

UNION COUNTY GOVERNMENT

2020 Executive Budget



Edward T. Oatman
County Manager

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COUNTY OF UNION

2020 Executive Budget

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County Manager Letter to Board of Chosen Freeholders



COUNTY OF UNION

OFFICE OF THE COUNTY MANAGER

Edward T. Oatman, County Manager

**BOARD OF
CHOSEN FREEHOLDERS**

ALEXANDER MIRABELLA
Chairman

ANGEL G. ESTRADA
Vice Chairman

ANGELA R. GARRETSON

SERGIO GRANADOS

CHRISTOPHER HUDAK

BETTE JANE KOWALSKI

KIMBERLY PALMIERI-MOUEDE

ANDREA STATEN

REBECCA WILLIAMS

EDWARD T. OATMAN
County Manager

AMY C. WAGNER
Deputy County Manager

ROBERT E. BARRY, ESQ.
County Counsel

JAMES E. PELLETTIERE, RMC
Clerk of the Board

Feb. 20, 2020

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

Dear Freeholders:

The 2020 Executive Budget is contained in this document for your review and approval in compliance with the Optional County Charter Law.

Union County's economy has continued to grow and we are once again presenting a strong executive budget that is below cap, maintains the highest bond rating possible, and fully funds Union County's governmental services.

We continue to build on our previous year fiscal reforms, which saved us millions in this year's budget. In addition, we also reduced the County workforce by more than 60 full-time positions, saving the County several million in tax dollars, including the cost of benefits.

This year's Executive Budget is \$508.715 million. **This ensures the third year in a row of a 2 percent or less increase.**

This year's Executive Budget continues to cover important governmental services, including:

- Recreational and amenity improvements at Mattano Park, Warinanco Park, Cedar Brook Park, and the Watchung Stables;
- Postage for return election ballots in the Vote by Mail program, so that no one should have to pay for the right to vote;

ADMINISTRATION BUILDING

Elizabethtown Plaza

Elizabeth, NJ 07207

(908) 527-4200

www.ucnj.org

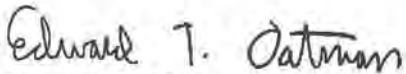
We're Connected to You!

- Funding the expansion of the Union County Dispatch Center—a shared service which now provides services to 14 municipalities, fire and EMS mutual aide, and 27 first responder agencies;
- Funding the continuation of the Municipal Infrastructure grant program, the Library grant program, the HEART grant program for artists, and the Union County Means Green community gardens program.

The Executive Budget also supports the initiatives of Freeholder Chairman Alexander Mirabella, who announced “Union County 2020: Inclusion, Safety, and Outreach,” aimed at upgrading the County’s public safety infrastructure; supporting entrepreneurship, career development and education; and working for the equal rights and dignity of all Union County residents

I would like to thank the Freeholder Board, our Directors and County employees for their hard work, and I look forward to working with the Freeholder Board throughout this year’s budgetary process.

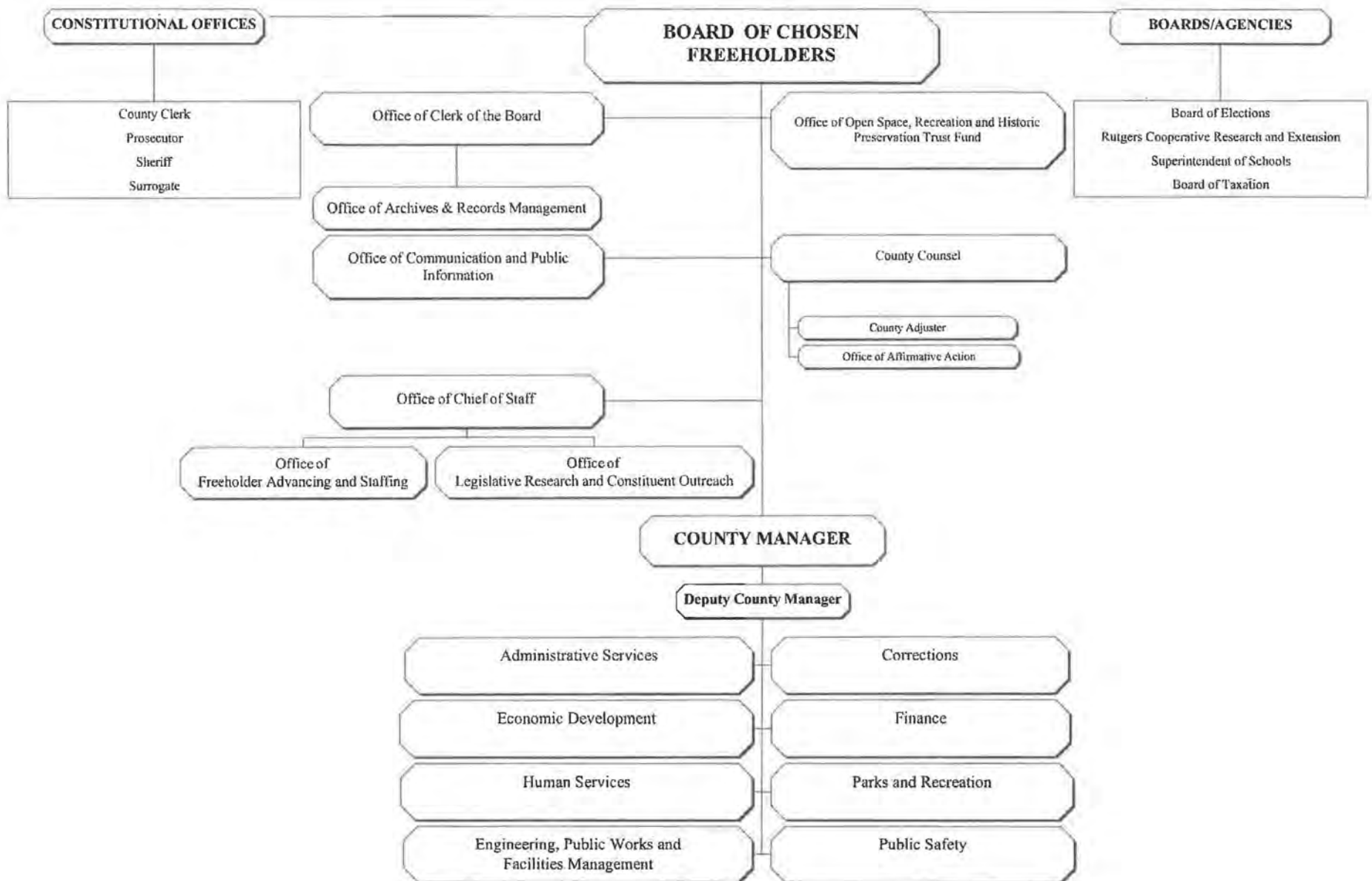
Sincerely,

A handwritten signature in cursive script that reads "Edward T. Oatman".

Edward T. Oatman
Union County Manager

County of Union Organizational Chart

RESIDENTS OF THE COUNTY OF UNION



Financial Overview

2- Summary Levy Cap Worksheet

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			\$367,295,299
	Cap Base Adjustment (+/-)			\$0
	Less: Prior Year Deferred Charges: Emergency Authorizations			\$0
	Less: Prior Year Deferred Charges to Future Taxation Unfunded			\$2
	Less: Changes in Service Provider: Transfer of Service/ Function			\$0
	Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation			\$367,295,297
	Plus 2% Cap increase			\$7,345,906
Adjusted Tax Levy				\$374,641,203
	Plus: Assumption of Service/ Function			\$0
Adjusted Tax Levy Prior to Exclusions				\$374,641,203
	Exclusions:			
	Allowable Shared Service Agreements Increase			\$0
	Allowable Health care costs increase			\$0
	Allowable Pension increases			\$715,290
	Allowable Capital Improvements Increase			\$7,500,000
	Allowable Debt Service and Capital Lease Increases			\$1,929,664
	Current Year Deferred Charges: Emergencies			\$0
	Deferred Charges to Future Taxation Unfunded			\$0
	Add Total Exclusions			\$10,144,954
	Less Cancelled or Unexpended Exclusions			\$2,260,177
Adjusted Tax Levy After Exclusions				\$382,525,980
	Additions:			
	New Ratables - Increase in Apportionment Valuation of New Construction and Additions			\$450,135,828
	Prior Year's County Purpose Tax Rate (per \$100)			\$0.505
	New Ratable Adjustment to Levy			\$2,274,496
	Amounts approved by Referendum			\$0
Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax				\$384,800,476
	Plus: 2017 Cap Bank Utilized in 2020*			\$0
	Plus: 2018 Cap Bank Utilized in 2020*			\$0
	Plus: 2019 Cap Bank Utilized in 2020*			\$0
Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions				\$384,800,476
Amount to be Raised by Taxation - County Purpose Tax				\$374,273,910
<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			367,295,299.43
CAP Base Adjustment			
Revised County Purpose Tax:			367,295,299.43
EXCEPTIONS:			
(Less:)			
Debt Service			62,112,018.10
Deferred Charges			2.44
Emergency Appropriations			
Capital Improvements			6,750,000.00
Matching Funds			1,250,000.00
Authority - Share of Costs MUA			
County Welfare Board			23,175,180.00
Special Services School District			
Vocational School			5,285,416.62
Out of County Vocational School			
County College (Current Year)		15,279,741.78	
Less County College (1992 Base)		8,995,000.00	
Net County College			6,284,741.78
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			
9 1 1 Emergency Management Services			
Health Insurance			
TOTAL EXCEPTIONS			104,857,358.94
Amount on which 2.50% Cap is applied			262,437,940.49
2.50% Cap Amount			6,560,948.51
Allowable County Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)			268,998,889.00

2020 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)			268,998,889.00
Add:			
New Construction			2,274,495.96
Debt Service and Capital Leases		71,178,207.98	
Less Debt Service & Capital Lease Revenues Offset by Approps		9,412,443.41	
Net Debt Service and Capital Lease Obligations			61,765,764.57
Deferred Charges to Future Taxation - Unfunded			0.30
Emergency Authorizations			
Capital Improvements			16,750,000.00
Matching Funds			1,650,000.00
County Welfare Board		62,728,424.00	
Less Welfare Revenue Offset by Appropriation		38,620,878.00	
Net County Welfare Board			24,107,546.00
Special School Districts			
Vocational School			5,391,125.00
Out of County Vocational School			
County College		15,585,337.00	
Less County College 1992 Base		8,995,000.00	
Net County College			6,590,337.00
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			387,528,157.83
2018 Cap Bank Utilized*			
2019 Cap Bank Utilized*			
COLA Increase Available/Utilized*			
"1977 Cap" Maximum County Purpose Tax After All Exceptions			387,528,157.83
"2010 Cap" Maximum Allowable Amount to be Raised by Taxation After all Exceptions			384,800,476.24
(From the Summary Levy Cap Worksheet)			
Amount to be Raised by Taxation - County Purpose Tax			374,273,910.12
			Use 2010 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).			

**2020 EXECUTIVE BUDGET
REVENUE SCHEDULE**

	2019 Anticipated Revenue	2019 Realized Revenue	2020 Executive Budget
Surplus Anticipated	25,000,000.00	25,000,000.00	34,900,000.00
SUBTOTAL	25,000,000.00	25,000,000.00	34,900,000.00
Miscellaneous Revenues - Section A: Local Revenues			
County Clerk	1,650,000.00	2,128,913.59	1,650,000.00
Surrogate	190,000.00	197,584.07	190,000.00
Sheriff	600,000.00	602,505.98	600,000.00
Interest on Investments and Deposits	500,000.00	4,649,063.63	500,000.00
County Board of Pay Patients	13,000,000.00	13,274,895.10	13,000,000.00
Register of Deeds - Realty Transfer Fees	4,000,000.00	5,891,986.97	4,000,000.00
Parks and Recreation Facilities Revenue	6,000,000.00	6,562,662.77	6,000,000.00
Permits Road Department	120,000.00	203,607.50	150,000.00
Rent - 921 Elizabeth Ave.	457,000.00	474,647.68	457,000.00
SUBTOTAL Section A: Local Revenues	26,517,000.00	33,985,867.29	26,547,000.00
Miscellaneous Revenues - Section B: State Aid			
County College Bonds	3,118,278.14	3,126,036.42	3,513,567.86
SUBTOTAL Section B: State Aid	3,118,278.14	3,126,036.42	3,513,567.86
Miscellaneous Revenues - Section C: State Assumption of Costs			
DYFS	-	-	-
Supplemental Social Security Income	1,124,545.00	1,165,747.00	1,120,878.00
Maintenance of Patients: Mental Diseases (DMHS)	-	-	-
Maintenance of Patients: DDD	-	-	-
SUBTOTAL Section C: State Assumption of Costs	1,124,545.00	1,165,747.00	1,120,878.00
Miscellaneous Revenues - Section D: Public & Private Revenues	11,321,045.15	33,138,002.60	10,905,939.31
SUBTOTAL Section D: Public & Private Revenues	11,321,045.15	33,138,002.60	10,905,939.31
Miscellaneous Revenues - Section E: Prior Written Consent			
Rutgers Behavioral Health Care	-	-	-
Fringe Benefits	1,500,000.00	2,277,794.30	1,750,000.00
Indirect Costs	200,000.00	436,924.05	300,000.00
Educational Building Aid	475,000.00	482,982.00	495,000.00
Debt Service - Open Space	5,541,488.76	5,541,488.76	5,403,875.55
NJ Division of Economic Assistance - Earned Grant	36,000,000.00	42,411,338.56	37,500,000.00
County Clerk Increased Fees	1,750,000.00	1,916,102.00	1,750,000.00
Surrogate Increased Fees	250,000.00	291,691.00	250,000.00
Franchise Fee - Jersey Gardens	400,000.00	242,785.00	225,000.00
Title IV D - Facility Reimbursement	1,050,000.00	1,188,591.77	1,050,000.00
Sheriff Increased Fees	2,150,000.00	2,973,737.03	2,500,000.00
PILOT's	325,000.00	551,937.10	450,000.00
Open Space - Parks Maintenance	2,250,000.00	2,250,000.00	2,250,000.00
Rental Income UC College/Trinitas Hospital Kellog Building	180,000.00	200,000.04	180,000.00
Dispatch Services	500,000.00	565,734.16	500,000.00
Union County Utilities Authority	1,000,000.00	1,000,000.00	500,000.00
Ambulance Services	750,000.00	971,195.10	850,000.00
Sale of Asset - County Infrastructure Program	1,500,000.00	1,500,000.00	1,500,000.00
SUBTOTAL Section E: Prior Written Consent	55,821,488.76	64,802,300.87	57,453,875.55
Amount to Be Raised by Taxes	367,295,299.43	367,295,299.43	374,273,910.12
TOTAL LOCAL REVENUES	122,902,357.05	161,217,954.18	134,441,260.72
TOTAL REVENUES	490,197,656.48	528,513,253.61	508,715,170.84
TOTAL APPROPRIATIONS	490,197,656.48	509,753,454.88	508,715,170.84

**2020 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2019 Adopted Budget	2019 Modified Budget	2020 Executive Budget
GENERAL GOVERNMENT				
County Manager's Office	SW	399,904.00	399,904.00	410,487.00
	OE	170,500.00	170,500.00	170,500.00
Special Studies & Initiatives	OE	782,000.00	782,000.00	757,000.00
Board of Chosen Freeholders	SW	468,795.00	468,795.00	480,258.00
	OE	95,000.00	95,000.00	95,000.00
County Infrastructure & Improvement Program	OE	1,500,000.00	1,500,000.00	1,500,000.00
Annual Audit	OE	240,560.00	240,560.00	245,475.00
Other Accounting and Auditing Fees	OE	200,000.00	200,000.00	159,275.00
Clerk of the Board	SW	1,148,322.00	1,148,322.00	1,188,871.00
	OE	230,000.00	230,000.00	240,500.00
Advisory Boards, Committees & Commissions	OE	5,000.00	5,000.00	-
Status of Women Advisory Board	OE	500.00	500.00	5,000.00
County Clerk	SW	2,334,139.00	2,334,139.00	2,371,956.16
	OE	162,000.00	162,000.00	162,000.00
Board of Elections	SW	2,345,366.00	2,345,366.00	3,031,684.00
	OE	477,750.00	477,750.00	781,100.00
Elections (County Clerk)	SW	207,909.00	223,909.00	262,430.00
	OE	1,206,850.00	1,206,850.00	1,416,600.00
Department of Finance:				
Office of Director	SW	318,004.00	318,004.00	367,536.48
	OE	167,500.00	167,500.00	167,500.00
Public Obligations Registration Act P.L. 1983	OE	100,000.00	100,000.00	100,000.00
Division of Reimbursement	SW	431,816.00	431,816.00	515,170.38
	OE	3,500.00	3,500.00	3,500.00
Division of Treasurer	SW	352,159.00	352,159.00	424,661.90
	OE	81,000.00	81,000.00	81,000.00
Division of Comptroller	SW	1,003,997.00	1,003,997.00	997,833.81
	OE	17,500.00	17,500.00	17,500.00
Aid to Union County Improvement Authority	OE	-	-	250,000.00
Division of Internal Audit	SW	71,393.00	71,493.00	172,371.95
	OE	2,500.00	2,500.00	2,500.00
County Counsel	SW	1,769,556.00	1,769,556.00	1,763,818.00
	OE	120,250.00	120,250.00	120,250.00
County Adjuster	SW	435,271.00	435,271.00	430,470.00
	OE	2,400.00	2,400.00	2,400.00
Department of Administrative Services:				
Office of Director	SW	329,363.00	329,363.00	338,151.00
	OE	55,400.00	55,400.00	55,400.00
Division of Motor Vehicles	SW	2,082,971.00	2,082,971.00	2,157,623.00
	OE	4,242,000.00	4,242,000.00	4,385,000.00

**2020 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2019 Adopted Budget	2019 Modified Budget	2020 Executive Budget
Division of Personnel Mngt & Labor Relations	SW	1,179,762.00	1,179,762.00	1,149,396.00
	OE	982,200.00	982,200.00	1,487,200.00
Division of Purchasing	SW	684,224.00	684,224.00	621,839.00
	OE	262,330.00	262,330.00	262,330.00
Board of Taxation	SW	278,753.00	282,253.00	283,543.00
	OE	-	-	-
County Surrogate	SW	1,059,755.00	1,071,755.00	1,076,120.00
	OE	33,120.00	33,120.00	33,350.00
Department of Economic Development:				
Office of Director	SW	429,061.00	431,061.00	437,207.00
	OE	451,700.00	376,700.00	115,200.00
Community Services	SW	352,654.00	352,654.00	356,801.00
	OE	323,200.00	323,200.00	383,200.00
Division of Strategic Planning & Intergovernmental Relations	SW	630,029.00	630,029.00	645,032.00
	OE	350,000.00	350,000.00	425,000.00
Division of Information Technology	SW	878,500.00	903,500.00	899,510.00
	OE	1,787,000.00	1,862,000.00	1,787,000.00
Insurance:				
Group Health Insurance Plan for Employees	OE	49,928,880.99	47,428,880.99	46,429,880.99
Surety Bond Premiums	OE	12,000.00	12,000.00	12,000.00
Other Insurance Premiums	OE	14,120,428.00	15,120,428.00	13,095,804.00
Employees' Prescription Plan	OE	16,500,000.00	17,500,000.00	20,000,000.00
Dental Plan	OE	950,000.00	950,000.00	950,000.00
Disability Insurance	OE	230,000.00	230,000.00	325,000.00
TOTAL GENERAL GOVERNMENT		114,984,771.99	114,543,371.99	116,406,235.67
PUBLIC SAFETY:				
Sheriff's Office	SW	19,851,821.00	20,711,821.00	21,424,757.00
	OE	552,000.00	552,000.00	527,500.00
Department of Public Safety				
Office of Director	SW	285,530.00	285,530.00	290,818.00
	OE	4,050.00	4,050.00	4,000.00
Division of Weights and Measures	SW	410,078.00	417,078.00	426,941.00
	OE	5,320.00	5,320.00	5,320.00
Division of Medical Examiner	SW	691,424.00	691,424.00	700,586.00
	OE	558,000.00	558,000.00	559,000.00

**2020 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

		2019 Adopted Budget	2019 Modified Budget	2020 Executive Budget
Division of Emergency Management	Type			
	SW	1,131,319.00	1,056,319.00	1,240,251.00
	OE	380,600.00	380,600.00	380,600.00
Emergency Medical Services	SW	1,295,064.00	1,370,064.00	1,361,114.00
	OE	100,000.00	100,000.00	100,000.00
Division of County Police	SW	9,543,193.00	9,663,193.00	10,393,956.00
	OE	303,260.00	303,260.00	319,500.00
Division of Health	SW	144,504.00	146,004.00	177,654.00
	OE	129,000.00	129,000.00	140,200.00
County Prosecutor's Office	SW	23,373,083.00	23,523,083.00	23,706,737.00
	OE	855,000.00	855,000.00	849,500.00
Contribution to Soil Conservation District	OE	34,314.00	34,314.00	36,030.00
Department of Corrections	SW	29,335,657.00	28,182,283.00	29,237,645.00
	OE	7,278,000.00	7,678,000.00	7,275,000.00
Juvenile Detention	SW	1,381,607.00	1,381,607.00	388,447.00
	OE	1,991,667.00	1,991,667.00	2,200,000.00
TOTAL PUBLIC SAFETY		99,634,491.00	100,019,617.00	101,745,556.00
OPERATIONAL SERVICES:				
Department of Public Works & Facilities Mngt				
Office of the Director	SW	64,565.00	64,565.00	65,316.00
	OE	17,500.00	17,500.00	9,700.00
Engineering, Land and Facilities Planning	SW	1,141,998.00	1,141,998.00	1,204,915.00
	OE	447,000.00	447,000.00	452,000.00
Division of Public Works	SW	2,408,320.00	2,408,320.00	2,493,753.00
	OE	51,000.00	51,000.00	51,200.00
Division of Facilities Management	SW	7,735,308.00	7,735,308.00	7,947,906.00
	OE	8,291,600.00	8,291,600.00	8,297,350.00
Contribution for Flood Control	OE	14,775.55	14,775.55	14,775.55
TOTAL OPERATIONAL SERVICES		20,172,066.55	20,172,066.55	20,536,915.55

**2020 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2019 Adopted Budget	2019 Modified Budget	2020 Executive Budget
HEALTH AND WELFARE:				
Crippled Children	OE	50,000.00	50,000.00	50,000.00
Cornerstone Psychiatric Facility	SW	6,766,574.00	6,926,574.00	7,140,008.00
	OE	5,600,912.00	5,900,912.00	6,909,613.00
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	4,947,720.00	4,947,720.00	4,775,342.00
Rutgers Behavioral Health Care	OE	22,864.00	22,864.00	34,531.00
Maintenance of Patients: Geriatric Center	OE	153,000.00	153,000.00	153,000.00
Department of Human Services				
Office of Director	SW	730,241.00	730,241.00	834,729.00
	OE	1,868,885.00	1,868,885.00	2,064,599.00
Division of Aging	SW	356,678.00	356,678.00	367,329.00
	OE	2,211,117.00	2,211,117.00	2,334,117.00
Division of Youth Services	SW	770,705.00	770,705.00	785,552.00
	OE	96,700.00	96,700.00	108,289.00
Division of Outreach & Advocacy	SW	477,434.00	480,934.00	494,381.00
	OE	14,900.00	14,900.00	22,100.00
Employment & Training	SW	360,138.00	380,138.00	291,413.00
	OE	-	-	-
Division of Social Services	SW	35,412,622.00	35,412,622.00	36,848,977.00
	OE	9,094,379.00	9,094,379.00	9,094,379.00
Division of Individual & Family Support Services	SW	569,319.00	569,319.00	587,242.00
	OE	480,531.00	480,531.00	766,531.00
Division of Paratransit	SW	80,209.00	83,209.00	88,919.00
	OE	3,089,100.00	2,789,100.00	3,691,603.00
TOTAL HEALTH AND WELFARE		73,168,028.00	73,354,528.00	77,456,654.00

**2020 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2019 Adopted Budget	2019 Modified Budget	2020 Executive Budget
RECREATION:				
Department Parks & Recreation:				
Office of the Director	SW	990,465.00	990,465.00	949,136.00
	OE	242,000.00	242,000.00	242,000.00
Recreational Facilities	SW	2,294,051.00	2,294,051.00	2,414,920.00
	OE	6,715,700.00	6,715,700.00	7,826,782.00
Division of Planning & Environmental Services	SW	580,755.00	580,755.00	659,379.00
	OE	130,150.00	130,150.00	95,000.00
Park Maintenance	SW	2,749,907.00	2,794,907.00	2,814,705.00
	OE	660,500.00	660,500.00	660,500.00
Cultural and Heritage Affairs	SW	126,689.00	126,689.00	143,981.00
	OE	17,500.00	17,500.00	17,540.00
TOTAL RECREATION		14,507,717.00	14,552,717.00	15,823,943.00
EDUCATION				
Office of County Superintendent of Schools	SW	249,687.00	251,687.00	256,876.00
	OE	12,500.00	12,500.00	12,500.00
Vocational Schools	OE	5,285,416.62	5,285,416.62	5,391,125.00
Union County Extension Service in Agriculture	SW	44,100.00	44,100.00	47,082.00
	OE	114,839.00	114,839.00	126,914.00
Union County Community College System	OE	15,279,741.78	15,279,741.78	15,585,337.00
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		21,463,284.40	21,465,284.40	21,896,834.00
UNCLASSIFIED:				
Prior Year Bills	OE	352,248.95	351,266.86	61,769.03
Salary Adjustment	SW	2,177,226.00	-	945,000.00
Accumulated Absences	SW	735,000.00	735,000.00	735,000.00
Utilities	OE	8,379,114.00	8,379,114.00	8,689,500.00
TOTAL UNCLASSIFIED		11,643,588.95	9,465,380.86	10,431,269.03

**2020 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2019 Adopted Budget	2019 Modified Budget	2020 Executive Budget
STATE AND FEDERAL PROGRAMS:				
State and Federal Grants	OE	11,321,045.15	33,138,002.60	10,905,939.31
Matching Funds	OE	1,250,000.00	1,250,000.00	1,650,000.00
TOTAL STATE AND FEDERAL PROGRAMS		12,571,045.15	34,388,002.60	12,555,939.31
TOTAL OPERATIONS		368,144,993.04	387,960,968.40	376,853,346.56
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	173,456,974.00	171,556,974.00	177,848,195.68
TOTAL OTHER EXPENSES INCLUDING CONTINGENT	OE	194,738,019.04	216,453,994.40	199,055,150.88
CAPITAL IMPROVEMENTS:				
Capital Improvement Fund	OE	4,000,000.00	6,500,000.00	14,000,000.00
Road Resurfacing	OE	2,750,000.00	2,750,000.00	2,750,000.00
TOTAL CAPITAL IMPROVEMENTS		6,750,000.00	9,250,000.00	16,750,000.00
DEBT SERVICE				
Bond Principal				
State Aid College Bonds	OE	1,605,000.00	1,605,000.00	2,320,000.00
Vocational School Bonds	OE	4,775,000.00	4,775,000.00	4,970,000.00
Other Bonds	OE	29,795,000.00	29,795,000.00	30,285,000.00
College Bonds	OE	2,990,000.00	2,990,000.00	3,002,000.00
Interest on Bonds				
State Aid College Bonds	OE	376,987.00	376,987.00	467,865.72
College Bonds	OE	595,697.00	595,696.67	450,455.00
Vocational School Bonds	OE	1,531,839.00	1,531,838.89	1,297,750.00
Other Bonds	OE	11,430,922.00	11,130,921.54	10,074,856.26
Interest on Notes	OE	1,800,000.00	1,799,999.95	2,030,000.00
Principal on Notes	OE	-	-	-
Lease Payments	OE	-	-	-
UCIA - Lease Payments	OE	11,882,229.00	9,922,053.68	11,831,470.00
UCIA - State Aid College Bonds	OE	4,254,570.00	4,254,570.00	4,239,270.00
Dam Restoration Loans	OE	-	-	-
Dam - Principal	OE	174,769.00	174,768.87	178,282.00
Dam - Interest	OE	34,772.00	34,771.44	31,259.00
License Agreements - Pace	OE	-	-	-
TOTAL COUNTY DEBT SERVICE		71,246,785.00	68,986,608.04	71,178,207.98

**2020 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2019 Adopted Budget	2019 Modified Budget	2020 Executive Budget
DEFERRED CHARGES:				
Deferred Charges to Future Taxation - Unfunded	OE	2.44	2.44	0.30
TOTAL DEFERRED CHARGES		2.44	2.44	0.30
 STATUTORY EXPENDITURES:				
Public Employees Retirement System	OE	16,825,029.00	16,825,029.00	16,414,109.00
Police and Firemen's Retirement Fund	OE	15,605,347.00	15,605,347.00	16,139,507.00
Social Security System (OASI)	OE	11,000,500.00	10,500,500.00	11,000,000.00
Defined Contribution Retirement Fund	OE	75,000.00	75,000.00	80,000.00
Unemployment Compensation Insurance	OE	500,000.00	500,000.00	250,000.00
TOTAL STATUTORY EXPENDITURES		44,005,876.00	43,505,876.00	43,883,616.00
 TOTAL GENERAL APPROPRIATIONS		 490,197,656.48	 509,753,454.88	 508,715,170.84

Overview of Union County Government

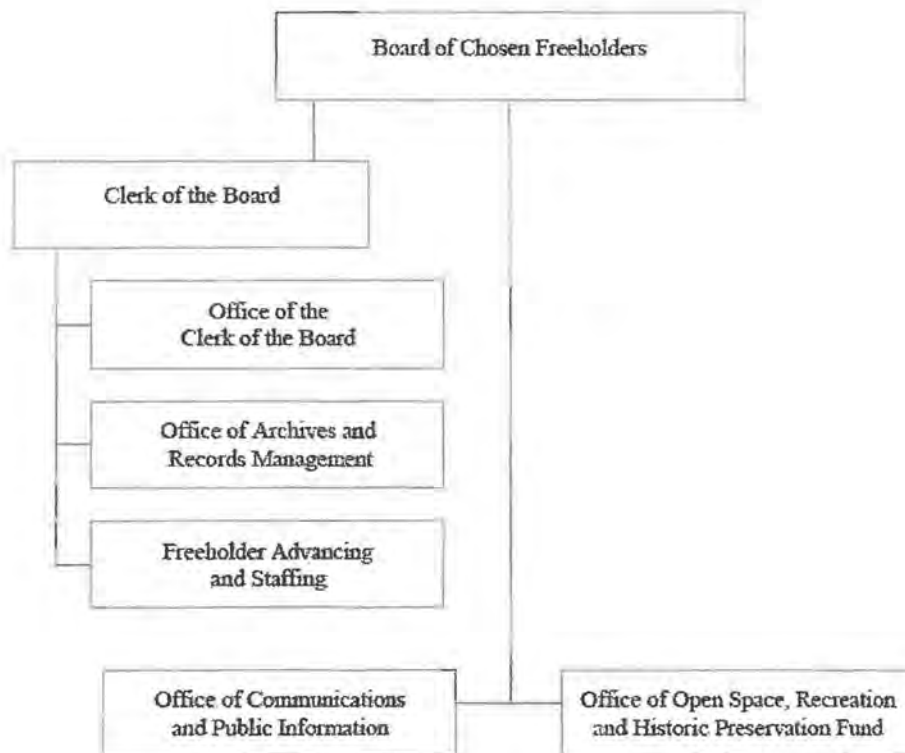
Office of Clerk of the Board

**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, policy execution, correspondence, attendance, recording of votes and actions, processing of all resolutions and ordinances and forwarding of same to appropriate entities, required legal advertising and constituent outreach and recognition.

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.

2019 Accomplishments

Coordination of Freeholder Meetings: The Clerk's office successfully coordinated forty-one (41) meetings of the Union County Board of Chosen Freeholders in accordance with statutory requirements. Of those forty-one (41) meetings, eleven (11) were double meetings where the Agenda Setting Session and the Regular Meeting were held on the same night. Additionally, the Clerk's office successfully coordinated each of the Fiscal Standing Committee's three (3) public hearings on the budget, and Standing Committee meetings as needed throughout the year.

The Office of the Clerk of the Board 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, eliminating the need for duplication at the print shop and reducing 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 2019, the office prepared over 235 resolutions; many of which required the drafting of multiple resolutions tailored to specific individualized presentations. 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 disseminated in accordance with said resolution 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 no later than the evening of the meetings, and Regular Meeting agendas were posted, in most instances, to the website no later than the Wednesday prior to the meeting.

Ordinances approved by the Board of Chosen Freeholders were posted to the website after introduction and then in final format after final adoption. Said ordinances were advertised in accordance with the law. The public hearing dates and final adoption dates were posted on the website as well.

The Office of the Clerk of the Board maintained a record of the Union County Advisory Boards, maintaining the official Oaths of Offices for said boards, and successfully appointed members to various vacancies to a number of Union County Advisory 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 2019, there were over 1,000 individual OPRA submissions, yielding requests in an amount of 4,072 documents.

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

OARM has continued to assist all county departments in the process of appropriate storage methods and practices for their documents, managing approximately 31,063 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, in 2019, OARM continued to work diligently to reduce costs associated with this storage by creating an annual report of boxes with expired retention periods and removing and destroying these boxes. In 2019, 729 expired boxes were removed from storage and properly destroyed as per State regulations, representing nearly twice the number of boxes pulled from offsite storage in 2018. Of interest, OARM assisted the Juvenile Detention Center facility in March 2019, as it was being closed, in archiving and destroying its records appropriately.

In March of 2019, OARM began scanning the new document type called Insurance Certificates, specifically for the County Counsel's office. This was done in order to facilitate a method for that office to make sure policies with vendors are current. Over 3000 of these certificates have been imaged to date.

OARM has continued to image Resolutions, Ordinances and Minutes of Roselle Park, completing the years 1939 through 1945. The original paper copies were placed in acid-free folders and archival boxes and returned to the municipality.

OARM continued scanning the massive back file of the County Adjuster, whose records are required to be retained for 70 years by the New Jersey State Department of Archives and Records. The documents are currently kept in file cabinets in the Adjuster's office, and in boxes at the off-site storage facility, but are

frequently needed for Court appearances. In 2019, OARM scanned 1300 documents for more than 30,000 pages.

In prior years, the contracts for the County's off-site storage vendor were obtained through the local bidding process, and subject to re-bid after four (4) years. This resulted in the County's stored materials often being moved every four years, and consequently over 1000 boxes was not transferred between the various vendor's electronic databases, leaving the boxes in storage, but unidentified. In 2017, the Office of the Clerk of the Board successfully obtained permission from the State to have the County enter into a Competitive Contracting process that would allow the County to weigh other factors outside of the normal bidding process, to address the issue of procedures in proper identification of documents.

In 2019, OARM began to identify those boxes for which there was no information in the storage database. OARM has identified 232 boxes and, in conjunction with various departmental records officers, either destroyed any expired material or set appropriate retention schedules for said documents.

Office of the Chief of Staff: In addition to administrating and implementing the Freeholder Office's 2019 Budget, the responsibility of supervising the Office of Freeholder Advance and Staffing was officially assigned to the Office of Clerk of the Board in December 2019. The Office hired, trained and supervised three new Freeholder Aides in 2018 and, upon the vacancy in June 2019, hired and trained one new Freeholder Aide. The Clerk of the Board supervised the three Freeholder Aides responsibilities as they related to providing the day-to-day support to members of the Union County Board of Chosen Freeholders which include, but are not limited to, managing each Freeholder's independent schedules; coordinating and confirming the Freeholders' attendance to various events - often involving the coordinating of Freeholder Talking Points, photography, and Resolution or Certificate Presentations; advancing the Freeholders at various events and relaying the logistics of said event prior to a Freeholder's arrival; drafting constituent letters in response to constituent concerns and constituent outreach letters; and assisted in the overall promotion of County Events, County Programs & Services, and the County of Union/County Board of Chosen Freeholders.

2020 Initiatives

Office of the Clerk of the Board: In 2020, 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, and:

- Coordinate countywide training for all users of the County's electronic (and paperless) agenda process to ensure all resolutions and ordinances are entered with appropriate attachments and all documents are scanned in their entirety.
- Continue to explore ways to use the website to provide easier access and transparency, and continue to maintain a monthly updated record of advisory boards and any agendas and/or minutes of said advisory boards.
- Continue to coordinate full use of the audio/video recording system, and continue to research ways to enhance the quality and capabilities of the video production for the Office.
- Create a complete ledger of all Advisory Boards highlighting purpose, membership, meeting minutes and recommendations to the Freeholder Board.
- 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. The Office will continue to monitor available technologies that may allow for greater transparency and efficiencies within the OPRA office.

The Office will continue to provide "continuing education" opportunities for OPRA staff to ensure their knowledge of the OPRA laws are current and anticipatory of potential changes to said law.

Office of Archives and Records Management: 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), and will continue to:

- Implement a twice-a-year review of expired records in storage and destruction, and 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.
- Review unidentified boxes inventoried in the offsite document archive storage facility for destruction and retention schedules.
- 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.
- Assist municipalities in purging their inactive inventories at no cost under the successful municipal inventory purge project. Additionally, OARM will continue to make available scanning and indexing services to municipal clerks.
- Expand the document types to be scanned and indexed within the EDMS system for a more centralized and comprehensive database of countywide documents.
- Coordinate training for all Departmental Records Management personnel to minimize the on-site paper and file storage in County facilities and offices.

Additionally, in 2020 OARM, will coordinate a training seminar for all employees of Union County to understand the retention schedules of various documents, both paper and electronic.

OARM will be moving at least 20 volumes of early 20th Century hand-written payroll ledgers (permanent retention designation) from the Parks and Recreation department and other historical material from the previous Runnells Hospital, into off-site storage.

The Office will register an employee to attend the Rutgers University Continuing Studies Center for Continuing Professional Development program to obtain a Records Management Certificate, allowing for a second employee to hold such a certificate. This employee will assist in the Office's efforts to inform and assist various county departmental record managers, and the Office's efforts in assisting municipalities in the (initial) review and scanning of their permanent documents.

Office of the Chief of Staff: In 2020, the Clerk of the Board's Office will continue to administer and implement the budget of the Freeholder Office. The Office will continue to supervise the Office of Freeholder Advance and Staffing, and the Office of Legislative Research and Constituent Outreach; and furthermore supervise the responsibilities of the Freeholder Aides as they related to providing the day-to-day support to members of the Union County Board of Chosen

Freeholders. The Office will continue to look for opportunities to provide the Freeholder Aides with appropriate training and technology to accomplish their aforementioned responsibilities.

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, events, a mobile van, letters, direct outreach and direct information and referral services.

2019 Accomplishments

The Office of Communication and Public Information enjoyed a productive year in 2019, delivering 571 press releases, making more than 3,000 social media posts on its platforms, having 1.9 million views of its webpage, delivering hundreds of photographs, and more for the webpage and social media, as well as print, broadcast, cable, and internet media. The Office also provided dozens of speeches and letters for or on behalf of the Freeholder Board and County Manager's Office.

The office also answered hundreds of Infoline calls, more than 500 emails, staffed public events, and presented news about the County's services to the public, including its Constitutional Officers, County Vocational Technical School and various agencies and funded institutions.

The office also worked to coordinate ribbon cuttings, promote special events, including initiatives of the Freeholder Chair, and inform media on special events.

This included:

- Dedication of the Jeff Torborg baseball field in Mountainside;
- Dedication of new turf fields in Scotch Plains Ponderosa Park;
- Ribbon cutting for the new Spray Park in Linden;
- Ribbon cutting for the new Clubhouse at Ashbrook Golf Course;
- Coordinated the Raritan Valley Rail Coalition public meeting in Cranford;
- Year-long publicity, press releases, and coordination of social media and new web site for the Raritan Valley Rail Coalition;
- Supported special events for the Senior Citizens Council of Union County;
- Press releases announcing new Human Services initiatives including a new hot line, and community needs assessment outreach;
- Press releases announcing various “Recycling for Life” initiatives;
- Press releases for new Office on Women initiatives;
- Press releases for new Office of LGBTQ Affairs initiatives;
- Coordination of new flag raisings: Black History Month; Juneteenth; Portugal Day;
- Coordinated annual Columbus Day and Polish flag raisings at Courthouse;
- Coordinated “UC Means Green” community gardens grant program countywide;
- Completed the migration of the County’s website to an external host, dramatically improving resiliency, speed and security.
- Continued outreach on social media outlets, which grew in number;
- Helped coordinate African American History Month celebration at UC PAC;
- Worked with the County Clerk and Board of Elections to develop a series of press releases and social media posts to provide the public with important information, including info on using new voting machines, leading up to the November 2019 election and beyond;
- Developed and coordinated various printed materials for initiatives with County’s graphic artist;
- Produced the annual Phone Directory and Budget Narrative, the County Directory and the Executive Directory;
- Translated many key press releases into Spanish language for distribution and translation of County publications;
- Participated in emergency management exercises;
- Once again promoted public awareness of “green” sustainability issues including adopt-a-park, trailside programs, recycling, tree stewards program, and more.

The Office of Public Information 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, social media sites, magazines, broadcast TV, cable television outlets, radio stations, and newsletters to deliver news about County services and keep citizens informed. The office's Director remains in 24-hour contact with media, Freeholders, and County Directors and personnel on police and all-County-related emergency events and emergent policy initiatives.

The County's photographer emailed hundreds of photographs to media, as well as the public, saving money on printing costs.

The Office's Director of Digital, Web and Social Media Services manages all aspects of the County's web and social media portals, including UCIA, UCUA and UCJIF websites under shared services agreements, which either brings direct revenues or savings to the County. This individual also administers in-house bidding systems, is a 24-7 responder on all communication platforms of the County, and provides management of UC First Alert. This individual also provides IT support to the Freeholders and County Manager's Office and tech presentation support to all agencies and departments of the County.

The office also 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 Freeholders and County Manager's office to answer constituent letters, emails and media questions quickly and accurately.

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

2020 Initiatives

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

- Coordination of ribbon cuttings for new fields at Madison Avenue Park in Rahway, Snyder Avenue Park Baseball field in Berkeley Heights; Oak Ridge Park fields in Clark;
- Press coordination and releases for Chairman's new initiatives: "Union County Means Business for All," "Keeping Union County Safe and Secure," "Union County Cares," "Union County 2020," and more;

- Continued migration to First Alert of many municipal agencies and internal departments.

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 UNION COUNTY OPEN SPACE, RECREATION AND HISTORIC PRESERVATION TRUST FUND

Mission

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

2019 Accomplishments

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

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

A report prepared by the Edward J. Bloustein School of Planning and Policy at Rutgers University noted that, “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 2019, 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.

The Freeholder Board completed the acquisition of a small but significant parcel of land in the Township of Cranford in 2019. This parcel is contiguous to the county-owned Nomahegan Park and provides a solution to an existing safety issue for the many who use the walking trails in this park.

Recreation: Through the Trust Fund, the Freeholder Board has had a significant impact on the recreational health of 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:

- \$1,000,000.00 was awarded to municipalities in 2019 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 \$16,000,000.00 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, Linden and Clark received assistance with the renovation of little league fields, Union is updating a playground in compliance with ADA regulations, and Springfield, Elizabeth and other municipalities chose to focus their resources on general recreation.

- Approximately \$100,000.00 was awarded to municipalities throughout Union County through the 2019 Greening Union County grant program. First offered in 2004, this grant program has provided over \$1,300,000.00 to municipalities throughout the County of Union. This matching grant program has improved environmental health by adding hundreds of trees throughout the county.

Revenue Generation: The Trust Fund continues to be a significant 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 \$19,950,000.00 in grant awards from the Department of Environmental Protection, Green Acres Program.

2020 Initiatives

Trust Fund: The creation of the Trust Fund in 2000, and the 2016 approval to continue it, affirms the Freeholder Board's continued commitment to quality of life improvements. The Board will continue to pursue every avenue to preserve open space and continue to improve existing facilities and add recreational opportunities deemed necessary and affordable.

The Kids Recreation Trust Fund will continue to provide municipalities with a voice in the management of their recreational needs. Preserve Union County will continue to bring the County's rich history to life. Greening Union County will continue the important work of replacing trees throughout the County of Union, shaping the landscape and the environmental health of all 21 municipalities.

Planning documents commissioned by the Freeholder Board in the past several years will become valuable tools moving forward, for the maintenance of the Union County Park System as it presently exists and, in keeping with the tenets of the original ordinance, the continuation of efforts to ensure that it remains a jewel in the crown for Union County.

County Counsel

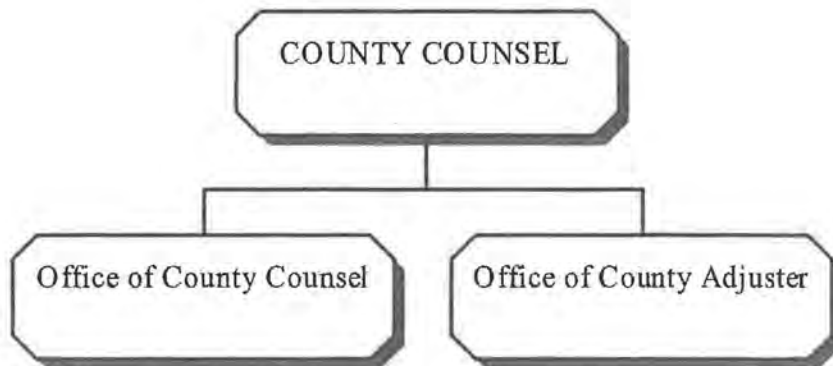
Office of County Counsel

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.

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.

OPRA Requests: The Office of the County Counsel expends significant time providing advice and guidance to the Office of the Clerk of the Board on approximately 1000 OPRA requests received annually. In addition, the Office of County Counsel provides representation at both the Government Records Council (GRC) and the Superior Court of New Jersey on all litigated OPRA matters.

Recovery of Bail Forfeitures: The Office of the County Counsel works in conjunction with the Superior Court of New Jersey in Union County, Finance Division and the Clerk of the Superior Court in Trenton, in response to a variety of motions, the filing of Default Judgments and other forfeiture matters. This Office negotiates bail forfeiture matters with counsel for the insurance companies and bail bond agencies.

2019 Accomplishments

Case Management

- Handled over 125 new Tort Claims for the year 2019.
- Handled approximately 126 lawsuits, a majority of which the County is named as a defendant or co-defendant.
- Handled over 48 Affirmative Action complaints for the year 2019

- 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 \$20,850.00 in bail forfeitures for the year 2019.

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.

2020 Initiatives

- Continue to limit the County's exposure as it relates to self-insured liability claims.
- Continue to collect monies due to the County on bail forfeitures and to work in conjunction with the State of NJ on collection of past due judgment orders.
- Continue with the use of "Offer of Settlement" to reduce litigation costs and achieve better and earlier settlements.
- Continue to investigate and where appropriate and necessary, initiate litigation to recover County expenditures relative to State obligated services and 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.
- Continue to investigate and address employee complaints relating to matters including but not limited to harassment, discrimination, retaliation and/or hostile work environment.
- Update our Affirmation Action/Equal Employment Opportunity Manual to ensure compliance with federal and State laws.

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.

2019 Accomplishments

- Approximately 1600 initial hearings and 1061 review hearings were heard at various hospitals for Union County.

- A total of 5600 hearings were scheduled.
- Over 314 cases were investigated and 274 cases court ordered.
- Over 2323 consents for mental health reports were processed relative to firearm applications.

2020 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.

Programs & Services

- Provides programs designed to control costs for wages and benefits, comply with Civil Service requirements and increase workforce productivity.
- Provides expertise towards procurement pursuant to the New Jersey Local Public Contracts Law, management for the self-insurance funds of the County, and transportation and repairs to vital County work equipment and also for maintenance of the telecommunication systems of the County including landlines and cellphones.
- Works in conjunction with expert brokers of the County to manage health and prescription insurance costs, risk management costs and equipment maintenance costs. Seeks insurance vehicles to lower said costs.
- Heads the County Safety Committee 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.

2019 Accomplishments

Administrative Services

Insurance: The Department oversees County insurance policies to protect the interests and employees of the County and have negotiated a contract renewal with Horizon Blue Cross Blue Shield of NJ with reduced rates effective July 1, 2018 – June 30, 2021. An increase in Wellness Credits was also secured to the amount

\$100,000 per year, which is used for wellness initiatives for employees such as having an onsite wellness coach and facilitating biometric screening during wellness fairs. The expected savings from this negotiation are \$1,590,000.00 for the 3-year term of the contract.

Office of Asset 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.

Division of Motor Vehicles

The Division consists of two service garages located in Elizabeth and Scotch Plains and 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 for landlines and cellular, operates the Messenger's dispatch office and the County's Mailroom.

Repair Garages completed 3262 work orders as of December 31, 2019 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 12,570.5 hrs.

2019 Repair orders: Elizabeth Garage - 1650; Turf Shop (Public Works & Parks equipment) - 417; Paratransit - 447; Scotch Plains (Heavy Equipment Shop) - 748.

The Division operates 10 fueling sites across the county that have 585,410 gallons of gasoline and 157,854 gallons of diesel fuel, for a total of 743,268 as of December 31, 2019. These sites also provide fuel for various municipalities and authorities throughout the County, which are billed at a per-gallon charge. A total of 119,467.3 gallons were dispensed to Garwood, Springfield, Mountainside, Winfield, The Elizabeth Housing Authority, The Elizabeth Parking Authority, Union County Education Commission, and The Utilities Authority.

Messengers: Performed all duties and tasks assigned to them in an orderly and timely fashion. The messengers have completed 17,194 deliveries.

Mailroom: Processed 752,331 pieces of mail through the postage machines and delivered interoffice letters and packages throughout the County Complex daily.

Telecommunications Unit: Provides the entire phone and communication service for the County of Union, manages all 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. Completed over 707 repair and installations for both telephone and computer network lines in the various county complexes.

Division of Personnel and Labor Relations

- Administers New Jersey Civil Service Commissions matters relative to classifications, examinations, and certifications in compliance with the New Jersey Administrative Code.
- Manages programs and services including health benefit administration, classification and compensation, general insurances, employee/labor relations, employee assistance, risk management, and loss prevention.
- Provides staff training and development to maintain a highly skilled and productive workforce.
- Processes property and auto claims with our Third Party Administrators.

Closing of Juvenile Detention Facility: Managed the closing of the County's Juvenile Detention Facility, working with Civil Service Commission to ensure compliance pursuant to NJ Statute Title 4A:81.1, a six-month process that included coordinating a job fair to help ensure a smooth transition for County employees. Other elements included: arranged for State presentation regarding available resources; scheduled EAP provider to assist employees and their families; and communicated with other Counties on inter-governmental transfers.

Staff Training and Development

Supervisor Training: Coordinated training seminars with the County's Personnel Attorney and other professionals including performance evaluations, discipline, HIPAA guidelines, Cyber Security training, and certificate program for new Supervisors. Documentation guidelines are shared from Supervisors to employees.

Supervisor and Employee Sensitivity & Sexual Harassment Training: Coordinated training seminars including employment discrimination, workplace harassment, sensitivity, and diversity state laws & guidelines for Supervisors.

Quarterly Liaison Meetings: Held quarterly meetings with Personnel Liaisons to provide information sharing, training/retraining of the Human Resource system, policy distribution, new benefits, safety rules review, and upcoming events.

Wellness Programs

Wellness Workshops: Broadcasts periodic emails to all employees on current health topics including registration for webinars and coordinates with our on-site Wellness Coach for nutrition and healthy lifestyle information sessions.

Wellness Coach Program: Coordinated a wellness coaching program for the employees in the Administration Building to provide one-on-one and group health

coaching, including smoking cessation, stress management, and overall health. In total, 661 County employees participated in receiving educational coaching.

Flu Shots: Organized the Flu Shot Event at several County locations offering flu vaccinations to all County employees and joined the “Get a Shot, Give a Shot” program with 353 flu shots donated to the UN Foundation Shot @ Life Campaign.

Wellness Fairs: Coordinated Wellness Fairs attended by a total of 198 County employees including on site healthcare vendors, free biometric health screenings and a nutritionist.

Employee Assistance Program (EAP): In cooperation with the County’s EAP vendor, ComPsych, coordinated referrals on an as needed basis.

Take Your Child to Work Day: Coordinated in conjunction with County Manager, including healthy breakfast, interactive nutrition game, healthy snack demonstration and Yoga class.

Policies & Procedures

Update of Employee Handbook & Other Policies: Prepared policy updates in alignment with Federal and State laws as well as County Changes, approved by Executive Policy Committee and distributed to County employees and posted online. Created a single binder/desk reference for all 24 County Personnel policies.

New Performance Evaluation Process: Introduced a new, more efficient system for 2019 Performance Evaluations for exclusionary employees, which provides for evaluations to be entered online then printed for signature.

Disciplinary and other General Matters: Managed approximately 109 matters with the assistance of personnel attorney in regards to major disciplines, fitness for duty examinations, military leaves, and family & medical leave absence.

Fitness for Duty: Coordinates physical and/or psychological examinations regarding an employee’s physical and/or mental ability to perform their job.

Leaves of Absence: Processed approximately 386 leaves of absences.

FMLA Services: Tracks leaves that meet FMLA requirements between vendor and the Division of Personnel to ensure documentation and accurate processing.

ACA Compliance: As an “Applicable Large Employer” that offers health coverage under self-insured plans, the County is subject to 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 eligible employee and for all other County health insurance subscribers using IRS form 1095-C. The deadline for furnishing the forms to benefit eligible employees and covered retirees is January 31, 2020.

For year 2019, approximately 3,800 1095-C forms will be furnished for eligible employees and other subscribers, including COBRA recipients and retirees, and must include enrollment data for approximately 4,000 dependents. The Division of Personnel monitors 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 with the IRS deadline. 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: County of Union Tuition Reimbursement Plan – 2019: In July 2019, the County of Union Tuition Reimbursement Program continued, offering County employees the opportunity to enroll in a degree program that provides career development in an area related to the work they perform for the County. Tuition Reimbursement is payable according to the grade as stipulated on the transcript or 100% for A; 75% for B; and 50% for C for tuition only. Currently 11 employees participating in this plan including seven in the Master's Degree category (two of whom have received their Master's in Business Administration and Public Administration), three in the Undergraduate Degree category (and one who received this degree in Emergency Management and Fire Science, and plans to continue on for a Master's) and one pursuing an Associate's Degree in Graphic Design and is planning to continue towards a Bachelor's degree.

Human Resources Management System, Salary Admin and Labor Analysis

- Merger of 2 Bargaining Units and dissolution of another, reducing the number of employee groups from 24 to 22 (including Exclusionary).
- Seven (7) employee groups entered into Bargaining agreements that include the freezing of health benefit contributions.
- Processing of 505 cost-of-living increases for Non-Contractual employees effective January 1, 2019.
- Approx. 1,500 merit increases for 1,900 Contractual employees throughout the year as required per collective bargaining agreements
- 59 Personnel Agendas consisting of 806 personnel change actions (transfers, new hires, promotions, job changes, etc.)

- Retroactive salaries for 10 Bargaining Units:

Bargaining Unit	Time Period due Retro	Employees Impacted	History Records Adjusted	Additional \$\$ Collected per Ch.78 Benefits
PBA 250 Detectives & Investigators	01/01/2018 – 01/31/2019	58	143	8,576.35
PBA 250A Det & Investigator Sup	01/01/2018 – 07/30/2019	31	124	0.00
PBA 199 Corrections Officers	01/01/2018 – 07/30/2019	227	600	33,476.03
HPAE Nurses	01/01/2018 – 09/30/2019	34	77	3,705.66
L68 Operating Engineers	01/01/2019 – 09/30/2019	18	25	1,387.44
PBA 73 County Police	01/01/2018 – 10/15/2019	158	59	(2,077.57)
IBEW – Prosecutors Office Adm	01/01/2019 – 10/15/2019	45	68	694.36
PBA 108 Sheriff's Officers	01/01/2018 – 10/31/2019	173	518	55,259.73
PBA 108A Sheriff Superiors	01/01/2018 – 10/31/2019	44	145	11,167.01
PBA 203 Weights & Measures	01/01/2018 – 10/31/2019	3	6	336.96
		791	1765	112,525.97

Health Benefits

Donated Catastrophic Leave Program: Assists incapacitated employees and employees with an immediate family member suffering from a life threatening affliction or injury. In 2019, the program included nine employees.

Donated Vacation Program: For employees recovering from surgery or other non-catastrophic illnesses. Four employees participated in 2019.

Health Insurance Plans: Four years ago the County introduced two new cost-effective medical plan options for all employees: Horizon Exclusive Provider Organization and Horizon Health Savings Account. Both plans have seen an increase in participation, as regular Chapter 78 contribution costs for employees for both plans are lowest compared to other plans.

The County now requires all new hires to select one of these two options for medical and prescription coverage through the County. They cannot join any other medical plan offered by the County until completing two full years of employment, although they may switch between the two plans during the waiting period. As of December 2019, participation in the two plans increased to a combined total 382 enrolled employees and 681 lives covered.

Vision and Dental Benefits: In conjunction with the County's health insurance broker, BGIA, the County's vision insurance provider, VSP, agreed to renew the contract for three years with no increase to premiums. BGIA also negotiated a 7.44% decrease in premiums for the County's Delta Dental of NJ plans creating an expected savings of approximately \$59,125 for 2020.

Labor Relations

Employee/Labor Relations: Finalized negotiations with Five bargaining units – Three law enforcement bargaining units: PBA73A-County Police Superiors; PBA199A-Correction Superior Officers; and FMBA Local 99-HazMat Responders; and Two non-law enforcement bargaining units: Teamsters Local 469 {Formerly Local 102}-Secondary Supervisors; and Teamsters Local 469- Primary Supervisors.

Law Enforcement Settlements: PBA73A-County Police Superiors contract was settled with a three (3) year contract January 1, 2018 through December 31, 2020

- 2% Salary increases for the years 2018, 2019 and 2020
- Rx & Health Benefits – Ch78 Contributions applied

PBA199A-Correction Superior Officers contract was settled with a three (3) year contract January 1, 2018-December 31, 2020:

- 2018 – 2.75% across the board salary increase
- 2019 – 2.50% across the board salary increase
- 2020 – 0.75% across the board salary increase**

**in agreement with County Manager that increments do not exceed more than a 6% total for a three-year contract. Bargaining unit could use derivative percentages during the contract period for no more than 6% total.

- 16 hours of training added to base pay
- Rx & Health Benefits applied
- Ch78 Contributions frozen at 2018 levels: employee contribution amount shall not change if premium increases or if employee's salary increase moves them to a new range. Employee's contribution may change if employee changes health plans or changes category coverage. If premium sharing provisions of Chapter 78 are repealed, modified or overturned by a court of competent jurisdiction or by the legislature, the parties agree to meet to negotiate the impact of any such repeal, modification, or court decision.

FMBA Local 99 – HazMat Tech/Responders contract was settled with a three (3) year contract January 1, 2018-December 31, 2020:

- 2% Salary increases for the years 2018, 2019 and 2020
- Rx & Health Benefits – Ch78 Contributions applied. Also requiring new hires to enroll for a two-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.
- Implemented the County's Sick Incentive Bonus Program.

Non-Law Enforcement Settlements: Teamsters Local 469 {Formerly Local 102}-

Secondary Supervisors contract was settled with a four (4) year contract January 1, 2016 through December 31, 2019

- 2% Salary increases for the years 2016, 2017 and 2018
- 2019 2% Salary Increase + a one-time \$500 Performance Bonus added to base pay.
- Rx & Health Benefits – Ch78 Contributions applied.

Teamsters Local 469-Primary Supervisors contract was settled with a four (4) year contract July 1, 2017 through December 31, 2020

- 2017 2% Salary Increase **
- 2018 and 2019 2.50% Salary Increase
- 2020 1% Salary Increase ***

**This bargaining unit's contract was formerly a July 1-June 30 contract whereby no salary increase is applicable in the last year of the contract or June 30, 2017. Hence, these employees did not receive an increase in 2017 and it is agreed that only a 2% is applicable and in accordance to what other bargaining units received in that year. Also, converting this contract to a January 1-December 31 contract is the reason for contract period ending December 31, 2020.

***Statement as mentioned in PBA199A above is applicable to contract salary increase percentages each year of this contract as well.

- Rx & Health Benefits – Ch78 Contributions applied.

The negotiation process continues with the following units:

Non-Law Enforcement:

HPAE Local 5112-Nurses

Council No. 8

Supervisor's Association **

Park Foremen Association **

Assistant Prosecutors Association

**Consideration is being given to combining both Supervisor's Association and the Park Foremen Association bargaining units.

Law Enforcement:

PBA203-Weights & Measures

PBA73-County Police Officers

PBA199-Correction Officers

PBA108-Sheriff Officers

PBA108A-Sheriff Superior Officers

PBA250-Prosecutors Detective & Investigators

PBA250A-Prosecutors Investigator Superiors

All bargaining units have implemented the HAS and EPO health benefit plans.

This is the first year that the cost of Ch.78 contributions was negotiated and other bargaining units may request the same, that: "Ch78 Contributions shall be frozen at 2018 levels - an employee's contribution amount shall not change if the premium increases or if an employee's salary increase moves him/her into a new range. An employee's contribution amount may change if the employee changes health plans or changes category coverage, i.e., moves from family to single or single to family, etc. If premium sharing provisions of Chapter 78 are repealed, modified or overturned by a court of competent jurisdiction or by the legislature, the parties agree to meet to negotiate the impact of any such repeal, modification, or court decision."

As negotiations continue with other bargaining units, percentage salary increases can be in any derivative percentage, no more than 6% for the contract period; and, since the County is self-insured as of July 1, 2015 the Voluntary Health Benefit Buyout program was eliminated as of January 1, 2017 by Resolution 2016-930.

The Vacation Purchase Program that began as a side-bar agreement became a County policy and is continuing annually with all eligible labor unions and non-contractual employees participating, excluding employees in 24/7 facilities or operations. The program allowed employees to obtain additional vacation days while simultaneously saving tax dollars. For the fourteenth year of the program 18 employees participated, saving \$29,747 in salaries and social security costs (savings reflected January through October 2019).

Division of Purchasing

- Use of Edmunds computerized requisition system to vet, amend and approve over 10,000 requisitions for goods and services in 2019. Staff proofs each requisition for legal requirements.
- Advertised and processed about 55 public bids for County entities.
- Provided educational forums for governmental employees to obtain various continuing educational credits including purchasing, finance, clerks, public works, recycling professionals, and clean communities coordinators. The focus this year was on an ethical workplace. We teamed up with the Office of LGBTQ Affairs to present a course titled "Cultural Competency Training."

2020 Initiatives

Administrative Services: Will continue to manage insurance aspects and investigate avenues to increase services and effectuate savings while providing managerial and strategic planning to: Motor Vehicles (maintenance including heavy duty truck fleet); Telecommunications (cell phones, land lines, systems); Mailroom and messenger service; Purchasing (state procurement law and assurance of open competition), and Personnel (human resources and health insurance management).

Division of Motor Vehicles: Will continue educational programs for technicians through vendor partnerships who offer night classes at no charge, sponsored by The Top Automotive Aftermarket and Original Equipment Suppliers. As recipient of the NJ-MVC Private Inspection Facility Status award again, qualified to inspect and repair all County cars & light trucks. Will continue On-Line programming and Data Link updating for engine, suspension, breaking and body control computers.

Mail Room: Will move back to its updated service area later this year. Staff has worked diligently to keep mail going out on time and tracking all certified and priority mail during this time of transition.

Messengers: Will continue prompt completion of work orders (over 17,000 total in 2018 and 15,000 as of November 2019).

Telecommunications: Phone Room and Technicians will continue to assist Constituents and County Employees, and complete work orders while Courthouse upgrade is under way, including the installation of conference calling and video.

Personnel -- Staff Training and Professional Development:

- 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. Continue new Rutgers certificate program for new County Supervisors.
- Continue to arrange Personnel staff meetings, broadcast monthly emails and Wellness Seminars on current health topics, and coordinate Wellness Fairs, Flu Shots and Health Screenings.
- Continue to promote employee participation in the updated Certificate and Undergraduate/Graduate Programs in Public Administration and other programs in cooperation with Kean University and Union County College.

- Continue wellness coach program for overall health of County employees and to help reduce the cost of health insurance. Wellness Coach will continue to meet with County employees on an individual basis to reduce health risks.
- Continue to enhance the online employee portal for County Policies and Personnel forms to make it accessible to all employees.
- As a Local Appointing Authority, the Division continues 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, and regulations for improving communication and workflow.
- Create and host retirement seminars for employees to learn about the retirement process and benefits packages.

Employee/Labor Relations

PBA73-County Police Officers; PBA199-Correction Officers; PBA108-Sheriff Officers; PBA108A-Sheriff Superior Officers; PBA250-Detective & Investigators; and PBA250A-Investigator Superiors; The total of all employees within these units cumulatively covers 552 employees.

Efforts continue on reaching settlements with those non-law enforcement units whose contracts expired in 2017: Supervisor's Association*; Park Foremen Association*; Council No.8; and the Assistant Prosecutors Association, which cumulatively covers 669 employees (*Consideration is being given to combining both of these two (2) bargaining units).

These law enforcement and non-law enforcement units together represent approximately 1,221 employees; or almost 66% of the County's total workforce.

Direct efforts toward 2% salary increases for the term of each contract (not to exceed more than a total of 6%) and apply monetary concessions in as many areas as possible with each of these 12 bargaining units.

The County of Union's affiliation with Kean University and Union County College for tuition reimbursement continues, and additional employees are expected to join the program as they begin to see how the program works for others.

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 over 500 employees in PEOSH Job related Health and Safety courses, General Safety and Building Evacuation Safety Drills. These courses in 2020 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.
- In addition, continue employee training to meet or exceed PEOSH Standards for Blood Borne Pathogens, Right to Know/Hazardous Communications, Lockout/Tagout, Fork Lift, Fall Protection, and Respiratory Protection/Fit Testing.

Employee Benefits

- Assist in County compliance with 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.
- Continue to finalize a password-protected online portal specifically for Personnel Liaisons, containing forms and policies for distribution to employees. In particular, the Health Benefits Unit will create packets and new forms available to download on the website. It would also include tools to assist with calculating benefit contribution amounts will be a resource for all current policies, procedures, and forms involving health benefits.

Salary Administration & Labor Analysis

- Complete bid process to procure a new HR/Personnel software system to replace Sage HRMS. Ideally, the new system will work seamlessly with the County's payroll system and with the various attendance/scheduling systems used throughout the County, removing any need for double entries and reducing processing time for all personnel actions.

- Replace PowerPCS position control system used to monitor and track position changes throughout the County. An updated system will provide easier and more accurate reporting of vacancies and for budgeting purposes.
- Increase communication with Bargaining Units regarding changes in their Collectively Bargained Agreements and salary guides.

Purchasing: Continue to employ 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 peers in public purchasing to find solutions for common problems. Cooperation with the N.J. Association of Counties, N.J. League of Municipalities and the Rutgers Educational Forum also contributes. Goals for 2020 include:

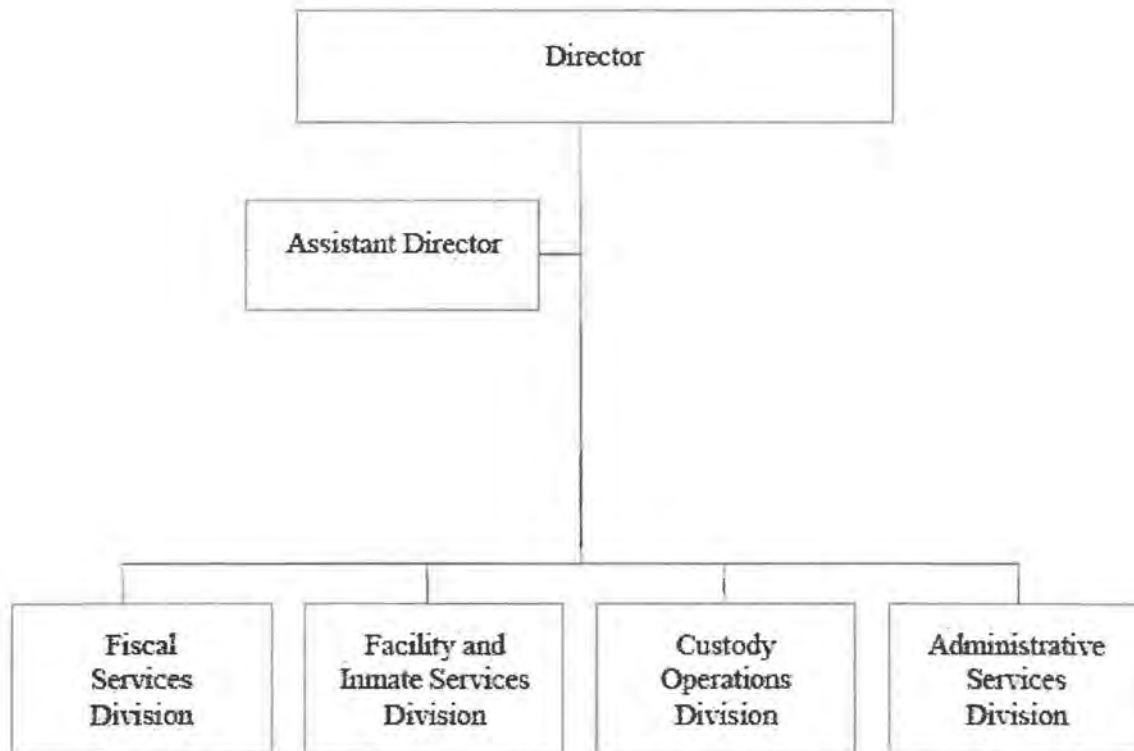
- Hold more educational forums for county employees and as a shared service to other Union County governments. Approved continuing educational credits for purchasing officials, finance, clerks, public works, recycling coordinators and clean communities coordinators.
- This year will focus on Cybersecurity and Green Purchasing.
- Provide an educational tour of another utility facility to obtain continuing educational credits for purchasing officials, finance, clerks, public works, recycling coordinators and clean communities coordinators.
- Continue the education of one staff member in the Local Public Contracts Law through classes at Rutgers Center for Government Services School.
- Meet with each department throughout the County to educate, reiterate and train employees on purchasing policies and the local public contracts law.

Department of Correctional Services

**Administrative
Operations/Security
Programs/Services
Environmental Health/Custody Management**

Organizational Chart

Department of Corrections



DEPARTMENT OF CORRECTIONS

Mission

The mission of the Union County Department of Corrections is to protect the public by providing a safe, secure, and well-managed environment for employees, offenders, and visitors. In collaboration with the community and other agencies, the Department will provide programs that offer offenders the opportunity to become responsible law-abiding citizens. Our edict is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards in public service.

Programs & Services

Under the authority of the Union County Department of Corrections are the Union County Jail and the Union County Juvenile Detention Division.

Union County Jail: Custody of adult offenders (over age 18) and programs are managed at the Union County Jail. Offender re-entry programs, addiction rehabilitation, community release programs and secure custody are maintained for the citizens of Union County. Public safety and offender programs are key pillars of the Union County Department of Corrections.

Union County Juvenile Detention Division: Union County Juvenile offenders (under age 18) and programs are managed through this division of the Union County Department of Corrections. Custody of juvenile offenders is maintained through an agreement with Essex County, NJ. Custody and program oversight is maintained by Union County. Additionally, offender home monitoring cases are processed through this division in partnership with the Union County Courts.

2019 Accomplishments

Generated \$3,247,819.49M in revenue

- Maintained overtime expenditures at lowest levels over 8 year period
- Earned 100% score on annual state inspection 4th year in a row

- Established a Prisoner Re-Entry program
- Established a Medication Assistance Treatment Program (MAT)
- Established Community Service Workforce Program
- Installed Jail Management System(JMS) in facility
- Secured 100% ACA Accreditation Phase 2
- Successfully oversaw Juvenile Detention Center closure and Shared Service Agreement with Essex County

Capital Improvements and Construction Projects

- Built and designed Classification office space and work stations
- Upgraded Security Cameras recording time capacity
- Brought facility up to ADA compliance
- Purchased new food tray dishwasher
- Purchased firearms for all uniform staff
- Installed Guardsmen Tour System

Staff Enhancements

- Promotion of one (1) Captain
- Promotion of four (4) Lieutenants
- Promotion of seven (7) Sergeants
- All Supervisors trained in American Correctional Associations Supervisor Certification Course

2019 Initiatives

- Complete ACA Accreditation
- Reaccredit facility for National Commission on Correctional Health Care
- Upgrade inmate food delivery system
- Expand Community Service Workforce Program
- Expand Prisoner Re-Entry Program
- Expand MAT Program participants
- Institute T.E.A.M.S. Management System

Department of Economic Development

Strategic Planning

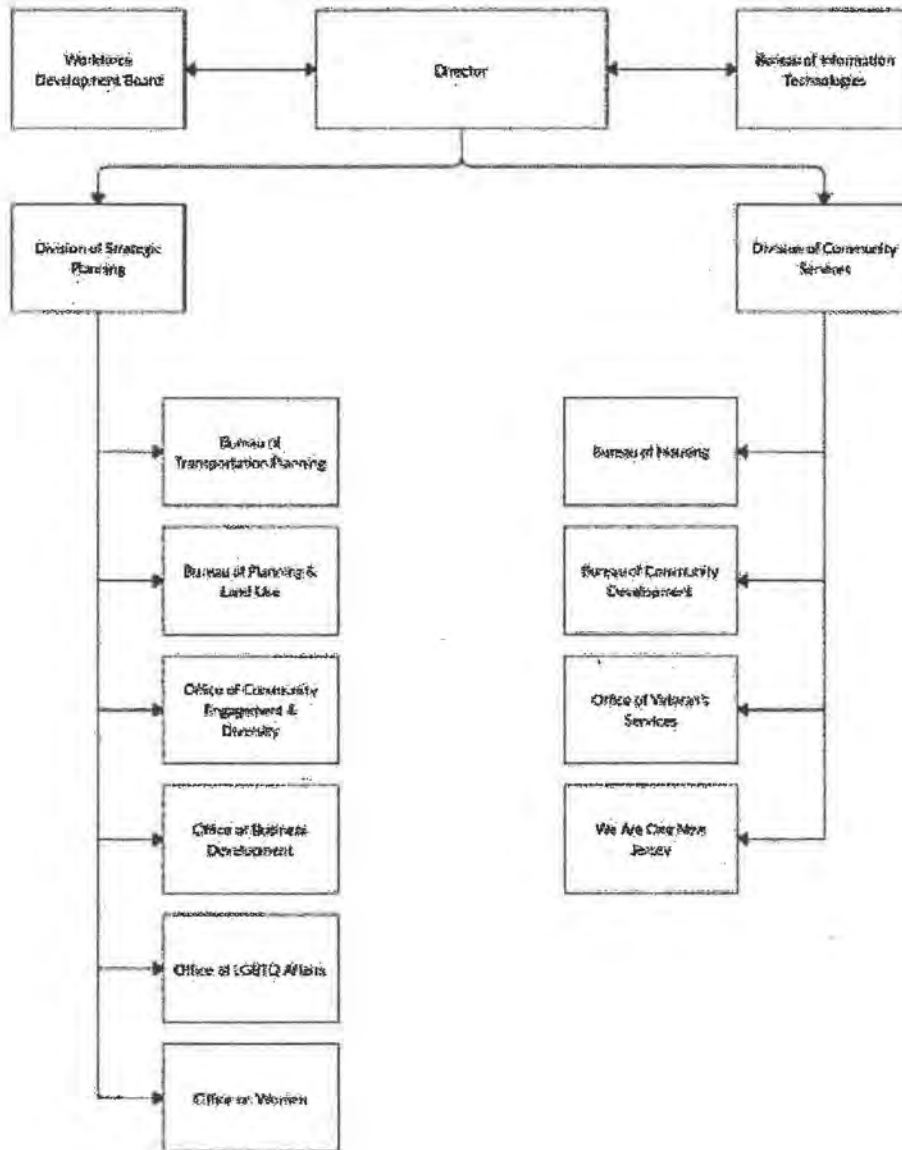
Community Services

Workforce Development Board

Information Technologies

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 for planning and growth of the County of Union, through the implementation and coordination of all economic development plans and programs including matters affecting workforce development and quality of community services.

Programs & Services

Workforce Development Board: Responsible for all strategic planning efforts under the Workforce Innovation and Opportunity Act (WIOA), including the oversight of the American Job Center Center.

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 prepares 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; and is responsible for all aspects of Veteran's Services.

Bureau of Housing: 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.

Bureau of Community Development: Oversees the Community Development Block Grant Program (CDBG), HUD's primary program for promoting community revitalization. CDBG funds are used for a wide range of community development activities directed toward neighborhood revitalization, economic development, social service programs and improvements to community facilities. CDBG funds are leveraged with municipal, state and private dollars to meet long- and short-term

objectives. To maximize the effectiveness of CDBG dollars, efforts are coordinated with the Union County Department of Human Services.

We Are One New Jersey: In conjunction with the New Jersey AFLCIO, 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: 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: Consists of two bureaus and three offices – the Bureau of Transportation Planning, Bureau of Planning and Land Use, Office of Community Engagement and Diversity, Office of Business Development, Office of LGBTQ Affairs, and Office on Women. The Division's responsibilities are:

- Strengthening 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 Economic Development Corporation and all other public/private partnerships.
- Establish 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.
- Develop and administer continuing shared service opportunities with other public entities throughout the County and State; and facilitate intergovernmental relations on behalf of the County.

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, and coordinating and reviewing transportation data developed for the County area by regional transportation agencies.

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 (TAB) which meets six times a year. The Bureau arranges presentations on timely issues for the TAB meetings. The TAB 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 Land Use: Assures that the County complies with all state planning statutes and regulations, including the review of site plans and subdivisions. It maintains a central repository of all local Master Plans and zoning ordinances and provides support staff for the County Planning Board and the County's involvement in the State Cross Acceptance Process. Staff also serves as a conduit between municipalities regarding planning information, municipal redevelopment efforts and brownfield/grayfield information. The Bureau applies for and secures federal and state grant funding for Smart Growth Studies, brownfields/grayfields and other planning and economic development studies.

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: 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.

Office of Business Development: Cultivates effective strategies for business attraction and retention. In partnership with the Union County Economic Development Corporation and Chamber of Commerce stakeholders the Office of Business Development integrates strategic activities designed to attract and retain targeted industry businesses, stimulates job creation and increases the capacity of small businesses to remain competitive. The *Union County Means Business* networking business events are coordinated through this office.

Office of LGBTQ Affairs: Identifies and assesses the needs of the LGBTQ residents of the County to plan for and facilitate access to resources and understanding of civil rights, and to promote unity within communities. The Office provides information and referral to resources and services to improve the quality of life for LGBTQ residents of the County, educates individuals and organizations on rights and linkage to advocacy support, and develops community outreach activities designed to promote community diversity and unity.

Office on Women: Provides information and referral to resources and services to improve the quality of life for women living in the County and serves as an advocate to coordinate programming with other offices to promote community diversity and unity.

2019 Accomplishments

Workforce Development Board

- Funded the United Way of Greater Union County to provide summer jobs to youth, ages 16 to 24, in the amount of \$276,000.
- Extended the previously funded awards to the United Way of Greater Union County, serving youth ages 16 to 24, both at-risk in-school and out-of-school youth, to service same through December 31, 2019. The aggregate amount of the agreement extended was in the amount of \$860,000.
- Completed an update to the Strategic Plan for the Union County Local Workforce Area.
- Funded Union County College, Workforce Advantage, Urban League of Union County, and the ARC of Union County to provide to-work and job

search activities for a total of \$1,150,000 in Temporary Assistance to Needy Families as well as General Assistance programs.

- Funded the Union County Vocational Technical Schools to provide out-of-school youth with a high school education through the Simon Youth Academy in the total amount of \$333,000.
- Funded Workforce Innovation Business Center at Union County College to serve adults and dislocated workers in the amount of \$600,000.
- Extended the previously awarded contract to the American Job Center of Union County, within the Department of Human Services, which ended on June 30, 2019 to December 31, 2019, by providing additional funding in the amount \$983,282.
- Awarded a fiscal monitoring contract to Supplee, Clooney and company to assist the UCWDB in conducting sub-recipient fiscal and program oversight. Funded amount was not to exceed \$40,000.
- Awarded and funded the American Job Center of Union County, within the Department of Human Services, to provide adult, dislocated worker, and youth services in the amount of \$3,000,000, with the option to extend to two additional performance-based years, at an additional cost of \$2,000,000 per year.

Division of Strategic Planning

Census 2020: The Census Bureau accepted 127 postal address corrections and approximately 1,850 of the 2,213 additional residential addresses submitted by the County. The County has submitted an appeal of the residential addresses not accepted. The Division prepared 2020 Census marketing brochures for Scotch Plains (3,000) and Plainfield (5,500). The County also convened three Complete Count Committee meetings in 2019 and was successful in obtaining an award of \$239,990 of funding from the NJ Department of State for 2020 Census outreach efforts/activities for the period up to June 30, 2020.

Prepared CoStar Reports for Commercial and Industrial Real Estate Inquiries.

Outreach to New Businesses: Approximately 900 mailings from the Freeholder Chair went out to new businesses.

Innovation Challenge Grant: The County of Union partnered with the City of Plainfield to prepare a proposal in response to a New Jersey Department of Economic Development Authority's (NJEDA) Regional Innovation Challenge Program Grant. The City of Plainfield is the lead agency in the grant. The City was awarded a \$100,000 grant to fund a technological needs assessment among underutilized manufacturing and commercial properties.

Video Services: High quality videos of all Freeholder meetings, County events and special occasions were provided along with pre- and post- production video services.

Office of Business Development

- Sixth annual UC STEP (Student Training & Enrichment Program) Summit held at STEM Building at Kean University on December 7, 2018 with 240 high school sophomores and juniors from 24 high schools participating. The 2018 winning community service initiative was "Link Up For Life -5k." The campaign launched in 2019 and concluded with participating high schools raising a total of \$2,267.00 to benefit *Caring Contact*, an award-winning, volunteer-staffed caring and crisis hotline.
- Seventh annual Union County Women Mean Business Summit held on May 22, 2019 at the Clubhouse at Galloping Hill Golf Course in Kenilworth, with approximately 260 attendees. The keynote speaker was Linda Wellbrock, CEO and founder of Leading Women Entrepreneurs.
- UC Means Business Event – Building Better Business Relationships Networking Breakfast featuring internationally known corporate trainer Lena Cohen – held at Kean University Stem Building on February 20, 2019 with more than 120 attendees.
- Fourth annual Union County Means Business Expo held September 18, 2019 at the Warinanco Park Sports Center in Roselle with approximately 300 attendees and 90 vendors. In an effort to support working families, two hours of complimentary child care were provided to over 20 children.
- Office of Business Development Web Page: A new web portal was created specifically to attract and retain businesses that offer links to valuable resources for our business community.

Office of Community Engagement & Diversity: County employee volunteer opportunities included the Community Food Bank of New Jersey, Big Brothers/Big Sisters, Read Across America, NJ Sharing Network, and Keeping Waterways Clean, with over 60 Union County employees donating **2,318.50** volunteer hours, totaling a time value of **\$58,959.46**. Union County employees donated to the County's Diaper and Feminine Hygiene Donation Drive, Summer Food Drive and book donations.

Volunteer Directory: The Office created a volunteer directory consisting of various contact information of organizations and facilities offering volunteer opportunities to residents.

Foster Parent Recruitment Session: The Office partnered with the Office of LGBTQ Affairs and the NJ Department of Child & Family Services and hosted a foster parent recruitment session with attendance of forty individuals.

CASA of Union County: After a six week training period, County volunteers provided advocacy and mentorship to children in the Union County foster care system. This partnership volunteer program with CASA currently serves ten children.

Union County Gun Violence Awareness Day: In partnership with Moms Demand Action for Gun Sense in America, the Office recognized gun violence awareness weekend by hosting an event with guest speakers and a peace march to honor all of the lives lost to gun violence. The event hosted 50 attendees.

Juneteenth Flag Raising: In partnership with the Juneteenth Committee, the Office coordinated the First Union County Juneteenth Flag Raising Ceremony with 45 attendees.

Community Events & Volunteer Opportunity Updates: The Office created a section on the Community Engagement & Diversity webpage to provide weekly updates on community events and volunteer opportunities.

Bureau of Transportation Planning

Union County Truck Mobility Study: Funding was received from the NJTPA as part of the Subregional Studies Program (SSP) through an application process begun in the prior year. This new two-year Study will identify barriers to safe truck movement on County roadways.

NJTPA Grant: The Bureau applied for and received funds through the NJTPA SSP to support a part-time Transportation Internship, office equipment and the updating and reprint of 4,000 copies of the Union County Transit Map.

The Bureau continued to participate in the work of 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.

UC Transportation Advisory Board: The Bureau managed the Transportation Advisory Board which meets six times a year and has membership appointed by the municipalities.

Raritan Valley Rail Coalition: The Bureau provided staff support for the Raritan Valley Rail Coalition which advocates for retention and expansion of the one-seat ride on the Raritan Valley Rail Line as well as other service improvements. The Bureau assisted with the planning of several Trustee meetings and two public meetings to further the objectives of the Coalition.

UC Paratransit System: The Bureau participated on the Union County Paratransit System's Senior Citizen Disabled Resident Transportation Advisory Board (SCDRTAB) and worked with the Paratransit Office to improve awareness of the Route 22 Safety Shuttle through the installation of new signs on bus stops serving the Shuttle.

Bureau of Planning and Land Use

Planning Board: The County received 143 land development applications and reviewed 140 development applications. Land development application fees received were in excess of \$88,000 (a 3% increase over last year). Nine (9) plat recordings creating 47 new development lots that will produce 59 new residential units were reviewed. Updated fee schedule which increased development review fees to be in line with other counties in the state.

Constituents Served: 198 municipal notices and 204 environmental reports and additional 410 data requests were received. The total number of requests was 813 (81 per month - about a 9% increase over last year). 402 municipal and environmental notices were reviewed. 403 OPRA requests were answered; the majority of these requests relate to environmental or planning information requested by citizens, attorneys, engineering firms, and environmental associations or professionals.

EPA Brownfield Project: The inventory found that the County has over 1,200 sites that meet the definition of a Brownfield site. As a result of the scoring over 50 potential sites in 11 towns were considered as potential sites but only up to 24 sites could be considered for assessment due to project budget constraints. The number of current sites with completed, initiated or awaiting access or EPA approval consists of initial site assessment to this point is seventeen (17) sites. The 17 PA and SI sites are within seven separate municipalities in the County. The Bureau submitted a request to the EPA for a one year no cost extension. EPA staff informed the Bureau that the request was approved with a revised program expiration date of September 30, 2020.

Office of LGBTQ Affairs

LGBTQ Ad Hoc Committee: 36 community leaders serve as an advisory committee to the Office of LGBTQ Affairs. The committee meets 4 times a year to discuss the current and emerging issues affecting the LGBTQ community.

Event Highlights: Second Annual LGBTQ Networking Roundtable Youth Out Loud Workshop, Seton Hall Panel Discussion/Adolescent LGBTQ health care challenges; HIV/AIDS Information Sessions and On-Site Testing at UCC campuses, LGBTQ Older Adults Cultural Competency Workshop, Educational Presentation for Parents of Transgender Individuals; Foster Parent and Adoption Recruitment Information Session, Garden State Equality Educators networking event; GLADD Media Institute's Engagement training course, Queer Space, Out at the Hispanic Heritage Celebration, Pride Art, Community Health and Wellness Fair, Garden State Equality Walk, Are Your Rights At Risk seminar, Open to All Diversity and Inclusion Seminar for business owners and managers.

Pride Month Events: Pride in a Box, LGBTQ Pride Flag Raising, Teen Pride, In the Park, SAGE Table Community Lunch, Red Bulls Pride Night, Summer Community Engagement during Park Events, Out for Business Networking Breakfast.

Office on Women

Print Work: The Office creates, prints and distributes various informational literature, including: Suffragettes Bookmarks, Black History Month Women Trivia Cards, posters of Famous Women (graphic free on-line, two sizes),

Resource Directory for Office on Women and Commission on the Status of Women, and Office on Women Informational Contact Card.

Union County Women Making History/Video: Union County Women Making History: Five Women Freeholders/Majority. To be completed in 2020.

Commission on the Status of Women Meetings – Freeholder Advisory Board: Serve as the Executive Secretary to the Board. The Commission is currently reviewing its by-laws, which will be updated in 2020.

Event Highlights: Partnership with Girls Helping Girls Period and the YWCA Union County; Breast Health Lunch and Learn; Women in Construction, International Women's Day, Women and Girls HIV and AIDS Awareness with the Office of LGBTQ-HIV/AIDS information sessions and onsite testing; Women of Excellence Dinner, Domestic Violence Symposium with YWCA/Prosecutor's Office; Marion Johnson Speaking/Movies; STEM panel; Criminal Justice Panel, Women's Health Fair.

Division of Community Services

Community Development Block Grant Program 2019

Facilities Improvements

A total of \$477,000 was allocated for facility projects. Highlights included:

- Senior Housing Corporation of Scotch Plains -- \$30,000 for the purchase and installation of new windows.
- Westfield Community Center -- \$20,000 for the purchase and installation of new windows.
- ARC of Union County -- \$30,000 to install natural gas emergency generators in group home for individuals with developmental disabilities.
- Cerebral Palsy League -- \$30,000 to purchase and install new flooring within one of the two area of the building.
- Freeman Apartments -- \$40,000 to install a natural gas emergency generator within the group home for individuals with developmental disabilities.
- Rahway Housing Clifford Case Apartment -- \$15,000 to create a fully ADA compliant apartment.
- City of Plainfield -- \$60,000 to re-surface Hanna Atkins basketball court.
- Rahway JFK Community Center -- \$50,000 for renovation of the second floor area that includes a second classroom and bathroom to be constructed.

Public Improvements

A total of \$1,230,000 was allocated. Highlights included:

- Clark, Cranford and Kenilworth used \$20,000 each for curb cuts at various locations as needed in order to comply with current ADA codes.
- Linden used \$245,000 of CDBG funding for the rehabilitation for various streets, sidewalks and curbs.
- Plainfield used \$395,000 of CDBG funding for street rehabilitation.
- Rahway used \$250,000 of CDBG funding for street rehabilitation.

Social Services

- Handicapped Services: Approximately 1,127 handicapped individuals served with programs for rehabilitation services, promoting physical, emotional and cognitive development, and assuring safety and wellbeing, including the Union County Recreation Program for Disabled Adults, Westfield Y Adult Special Needs Program, Shut-In Council for Disabled Care Services in Plainfield, and ARC of Union County Adult Medical Day Care.
- Emergency Shelter Services: 318 individuals were served by the YMCA of Eastern Union County, YWCA of Eastern Union County and Fish Hospitality Program and Family Promise Program among others.
- Senior Citizens Social Service Programs: More than 9,360 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.
- Child Care Services: Over 500 children Countywide from low to moderate income families were provided with daycare, afterschool, and summer programs.
- Food Pantry: Linden Food Pantry LINCS and The Salvation Army Hygiene Pantry programs served approximately 4,500 people and families with essential food and health care products.

- **United Way:** Union County and United Way of the Union County partnered to administer the “Family Strengthening Program,” with \$146,000 in Community Development provided to the United Way. This program supports 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.
- **Counseling Agencies:** A total of \$84,000 was allocated to Faith Bricks & Mortar and the Urban League of UC for housing counseling services.
- **Economic Development:** A total of \$155,000 was allocated to the Union County Economic Development Corporation to provide technical assistance to businesses and to administer a loan program.
- **Veteran Services:**
 - Organized sponsorship of food, marketing and entertainment for deploying National Guard troops from Westfield Armory and families for Family Fun Day, for over 1800 soldiers and families.
 - Partnered with YMCA to open Dudley’s House, a transitional home in Plainfield, to serve homeless male veterans.
 - Continued partnership with Union County Prosecutor to support incarcerated military personnel using veteran diversion program.
 - Partnered with NJ Veterans Network for a 5K Run in Springfield and sponsored/honored 21 local veterans with a commemorative shadow box.
 - Partnered with UCEDC to launch “Bootcamp to Boardroom” free entrepreneur six-week course for veterans.
 - Processed over 100 claims compensation and survivor benefits claims with a successful approved rate of 88.7%.
 - Continued partnership with VFW and American Legions in Union County to purchase 30,000 flags for deceased veterans’ tombstones.
 - Events: “Military Appreciation Night,” “Know your Benefits Expo,” and “Annual Veterans Networking Mixer.”

Bureau of Housing

Funds were provided for income eligible homeowners with loans/grants for improvements on their home including: repair or replacement of substandard heating, electrical and plumbing systems, structural repairs, repairs to correct code violations, and energy saving measures such as insulation, new windows

and storms doors. A total of 41 housing units were rehabilitated through Countywide, Linden, Plainfield and Rahway Home Improvement Programs, and 37 households were served by the Senior Citizen Handyman Program.

Premier Community Development Corporation was funded for two Homebuyer projects. Habitat of Greater Plainfield and Middlesex County was funded for one Homebuyer project.

On site monitoring was performed for 30 units for Housing Quality Standards.

We Are One NJ: Provided the following client services:

- Citizenship Applicants Processed: 472
- Citizenship and Basic English Classes Provided: 139 classes throughout the year with a total of 5670 students (Average of 42 per class)
- Legal Permanent Residents- Renewal of their Green Card: 117
- Certificate of Naturalization Processed 26
- Translations: 1102
- Notarizations: 994

Bureau of Information Technologies: Between January and September of 2019, the IT Bureau responded to 3,228 Help Desk calls from all County facilities.

Accomplishments in 2019 include:

- Expansion of IT staff to include staff from Division of Social Services.
- Set up and configuration of Wi-Fi for the Board of Elections, Board of Taxation, and UC American Job Center in Elizabeth.
- Assisted in configuration and installation of firewalls for the Sheriff's NCIC.
- Installation of higher speed internet connection through Monmouth Telecom.
- Assisted in moving and implementing the County website to new cloud host.
- Upgraded County wide backup system for all servers.
- Installation of new switches at Social Services and cutover from State network to County network.
- Installation of hand readers at the Division of Social Services (Elizabeth and Plainfield) and UC American Job Center in Elizabeth.
- Installation of Wi-Fi at new spray park in Linden.
- Upgraded all PC's for the Division of Social Services.
- Routine replacement of out dated PC's, printers, and servers as well as monitoring and maintenance on all servers and firewalls.

- Preparation of requisitions and PO's for new copiers and upgraded copy machines as well as scheduling of deliveries with various vendors.
- Relocated Youth Services Bureau PC's to Albender building in Elizabeth.
- Relocated PC's for Personnel after closure of the Juvenile Detention Center.

2020 Initiatives

Union County Workforce Development Board

AJC Affiliated Refugee Resettlement Site -- UCWDB will release a Request for Proposals seeking a sub-recipient to pilot a program focusing on adult literacy, employment and training assistance, and job search programs for low income English-deficient adults who are re-settled refugees living in Union County.

American Job Center Affiliated Sites -- UCWDB will help brand and market the American Job Centers Network by ensuring that all sub-recipients awarded funding are certified as AJC Affiliated Sites, standardizing the quality of services under the guidance of the Comprehensive American Job Center for Union County.

Division of Strategic Planning

- Continue to convene Union County Complete Count Committee Meetings.
- Allocate NJDOS 2020 Census funding to priority municipalities and non-profit agencies.
- Coordinate countywide 2020 Census outreach efforts.
- Monitor 2020 Census funding and activities.

Office of Community Engagement & Diversity

- Implement and coordinate the Union County Refugee Mentoring Program in partnership with the IRC.
- Provide volunteer opportunities to all Union County residents and continue to increase recruitment and hours.
- Coordinate Union County Black History Month event.
- Coordinate several donation drives according to the needs of the residents.
- Coordinate cultural flag raisings as requested by nonprofits.
- Coordinate and co-host several community events to service Union County's diverse populations.
- Coordinate Union County Hispanic Heritage Event.
- Coordinate 2020 UC-STEP with Office of Business Development.

- Continue to update the Community Engagement & Diversity webpage with community events and volunteer opportunities.

Bureau of Transportation Planning: Truck Mobility Study

Office on Women

- Promote education and skills training for job development with the Workforce Development Board, Union County College's Workforce Development and Continuing Education Departments, and the Elizabeth Development Corporation with a grant focused on increasing minority and women participation in the skilled construction trades.
- Celebration of Suffragettes/Equality Day (100th Anniversary of 19th Amendment) and Equity Day.
- Continue video series: "Union County Women Making History."
- Women's Financial Talks.
- Events to highlight non-traditional careers for women.

Office of LGBTQ Affairs

- Host an HIV/AIDS Awareness Symposium to provide leadership/advocacy training surrounding HIV/AIDS and ending the epidemic.
- Provide support to the UC Superintendent of Schools and public boards of education countywide to understand the inclusive curriculum state guidelines. Provide resources to schools to implement policies and lesson plans.
- Increase advocacy and outreach to older LGBTQ adults through such community events as SAGE Table.
- Review the Transgender Equality Task Force report and implement the recommendations to address discrimination of transgender individuals.

Office of Business Development

- Creation of a new marketing strategy for business development.
- Use CoStar to target businesses in surrounding counties that have expiring leases to inform them of opportunities in Union County.
- Develop working relationships with municipal downtown leaders.
- Pursue Investments in Opportunity Zones.
- Provide incentives for new businesses to participate in UCMB events -- incentives accompanying BCF Chair welcome letters to New Businesses.

Division of Community Services

CDBG: Continue to develop viable communities by providing suitable living environments, and expanding economic opportunities, principally for low- and moderate-income persons.

Office of Veteran Services

- Launch a Veteran outreach initiative to assist our LGBTQ veterans.
- VA benefit eligibility reviews regarding discharge status upgrades, especially discharges related to sexual orientation and case management assistance with "Know Your Rights" materials for LGBT veterans.
- Host quarterly upgrade discharge clinics and resources fairs.
- Partner with Division on Aging to provide benefit information for WWII and Vietnam veterans.
- Arrange for designated parking for Veterans at all County facilities.
- Host the Veteran Advisory Board meetings quarterly.

Bureau of Housing: Continue to expand affordable housing opportunities throughout Union County.

We Are One NJ: Continue to provide services including: citizen applications, citizenship and English as a second language training, assistance to legal residents, assistance to obtain certificate of naturalization, referral services, and additional services such as translations and notarization.

Bureau of Information Technologies

- Upgrade and improve Cyber Security.
- Install fiber to satellite offices for faster connectivity and improved services for our constituents.

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

Engineering

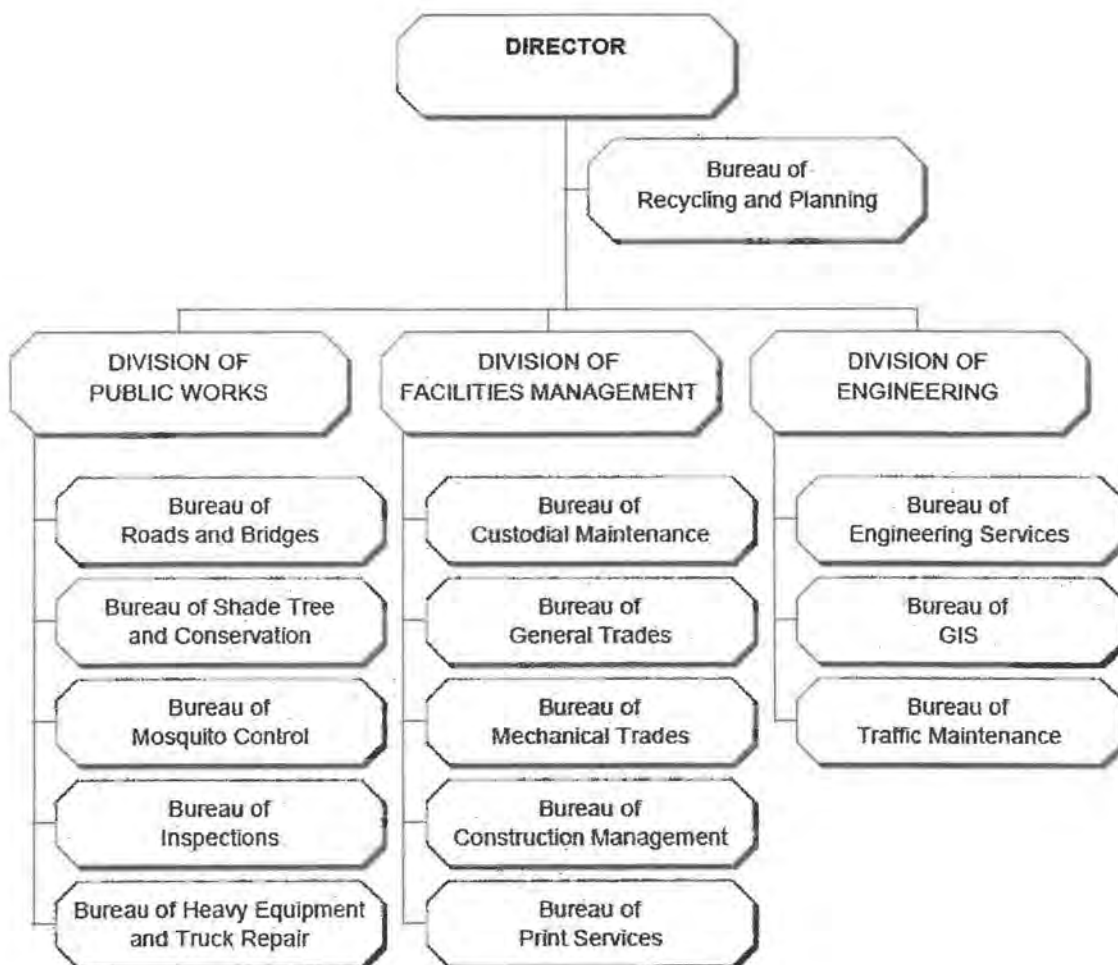
Public Works

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: Repairs and maintains 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; completes thousands of work requests through the *CarteGraph* work order system.

Sweeps roadways at least twice monthly; cleans and maintains storm drains including 4,564 inlets and catch basins on a regular schedule as required by the Federal Clean Water Act and the 2005 Union County Highway Agency Storm Water General Permit NJ0141887 of the State of New Jersey; removes snow and ice on County roads and bridges, and assists snow removal for other County agencies; keeps records as required including snow totals, cost of material and labor, and duration of storms; inspects and maintains 146 bridges and 240 culverts on schedule, with repairs performed as outlined through a bi-annual inspection including clearing debris blockages, and cleaning, repainting and repairing bridge rails, decks, and walkways, and graffiti removal.

Additional tasks:

- Beam guiderail repair, replacement, and installations.
- Right-of-way maintenance (vegetation controlled to aid driver visibility).
- Comprehensive pothole repair program (late winter/early spring).
- Crack sealing of county roadways and parking facilities (winter/spring).
- Bi-annual Road Rating Survey.

- Mutual aid/shared services agreements with other County agencies and municipalities.
- Weekly solid waste and recyclable hauling, including roll-off containers throughout the county that are dropped off, picked up, emptied and returned upon request. Roll-off trucks and personnel also assist with Union County sponsored recycling and disposal events through the Bureau of Recycling.

Provides up-to-date employee training and equipment, and maintains a trained and equipped Confined Space Rescue Team on staff. Snow plow safety training is performed in-house yearly for new employees.

Equipment maintenance is performed daily. Snow equipment is maintained 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 is on call and available 24/7 for emergency responses including flooding, snow and icing conditions, and downed trees, blockages at culverts and bridges, and other unforeseen conditions.

Bureau of Mosquito Control: Control of mosquito population; inspects, constructs and maintains drainage ditches to eliminate standing water; applies pesticide when needed; conducts surveillance and data collection; conducts public outreach on eliminating potential breeding sites; inspects homes and businesses on request to identify breeding sites and remediate standing water when practical; works with municipal Boards of Health to investigate abandoned properties, and applies pesticide as needed. Staff is recertified annually for renewal of licenses.

Active monitoring and treatment ends on November 1 and the Bureau is then assigned to County roads for Leaf Collection Program, and to snow plow routes. Staff is trained regularly in safety seminars, storm water discharge, defensive driving, forklift operation and County policy.

Bureau of Shade Tree & Conservation: Maintains approximately 15,000 trees along County roads and thousands more in County parks. Each year since 2000, the Bureau exceeds the one-to-one replacement policy described in Freeholder Resolution 493-2000 by planting more than one tree for each tree removed.

The Bureau manages the County leaf compost facility located in the Houdaille Quarry in Springfield. The leaf removal season begins each autumn, bringing over 150,000 cubic yards of leaves to the County leaf compost facility. Nineteen of the County's 21 towns participate. The County charges a minimal fee of \$2 per cubic yard for loose leaves and \$4 per cubic yard for compacted leaves.

Bureau of Inspections: Responsible for the proper restoration of roadway excavation performed by private contractors and utility companies to ensure properly restored roadway and safeguarding of underground utilities including water, sewer, electric, cable and wastewater.

Bureau of Heavy Equipment & Truck Repair: Repairs all County-owned heavy equipment and trucks used by the Divisions of Public Works and Park Maintenance including hydraulic and diesel mechanics. All mechanics have Hazmat endorsement for fueling, including the ice-skating rink at Warinanco Park and heavy equipment at work locations. In addition to a fuel truck the shop has two 4x4 Road Service vehicles that allow for service during winter storms and muddy conditions at Houdaille Quarry.

Bureau of Recycling

- Implements county-wide recycling programs including scrap metal, fluorescent bulbs, Styrofoam, 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 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: Consists of Engineering Services, Bureau of Geographic Information Services, and Bureau Traffic Safety and Maintenance. Goals include: provide for a well-trained, knowledgeable staff, provide adequate space, and automate file storage and retrieval of engineering drawings, maps, projects and a complete electronic inventory of all of the County's infrastructure.

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.
- Provide design services for and supervise construction on facilities of other County departments and agencies, including Public Safety, Parks and Recreation, and Engineering, Public Works and Facilities Management, and the Office of Open Space, Recreation and Historic Preservation Trust Fund.
- 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 GIS system with over 200 GIS layers, five GIS websites and five 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 among other tasks.
- Maintains county bridge inventory, priority bridge repair requests from NJDOT, and tracks the progress.
- Creates and supports hundreds of GIS layers including two dozen layers for the Prosecutor's office for their Megan's Law notification and sex offender tracking purpose.
- Maintains approximately 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. Updates and reprints 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 regularly, including these layers: county parcel, road, public and private school, Board of Election, and community organization.
- Supports the 21 municipalities by providing data that reduces costs.
- Maintains and updates certified digital drug free zone maps for distribution to local law enforcement entities.

- Implements Cartegraph work order and asset management systems across the County.
- 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: Maintains traffic control devices (traffic signs and roadway striping) along 174 miles of county roadway. 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. Interfaces with the County's 21 municipalities through co-op purchasing and shared services, as well as providing technical guidance on various traffic issues. Functional units include: Sign Shop, Sign Installations, Line Striping, Data Collection, GIS/Asset Management, Traffic Studies and Investigations, and Work Zone Traffic Control.

Additional tasks:

- Provides for the safe transit of motor vehicles and pedestrians on County roadways through the maintenance of over 8,000 roadside signs and over 500 miles of roadway striping through the GIS Asset Management System.
- Conducts pedestrian, intersection, and traffic studies and investigations through Traffic Data and Studies units to determine unsafe conditions and recommend corrective action, most of which is implemented with in-house resources.
- Supports municipalities through mutual aid and the Municipal Striping and Signage Programs, assists with traffic control for local events and emergencies, and supports communities by providing traffic data and studies.
- Reviews detour and work zone traffic control plans for private and public construction and maintenance projects through the Work Zone unit, which develops work zone traffic control and detour plans and implements those plans on Department of Engineering & Public Works projects; developed and maintains a page on County website providing educational material and up-to-date roadway traffic construction project information.
- Supports other County operations by manufacturing and installing specialty signs for various County events, fabricating vehicle markings, and striping parking lots through Bureau's Sign Shop and Line Striping Shop.

- 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 lawsuits.
- Provides municipalities and County agencies guidance on traffic related issues; works with community and professional organizations to further traffic safety.

Division of Facilities Management: Services, maintains and repairs State Court System facilities and all Union County property and facilities; includes general trades, custodian maintenance, printing, and more. Provides technical and mechanical services for County agencies including 2 million square feet of space with boilers, generators, electrical, plumbing, and structural, elevators, HVAC and carpentry in addition to custodial services for all County facilities.

Coordinates the County's capital improvement projects with professional service consultants to accomplish 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 five Bureaus:

Bureau of Construction Management/ Bureau of Trades: Maintains approximately 30 Union County buildings, leased and owned, consisting of the non-mechanical trades. Handles all maintenance issues including cleanliness, recycling, and personnel moves. Trades governed by this Bureau are the carpenters, masons, painters and maintenance repair (day shift).

- Conducts and coordinates renovation projects including framing and dry wall, ceiling tile replacement, painting, installation of vinyl base and carpet tile, and setting or modifying cubicle layouts provided by staffed furniture installers. In-house carpentry cabinet work and furniture save costs.
- Directs compliance and maintenance with safety regulations and standards including replacement of damaged sidewalks, retaining walls, steps, etc., and snow removal from 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): Works with day shift to maintain approximately 22 Union County buildings. Responsibilities include cleaning, garbage removal, recycling, stripping/waxing floors and carpet cleaning.

- Responsible for the direct supervision of 19 employees, with daily record keeping and equipment inventory.
- Oversight of work areas to ensure safety for all employees and the public.
- Training of new employees in building familiarity, uniforms, safety equipment, emergency situations, cleaning techniques, use of cleaning products and chemicals, and employee conduct and responsibilities.
- Works with day shift on snow removal in addition to addressing any emergency situation as needed.

Bureau of Stationary Engineers: 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 on a 24/7 basis. Electricians, plumbers and HVAC function on standard time frame and are on-call when needed.
- Oversees larger scale capital projects, in-house renovations and reconstruction independently and with architects and engineers retained by County. Progress is monitored 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, and all generators within County buildings.

Bureau of Print Services: Provides printing, graphic design, image and document scanning, creation of digital files and many other services. Installs custom signs made of vinyl, plastic, foam board, aluminum, paper etc. Print services includes carbonless (NCR) forms, flyers, business cards, invitations, door tags, nameplates, labels, calendars, event signs and banners among others. Other services include:

- Production, job tracking and management of Union County's In-house Print and Sign Shops with oversight of the Print Services Xerox contract.
- Print and sign services for 20 municipalities, agencies and Union County Court System.
- Orders and tracks copy paper deliveries county wide, 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.
- Provides design, layout/paper, software, and troubleshooting guidance.
- Uses Adobe Photoshop, Illustrator, In-Design, Acrobat, MS Word, Excel, Gerber Omega, Onyx Production-House and EFI Fiery among others.
- Operates Gerber thermal printers, Gerber plotters, HP Latex 360 printer, and the EFI H652 Hybrid Printer, PSI digital printer, Neopost HD CX1600 printer, Neopost Mach 6 printer and many other devices and equipment.

Bureau of Correctional Facilities Maintenance: Maintains Oriscello Correctional Facility and former Juvenile Detention Center conforming to standards for cleaning, garbage removal, recycling, stripping and waxing of floors, carpet shampooing and building maintenance repairs.

- Responsible for the direct supervision of six employees, with daily record keeping and equipment inventory.
- Oversight of all areas for safety of Correctional staff, inmates and the public.
- Training of new employees in building familiarity, uniforms, safety equipment, emergency situations, cleaning techniques, cleaning products and chemicals, and employee conduct and responsibilities.
- Works with Division of Facilities Management on snow removal in addition to addressing any emergency situations as needed basis.

2019 Accomplishments

Division of Public Works

Bureau of Roads & Bridges: Filled and repaired hundreds of potholes, completed road surface repairs and preventive maintenance, and repaired sink holes, storm line failures and other infrastructure on county roadways. Swept 340 lane-miles of roadway as scheduled and performed vegetation maintenance as required. Cleaned and/or inspected 4,564 inlets and catch basins as scheduled, with repairs made as required. Inspected and maintained 386 bridges and culverts as needed. Repaired Beam Guide Rail as needed. Completed approximately 1,300 tasks related to snow and ice removal.

Supported regular County-sponsored recycling events and assisted Union County Clerk by hauling records to incinerator from agencies and municipalities; also hauled confiscated drugs to incinerator in support of County Police.

Welding Shop performed fabrication projects for Park Maintenance, Public Safety, Bureau of Shade Tree & Conservation, Bureau of Heavy Equipment and Truck Repair among others, as well as repairs and modification to DPW equipment.

Assisted Bureau of Shade Tree & Conservation with personnel and equipment for receiving and managing leaves and related materials at the Leaf Compost Facility in Springfield, and performing site maintenance.

Conducted routine inspections and preventive maintenance and priority repairs of bridges, culverts and parapets, and removed graffiti. Priority repairs were evaluated, scheduled and repaired.

Completed more than 2,400 work requests including services and mutual aid assistance to County agencies and municipalities.

Bureau of Inspections: Issued 544 roads and curb permits and collected \$158,031.30 in permit fees and \$210,415.75 in refundable bond fees for a total of \$368,447.05. Provided continuous monitoring of curb installations and roadway and right-of-way excavations; also provided personnel for snow removal.

Safety Coordinator scheduled safety programs to ensure compliance with Local, Federal and State regulations including OSHA and Hazcom Right to Know Compliance, Commercial Driver's Licensing, CDL Medical Certifications, Storm Water Management, and Work Zone Safety.

In-house training included chainsaw, forklift, backhoe and bucket truck operations, fire extinguisher, ladder use, and proper flagging techniques; in 2018 added slip/fall prevention, lifting techniques, protective equipment and defensive training.

Bureau of Shade Tree & Conservation: Completed over 2,000 work orders including removal of dead trees along County roads and in County parks. Removed approximately 200 trees in County parks including trees blocking rivers. Removed 500 trees for safety-related reasons trimmed over 700 others. Completed large request for tree trimming and removal in Scotch Plains, Elizabeth, Plainfield, Cranford, Clark and Roselle Park.

Completed a large number of requests/complaints by working with utilities on removing trees and limbs in power lines, and assisted Summit, Mountainside, Roselle, Union, Garwood and other municipalities in removing large trees and hanging branches, and loaned equipment to assist municipalities.

Special projects included removal of dead trees and other work in playground areas and other parts of Cedar Brook Park, Echo Lake Park, and Rahway River; and planting 150 trees along County roadways to offset trees removed or damaged.

Bureau of Mosquito Control: Completed ditch maintenance 266 tasks at 55 locations prior to the start of our surveillance and treating season, and handled 522 complaints. There were 772 spray locations during 20 adulticiding operations during evening hours and 7,426 tasks completed, including daily tasks where standing water cannot be eliminated; also used new methods for larviciding.

Surveillance began on March 1. Statewide, WNV numbers ran at a 10 year low while EEE rose to historic numbers in pool detection and human cases, with one in Union County. Monitoring involved 23 semi-permanent New Jersey light traps, with portable traps to locate the mosquito vectors of West Nile Virus and 20 separate trappings involved. There were 241 pools submitted for WNV testing to the NJ State PHEL- Labs in Trenton; 34 pools tested positive for WNV and one EEE pool. All 21 municipalities had a least one positive pool of WNV virus mosquitoes. Mosquito Control currently has 500 identified, and catalogues sites registered with the NJ State PHEL Labs in Ewing Township.

Offered “barrier” treatment for problem yards at individual home sites, involving a backpack blower that sprays a mist with residue providing mosquito control for up to 12 days. Feedback was positive; 114 treatments were performed.

Staff attended several public outreach venues to educate the public to the health risks and public nuisance of mosquitoes and how to prevent breeding. The Bureau continues to employ iPads in all work orders on Cartegraph, and a new lab was used in 2019 to improve sampling and identification.

Bureau of Heavy Equipment & Truck Repair: Handled 660 repair work orders including repair of in-house work. Two mechanics attended vehicle scanner training provided by Snap-on, and two mechanics attend sweeper training provided by Timmerman Equipment.

Bureau of Recycling and Planning

- **Recycling Initiative for Seniors** -- a Recycle Right education program was developed to educate seniors help remove plastic bags from the recycling stream. Twelve presentations were completed in nine municipalities at senior citizen centers and senior living locations. Residents were provided with giveaways and portable “recycling bin” bags to make recyclables easy to transport and unload while offering a recycling guide imprinted on the side.

- **Styrofoam Recycling** -- Union County implemented a Styrofoam Recycling program via municipal convenience centers, with 10 towns participating. The County developed and provided bins, bags and educational brochures and signs.
- **Recycle Right** -- A new public engagement initiative to provide **Recycle Right!** brochures for residents and business owners was completed, providing key information including recycling “Do’s & Don’ts” and instructions to improve compliance as well as the quality of recycling.
- **Recycle Coach** -- After launching the Recycle Coach app in every municipality in 2018, Union County added an education campaign to the app, consisting of interactive videos that prompt users to learn to **Recycle Right**.
- **Reel in and Recycle Campaign** -- As part of an anti-litter campaign designed to prevent injury to local wildlife from fishing line, 10 monofilament fishing line recycling receptacles were installed in County parks. The line is used by a company that makes underwater habitats to promote healthy fish populations.

Participation in one-day recycling collection events continued to increase annually:

- **Mobile Paper Shredding** -- Sponsored 15 shredding events in 2019. Participation rose to over 8,100 residents 302,060 pounds of confidential documents shredded and recycled. Union County’s local government document destruction program also collected over 222 tons of paper.
- **Household Hazardous Waste Days** -- Sponsored four household waste events with just under 3,000 participants disposing of 129,100 pounds of hazardous waste, and 60,000 pounds of universal waste. Union County also offers a free school lab waste program with these events.

Additional Programs:

- **Mercury Thermostat Bounty** – Collected more than 100 mercury thermostats in conjunction with Covanta, which offered Home Depot gift cards as bounty for residents turning in mercury thermostats.
- **Smoke Detector Collection** – Smoke detector program reached an all-time high with more than 220 units collected and disposed (includes all HHW events and year-round collection at Scotch Plains office).
- **Fluorescent Bulbs** -- Over 30,000 feet of fluorescent bulbs were collected and recycled at nine drop-off locations, in addition to four HHW events.
- **Tire Recycling** -- 460 tires collected and recycled, the most in five years.
- **Propane Tanks** --- 332 propane tanks were collected and recycled in conjunction with HHW events.
- **Scrap Metal** -- Bi-monthly collection programs from March to November at two drop off sites reached a record high of 500 yards of material recycled.

- **Motor Oil/Filters** -- Recycled 11,545 gallons of used motor oil and two tons of spent oil filters at 15 municipal drop off locations.
- **Electronics Recycling** -- Increased municipal e-waste drop off sites to 18.
- **Curby the Recycling Robot** -- visited county and municipal events, fairs, parades, schools and libraries to promote recycling and litter education.
- Continued to assist public entities with shredding confidential documents.
- **CRP Agreement** – In accordance with the new legislation requiring a Certified Recycling Professional to sign off on tonnage reports, staff maintained CRP accreditation and served as CRP to seven municipalities.
- **Union County Recycling Aide** -- conducted visits in the commercial and institutional sector to ensure compliance with County recycling mandates.

Division of Engineering

Bureau of Engineering:

- Public Works Projects – 24 mile (approx.) Road Resurfacing Project (15 municipalities); Intersection of Mountain Avenue and Meile Place/Chatham Road (Summit); Mountain Avenue Minor Bridge Project (Berkeley Heights), W.R. Tracy Bridge Project (Mountainside); Bridge Improvement Program Project and Dam Repair Project (various municipalities and parks).
- Parks and Recreation -- includes completion of Ashbrook Clubhouse, Cedar Brook Park Artificial Turf, and the Wheeler Spray Park projects
- Facilities Projects – includes support for Courthouse Fire Code Project.

Bureau of Geographic Information Systems: Maintain, manage and/or support a countywide asset management system with 20,000 assets and over 100 users; School Crisis Mitigation system with 230 schools and over 400 law enforcement users; GIS public website with 4,000 certified tax maps, sex offender database and support for Prosecutor's staff; Board of Election maps; road resurfacing maps; road sign database with 20,000 signs; county road video logs; county park assets; and over 150 computers in the DPW including upgrade and troubleshooting.

Create GIS maps and support GIS operation for 21 municipalities and keep our parcel layer with 160,000 parcels up to date.

Bureau of Traffic Safety and Maintenance Provide traffic control design and implementation for over 30 miles of road for Annual Resurfacing operations. Conducted Traffic Safety Assessments for County and municipalities. Assisted municipalities with Mutual Aide/Shared Services Program for pavement striping, signage and vehicle decals. Provided consultation for depositions, interrogatories

in regard to tort claims and law suits. Assisted UC Departments with event banner installations, and signs for Municipal Aid Grant Program and Deer Management Program. Continued maintenance of sign inventory, roadway sign and striping maintenance. Collection of Traffic Data on all County roads.

Division of Facilities Management

- UC Courthouse: Commenced March 2018; asbestos abatement, Fire Sprinkler Piping, HVAC Ductwork and Equipment, Elevator upgrade and Painting. Replaced Drop-Ceilings, Lighting and Flooring. Completed December 2019.
- New Annex-Jury Assembly Room: Completed framing, HVAC Ductwork and Equipment, Fire Sprinkler Piping, Fire Alarm wiring, construction of restrooms, installation of Drop-Ceiling, Ceiling Tiles, Lighting, Entrance/Emergency Exit Doors and Flooring. Room opened to the public August 2019.
- Administration Building: Replaced carpeting throughout floors 1-3.
- Albender/Bank Building: Completed 4th Floor space in the Bank Building section for relocation of Division of Youth Services in April 2019.
- Unami Park: Completed renovation of restrooms.

Bureau of Print Services

- Completed 2,378 print/sign/paper requests from Nov. 30, 2018 – Nov. 30 2019 for Union County, 20 Municipalities and various non-profit Agencies.
- Printed over six million impressions from Nov. 30, 2018 – Nov. 30, 2019.
- Printed and assembled 443+ Banners from Nov. 30, 2018 – Nov. 30, 2019.
- Invoiced \$45,105.74 from Nov. 30, 2018 – Nov. 30, 2019 to various Townships, non-profit and Government Agencies.
- Continued to research and utilize cost effective equipment and materials for signs, banners and printing. Successfully upgraded Print Services with modern, up-to-date quality digital Printers.
- Successfully replaced Wide Format Flatbed Printer due to end of life.
- Modernized to a more capable Folding Machine.
- Secured a new innovative print/cut solution.
- Upgraded aging Computer Systems, design and production software.
- Implemented a reliable Digital Inkjet Printer for b/w envelope printing.
- Greened Print Services by phasing out old, outdated Printing Presses.

2020 Initiatives

Division of Public Works

Bureau of Roads & Bridges: Continue all operation including but not limited to: flush, clean, repair and survey storm sewer inlets, catch basins and manholes; assist operations of the Leaf Compost Facility; monthly street sweeping; Rights of Way maintenance (March-November); repair of Roads, Bridges, Culverts and Beam Guide Rail; Heavy Equipment Maintenance and Repair, Snow Equipment Maintenance and Repair, Welding and Fabrication Services for Bureau and all Divisions, Agencies and Municipalities.

In-house paving program will provide Mutual Aid Milling and Resurfacing services to Municipalities, Departments and County facilities on priority request basis beginning on or about May 1, 2020; Mutual Aid will also include Equipment/Personnel Loans, Hauling, Debris Removal and more.

Bureau of Inspections: Continue to monitor construction, maintenance, and repair on County roads pertaining to permitting for curing, road openings, excavations and alterations, and compliance with County specifications. Safety Coordinator will enhance conduct training in areas, and 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: Continue: maximize completion of work orders and implement a plan for handling constituent calls and requests for assistance by various Departments; identify dangerous or dying trees and their condition to determine which will be in need of trimming or removal based on condition, structural integrity, life expectancy, infestations and diseases; replaced trees removed depending on location and condition; outreach to public through annual Arbor Day and Poetry programs; including donation of 100 trees to schools; and hold employee safety classes and monthly tailgate safety classes including 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.

Houdaille Quarry: Public Works conducts Leaf Collection and Composting at the Houdaille Quarry. Approximately 150,000 cubic yards are collected annually, composted and screened to produce a soil additive. The County has purchased a window turner along with a front-end loader and is purchasing a screener. Marketing the product will result in revenue from in-bound material and sales of

out-bound compost. The facility is expected to produce approximately 100,000 cubic yards of compost annually. The Conservation Center has been staffed with a supervisor, heavy equipment operators, and laborers including required documentation.

Bureau of Mosquito Control:

- Obtain ATV trailer to bring adulticiding machine into areas inaccessible by road.
- Keep array of products in stock to maintain effectiveness and avoid the potential for resistance occurring in mosquito populations.
- Prepare for participation in State Air Spray Program for helicopter application (will require additional funding for permitted pesticides).

Bureau of Heavy Equipment & Truck Repair: Continue to maintain and repair county owned trucks and heavy equipment for Public Works, Park Maintenance and Houdaille Quarry, and send mechanics to vendor training when offered.

Bureau of Recycling & Planning

Earth Day 2020: In conjunction with the 50th anniversary of Earth Day, develop an environmental education initiative using #MakeOneChangeUC. Each month a new Reduce, Reuse or Recycling topic will be highlighted, along with information on how that change could benefit the environment.

Recycling Grants to Municipalities: Provide grants to towns to help offset cost increases for curbside recycling or for the purchase or recycling carts. Grants would be based on population/housing units.

Senior Initiative: Continue the Recycle Right campaign aimed at seniors and develop a broader *Senior Social* initiative to produce events at senior centers or other venues featuring Recycling, Mosquito, Public Works, Shade Tree and more.

Division of Engineering

Bureau of Engineering: Public Works Projects including 2020 Road resurfacing (approx.18 miles) in 15 Municipalities; Traffic Signal Projects at intersection of Lambert's Mill Road and Rahway Ave. in Westfield, and at intersection of West Broad Street and Scotch Plains Avenue in Westfield; Hawk Pedestrian Signal Project at S. Michigan Avenue and Quinton Street in Kenilworth; Short Hills Avenue Minor Bridge Project in Springfield, Lawrence Avenue Minor Bridge Project in Mountainside, Shunpike Minor Bridge Project in Springfield, East Hazelwood Avenue Bridge Scour Protection Project in Rahway, Hamilton Street Bridge Scour Protection Project in Rahway, Passaic Street Bridge in New Providence, Gordon Street Bridge Project in Roselle/ Roselle Park, Stelle Avenue

Bridge Project in Plainfield, Irving Street Bridge Project in Rahway, Lower Road Minor Bridge in Linden, Dill Avenue Bridge in Linden and the Pemberton Avenue Minor Bridge Project in Plainfield.

Parks and Recreation and Facilities projects will be executed by Engineering Bureau with particular projects identified by the respective groups.

Bureau of Geographic Information Systems: Continue to maintain, manage and support countywide asset management system with 20,000 assets and over 100 users, School Crisis Mitigation system with 400 law enforcement users, GIS public website with 4000 certified tax maps, drug free zone maps website for the UC Prosecutors Office, sex offender database and support several staff the Prosecutors office, Create GIS maps and support GIS operation for 21 Municipalities and keep our parcel layer with 160,000 properties up to date. Support and maintain Board of Election maps, Road resurfacing maps, Road Sign database with 20,000 signs, County road video logs and county park asset. Support and manage over 150 computers within the Engineering, Public Works & Facilities Management Department including upgrade and troubleshooting.

Bureau of Traffic Safety and Maintenance: Will provide traffic control for 20 miles of paving operations. Continue to provide Traffic Safety Assessments for municipalities, mutual aid via the Striping and Sign Program, assist County Departments with event banner installs, maintain sign inventory, upgrade sign and striping along UC roadways. Plan to obtain video log for all 173 miles of County roads, to collect data from Bridge Heights and Truck volumes, provide consultation related to tort claims and law suits, and provide signage for County Aid Grant Program and Deer Management Program. Plan to upgrade line striping paint operations to long life Thermoplastics, and to enhance worker/public safety via Radar Speed Notification signage and lighted Stop/Slow Paddles.

Division of Facilities Management

Administration and New Annex Buildings: Installation of a Kitchen Ventless Hood Fire System to comply with NJ State Fire Code mandates in both Cafes. Design plans have been approved by the City of Elizabeth. Hoods and associated materials have been ordered. Project is expected to be completed by early 2020.

Cultural & Heritage Affairs: Installation of new Windows and Shutters continues. Project is expected to be completed by the spring of 2020.

UC Courthouse Rotunda & Tower Stairwell Egress & Fire Upgrade Project: The Rotunda portion of Project was completed in December 2019. Tower Stairwell Egress & Fire Upgrade Project is expected to commence in January 2020.

Administration Building: Upgrade of both HVAC systems is expected to be completed by the fall of 2020.

UC Courthouse: Replacement of the Entrance/Exit Doors at rear (Atrium) entrance will commence and be completed in the spring of 2020. Upgrade of the (3) Tower Elevators will commence in January 2020. Project is expected to be completed in late 2020 or early 2021.

Parks: Continue renovation of Public and Employee restrooms.

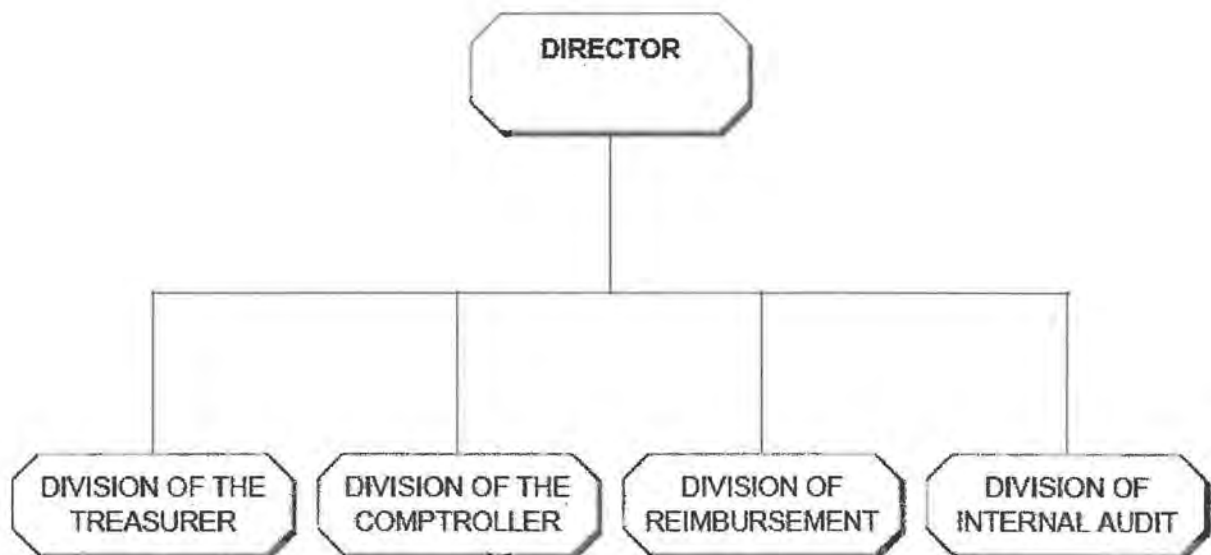
Bureau of Administrative Support: Researching a more efficient online digital ordering system; add Sign Shop requests to this new system; implement a Shipping System for Township deliveries; modernize to an updated Numbering/Perforation Machine; upgrade capabilities with Scoring and Slitting Machine; Streamline production with Banding Machine.

**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.

2019 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, 2018.

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 Bonds:

Issued \$7,100,000 County College Series A (Ch. 12 State Aid).

Sale of Bond Anticipation Notes:

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

Revenue Enhancements:

Continued upgrades for various on line banking platforms.

Investments:

Utilized surplus funds by investing in CDs. 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 2018 issues

Bond Rating:

AAA rating by Moody's Investor Services

Reimbursement Division

Union County Grants Program: Expanded the program to upload financial reports completed and submitted for various federal, state and local grants to insure information is maintained for Audit purposes.

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

Implementation of a procedure to assist various County departments in reconciling financial reports to the county's financial system and to ensure compliance with the federal and state government grants.

2020 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 2020 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 County's approved depositories to maximize interest rates as the Federal Reserve anticipates rates to remain steady through 2020.

2020 Bond Anticipation Notes Sale: Rollover a portion of \$90,000,000 bond anticipation notes and issue approximately \$20,000,000-\$30,000,000 new bond anticipation notes for the funding of capital improvement projects.

2020 Bond Sale: Will bond a portion of the 2019 \$90,000,000 bond anticipation notes and issue General Improvement bonds, Vocational-Technical school bonds, County College Series A (Ch. 12 State Aid) bonds and County College Series B bonds.

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

Continual improvement with 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.

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

Implementation of a time keeping program for employees' activity on federal, state and local grants.

Department of Human Services

Aging

American Jobs Center

Cornerstone Behavioral Health Hospital

Outreach and Advocacy

Paratransit

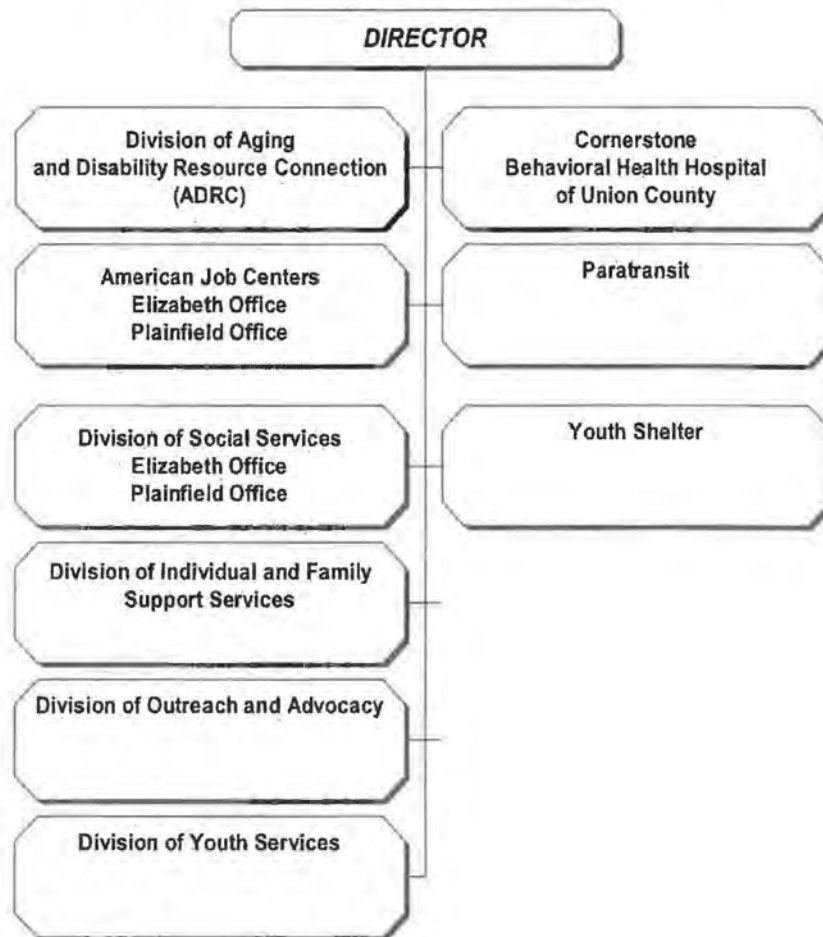
Planning

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 empower Union County individuals, families and communities to achieve their highest level of self-sufficiency and quality of life using an accessible, inclusive and comprehensive approach to service delivery and care.

Programs and Services

Office of the Director

Paratransit System: Countywide transportation for seniors, disabled residents, veterans, and other income eligible residents to help these individuals maintain independence and/or access a better quality of life.

Union County Youth Shelter: Emergency, temporary placement (up to 30 days) for youth ages 12 to 17 involved in a family crisis, who are truant or run-aways. This 24/7, 365-days per year service offers safe, non-restrictive, shelter.

Division on Aging and Disability Resource Connection (ADRC): Promotes wellness, independence, dignity and choice for seniors and their families. Services include home delivered meals, group meals, information and referral is provided for assistance with home care, health, legal and financial services.

American Job Center (AJC): Supports economic development through a unified system of job preparation focused on economically disadvantaged youth and adults, dislocated workers, welfare clients, and others facing major employment obstacles.

Cornerstone Behavioral Health Hospital of Union County: A 44-bed in-patient hospital offering mental health services to adults 18 years of age and older referred from short term care facilities, i.e., acute psychiatric hospitals.

Division of Outreach and Advocacy: Raises awareness about the Department's services through media and participation in public events. Staffs the DHS Action Line to respond to inquiries from the public and service entities, and processes and monitors all Human Services contracts to insure regulatory compliance.

Division of Individual and Family Support Services: Provides services that address mental health, alcohol and drug abuse, shelter, physical and cognitive disabilities, and victims of sexual violence, and ensures cost effective utilization of funding

from federal, state and county sources.

Division of Social Services: Promotes personal responsibility as defined by the state's Work First New Jersey legislation, helping individuals and families move to self-sufficiency through employment and educational training, family case management, job readiness, child care assistance, and related support services.

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.

2019 Accomplishments

Cornerstone Behavioral Health Hospital of Union County -- Training and Security: Educated and trained all nursing staff in use of NARCAN, and engaged a new security company to provide a security person to each unit 24/7. Security personnel have been trained in crisis management and participate in "mock codes" along with hospital staff. Additional security cameras have been added so that all common areas on both units can be seen and monitored. Crisis Prevention training is being performed in-house

Paratransit -- Transportation for Residents: As of September 30, 2019, Paratransit provided 159,095 one-way trips for the elderly, disabled and economically disadvantaged residents of Union County. In addition, the Route 22 Shuttle provided 57,769 one-way trips as of October 30, 2019.

Mobile Data Terminals were installed on all 52 vehicles, enabling Paratransit to schedule rides in real time and eliminate the paper manifest. In addition, implemented new Interactive Voice Response to call passengers the night before their booked transportation reminding them of their scheduled trip.

Division on Aging and Disability Resource Connection (ADRC)

Nutrition for At-Risk Seniors -- Projected to deliver 242,681 meals to eligible older adults and 155,555 meals served in 23 congregate sites. Distributed 11,000 Farmer's Market vouchers to 2,200 eligible seniors affording them \$25 worth of vouchers to purchase fresh fruits and vegetables at participating farmers' markets.

Advocacy and Community Outreach -- Pursued a certification process hosted by a thel non-profit LGBTQ advocacy agency, SAGE. Inclusive LGBTQ branding has been included on marketing materials. Key staff were invited to be part of a new LGBTQ Ad Hoc Committee, spearheaded by the county's Office of LGBTQ. Pparticipated in a special event celebrating older LGBTQ adults. Created new

website to assist community members in a user-friendly manner.

ASK (Aging Services Kiosk) -- Implemented additional ASK locations. Approximately 87 ASK sessions were held in 2019 with 280 consumers assisted.

American Job Centers (AJC)

Improved Customer Service – Added on site staff from Division of Social Services, enabling customers to access welfare services in same building. Time studies were used to re-align staff roles to better serve customer. A new Spanish orientation was implemented to have all printed materials and forms in Spanish.

Technology Initiatives -- Selected Geographic Solutions as new software platform for career services. The Virtual One Stop will allow the AJC to track real time data and will be used by American Job Center and its partner agencies; a free online training is now available through Skill UP Metrix Learning to all county residents, partners and community members; and all staff were given access to the language line Voiance, which offers over 30 language interpretations for clients.

AJC Job Fairs -- Worked with Union County College to provide hiring events for *2nd Avenue Stores, Inc.* 180 individuals were hired for the new location in Union.

Division of Individual and Family Support Services (DIFSS)

Family Support and Prevention (FSP) -- As of October 2019, included 178 family outreach services, 152 family counselling sessions and 28 actual Family Support Plans developed. Family Support Plans included dispersal of FLEX Funds under FSP to assist vulnerable, at-risk families with children. In the first nine months of 2019, 115 families were provided this emergency funding.

Commission on Missing Children and Child Abuse -- As of September 30, 2019, five training sessions were held for 450 attendees and nine forums were held for 720 persons; 300 pieces of educational materials have been distributed.

Social Services for the Homeless (SSH) -- As of September 30, the following services have been provided in 2019 to over 800 Union County households: 145 Rent Payments, 15 Mortgage Payments, 28 Security Payments, 42 Utility Payments, 62 Food Vouchers, 836 Motel / Hotel Nights, 4,515 Emergency Shelter Nights, 559 24 Hour Hotline Calls, 4,698 Units of Case Management.

Homeless & Housing Continuum of Care (CoC) -- As of November 18, provided information and referral to 185 residents. A total of 4,711 were served with federal, state, and local funds to address homeless/at-risk persons for homelessness. Services included permanent supportive housing, transitional

housing, rapid-rehousing, emergency shelter, homeless prevention (rent/mortgage, security, utility, food), legal aid, health-related/substance abuse treatment, employment, nutrition, linkages, and case management. Additionally:

- The county received award notification for the Continuum of Care (CoC) application totaling \$4,321,987 for 19 projects that helped provide rental assistance for 308 households.
- Under the supervision of the Union County Department of Human Services, Office of the Director, staff worked with the CEAS/CoC Committee to conduct a full 2019 Point in Time (PIT) Survey on January 23, 2019 to count the number of homeless persons in Union County. A total of 294 homeless persons stayed in emergency shelters, 105 persons were in transitional housing, and 39 persons were living unsheltered on the night of the count.

Behavioral Health & Substance Abuse (BH/SA)

- In 2019, the NJ Division of Mental Health and Addiction Services (DMHAS) monitored and assessed mental health agencies' transition to fee-for-service system, and state is working with providers to reassess rates and billing.
- The Behavioral Health (BH)/Mental Health (MH) Administrator and the county Alcohol and Drug Abuse (A/DA) Coordinator formulated the 2020-2023 Union County Comprehensive Plan (CCP) for Alcohol and Drug Abuse.
- Led the facilitation of the Freeholder Initiative: Union County Proud to be Mental Health Stigma-Free. 44 staff received in-person training in mental health First Aid, with certification. An additional 50 staff are scheduled to complete their certifications by the end of the year—leading to a total of 94 newly certified MH First Aid Staff in the Department of Human Services.

Alcohol and Drug Abuse -- In 2019, \$920,187 was awarded for alcohol/drug abuse prevention education and treatment for low-income, uninsured Union County residents. As of the 3rd quarter of 2019 approximately 1,809 residents received education and treatment through this grant. The CY 2020 Alcohol and Drug Abuse award is \$982,989, a \$62,802 increase based on state formula funding.

Municipal Alliances -- Nineteen Union County municipalities participate in the Municipal Alliance program. The FY2019 award was \$536,201 for the grant period of 7/1/18 – 6/30/19. During the FY2019 grant cycle, 139 prevention programs were funded. A total of 236,264 participants took part in these activities, and 310 community volunteers were members of their Municipal Alliance

Committees. The funding level of \$536,201 was maintained for FY2020 by the Governor's Council on Alcoholism and Drug Abuse (GCADA).

Mental Health -- In 2019 the Mental Health Board (MHB) reviewed and recommend that the NJ Department of Human Services, Division of Mental Health Services, renew state contracts for eight Union County mental health agencies in FY 2020 with two more reviews to take place by the end of 2019.

Intoxicated Driver Resource Center -- Has provided service to 708 persons with two classes remaining, averaging 30 per class. Projected revenue in 2020 is \$200,637.

Rape Crisis Center -- From 1/1/19–10/31/19, provided 346 victim and/or significant other crisis support calls, 13 victim-related calls, 56 medical (forensic examination) accompaniments, 14 legal (police/statement) accompaniments, and one court accompaniment. Also conducted seven monthly meetings with the RCC's Confidential Sexual Violence Advocates (CSVAs), enabling on-going training and mentoring opportunities.

Office for Persons with Disabilities & Special Needs -- In 2019, the Office for the Disabled merged and expanded with the Office for Persons with Special Needs into the Office for Persons with Disabilities and Special Needs. Provided information & referral services to more than 560 residents with disabilities. Various programs were offered year-round for children, age seven through adult. Over 1,200 residents took advantage of this unique programming. Continued to offer more programs in underserved areas of Union County, as well as adding new social and outreach events for the special needs community and their families.

Personal Assistance Services Program (PASP) Grant -- A total of 20 residents, between ages 18 and 70 with permanent physical disabilities, received an average of 27 personal assistance service hours per month to support vocational goals and independent living.

GAP Grant -- Ten agencies were awarded funds to provide social service programs to low and moderate income individuals and families whose income did not exceed 350% of the federal poverty guidelines. As of November 2019, GAP funds served: 21 homeless children who received tutoring services and 82 who participated in recreational activities, 195 persons were provided with homeless prevention/case management services, 101 households received rental assistance, 5 households received mortgage assistance, 9 households received utility assistance, 28 households received food vouchers, 27 households received 336 nights of shelter

in a motel/hotel, 36 persons with disabilities received 2,163 home-delivered meals, 37 individuals received legal services to prevent homelessness from eviction or foreclosure, and 22 women/22 children affected by domestic violence received 348 hours of case management services.

Division of Outreach and Advocacy

Office of Human Services and Constituent Relations -- The Director's Office provided literature in English and Spanish, 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.

The Department co-sponsored a Strengthening Families Initiative event for families of pre-school children enrolled in child care centers in Plainfield. More than 350 parents and children attended to learn about government and community resources available to help parents and protect children from abuse and neglect.

UCDHS Action Line -- As of October 31, 1,540 calls were received and addressed. Twelve calls came from out-of-state and 23 towns from out-of-Union County.

Contracts Unit -- In 2019 the Contracts Unit will have executed approximately 600 contracts and contract modifications with community-based organizations and vendors. Contract staff ensured that all contracts met regulatory requirements set by the funding source (state and federal government) and the County of Union.

Independent Monitoring Unit (IMU) -- The monitors contracts awarded through the Department. Approximately 460 monitoring visits will be made.

Division of Social Services (DSS)

Safety Net Services -- As of June 2019 (latest available data reported by the New Jersey Department of Human Services, Division of Family Development) there were a total of 526 Work First New Jersey/Temporary Assistance to Needy Families (WFNJ/TANF) cases in Union County. These cases include both children (929) and adults (400) for a total of 1,329. General Assistance (GA), welfare for single individuals or couples with no children totaled 485 cases at mid-year, placing Union County in eighth place in NJ. In 2019, Union County ranked seventh out of 21 counties in the state for WFNJ/TANF caseload and sixth in SNAP recipients for a total of 38,199 persons (18,300 children, 19,899 adults). Child support totaling \$4,476,768.00, was collected and paid as of June 30 for 10,752 minor children.

Federal Government Shutdown -- In response to the federal government shutdown

in January 2019, DSS processed applications and called clients to encourage them to submit documents as soon as possible. Over 1,000 cases were processed to insure clients had food to cover the federal government shutdown period.

Technology and Physical Space -- Completed state-mandated transition of 500 PC system to Union County system, resulting in updated technology. Created user-friendly experience for clients in the Elizabeth office with redesign of front desk operation, waiting room, and interviewing room, including new furniture.

Staff Training and Improved Client Service -- All 503 employees underwent customer service training, resulting in SNAP benefits timeliness rate of 98.5%, including 16 weeks of 100% timeliness. Established a “maximizing momentum task force” in each unit to ensure continuation toward the goal of efficiency and effectiveness. The division is in the development phase of establishing an online resource guide for staff and in 2020 will be creating information centers in the DSS offices in Elizabeth and Plainfield.

Code Blue -- 539 families were placed to avoid being homeless and outside during severe weather conditions.

Immunization Clinic -- As of September 30, the clinic served 932 children. In response to hundreds of new measles cases in the Union County area, the clinic extended its hours in August to accommodate families with children about to return to school. The clinic underwent a physical renovation to make it more child friendly.

Division of Youth Services (DYS)

Municipalities, School Districts and Events -- All 21 municipalities in Union County requested the DYS to perform services or referred youth and families for services. Sixteen public and charter school districts were served. 1,500 community service hours were completed through the SHOUT program. There was a 150% increase in participation over the 2018 summer Youth Chella event. Introduced a new healthy eating and time management support group. During these sessions, families engage in cooking classes and have the assistance of a certified dietician.

Court Diversion -- 100% of Family Crisis Intervention Unit (FCIU) cases were diverted from the juvenile justice system. The Youth Services Commission (YSC) achieved a 5% increase in its level of service.

2020 Initiatives

Office of the Director

Cornerstone

Staffing and Training -- Will complete staffing requirements to include a permanent Chief Psychiatrist and other psychiatric providers, enabling restoration of the 44-bed level for which the hospital is licensed. Will conduct evacuation and disaster exercises and active shooter protocols assisted by Union County Sheriff.

Physical Space -- Will conduct "Environment of Care" rounds including laundry area, central supply area, and kitchen to insure the safety and well-being of patients, visitors and staff.

Technology -- Will acquire updated electronics and Wi-Fi to ensure accessibility of computer hardware with enhanced software for employees.

Division on Aging and Disability Resource Connection (ADRC)

Nutrition for At-Risk Seniors -- Continue to ensure adequate nutrition for at-risk older adults and ensure emergency nutrition services. Menu items will be assessed, reviewed and changed according to need and client feedback.

Screening for Services and Benefits -- Support initiatives that improve home and community based services by continuing 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.

Advocacy and Community Outreach -- Will target "non-traditional" consumers, i.e., LGBTQ seniors and strengthen efforts to engage the Hispanic community. The division's website will be updated to ensure it is both user-friendly and informative.

American Job Center (AJC)

Youth Forward Program -- Work with the Division of Youth Services to fully implement the Youth Forward Program that will provide services to both in-school and out-of-school youth.

Technology -- Fully implement Geographic Solution's Virtual One Stop by the target deadline of April 1, 2020.

Private-Public Partnerships to Put People in Jobs -- Work with businesses to provide job fairs and hiring events for Union County residents. Targeted marketing and constant contact services will be used to target AJC clients and improve outcomes. AJC will work with Workforce Development Board to meet and exceed performance standards, and identify ways to use real time data to drive policy and program decision-making. New partnerships will be pursued to provide services to targeted populations in need throughout Union County, such as refugees.

Division of Outreach and Advocacy: Office of Human Services and Constituent Relations will support all DHS divisions and offices to raise public awareness of all Union County government services and programs through print, electronic media and signage, and promotional and marketing items at public events. The division will host two fairs in Plainfield and Elizabeth to serve as information and networking events with community based service providers and the public.

Division of Individual and Family Support Services (DIFSS)

Homeless and Housing Continuum of Care (CoC) -- The DIFSS/CoC Subcommittee - Coordinated Assessment System (CAS) working group will be reorganizing to develop and implement a single point of entry for individuals to simplify and expedite access to housing and to services and benefits providers to ensure referred clients are screened for eligibility.

Behavioral Health and Substance Abuse (BH/SA) -- Facilitate the Freeholder Initiative: *Union County Proud to be Mental Health Stigma-Free* providing Mental Health First Aid trainings to an additional 125 front-line county staff, and publicize trainings, and resources for referral to services; continue to work on the Union County Opioid Response Initiative to support providers and community members.

The Municipal Alliance will begin a new grant cycle in 2020 with \$556,097 from the Governor's Council on Alcohol and Drug Abuse that will be used to formulate evidence-based strategies and programs to raise awareness of current drug trends.

Rape Crisis Center (RCC) -- Rape Care & Primary Prevention Education: Will launch next steps in its service expansion plan through the *Let's Explore Partnership, Strength in Numbers, Beyond the Barriers*, and *To Give is to Gain* initiatives, with counseling to Spanish speaking residents, will offer prevention education in schools, and will recruit volunteers to operate the hotline.

Office for Persons with Disabilities and Special Needs (OPDSN)

Outreach and Education: Will offer programming for parental support and

community engagement, outside of social events and recreation classes. Will conduct presentations for local officials and professionals on how to implement inclusive programming within their organizations. Will improve the OPDSN website with information about guardianship/transition to adulthood/post high school opportunities, and will enhance collaboration with other community organizations that offer services for persons with disabilities and special needs.

GAP Funding and Freeholder Initiative Funding: Will seek additional GAP funding of \$7,665 for a new grand total of \$378,570, for motel/hotel emergency bed nights for persons who are homeless in Union County, rental assistance for at-risk persons, and meals for persons with disabilities age 59 or younger.

Personal Assistance Services Program (PASP) Grant: New PASP clients will be added in 2020. The PASP coordinator will reach out to different companies in Union County that may benefit from PASP services for their employees with physical disabilities.

Division of Social Services (DSS)

Staff Training and Client Service: Develop a plan to bridge diversity gaps through cultural competency training; establish at least two navigator positions to assist clients with accessing services; install new kiosk check-in system to decrease wait times for clients and improve confidentiality.

Technology: The division anticipates the acquisition of a new digital voice-to-text phone system to reduce wait times for callers and eliminate dropped calls. This new system will also have a call back feature.

Division of Youth Services (DYS)

Youth Forward Center for Youth Employment: In partnership with the American Job Center (AJC), will build a comprehensive youth employment delivery system by implementing a collaborative approach to enhance services and opportunities for youth, creating “Youth Forward,” the first Union County Youth Employment Services Center. The center will focus on creating paths to employment for youth by offering opportunities to acquire the necessary skills, education, work exposure and experiences to enable them to have productive careers and become responsible family members and citizens.

Department of Parks and Recreation

Recreational Facilities and Events

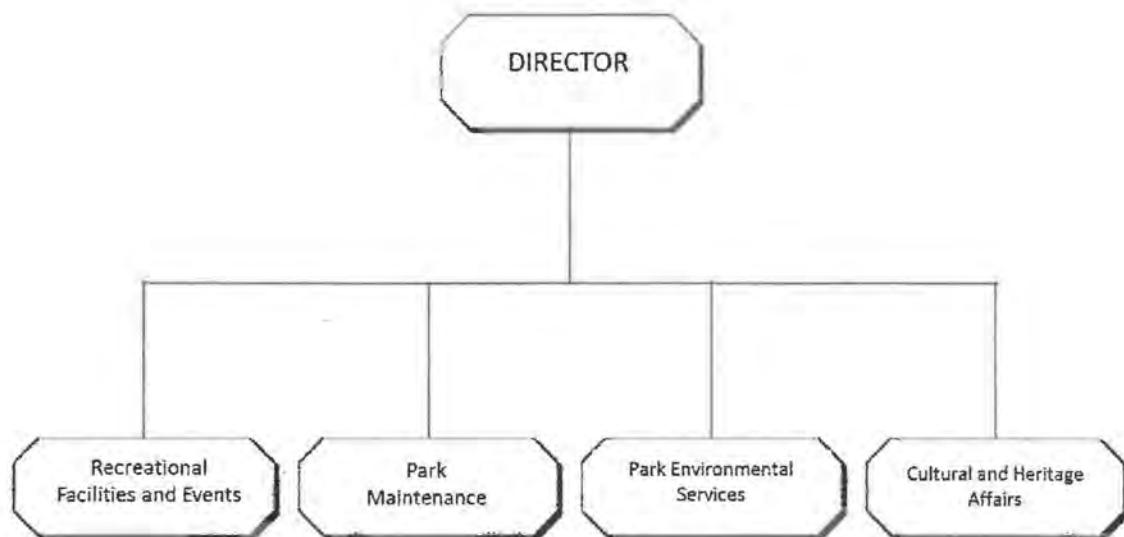
Park Maintenance-Park Grounds

Park Environmental Services

Cultural and Heritage Affairs

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 to develop and maintain Union County parks, playgrounds, recreational facilities and open space, as well as provide recreational programming and entertainment for County residents.

Programs & Services

Bureau of Administrative Support: Provides financial and administrative support including accounts payable/ receivable, budgeting, and purchasing.

Bureau of Recreation: Develops and administers programs to facilitate the public use and enjoyment of County parks and recreational facilities including the Trailside Nature and Science Center, Watchung Stable, Warinanco Sports Center, Wheeler Spray Park and the Walter E. Ulrich Pool.

Division of Recreational Facilities and Events: manages and operates facilities including Galloping Hill Golf Course, Ash Brook Golf Course, Warinanco Sports Center, Wheeler Spray Park, Walter E. Ulrich Pool, Watchung Stable, Trailside Nature and Science Center.

Division of Park Maintenance/Bureau of Park Grounds: Preserves and improves County parks and recreational facilities, and supports recreation initiatives and programs, to facilitate public use and enjoyment of the parks and recreation resources. Tasks include grass cutting, athletic field maintenance, tree pruning/removal/planting, leaf pick-up, janitorial services and more.

Division of Park Environmental Services: Plans and conducts programs that foster conservation and stewardship of the natural and historic resources of the County Park System, including wildlife management, habitat management, volunteer coordination, hiking and bridle trail maintenance, maintenance of horticultural features, and operation of the Deserted Village of Feltville.

Office of Cultural and Heritage Affairs: Promotes public interest 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 that contribute to sustainable economic development, livable communities, civic engagement and a vibrant quality of life for all residents. The Office manages the Freeholder Board's HEART (History, Education, Arts Reaching Thousands) grant 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.

2019 Accomplishments

Bureau of Recreation

Recreational Facilities and Events -- Annual Programs and Special Events

Take Your Children to Work Day: Ten departments/divisions participated in this countywide event – Corrections, Economic Development, Human Services, Parks and Recreation, Public Safety, Public Works and Facilities, Facilities Management, County Managers Office, Sheriff's Office and Prosecutors Office.

Touch-A-Truck/Wild Earth Fest: Two events on the same day in Watchung Reservation (Mountainside), with one admission fee.

Rhythm & Blues by the Brook: The free one-day June music festival in Cedar Brook Park (Plainfield) with 3,000 people attending. Event included a classic car show, vendors, and free activities for children with full afternoon of music.

Summer Arts Festival: For the fourth consecutive year, the New Jersey Symphony Orchestra kicked off the Summer Arts festival Concert Series (held indoors due to rain). Eight more concerts were scheduled through a contracted promoter, four in Echo Lake Park (Mountainside) and four in Oak Ridge Park (Clark). Six were rained out, with two moved indoors.

Family Fun and Flix: Five free outdoor movies were shown in Warinanco Park (Roselle) and Meisel Park (Springfield) on Tuesday evenings in July and August. Movies were also shown in Wheeler Park (Linden), Rutgers Avenue Park (Hillside), and Tamaques Park (Westfield).

National Night Out: Event held in Meisel Park, included a free outdoor movie preceded by police and emergency vehicles, live demonstrations by the Union County Police, S.W.A.T., the bomb squad, sheriff's K-9 officers, and more, with children's activities, a photo booth, and free hot dogs, chips and water.

Shakespeare in the Park: The Shakespeare Company of NJ returned for the fifth year with “Truly Madly Thine” at Trailside Nature and Science Center, and at the Shakespeare Garden in Cedar Brook Park.

UC CommUNITY Pride Picnic: A celebration of family, inclusion, equality, and empowering acceptance, which took place on June 15 at Rahway River Park in Rahway with free entertainment and activities including PRIDE-themed arts and crafts, family lawn games, inflatable bounce houses, playground fun, and more.

Rolling Thunder: POW/MIA remembrance event included 1,500 motorcycles in a ride from Warinanco Park to the Vietnam Memorial in Holmdel.

Rockin’ the Reservation: Second annual event (successor to Harvest Fest), held on September 29 featuring live music and hands on family friendly activities, art demonstrations, interactive art and music, pony rides, petting zoo, food trucks, scarecrow building, and multi-cultural dancing.

Hayrides & Campfires: Family friendly event includes folk songs, hot chocolate, and marshmallows toasted over the campfire. Held in October, four at Trailside and one at Warinanco Park.

The Great Pumpkin Sail: Attendees brought jack-o-lanterns to Echo Lake Park the day after Halloween for this annual sold-out event. Pumpkins were set afloat onto the lake; includes hot chocolate, marshmallow roast, campfire songs.

Celebrate the Season: For the third consecutive year, Union County’s winter holiday event was held at Warinanco Sports Center in December with three two-hour sessions, each including caroling, a visit and photo-op with Santa, face painting, children’s crafts, ice-skating, cookies and hot chocolate

2019 Programs	Attendance Totals
Bring Your Children to Work	170 attendees
Touch-a-Truck	2,200 attendees
Rhythm and Blues by the Brook	3,000 attendees
Summer Arts Festival	2,375 attendees (6 rainouts)
Family Fun and Flix	2,350 attendees (1 rainout)
National Night Out	800 attendees
Shakespeare in the Park	60 attendees
Union County PRIDE	750 attendees
Rolling Thunder	1,500 attendees
Rockin’ the Reservation	3,000 attendees

Hayrides and Campfires	1,200 attendees
The Great Pumpkin Sail	375 tickets sold (All three sessions sold out; approx. 1400 attendees)
Celebrate the Season	975 attendees (All three sessions sold out)
Haunted Hayrides	887 tickets sold

Reservations: Minimal fees are charged for public special activities including walk-a-thons, photo shoots, picnics, Boy Scout camping, day camps, weddings, fitness classes, festivals and more in addition to field reservations for athletic activities and other events. Athletic Field and Picnic Area reservations can be made online in Elizabeth and Westfield and online.

Maskers Barn (Deserted Village of Feltville, Berkeley Heights) continues to be a popular choice for weddings, bridal and baby showers, fundraisers, art shows, bar and bat mitzvahs and more. The rustic venue also hosts Adopt-a-Park Volunteer dinner, nature programming, staff meetings, yoga, Haunted Hayride, and annual Barn Dance for People with Disabilities, and other County events.

Reservation permits for picnics increased, as a result of increasing the number of reserve-able picnic areas and the use of convenient online reservations.

Wheeler Spray Park (Linden) opened in 2019 with two pavilions for rental for birthday parties, and day camp reservations are offered for morning sessions. The largest spray-ground in Union County, this state of the art facility hosted more than 73,000 visitors in its first season.

Athletic fields continued to be converted from grass to turf, providing for more football, soccer, lacrosse, track, field hockey, and more. Turf fields hosted numerous tournaments including soccer, baseball, football and rugby.

Athletic Field Reservations

2019 Event Totals	Number of Permits Issued
Walk-a-thons/Runs	56
Boy Scout Bookings	69
Maskers Barn Reservations	125
Photo Shoots-Video	6
Fishing Derbies	4
Day Camps	5
Picnics	1,998

Athletic Fields	12,960
Exercise classes, church, rallies, Klondike derbies, etc.	108
Fireworks	4
Sport Tournaments	18
Archery Group Lessons	310
Weddings	6
Archery Small Group Lessons	4
Archery New/Renewed ID's	173/213

Archery Range (Oak Ridge Park, Clark) opened in 2009 and continues its popularity. From March to November, 314 people ages 9 and up participated in Group Safety Lessons. The range is open year-round, dawn to dusk (users must pass safety course or have proof of experience). Union County 4-H Club, Children's Specialized Hospital/Lightening Wheels and New Jersey Navigators are among the group users along with Take Your Children to Work Day, and Open House events, crossbow qualification for deer management program.

Galloping Hill Golf Course (Kenilworth) projected 61,000 rounds for 2019, up from 54,132 in 2018. It hosted the 2019 Men's Public links with more than 40 of the state's top amateur golfers, and the IMG and Hurricane junior golf tournaments with more than 120 of the top junior golfers from the East Coast. Galloping Hill also completed more than \$600,000 in outing business on more than 105 events, integrated a new POS system and a revamped website, and received a 9.2 customer service rating out of 10.0 for the season.

The Learning Center at Galloping Hill hosted more than 1,350 juniors in programming at the facility in 2019, sold out eight of nine scheduled junior camp weeks, and hosted a regional qualifier for the USGA/LPGA Drive Chip and Putt competition for more than 150 youth. Range ball revenue is expected to exceed \$500,000 for the second time in facility history, and programming revenue increased more than \$60,000 year over year (highest in facility history).

Ash Brook Golf Course (Scotch Plains) opened the new clubhouse in June and launched the Tavern at Ash Brook restaurant. It hosted more than 15 events with a total of \$100,000 in outing business, and hosted more than \$50,000 in events during a shortened holiday season. Ash Brook also integrated a new POS system along with a revamped website, and received a 8.7 customer service rating out of 10.0 for the season.

The Scotch Hills Golf Course is owned by the Township of Scotch Plains and managed under a shared services arrangement with Union County. The facility introduced online membership sales and a new website with an online booking engine. More than 300 rounds were booked with third party vendors, bringing new golfers from outside of the area, and the facility worked with exiting leagues to increase use. Facility work included drainage issues, sand replacement, and increasing and upgrading golf cart fleet to achieve lower monthly payment.

Warinanco Sports Center (Roselle) hosts nine high school hockey teams, one club team, one first responder group and one over-35 group totaling 625 hours of hockey. It hosted two leagues with 15 teams and 150 players, the Union County Hockey Tournament and Battle of the badges (Elizabeth FD vs. PD), a Special Olympics Learn to Skate Program. More than 400 participants were included in Learn to Skate and Learn to Play Hockey programs. In addition, two food truck festivals drew more than 1,600 visitors, and over 200 participants were included in turf programs (most successful year of turf use to date).

Trailside Nature & Science Center (Mountainside) served a total of 17,369 group program and workshop participants in 2019 (2,384 more than 2018). Ongoing visitors included schools, organizations, outreach, Scouts, birthday parties, adult lectures, room rentals, children's workshops, family workshops, summer camps and summer family programs. First-time visitors included Kean University's Refugee Youth Summer Academy (89 participants) and Success Academy charter schools of New York City (seven visits totaling 654 participants). Trailside also held 11 children's workshops and one Scout group with 137 participants at Masker's Barn. Additional programs:

- Three new nature workshops series debuted: *Nature Walks for Seniors* (naturalist guided walks on the Sensory Trail), *Back to Nature* (family-friendly nature experiences), and *Kids Explorations* (Saturday drop off program for ages 7-10).
- Two new summer camps debuted for grades 5 and 6: *Naturally Artistic* and *Summer Discoveries*.
- Summer activities for preschool to grade 9 totaled 70 half-day camps (some combined for full-day) with 898 participants, 17 family programs with 508 participants, and 6 matinees with 1,167 participants.
- Highlights of adult programming (Trailside Talks & Teacher Training) included the 50th Anniversary of Apollo Moon Landing and Human Space Travel, Hawk Migration with Wild Birds Unlimited of Scotch Plains, and two workshops by

Conserve Wildlife Foundation of NJ: Eagle Cam Teacher Training and Peregrine Falcon Teacher Training.

- Environmental initiatives included reducing paper use for summer programs by providing USB drives to older campers and deploying software for all parent correspondence such as camp letters, evaluations, medical forms, etc.

Trailside Outreach, Educational Displays, EcoVan programming included Plainfield Environmental Fair, Plainfield Live Well Expo Health Fair, Rahway Watershed Learning Center Grand Opening, Hillside Movies in the Park and 14 visits/215 participants from Cornerstone Behavioral Health (Berkeley Heights).

Trailside Sensory Friendly Trail introduced new curriculum and three new programs using the sensory components and interpretive signage on the trail. Special needs group programs totaled 24 visits with 591 participants including The NJ Commission for the Blind & Visually Impaired (Newark), Hillside Avenue School (Cranford), First Children (Fanwood – 2 visits), Toussaint Louverture-Marques Lafayette (Elizabeth), Cornerstone School (Mountainside), Jefferson School (Summit), Sarah Care Adult Group (Mountainside), Hehnly School (Clark), and Jardine Academy (Cranford).

The Sensory Friendly Trail also conducted three summer camps with 29 participants, and worked with the Department of Human Services to provide sensory activities incorporating music, yoga, live animals, campfires, interactive exhibits, craft projects, nature hikes and more. In 2019 the Sensory Friendly Trail received awards from the New Jersey Recreation and Parks Association and the National Association of Counties.

Watchung Stable (Mountainside) saw an increase in private lessons from 1,327 participants in 2018 to 1722 in 2019. Winter classes increased from 564 participants to 626. Public trail rides increased from 435 participants to 608, and private trail rides increased from 93 participants to 164.

The year also saw completion of certification for a handicapped riding instructor, and the introduction of a new paddock. Other work including fence repair, and replacement of older jump standards with new state of the art material.

Regular equine health and care included monthly assessment of horses and their capability of working in the program including their nutritional, exercise 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. With a surge in mosquitoes with EEE in the fall, all school horses were re-vaccinated with EEE and West Nile for extra protection.

Boarder and lease programs were at capacity, and a donation of a potential new school horse was accepted.

Division of Park Maintenance/Bureau of Park Grounds oversaw completion of synthetic turf projects at Ponderosa Farm Park, Cedar Brook Park, Glenside Avenue Park and Snyder Avenue Park, along with the opening of the new Spray Ground at the former Wheeler Park Pool in Linden.

Projects in the pipeline include Madison Avenue Park (under construction), Snyder Avenue Park Baseball Field (plans developed), Conant Park (installation of outdoor gym pending weather), Nomahegan Park (new equipment and rubberized safety surface procured for installation in 2020), and Hillside/Union Area Maintenance Yard (discussions for land acquisition are under way).

Addition projects include Master Plan RFP's were sent, received and reviewed; an engineering firm was selected to undergo master planning for the Parks statutorily due in 2020) and de-snagging, de-littering and treatment of County streams, rivers and lakes under the guidance of the watershed liaison.

In collaboration with the Director of Correctional Facilities. Parks instituted a community service unit for low-level offenders to assist in maintenance projects.

Routine Maintenance:

- All ball fields were cut, lined, and dragged on a regular schedule.
- All bathroom facilities were serviced on a daily basis including weekends.
- All special events were set up and broken down by Park Maintenance staff.
- Fencing replacements and repairs were made on an on-going basis.
- Playground equipment was repaired throughout the Parks system.
- Walking paths requiring paving were addressed through Park Maintenance annual Asphalt Overlay Program.
- The tree trimming and removal safety program completed its fourth year.
- Playground safety inspections were made throughout the year by Parks Certified Playground Safety Inspector.

Division of Park Environmental Services

Wildlife Management:

- USDA Wildlife Services staff surveyed Canada goose populations in Union County parks, with 1,489 geese sighted.

- Harassment methods were used on 658 occasions to disperse 88,630 Canada geese from park property and avert the dropping of 44 tons of feces.
- USDA-WS staff searched 35 sites for goose nests and eggs, located 44 nests and treated 211 eggs to inhibit reproduction in 15 Union County parks.
- Only 27 geese were found and removed during the annual summer molt-period roundup, indicating 10 years of success in goose management efforts.
- Through a shared services program, USDA-WS staff continued to assist the Township of Westfield, Linden Municipal Airport, Conoco Phillips 66 Bayway Refinery, City of Linden and Leland Gardens Apartment Complex (Plainfield) with goose management activities on their properties.

Habitat Management:

- Watchung Reservation Invasive Plant (WRIP) Strike Force volunteers spent hundreds of hours eradicating Japanese aralia, tree-of-heaven and other invasive plants from the County's largest park to improve the ecological health of forests and meadows, with special focus on the globally important Trap Rock Glade that shelters rare and threatened plant species.
- Division staff and volunteers worked with the Union County Master Gardeners to treat the invasive multiflora rose that is spreading rose rosette disease to rose cultivars in the Master Gardeners' Demonstration Gardens.
- Ecological Solutions, LLC prepared an ecological study and stewardship plan for the 2,143-acre Watchung Reservation. The plan will help identify priority sites for invasive plant management, storm water management, and trail reconstruction, and will guide future deer management efforts.
- Wild Ridge Nursery initiated a Franklin Parker Grant-funded study of the Trap Rock Glade Natural Heritage Area in the Watchung Reservation.
- New maintenance strategies were implemented in the Watchung Reservation Butterfly Meadow to control invasive plants and improve public access. As a result, native plants have become more prolific and are attracting many native pollinators.
- A new pollinator meadow was designed and planted by Kean University students at the Rutgers Avenue Section of Elizabeth River Park in Hillside.
- In partnership with the Garwood Green Team, staff designed and built a tree and shrub bed for the East Street entrance to Unami Park in Garwood.
- Staff designed and facilitated construction by the Garwood Green Team of a grant-funded rain garden and vegetated swale in Garwood.
- In April, the NJ Forest Fire Service conducted a controlled three-acre burn of the ecologically unique Red Hill Section of the Ash Brook Reservation. The

prescribed burn minimized wildfire hazards and reduced woody shrubs and trees to preserve the meadow habitat.

Volunteer Programs:

- Community and corporate groups, including eight first-time participants, assisted in natural resource management through the Adopt-A-Park Program. Over 950 volunteers spent 3000 hours on 43 projects and collected 650 bags of trash, debris and weeds, and 140 bags of recyclable materials.
- Adopt-A-Trail stewards worked over 320 hours maintaining trail beds, controlling erosion, picking up litter and branches, and clearing drainage structures in the Watchung Reservation, Lenape Park, Ash Brook Reservation, Passaic River Park and Rahway River Parkway.
- At least 190 volunteers contributed 428.5 hours of service through the Saturday Trail Work program, cleaning drainage ditches, rerouting trails, improving boardwalks and removing invasive plants from trail edges in the Watchung Reservation. Jersey Cares, a volunteer clearinghouse, continued to provide significant manpower to this program.
- The Adopt-A-Trail Chainsaw Crew spent 259 hours removing 298 trees that fell across trails in the Watchung Reservation, Lenape Park, Rahway River Parkway, Passaic River Park, and Ash Brook Reservation.
- National Trails Day in June drew 53 participants, who worked on improvements to the Red and Sensory Trails.
- Fifty-six volunteers were thanked for their commitment and service to the Adopt-A-Park, Adopt-A-Trail and Eagle Scout Service Project programs at a recognition dinner held at Masker's Barn in May.
- Five Eagle Scout Service Projects were completed in 2019: restoration of the flower bed lines in the Henry S. Chatfield Memorial Garden in Warinanco Park, installation of shrubs and a path in the Watchung Reservation bordering Mountainside's historic Hetfield House, removal of weeds and debris with installation of new shrubs in the Rhododendron Garden in the Watchung Reservation, expansion of deer exclosure in Passaic River Park with additional native plants to aid forest restoration, and construction of new benches at the campfire ring in the Scout Camping Area.

Trail Maintenance:

- Restoration of hiking and bridle trails in the Watchung Reservation was bolstered by conversion of two part-time trail worker positions to full-time. In addition, a part-time supervisor was hired to coordinate planning efforts.

- With assistance from the Bureau of GIS, a system was developed to identify and record problem sites, prioritize work, and track progress. Sixty-five of the 181 recorded problems were corrected and 13 are in progress.
- Additional trail improvement projects were undertaken by the Groundwork Elizabeth youth program, the five-week summer program of the Student Conservation Association, and the federally-funded FedCap program.
- Staff were trained to operate a mini-excavator was dedicated to trail work.
- NY/NJ Trail Conference held a Trail Builder Workshop on trail construction and maintenance in the Watchung Reservation in the spring for staff and Adopt-A-Trail volunteers, who also repaired erosion at the Sensory Trail.
- The Rutgers Cooperative Extension Water Resources Program developed a design for the construction of stormwater control features to enable reconstruction of the popular Orange Trail in the Watchung Reservation.

Environmental Programming:

- The three Falcon Cams that live stream the peregrine falcons living atop the Union County Courthouse were viewed at least 35,000 times in 2019. Activity included a fight for the nest between two females. One got a broken wing and was rescued. The other raised three healthy chicks in the nest.
- Conserve Wildlife Foundation, through a grant provided by Phillips 66, stepped up falcon-related educational experiences in Linden classrooms and conducted teacher workshops at the Trailside Nature & Science Center.
- A Watershed Ambassador provided through the NJDEP Ameri-Corps Program conducted stream assessments for water quality and provided free watershed education programs for local schools and community groups. The Ambassador conducted a successful Invasive Plant Swap & Shop program, as well as a cleanup of the Elizabeth River with Kean University.

Deserted Village:

- The annual Four Centuries in a Weekend open house in October at the Deserted Village of Feltville drew a record number of visitors (943) on Saturday, but a low number (188) on Sunday due to rain. Visitors came to Feltville from as far away as Nevada and England. Two descendants of Colonial-era settlers of the Deserted Village area attended as well.
- As always, the annual Haunted Hayrides at the Deserted Village sold out all of the 887 tickets available prior to the three-day event, and netting \$8,248 in revenue.
- Masker's Barn was in use for 121 days in 2019, mainly for private parties including weddings and bar mitzvahs. Party rentals generated \$47,640 in income and brought over 8,000 guests through this historic site.

- Various County agencies also used the site including the Office for Persons with Disabilities & Special Needs.

Horticulture:

- Flower beds in the Henry S. Chatfield Memorial Garden in Warinanco Park were enhanced with additional plantings and cleaner bed lines. A landscaping consultant recruited and supervised volunteers who transplanted and divided plants, and weeded, mulched, and straightened flower beds.
- New plantings in the Rhododendron Garden in the Watchung Reservation's Loop Area helped fill in the shrub beds, and deer fencing was installed.

Office of Cultural and Heritage Affairs

- Received a \$450,000 grant from the NJ Historic Trust to rehabilitate two cottages at the Deserted Village.
- Completed Strategic Plan for the Deserted Village .
- Renewed funding from the UC Division on Aging enabled the continuation of the Care for Caregiver Respite Art Program.
- The Office continued to manage the Freeholders Gallery and the Pearl Street Gallery, curating 12 exhibits.
- The Teen Arts Program served more than 4,000 students from 65 County schools at Union County College in March.
- Teen Arts Traveling Art Exhibit, comprised of 60 pieces of student art selected from the Teen Arts Festival, was exhibited for month-long shows at eight venues (corporations, libraries and galleries) throughout the County.
- Participation in the Union County Senior Citizen Art Show and the Employee Art Show was excellent.
- The Office of Cultural and Heritage Affairs managed the Freeholders' Initiative, the HEART Grant (History, Education, Arts Reaching Thousands) program. Funding was increased to \$125,000. Grants were allocated to 11 individuals and 64 organizations, providing cultural programs to under-served constituencies and general audiences in 17 municipalities.
- 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, \$24,000 was provided to 14 organizations for general operating support and history projects.
- The Office completed the New Jersey Historical Commission three year cycle grant application FY20-22 and received notification of a \$64,721 award for 2020, an increase of \$8,964.

- The Office was awarded \$144,813 from the New Jersey State Council on the Arts, which provided for \$67,000 in re-grant funding to 31 local arts organizations, along with funding for technical assistance workshops and art exhibits for teens, seniors, employees and residents, and operating expenses.
- Technical workshops and presentations events included black history, women's history, Hispanic heritage, Poetry Month, and the 1969 Mets.
- *Four Centuries in a Weekend: A Journey through Union County's History* took place on October 19 and 20 and drew many visitors from out of state, through inclusion in the National Parks Stamp program. The event featured entertainment, reenactments, cooking demonstrations and more, and students earned Time traveler certificates and "passports" stamps. Many of sites are in the National Parks Service's Crossroads of the Revolution National Heritage Area.
- Work continued on expanding the Union County Across The Centuries History Trading Cards and new post cards to promote heritage tourism.

2019 Initiatives

Division of Recreational Facilities: Will continue to seek ideas and develop plans toward the goal of creating innovative and creative programs that attract new participants while balancing costs with revenues.

Galloping Hill Golf Course will host IMG and Hurricane junior golf tournaments for the 7th consecutive year showcasing the top juniors on the east coast. Plans for 2020 also include a bridge on the 12th hole allowing the course to open after storms, redesign and rebranding of the Red Knot Restaurant, and refurbishment of the Men's and Ladies locker and conference rooms. More than 65,000 rounds are projected, up from 61,000 in 2019.

The Learning Center at Galloping Hill plans to add one additional week of programming increasing total junior camps to 10 weeks for the 2020 season. The camps will provide for more than 375 juniors, up from 305 in 2019. Additional classes with First Tee of Raritan Valley will also be added.

Plans for 2020 also include continuing the popular tip Tuesday theme engaging our audience and instructors through social media, adding a countywide "discover our parks" program, and working in conjunction with the PGA to again be the host site of the regional qualifier of the USGA/LPGA Drive, Chip and Putt championship,

Ash Brook Golf Course will host the 2020 NJSGA Men's and Women's public links including more than 85 of the best amateur golfers in the state. Plans for 2020

also include a full schedule of First Tee programing and junior camps with expected attendance of more than 400 students and continued programing of the Tavern to host weekly specials along with monthly themed events.

With the venue open for a full 12 months season, more than 44,000 rounds are anticipated, up from 32,000 in 2019. More than \$125,000 in outing business with 20 events is also projected. More than \$100,000 of events is on the books, with more than \$200,000 anticipated.

Scotch Hills Golf Course will continue its online branding presence for the property, finish a drainage project between the 2nd and 3rd holes, create a mini golf summer program for youth, and continue to partner with third party vendors to increase online use of property.

Warinanco Sports Center will create hockey-specific camps for the fall season, add three weeks of soccer-specific youth camps, and host two youth tournaments (spring and fall). Goals include a total of 2,000 attendees for two food truck festivals (summer and fall), increase turf programs to include more than 300 participants, and host 100 events focusing on youth birthday parties and other small-scale events showcasing the facility as a community amenity.

Rockin' the Reservation will expand to a two-day event following its successful move to the Loop area in the Watchung Reservation last year.

Watchung Stable facility plans include replacement of paper towels with air hand dryers in all public bathrooms, renovation of four employee bathrooms, exploration of hiring a grounds maintenance contractor, and planning for renovation of fourth riding ring and the addition of another turnout paddock.

Equine health and care plans include increasing the purchase of quality lease horses (generates revenue with very low additional use of staff time) and replacing four school horses that are aging out. Depending on mosquito conditions, EEE and West Nile will be included as needed.

Program plans for Watchung Stable include:

- Riding program for people with disabilities. The program has received a \$30,000.00 donation toward the purchase of horses and equipment and one employee has been certified. Another will be certified this spring.
- Community outreach (taking horses to schools for horse-themed programs).
- To continue increasing public interest in trail rides, special rides or "special deal" rides will be added (ride numbers rose in 2019 compared to 2018).
- An across-the-board price increase will be instituted (first raise since 2014).

Trailside Nature & Science Center

Earth Day 2020: Extensive plans are being made for Earth Day -- recognized as the largest worldwide civic event -- leading up to its 50th anniversary on April 22. The entire month of April will feature special Earth Day themes for ongoing programs, additional special events, and additional Earth Day bookings for school and Scout groups. The annual Wild Earth Fest will close out the month at The Loop on April 26, featuring new activities and demonstrations for Earth Day.

Watchung-to-Warinanco Pilot Program: For two weeks, Trailside naturalists will conduct the sessions of the Nature Summer Camp series at Warinanco Park in Roselle, using the Warinanco Sports Center.

Nature Walks for Senior Safety: In partnership with the Prosecutor's Office, this program will combine Trailside's new Nature Walks for Seniors series at the Sensory Trail with guidance for preventing scams that target seniors, and educating seniors to recognize signs of elder abuse among their acquaintances.

Junior Naturalist Activity Book: this custom book was created by an artist in 2013 and revised in 2019 to include new activities including a Sensory Trail Scavenger Hunt. Children can earn a Trailside pin for the scavenger activity. The book will be submitted as part of a National Association of Counties nomination.

Bottle Filling Station: Pending donation of funds, a water bottle filling station will be placed next to the water fountain in the Visitors Center, to encourage use of reusable bottles and help reduce waste at the facility.

Division of Park Maintenance/Bureau of Park Grounds

Synthetic Turf on County Athletic Fields: Replace the grass baseball field at Snyder Avenue Park, design a multipurpose field for Hillside area, and complete the construction of Madison Avenue Park by spring of 2020.

Accessible Playground: Possibly add another Accessible Playground with new equipment and rubberized safety surface in a park to be designated.

Cross Country Path: Work with Hillside to install a cross country path in Conant Avenue Park for use by schools and the general public.

Master Plan: Work with consultant, local governments, agencies and the public to develop the 2020 Union County Parks Master Plan

Division of Park Environmental Services

Wildlife Management: Division will work with staff from Raritan Valley Community College to survey deer populations in Union County parks.

Habitat Management: Split-rail fencing will be installed to better delineate the Butterfly Meadow in the Nursery Area of the Watchung Reservation, an important teaching site for Trailside.

Trail Maintenance: Additional motorized equipment will be purchased to expand the capabilities of the trail maintenance crew. Using grant funding and technical direction supplied by Rutgers Cooperative Extension Water Resources Program, County staff will also construct naturalized stormwater control features to redirect storm runoff and allow for later reconstruction of the heavily-utilized Orange Trail in the Watchung Reservation.

Environmental Programming:

- A microphone will be added to the peregrine falcon nest box at the Union County Courthouse to add audio to the Falcon Cam.
- New one-time programs will be offered to the general public, including evening walks to look for owls, woodcocks and bats.
- Botanical programming will be offered for amateur and professional botanists at the Watchung Reservation's Trap Rock Glade Natural Heritage Area to showcase the global importance of this unique plant community.

Deserted Village: Cedar shake roofs will be replaced on several Deserted Village cottages to protect the historic buildings and a new Trunk-or-Treat style program will be hosted at the Deserted Village of Feltville on Halloween.

Horticulture: Kiosks will be constructed at the Henry S. Chatfield Memorial Garden and the Azalea Garden in Warinanco Park and the Rhododendron Garden in the Watchung Reservation, explaining the history and botany of each garden and providing recognition for those who contribute to garden improvements.

Office of Cultural and Heritage Affairs

- The Office plans to continue to expand the Four Centuries in a Weekend Program and will continue meeting with the Four Centuries in a Weekend sites to brainstorm on promotion, volunteers and site plans.
- Recommendations from the Strategic Plan for Deserted Village will begin to be implemented.

- Rehabilitation of houses #7 and #4 at Deserted Village will begin.
- The Office will explore the possibility of open air painting at Deserted Village 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.
- Programs/presentations to celebrate centennial of Woman's Suffrage.

**Department of
Public Safety**

Emergency Management

Medical Examiner

Police

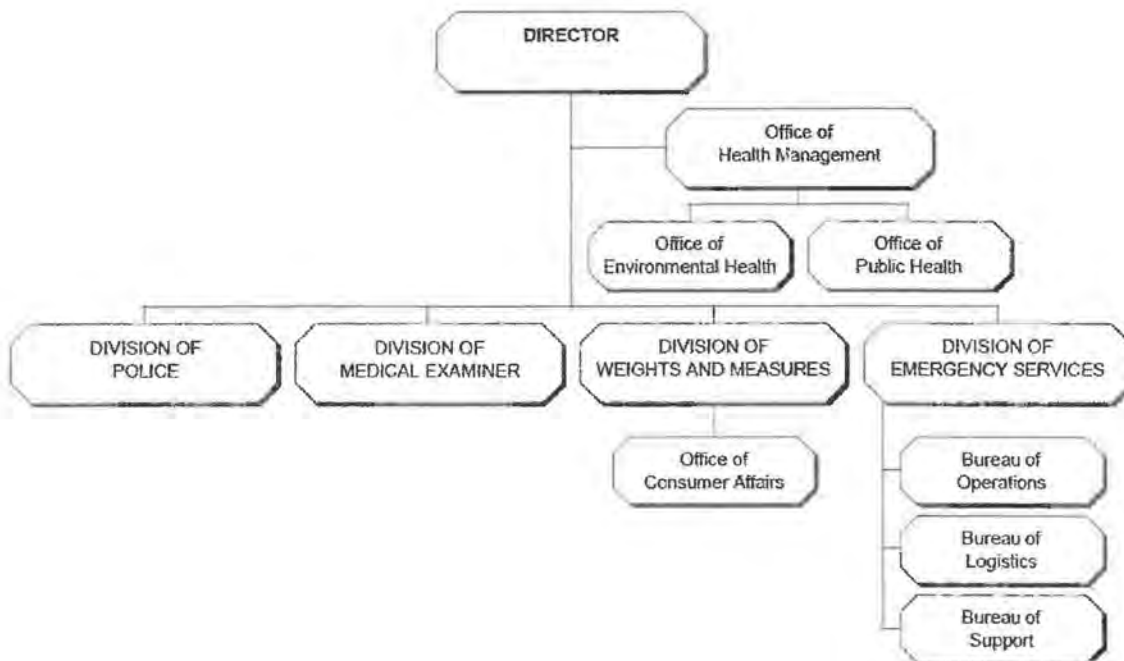
Weights and Measures

Office of Health Management

Office of Consumer Affairs

Organizational Chart

Department of Public Safety



OEM mitigates, preparing for, responds to and aids recovery from manmade or natural disasters according to federal, state, and county guidelines.

Bureau of Logistics: Coordinates, manages and supervises multidiscipline all-hazards preparedness projects and initiatives; enhances the preparedness levels of first responders through equipment, regionalized planning and training; ensures the County's compliance with rules and regulations of the National Incident Management System; researches, applies for, administers and manages the State and Federal Preparedness Grants; and coordinates preparedness drills; 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: Includes Technical Services Unit and Fire Academy.

The Technical Services Unit maintains radio infrastructures for Union County agencies including County Police, Prosecutor, Sheriff, Emergency Services, and Public Works. Also maintains countywide radio infrastructure supporting EMS Dispatch, mutual aid and fire mutual aid, and works with municipalities to coordinate NJ Interoperability Communications System.

The Union County Fire Academy began in 1997, partnering Emergency Services with the Union County Fire Chiefs' Association to enrich firefighter education. The combined resources enhance training for career and volunteer firefighters, with high standards to foster pride and professionalism. The Academy operates at the Linden facility as a professional training ground, and provides outreach programs to municipal fire departments at other locations

Health Management: Plans and manages health related aspects of community response as a vital component of the countywide emergency preparedness and response system. Includes the Bureau of Environmental Health and the Bureau of Public Health working in close collaboration.

Bureau of Environmental Health: Assures compliance with environmental health regulations, coordinates public employee occupational safety and health mandates, and implements the State Right-to-Know programs. 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: Responsible for managing the Local Information Network Communications System (LINCS) to enhance and integrate local public health agencies' preparedness for, response to, and recovery from acts of terrorism and other public health emergencies. LINCS is responsible for managing the regionalized and coordinated public health assessment, disease identification, and rapid response and containment of incidents that threaten public health. LINCS coordinates an e-information system supporting reporting, health data analysis and dissemination of information between the Department of Health and Human Services, Centers for Disease Control, local health departments, health care providers and emergency responders.

Division of the Medical Examiner: Conducts death investigations and scene visitations; performs 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. Investigates all deaths reported under the County's jurisdiction as mandated by New Jersey State statute, and 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: Provides efficient, cost-effective, and professional delivery of law enforcement and protection services on all County-owned properties, parks and facilities, using a variety of enforcement and crime prevention strategies; is an essential law enforcement support agency for Union County's homeland security defense; provides specialized and unique law enforcement shared service programs and services benefiting local police agencies; is State of New Jersey medium for managing and coordinating Emergency 9-1-1 activities for all municipalities in Union County and Kean University; fulfills requests for public safety awareness, information and education presenters by senior citizen groups, educational institutions, civic organizations, scouting groups, and public information mediums; and manages crucial law enforcement programs that directly contribute to the protection, safety and welfare of families and citizens throughout Union County. The Traffic Enforcement Unit, including the Weigh Team, safeguards the integrity of Union County's bridges and roadways, and produces significant County revenue through fines.

Weights & Measures: Provides cost-effective weights and measures enforcement protection and services to businesses, government agencies and consumers. Reduces or eliminates fraud and unfair business practices against consumers; 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; prepares summonses and prosecutes violators.

2019 Accomplishments

Consumer Affairs: Received and responded to 1,372 complaints filed, both electronically and telephonically, saving consumers \$65,069.18 in cash refunds and \$85,558.36 in additional value; generated additional revenue by issuing fines to car dealerships and contractors in violation of state and federal laws regarding code of operation.

Emergency Services: Continued work with local, state, and regional agencies to explore opportunities for a rescue task force, offered continued training opportunities for first responders, and supported the increasing number of agencies transitioning to the Public Safety Interoperability System (PSIC); prioritized and implemented the Field Analysis Unit to enhance detection and identification methods on emergency scenes, and worked with local authorities to identify Temporary Debris Management Areas (TDMA) for use during disasters; expanded EMS mutual aid coverage to meet the demand of increasing call volume.

Health Management/Public Health: Developed a Community Health Needs Assessment to coordinate the efforts and resources of public health, health care, and other organizations to maximize impact on community health and minimize avoidable illness, injury and hospitalization. Collaborated with non-profit organizations, individuals, government agencies, private agencies, and faith-based communities and individuals to share information and availability of resources; participated in a 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 with a focus on increasing the number of Closed Point of Distribution (POD) plans in the region in the event of a bioterrorism attack.

UCOHM/LINCS: Coordinated the Union County Medical Reserve Corps, consisting of over 200 volunteers trained to strengthen public health and emergency response capabilities, and build community. Volunteers include medical healthcare professionals, public health professionals and non-medical community members prepared to respond to emergencies. Volunteers meet quarterly and participate in numerous trainings, events, and workshops including emergency preparedness and response trainings, emergency sheltering, disaster medical support, vaccination clinics, community outreach, and health education and promotion.

UCOHM/CEHA: Enforced environmental regulations as documented by the annual audit performed by the New Jersey Department of Environmental Protection (NJDEP) in accordance with the County's grant agreements. Conducted compliance and enforcement investigations and inspections including: Air Pollution Program - 177 facility inspections and 75 complaint investigations resulting in 18 Notice of Penalty Assessments issued; Solid Waste Program - 172 inspections and 23 complaint investigations resulting in 7 Notice of Penalty Assessments issued; Pesticides Program - 30 inspections, resulting in 9 Notices of Penalty Assessment issued; Noise Program - 26 complaint investigations resulting in 2 Notices of Violation issued; DEP Right to Know Program - 52 facility inspections resulting in 4 Notice of Penalty Assessments; and the Water Program - 18 complaint investigations resulting in 1 Notice of Violation issued.

As diesel exhaust is a primary pollutant causing or exacerbate heart and lung ailments, the Office of Environmental Health dedicated over 420 hours to after-hours surveillance enforcing State motor vehicle idling regulations. Notice of Penalty Assessment documents issued during this time totaled \$50,610.00 after settlement (penalties are settled based on NJDEP guidelines, typically for a 50% penalty reduction with payment plans available). A total of \$23,381.50 in penalties from violations issued was collected. Since 2005, OEH has collected over \$1,781,984.50 in penalties, which support OEH Compliance and Enforcement programs, and the County Hazmat program.

Medical Examiner: Fully investigated 1131 deaths and performed 288 autopsies and 52 external examinations from January 1 through December 31, and investigated and autopsied 12 homicides.

As of July 2015, the office has fully adopted the state mandated (UVIS-CMS) case management system and continues to incorporate this web-based system to streamline the death investigation process, and continues close liaison with the State Medical Examiner Office. In addition, Dr. Shaikh attended the annual 2019 National Association of Medical Examiners meeting in Kansas City, MO in October,

including discussions and courses on toxicology with special emphasis on emerging designer drugs and the opioid crisis, assessment of cardiomegaly and opioid-related deaths, improving infectious disease reporting in a medical examiner office, sudden unexplained death in childhood, and unexplained pediatric deaths, and collaborating with the Centers for Disease Control and Prevention.

County Police: Entered into agreements with local law enforcement agencies to provide additional assistance with specialized training in handling an active shooter situation, suspicious package recognition and assisting with using less lethal devices when confronting Emotionally Disturbed Persons. The office is upgrading its IT infrastructure to protect against specialized threats, and to aid in the enhancement of protections and efficiency for expanding the Regional Dispatch Center.

Weights & Measures: Continued to monitor commercial businesses, performed scanner and commodity audits, ensured compliance with state and federal regulations, and generated \$62,338.00 in revenue with the completion of daily inspections and violation fines.

2019 Initiatives

Consumer Affairs: Will continue to partner with retailers to increase customer service to consumers by providing them with more information about products and services; inform retailers of their responsibilities under laws spelled out in the N.J. Consumer Fraud Act; continue to implement new policies and inform businesses about the Notice of Investigation Findings for working with retailer, especially those using unfair business practices.

Emergency Services: Continue to work with local, state, and regional agencies to better serve the constituents of Union County with plans to enhance the radio communications for Fire Mutual Aid, implementing new albuterol protocols and guidelines for EMS response, and begin the renewal process of the County's hazard Mitigation Plan.

Health Management: With data obtained in corroboration with the North Jersey Health Collaborative, the division will begin implementing outreach programs for hypertension, diabetes, obesity, sexually transmitted diseases, and cold & influenza awareness with data, and will continue to work with the nine local health departments representing the 21 municipalities, to identify health areas of improvement and assist their capacity to respond.

Continue to work with the Middlesex County Office of Health Services to support the Chronic Disease Coalition of Middlesex and Union Counties, a coalition including community leaders, business professionals, health care providers, and representatives from public health to provide guidance on program development and support strategies that lower the risk of chronic disease, to implement cancer and chronic disease prevention and control programs that reduce morbidity, mortality and related health disparities.

Medical Examiner: Continue process of obtaining provisional accreditation with the International Association of Coroners and Medical Examiners; attain position of being the only office in New Jersey with all investigators certified on a National level with the American Board of Medicolegal Death Investigators; continue mass disaster training exercises and drills for investigators provided by the state; continue to provide bereaved families appropriate interaction and assistance towards achieving closure.

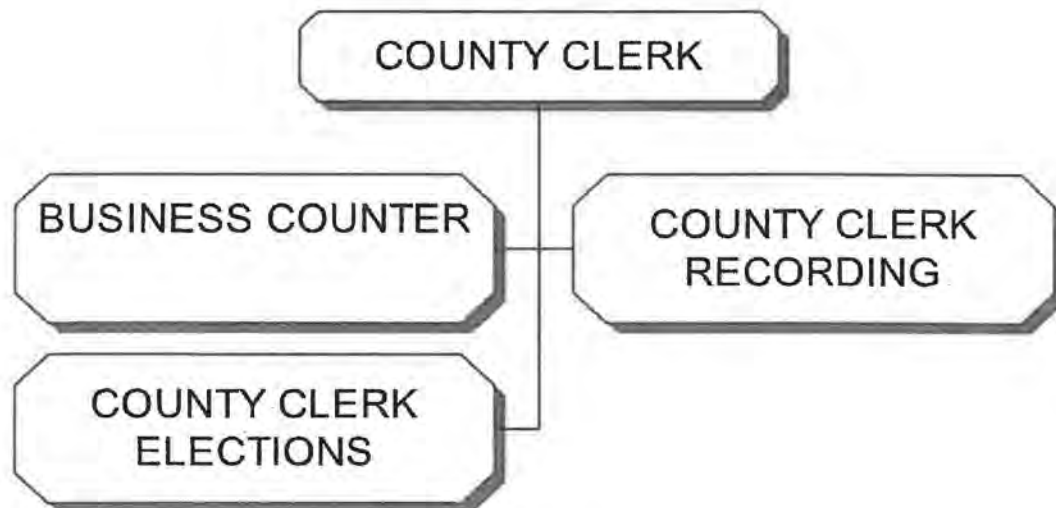
County Police: Complete the expansion project for the Regional Dispatch System and create a secure Public Safety Network to minimize cyber-attacks and sustain 24/7 operability; continue to share services with local and regional law enforcement agencies to assist in policing, traffic enforcement, and specialized investigations, including additional training programs protecting officers responding to the mentally ill and combative individuals.

Weights & Measures: Continue to conduct inspections of small and commercial businesses, and continue commodity audits to ensure consumers are being treated fairly, businesses are compliant with state and federal regulations, and all required protocols are being met.

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

2019 Accomplishments

Recording

A slow housing start in the beginning of 2019 led to a robust market in home sales spurred by low mortgage rates. Revenues derived from property recordings will increase from 2018 revenues to \$44 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 about 950 from a high of 3,362 in 2014.

The electronic recording system, begun in 2007, doubled its volume for its e-filing customer base. Approximately 30,000 documents are now recorded electronically per year, eliminating paper and adding to the greening of the county. Deeds, mortgages, assignments, UCC's, releases, discharges and Notices of Settlement are recorded electronically.

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 1.05 million property searches were conducted online in 2019.

As older deed and mortgage books are scanned, the books are removed from the Record Room and transferred to Archives to be preserved. In 2019, a total of 35 Mortgage and Deed Books from 1979 were scanned and indexed in house by staff and uploaded to the website. A total of 128 books were archived from the Record Room as part of this project. All 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 \$135,000 was collected for 2019 bringing the accumulated total to more than \$1.4 million since the funds' inception. The County Clerk serves on the County Homeless Trust Fund Committee. In October the Freeholder Board passed a resolution adding a \$2.00 charge for Blue Alert, bringing the handler's charge to \$5.00 per document.

In September a massive redesign of the Record Room and books was implemented to consolidate space and to make room for a county renovation, expanding the Passports and Election Divisions. The redesign, approved by the State Historic Council, maintained the original historic shelving, flooring and architectural design from the 1930's while modernizing the book system and adding additional public computers for searching. The redesign was totally conducted in house by employees of the Union County Facilities Division and County Clerk staff.

Elections

Several elections were held in 2019 including the Primary Election in June, General Election in November, Hillside Non-Partisan Election and 20 School Board Elections. There were three recounts conducted in December for the Plainfield and Union Township Boards of Education and the Kenilworth Mayor and Council.

In the primary, there were three challenges: one for a petition filed for Roselle Mayor and Council; one for a Roselle County Committeeman and a third for County Committee seats in Plainfield. Each challenge was heard in Court. The Roselle challenges were not upheld and the judge allowed Mayor Dansereau, Councilwoman Wilkerson and the County Committee person to remain on the ballot. The Clerk heard a challenge to a petition for Council in Linden 7th Ward based on insufficiency of signatures. The Clerk denied the petition.

The Clerk sponsored an "I Voted" sticker design contest for primary and high school students in April. The two winners received certificates and saw their design made into buttons the Clerk gives to Vote-by-Mail voters. The Clerk also introduced an Election coloring book for children.

Election purchases include an automatic envelope sealer to assist with the increased number of Vote-by-Mail Ballots, a full size, secure mailbox for Vote-by-Mail drop-offs in the Westfield Office and a postage reply permit for Vote-by-Mail. Since it opened in 2011, the Westfield Office has been a popular voting facility and has generated greater access to voters. Close to 1,200 early voters

utilized the Westfield Clerk's office in 2019 for Vote-by-Mail ballots and another 236 used the Elizabeth Office.

In the primary election the Clerk also insured that all office titles were gender neutral.

In late August Governor Murphy signed into law a bill with a substantial effect on the General Election. All Vote-by-Mail voters in the 2017 and 2018 elections were required to receive a Vote-by-Mail ballot for all future elections unless they opted out. The County Clerk's Office contacted more than 12,483 Union County voters on their preference and 2,115 opted out of the process.

This new law more than doubled the workload for the elections office swelling the permanent number of Vote-by-Mail voters to 28,027. Voter interest in the legislative election further swelled the Vote-by-Mail demand to 30,149, an historic high in the history of the office. The Clerk joined with COANJ (Constitutional Officers Association of New Jersey) to petition the Council in local mandates to reimburse the county for costs associated with the implementation of the new law.

To date nearly 5,000 new downloads have occurred for the Union County Votes app. It remains one of the Clerk's most popular programs with a total of 30,000 views in just the six days before the General Election. A new how to Vote-by-Mail video was made and added in October. 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.

The Clerk and Election staff participated in several county and state cyber-security table top exercises during the year. They also met with the County Office of Emergency Management and Board of Elections to coordinate security.

New ES&S Express Vote XL voting machines were used in the Primary in Berkeley Heights, Elizabeth, Fanwood, Garwood, Kenilworth, Mountainside, Union and Westfield. All towns utilized the machines in the General Election. The new machines necessitated a different tabulation for the results. In addition, ES&S tabulation system was used for the Vote-by-Mail tally.

The Clerk and staff worked diligently with ES&S staff and their programmers to familiarize them with NJ elections laws so that the ballot reflects legal requirements. Some of these software changes will require ES&S to obtain re-certification of their software program.

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 2019. It was distributed county wide along with a 2019 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 2019 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 \$14,000 on sample ballot postage in 2019 for both the Primary and General Elections and the Special Primary and General Elections with a total savings of more than \$53,000 since its inception in 2016.

The Clerk instituted a pilot program for Ballots on Demand for the General Election. This permits Vote-by-Mail voters to receive their customized ballot in seconds saving labor, printing and administrative costs as well as alleviating space constraints for ballot storage.

Business Office

The Clerk's Office continued its outreach services in 2019 for prospective and current notaries. Two successful educational notary seminars were held in March and September for 100 prospective and current notaries. The seminars are designed to instruct Notaries Public on how to perform their duties including learning about the new online application process and legal aspects of performing the duties of a notary. The seminars were successful and generated positive feedback. The Clerk's Office also distributed a Notary Log Book, which was designed in house and 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 ever recorded in the history of the office totaling more than \$35 million.

The Clerk held a Passport Day at Liberty Airport in June with United Airlines for their personnel and family members. This marked the second year of this successful event.

Fourteen passport staff attended a rigorous one-day program conducted by the National Passport Office in July. Each individual was tested and all staff received their certification in passport processing.

2020 Initiatives

Recording

The office will continue to advocate for additional submitters for its e-filing recording system. 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.

The renovation of the Record Room will begin to provide more efficient use of space, providing for a larger Business Office to accommodate Passport customers.

A preservation effort of older books will continue in 2019 to re-canvass book binders in the Record Room while new recordings continue to be digitized and uploaded to the website.

Fraud Alert, a free registration notification system for homeowners will be given greater publicity.

In addition, the Clerk's in-house project of back-scanning documents for the property web site will continue. Documents from 1979 to 1977 will be prepared and scanned to be uploaded on the website.

The Clerk will initiate the new fee for the Homeless Trust Fund on January 1, 2020 bringing the fee from \$3.00 to \$5.00 per recorded document per Freeholder

Resolution passed in October 2019. The Clerk will continue to serve on the County Homeless Trust Fund Committee.

Business Office

Notary educational seminars are being planned for the year to take place in March and September. Renovation of the Elizabeth Passport Office will be initiated to increase customer access, provide greater security and greater convenience.

Elections

Ballot on demand, a new software program providing voters with a customized ballot within seconds, will be introduced in Westfield and Elizabeth for the Primary Election. This will allow us to provide individual ballots for county committee elections for each of the 431 districts as well as decrease printing and labor costs.

A new pre-paid postage return program will be initiated for Vote-by-Mail Ballots in June.

Due to the new law passed in 2019, more Vote-by-Mail ballots will be distributed in the Primary and General Elections. It is expected that the voter permanent list which is currently at 30,000 will expand.

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 in the Presidential Election.

A staffed voting office will continue in Westfield for the 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 2020 Election Date brochure will be issued along with a 2020 Election calendar.

A new space configuration and renovation of the Elizabeth Election Office will start in 2020 to provide better customer access and greater work space for staff as well as increased security. This re-design will be done at a time not to interfere with elections.

Office of the Prosecutor

Major Crimes Division

Investigative Division

Trial Division

Pre-Indictment Division

John H. Stamler Police Academy

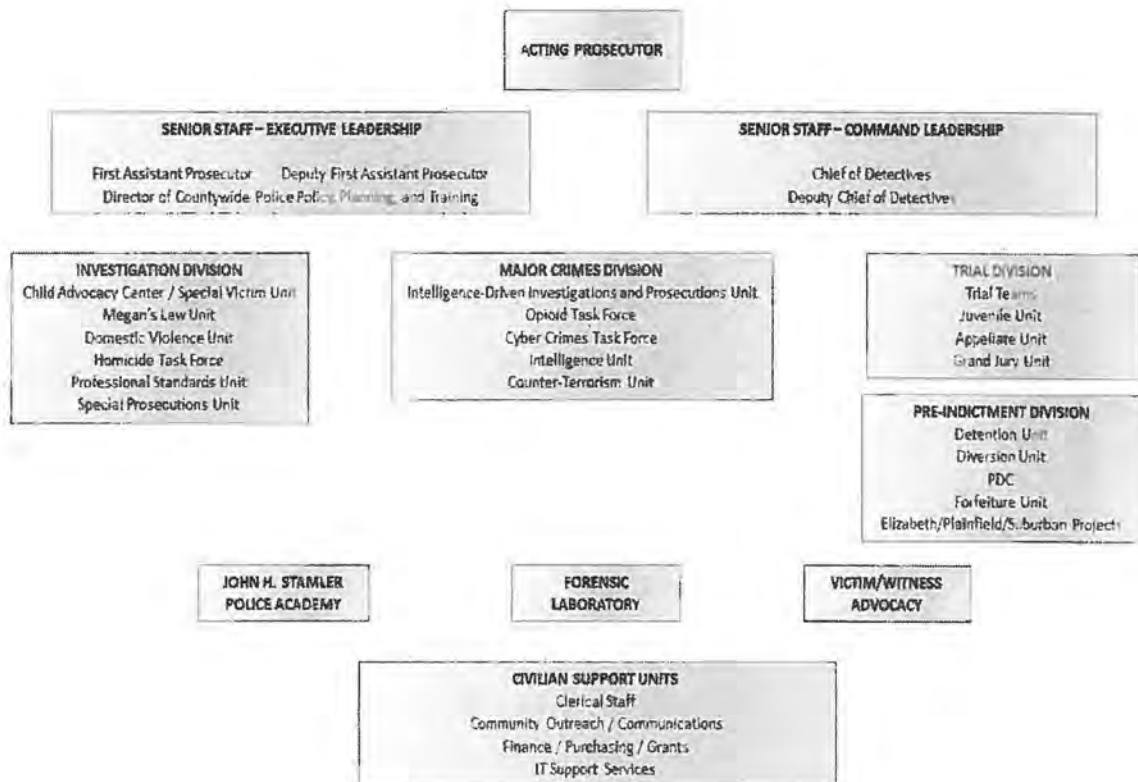
Forensic Laboratory

Victim Witness Advocacy

Civilian Support Unit

Organizational Chart

Office of the Union County Prosecutor



OFFICE OF THE UNION COUNTY PROSECUTOR

Mission

It is the mission of the Union County Prosecutor's Office to allow the people of this County to live their lives without fear that those lives will be diminished by the acts of those who would betray the laws of a civilized society; to ensure that everyone in our society is free to live their life without becoming a victim of violence; to safeguard the liberty of each of our people; and to bring to justice those would cause harm to our people, our families, and our communities.

Programs & Services

Major Crimes Division: The newly created Major Crimes Division focuses on using modern investigative and intelligence-driven techniques to investigate and prevent the most serious crimes. It is comprised of the Intelligence-Driven Investigations and Prosecutions Unit, which uses specialized intelligence gathering and sharing to focus resources on persons and organizations most likely to use violence; the Opioid Taskforce, which helps address the opioid epidemic; and the Cybercrimes Taskforce, which focuses on the intersection of crime and modern technology and provides computer forensic services available to police departments countywide.

Investigative Division: Comprises units made up of assistant prosecutors and detectives who work together in specialized teams to investigate and prosecute complex and serious crimes. Included within the Investigative Division are the Special Prosecutions Unit, which investigates complex financial crime, public corruption, elder abuse, the unauthorized practice of law and medicine, animal cruelty, arson, and other complex crimes requiring lengthy investigations; the Special Victim's Unit, which specializes in investigating and prosecuting sexual offenses and the abuse of children, and which works to protect and assist our most vulnerable victims; the Domestic Violence Unit, which works to break the cycle of violence endured by those victimized by those closest to them; and the Homicide Task Force, which investigates every homicide offense committed in the County.

Trial Division: The Trial Division partners with the police departments of each municipality and the Union County Police Department, the Union County Sheriff's Office, and the Kean University Police Department, to bring the cases investigated by those departments to trial. The Division includes six trial teams, composed of

experienced trial attorneys who handle all stages of litigation, and a detective staff, which partners with and continues the work of investigative agencies to ensure that all cases are trial ready. Also housed within the trial division are the Juvenile Unit, which prosecutes juvenile justice matters, the Appellate Unit, which litigates all appellate matters arising out of the Office's activities, and the Grand Jury Unit, which ensures that the Grand Jury operates smoothly and efficiently.

Pre-Indictment Division: The Pre-Indictment Division is home to the units that guide newly charged cases through the initial phases of prosecution and to the diversionary programs administered by the Office. Attorneys within the Division litigate motions regarding the detention of dangerous offenders, represent the State's interests in programs such as Drug Court and Veteran's Diversion, and specialize in the litigation of matters involving defendants suffering from mental illness. The Division also provides experienced assistant prosecutors to assist local police departments with investigative needs, such as obtaining search warrants or grand jury subpoenas, and to help municipal detectives make legally sound investigative decisions.

Forensic Laboratory: The Forensic Laboratory is a fully accredited laboratory which provides forensic analysis for all cases investigated by the Office as well as any police agency in the County. Forensic scientists at the Laboratory use state of the art equipment and techniques to process evidence collected during the course of criminal investigations, such as analyzing and comparing DNA samples and identifying controlled dangerous substances.

Victim Witness Advocacy: Victim witness advocates specialize in caring for the needs of the victims of crime and help witnesses deal with the stresses of the trial process. The Unit provides comprehensive services to help crime victims deal with the financial, psychological, and physical effects of crime, and assists with the relocation of victims and witnesses whose safety is compromised by criminal actors.

John H. Stamler Police Academy: The Academy provides a comprehensive and accredited course of instruction for police recruits, ensuring that they are able to serve our community safely, effectively, and respectfully, and provides continuing education for active officers, offering a wide range of courses on topics from computer forensics to interview techniques.

2019 Accomplishments

Created the Major Crimes Division: Created a Major Crimes Division to house three newly created units, designed to employ modern, intelligence-driven policing

techniques to address the most serious problems affecting the community, including gun violence and the opioid epidemic:

- The Intelligence-Driven Investigation and Prosecution Unit, which serves the goals of proactively reducing violent crime and addressing specific spikes in criminal activity by promoting collaborative information-sharing and strategic planning among local, county, state, and federal law enforcement agencies.
- The Opioid Task Force, which is uniquely focused on addressing the heroin and opioid abuse epidemic that remains ongoing in Union County, having claimed more than 500 lives since comprehensive record keeping began in 2013. The Task Force brings a new, multi-pronged approach to the opioid crisis, aggressively targeting those who would poison our communities, while working to get those suffering from addiction the help they need.
- The Cybercrimes Task Force, which investigates crime committed using modern communications systems and uses technology to assist in the investigation of traditional crime.

To strengthen collaboration and communication throughout the Union County law enforcement community, every police department in Union County was asked to appoint a liaison to serve as a main point of contact and partner for both the Intelligence-Driven Investigation and Prosecution Unit and the Opioid Task Force. Additionally, all police departments countywide have been invited to send an officer, in an on-loan capacity, to the Cybercrimes Task Force for a total of thirteen weeks over the course of one year to receive intensive training in the areas of technical operations and digital forensic examinations. Such training and expertise will then be brought back to the individual departments to better improve criminal investigations in this ever-evolving technological world.

Adopted a Hybrid Prosecution Model: Reorganized the Office to employ a hybrid prosecution model, which incorporates the best features of both the vertical and horizontal prosecution models. The new structure will help increase efficiency, allowing the Office to handle more cases with existing resources, while also directing resources to the most serious cases and ensuring that the victims of crime are treated with the attention and respect they deserve.

Improved Police Training and Resiliency:

- Created a new Executive Staff position, the Director of Countywide Police Policy, Planning, and Training. The new director will help unify and enhance policing across the county, and will ensure every police officer in the county is

guided by clear and effective policies that reflect the best practices of the law enforcement community.

- Appointed a full-time chief resiliency officer. In furtherance of the Attorney General's statewide resiliency initiative and recognizing that the well-being of our law enforcement officers is of paramount, the new chief resiliency officer will help ensure that every officer in the county is able to cope with the significant stresses they face daily.

Increased Community Outreach and Engagement: Created a new civilian position, the Community Outreach Manager. To strengthen the relationship between law enforcement and the community we serve, this new position will enable the office to formalize programs to better educate the community about new outreach initiatives and better communicate the availability of existing services.

Instituted Mass-Casualty Protocol: Instituted a new countywide notification protocol for all threatened or actual mass casualty incidents. While prevention is the priority, the law enforcement community must be equipped to respond. The newly instituted notification protocol positions the law enforcement community of Union County to marshal our combined resources quickly and efficiently to resolve, or altogether thwart, mass casualty incidents as safely as possible.

2020 Initiatives

Initiatives the Union County Prosecutor's Office will be pursuing throughout 2020 include:

- Leveraging the newly created Opioid Task Force and Intelligence-Driven Investigation and Prosecution Unit to reinvent the fashion in which it addresses the heroin epidemic, refocusing enforcement efforts on those profiting from the heroin trade, while making significant efforts to assist those suffering from addiction in getting the help they need. To do so, the Office will enhance its partnership with Prevention Links, the primary nonprofit group dedicated to the mission of substance abuse prevention currently serving Union County, and will continue and enhance its participation in Operation Helping Hand.
- Dramatically enhancing the capacity and capability of the Union County Child Advocacy Center ("CAC"), which houses the Office's Special Victims Unit and provides comprehensive services to children who are survivors of serious incidents of physical and sexual assault. In three phases, the capabilities of the

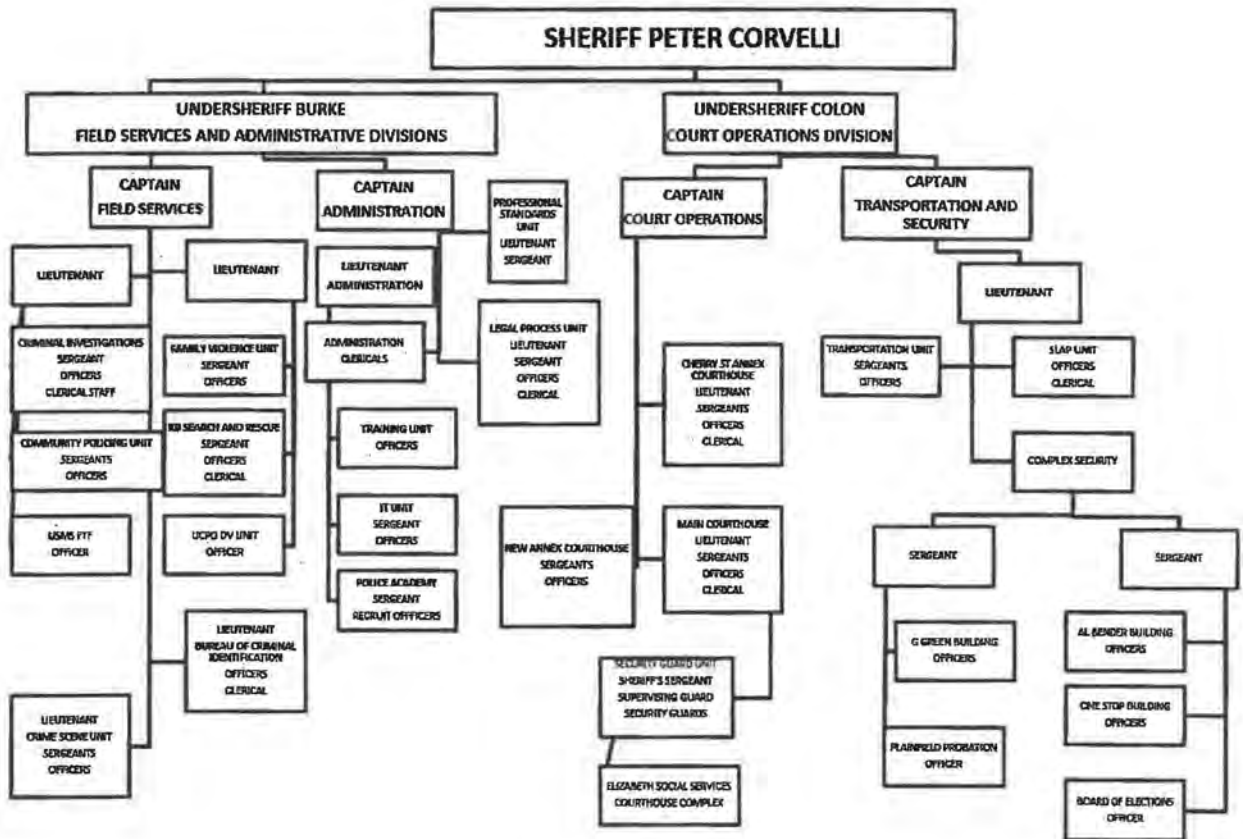
CAC will be expanded, allowing it to take over the investigation and prosecution of all forms of sexual assault, and to serve the needs of the victims of all sexual crimes by facilitating wrap-around and holistic services at the outset of reporting.

- Implementing a multi-pronged approach to address the issue of gun violence countywide. Working together, the Cybercrime Task Force, the Intelligence-Driven Investigation and Prosecution Unit, and Intelligence Unit, will partner with the Office's various local, county, state, and federal investigative partners to identify the most dangerous individuals, locations, and criminal enterprises throughout the county, then develop comprehensive investigations targeting those actors for charging, arrest, and prosecution.
- Expanding the Office's community outreach, increasing the number of community events in which it participates, as well as the number of staff members who participate in them. Representatives of the investigative and legal staffs will engage with members of local civic, nonprofit, education, business, and religious organizations to speak publicly on a broad range of topics, including but not limited to bias crime prevention and awareness, youth engagement, cybercrimes, facility security, local crime trends, and substance abuse prevention and intervention.
- Developing and pursuing a gun safety awareness campaign geared towards keeping firearms out of the hands of children and those with emotional/behavioral challenges.
- Improving de-escalation training and techniques countywide to promote officer safety and reduce use of force incidents.
- Modernizing the curriculum of the John H. Stamler Police Academy, and increasing the teaching of de-escalation techniques, to ensure that every graduate of the academy enjoys the best possible education and is empowered to perform their duties safely and effectively.
- Implement new training and programing to facilitate better collaboration between law enforcement and educators in identifying juveniles in need of intervention services and support, in an effort to prevent contact with the juvenile justice system.

Office of the Sheriff

Organizational Chart

Office of the Sheriff



OFFICE OF THE SHERIFF

Mission

The Office of the Sheriff is established by the State Constitution. The Sheriff's law enforcement functions are varied, but the primary objective is to provide coordinated services to the Union County Trial Court System that insures a safe County Courthouse environment and an uninterrupted judicial calendar. The advent of shared services has expanded this role to encompass the provision of specialized support services to other law enforcement agencies.

Programs & Services

- Court Complex and Building Security.
- Transportation of inmates.
- Service of civil and criminal process.
- Execution of domestic, juvenile and criminal warrants.
- Maintenance of criminal identification records.
- Enforcement of domestic violence orders issued by Superior Court.
- 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.

2019 Accomplishments

- Provided uninterrupted security for all Superior Courts and complex security posts to include the screening of approximately 1.25 million visitors and security of over 13,000 prisoners produced in Court

- Provided for the safe and efficient transport of 5,800 prisoners between correctional facilities, Superior and Municipal Courts and law enforcement agencies, to include 1,592 transports of persons arrested by Union County local law enforcement agencies. This service allows municipal agencies to spend additional time on traditional patrol and related functions.
- Continued 2018 accomplishment to decrease evidence processing time of the UCSO Crime Scene Unit by nearly 90% from 2016-2019. CSU responded to 717 jobs in 2019 and additionally processed nearly 2,000 individual pieces of evidence submitted by local law enforcement agencies
- Effectuated the successful arrest of 1,679 persons issued Bench Warrants from Superior Court
- Continued to provide non-traditional law enforcement support services to include administration of the Sheriff's Labor Assistance Program. The SLAP Program provided over 10,000 man-hours of labor assistance to Union County communities in 2019.
- Completed rollout of law enforcement body worn camera program to outfit all officers assigned to the K9 Search and Rescue, Legal Process and Community Policing Units
- In coordination with Board of Chosen Freeholders and Elizabeth Board of Education, implemented a pilot program to increase availability of Project Lifesaver for affected families

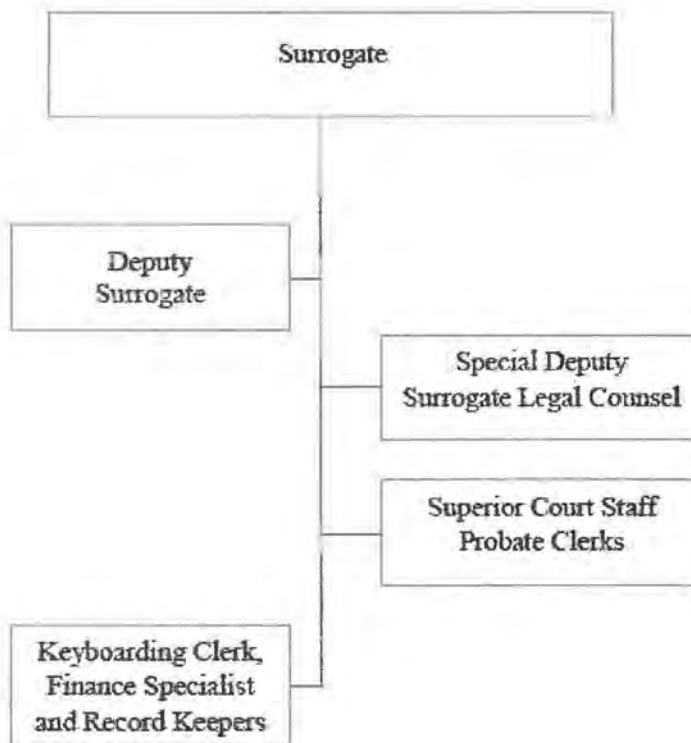
2020 Initiatives

- Continue all strategic law enforcement partnerships to provide effective primary and support services for municipal, County and State agencies
- Enhance the role of certified UCSO trainers to assist in Recruit and In-Service instruction at the John H Stamler Police Academy
- Increase the efficiency of Sheriff's Labor Assistance Program (SLAP) to allow for additional service to requesting municipalities
- Realign the UCSO Community Policing Unit to provide directed services to any requesting law enforcement agency in Union County

Office of the Surrogate

Organizational Chart

Office of the Union County Surrogate



OFFICE OF THE SURROGATE

Mission

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

Programs & Services

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

- **Wills:** Probate, issue Letters Testamentary, issue Letters Trusteeship, permanent depository for Probate related documents.
- **Administration:** appoint administrators, issue Letters of Administration and permanent depository for related documents.
- **Guardianships:** appoint guardians of minors, issue Letters of Guardianship, maintain and account for Minors Intermingled Trust Fund; periodic transfer of funds to minors as per court orders.
- **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 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 ensure all the letters go out in a timely manner, that they are returned and documented, and any changes 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 Surrogate's office 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.

2019 Accomplishments

To provide a better understanding of how many clients we see on a daily basis, these are some of our figures year to date, 1-1-2019 / 11-1-2019:

Probates	1340	Administrations	577
Adoptions	130	Minor's Guard	88
Incapacities	134	Release of Funds	94
Certificates	10993	Searches	637
Affidavit s/s n/k	458	Other complaints	581

That's over 4,000 clients in a year. These are cases where the clients would be seen in our office, a satellite office, or sometimes in a Court. The paperwork is generated by my staff and the clerks and we all take the signatures. In 2019 my office handled over 10,000 calls regarding probate matters.

Speaking Engagements: I conducted several speaking engagements this year, with audiences ranging from 15 to 250, 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, as the rules vary from branch to branch; internal policies make 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 these cases with the upmost professionalism and care to the clients. We deal with legal documents, laws and court rules governing 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 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 150 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 prepares the papers and schedules the appointment. They will inform the client what is need 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, 88 Guardianships for minors, 577 Administrations, and 130 Adoptions and 134 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 2018, 58 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 December 3, 2019.

Guardianship Reporting & Monitors: In 2014 the State brought in their volunteers to data input information from our Incapacitated person files into a state program, 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 work environment.
- In the coming year the State is going to conduct a pilot program for Superior Court Cases, and 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 2017 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 provide 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 followed up by e-file training in March 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 employees 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.

We moved the other employee, who was originally up front, into our record room. Since we entered into a contract with DRS Imaging (2016) work began in our department in 2016 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." 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.

This is a 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 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 2020 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 2 year contract; however, our secondary bank is Columbia Bank. They handled funds from \$250,000.00 to \$500,000.00 for minors under a court order. Their contract is for one year January 2, 2020 to January 2, 2021. Currently we handle over \$22,000,000.00 in assets.

The Surrogate's Court currently holds over \$22 million in the fund. All withdrawals must be accompanied by a court order, requiring the office to prepare a petition for the court requested by the Guardian. Once the completed complaint is filed, 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(s) in responsible, federally insured banks, saving banks, trust companies or savings and loan associations, provided that no money shall be deposited 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 November 22, 2019: This year we have 12 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. 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 184 Incapacity Complaints, and 100 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 130 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.

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 16,092 hard files to digital images, and digitized over 100,000 images.

2020 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.

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: With new directives and mandates from Superior Court, it 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.

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.

Personal contact and communication with the client or resident makes the client feel that they are getting the attention they deserve, and that is a major factor in the compliments that our office receives.

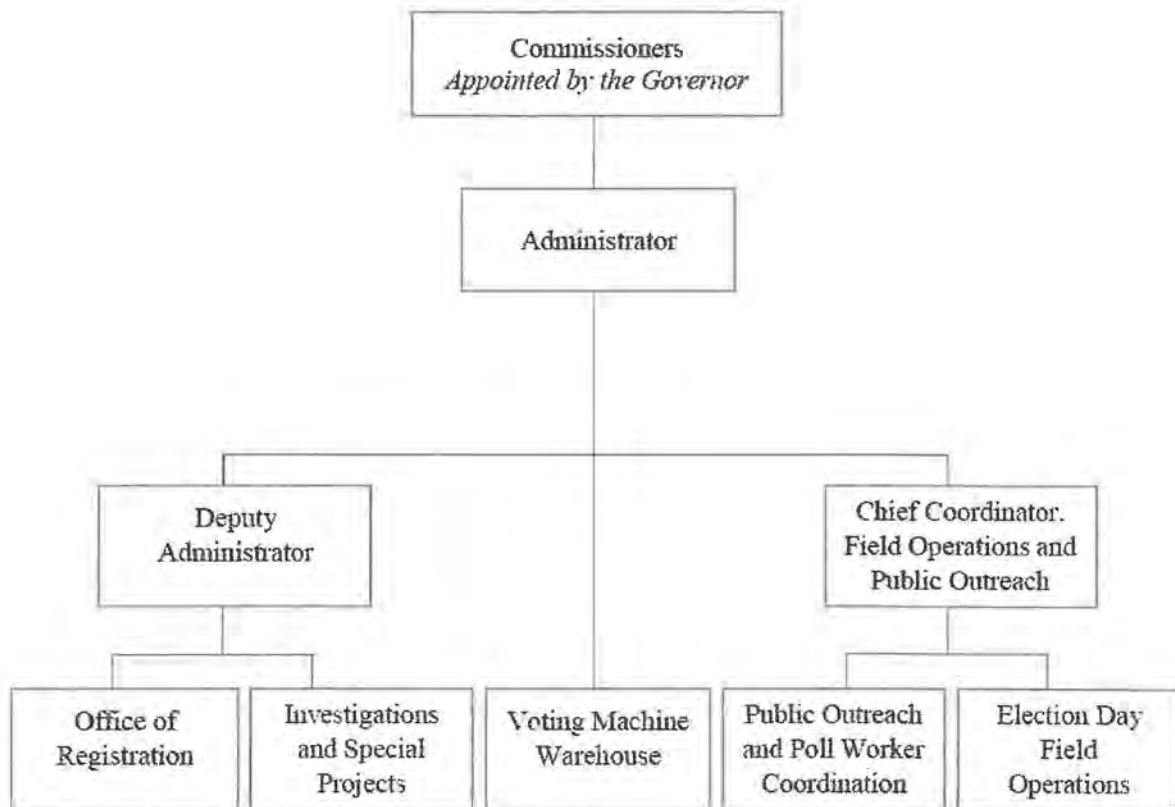
Continued Support: The County is lucky to have departments that work well together. Often times we forget to mention them when we have a chance, however it would be remiss of me not to acknowledge the support of others in the county who get little appreciation for their service. Our Information technology department is constantly coming to our aid, same with the Senior Personnel Assistant; 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

Union County Board of Elections



BOARD OF ELECTIONS

Mission

The Union County Board of Elections (UC BOE) 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, transparency 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 and ensuring the voters' rights are enforced prior to and on Election Day.

Programs & Services

The Board provides election-related services to over 350,000 active and inactive voters registered in Union County, including:

- Processes new registrations;
- Processes registration transfers both in and out of Union County;
- Trains and assigns more than 1,800 district board workers for each election;
- Trains and assigns over 50 election deputies to assist on Election Day;
- Provides, upon request, mock elections and demonstrations of the ExpressVote XL Voting Machines for students, civic groups, or any group requesting the same;
- Maintains a digitized signature verification system for poll book creation and petition and mail-in-ballot verification; and
- Maintains computerized system of all active and inactive voters;
- Maintains fleet of 475 voting machines and 2 central vote tabulators;
- Programs each election profile;
- Performs post-election audits as required by law;
- Coordinates and participates in voter outreach events; and
- Conducts recounts as requested.

Voting Machine Maintenance: Maintains, services, prepares, programs and coordinates the transportation of over 475 voting machines for each municipal, primary, general, and special election conducted within Union County.

Americans with Disabilities Act (ADA) Compliance: Cooperates with local, state, and federal agencies to ensure that the 166 polling sites throughout Union County are in compliance with the Americans with Disabilities Act.

Enforcement: Conducts investigations relating to questionable registrations to prevent voter fraud (including on-site inspections); maintains a file of all current and former residents of Union County convicted of indictable offenses (forfeiture of suffrage); processes cancellations of registration for deceased residents of Union County; electronically transfers County registration information monthly, into a statewide registry file maintained by the New Jersey Office of the Secretary of State; maintains and upgrades all maps for each municipality in Union County resulting from any district adjustments.

2019 Accomplishments

ADA Compliance: BOE continues to work with U.S. Department of Justice (US DOJ) to ensure Americans with Disabilities Act (ADA) compliance at polling places on Election Day. The Union County Board of Elections entered into an agreement with the US DOJ to ensure a continued partnership relative to ADA compliance.

Municipalities are responsible to ensure that any remedies required for compliance are in place on Election Day. BOE met with each municipality over the summer in preparation for the 2019 General Election. Stakeholders, including municipal clerks' offices, police, public works departments and school officials, participated. Each municipality received copies of their deficiencies and instructions on curing them.

Poll workers and master poll workers received revised, in-depth training on ADA compliance on Election Day, including monitoring by the US DOJ, checking to ensure remedies are in place and their requirement to complete the necessary forms.

The Board moved polling places which were not ADA compliant to accessible polling locations when necessary, and continued to be proactive in advising voters of alternate, ADA compliant entrances by adding the information to the polling place listing on the website and providing the information on sample ballots.

The Board received over \$35,000 in Help America Vote Act grant funding to improve ADA compliance, including over \$25,000 for permanent municipal improvements at schools which serve as polling locations in the Clark and Cranford.

Community Outreach

Public Outreach & Education: In anticipation of county-wide implementation of

new voting machines, UC BOE coordinated or participated in over 300 public outreach events to educate the county's voters on using the new machine, including nine events on National Night Out and 11 voter outreach events on National Voter Registration Day, alone. UC BOE attended farmers' markets, street fairs, and concerts in the parks hosted open houses at municipal buildings and local public libraries and visited every senior group who offered an invitation. Regular weekly events were also held at the Fraser Building and the Union County Courthouse.

Each public outreach event included opportunities for voter registration and poll worker recruitment. UC BOE worked with County's media office to produce an instructional video on using the new voting machine, available on the County website and shown on local access stations throughout the county.

Public Outreach to the Schools: UC BOE programmed and hosted four mock elections at elementary schools in Cranford, Union, and Westfield and the student council and prom king & queen elections for Elizabeth High Schools. UC BOE also programmed and hosted the PBA elections for the Elizabeth Police Department.

Public Outreach to Nursing Homes and Rehabilitation Centers: Very often, residents of nursing homes and rehabilitation centers are disenfranchised because the staff assisting them does not know how to properly assist a voter when completing a vote by mail ballot. UC BOE reached out to rehabilitation centers and nursing homes within the county and met with over 15 facilities in person. The office assisted residents with voter registration issues, updating addresses, and changing party affiliations. UC BOE also trained staff on how to properly assist a voter and transmit a vote by mail ballot on their behalf. For facilities which did not accept our invitation to visit, posters and detailed "how to" flyers were mailed to the social worker staff. This was a highly effective project, as no voters residing at a nursing home or rehabilitation center were disenfranchised in the 2019 General Election.

Registration, Elections and Audits

Voter Registration: The UC BOE maintains an active list of 351,268 voters, including 19,864 new registrants in 2019. Maintaining the voter registration database is a very tedious task as it is an ever-changing list. Just about 200,000 updates to our voters have been made this year. Updates may include address changes, name changes, deletions due to deaths, inactive confirmations, and disenfranchisements. 200,000 updates represents the number of times current voter registrations have been touched to ensure our voter registry and voter history is current and accurate.

Union County Elections: UC BOE hosted the 2019 Primary and General Elections, and the Annual School Board Elections. Primary Election turnout was 11.22% (38,919 voters). Turnout was 23.65% in the General Election, (82,963 voters).

Additionally, the UC BOE conducted three recounts following the General Election including the Kenilworth Mayor and Council elections; Plainfield Board of Education election and the Union Township Board of Education election. The outcomes of the elections were not changed as a result of the recounts.

Post-Election Audits: As a result of transitioning to the new voting machines, which have a voter verified paper audit trail, a 2005 law is now in effect which requires the Board to conduct an audit pursuant to N.J.S.A. 19:61-9. UC BOE conducted a pilot audit following the 2019 Primary Election and an official, public audit on the 2019 General Election. Pursuant to the statute, the UC BOE must conduct a hand-eye count of 3% of districts within the county, selected randomly as part of the auditing process. The hand to eye audit was 100% consistent with the machine tallies in both the Primary and General election audits.

Union County's New Vote Tabulation System

Transition to the new system: On October 11, 2018, the County approved a contract award to Election Systems & Software for a new vote tabulation system. Union County completed its transition to a new vote tabulation system in 2019. The complete vote tabulation system includes the programming and tallying software, voting machines, and central tabulators, which count the paper vote by mail and provisional ballots.

For the first time in the Primary Election, BOE staff programmed the election profile which is used to design the machine ballots and paper ballots, program the central tabulators, tally election results and run reports. BOE migrated all the paper ballots to the ElectionWare software in the primary and tallied all the paper ballot results on the new central tabulators. Also in the primary, the new voting machines were introduced for the first time in eight municipalities, with a total of 176 election districts, which included Westfield. The balance of the twelve towns received the new machines in the general election. BOE was awarded grant funding in the amount of \$100,000 representing a reimbursement towards the cost of the pilot use of the new voting machines in Westfield in the 2018 General Election.

Cybersecurity & Disaster Recovery Best Practices: Recognizing the importance of proper cyber hygiene, UC BOE decided at no time will the voting machines touch the internet nor will the computer which programs the voting machines shall touch the internet. Moreover, it is important for the EMS environment to remain sterile.

BOE submitted a grant application to the state for HAVA funding and was awarded over \$67,000 for the installation of a private T1 network line between the BOE Voting Machine Warehouse and the County Clerk's Office, enabling the offices to communicate during the process of programming the election. Further, the private network line allows for two reading locations on election night.

BOE was awarded additional grant dollars to purchase a redundant server. The main election server is housed at the Voting Machine Warehouse. The redundant server is housed at the County Clerk's Office, which is more than five miles away for disaster recovery purposes. Both the private network line and the redundant server were approved by the NJ Department of Homeland Security for best practices in elections security.

Electronic Poll Books: During the summer of 2019, the Governor signed legislation authorizing the use of electronic poll books. The UC BOE tested the ES&S electronic poll books by using them to keep attendance at poll worker training. It was an opportunity to introduce both the staff and the poll workers to the technology.

New Jersey Voter Audit: As the New Jersey Division of Elections is preparing to migrate the State Voter Registration System (SVRS) to a new platform, a geo-locating service was commissioned to pin point every voter statewide on the counties' respective election district maps. Where the service results were in contradiction to the voter's assignment in SVRS, the counties were provided with their respective results and were required to conduct an audit; this project yielded over 17,000 discrepancies county-wide.

The Board was responsible for mapping each affected voter in the audit on election district maps, and in many cases conducted physical investigations to ascertain in which district the voter should be voting. As a result, approximately 5,400 voters were affected and their election district was moved. The Board notified each voter to explain the project, and advise of their new election district and polling place.

Election Legislation & Its Continued Impact: In August 2018, Governor Murphy signed into law legislation which has many moving parts, affects many facets of the election process, and was effective for the 2018 General Election. UC BOE continues to see the impact of this legislation.

Any voter who voted by mail in the 2016 General Election will automatically receive a vote by mail ballot for "all future elections" unless they opt out in writing to the County Clerk. This statute was amended in August 2019 to include any voter who voted by mail in any 2017 or 2018 election. This statute caused confusion at the

polls. Many voters who did not request a vote by mail ballot automatically received one, and, because they didn't request it, thought they could vote on the machine. As a result, there was an increase in the number of provisional ballots issued for an election with these respective turnouts:

- In the Primary Election, 555 provisional ballots were voted and 394 were accepted and counted. Additionally, 18,647 vote by mail ballots were issued, 4,742 were returned and 4,387 were counted.
- In the General Election, 2,064 provisional ballots were voted and 1,943 accepted and counted. Also, 30,525 vote by mail ballots were issued, 13,009 were returned and 12,616 were counted.

Every mail in ballot which bears a postmark date of the day of the election and is received by the county board within 48 hours after the time of the closing of the polls for the election that the ballot was prepared, shall be considered valid and shall be canvassed. In the primary election, an additional 445 ballots were counted and an additional 967 ballots were counted in the two days following the general election.

Polling Places: Union County has 431 election districts in 166 polling places, of which 82 are schools. Two hundred and sixty four polling districts are housed in schools. For security purposes, the most ideal situation would be for school boards to include Election Day closures in their annual school calendar, or at the very least, schedule a professional development in-service day for Election Day. In the meantime, UC BOE has been proactively looking for opportunities to move polling places out of the schools. Just this year, 9 election districts were moved out of 4 schools.

Poll Workers

Communication: UC BOE has improved communications with the Election Day workforce by using the county's First Alert System to stay in touch with poll workers. Push notifications go out when assignments have been mailed, and to remind them of upcoming training dates or advise them that paychecks are available. It has been a successful endeavor, and well received by the poll workers.

Training: UC BOE offered a robust training schedule for poll workers this year due to the roll out of the new machines. Over twenty training seminars were held prior to the primary election and over 30 training seminars were held in anticipation of the general election.

UC BOE developed a First Timer's Training for new poll workers, which is more in-depth and hands on, offering new poll workers an opportunity to set up their own election district table and to role play by interacting with staff who serve as voters.

During the training for the primary election, many poll workers attended multiple training sessions to get more experience with the machine. In response, the UC BOE offered optional, informal "Just the Machine" Training sessions. Between eight and ten machines were available for poll workers to train on, with staff available to answer questions. The open houses were very well attended and the poll workers expressed their appreciation for the events.

2020 Goals

ADA Compliance: The Board will continue to work with local partners as well as Federal officials to ensure ADA compliance at all polling locations.

Elections: The Board is prepared to execute the 2020 Primary and General Presidential Elections and any special elections.

Outreach for the ExpressVote XL Voting Machines: UC BOE will continue its voter outreach and poll worker education relative to the new ExpressVote XL Voting Machines. The turnout in the 2019 General Election was 23%, which means over 50% of the electorate still needs to be trained ahead of the Presidential Election. As the office responsible for the voting machines and executing a smooth election day, it is incumbent upon the Board to continue an aggressive public outreach schedule.

Community Outreach: UC BOE will be vocal in urging residents to register early for the upcoming presidential election and to confirm their intended party affiliation ahead of the primary election. The Board will also continue its outreach to rehabilitation centers and nursing homes in efforts to ensure residents' votes. Outreach to schools will continue as a lesson in government and civic participation.

Poll Workers: The Board will continue to augment the poll worker workforce, increase bi-lingual poll workers, and seek to employ precinct captains for multi-district polling places to assist with the operation of the new voting machines. There was a significant decrease in poll worker attendance in the 2019 General Election from the last two preceding elections. It is absolutely necessary to go into a Presidential Election with as many, trained, dedicated workers as possible.

Further, the Board will host additional "Just the Machine" training sessions allowing seasoned poll workers to get additional training on the new voting machines.

Rutgers Cooperative Research and Extension of Union County

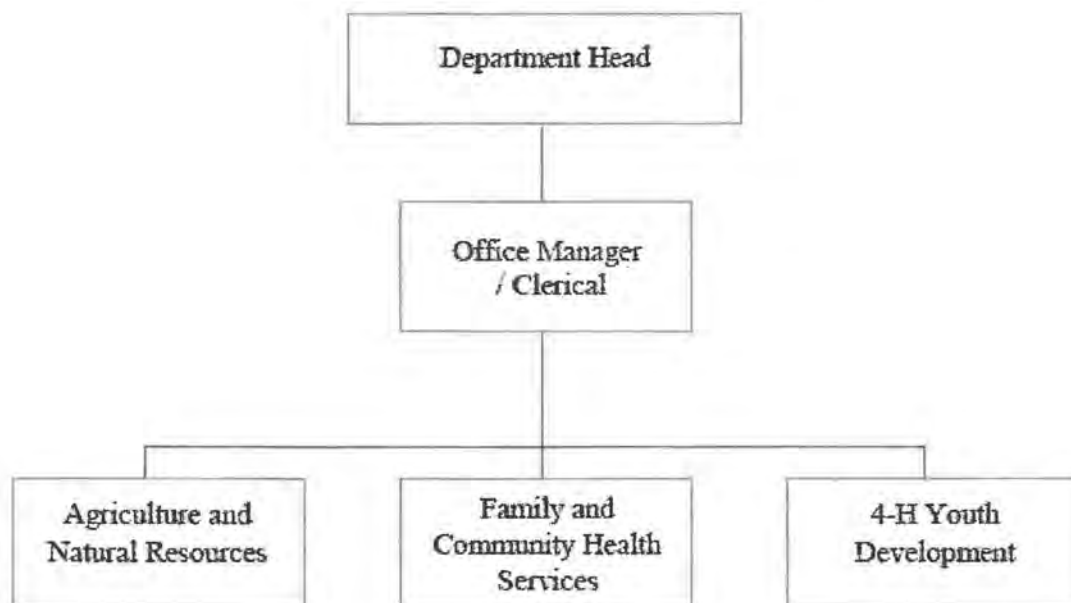
Agriculture and Natural Resources

Family and Community Health Sciences (FCHS)

4-H Youth Development

Organizational Chart

Rutgers Cooperative Extension



RUTGERS COOPERATIVE EXTENSION OF UNION COUNTY

Mission

The mission of NJAES Rutgers 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 science-based knowledge through outreach programs.

Programs & Services

Agricultural & Natural Resources: Volunteer Master Gardeners and Environmental Stewards, trained by Rutgers Cooperative Extension, provide educational programs and services to residents of Union County.

Programs for the County, Municipal and Turf & Landscape Professional Industries:

- East Asian Longhorn Tick Rutgers Cooperative Extension of Union County continues to serve as a tick submission site for the NJ Department of Agriculture.
- North Jersey Ornamental Horticulture Conference provides turf and landscape professionals with research-based information to provide their customers with environmentally sound lawn and landscape services.
- School IPM Coordinator Training. Over 476 professionals participated in state-mandated School IPM Coordinator training, including representatives from the Union County Educational Services Commission and county school districts.

Family & Community Health Sciences Department: Changing the Culture of Health and Eating Right are the focus of the Family & Community Health Sciences (FCHS) Department. FCHS provides workshops, publications, and on-line learning opportunities and combines research and practical advice including: eating healthy, improving food access, health literacy, health finance, physical activity, family meals, food waste, food safety, food allergies and environmental health.

- A collaborative nutrition project with the Division on Aging provides funding to improve the nutritional support for seniors through the Congregate Meals program at 24 senior sites throughout Union County.
- FCHS *Get Moving, Get Healthy, NJ* educational programs and classes emphasize the need for behavior change to improve the quality of life of individuals and families.

- The “Small Steps to Health and Wealth” book, classes, newsletters and on-line program emphasize health and financial management goals which is part of a nationwide program supported by NIFA/USDA.
- The Union County Healthy Kids Coalition volunteers work to provide strategies to address the issue of childhood obesity in the County.

4-H Youth Development: 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 through 4-H clubs that are critical for employment and effective citizenship.
- 4-H programs include: Leadership Development, 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 and provides programming for Union County Parks Department, and the Union County Shade Tree Department.

2019 Accomplishments

Agriculture and Natural Resources

Ash Tree Survey to Develop Emerald Ash Borer Management Plan:

- Emerald Ash Borer (EAB) is an invasive insect that has destroyed millions of Ash trees in the mid-western states and Canada.
- EAB will kill Ash trees within a three-year period from initial infestation; dead trees need to be removed promptly as they become a safety hazard.
- Volunteers and RCE faculty located 1,238 Ash Trees in 19 County Parks and high public use areas of the Watchung Reservation.
- EAB was detected in October in Greenbrook Park, and infested trees were removed.

RCE of Union County Community Gardening Education:

- Provided educational session on soil and compost for Union County community gardening conference for grant recipients
- Posted interactive Rutgers Community Gardening Series online at njaes.rutgers.edu/community-garden.
- Provided vegetable garden workshop to educators at Elizabeth School 27 (a UC grant recipient), and provided a composting workshop in Westfield.

- Hosted a community gardening series at the Demonstration Garden at Trailside on composting, pest and disease management, and harvesting and food safety.

Community Vegetable Gardens:

- Volunteer Master Gardeners assisted eight community gardens ranging in size from two beds to twelve beds.
- The gardens yielded almost 2000 pounds of produce for local donation.
- The Master Gardeners' "Sharing Garden" at the Demonstration Garden at Trailside yielded 1,800 pounds of fresh produce for donation in 2019.
- The Sharing Garden has totaled 26,497 pounds of donated produce since 2002.

Rutgers Master Gardener Program: reported 3,722 hours of service as of August, valued at \$94,650 by the Independent Sector. Projects included:

Introduction to Horticultural Therapy: Master Gardeners offer a six-session "Introduction to Horticultural Therapy" program at the Jardine Academy in Cranford, and offered "Building a Terrarium" workshops to seniors at Jewish Family Services, Lavy House in Westfield and Garwood Senior Housing.

Trailside Greenhouse and Demonstration Garden Visitors

- Greenhouse/Demonstration Garden had 1,448 visitors in 2019, 1098 of whom attended the annual Master Gardeners Spring Garden Fair and Plant Sale.
- Greenhouse and Garden were open to visitors during the Trailside Wild Earth Festival and "Rockin the Reservation" events, hosted the "Invasive Species Plant Swap and Garden Tour" in June, and hosted a visit from 70 3rd grade students, teachers and chaperones from the Battle Hill School in Union in June.
- The Gardening with Children committee teamed with the County Parks Summer Day Camp programs. "Bugs and Beyond," "Nature Crafts" and "Branching Out."

Seeds for Hope Flower Bouquets: Over 44,000 flowers and greens donated to those affected by cancer over past 12 years, including weekly bouquets for Trinitas Hospital Oncology Center.

Garden Helpline (908) 654-9852 and mastergardeners@ucnj.org: Master Gardeners offer environmentally friendly advice on lawn and landscape maintenance and home insect pest control, answeromg an average of 1,324 inquiries annually.

Rutgers Environmental Stewards Volunteer Program: Stewards spent over 300 volunteer hours on their projects including planting 70 trees in Cranford, mapping over 560 Ash trees to help stem the tide of Emerald Ash Borer, and developed new youth outdoor explorers and wilderness adventures in New Providence.

Promoting Green Infrastructure Practices

- Promoted storm water management strategies (green infrastructure) Raritan River basin including rain gardens and bioswales. Helped plan and design projects in Springfield, Elizabeth, Scotch Plains, Westfield (\$40,000 agreement), Mountainside, and the Watchung Reservation.
- Presented to 25 municipal representatives as part of the Union County Sustainable Jersey Hub meeting in Berkley Heights. Rain gardens, bioswales, and impervious cover assessments are underway.

Invasive Species and Habitat Restoration: Continued partnership with County Parks & Recreation to implement Watchung Reservation Invasive Plant Strike Force. Held 8 eradication days in 2019 and, in addition to other eradication efforts, 10 volunteers eliminated over 7700 Japanese Barberry, Winged Burning Bush, Chinese Angelica tree, Oriental Bittersweet and other invasive plants.

Rutgers Organic Land Care: Organized 6th annual Organic Land Care Certificate course in February; 26 landscapers learned techniques for reducing chemical use and transitioning to organic management.

NJDEP Americorp Watershed Ambassador: Starting in November RCE of Union became the new host organization for the NJDEP Americorp Watershed Ambassador for WMA7, which includes Arthur Kill, Rahway River and Elizabeth River watersheds. Goal is to promote watershed stewardship through education assessment and community involvement. While with Extension, the Watershed Ambassador completed 167 hours of service conducting presentations, trainings, and monitoring, planning watershed partnership projects and community outreach to schools, environmental commissions, and local environmental organizations.

Family & Community Health Sciences (FCHS) Department

Senior Meals Program

- In a continued collaboration with the Union County Division on Aging, the FCHS Educator works with the Director of the Division on Aging to provide a dietitian to direct the Senior Meals program.
- A grant of \$94,518 per year provides funding and support for the position and allows at 24 senior cafes in 13 municipalities.
- The dietitian provided nutrition training for home health aides, nutrition screenings for seniors, acted as gerontology program preceptor for dietetic interns and 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, supervising over 20 staff at 24 congregate sites that provide noon meals for 750 seniors every week.

- Over 2,000 limited resource Union County seniors received vouchers for Farmer's Market produce worth \$50,000, distributed at seven Senior Centers, a program sponsored through the USDA Women, Infants and Children program.

Small Steps to Health and Wealth™: Dr. Karen Ensle, FCHS Educator/Department Head and Dr. Barbara O'Neill, Financial Specialist, co-authors of *Small Steps to Health & Wealth™* provide monthly health and finance messages and publish two journal articles yearly on nutrition and finance impacts of the program; in 2019, they presented information at state and national, professional meetings. 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 has been analyzed and is the basis of several journal articles in 2019. As a result of the program, consumers continue to reduce their debt, improve savings, increase their healthy food consumption and decrease their body weight.

"GROW HEALTHY": A School FCHS Extension Project: Includes garden-enhanced nutrition education emphasizing more fruits and vegetables, being active, selecting more locally grown foods, decreasing screen time, decreasing sugar-sweetened beverages, establishing in ground or windowsill gardens and making smart food choices. *Grow Healthy* is a school-wide wellness program that includes teachers, food service staff, administration, children, families, and volunteers.

"Eat Healthy, Be Active Community Workshops" Trainings: A \$1,200 grant provided funding for 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 six-lesson *Eat Healthy, Be Active Community Workshops* curriculum developed by ODPHP/ FDA based on the latest *Dietary Guidelines/Physical Activity Guidelines for Americans*. Eight workshops in New Jersey and nationally were held 2014-18. In 2019, 20 workshops were held by nutritionists (RDN) along with a bilingual DTR, delivering nutrition education using this curriculum as part of the "Shaping Elizabeth" project, reaching over 900 adults. One hundred eighty professionals were trained to use the hands-on curriculum with older youth and adults.

Get Moving, Get Healthy NJ with FCHS: Encourages healthier eating and improved physical activity through multidisciplinary health promotion programs including: "Keeping a Healthy Diet" for 225 seniors and professionals, "Healthy Snacks for

Families” for two PTA groups in Cranford and Elizabeth, “Lead Poisoning Prevention & Nutrition” for 30 public health professionals and teachers and 65 residents and health professionals at the Elizabeth Public library, *Functional Foods* programs on “Chocolate,” “Fruits & Vegetables” and “Coffee” for 80 Berkeley Heights seniors, 85 Union seniors and 50 Mountainside seniors, “Reducing Salt in the Diet” for 15 Plainfield school nurses, 27 seniors in Mountainside and 25 seniors at Westfield Senior Housing, along with 80 seniors in Berkeley Heights, “Drinking Healthy Beverages” for 25 parents at Rahway Pre-K and to 35 teens at Community Access Unlimited, “Choose My Plate” and general nutrition classes for 55 parents and teachers at BUF I & II and 80 parents at HOPES Headstart in Plainfield. Food safety education was provided at Ehrhart and Schaefer Gardens in Union to 30 seniors, and the FCHS Educator provided an on-line Worksite Wellness Education Program for employees of Gateway Family YMCA, City of Elizabeth, Community Access Unlimited. Weekly email newsletters include reliable websites on health-related topics for 52 weeks.

Health & Wellness Fairs: As a member of the *Shaping Elizabeth* Executive Committee, the FCHS Educator participates in wellness fairs organized by various local non-profits and city government reaching thousands of adults, youth and families. Nutrition information was distributed at county health fairs sponsored by: Strengthening Families Fun Night Health Fair, Plainfield for 650 families; City of Elizabeth Peterstown Health Fair for 50 families; Elizabeth High School Health Fair for 300 youth; and Calvary Pre-K Family Health Fair in Cranford for 50 families.

Rutgers E-College On-line Classes: RCE Department Head taught 50 undergraduate juniors and seniors in the School of Environmental and Biological Sciences (SEBS), a three credit “Wellness Behavior” course to generate funding for statewide Cooperative Extension to offset budget deficits. Course evaluations ranged from 3.6 out of a 4.0 scale. This course continues to be taught twice a year and is part of an FCHS Department 18 credit certificate program in *Community Health Outreach* for undergraduate students at Rutgers.

Membership on Local Boards: RCE Department Head is a member of the Union County Directors of Aging Committee; Board of Directors for Community Access Unlimited, the Gateway Family YMCA, *Shaping Elizabeth* Project Executive Committee and Co-Chair of the Healthy Food Access Committee and the 4 C's Strengthening Families Initiative Stakeholders Committee, Rahway.

4-H Youth Development

4-H Summer Science Program – *Helping students from low-income areas thrive in*

school: Trained teen “4H Science Ambassador” volunteers and ran a summer science week at Rahway Public Library. The teen volunteers spent the week of July 23 to July 27 teaching scientific method to other using paper bridges, rubber band powered cars and other hands-on activities to illustrate how scientists and engineers work. Ten teens and 70 adolescents participated.

Horticulture Program for Union County Juvenile Detention Center - *Using horticulture to generate pride and self-esteem:* Since 2009, the 4-H agent has rung a horticultural program for youth residents of the Detention Center in Rahway. Produce grown in the courtyard facility includes strawberries, melons, sweet corn, sweet potatoes, and carrots among others. All garden-grown produce is consumed by the residents. The garden allows the youth to experience the healing power of working with plants. Residents learn persistence and patience. Additionally, the garden is a calming place. Approximately 35 youth participated in 2019.

4-H Clubs – Developing life skills in youth: Participation totaled 167 youth in grades 1 – 12, in 16 4-H clubs. The clubs focus on a specific interest such as small animal care, dog obedience, or horticulture. Club members develop leadership and communication skills through participation in the club activities, community service, and serving as club officers. Activities in 2019 included tree plantings, volunteering 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, and are taught how to use a hobby to teach children team-building, communication, and decision-making skills. Union County currently has 30 active Volunteer 4-H Club leaders.

4-H Public Presentation Night 2018 – Improving communication skills in youth: Presentation Night 2019 was held at the Union County Magnet High School in Scotch Plains. Forty-five children participated in the event. Each child gave a presentation of at least three minutes about their favorite hobby or interest.

Project Recognition Day – Encouraging youth to develop mastery skills: Event recognizes its club members every year at Trailside Nature and Science Center in Mountainside. Awards and ribbons are presented for accomplishments in areas such as pet care, displays, crafts, photography, and plant care. Each club member also receives a pin representing the number of years they have been involved in the program. Awards are 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: Camp Programs are located at the L.G. Cook 4-H Camp for Outdoor Education in Sussex County, New Jersey. In 2019, 45 Union County residents in grades 4 – 8 attended summer camp. This sleep away camp provides many new

experiences for urban youth. Activities include water sports, cooking, crafts, and more. Fifteen youth scholarships were funded by the Eddie Gray Fund of Elizabeth.

Environmental Awareness and Protection – *Educating youth about the community forests in Union County*: Twenty Master Tree Steward volunteers taught over 3,300 children in 19 municipalities about tree identification, biology, and ecology. An end-of-program evaluation showed that as a result of the class, 71% of students said they were less likely to damage a tree, 90% said they were more likely to take better care of trees around their homes, 86% said they were more likely to take better care of the trees around their schools, 70% said they will observe trees more closely, 69% said they are more likely to plant a tree, 98% said they learned that there are many different kinds of trees, 84% said they were more likely to stop others from damaging trees, 78% said they want to learn more about tree care and planting, 83% said they will tell someone what they learned. Other activities included:

4-H played a major role creating and implementing the Union County Freeholders Arbor Day Tree Program, which has planted hundreds of trees over the past several years by providing training for students to plant trees on their school grounds. In 2019, 45 students in grades 4-10 and 15 adults participated and planted 75 trees at schools, involving 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 Winfield Park Grammar School. Children who participated in the program reported eating vegetables they had never tasted before, and developed a greater appreciation of the steps involved in growing food.

2020 Initiatives

Agriculture and Natural Resource Management

Emerald Ash Borer Training Programs: A management plan for Warinanco, Lenape, Echo Lake, Cedar Brook, Rahway River Park, Nomahegan and Meisel Avenue parks is being developed for the 2020 growing season. Volunteers will be trained or attend a refresher class in the spring and continue to survey county parks in 2020.

Community Gardening: RCE will continue working with schools and community organizations to establish and maintain community gardens. A teacher in-service training is being planned for School 27 in Elizabeth, and the "Community Gardening Series" will be offered in the summer of 2020 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 2020. The Community Gardening curriculum will also be offered as on-line classes via the Rutgers NJAES website, njaes.rutgers.edu.

Greenhouse Facility at Trailside Nature and Science Center: Provides space for Sharing Garden and other Master Gardener projects such as the flower bouquets for cancer patients and horticultural therapy programs; will be used as a classroom for Master Gardener students, people with disabilities and the general public.

Integrated Pest Management Education Programs: Programs for School IPM Coordinators, County public works, parks and golf course employees, and arborists, turf, landscape professionals will continue to be offered, focusing on reducing pesticides on county and residential properties. The North Jersey Ornamental Horticulture Conference will be held in January 2020.

Rutgers Master Gardener Program: Will continue educational services including programs for people with disabilities and Garden Helpline. 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 programs.

Promoting Green Infrastructure Practices: Continue to plan, design, and implement stormwater management in municipalities including Scotch Plains and Westfield.

Organic Land Care: Assist in organizing the 7th annual Organic Land Care Certificate course planned for February 2020, including outreach to landscapers.

Rutgers Environmental Steward Volunteers: Work with local Stewards to help them implement their internship projects; another Union County Environmental Stewards class is planned for 2020.

Invasive Species and Habitat Restoration: Continue to work with County Parks & Recreation to train volunteers to eradicate invasive plants.

NJDEP Americorp Watershed Ambassador: Plan and implement projects to educate the public on protecting water quality and their local natural resources.

Family & Community Health Sciences Department

Nutrition Education & Services for Seniors: T FCHS Educator will continue the grant collaboration 2019 – 2021 with the Union County Division on Aging to provide a full-time Director of the Senior Nutrition Program and support nutrition education with Rutgers, Montclair State Dietetic Internships, College of St.

Elizabeth, Aramark and Middlesex County College for 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, and NEW Dietary Guidelines for Americans among others, along with an online “Worksite Wellness” program; continue to develop online 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 including a new Family Meals program as part of the RCE Get Moving, Get Healthy NJ statewide grant-supported initiative in 2020.

“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 Gateway YMCA as a board member, *Shaping Elizabeth* partner and Food Access workgroup co-chair with RWJ Grant External Coach; assist with grant preparation, nutrition education, “family night” and “Healthy Kids Day” participation with school-aged youth, parents and community partners at Gateway YMCA locations and the Wellness Center in Union; continue to participate in *Shaping Elizabeth* project and offer obesity prevention programs in nutrition, food safety and health, and participate on Food Security and Mobile Market committees.

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, savings and debt reduction.

Functional Foods for Life Educational Series: Provide programs that emphasize research and health benefits of foods and beverages high in phytochemicals such as tea, chocolate, mushrooms, coffee, berries and fruits/vegetables.

School Wellness Training and Education: Provide training for teachers, school nurses, parents and aides on improving school meals, farm-to-school initiatives, healthy snacks and good nutrition for children; help schools implement wellness and obesity prevention programs. Continue to reach out to the Union County Healthy Kids volunteers to provide direction for childhood obesity prevention activities, Diabetes Prevention Programs and environmental policy changes in the community as part of Family & Community Health Sciences Program.

Culture of Health and Policy Changes: Provide continued support for agencies, schools, county and city governments for training and supporting local wellness policies to limit foods high in fat, salt and sugar; and provide training for developing wellness policies that promote healthier food intake, encouraging physical activity and promoting healthy lifestyles, to support goal of decreasing obesity statistics and high healthcare costs through emphasis on equity and healthy lifestyles, along with collaboration and emphasis on building new partnerships to maximize resources.

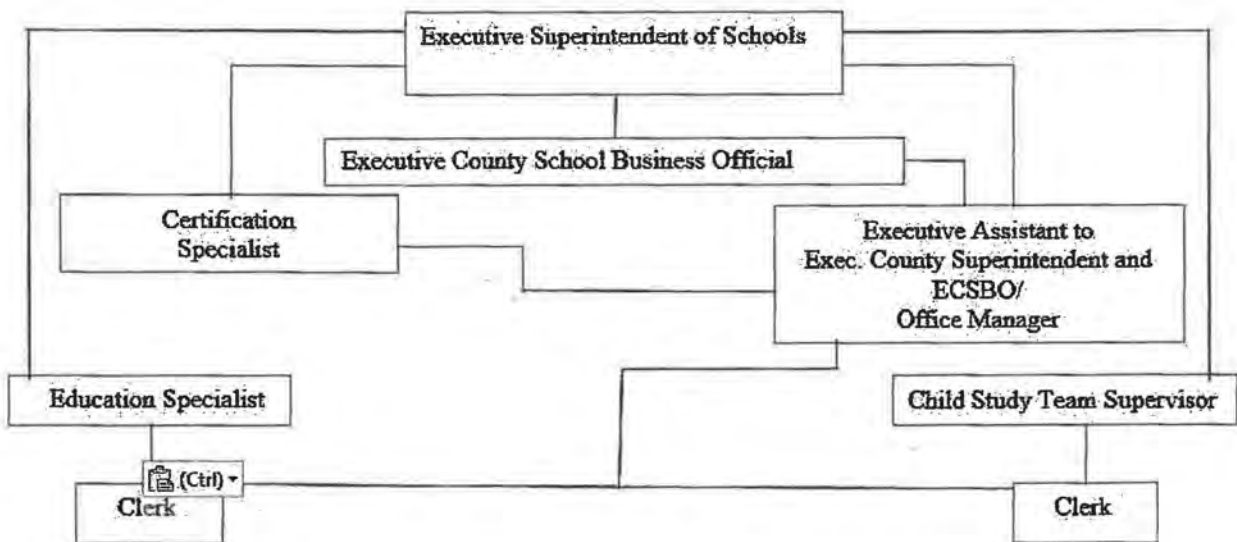
4-H Youth Development

- Master Tree Steward Program will reach 3,000 youth.
- Summer Science Program will recruit 10 new teen volunteers and reach over 100 youth.
- Club Program will add an additional First Grade Variety Club and continue to recruit new leaders as needed. 4-H will coordinate at least three countywide activities for all 4-H youth.
- Youth enrollment in the 4-H Club Program will increase by 10%.
- Public Presentation Night participation will increase by 5%.
- At least 45 Union County youth will attend 4-H Summer Camp.
- Continue regional teen conference for youth.
- Recruit 10 new Master Tree Steward volunteers.
- Involve 1,000 youth in tree planting.
- Assist with Union County Shade Tree Advisory Board Poetry Contest.
- Continue to work with other groups to plan and implement Union County Arbor Day Tree Program sponsored by the Freeholder Board.
- Continue to search for an indoor location for 4-H Archery Club

Superintendent of Schools

Organizational Chart

Superintendent of Schools



UNION COUNTY SUPERINTENDENT OF SCHOOLS

The Office of the Executive County Superintendent

Union County Office of Education

Mission

The County Offices of Education are the focal point of general support, oversight and routine communications between local districts and the NJ Department of Education central offices. The 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, and county office support staff. Some duties outlined as follows:

Programs & Services:

- 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;
 - review and approve district transportation contracts;
 - inspect school buildings to ensure compliance with health and safety codes
 - 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;
 - assist Department divisions in securing required data.
- 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 there at 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;

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; (d) traveling and other expenses incident to the conduct and the performance of his official duties of his office incurred by him.

The Freeholder Board 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.

2019 Accomplishments

The Union County Office of Education has created an open-door policy with Union County districts to assist them in all aspects of education. Our open-door policy helps us work with our districts to ensure the long-term success of our students by assisting them in providing each child with educational equity and access to high quality education. Our team strives to strengthen teaching, leading and learning, and increase focus on educational equity for all students. Our goal is to ensure every child succeeds in and out of school, we will continue to make strides for education by offering support and leadership to our districts.

2020 Initiatives

The Union County Office of Education continues to work with all districts within Union County, ensuring they are acting according to the Fiscal Accountability Regulations and continues a full cycle of Quality Single Accountability Continuum, focusing on the changes required to code and law. The Union County Office of Education, along with the New Jersey Department of Education, will work to support our schools, educators and districts to ensure our students have equitable access to high quality education and achieve academic excellence.

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.

2019 Accomplishments

In 2019 the Union County Board of Taxation received 2,587 tax appeals. This was a decrease of 237 appeals or 8% from 2018. While the number of appeals

decreased in 2019 as a result of a steady real estate market. The number of appeals filed electronically reached our highest percentage filed online in 2019 at 80% (2,093). Since its inception in 2012 the total percentage of appeals filed utilizing the online system has gone from 25% in 2012 to 80% in 2019.

In 2019 the Town of Westfield completed its first revaluation in decades. Tax appeals as a result increased from 142 in 2018 to 445. A 210% increase for 2019. We expect that number to increase again for Westfield in 2020 as well.

The Board also continued to work with the Boroughs of Fanwood, Garwood and Mountainside who are all scheduled to certify their new assessments effective for 2020.

In 2019 the Board ordered two more municipalities to conduct revaluations effective for 2021. Those towns included the Townships of Clark and Springfield. The Board continues to monitor their progress as well as they prepare their tax maps and contracts in anticipation of conducting their respective revaluations.

Additionally, the Tax Board continues to monitor the City of Elizabeth's progress with Tax Court as they work towards their anticipated revaluation date of 2022.

The Tax Board also continues to purchase and supply several new computers, printers and scanners for the various tax assessor's offices throughout Union County.

Lastly, the Tax Board processed 11,813 deeds in 2019.

2020 Initiatives

In 2020, the Union County Board of Taxation will continue to supervise revaluation programs in the Townships of Clark and Springfield for implementation in 2021.

Additionally, the Tax Board will continue to track the City of Elizabeth's progress with the Tax Court of New Jersey and its estimated 2022 revaluation implementation schedule, and will continue to review and order those municipalities in Union County who need a revaluation.