunteers who a few years ago adopted the bike path that winds through the Kenilworth section of Lenape and Black Brook Parks contributed an additional 200 hours of service, removing tires, shopping carts, litter and floatables from the Rahway River. The couple also blow

leaves off the path, remove graffiti from signs and benches, report downed trees and broken fences, and mow the grass adjacent to the path.

A long-time steward coordinated his 19th annual Rahway River Cleanup at Bloodgood's Dam in Winfield Park. Hundreds of volunteers turned out to help Joe Seebode 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 80 students came out to remove trash and recyclables from the Elizabeth River. And a park neighbor in Union Township removed many bags of trash and recycling from the Rahway River. In each of these cases, the rivers continue to realize 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 Summit section of the Passaic River Trail in Passaic River Park, from New Providence Road to Mt. Vernon Road. The Conservancy is using grant funds to purchase materials for trail improvements and works closely with the Division of Park Environmental Services to meet their goals. A set of trail steps is currently being rebuilt by the group. Several cleanups were coordinated in the park, on Earth Day and several other days throughout the year.

Several individuals learned about the Adopt-A-Park Program through the county website this year and, after signing up, worked independently in Milton Lake Park, Green Brook Park, Echo Lake Park and Nomahegan Park. Two were high school students who wanted to keep busy over the summer months and two others recruited small groups to remove graffiti, pull debris from rivers and lake and pick up litter.

Once again, Jersey Cares continues to be a major clearing house for volunteers for parks projects, providing corporate groups and individual volunteers.

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. Combined, the Adopt-A-Trail stewards worked 554 hours in 2017 towards invasive plant management, erosion control, litter pickup and drainage clearing.

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 190 trees that had fallen and blocked trails or paths. The Chainsaw Crew contributed over 250 volunteer hours in 2017.

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 175 volunteers contributed 420 volunteer hours towards trail work projects. Work done included, but was not limited to, installing trail steps, cleaning out drainage ditches, constructing and installing on-grade boardwalks, cutting and treating invasive plants along trail edges and installing waterbars and other erosion control measures.

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.

In March, the 10th annual Adopt-A-Park & Adopt-A-Trail Steward Recognition Dinner was held at Masker's Barn in the Deserted Village. Many corporate and community groups were represented and 55 stewards were celebrated for their commitment and service to the program. Three outstanding stewards were awarded a special prize - a litter grabber - for their above and beyond commitment.

Tool Room

A new headquarters for trail maintenance was established in February of 2017 in the former Museum building of the Trailside Nature & Science Center in the Watchung Reservation. Racks and shelving were constructed to hold tools and materials.

Similarly, racks had already been installed in an equipment trailer and in a panel truck for transporting tools and materials to trail projects, Adopt-A-Park projects, and Eagle Scout projects. Garages in the Deserted Village

and the County's Public Works Complex in Scotch Plains hold tools for work on the historic site or in the major park flower gardens.

Six hundred tools were cleaned, sorted, painted with a color code stripe and hung in the 5 locations. As a result, there will be better accountability for the tools and volunteers can be more productive.

Trail Maintenance

In response to public concerns about the condition of hiking and bridle trails in the Watchung Reservation, the County hired two workers specifically to perform trail maintenance. These men have previous experience working with the NY/NJ Trails Conference in Harriman State Park. They have already worked in several areas of the Watchung Reservation, installing culverts and headwalls, waterbars, and drainage swales. They were able to rescue a critical footbridge that had been undermined by erosion and created a rock-lined channel to protect it from future storms.

Peregrine Falcons

For 12 years, the Union County Courthouse has been home to a pair of endangered, nesting peregrine falcons. Each year, a NJ Division of Fish & Wildlife biologist returns to the roof to retrieve and band chicks born atop the courthouse. For the second year, staff and people from all over the world have been able to watch the adult falcons and chicks on camera throughout the breeding and nesting season and have been very excited to witness the eyases grow and fledge.

This year, however, a great deal of drama played out on camera as the female resident falcon was attacked and pushed out by a two-year old banded female from Rochester, New York. 91/BA (her band number) did not consistently incubate the two eggs laid by the previous adult female (although the adult male tried), but did lay two of her own and eventually began to incubate all four eggs. The two older eggs never hatched, but the other two did. At first, it looked like success was in the making.

Over time, however, the two chicks died, one after the other. When the adult male tossed the second sick chick over the side of the building, a contractor and staff recovered the dead bird and put it on ice. It was delivered to a veterinarian, who performed a necropsy. The results showed that the chicks' cause of death was high levels of lead, PCBs and DDE (a derivative of the pesticide DDT). Biologists believe that the chicks were fed

a pigeon that had ingested lead from lead shot or some other source or had been poisoned by an avicide containing lead. For the sake of future chicks that might be born at the Courthouse, it is important that this information be shared and that attempts be made to determine the source of this lead, as it would be very local to the courthouse.

In 2017, a partnership was formed between the County and the Conserve Wildlife Foundation and an agreement was ratified to assist CWF in locating possible funding support from area corporate groups. Phillips66 agreed to fund educational programs about falcons, using the falcon cams as a resource to bring the birds into the classrooms of Linden and Elizabeth schools. These efforts were also expanded when CWF offered several teacher workshops at Trailside Nature & Science Center. Our Division staff attended the teacher workshop and a presentation given in a Linden school by Stephanie DAlessio. Both were excellent!

Eagle Scout and Gold Award Projects

Eleven Eagle Scout and Gold Award candidates developed proposals, recruited volunteers and implemented plans for service projects that improved the Union County Park System in 2017. The projects include:

- Thomas Bernier of Troop 23, Elizabeth converted an unused room in the former Trailside Museum building into the new headquarters of the Adopt-A-Trail Program. Racks and shelves were built to hold tools and supplies which had been housed in a damp, dark basement room of that same building. The floor of the room was painted. Almost 200 hand tools, such as rakes and shovels, were painted with a color code system and hung on the new racks.
- Doug Veit of Troop 309, South Plainfield, improved 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 uncovered stone walls and erected posts and other features to help visitors to the site envision the size and shape of the house of the Village's founder.
- Anton Kral of Troop 68, Berkeley Heights recreated a portion of the apple and peach orchards that once helped feed the 175 inhabitants of the mill town of Feltville. An overgrown area was cleared and eight apple trees were planted to help interpret this aspect of the Deserted Village's history.
- Devin Hastings of Troop 309, South Plainfield restored the Rhododendron Garden in the Loop Area of the Watchung

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 County worked with a contractor, Aquatic Analysts, Inc., which was in its second year of a two-year contract. Between April and September, 82 species of aquatic vegetation and algae were treated at 19 lakes. Due to the early start of treatment, as well as cooperative weather, the County was able to treat every lake and pond included in the contract this season, and at 67 percent under budget.

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 successful cleanup at Milton Lake Park and in Elizabeth River Parkway near Kean University's East Campus.

The ambassador also served as the per diem watershed instructor separate from his time and duties as an Ambassador, via the Clean Communities grant program. This was necessary as he had completed 60 classes as required through the Americorps program, but additional classes were requested from area schools. In fact, this Ambassador completed the most presentations of any past ambassadors.

Woodcock Walk

In March, 2017, Woodcock Walk & Talk presentations were offered for the third year in a row. Woodcocks, which are upland sandpiper birds, display an unusual mating behavior along the forest edge and in fields.

The first program, which had to be postponed due to snow, was held in the Deserted Village in the Watchung Reservation and drew 10 participants. A second program, held at the former Trap & Skeet Range in Lenape Park, was attended by 18 people.

A PowerPoint presentation was given by a local bird enthusiast, inside Masker's Barn and the former Trap Range Fieldhouse. Then the participants moved outdoors, only steps away, to hear and see the male woodcocks right on cue.

Both programs were well received and excellent examples of woodcock mating behavior were observed. Most participants had never before seen a woodcock and all were very appreciative of the opportunity.

Nature Photography & History Program

In October, the County partnered with the Rahway River Watershed Association to co-lead a walk designed to introduce visitors to unique photographic opportunities, to briefly discuss the history of the park system and to focus on important design elements of Warinanco Park. Highlights of the tour included stops at the shoreline restoration project around the lake, the Henry S. Chatfield Memorial Garden, the Allee (a double row of trees lining both sides of the path) and the new handicap accessible fishing dock installed recently by the county. Participants were thrilled and indicated a desire to learn more and attend future programs.

Encroachment Identification and Enforcement

Working with the Office of the Union County Counsel, Division staff investigates encroachments on Union County parkland that constitute an immediate threat to health and safety. In 2017, twelve such encroachment cases were investigated.

Four Centuries in a Weekend at the Deserted Village

For the fourth year in a row, over 2,100 people visited the Deserted Village of Feltville during this year's annual Four Centuries in a Weekend program. Attendance at this 2-day event has increased dramatically in recent years, thanks to an increased use of overhead roadway banners and other marketing tools.

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 and nostalgic toys and candy in the General Store, and children could experience writing with quill pens and ink at the one-room schoolhouse display.

The ghost of David Felt (who built the hamlet in 1845) was on hand to greet Four Centuries participants and give them a tour of his mill town. And John Willcocks, a member of the New Jersey Militia killed early in the Revolutionary War, revisited his tombstone in the Village cemetery and spoke to visitors.

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. In Masker's Barn, visitors were able to hear a presentation on the Battle of the Short Hills by author Robert A. Mayers.

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. With tickets being available for purchase online for the first time, participation in this event reached many more first-timers.

This award-winning program makes historic interpretation fun, with the ghost of David Felt telling true stories of mystery and tragedy so well that they come to life. After a half-hour ride through the Deserted Village in darkness, participants walk into the Revolutionary War Period cemetery and meet the ghost of a militia soldier who is buried there.

Producing this event required the 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 County's Barn Dance for People with Disabilities is held annually in the refurbished barn.

In 2017, 125 events were held in Masker's Barn (a 20% increase over 2016), including 17 weddings or wedding receptions. Those events were attended by 9,720 guests and brought in over \$32,000 in revenue from rental fees. There are already 50 events reserved in Masker's Barn for 2017, including 16 weddings and 4 bar/bat mitzvahs.

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 about 90,000 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.

Beginning with the Four Centuries in a Weekend event, the Visitor Center is now actually set up to operate as a general store. Visitors can purchase beverages, snacks, and nostalgic candy and toys. Besides generating additional revenue for the County, this new feature helps to interpret the original purpose of this building as the Feltville general store.

Division staff worked with the Office of Cultural & Heritage Affairs to provide the research materials and graphics needed to create a new series of interpretive signs throughout the Deserted Village. Fifteen signs similar to those in use on federal historic sites were unveiled during the Four Centuries in a Weekend program.

Office of 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.

2107 Accomplishments

- Renewed funding from the Union County Division on Aging enabled the continuation of the Care for Caregiver Respite Art Program. Eighteen individual caregivers benefited from 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 12 exhibits. Featured exhibitors included winners from the Senior Art Show, the Employee Art Show, Teen Arts and other Union County artists.
- The Teen Arts Program served more than 4,000 students representing 65 Union County Schools at Union County College in March. Fifty-five professional artists participated in critiquing seminars, master classes and workshops in visual arts, music, theater, media arts, dance and creative writing.
- In May, 200 performing arts students were invited to participate in the Teen Arts Showcase to experience performing live on the stage of the Union County Arts Center in Rahway. The Showcase gave many of the 800 parents, grandparents, siblings and fellow students a first-time visit to UCPAC.
- Teen Arts Traveling Art Exhibit, comprised of 60 pieces of student art selected from the Teen Arts Festival, was also on display at the Teen Arts Showcase and continues to be exhibited for month-long shows in a total of eight venues (corporations, libraries and galleries) throughout Union County. A combined audience of 8,000 will view the art work.
- The Office received \$4,250 from the National Arts Program to provide cash prizes and scholarships for the 16th Annual National Arts Program for Union County Employees and their Families held in May at Elizabethtown Gas in Union. There were 84 artists and 133 artworks in the 2017: 19 Amateur; 16 intermediate; 26 Professional;

12 Teen; 11 Children. The NAP provided \$3,250 in prizes and \$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 Co. in Union. The work of 138 artists was presented in 2017. The exhibit was on display from May 30 to July 10, with approximately 700 visitors (including the public, bldg. occupants, visitors, artists, their families and friends) during the exhibit period. The show opened with a reception on June 7, with approximately 245 attending (artists, their families and friends, county staff). Expenses for this show (approximately \$650) 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 15 Union County artworks, six 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 6 individuals and 55 organizations, providing cultural programs to under-served constituencies and general audiences in 17 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 2017 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, once again, 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.

- 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 \$64,000 to 34 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 Columbus Day Weekend, 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 21 and 22. 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. The National Parks Stamp Program was also introduced this year. Many of our Four Centuries in a Weekend sites are in the National Parks Service's Crossroads of the Revolution National Heritage area. Many visitors to the sites, were not only out of county, but also out of state, which were a direct result of the National Parks Stamp Program. Also, our history trading cards series, which feature people, events and places that played a significant role in Union County history, was expanded to 22 cards. Our plan is that each site have at least one card. This encouraged kids and adults to visit many sites to collect the cards, ranging from Alexander Hamilton to Virginia Apgar.
- Interpretative signage for the Deserted Village of Feltville was installed and well received. This signage will provide historical interpretation for the more than 75,000 visitors who visit that section of the Watchung Reservation annually.
- The Office offered a History Paint Night at the Snyder Academy, in historic downtown Elizabeth. The event was well attend and engaged those that love history as well as art.

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.

A brochure entitled “Celebrate Union County Women’s History”, which features women of noteworthy positions and achievements of the county, was developed.

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 2017 – 4,000 middle and high school students, 55 professional artists, 65 volunteers
- Teen Arts Showcase 2017 – UCPAC, 200 students and 800 audience members
- Teen Arts Traveling Art Exhibit – 8 Union County venues featuring 60 pieces of artwork from the 2017 Festival
- Four Centuries in a Weekend Passport Program and Trading Card encourages students to visit Union County Historic Sites

Families

- Four Centuries in a Weekend
- Interpretive Signage at Deserted Village
- Music in the Mills/Art in the Gardens
- Cultural Connections listing at www.ucnj.org/cultural
- Care for Caregivers

Senior Citizens

- Union County Senior Art Show
- New Jersey State Senior Art Show
- Care for Caregivers

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.
- 16th 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 advocacy and marketing, 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 in a Weekend provided broad publicity to more than 34 historic sites.

2018 Initiatives

Trailside Nature and Science Center

Auditorium Upgrades – Phase 2

Upgrade the 250 seat auditorium with new paint, lighting and sound panels for the walls. Create a theater atmosphere to complete the Technology Upgrade project in the auditorium.

Develop New Programming for Sensory Trail

TNSC staff will begin to work on curriculum to offer special educational programs incorporating the new sensory trail and all it has to offer. ADA Accessible trails & boardwalk, braille trail with guide ropes, outdoor classrooms, interpretive signage, talking kiosks and a central gazebo. The central gazebo will house sensory gardens with raised beds for accessibility, accompanied by musical components, sensory play and nature-themed play components for children. These areas provide tactile experiences and create opportunities to enjoy the touch, sound and smells of the outdoors. Access to the outdoors and nature is important to the health, well-being and education of all individuals regardless of age, location or physical capabilities. These new programs will allow participants an opportunity to explore nature and gain a better understanding of the natural world around them.

Rebranding Idea

Design a new logo for Trailside with a modern feel. The current logo was designed by the Trailside artist many years ago and has an outdated look. Design a new logo with a similar look to the Galloping Hill and Warinanco logos. The timing for rebranding is good with the construction of the sensory trail completed in 2018 and technology upgrades to auditorium. The new logo could be put on sensory trail signage, staff clothing, brochures, website, and event giveaways.

Design a Watchung Reservation Website

Create a Watchung Reservation website with a similar design as the new Warinanco Park site. The new Warinanco site is extremely well done, modern and easy to navigate. The Reservation is the largest park in Union County and frequently called the Jewel of the Park System. The Warinanco Park website includes nine features designed into the site. The Watchung Reservation also has nine features to highlight:

Deserted Village

Watchung Stables

Trailside Nature & Science Center

Loop Playground

Picnic Areas

UC Master Gardener Gardens

Boy Scout Camping Area

Hiking & Equestrian Trails, Watchung Reservation Map, new interactive trail map & website

New WR Sensory Trail

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. There are local exhibit artists such as Exhibitology Design & Fabrication located in Springfield, NJ who have created exhibits for Children's Museums in Staten Island and Connecticut. I would like to meet with and discuss exhibit concepts with this company and others. The design phase, fabrication and installation costs can come out of the Trailside Trust. The rule of thumb for exhibit design, fabrication and installation is

X amount per square foot of the space. The room is 24 sq. /ft. approximately \$400.00 per sq. ft. for upgraded exhibits = approx. \$10,000.

Watchung Stable

Continue to increase facility and program awareness, use and revenue by building on programs we currently have, exploring new ideas and improve upon facility needs including staff, grounds and horses.

Facility

- Upgrade Restrooms
- Straight stalls Upgrade

Equine Health and Care

- Continue to upgrade the quality of the horses through purchases.
- Lease horses-purchase more quality lease horses which may continue to bring in additional revenue for this facility.
- School horses-continue to look for and purchase school horses. These horses are the heart of our program. Right now we have a very good solid herd of horses; however we have many that are elderly and need to be replaced.

Programs

- Certifying one or two instructors for handicapped programming would bring in revenue and more of the public to use the facility. These programs could be during the day and in conjunction with county schools or other county programming. Horse certification could be done once instructor is certified and additional equipment would need to be purchased.

Division of Parks Environmental Services

For the year 2018, the Division of Park Environmental Services proposes the following initiatives:

Trail Maintenance

In 2018, there will be a continued increase in the resources dedicated to repair, restoration and maintenance of hiking and bridle trails in the Watchung Reservation.

During the winter of early 2018, all of the trails will be surveyed and assessed. Work needed to improve or decommission trail segments will be prioritized. Projects will be tackled either by staff alone or by staff with support from Adopt-A-Park or Saturday Trail Work volunteers.

In areas where erosion or other problems are severe, professional engineers will be engaged to design work that will be carried out by contractors.

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. The Division is offering similar memorial donation opportunities at other locations throughout the Union County parks, including the Henry S. Chatfield Garden in Warinanco Park and the Rhododendron Garden in the Loop Area of the Watchung Reservation.

In 2017, one family collected donations totaling \$2,200 in memory of a deceased family member, which funded the installation of 50 new shrubs in the Rhododendron Garden. In 2018, a kiosk will be erected at each garden to provide a space for posting the names of contributors or those whom they wish to honor.

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. In 2018, similar

installations will be designed and implemented on at least two other lakes or ponds where nuisance weed growth is a problem.

Forest Health

Forest ecologists recommend that the density of deer in a healthy forest ecosystem not exceed 20 deer per square mile, so that browsing by the deer does not strip the deer of its herbaceous and shrub layer plants. In an unhealthy forest, the population would need to be reduced to 5 deer per square mile in order for the forest to regenerate, and return to a dense, diverse ecosystem.

When deer management activities were initiated in the Watchung Reservation in 1994, the deer density may have been as high as 180 per square mile. Hunting by dedicated volunteers in the County's Deer Management Program has brought that density down to under 50 per square mile.

In 2018, this Division will engage a forest ecologist to conduct a Forest Health Survey of the Watchung Reservation. The findings from that study will guide future management strategies for the Deer Management Program, as well as plans for the management of invasive plants.

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

For 13 years, the Bio-Blitz has served to educate and excite the public about the importance of wildlife habitat and biodiversity and allowed us to collect important data. However, the Division of Park Environmental Services is shifting its focus toward making the data available to the public and increasing and improving wildlife habitat throughout the park system.

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 will be developed 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.

Peregrine Falcons

In response to the public's fascination with the peregrine falcons living at the top of the Union County Courthouse, plans are being made to fix or replace the third falcon camera that was installed on the Broad Street side of the building, but is currently inoperative. Additionally, a microphone will be installed in the nest box so that viewers can also hear the falcons.

Invasive Plants

This Division will expand its fight against invasive plants by getting additional staff trained and certified to apply herbicides. Additional equipment and supplies will be obtained to enable the formation of a network of volunteers to work as a Watchung Reservation Strike Team.

Office of Cultural and Heritage Affairs

The Office plans to continue to expand the "Four Centuries in a Weekend Program." We continue to meet with our Four Centuries in a Weekend sites to brainstorm on promotion of the event, volunteers and having their site visitor-ready. We also plan to enhance our history trading card series.

The Office applied for and received a grant from the New Jersey Historic Trust to develop a Strategic Plan for the Deserted Village. A team of professionals representing five disciplines (preservation planning, architecture, landscape architecture, archaeology and mural conservation), will assess existing conditions and prepare a comprehensive plan for the restoration/rehabilitation, interpretation, maintenance and public use of the Deserted Village.

The Office will explore the possibility of partnering with one of our arts organizations and offering a juried art show for Union County residents.

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

Department of Public Safety

Emergency Management

Medical Examiner

Police

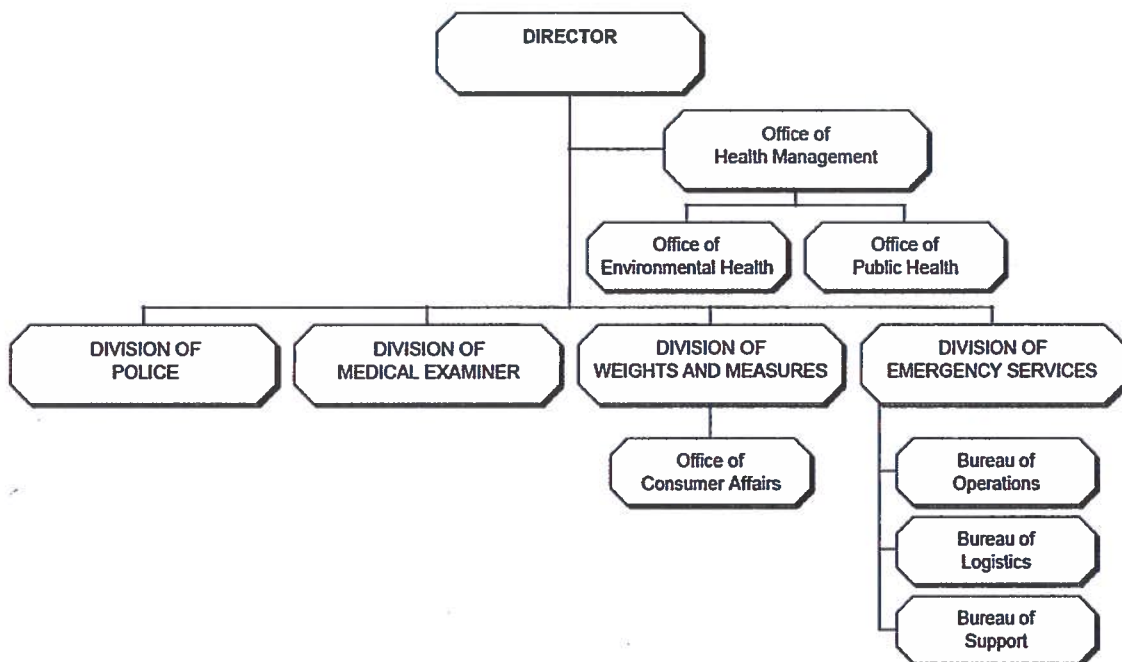
Weights and Measures

Office of Health Management

Office of Consumer Affairs

Organizational Chart

Department of Public Safety



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. LINCIS 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.

2017 Accomplishments

CONSUMER AFFAIRS

The Office of Consumer Affairs Saved consumers \$42,946.87 in cash refunds, and \$279,364.98 in money value; continue to enforce the Automobile Information Disclosure Act practices. The Office of Consumer Affairs responded to 53 electronically filed complaints by the consumers and received and responded to 1496 consumer complaints by way of telephone by the consumers of Union County.

The Office of Consumer Affairs generated more revenue in violations by issuing fines to Used Car Dealerships that did not follow the Federal Law that requires a window sticker indicating whether the car is sold as is or with a warranty and/or New Car Dealerships that did not display a Monroney

Label in the window which indicates whether the car is sold with or without a warranty.

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

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

The Office of Consumer Affairs increased the number of business. We made a friendly visit to for the purpose of sharing information about changes in consumer fraud regulations in New Jersey and to make them aware of our desire to partner with them in bringing quicker resolutions to the complaints filed against their business. Retailers welcomed our outreach efforts.

EMERGENCY SERVICES

Accepted delivery of and placed in service a new Mobile Command Post. Coordinated upgrades to the Fire Academy Burn Building to enhance training evolutions offered to municipal first responders to increase responder knowledge and safety at the Academy.

Continued to provide radio system support to those agencies on the Public Safety Interoperability Communications (PSIC) system and assisted new agencies in joining the PSIC system.

Implemented a new work schedule for EMS and Hazmat Unit personnel to expand coverage throughout Union County.

Continued to manage the UASI Fire/CBRNE Sub Committee and Homeland Security Grant Program dollars and continued to support Union County Fire

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

Worked with the long term care facilities to update their internal emergency operations plans, as well as, supported Union County Volunteer Organizations Active in disasters (VOAD) to coordinate and deliver resources throughout a disaster through preparedness, response and recovery.

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

HEALTH MANAGEMENT

In 2017, the Office of Health Management (OHM) 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 and statistics 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 participated in two regional coalitions that included three other counties: Middlesex, Monmouth, and Ocean. One coalition which includes both local and county health departments is called the Central East Public Health Emergency Preparedness group. An effort in this coalition is to increase the number of Closed Point of Distribution (POD) plans in the region in the event of a bioterrorism attack. 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, acute hospitals, federally qualified health centers, long term care facilities, and specialty services. This year the coalition provided Medical Need Shelter cots to the county and two vaccine refrigerators which continue to work while there is no electricity to two local health departments.

The Office of Health Management 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. This coalition's overall function is to implement cancer and chronic disease prevention and control programs to reduce morbidity, mortality and related health disparities. The prevention programs implemented by the coalition are supported by public health surveillance data. As a grant requirement, OHM will be completing a Priority Alignment Tool (PAT) by January of 2018 which is a document designed to provide a comprehensive analysis of population demographics, populations of focus, cancer incidence and mortality, stage of diagnosis and the estimated prevalence of numerous cancers within the county. Furthermore, the document analyzes the causes of the Union County's cancer burdens, the solutions to eliminate those burdens and it also evaluates available resources for cancer prevention, screening and treatment. The Office of Health Management will continue to engage new community partners and stakeholders to facilitate community-clinical linkages to support chronic disease interventions and services. Previous accomplishments include Point-of-Sale audits held on September 21, 2017;

Skin Cancer Screening held on August 5, 2017. Also, OHM staff provided health education at more than 15 health fairs throughout the county.

As of May 25, 2017, Union County Office of Health Management began conducting temporary retail food establishment inspections. These are limited to establishments operating on county-owned properties. As per the county-adopted fee schedule, food establishments are required to submit a food permit application. To date, UCOHM has inspected a total of 31 food establishments and collected \$4,225.00 in application fees.

PUBLIC HEALTH / LINC

In 2017, 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 continue 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.

Environmental, and System change strategies that support and reinforce healthful behaviors and lower the risk for chronic diseases.

- 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.
- Continue to recruit healthcare entities and community based organizations to participate in the Closed Point of Dispensing program.
- Continue to conduct inspections of temporary retail food establishments located within county owned facilities.

MEDICAL EXAMINER

- The Medical Examiner Office is in the process of obtaining 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

- Continue to produce and provide relevant “roll call” training topics for Law Enforcement Agencies relating to active shooters, responding to suspicious packages, and possible explosive devices.
- Continue our commitment to all 21 municipalities to reduce gun violence and crime.
- Increase the deployment of both automated and fixed License Plate Readers.
- Increase the compliment of County police Officers authorized and trained to deploy conductive energy devices (TASER), a very important less lethal option for dealing with subjects.
- Implement the new Records Management System into the Police Departments of Scotch Plains and Fanwood, as well as, any new agencies that are serviced by the county’s Regional Dispatch Center.
- Continue with IT infrastructure upgrades to use the Regional Dispatch Center allowing us to continue providing the Nationally Recognized and Accredited dispatch services to our partners within the Center.
- Allow for the expansion of the Regional Dispatch Center, in an effort to promote and offer shared services for those municipalities not yet serviced by our center or those that wish to increase their services.
- Build upon our solid relationships with numerous Public Safety software and equipment providers, allowing for cutting edge technology to be tested and implemented first.
- Increase the “quality of life” response unit, allowing for citizens to feel safer and enjoy the parks and services the County provides.

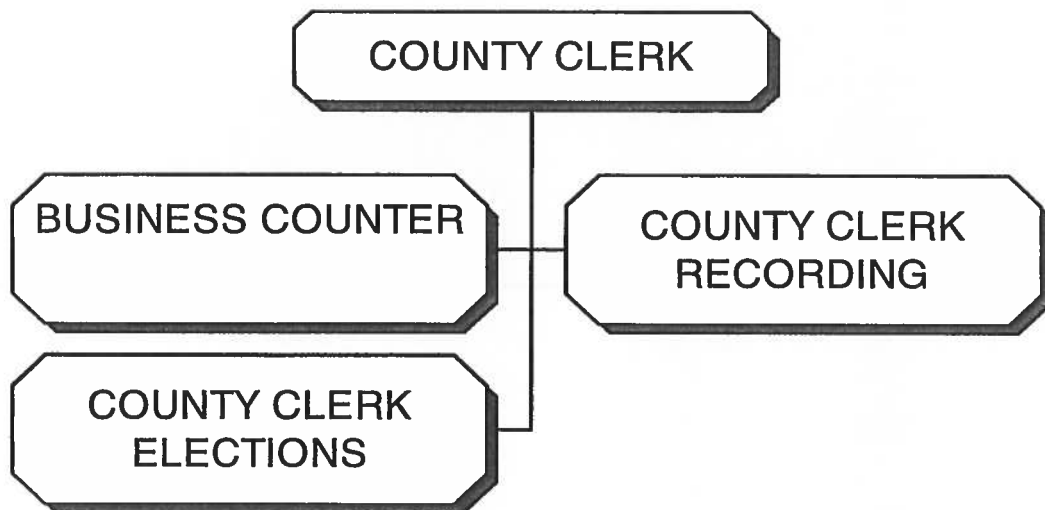
WEIGHTS & MEASURES

- 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.

Office of County Clerk

Organizational Chart

Office of the County Clerk



OFFICE OF THE COUNTY CLERK

Mission

The Office of the County Clerk certifies records and preserves numerous categories of public, legal, and property documents, acts as an agent of the Federal Government for the issuance of passports, and is an election administrator who is responsible for the efficient and accurate management, tabulation and certification of county, municipal and school board elections.

Programs & Services

Elections

- Applications for Vote-By-Mail and mailing of Vote-By Mail Ballots
- Acceptance of Election Law Enforcement Commission forms
- Acceptance of candidates' petitions
- Preparation of official machine, provisional, emergency, absentee and sample ballots
- Mailing of sample ballots to Union County registered voters
- Computerized tabulation and certification of totals for school board, municipal, county, state, and federal elections

Passports

- Passport and Pass Card Acceptance Agents for the Federal Government

Record and Preserve

- Construction Liens
- Deeds, Mortgages, Assignments, Releases, Discharges, Lis Pendens, Federal Tax Liens, Cancellations of Mortgages
- Firemen's Exempt Certificates
- Inheritance Tax Waivers
- Maps including subdivision, municipal, right of way, NJDOT, and NJDEPE
- Oaths of Office
- Peddlers' Licenses

- Physician Liens and Licenses
- Trade Names and Discharges of Trade Name
- Veterans' Discharges

Issue

- County Clerk Certificates
- Naturalization Certifications
- Notary Public Commissions
- Veterans' Discharge ID Cards

2017 Accomplishments

Recording

The real estate market continued a robust recovery in 2017 with property document recording volume and revenue the highest since 2006. Revenues derived from property recordings increased to \$43 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 1,500 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 700 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 14% of all documents are now recorded electronically, eliminating paper and adding to the greening of the county. The current system was updated to include additional document types including UCC Continuations, UCC Terminations/Releases and Assignments.

The County Clerk implemented a new recording law effective May 1, 2017 which significantly increased revenue to the county by \$60,000. This new law required a tremendous outreach and education program on behalf of the County Clerk's staff to ensure customers were aware of and in compliance with the law.

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 1.18 million property searches were conducted online in 2017, an increase over 2016.

As older deed and mortgage books are scanned, the books are removed from the Record Room and transferred to Archives to be preserved. In 2017, a total of 65 Mortgage and Deed Books from 1981 and 1982 were scanned and indexed in house by staff and uploaded to the website. A total of 505 books were archived from the Record Room as part of this project. 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 \$143,000 was collected for 2017 bringing the accumulated total to more than \$1,116,580 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 Union Township Women's Club, Union County College History Club, Summit Old Guard, Westfield Historical Society, The Boys and Girls Club of Union County, Summit Lions, Union County Municipal Clerks Association, The Retired Police and Fire Association and Elizabeth organizations.

Elections

Three elections were held in 2017 including the Primary Election in June, General Election in November and a Special Run-off Election in December for Hillside Mayor.

A challenge for two late nominating School Board petitions was made and the Court ordered the candidates to be placed on the ballot. Two recounts were conducted after the General Election: one for the Union Township Board of Education and one for Berkeley Heights.

A recount in Roselle, Ward 1 and Ward 3 for Council was held June 28th and there was no change in the certification.

The Union County Votes App, introduced in 2014, was re-designed and revised. New functions were added: Gubernatorial Candidates and Elected Officials. To date nearly 3,000 new downloads have occurred and it 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. Election night reports for the website were re-configured for clarity and ease of reading.

Eight new handicapped accessible voting pods were purchased for Vote-By-Mail voters in Elizabeth and Westfield and set up for the November Election at both locations.

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 three elections held in 2017. Vote-By-Mail access continued at the main location in Elizabeth.

The office's dedicated e-mail address at 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 2017. It was distributed county wide along with a 2017 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 2017 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 2017 for both the Primary and General Elections and the Special Primary and General Elections.

Business Office

The Clerk expanded services in 2017 for prospective and current notaries. Two successful educational notary seminars were held in March and September for 90 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. Further, the Clerk's Office designed and provides a Notary Log Book, which is a best practice for notaries.

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 Book 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 \$730,000.

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 training with the United States Department of State for passport acceptance.

The Clerk's Office coordinated a statewide Municipal Clerks Conference in September. The Clerk also hosted a luncheon for Municipal Clerks in honor of Clerk's Week in May.

2018 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, UCC's, 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.

Re-configuration and renovation of the recording areas will begin to provide more efficient use of space and greater security.

A preservation effort will continue in 2018 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 1980 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 2018.

Business Office

Notary educational seminars are being planned for the year to take place in the spring and fall.

Renovation of the Elizabeth Passport Office will be initiated to increase customer access and provide greater security.

Elections

The Union County Votes App will continue to be updated. The publicity and outreach campaign will be expanded to alert voters to this option to obtain election information.

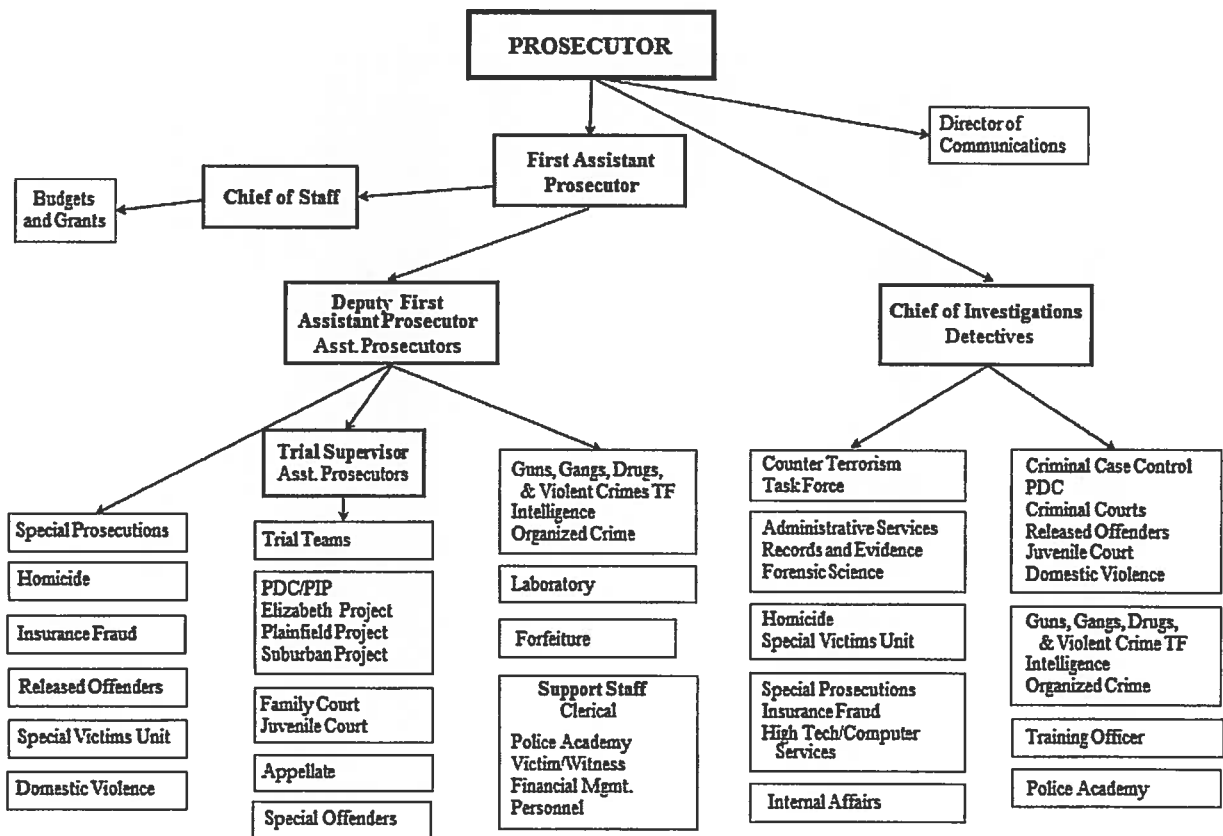
A staffed voting office will continue in Westfield for the Congressional, Primary, General and School Board Elections as well as special elections which may occur, a month prior to each event to assist voters with applications and ballots for voting by mail. The main office in Elizabeth will continue to assist voters. A 2018 Election Date brochure will be issued along with a 2018 Election calendar.

A new configuration of the Elizabeth Election Office will start in 2018 to provide better customer access and greater work space for staff as well as increased security.

Office of the Prosecutor

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.
- Narcotics Strike 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.

2017 Accomplishments

The 2017 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

- In September, following years of planning, the Union County Family Justice Center (FJC) held its grand opening, marking the beginning of a new era in how services are provided to victims of domestic violence in Union County. A joint venture of the Union County Board of Chosen Freeholders, the Union County Prosecutor's Office, YWCA Union County, and other partner organizations, the approximately 2,000 square-foot Center is located on the second floor of the newly constructed Union County Courthouse Cherry Street Annex in downtown Elizabeth. The federally endorsed FJC model provides for a one-stop, community-based approach to enhance the safety and welfare of domestic violence victims

while ensuring that they also receive the maximum protections available under the law. Funding for the creation of the Union County FJC and the provision of physical space in the Cherry Street Annex were approved by the Freeholder Board last year, as the County contracted with the YWCA for it to manage and coordinate the Center's day-to-day operations. Services now being offered at the Center include counseling, case management, court advocacy, and legal assistance, as well as referrals to a range of additional services in areas such as medical care, mental health, housing, rental aid, employment, immigration services, and more. On-site partner organizations at the Center include Central Jersey Legal Services, Partners for Women and Justice, PROCEED Inc., the Prosecutor's Office's Domestic Violence Unit and Office of Victim/Witness Advocacy, and the YWCA, while off-site partners include HomeFirst Interfaith Housing & Family Services and Trinitas Regional Medical Center.

- UCPO is a founding member of the Union County Opioid Response Initiative (UCORI), a consortium of community organizations formed several years ago to address the growing concern of heroin and opioid abuse and dependency. In February, UCORI took its biggest step yet when it announced that all three major hospitals in Union County were partnering with it to help overdose victims countywide break the cycle of addiction. Trinitas Regional Medical Center, Robert Wood Johnson-Rahway, and Overlook Medical Center, part of Atlantic Health System, at that time all launched new programs through which addiction recovery specialists meet with overdose victims at the bedside, in the hospitals, in order to address their specific needs and to attempt to steer them into rehabilitation. Three months later, many of UCORI's key stakeholders – including the Union County Board of Chosen Freeholders, Prevention Links, and the County Sheriff's Office, Police Department, and Prosecutor's Office – announced the launch of the Community Law Enforcement Addiction Recovery (C.L.E.A.R.) program, through which citizens are permitted to surrender illegal drugs and paraphernalia for personal use to law enforcement without fear of arrest, prosecution, or questioning. Participants in the program then are subsequently connected with Prevention Links-trained certified recovery specialists, who will serve as personal guides and mentors for those seeking to overcome their addiction.

- This year UCPO completed the implementation of 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. New police recruits and existing officers received training throughout the year, 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.

Investigations

- In mid-October, following one of the most high-profile trials to take place in Union County Superior Court in years, a jury returned guilty verdicts on all charges filed against Matthew Ballister, the Union Township man who murdered and dismembered his girlfriend four years ago before scattering her remains in at least two locations in North Jersey. The 47-year-old was convicted on counts including first-degree murder, two counts of second-degree desecration of human remains, third-degree hindering apprehension, and several other related charges in connection with the death of 43-year-old April Wyckoff of Cranford. Union County Medical Examiner Dr. Junaid Shaikh testified at trial that dozens of sharp- and blunt-force pre-mortem injuries were inflicted on Wyckoff's head and legs prior to Ballister running her over with his Hummer in the driveway of his home. During the 12 hours that followed, Ballister disposed of Wyckoff's body, abandoned her car in Newark, purchased approximately \$75 in cleaning products at the Home Depot in Watchung, and returned home to start cleaning. Only portions of Wyckoff's body were ever found following a massive search involving more than 200 law enforcement personnel combing through three counties for a matter of days.
- In May, defendants Jorge Orozco and Raquel Ramirez were sentenced to a combined 53 years in state prison for the fatal beating of their 2-year-old daughter to death a little more than three years earlier. A Union County jury required less than a day of deliberation following a

month-long trial that ended in March 2017 before returning multiple guilty verdicts against both. The young victim, Dayanna Orozco, was pronounced dead in her home by first responders in February 2014, and an intensive joint investigation by the Union County Homicide Task Force and Elizabeth Police Department revealed that she had suffered broken bones and severe internal injuries as a result of repeated physical assaults by Orozco and Ramirez over the course of a weekend – by the time another relative called 911, she had been dead for several hours.

- An intensive investigation into a brazen fatal daytime shooting of an innocent bystander on a busy downtown Elizabeth street in April yielded an out-of-state arrest when 20-year-old Quazir Reddick of Edison was charged with murder in connection with the death of 28-year-old Elizabeth native and Elizabeth Housing Authority employee Michael Eargle. The investigation featured numerous interviews and pieces of evidence being collected, as well as the release to the public video surveillance of Reddick in a convenience store shortly after the shooting. Following a three-week, multi-state search involving the Prosecutor's Office, U.S. Marshals Service, Elizabeth Police Department, and Edison Police Department, Reddick was arrested without incident by the Memphis Police Department in late May.
- In October, the top two leaders of a criminal enterprise caught with millions of dollars' worth of heroin nearly three years ago were sentenced to a combined total of 26 years in state prison for their crimes, with 38-year-old William Camino receiving a term of 15 years and 37-year-old Yakin "Yaya" Bryant sentenced to 11 years. Those defendants and a dozen others were arrested in late 2014, when a Prosecutor's Office's Guns, Gangs, Drugs, and Violent Crimes Task Force investigation resulted in the seizure of heroin with an estimated street value of more than \$3 million and the outright dismantling of two fully functional, high-volume heroin mills illegally operating in Linden and Union Township. Those locations not only supplied wholesale-quantity amounts of narcotics to multiple counties throughout New Jersey, but also to multiple out-of-state urban areas.
- In July, a Union Township man was sentenced to three years in state prison for making racially charged threats of violence against a pair of neighbors, marking a rare application of New Jersey's bias

intimidation statute. Glenn Miller, 59, had pleaded guilty earlier in the year. An investigation involving the Prosecutor's Office Special Prosecutions Unit revealed that the victims in the case, a married couple, were the targets of numerous expletives and racial slurs from Miller after he parked his vehicle on the grass divider separating the sidewalk and street in front of their home on multiple occasions, including one instance in which he threatened to kill the male neighbor and sexually assault his wife.

- In May, following a Special Victims Unit investigation, an Elizabeth man hired by a couple in 2016 via the website Care.com to take care of a girl under the age of 13 was arrested and charged with sexually assaulting her on multiple occasions in locations including the Benedict Motel in Linden, a residence in Union Township, and in the defendant's vehicle. Jonathan Tavara-Nima, 31, also allegedly photographed the victim in sexual poses using his cell phone during those encounters. The case remains pending prosecution; under New Jersey's Jessica Lunsford Act, a conviction on a charge of aggravated sexual assault against a child under 13 results in a mandatory minimum of 25 years in state prison, with the full term to be served before the possibility of parole.
- In August, 33-year-old Walter Sosa, who remained at large for several weeks after being charged with the repeated aggravated sexual assault of a child in Plainfield, was apprehended in Texas. While attempting to locate Sosa, investigators distributed to the local media and public a photo and description of him, but it was later discovered that he had fled the area. Special Victims Unit investigators managed to track Sosa south, and he was arrested by members of the U.S. Marshals Service in Arlington, Texas and extradited back to New Jersey.

Outreach

- In April, UCPO once again partnered with YWCA Union County and other organizations to host the fourth 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 "Hidden Victims" and featured a powerful keynote speech by noted education activist Shavar Jeffries titled "Making Domestic Violence

Visible: Reflections from the Son of a Murdered Victim.” The program also featured more than a dozen panelists speaking on the unique domestic violence-related challenges faced by four populations in particular: the LGBTQ community, immigrants, male victims, and the disabled and older adults. More than 200 people again attended the Symposium, which has quickly become the largest county-oriented annual event of its kind statewide.

- Throughout 2017, 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 most common types of speaking engagements in which the Office has either participated or planned and organized during the last 18 months include a) events intended to inform the public about the heroin and prescription opioid abuse epidemic, and what is being done locally to address it; b) discussions on cyberbullying and other cyber crimes for schools and faculty; and c) regularly scheduled gatherings of local business, civic, and nonprofit organizations.
- The Prosecutor’s Office officially launched a social media account for the first time in its history in late February, when it joined Twitter under the handle @UCPONJ. The account has grown to amass more than 400 followers in less than a year, with regular posts including press releases, public statements, emergency alerts, notifications of public speaking engagements by staff, and regularly produced publications such as annual reports, along with announcements regarding new hires, retirements, and promotions within the Office. Using the hashtag #gettoknowUCPO, there are also periodic posts highlighting individual staff members and the roles they serve for the Office. Basic background information about new investigations into certain breaking criminal matters also now is being shared on Twitter prior to a press release with more detailed later.

2018 Initiatives

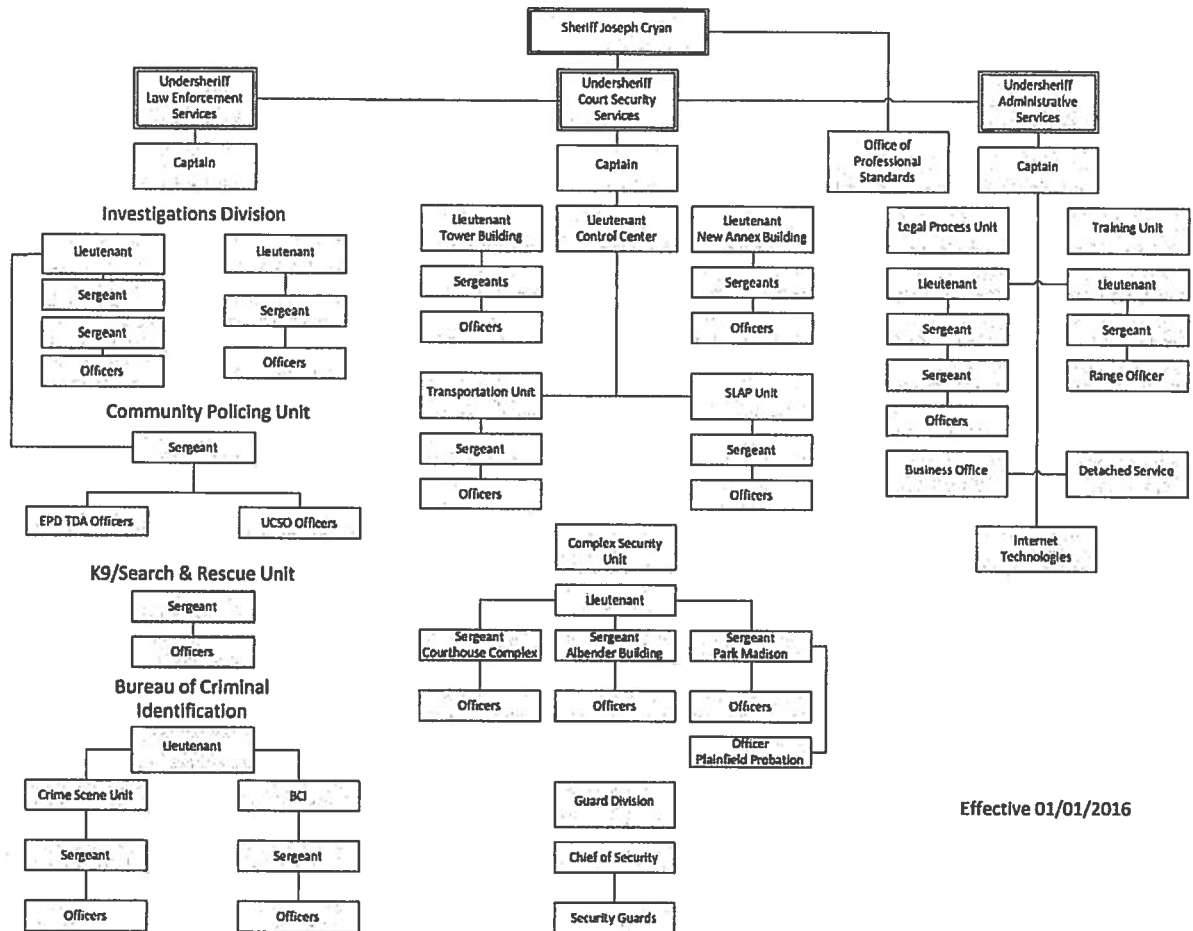
Initiatives the Union County Prosecutor’s Office will be pursuing throughout 2018 include:

- Accompanying components of statewide bail reform, which was implemented in January 2017, are the speedy trial requirements that began taking full effect in late 2017 and will continue well into the coming year. While these requirements create a unique set of significant changes to New Jersey's criminal justice system, UCPO is well-prepared for the transition. In order to ensure compliance with new time-sensitive restrictions, the Office already has conducted extensive training and made necessary adjustments in areas such as resources, operations, staff, and protocols. 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.
- As of November 2017, Union County found itself on pace to eclipse 100 fatal overdoses for the first time since records started being kept, and one of its primary focuses in 2018 will be addressing this issue from every possible angle. The Office will continue hosting educational forums across the County, partnering with other organizations to raise awareness about the scope of the epidemic. It will continue meeting regularly with its UCORI partners and taking a lead role in its newly formed Data Work Group, through which data on police-administered naloxone and fatal overdoses is being analyzed and sorted in order to identify prevalent trends. And continuing to work in tandem with municipal, county, state, and federal authorities, the Prosecutor's Office's Narcotics Strike Force will 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 previous years, as the Task Force in 2015 and 2016 seized approximately 28 kilograms of heroin, considerably more than in the previous seven years combined.

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.

2017 Accomplishments

In 2017 the Union county sheriff's office completed the following objectives:

- 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.

2018 Initiatives

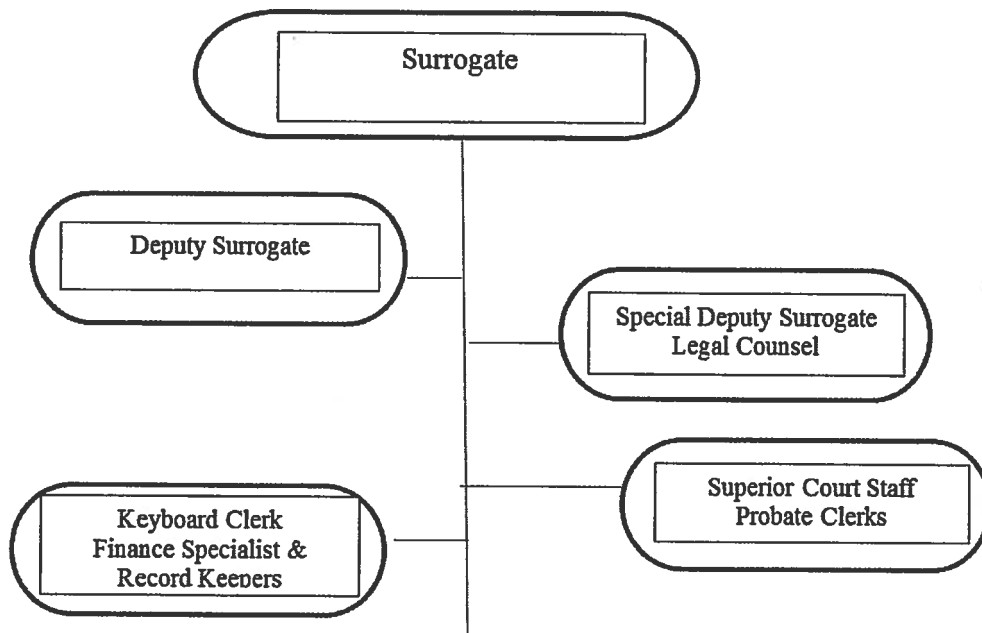
- Transition to a new Sheriff.
- Resume bi annual active shooter training.
- Expand community outreach programs, particularly in opioid awareness.
- Develop and implement a successful rifle program.
- Upgrade crime scene processing lab for turnaround times to average thirty days or less.

Office of the Surrogate

Organizational Chart

Office of the Union County Surrogate

James S. LaCorte, Surrogate



OFFICE OF THE SURROGATE

Mission

The mission of the Office of the Surrogate is to comply with the mandates of N.J.S.A 2:5-1 et seq. and 3B:1 et seq. as they relate to Wills, Administrations, Guardianships etc.; to be receptive to the needs of the people while serving them in the most compassionate, accessible, cost effective, and efficient manner; to provide outreach programs on a voluntary basis; and to educate the public with regard to the services of the office.

Programs & Services

Mandated

Superior Court, Chancery Division, Probate Part – New Jersey Court Rules 4:80-4:82

- **Wills:** Probate, issue Letters Testamentary, issue Letters Trusteeship, permanent depository for Probate related documents.
- **Administration:** appoint administrators, issue Letters of Administration and permanent depository for related documents.
- **Guardianships:** appoint guardians of minors, issue Letters of Guardianship, maintain and account for Minors Intermingled Trust Fund; periodic transfer of funds to minors as per court orders.
- **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 1986 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.

2017 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. 1-1-2017 / 11-1/2017

Probates	1296		Administrations	452
Adoptions	103		Minor's Guard	89
Incapacities	104		Release of Funds	79
Certificates	10657		Searches	472
Affidavit s/s n/k	458		Other complaints	581

That's over 5,500 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, Municipal Clerks, 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 (see attached).

In addition the AOC had asked me to co-host a seminar for the "Early Settlement Panel with Judges from around the State. The early settlement panel handles cases that are having some difficulty coming to a decision, usually about distribution. The panel of attorney's takes these cases and tries 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. I have released several press releases this year and will continue to keep the public informed.

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 continue to interact with The New Jersey State Banking Commission and Presidents of various financial institutions to educate them on the process in New Jersey.

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. I would believe that the County would benefit from departments sharing documents with other agencies, I have expressed that the "ASK" Program from Human Services be placed in the Courthouse during the fall and Winter Seasons.

Evening Hours

During the year we conducted over 90 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 25 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, 100 Guardianships for minors, 452 Administrations, and 105 Adoptions and 104 Incapacitated cases. These cases are handled by our Probate Clerks, Lawyer and Superior Court Section.

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 2017, 32 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.

All numbers are as of November 15, 2017

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 for them to work in.
- In the coming year the State is going to conduct a pilot program for Superior Court Cases, I have found out that Union County will be part of that pilot program.
- As of September 1, 2016 the Administrative Office of the Courts has mandated that the Surrogate take the lead in retaining and transferring important court documents to the State Web Site. This has taken considerable resources and staffing to accomplish.

AOC: Administrative Office of the Courts (2-23-17)

In February of this year we were presented with a new set of rules for Incapacitated cases from the Administrative Office of the Courts. We were charged with taking the court documents and data entering the particulars of the case into the State web system for Court E-files. The new rules state that we have 5 days from the date of judgment to make sure the information is entered into their system. This has become a duplication of services for the Superior Court Section. It was soon followed up by an e-file training in March of 2017.

E-File Training 3-23-17

The courts indicated to us that they needed the original documents scanned, indexed and transferred to the State electronically. This causes us some

software changes and additions to our current program in addition to converting scanned documents into PDF files for the State. In addition to our in house Information Technology Department, Steve Santillo recommended that we engage On Base (Continuum) to write a software program that would take our TIFF documents from On Base and convert them into PDF files for the state program, this would be accomplished each evening, giving the Incapacitated Cases a specific code that would identify them and place them in a separate folder for the morning at which time we could copy and drop them into the state's web site.

Main duties include but are not limited to, scanning re-indexing and supporting the incapacitated docket list. Clerks are in charge of inputting data into the state web site and sending documents to the State and archiving in our office.

Document Retention

Everyone in the office contributes to the upgrading of old records into digital files. The two new personnel that are in the reception area are helping in that process and will continue to become familiar with these documents and support the current staff.

Alina, the other young lady who was originally up front is now in our record room. Since we entered into a contract with DRS Imaging (2016) work began in our department this year to convert micro fiche images to digital. From the digital process, Steve Santillo downloads the documents into the On Base system and creates "Estates" once this is done, we now go into these Estates and index and extract unnecessary information and redact personal information, than the docket is passed along to the "Custom Query"

Document Retrieval

Document Type Groups
 Clerk of the Board's Office
 System Documents

Document Types
 SUR Administration
 SUR Adoption
 SUR Affidavit Next of Kin
 SUR Affidavit Receipt of Minor's Funds
 SUR Affidavit Surviving Spouse
 SUR Bank Statements
 SUR Birth Certificates
 SUR Caveat
 SUR Confidentiality
 SUR Court Calendars
 SUR Death Certificates
 SUR Exemplified Copy
 SUR Guardianship

Dates
 From: Today To: Today

Keywords
 Docket Num.:

Please enter search criteria and press find. When searching for Last Names be sure to use the wild card "*" at the end of the name.

Document Search Results

SUREMIE

10 Documents Selected

SUR Estates - E1317 - PINKEROU, JOSEPH
 SUR Estates - E1269 - KUKAN, MARY
 SUR Estates - E1281 - FOSTER, HENRY
 SUR Estates - E1282 - PITTIS, ELSIE
 SUR Estates - E1283 - GOLDEN, MORRIS
 SUR Estates - E1284 - JAMES, LOUIS
 SUR Estates - E1285 - SEEL, DOROTHEA
 SUR Estates - E1286 - HUDSON, WILLIAM
 SUR Estates - E1289 - WOOD, MIRIAM
 SUR Estates - E1265 - SLEDZIEWSKI, GENEVIEVE
 SUR Estates - E1262 - GAUDENZI, GUY
 SUR Estates - E1263 - WIEPEL, ALICE
 SUR Estates - E1260 - RAICER, LILLIAN
 SUR Estates - E1239 - MURPHY, LOTTIE
 SUR Estates - E1251 - BUCKALEW, HELEN
 SUR Estates - E1252 - WITTING, JOHN
 SUR Estates - E1254 - FARRELL, THOMAS
 SUR Estates - E1255 - FRANKLIN, JOSEPH
 SUR Estates - E1256 - MCCORMACK, THOMAS
 SUR Estates - E1257 - KATZ, LESLIE
 SUR Estates - E1258 - WOJTECZKO, TADEUSZ
 SUR Estates - E1207 - CHOMSKY, SYLVIA
 SUR Estates - E1208 - WOLFOVITZ, MATHILDA
 SUR Estates - E1209 - KURTZ, JR, GEORGE
 SUR Estates - E1210 - HILBRANDT, BERNARD
 SUR Estates - E1211 - HOFFMAN, WILLIAM

Find Text Search Note Search

As you can see from the next screen shot, we now have a docket from 1963 available on the screen for clients and staff to view. Taking these old documents and converting them to digital gives us another level of security for our documents.

Document Type	Docket Description	Docket	Last Name	First Name	Date of Birth	Date of Death
SUR Affidavit Surviving Spouse	AFFIDAVIT	A1261	STARKS	JOHN	02/04/1924	06/21/1963

SUR Affidavit Surviving Spouse - A1261 - AFFIDAVIT - STARKS, JOHN - 6/21/1963

Union County Surrogate's Court

AFFIDAVIT OF SURVIVING SPOUSE

STATE OF NEW JERSEY }
 COUNTY OF UNION }

OLLIE R. STARKS,

, being duly sworn, according to law, says:

1. I reside at 644 Fulton St., in the City of

Elizabeth, County of Union and State of New Jersey.

2. I am the widow of JOHN C. STARKS, JR., also known as

This is a very tedious and time consuming process. Several staff members are working on different parts of the program. The fees for the digital conversion were taken out of our "Surrogate's Trust Fund" and not general

revenue. At some point we may have to go out or extend our contract for the conversion.

A good portion of our *Surrogate's Trust Fund money (funds acquired from dedicated revenue's under the Fee schedule effective 2-1-02) was used to update these files, develop new software and integrate new actions into our current Bluestone system. In addition we are currently under contract to transfer documents from micro fiche to a digital process as indicated above.

*Senate Bill No. 553 Adopted November 9, 2000

8. Section 4 of P.L.1988, c.109 (C.22A:4-17.2) is amended to read as follows:

4. a. The county treasurer shall return to the county surrogate \$2.00 of each fee received for the probate of a will; for the grant of general administration; for the grant of letters of guardianship [for a minor and]; for the grant of letters of trusteeship for the filing of inventories; for the filing of accountings; and for any other proceeding filed, recorded or issued in the surrogate's court. Such sums shall be returned within 10 days of receipt by the county treasurer.

b. Monies received by the county surrogates pursuant to the provisions of subsection a. of this section **shall be used to upgrade and modernize the services provided by their offices.** These monies shall not be used for budgetary reduction by the counties.

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.

In January of 2017 we were ordered by the Assignment Judge to change our SITF funds in the primary and secondary accounts. Investors Savings Bank was kept as our primary with a 3 year contract; however, our secondary bank was New York Community Bank. They handled funds from \$250,000.00 to \$500,000.00 for minors under a court order. Their contract was for one year January 2, 2017 to January 2, 2018. We currently (Nov.) have proposal packets from the Administrative Office of the Courts out to approximately

32 banks. They must be returned by December 1, 2018. Once the proposals are returned I will present them to the Assignment Judge, Karen M. Cassidy for a final decision. At that time we will prepare the accounts to be transferred if necessary. Currently we handle over \$23,000,000.00 in assets

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.

Adoption Day

Adoption Day – November 17, 2017

This year we have 9 children being adopted in Union County. There are two Superior Court Judges conducting the adoptions. The Union County Surrogate will be hosting the breakfast for the children and their families. In addition an Adoption Information Fair is being presented again this year. Anyone interested in Adoptions or the process may visit the court house during the hours of 9 – 1 on the 17th.

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.

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 (11-15-17) we handled 110 Incapacity Complaints, and 188 other complaints for contested probate matters, accountings and declaration of death. 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.

In addition to the Chancery Division, our Adoption clerk, Suzanne DiOrio, reports to the family division; this year we conducted 104 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. Mrs. DiOrio is also responsible for the Adoption Day Program.

Staffing

Due to additional duties from the AOC this year I had to re-staff. I filled the two positions I had open and moved some people around. Because of the increased workload from Superior Court I had to re-assign Kimberly Leonardo to my staff attorney. Her main duties include but are not limited to, scanning re-indexing and supporting the incapacitated docket list. She is in charge of inputting data into the state web site and sending documents to the State. She will continue to become familiar with these documents and will train to take over for the Senior Clerk to the Superior Court who is expected to retire this year.

We also hired two new personnel who are working out wonderfully. They are the receptionists at the front of the office. Their main duties are answering phones, directing clients, receiving and answering mail, keeping records of the number of clients and general office duties. These employees are also helping with the back loading of dockets into the system.

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 2017.

2018 Initiatives

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.

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.

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.

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 2018.

With new directives and mandates from Superior Court. It may be necessary to expand our software program with Bluestone (our operating system) or On Base our digital retention system.

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. This year we had several opportunities to issue press releases from our office.

Daily e-mails to the office are handled by the Deputy Surrogate, Special Deputy Surrogate and my staff Attorney. Susan Dinardo the Senior Probate Clerk handles all new cases coming into the office, she disseminates the work to the probate clerks for preparation for the attorneys and clients. They respond to all clients questions about the probate process. The process by which we do business has changed over the years. When you used to get a lot of faxes we now get twice as many e-mails; cases come in by e-mail every day from attorneys, this work gets processed by our staff and communications with attorneys has become easier. Keeping our staff and equipment up to today's standards is very important.

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.

Our office keeps current with the new laws and provides brochures for the public. Another support of the office is our web site; it is coordinated between my Deputy Surrogate and Robert Charkowsky from Public Information.

The office provides a web site to assist the pro se client in conducting the business of the estate. Important information is contained on our web 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.

This year that site has been expanded to include:

DDD Verified Complaint

[Click here to download form packet.](#)

How to Become the Legal Guardian of a Person Receiving Services From the Division of Developmental Disabilities.

Anyone who is receiving or going to receive services from the Division on Developmental Disabilities may download the form packet from our web site.

Personal contact and communication with the client or resident makes the client feel that they are getting the attention they deserve. The fact that they also get an individual when they call our office is a big factor in the compliments that our office receives.

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, Public Information 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 support and direction.

New Directives from the (AOC) Administrative Office of the Courts

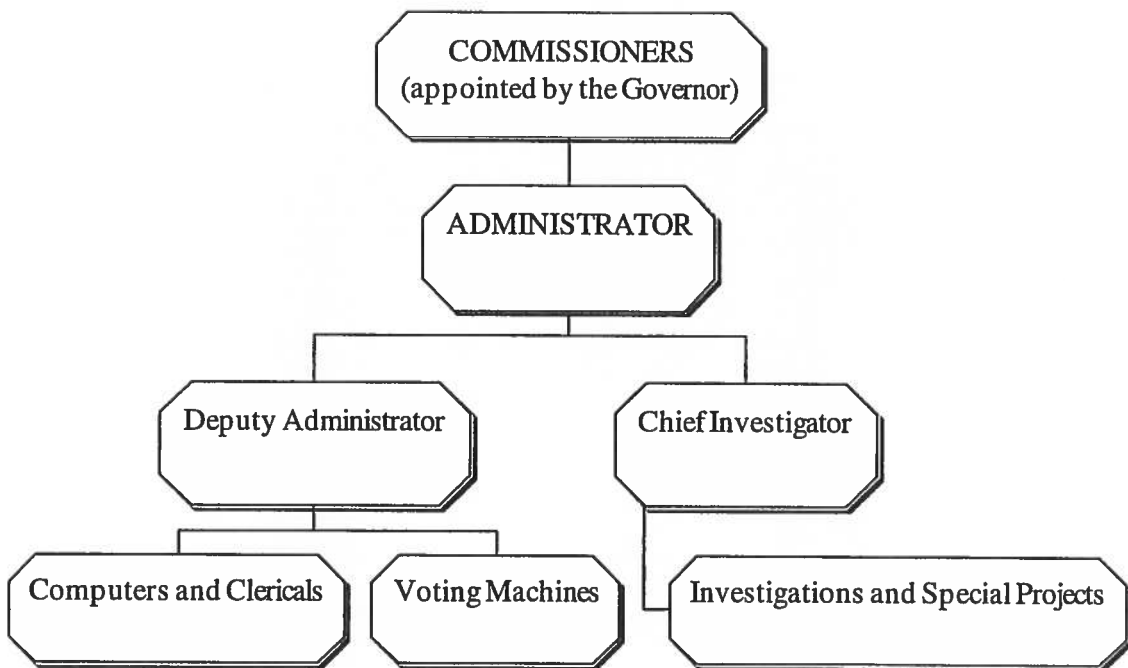
We are expecting to be part of a pilot program for a new program from the courts. Since the Courts are trying to become more consumer friendly, it has become more of a burden for my staff. Cases that would normally have an attorney represent them are now being done by lay

people. This means that the individuals trying to fill out on line forms are relying on our staff to explain legal terms and instructions to them.

Board of Elections

Organizational Chart

Board of Elections



BOARD OF ELECTIONS

Mission

The Union County Board of Elections is comprised of four members commissioned by the Governor to serve a two-year term. Their primary responsibility is to ensure that all elections are conducted within strict compliance with all state and federal mandates with accuracy, integrity, and efficiency.

The Right of Suffrage is a Fundamental Right. This board guarantees this right by maintaining an accurate and inclusive registry of eligible voters.

Programs & Services

The board provides election-related services to the 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.

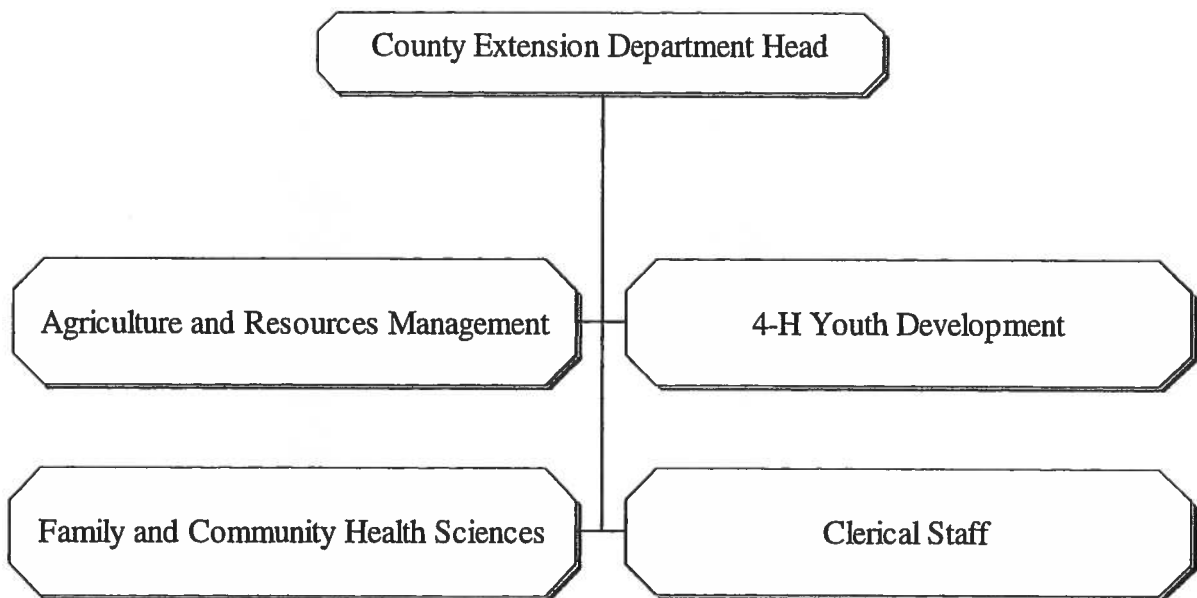
Each month, the board electronically transfers County registration information into a statewide registry file maintained by the Office of the Secretary of State.

Maintains and upgrades all maps for each municipality in Union County resulting from any district adjustments.

Rutgers Cooperative Research and Extension of Union County

Organizational Chart

Rutgers Cooperative Extension



RUTGERS COOPERATIVE EXTENSION OF UNION COUNTY

Mission

Rutgers New Jersey Agricultural Experiment Station (NJAES) Cooperative Extension helps the diverse population of New Jersey adapt to a rapidly changing society 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, schools, 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) provided 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 promoted fruit and vegetable consumption to students in grades K-8. Additional nutrition and health education was 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 covered 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 along with the North Jersey Health Collaborative and the *Shaping Elizabeth* project work to provide strategies to address the issue of childhood obesity in the County. Collaborations of 60+ county and state agencies continue to work together to change the “culture of health” in Union 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 - 2017 Accomplishments

Agricultural & Resource Management Department

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 fifth annual “Starting a School and Community Garden” workshop. The keynote speaker for the conference was Meredith Melendez, RCE of Mercer County Agricultural Agent, whose area of expertise is food safety for vegetable crop production. The target audience for the workshop was schools and community organizations. Other topics included: Healthy snacks, Enabling Gardening (planning gardens for people with disabilities), Container Gardening and Rain Gardens. Seventeen (17) people attended the workshop, representing 12 local elementary, middle and high schools. Eight (8) education professionals received continuing education credits for attending the workshop. On program evaluations participants noted they will use the information:

- “Use the information for fun activities at after school garden club”
- “For science lessons”

- “Info will help improve the growing and maintenance at the Mitzvah Garden at Temple Emanuel”
- “We are starting a vegetable garden in the courtyard at school so the safety info will be applied.”

Community Gardening Series Program Summer 2017

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”.

Eighty-three (83) residents attended the series as an evening program at Trailside this summer. Participants toured the “Sharing Vegetable Garden” in the Demonstration Garden highlighting the lecture topic and then heard a lecture in the old museum building classroom. Each lecture had an average of 20 participants.

Master Gardeners offered the program at Jewish Family Services, the New Providence Library, and Rahway Community Garden.

Community Vegetable Gardens

Volunteer Master Gardeners assisted with the Union Community Garden, the Mitzvah Garden at Temple Emanuel in Westfield, Rahway Community Garden, and the Elmora library garden in cooperation with “Come Grow With Us” Groundwork Elizabeth.

Rutgers Master Gardener Program

The Rutgers Master Gardeners of Union County have been serving county residents since 1987. Twenty-two (22) new volunteers completed the training program in 2016, joining 325 active volunteers. As of October 30, 2017, Master Gardeners reported 5,776 hours of service in 2017, valued at \$158,609 by the Independent Sector (independentsector.org).

The “Sharing Garden”

The Master Gardener “Sharing Garden” project, includes growing vegetables, small fruits and herbs for local food pantries and active since 2002; surpasses 21 tons (23,297 pounds) of donated produce. In the 2017 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 2017, 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, and Lantern Hill Assisted Living in New Providence.

Young adult clients with the Cerebral Palsy League of Cranford planted raised beds with annuals at the Trailside Demonstration garden and enjoyed a tour of the greenhouse and gardens. The Children’s Specialized Hospital “Camp Pals Paradise” youth program participated in an early evening “Scavenger Hunt” with Master Gardeners in the Demonstration Garden.

Trailside Greenhouse and Demonstration Garden Visitors

The Greenhouse and Demonstration Garden had 1,509 visitors in 2017. The Annual Master Gardeners Spring Garden Fair and Plant Sale in the demonstration garden attracted 977 visitors. The garden and greenhouse was open during the Trailside Harvest Festival; and despite wet weather, 260 people enjoyed the gardens. In the spring, 87 people visited during the 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 up with the County Parks Summer Day Camp programs; “Bugs and Beyond,” “Nature Crafts” and a new program “Branching Out.” Master Gardeners provided six educational programs covering topics such as: insect identification, bird biology, where to find insects in the garden; herbs, tree identification, analyzing soil texture and crafts using material grown in the demonstration garden. Campers (77) and parent/counselors (16) enjoyed the efforts of 21 volunteer Master Gardeners. The “Gardening with Children” team received an Award for Excellence at the State Master Gardener Conference for their efforts.

Seeds for Hope Flower Bouquets

The “Seeds for Hope” flower project has donated over 44,000 flowers and greens to those affected by cancer over the past 10 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's Oncology Center. Many of the flowers are grown in the Demonstration Garden at Trailside. Vases and flowers, are donated by the non-profit organization "Seeds for Hope" in the winter months.

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 County, Municipal, Turf & Landscape Professional Industries

Emerald Ash Borer Training Programs

The Emerald Ash Borer (EAB) is an invasive insect pest that has devastated Ash trees through-out the mid-western states. New Jersey is currently under United States Department of Agriculture (USDA) quarantine. As of September, there have been confirmed cases of EAB in 12 counties, including our surrounding counties of Somerset, Essex, Middlesex and Morris. Agent Flahive DiNardo gave a presentation on EAB to the Union County Board of Chosen Freeholders on August 10th. EAB infestations are fatal to trees not treated properly with insecticides. Ash trees killed by EAB become brittle very quickly, making them a greater safety hazard to pedestrians and arborists removing these trees.

RCE in coordination with the Union County Public Works Department, offered a training program on EAB and community management strategies for 19 county and municipal public works professionals. The program was taught by Paul Kurtz, NJ Department of Agriculture Entomologist.

RCE faculty Bakacs, Flahive DiNardo and Nichnadowicz, in cooperation with Union County Parks Department, Mike Brennen and Alex Chappotin, trained 35 county parks employees on Ash tree and EAB identification so they can notify supervisors of Ash tree locations and evidence of EAB damage. These observations will help the county plan for EAB management

and the removal of hazardous trees. Program evaluations of the training revealed: 75% of the county parks employees trained rated the overall teaching/instruction as excellent. In addition, employees were asked to rate their change of knowledge on 9 topics that included identifying an EAB insect, evidence of EAB infestations, basic tree ID skills, and correctly identifying Ash trees and their look-alikes. A Likert scale range from 1 to 5 was used to assess change in knowledge with 1 being low and 5 being high. Average knowledge increased from 1.62 to 4.26 from pre to post training.

North Jersey Ornamental Horticulture Conference

The North Jersey Ornamental Horticulture Conference provides turf and landscape professionals with research-based information with environmentally sound lawn and landscape practices. The 71 professionals who attended the "Turf Day" program in 2016 were asked how the information presented at prior Turf Day programs affected their business or career. Respondents indicated:

- 59 have been able to maintain their NJ Department of Environmental Protection Pesticide Applicator License.
- 46 have been able to maintain their professional fertilizer applicator certification
- 45 used the information to train employees.
- 31 experienced an increase in sales.
- 7 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/maintenance professionals at regional locations throughout the state. Professionals from the Berkeley Heights, Plainfield and Rahway school districts participated in the training program in 2017.

Promoting Green Infrastructure Practices

Michele Bakacs, Environmental Agent organized the second Rain Garden Bus Tour of Union County. This tour was conducted in partnership with the Rahway River Watershed Association and Rutgers Extension Specialist, Tobiah Horton. A group of 8 residents joined the bus tour to learn about the use of rain gardens, rainwater harvesting and other elements of "green"

infrastructure to manage storm water runoff to help prevent flooding. 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.

Agent Bakacs is also working with the Rutgers Cooperative Extension Water Resources Program (WRP), a recipient of a \$700,000 National Fish and Wildlife Federation grant for the project “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 storm water
- Provide matching funding to implement some of the actions contained within the plans
- Provide recommendations for policy changes that will continue to promote these actions beyond this two-year project.

The seven 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

Tobiah Horton, Rutgers Extension Specialist in Landscape Architecture has been active on green infrastructure projects in Summit, Springfield, and Westfield. A summary of his work is below:

- Summit: Attended and spoke at the Rain Garden Ribbon Cutting Ceremony with the Mayor, performed maintenance on the Library and City Hall gardens, provided three educational talks on Rain Gardens at the Summit Library and Clark Library with Marian Glenn, President Rahway River Watershed Association (RRWA).
- Springfield: Provided service of design/installation of planting screen/buffer along the side of the Gaudineer Middle School, led Rutgers Department of Landscape Architecture's Advanced Plants class (Professor Jean Marie Hartman) in an analysis of the performance of the Jersey Rain Gardens at the Jonathan Dayton High School and

provided educational talks on the Rain Gardens at the Springfield Library with Marian Glenn, RRWA.

- Westfield: Provided "Catholic Themed" rain garden design for the courtyard of The Catholic Church of the Holy Trinity.

Organic Land Care

In cooperation with Extension colleagues, Bakacs continues to implement the statewide Organic Land Care Certificate program:

njaes.rutgers.edu/organiclandcare.

This 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 5th Organic Land Care course was completed in January, 2017 with 18 professionals graduating from the course. The establishment of this program and the landscaper database provides environmentally-minded residents and businesses that are looking to manage their properties sustainably, to have 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.

Awards

The "Rutgers Community Gardening Series" curriculum with lead authors, Agents Flahive DiNardo and Bakacs received the first place Communication Award and the finalist award from the National Association of County Agricultural Agents for their curriculum. A poster on the series, created by Bakacs, was the National Winner for the Extension Education Poster presentations.

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, Gateway YMCA Homeless Shelter, Elizabeth, International Rescue Committee, and Union County Division of Aging. The SNAP-Ed team also participated in health fairs at the Family Success Center in Elizabeth; Bridgeway, Community Access Unlimited, and Community Coordinated Child Care (4C's).

In 2016-17, 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 Congregate Meals Program

In a continued collaboration with the Union County Division on Aging, the FCHS Educator works with the Division on Aging director to provide a dietitian to coordinate the Senior Meals program.

A grant of \$92,000 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 via the Rutgers Health Finance webpage, 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. 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 2017.

“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 80 BerkeleyHeights seniors, 85 Union seniors and 50 Mountainside seniors. “Reducing Salt in the Diet” program was taught to 15 Plainfield school nurses, 60 Mountainside seniors, 25 seniors at Westfield Senior Housing and to eighty in Berkeley Heights. “Drinking Healthy Beverages” was taught to 25 parents at Roselle Pre-K and to 35 teen cheerleaders at the Hillside Community Center. “Choose My Plate” and general nutrition classes were taught at BUF I & II along with HOPES Headstart in Plainfield to 75 parents.

Food safety education was provided at Ehrhart Gardens and Schaefer Gardens to forty seniors. “Garden-Enhanced Nutrition Education” was presented to forty-five teachers and health professionals at the Union County annual conference in 2016. The FCHS Educator provided an on-line Worksite Wellness Education Program for Union County employees with weekly e-mail newsletters and websites on health-related topics.

Health & Wellness Fairs

As a member of the Union County Executive Wellness Committee, Ensle 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 600 youth, Calvary Pre-K Family Health Fair, Cranford for 30 families.

Rutgers E-College On-line Teaching

Ensle taught 55 undergraduate juniors and seniors in the School of Environmental and Biological Sciences (SEBS) a three credit, undergraduate “Wellness Behavior” course in 2016 to generate funding for statewide Cooperative Extension to offset budget deficits. Over 50 students were taught in 2017. Teaching course evaluations ranged 3.6 out of a 4.0 scale.

Membership on Local Boards

Ensle is a member of the Union County Directors of Aging Programs; a long-time member of the Board of Trustees for Community Access, Ltd, and a member of the Gateway Family YMCA Board of Directors, Elizabeth; She is also on the *Shaping Elizabeth* Project Executive Committee and is the co-chair of the Healthy Food Access Committee; and the 4 C's Strengthening Families Initiative Stakeholders Committee, Rahway.

4-H Youth Development Department

4-H Summer Science Program – Helping students from limited resource communities 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 in Plainfield; The Rahway Housing Authority, and the Elizabeth Coalition to House the Homeless. Altogether, 350 youth participated in the 2016 Summer Science Program.

Due to a reduction in grant funds we could no longer send science teachers to program sites. Instead, in 2016 we trained agency staff how to teach the science curriculum with their students. The trainings occurred in June at the actual community camps with fifteen staff members participating. In addition to demonstrating how to teach the lessons, we also provided the necessary materials for the trainings.

4-H Elizabethport Program – *Bringing afterschool activities to limited resource youth*

This 4-H program provided afterschool activities to 40 youth in 2016. Working out of the Elizabethport Safe Haven Building on 1st Street, the program taught children about science and nutrition. This was accomplished through gardening and cooking activities. Previous participants in the program are now serving in the Armed Forces, have completed and/or are attending Rutgers University and Notre Dame, and are gainfully employed.

Horticulture Therapy Program for Union County Juvenile Detention Center - *Using horticulture to generate pride and self-esteem in troubled youth*

Since the Spring of 2009, 4-H has been offering a horticultural therapy program for youth inmates at the Juvenile Detention Center in Rahway. The youth look forward to their time nurturing their garden, started with the help of James Nichnadowicz, 4-H Agent. The garden, located in the courtyard of the facility, allows the youth to experience the healing powers of working with plants. By nurturing their garden, these youth learned how persistence and patience can result in success. The garden is a calming atmosphere; it helps the residents to de-stress and become more receptive to instruction. This garden has generated pride in these youth and flowers from their garden are used as gifts for their visitors. Approximately 35 youth participated in the program. In 2016, they raised a variety of vegetables, flowers and herbs. After consuming a carrot, one juvenile remarked “This is the freshest carrot I have ever eaten.”

4-H Clubs – *Developing life skills in youth*

One hundred thirty Union County youth from grades 1 through 12 participated in sixteen 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 Agent 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. Sixty-five youth participated in the event. Each adolescent gave a presentation of at least three minutes 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 4th through 8th grade attended summer camp. This sleep away camp provided many new experiences for urban youth. Activities included: water sports, outdoor cooking, crafts, nature study, archery, air rifles, 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 goal of the 4-H Master Tree Stewards. Thanks to these 20 Master Tree Steward adult volunteers, over 3,300 children learned about trees, one of Union County's most precious natural resources.

The Stewards visited classrooms in 19 municipalities and taught the children about tree identification, biology, and ecology. Educating youth about trees is crucial to the future of our environment. An end-of-program evaluation indicated 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% were more likely to take better care of trees around homes and 86% said the same 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.

Arbor Day Tree Program – *Implementing tree plantings*

Working in conjunction with the Union County Shade Tree Advisory Board, the 4-H Youth Development Program worked together to beautify Union County as the “garden spot” of the Garden State. Through the Union County Freeholders Arbor Day Tree Program, the 4-H Agent and volunteers provided training for school children along with a tree to plant on their school grounds. In 2016, forty 4th-10th graders along with 20 adult volunteers participated in this program. Together, this group planted 75 trees at schools throughout Union County and 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 Housing Authority in Rahway. Children who participated in the programs reported eating vegetables they had never tasted before, and they developed a greater appreciation for the steps involved in growing their own food.

2018 Initiatives

Agricultural & Resource Management Department

Emerald Ash Borer Training Programs

RCE faculty, county public works and parks supervisors and the county GIS Bureau are working together to develop an EAB management plan for county parks. RCE is developing a training program to be offered in late winter/early spring to train volunteers to survey county parks to identify the location of Ash Trees. This information can be used to develop a

management plan for treatment of selected trees and an action plan for immediate / long term removal of Ash trees.

Community Gardening

RCE will continue working with schools and community organizations provide information on establishing and maintaining community gardens. The “Community Gardening Series” classes will be offered again in the summer of 2018 at the Trailside Demonstration Garden. Master Gardeners who complete the Community Garden Educator training series will be delivering lectures to community garden, school and civic groups in the spring and summer of 2018. The Community Gardening curriculum will also be offered as on-line classes via the Rutgers NJAES website, njaes.rutgers.edu.

Greenhouse Facility

The 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 2018.

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

Agent Michele Bakacs 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 7 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 storm water management.

Organic Land Care

Agent Bakacs 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.

2018 Initiatives

Family & Community Health Sciences Department

Nutrition Education 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. 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 food and beverages high in phytochemicals such as tea, coffee, chocolate, mushrooms, 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.

2018 4-H Youth Development Initiatives

- 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.
- Union County youth will attend the Rutgers Summer Science Program
- Involve 1,000 youth in tree planting.
- Provide assistance with Union County Shade Tree Advisory Board Poetry Contest.
- Continue to work with other groups to plan and implement Union County Freeholder Arbor Day Tree Program.
- Continue Horticultural Therapy Program at Juvenile Detention Center.
- Continue to search for an indoor location for the Union County 4-H Archery Club.

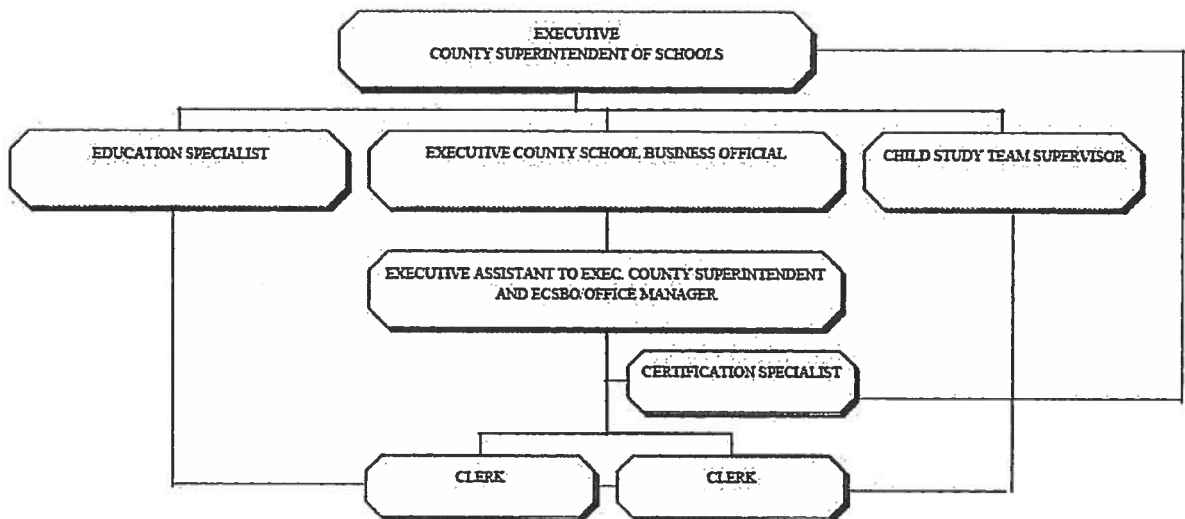
Superintendent of Schools

Organizational Chart

Superintendent of Schools

Union County

Office of Education



UNION COUNTY SUPERINTENDENT OF SCHOOLS

Overview:

County Information & Services

The county offices are the focal point of general support, oversight and routine communications between local districts and the Department's central offices. Each county office is led by an Executive County Superintendent and has a core staff, which includes an Executive County Business Official, a County Education Specialist and a County Child Study Supervisor.

County Office Staff:

- perform onsite evaluations of school districts every three years in accordance with the NJ Quality Single Accountability Continuum (NJQSAC);
- review and approve district budgets;
- review and approve district administrative contracts;
- inspect school buildings to ensure compliance with health and safety codes;
- review and approve district transportation contracts;
- 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 support districts in responding to questions;
- respond to community, legislative and parental concerns; and
- assist Department divisions in securing required data.

The Office of the Executive Superintendent:

- a. Visit and examine from time to time all of the schools under his general supervision and exercise general supervision over them in accordance with the rules prescribed from time to time by the State board;
- b. 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 condition of the real and personal property, particularly in respect to the construction, heating, ventilation and lighting of school buildings, in the local districts under his general supervision, and make recommendations in connection therewith;
- c. Advise with and counsel the boards of education of the local districts under his general supervision and of any other district of the county when so requested, in relation to the performance of their duties;
- d. 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;
- e. 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;
- f. Recommend to the commissioner the elimination of laws 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.52:13H-3);
- g. Eliminate districts located in the county that are not operating schools on the effective date of P.L.2009, c. 78 (C.18A:8-43 et al.), in accordance with a plan and schedule included in the plan submitted to and approved by the commissioner ;
- h. 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 thereat 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;

i. 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;

j. 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;

k. 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;

l. 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 he determines that the district has not implemented all potential efficiencies in the administrative operations of the district or if he determines 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, and during the budget year the school district shall not transfer funds back into those accounts;

m. Permit a district to 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;

n. Promote cooperative purchasing within the county of textbooks and other instructional materials;

o. 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;

p. 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;

q. 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;

r. Conduct regional planning and identification of program needs for the development of in-district special education programs;

s. 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;

t. 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;

- u. Provide assistance to districts in budgetary planning for resource realignment and reallocation to direct special education resources into the classroom;
- v. 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;
- w. 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
- x. Perform such other duties as shall be prescribed by law.

Any budgetary action of the executive county superintendent under this section may be appealed directly to the commissioner, who shall render a decision within 15 days of the receipt of the appeal. If the commissioner fails to issue a decision within 15 days of the filing of an appeal, the budgetary action of the executive county superintendent shall be deemed approved. The commissioner shall by regulation establish a procedure for such appeals.

Nothing in this section shall be construed or interpreted to contravene or modify the provisions of the "New Jersey Employer-Employee Relations Act," P.L.1941, c. 100 (C.34:13A-1 et seq.), or to limit or restrict the scope of negotiations as provided pursuant to law, or to require an employer to enter into a subcontracting agreement which affects the employment of any employee in a collective bargaining unit represented by a majority representative during the time that an existing collective bargaining agreement with the majority representative is in effect.

Each executive county superintendent shall, on or before December 1 of each year, furnish to the board of chosen freeholders of the county a statement of the amounts estimated to be necessary to be appropriated for the ensuing year for:

- a. the compensation of his clerical assistants;
- b. the supplying of furniture, supplies and equipment for his office;
- c. printing; and

d. traveling and other expenses incident to the conduct and the performance of his official duties of his office incurred by him.

The board of chosen freeholders shall fix and determine the amounts necessary to be appropriated for such purposes and shall appropriate the same accordingly.

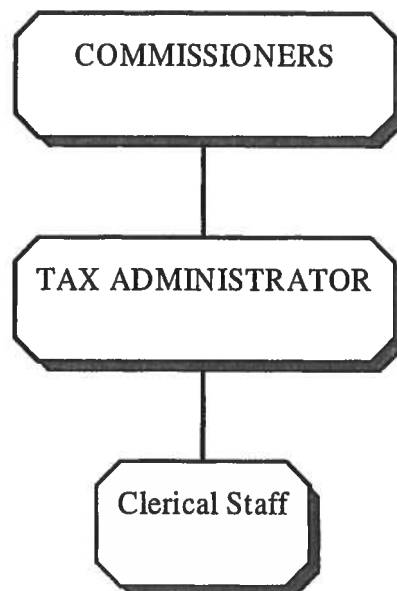
The commissioner shall appoint an executive county business official to serve in the office of the executive county superintendent of schools for a term of three years. The executive county business official shall assist the executive county superintendent in the performance of the superintendent's duties pursuant to N.J.S.18A:7-8 , and perform such other duties as determined by the commissioner. Based on criteria developed by the commissioner, the executive county business official shall be subject to a performance assessment at least once during the three-year term. The business official may be re-appointed on the basis of a satisfactory performance assessment.

A local school district may apply to the executive county superintendent of schools to have school district services including, but not limited to, transportation, personnel, purchasing, payroll, and accounting, assumed by the office of the superintendent. If the executive county superintendent determines to assume a service, a fee may be assessed the school district for the service. The executive county superintendent of schools may utilize county special services school districts, jointure commissions, and educational services commissions to provide services to local school boards.

Board of Taxation

Organizational Chart

Board of Taxation



BOARD OF TAXATION

Mission

The Mission of the Tax Board is to secure the taxable value of all property in the County as prescribed by law in order that all property shall bear its full and just share of taxes.

The Union County Board of Taxation, a state agency with countywide jurisdiction, serves as an agent for the Director of the Division of Taxation; is the first line supervisor of the municipal assessor; is the custodian of the tax lists and other official records; and is the first formal level of appeal from the municipal assessor.

Programs & Services

Mandated

Supervise municipal assessors; equalize municipal assessments for apportionment of County Taxes; calculate municipal tax rates; certify Added & Omitted Assessments; publishes County Abstract of Ratables, Provide SR1-A data and other mandated reports to the Division of Taxation; hear and determine property tax appeals from regular and added assessments.

Prepare public records and make them available to the public, including tax lists; SR1-A sales ratio study.

Non-Mandated

Provide assistance to municipalities, in cooperation with the Department of Administrative Services and by Freeholder Resolution of 1986.

Provide on-line computer capability to all 21 municipal assessors' offices at no charge, including the printing of all 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.

2017 Accomplishments

In 2017 the Union County Board of Taxation received 3,208 tax appeals. This was a decrease of 385 appeals or 10% from 2016. While the number of appeals decreased in 2017 as a result of a stronger real estate market. The number of appeals filed electronically rose slightly by 41 or 2% from 2016. In fact, the Tax Board had its highest percentage of appeals filed online 65% or 2,089 in 2017 -- a record since the program's inception in 2012 and a clear indication of the program's success.

In 2017 the Tax Board ordered revaluations for the Boroughs of Fanwood, Garwood and Mountainside. With the aforementioned all set to be certified for the tax year 2020. The Tax Board also continues to monitor the reassessment of the Township of Winfield which is scheduled to be placed on the tax rolls for 2018 as well as the Town of Westfield for 2019.

Additionally, the City of Elizabeth submitted to the State Tax Court of New Jersey an estimated date of January 2021 to complete their court ordered revaluation.

After the City of Elizabeth is placed on the tax rolls in 2021 the Tax Board will have completed revaluations in one third (1/3) of the municipalities in Union County.

Additionally, the Tax Board continues to purchase and supply several new computers, printers and scanners for the various tax assessors offices throughout Union County.

Lastly, the Tax Board processed 12,421 deeds in 2017. This represented a 10% increase over 2016.

2018 Initiatives

In 2018, 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 continue to monitor the recently ordered revaluations for the Boroughs of Fanwood, Garwood and Mountainside which are scheduled to be put on the tax rolls for 2020.

Additionally, the Tax Board will continue to track the City of Elizabeth's progress with the Tax Court of New Jersey and its estimated 2021 revaluation implementation schedule.

In conclusion, the Tax Board is always striving to improve upon its technology infrastructure and work processes in order to meet its statutory obligations to provide fair assessments and service to the residents of Union County.