

UNION COUNTY GOVERNMENT

2022 Executive Budget



Edward T. Oatman
County Manager

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COUNTY OF UNION

2022 Executive Budget

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**County Manager Letter to
Union County Board of County
Commissioners**



COUNTY OF UNION

OFFICE OF THE COUNTY MANAGER

Edward T. Oatman, County Manager

March 2, 2022

**BOARD OF
COUNTY COMMISSIONERS**

REBECCA WILLIAMS
Chair

CHRISTOPHER HUDAK
Vice Chair

JAMES E. BAKER, JR.

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EDWARD T. OATMAN
County Manager

AMY CRISP WAGNER
Deputy County Manager

BRUCE H. BERGEN, ESQ.
County Counsel

JAMES E. PELLETTIERE
Clerk of the Board

The Honorable Chair Rebecca L. Williams
Members of the Union County Board of Commissioners
Union County Administration Building
10 Elizabethtown Plaza
Elizabeth, NJ 07207-2204

Dear County Commissioners:

The 2022 Executive Budget is contained in this document for your review and approval in compliance with the Optional County Charter Law.

This past year, we continued to see an incredible need in our community. As we still recover during the ongoing COVID-19 pandemic to the aftermath of Hurricane Ida, the time of crisis was still upon us. With that in mind, through the direction of the Fiscal Chair and Board Commissioners who wanted no increase in taxes, I am proud to announce a zero percent increase in Union County's 2022 Budget for the 3rd year in a row.

Since the pandemic began, the County of Union has prioritized its efforts to strengthen the safety and services for our residents and this year's budget continues to reflect those essential services. We are also maintaining our credit rating, which is the highest obtainable, further demonstrating our strong fiscal footing

Some of the essential services funded include:

- COVID-19 Vaccination and Testing Centers at various locations throughout Union County – including stationary sites, mobile units, pop-up locations, registration and call-in center operations.
- Opening of the new federally certified campus lab in conjunction with Kean University for diagnostic testing and critical public health research during the pandemic.
- Emergency COVID-19 food distributions, which included 45 distribution events throughout Union County, providing over 4.1 million meals to approximately 35,000 households.

ADMINISTRATION BUILDING

Elizabethtown Plaza

Elizabeth, NJ 07207

(908) 527-4200

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We're Connected to You!

- Assisted over 71 families and 257 individuals residing throughout the County who were impacted by Hurricane Ida by providing emergency housing, meals, and support services.
- Thousands of Senior Citizens throughout the County received a variety of cultural, educational, nutritional, medical, health related and recreational programs.

This budget also funds the Chair's "*Connecting Our Community*," initiatives for 2022, which include technology and infrastructure improvements, mental health and educational programs and upgrades to our parks and recreational facilities.

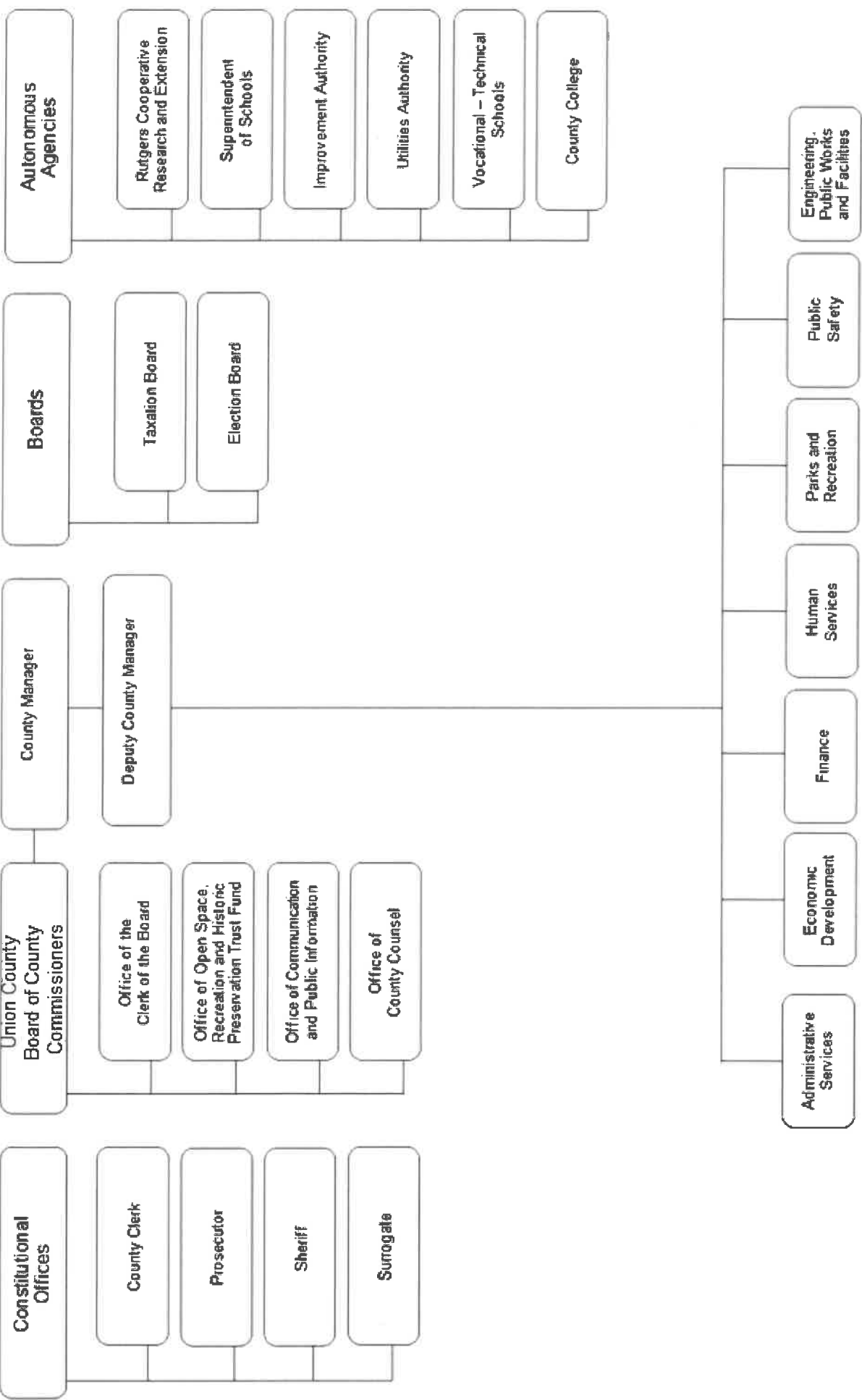
Today's budget is a result of a collaborative effort, the culmination of months of planning, community outreach, and hard work. I want to thank our Board of County Commissioners for their support and Department Heads for their hard work in maintaining this zero percent increase and crafting the budget. We will continue the progress we have made, providing a high quality of life for all residents in Union County.

Sincerely,

A handwritten signature in black ink that reads "Edward T. Oatman". The signature is written in a cursive, flowing style.

Edward T. Oatman
County Manager

County of Union Organizational Chart



Financial Overview

**2022 EXECUTIVE BUDGET
REVENUE SCHEDULE**

	2021 Anticipated Revenue	2021 Realized Revenue	2022 Executive Budget
Surplus Anticipated	37,000,000.00	37,000,000.00	37,750,000.00
SUBTOTAL	37,000,000.00	37,000,000.00	37,750,000.00
Miscellaneous Revenues - Section A: Local Revenues			
County Clerk	1,650,000.00	2,428,908.58	1,750,000.00
Register of Deeds - Realty Transfer Fees	5,000,000.00	8,992,428.39	5,500,000.00
Sheriff	500,000.00	112,309.65	110,000.00
Surrogate	215,000.00	179,756.21	175,000.00
County Board of Pay Patients	9,450,000.00	14,318,232.01	12,500,000.00
Interest on Investments and Deposits	1,000,000.00	396,332.85	350,000.00
Parks and Recreation Facilities Revenue	5,000,000.00	7,455,770.15	6,500,000.00
Permits Road Department	120,000.00	164,040.00	120,000.00
Rent - 921 Elizabeth Ave.	457,000.00	499,279.56	457,000.00
SUBTOTAL Section A: Local Revenues	23,392,000.00	34,547,057.40	27,462,000.00
Miscellaneous Revenues - Section B: State Aid			
County College Bonds	3,462,648.14	3,462,648.91	1,941,645.02
SUBTOTAL Section B: State Aid	3,462,648.14	3,462,648.91	1,941,645.02
Miscellaneous Revenues - Section C: State Assumption of Costs			
Supplemental Social Security Income	1,411,035.00	1,006,932.00	1,555,268.00
SUBTOTAL Section C: State Assumption of Costs	1,411,035.00	1,006,932.00	1,555,268.00
Miscellaneous Revenues - Section D: Public & Private Revenues	29,666,276.48	132,873,861.90	16,269,401.15
SUBTOTAL Section D: Public & Private Revenues	29,666,276.48	132,873,861.90	16,269,401.15
Miscellaneous Revenues - Section E: Prior Written Consent			
County Clerk Increased Fees	1,750,000.00	2,919,338.00	1,800,000.00
Sheriff Increased Fees	250,000.00	239,095.04	230,000.00
Surrogate Increased Fees	245,000.00	345,543.20	285,000.00
Ambulance Services	800,000.00	1,373,831.89	940,000.00
Debt Service - Open Space	5,299,848.31	5,299,848.31	5,144,866.30
Dispatch Services	500,000.00	795,824.34	650,000.00
Educational Building Aid	465,000.00	449,616.00	445,000.00
Franchise Fee - Jersey Gardens	50,000.00	119,138.00	50,000.00
Fringe Benefits	1,750,000.00	12,670,673.82	2,000,000.00
Indirect Costs	319,000.00	670,349.16	350,000.00
NJ Division of Economic Assistance - Earned Grant	40,000,000.00	42,227,262.65	40,000,000.00
Open Space - Parks Maintenance	2,500,000.00	2,500,000.00	2,500,000.00
PILOT's	450,000.00	506,269.15	450,000.00
Rental Income UC College/Trinitas Hospital Kellog Building	180,000.00	200,000.04	180,000.00
Sale of Asset - County Infrastructure Program	1,500,000.00	1,500,000.00	1,500,000.00
Title IV D - Facility Reimbursement	1,050,000.00	1,598,028.28	1,050,000.00
Union County Utilities Authority	500,000.00	500,000.00	500,000.00
SUBTOTAL Section E: Prior Written Consent	57,608,848.31	73,914,817.88	58,074,866.30
Amount to Be Raised by Taxes	367,295,299.43	367,295,299.43	367,295,299.43
TOTAL LOCAL REVENUES	152,540,807.93	282,805,318.09	143,053,180.47
TOTAL REVENUES	519,836,107.36	650,100,617.52	510,348,479.90

**2022 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2021 Adopted Budget	2021 Modified Budget	2022 Executive Budget
GENERAL GOVERNMENT				
County Manager's Office	SW	2,988,566.00	2,988,566.00	541,998.00
	OE	170,500.00	170,500.00	171,500.00
Special Studies & Initiatives	OE	757,000.00	757,000.00	757,000.00
Board of County Commissioners	SW	478,984.00	490,984.00	541,106.00
	OE	95,000.00	95,000.00	103,200.00
County Infrastructure & Improvement Program	OE	1,500,000.00	1,500,000.00	1,500,000.00
Annual Audit	OE	235,000.00	235,000.00	235,000.00
Other Accounting and Auditing Fees	OE	82,350.00	82,350.00	120,000.00
Clerk of the Board	SW	1,207,657.00	1,207,657.00	1,310,556.00
	OE	240,500.00	240,500.00	240,500.00
Advisory Boards, Committees & Commissions	OE	-	-	-
Status of Women Advisory Board	OE	5,000.00	5,000.00	5,000.00
County Clerk	SW	2,411,347.00	2,411,347.00	2,481,624.00
	OE	161,000.00	161,000.00	191,000.00
Board of Elections	SW	2,498,522.00	2,498,522.00	1,949,912.00
	OE	550,000.00	550,000.00	779,997.00
Elections (County Clerk)	SW	285,497.00	285,497.00	282,013.00
	OE	1,000,000.00	1,020,000.00	1,158,100.00
Department of Finance:				
Office of Director	SW	363,925.00	363,925.00	346,685.00
	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	479,279.00	479,279.00	494,106.00
	OE	3,500.00	3,500.00	3,500.00
Division of Treasurer	SW	398,258.00	398,258.00	387,404.00
	OE	81,000.00	81,000.00	81,000.00
Division of Comptroller	SW	1,057,935.00	1,057,935.00	993,548.00
	OE	17,500.00	17,500.00	18,500.00
Aid to Union County Improvement Authority	OE	2,250,000.00	2,250,000.00	50,000.00
Division of Internal Audit	SW	162,180.00	162,180.00	248,062.00
	OE	2,500.00	2,500.00	2,500.00
County Counsel	SW	1,810,030.00	1,810,030.00	1,664,421.00
	OE	120,250.00	120,250.00	120,250.00
County Adjuster	SW	444,805.00	444,805.00	452,953.00
	OE	2,400.00	2,400.00	2,400.00
Department of Administrative Services:				
Office of Director	SW	327,438.00	332,438.00	343,940.00
	OE	55,400.00	55,400.00	55,400.00
Division of Motor Vehicles	SW	2,087,564.00	2,087,564.00	2,121,859.00
	OE	3,855,000.00	3,855,000.00	4,360,000.00

**2022 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2021 Adopted Budget	2021 Modified Budget	2022 Executive Budget
Division of Personnel Mngt & Labor Relations	SW	1,061,980.00	1,076,980.00	1,097,060.00
	OE	1,187,200.00	1,387,200.00	1,400,000.00
Division of Purchasing	SW	564,926.00	564,926.00	574,078.00
	OE	262,330.00	262,330.00	262,330.00
Board of Taxation	SW	289,214.00	292,214.00	298,460.00
	OE	-	-	-
County Surrogate	SW	1,157,689.00	1,157,689.00	1,173,624.00
	OE	33,350.00	33,350.00	30,650.00
Department of Economic Development:				
Office of Director	SW	409,010.00	409,010.00	444,187.00
	OE	115,200.00	115,200.00	115,200.00
Community Services	SW	354,682.00	354,682.00	364,742.00
	OE	382,800.00	382,800.00	379,500.00
Division of Strategic Planning & Intergovernmental Relations	SW	648,749.00	648,749.00	597,977.00
	OE	425,000.00	425,000.00	425,000.00
Division of Information Technology	SW	882,637.00	882,637.00	838,386.00
	OE	1,787,000.00	1,937,000.00	1,857,000.00
Insurance:				
Group Health Insurance Plan for Employees	OE	44,000,000.00	46,816,002.01	55,740,884.00
Surety Bond Premiums	OE	12,000.00	12,000.00	12,000.00
Other Insurance Premiums	OE	11,522,659.00	11,522,659.00	9,971,272.00
Employees' Prescription Plan	OE	21,500,000.00	19,493,336.00	22,890,292.00
Dental Plan	OE	800,000.00	800,000.00	800,000.00
Disability Insurance	OE	325,000.00	325,000.00	325,000.00
TOTAL GENERAL GOVERNMENT		116,174,813.00	117,389,151.01	123,980,176.00
PUBLIC SAFETY:				
Sheriff's Office	SW	21,984,920.00	21,984,920.00	23,309,217.00
	OE	527,500.00	527,500.00	538,000.00
Division of Corrections	SW	26,361,314.00	19,718,314.00	6,540,678.00
	OE	7,275,000.00	13,918,000.00	18,070,250.00
Juvenile Detention	SW	318,824.00	318,824.00	74,290.00
	OE	1,500,000.00	1,500,000.00	2,100,000.00
Department of Public Safety				
Office of Director	SW	301,636.00	301,636.00	330,753.00
	OE	4,000.00	4,000.00	4,000.00
Division of Weights and Measures	SW	360,455.00	365,455.00	365,765.00
	OE	5,320.00	5,320.00	5,320.00
Division of Medical Examiner	SW	718,423.00	718,423.00	695,683.00
	OE	560,224.00	560,224.00	560,224.00
Division of Emergency Management	SW	1,329,404.00	1,329,404.00	1,508,260.00
	OE	379,600.00	379,600.00	379,600.00

**2022 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2021 Adopted Budget	2021 Modified Budget	2022 Executive Budget
Emergency Medical Services	SW	1,464,047.00	1,464,047.00	1,719,337.00
	OE	100,000.00	100,000.00	100,000.00
Division of County Police	SW	10,442,352.00	10,442,352.00	11,049,375.00
	OE	319,500.00	319,500.00	344,500.00
Division of Health	SW	277,391.00	277,391.00	401,075.00
	OE	140,200.00	140,200.00	140,200.00
County Prosecutor's Office	SW	24,509,509.00	24,509,509.00	25,031,825.00
	OE	841,300.00	841,300.00	826,000.00
Contribution to Soil Conservation District	OE	36,030.00	36,030.00	37,832.00
TOTAL PUBLIC SAFETY		99,756,949.00	99,761,949.00	94,132,184.00
OPERATIONAL SERVICES:				
Department of Public Works & Facilities Mngt				
Office of the Director	SW	66,082.00	69,082.00	66,863.00
	OE	9,700.00	9,700.00	9,700.00
Engineering, Land and Facilities Planning	SW	1,135,616.00	1,135,616.00	1,123,801.00
	OE	452,000.00	452,000.00	432,000.00
Division of Public Works	SW	2,555,137.00	2,555,137.00	2,585,514.00
	OE	51,200.00	51,200.00	51,200.00
Division of Facilities Management	SW	8,090,477.00	8,090,477.00	8,122,936.00
	OE	8,400,000.00	8,400,000.00	8,389,750.00
Contribution for Flood Control	OE	14,775.55	14,775.55	15,071.00
TOTAL OPERATIONAL SERVICES		20,774,987.55	20,777,987.55	20,796,835.00
HEALTH AND WELFARE:				
Crippled Children	OE	50,000.00	50,000.00	50,000.00
Cornerstone Psychiatric Facility	SW	6,995,918.00	6,995,918.00	7,091,891.00
	OE	6,865,000.00	6,865,000.00	7,073,741.00
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	5,321,157.00	5,321,157.00	4,816,645.00
Rutgers Behavioral Health Care	OE	8,926.00	8,926.00	16,683.00
Maintenance of Patients: Geriatric Center	OE	153,000.00	153,000.00	153,000.00
Department of Human Services				
Office of Director	SW	828,055.00	828,055.00	910,468.00
	OE	2,014,599.00	2,014,599.00	2,080,842.00
Division of Aging	SW	379,167.00	379,167.00	385,812.00
	OE	2,334,117.00	2,334,117.00	2,334,117.00

**2022 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2021 Adopted Budget	2021 Modified Budget	2022 Executive Budget
Division of Youth Services	SW	800,155.00	800,155.00	890,091.00
	OE	108,289.00	108,289.00	107,789.00
Division of Outreach & Advocacy	SW	520,704.00	520,704.00	585,680.00
	OE	22,100.00	22,100.00	22,100.00
Employment & Training	SW	327,625.00	332,625.00	248,916.00
	OE	-	-	38,550.00
Division of Social Services	SW	36,120,285.33	36,120,285.33	37,244,873.00
	OE	9,011,119.00	9,011,119.00	9,365,244.00
Division of Individual & Family Support Services	SW	630,270.00	630,270.00	655,194.00
	OE	766,531.00	766,531.00	809,004.00
Division of Paratransit	SW	85,043.00	85,043.00	54,200.00
	OE	2,289,100.00	2,289,100.00	2,289,100.00
TOTAL HEALTH AND WELFARE		75,645,160.33	75,650,160.33	77,237,940.00
RECREATION:				
Department Parks & Recreation:				
Office of the Director	SW	1,080,805.00	1,080,805.00	1,075,451.00
	OE	242,000.00	242,000.00	242,000.00
Recreational Facilities	SW	2,279,032.00	2,279,032.00	2,590,578.00
	OE	7,885,771.00	7,885,771.00	8,358,049.00
Division of Planning & Environmental Services	SW	621,807.00	621,807.00	644,753.00
	OE	95,000.00	95,000.00	107,000.00
Park Maintenance	SW	2,705,352.00	2,820,352.00	3,024,379.00
	OE	600,000.00	600,000.00	595,100.00
Cultural and Heritage Affairs	SW	183,199.00	183,199.00	174,799.00
	OE	17,500.00	17,500.00	20,200.00
TOTAL RECREATION		15,710,466.00	15,825,466.00	16,832,309.00
EDUCATION				
Office of County Superintendent of Schools	SW	266,687.00	271,687.00	271,678.00
	OE	12,500.00	12,500.00	12,500.00
Vocational Schools	OE	5,498,949.00	5,498,949.00	5,498,949.00
Union County Extension Service in Agriculture	SW	45,882.00	45,882.00	46,800.00
	OE	126,914.00	126,914.00	126,914.00
Union County Community College System	OE	15,895,929.00	15,895,930.00	15,895,930.00
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		22,323,861.00	22,328,862.00	22,329,771.00

**2022 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2021 Adopted Budget	2021 Modified Budget	2022 Executive Budget
UNCLASSIFIED:				
Prior Year Bills	OE	56,933.29	56,933.29	41,146.11
Salary Adjustment	SW	1,410,888.01	-	696,046.62
Accumulated Absences	SW	1,200,000.00	1,200,000.00	1,500,000.00
Utilities	OE	8,801,420.00	8,801,420.00	8,831,000.00
TOTAL UNCLASSIFIED		11,469,241.30	10,058,353.29	11,068,192.73
STATE AND FEDERAL PROGRAMS:				
State and Federal Grants	OE	29,666,276.48	132,873,861.90	16,269,401.15
Matching Funds	OE	1,250,000.00	1,250,000.00	1,300,000.00
TOTAL STATE AND FEDERAL PROGRAMS		30,916,276.48	134,123,861.90	17,569,401.15
TOTAL OPERATIONS		392,771,754.66	495,915,791.08	383,946,808.88
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	178,767,335.34	170,881,447.33	160,565,682.62
TOTAL OTHER EXPENSES INCLUDING CONTINGENT	OE	214,054,419.32	325,084,343.75	223,431,126.26
CAPITAL IMPROVEMENTS:				
Capital Improvement Fund	OE	3,300,000.00	3,300,000.00	3,300,000.00
Road Resurfacing	OE	2,750,000.00	2,750,000.00	2,750,000.00
TOTAL CAPITAL IMPROVEMENTS		6,050,000.00	6,050,000.00	6,050,000.00
DEBT SERVICE				
Bond Principal				
State Aid College Bonds	OE	2,320,000.00	2,320,000.00	2,683,000.00
Vocational School Bonds	OE	5,135,000.00	5,135,000.00	5,200,000.00
Other Bonds	OE	35,675,000.00	35,675,000.00	37,560,000.00
College Bonds	OE	3,245,000.00	3,245,000.00	3,065,000.00
Interest on Bonds				
State Aid College Bonds	OE	393,522.00	393,522.00	387,797.00
College Bonds	OE	414,592.00	414,591.11	333,689.00
Vocational School Bonds	OE	1,154,109.00	1,154,108.47	970,350.00
Other Bonds	OE	9,557,577.00	9,557,576.47	8,285,563.00
Interest on Notes	OE	2,400,000.00	2,393,333.28	820,000.00
Principal on Notes	OE	-	-	-
Lease Payments				
UCIA - Lease Payments	OE	10,184,039.00	10,022,250.84	11,491,061.00
UCIA - State Aid College Bonds	OE	4,211,775.00	4,211,775.00	812,494.00
Dam Restoration Loans				
Dam - Principal	OE	181,866.00	181,865.20	185,521.00
Dam- Interest	OE	27,676.00	27,675.12	24,020.00
License Agreements - Pace	OE	-	-	-
TOTAL COUNTY DEBT SERVICE		74,900,156.00	74,731,697.49	71,818,495.00

**2022 EXECUTIVE BUDGET
APPROPRIATION SCHEDULE**

	Type	2021 Adopted Budget	2021 Modified Budget	2022 Executive Budget
DEFERRED CHARGES:				
Deferred Charges to Future Taxation - Unfunded	OE	5.54	5.54	3,192.00
TOTAL DEFERRED CHARGES		5.54	5.54	3,192.00
STATUTORY EXPENDITURES:				
Public Employees Retirement System	OE	17,819,400.00	17,923,949.00	19,082,913.00
Police and Firemen's Retirement Fund	OE	17,004,791.16	17,004,791.16	18,107,071.02
Social Security System (OASI)	OE	11,000,000.00	10,959,000.00	11,000,000.00
Defined Contribution Retirement Fund	OE	90,000.00	90,000.00	140,000.00
Unemployment Compensation Insurance	OE	150,000.00	150,000.00	150,000.00
TOTAL STATUTORY EXPENDITURES		46,064,191.16	46,127,740.16	48,479,984.02
TOTAL GENERAL APPROPRIATIONS		519,836,107.36	622,875,234.27	510,348,479.90

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 (+/-)			(\$13,963,697)
Less: Prior Year Deferred Charges: Emergency Authorizations			\$0
Less: Prior Year Deferred Charges to Future Taxation Unfunded			\$6
Less: Changes in Service Provider: Transfer of Service/ Function			\$0
Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation			\$353,331,597
Plus 2% Cap increase			\$7,066,632
Adjusted Tax Levy			\$360,398,229
Plus: Assumption of Service/ Function			\$0
Adjusted Tax Levy Prior to Exclusions			\$360,398,229
Exclusions:			
Allowable Shared Service Agreements Increase		\$0	
Allowable Health care costs increase		\$1,805,126	
Allowable Pension increases		\$8,374,333	
Allowable Capital Improvements Increase		\$0	
Allowable Debt Service and Capital Lease Increases		\$0	
Current Year Deferred Charges: Emergencies		\$0	
Deferred Charges to Future Taxation Unfunded		\$3,192	
Add Total Exclusions			\$10,182,651
Less Cancelled or Unexpended Exclusions			\$168,459
Adjusted Tax Levy After Exclusions			\$370,412,421
Additions:			
New Ratables - Increase in Apportionment Valuation of New Construction and Additions		\$462,325,906	
Prior Year's County Purpose Tax Rate (per \$100)		\$0.474	
New Ratable Adjustment to Levy			\$2,189,324
Amounts approved by Referendum			\$0
Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax			\$372,601,746
Plus: 2019 Cap Bank Utilized in 2022*			\$0
Plus: 2020 Cap Bank Utilized in 2022*			\$0
Plus: 2021 Cap Bank Utilized in 2022*			\$0
Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions			\$372,601,746
Amount to be Raised by Taxation - County Purpose Tax			\$367,295,299

2021

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			-13,963,696.80
Revised County Purpose Tax:			353,331,602.63
EXCEPTIONS:			
(Less:)			
Debt Service			65,672,659.55
Deferred Charges			5.54
Emergency Appropriations			0.00
Capital Improvements			6,050,000.00
Matching Funds			1,250,000.00
Authority - Share of Costs MUA			0.00
County Welfare Board			21,132,631.33
Special Services School District			0.00
Vocational School			5,498,949.00
Out of County Vocational School			0.00
County College (Current Year)		15,895,929.00	
Less County College (1992 Base)		8,995,000.00	
Net County College			6,900,929.00
Out of County College (Current Year)		217,000.00	
Less Out of County College (1992 Base)		275,000.00	
Net Out of County College			0.00
Capital Lease Payments			
9 1 1 Emergency Management Services			
Health Insurance			
TOTAL EXCEPTIONS			106,505,174.42
Amount on which 2.50% Cap is applied			246,826,428.21
2.50% Cap Amount			6,170,660.71
Allowable County Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)			252,997,088.92

2022 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)			252,997,088.92
Add:			
New Construction			2,189,324.31
Debt Service and Capital Leases		71,818,495.00	
Less Debt Service & Capital Lease Revenues Offset by Approps		7,531,511.32	
Net Debt Service and Capital Lease Obligations			64,286,983.68
Deferred Charges to Future Taxation - Unfunded			3,192.00
Emergency Authorizations			
Capital Improvements			6,050,000.00
Matching Funds			1,300,000.00
County Welfare Board		64,084,748.00	
Less Welfare Revenue Offset by Appropriation		41,555,268.00	
Net County Welfare Board			22,529,480.00
Special School Districts			
Vocational School			5,498,949.00
Out of County Vocational School			
County College		15,895,930.00	
Less County College 1992 Base		8,995,000.00	
Net County College			6,900,930.00
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			601,708.75
Subtotal			362,357,656.66
2020 Cap Bank Utilized*			
2021 Cap Bank Utilized*			4,233,666.83
COLA Increase Available/Utilized*		2,468,264.28	2,468,264.28
"1977 Cap" Maximum County Purpose Tax After All Exceptions			369,059,587.77
"2010 Cap" Maximum Allowable Amount to be Raised by Taxation After all Exceptions (From the Summary Levy Cap Worksheet)			372,601,745.80
Amount to be Raised by Taxation - County Purpose Tax			367,295,299.43
			Use 1977 Calc.

Overview of Union County Government

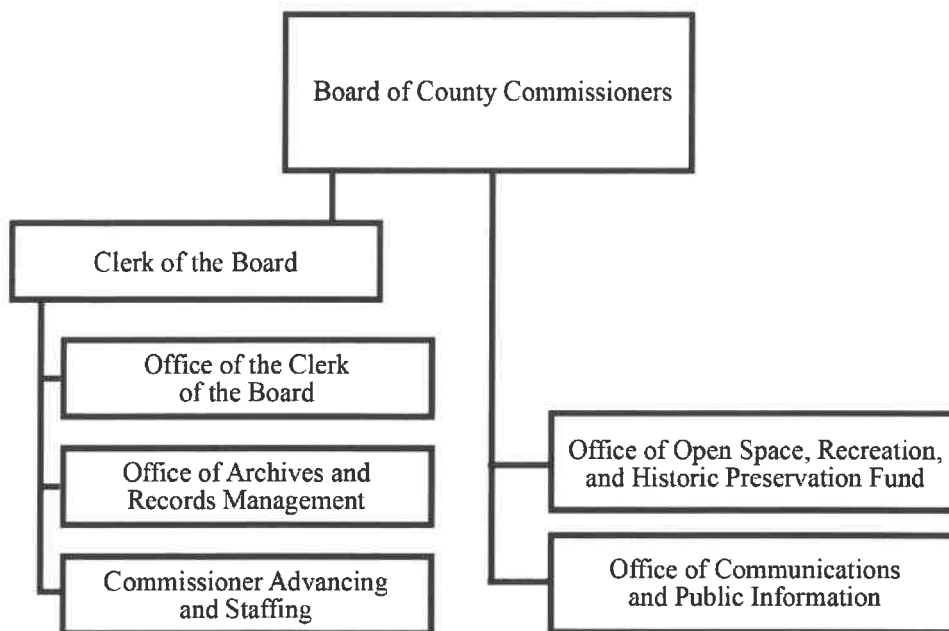
Office of Clerk of the Board

**Office of Communication and Public
Information**

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

Organizational Chart

Office of 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 Union County Board of County Commissioners 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

Commissioner Meetings: Coordination of Commissioner 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 County Commissioners. 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.

2021 Accomplishments

Office of the Clerk of the Board: The COVID-19 pandemic continued to affect all Union County Departments, the Office of the Clerk of the Board (the Office) notwithstanding. Clerk of the Board office staff assisted in County's COVID response efforts; inclusive of the staffing the Union County COVID Call Center, which is still in service and located in the Administration building.

On January 3, 2021, the Office successfully coordinated a hybrid format of the annual Installation Ceremony and Reorganizational Meeting of the Union County Board of County Commissioners. Following the Reorganizational Meeting the Office coordinated eighteen (18) double meetings (meetings where both the Agenda

Setting Session and the Regular Meeting were held on the same night), totaling 36 meetings, held remotely via Zoom webinar in its continued response to the COVID-19 pandemic and in accordance with state law.

The Office 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 Commissioner Board, eliminating the need for duplication at the print shop and reducing labor hours of the messengers to deliver the packets to the Commissioners 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 2021, the office prepared over 200 Commissioner Sponsored 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 of or protest to, legislative bills affecting the residents of Union County. The Office reviewed all Departmental resolutions submitted to the Board for approval, disseminated them in accordance with said resolution and advertised same in accordance with the law.

Each meeting of the Board of County Commissioners was considered a double meeting and as such, in an effort to continue to provide information to the public, the agendas for both the Agenda Setting Sessions and Regular Meeting were posted to the website no later than the Tuesday of the ensuing Thursday meeting.

Ordinances approved by the Board of County Commissioners 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 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 on a number of Union County Advisory Boards.

Open Public Records Act Compliance: The Office continues to maintain a thorough process for handling Open Public Records Act (OPRA) requests. The OPRA office continues to see a strong interest in government documents from the

public. In 2021, there were 1,066 OPRA submissions, yielding requests for an amount upwards of 6,000 documents; both were increases from 2020.

The system by which responses are tracked benefits both the County and the requestor, allowing the OPRA office to track progress and maintain open lines of communication with the public. Requestors are advised in writing throughout the request process: acknowledgment citing the receipt date, response deadline and OPRA guidelines; updates as applicable; and notification 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: The Office of Archives and Records Management (OARM) provides essential services as they relate to records storage, archival preservation and document imaging.

OARM has continued to be impacted by the COVID-19 pandemic. County staff in various departments have continued in some cases to work from home or to otherwise have varying work hours, which has reduced their ability to process documents for storage and to review documents for retentions that may have expired. While OARM was able to pull and destroy a few boxes at a time from storage after review from various departments, a large-scale disposal effort was not possible.

OARM was able to assist the Department of Corrections in storing materials as preparations were underway for the closing of the Jail. In addition, staff members of the Department of Human Services on the second floor of the Administration building were also assisted in clearing out a large file room, retaining and storing vital records, and clearing the room for other uses.

OARM has continued to assist all County departments in the process of appropriate storage methods and practices for their documents, managing over 34,000 boxes of documents in off-site storage.

In order to create additional space in the County Archives room in the Administration building, the Records Manager sorted through and sent thousands of printed photographs and documents of the Freeholder Board (now the County Commissioners) into offsite storage. There were printed photographs going back as far as the 1990s for the Board. In addition, there were financial materials, annual reports, and Advisory Board Minutes from 1914 – 2011 from the former Runnells

Specialized Hospital in the room, filling over 100 archival, metal-edged boxes. All of the Advisory Board Minutes were imaged before being stored. The Records Manager also procured 100 new archival boxes for future document storage.

In addition to the monthly imaging of Resolutions, Ordinances and Minutes of the Union County Board of Commissioners, OARM continued imaging the back file of the County Adjuster into the OnBase document imaging database. The County Adjuster's records are required to be retained for 70 years by the New Jersey State Department of Archives and Records. In 2021, OARM scanned 1360 documents from the Adjuster's department for a total of 69,114 pages; compared to 886 documents for 28,435 pages in 2020 due to COVID-related absences.

The vendor that manages the maintenance contract for the OnBase database was bought by another company in March of 2021, and the OARM staff was part of a Partner Briefing via teleconference with the new vendor and reviewed various service packages for future consideration.

OARM, in coordination with the Office of the County Counsel and the Division of Purchasing, worked through the Competitive Contracting process, creating an RFP, reviewing the received proposals, and selecting a vendor for the County's offsite storage contract. This meticulous process resulted in the County retaining its current vendor.

Office of the Chief of Staff: The Office administrated and implemented the Commissioners Office's 2021 Budget.

The Office's Commissioner Aides were temporarily reassigned to work at the COVID-19 Test Site, the COVID-19 Vaccination Center at Kean University and various Mobile Events. The Clerk of the Board supervised the Office's responsibilities as they related to providing the day-to-day support to members of the Union County Board of County Commissioners during the COVID-19 pandemic. While their needs were drastically decreased during the pandemic, these responsibilities included but were not limited to, managing each Commissioner's independent schedule; coordinating and confirming the Commissioners' attendance to various events, often involving the coordinating of Commissioner Talking Points, photography, and Resolution or Certificate Presentations; advancing the Commissioners at various events and relaying the logistics of said event prior to a Commissioner'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 County Commissioners.

2022 Initiatives

Office of the Clerk of the Board: In 2022, 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 County Commissioners and all other users of the office as is expected. In addition to the Agenda Setting Sessions, Regular Meetings and any Special Meeting of the Board, the Clerk of the Board's Office will coordinate each of the Fiscal Standing Committee's public hearings on the budget and all other Subcommittee Meetings of the Board.

The Office will 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. The Office will 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. The Office will 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. The Office will create a complete ledger of all Advisory Boards highlighting purpose, membership, meeting minutes and recommendations to the Board of County Commissioners. The Office will continue to research and revise previous initiatives proposed in previous years, and implement amended initiatives accordingly.

Open Public Records Act Compliance: Open Public Records Act Compliance: the 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 communications between the Office of the Clerk of the Board and County Departments to facilitate the compilation of documents responsive to OPRA requests, and work with the Office of County Counsel to obtain legal guidance as necessary and review documents for legally required redactions. The Office will work with other County Clerk of the Board offices and with State Legislative efforts to monitor and consider available technologies that may allow for greater

transparency and efficiencies within the OPRA office, and to assist the State in their efforts to modernize the OPRA process.

The Office will continue to provide continuing-education opportunities for OPRA staff to ensure their knowledge of the OPRA law is current and anticipatory of potential changes. The office will assist the County of Union in providing training to County employees as they relate to record retentions and fulfilling OPRA requests made by the public.

Office of Archives and Records Management: OARM will continue to maintain the Certification of the County of Union's Electronic Data Management System, working closely with the State of New Jersey to document the County's imaging process and adhere to all State regulations. In view of the fact that there is a new vendor for OnBase services, the OARM will explore alternatives to the current maintenance and IT service contract with that vendor.

Further exploration of State regulations regarding retention periods and disposal methods for emails and electronic documents will be pursued, and training and/or written instruction will be provided, as needed.

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, in compliance with the Bureau of Recycling & Planning Guidelines on shredding documents (as opposed to incineration).

OARM will continue to work with the various departments on the retention of their documents and review unidentified boxes inventoried in the offsite document archive storage facility for destruction and retention schedules. OARM will continue to coordinate training for all Departmental Records Management personnel to minimize the on-site paper and file storage in County facilities and offices. As stated previously, the Office will coordinate a training seminar for all employees of Union County to understand the retention schedules of various documents, both paper and electronic to assist them in their obligations relative to proper retentions and fulfilling OPRA requests made by the public.

OARM will continue to 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.

Office of the Chief of Staff: The Clerk of the Board's Office will continue to administer and implement the budget of the Union County Board of County Commissioners' Office. The Office will continue to supervise the advance and staffing for the nine (9) elected County Commissioners; and furthermore, supervise the responsibilities of the Commissioner Aides as they relate to providing the day-to-day support to members of the County Commissioners. The Office will review and implement the Commissioner Sponsorship process. The Office will look to research and effectuate the most practicable and cost-effective method to provide informational outreach opportunities at community events.

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 Commissioner Board and implemented by Union County Government, and for the Constitutional Offices on request. This is accomplished through media relations that have evolved from traditional print, television and radio outlets to include a wide range of online publications as well as the County's social media channels and website, along with an increased focus on graphics, videos and livestreaming. The Office also connects with members of the public on a daily basis to provide information and service referrals, as well as through staffing the toll-free Public InfoLine and Public Info email contact.

Programs & Services

The Office conducts all media and social media communications for County government, maintains and updates the County website, composes Commissioner speeches including the annual Chair's Re-Organization speech outlining County initiatives for the coming year, writes talking points for Commissioner meetings, answers inquiries from the public through the Public Info phone line and email, compiles and distributes daily news clips for internal use, staffs public events and creates signage and other materials for public events, and acts as the interface between County offices and the County's print services vendor. Additionally, in-house staff provides Spanish translation services.

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

The Office also provides web support for the Constitutional Offices of the County Clerk, Sheriff, Prosecutor, and Surrogate. Additionally, the Office provides frequent

media and social media support to the County Clerk, Board of Elections and Rutgers Cooperative Extension, and provides media and social media support as requested by the Vocational-Technical School District and other County-related offices.

The Office works closely with dozens of publications and media outlets throughout Union County and the New York metro region including newspapers, websites, social media sites, magazines, broadcast TV, cable television outlets, radio stations, and newsletters. The Office's Director is in 24-hour contact with media, Commissioners, County Directors and personnel on police and all-County-related emergency events and emergent policy initiatives. Other Office staff are also on 24-7 call as needed.

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

2021 Accomplishments

1. COVID-19 Response

On March 9, 2020, New Jersey Governor Phil Murphy declared a state of emergency due to the COVID-19 outbreak. County Government responded to the emergency while ensuring continuity of essential services and programs.

Among other actions, the Office of Communication and Public Information produced hundreds of additional press releases and thousands of social media updates, and facilitated media interviews with County officials to provide up-to-date information about the pandemic. The suite of new County services introduced in 2020 included:

- COVID-19 testing.
- Federal CARES Act grant programs
- Emergency food distribution events
- The shift to COVID-19 safety models for essential services and other activities and programs
- Creation of a new custom COVID-19 web portal for Union County.
- Conversion of meetings, events and programs to virtual platforms, including public meetings of the Commissioner Board.

In 2021, the Office continued to publicize COVID-19 testing services and emergency food distribution events while adding publicity for the 2021 vaccination rollout including:

- Age related vaccine eligibility
- Vaccination program for homeless residents
- Third shots for immunocompromised residents
- Booster shots
- Pediatric shots
- Expanded mobile testing and vaccination services

Other new COVID-related programs for 2021 included:

- Launch of the Union County Emergency Rental Assistance Program for tenants impacted by the pandemic
- Opening of the new Union County partnership laboratory at Kean University

2. Regular Activities

Restrictions on public events continued to ease in 2021, and the Office increased its output of communications for County events and activities while continuing to update the public on the County's COVID-19 response.

Including Spanish translations, the Office issued 600 press releases in 2021, exceeding the pre-pandemic total of 571 press releases in 2019. The Office continued this high level of productivity throughout 2021 despite the absence of the Director for seven months due to extended medical leave, the absence of a Staff Writer for three months due to relocation, and the outsourcing of three staff members to the Union County COVID-19 Vaccine Call Center on a regular basis.

Online Platforms: In 2021, the Office created and designed new websites for the Department of Human Services and the Board of Elections, and redesigned the UnionCountyVotes.com website to increase ease of navigation.

Inter-Agency Communications: In 2021 the Director of Digital, Web and Social Media Services worked with Office staff to create and launch the online "Megaform" portal, which for the first time enables countywide coordination of publicity requests among the Departments, the Clerk of the Board, and the County Manager.

In addition to COVID-19 response, highlights of 2021 included publicity for:

- Hurricane Ida disaster recovery, including ongoing communications support for FEMA recovery centers and County-run relief centers
- Chair's initiatives, including launch of the new Fresh Start mobile shower and laundry service, groundbreaking for LGBTQ-inclusive space at Cedar Brook Park and restoration of the Clark Reservoir.
- Gun amnesty event with Union County Prosecutor as part of a coordinated, nine-county effort. Union County accounted for 520 firearms out of the total of 2,806 collected.
- Two new countywide events, the Car, Truck and Bike Show in Oak Ridge Park and the new Cultural Festival in Conant Park.
- 2021 Pride Month events
- Return of Four Centuries in a Weekend and Sensory Friendly Theatre in-person events
- New series of hire-on-the-spot job fairs
- Monthly series of op-ed columns for the 2021 Commissioner Board Chair, in support of County programs and activities.

2022 Initiatives

The Office of Communication and Public Information will continue to be the principal point of contact for communication to the Union County Board of Commissioners, County Officials, and external participants such as residents, media, businesses, municipalities and partners, as well as employees. OPI will continue to coordinate any crisis communications and duties as needed for the County Commissioners.

OPI will continue to maintain the County website and social media accounts (Facebook, Twitter, Instagram) with the most up-to-date information pertaining to the County of Union.

In addition, the main Union County website will transition into a fully mobile-friendly and user-friendly appearance, to enhance the resident experience in finding the information and services they need in a more efficient and seamless manner. OPI has gained two additional employees to its staff to maximize our use of graphics, photography, print and video services even further for promotion of County events, programs or services.

OPI will be working closely with the American Job Center on expanding their advertising and job fair initiatives to gain more attention and interest from the public.

OPI will continue to be responsible for driving public and employee awareness to events, news, policies and initiatives for the County of Union, while upholding our reputation in developing and maintaining strong relationships with local, regional and national press outlets.

County Counsel

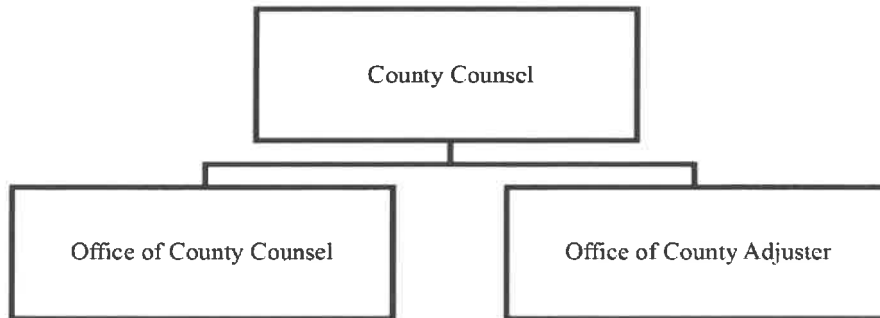
Office of County Counsel

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 a full range of legal representation, guidance and services to the Board of County Commissioners, the County Manager, and to all departments, divisions, and offices within the County in a timely, efficient and cost-effective manner.

Programs & Services

Representation in 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 County Commissioners.

Negotiate and Draft All Contracts

Negotiate, draft, and approve all contracts entered into by the County including labor contracts, contracts committing County taxpayer funds for the performance of any work or service rendered by or for County, and for the lease, purchase or sale of property.

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.

Participate in Disciplinary Actions

Provide for hearing officers and counsel, as appropriate, 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

Provide guidance on the Fair and Open process to the various departments, offices and constitutional officers, including overseeing and supervising the public openings and the review committee process in evaluating all the submitted proposals.

OPRA Requests

Provide advice and guidance to the Office of the Clerk of the Board on OPRA requests received by the County, which during the year 2021 were approximately 1,042 OPRA requests received annually, and provide representation at both the Government Records Council (GRC) and the Superior Court of New Jersey on all litigated OPRA matters.

Recovery of Bail Forfeitures

Seek recovery of forfeited bail monies in conjunction with the Superior Court of New Jersey and the County Finance Division, responding to a variety of motions, the filing of Default Judgments and other forfeiture matters, as well as negotiating bail forfeiture matters with counsel for the insurance companies and bail bond agencies.

2021 Accomplishments

COVID Related

- Worked with the County Manager, Clerk of the Board and other officials to effectuate remote public meetings, bid openings, and other functions to ensure County government continued to function with transparency and public involvement.
- Assisted the County Manager and other officials to properly implement New Jersey and Federal Executive Orders in accordance with the law.
- Advised the Department of Economic Development on legal matters concerning distribution of CARES Act and ARPA funds to Union County individuals, businesses, non-profits and municipal governments.

Case Management

- Handled over 208 new Tort Claims filed against the County.
- Handled approximately 97 lawsuits, primarily where the County is named as a defendant or co-defendant, including all phases of the litigation from the initial pleadings through discovery, motions and, if necessary, trial.
- Successfully utilized demands for dismissal of frivolous actions pursuant to Court rules, to avoid unnecessary litigation.
- Where appropriate, filed motions for Summary Judgment to end litigation prior to trial.
- Investigated over 28 Affirmative Action complaints.
- In conjunction with the Department of Administrative Services, coordinated assignment of personnel counsel relative to disciplinary matters to ensure timely and effective representation of the County and adjudication of claims.

General Office

- Updated the County Administrative Code, including making it gender neutral and updates to reflect the County Commissioner title.
- Updated the Affirmation Action/Equal Employment Opportunity Manual and policy to make it gender neutral and to ensure compliance with federal and state requirements.

- Updated contracts in the areas of service, construction and products.
- Updated computer bank of alternate contract provisions and leases to County property.
- Continued to initiate collection on County matters.
- Continued to update and revise the Request for Proposal and Request for Qualification process and drafted, administered and supervised more than 170 such requests.

2022 Initiatives

- Continue to limit the County's exposure as it relates to self-insured liability claims.
- Continue to collect monies due to the County on bail forfeitures and to work in conjunction with the State of New Jersey on collection of past due judgment orders.
- Continue to investigate and where appropriate and necessary, initiate litigation to recover County expenditures relative to State-obligated services/responsibilities.
- In conjunction with the County Commissioner 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, to save 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.
- 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.

- Continue to 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 reviews hearings held at the hospitals on behalf of the patient and prepares all Court Orders relative to same.

2021 Accomplishments

- Approximately 1350 initial hearings and 865 review hearings were heard at various hospitals for Union County. During this year, the Office worked with the Courts, Public Defender and Hospitals to effectuate remote hearings for the safety of all participants.
- A total of 3900 hearings were scheduled.
- Over 255 cases were investigated and 242 cases court ordered.
- Over 875 consents for mental health reports were processed relative to firearm applications.

2022 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.
- Continue to retrieve files from archives and prepare for scanning for immediate departmental access.

Department of Administrative Services

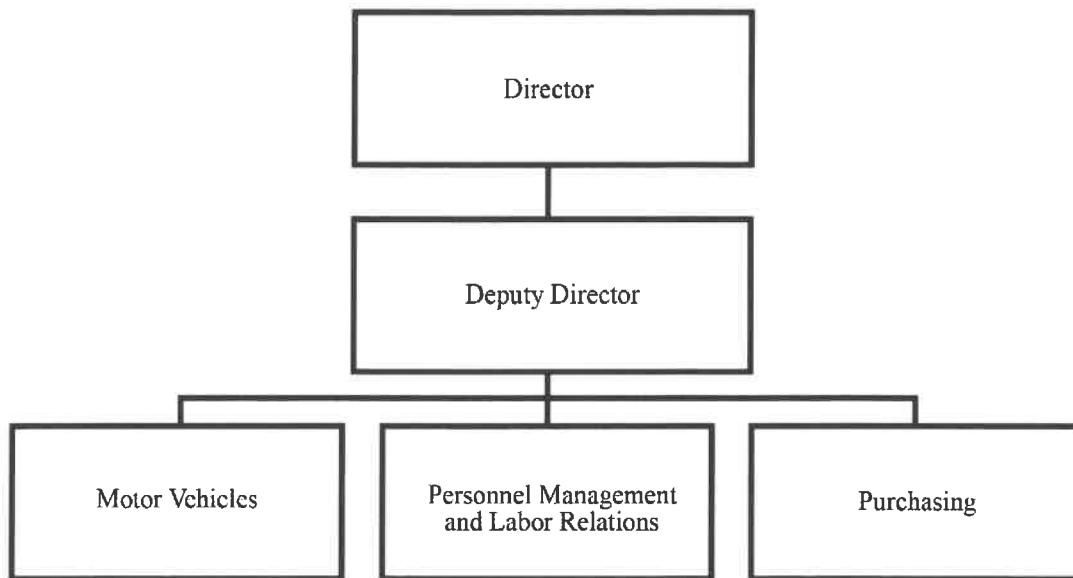
Motor Vehicles

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. In 2021, a new Human Resources system was introduced for Personnel-related matters. This is the same system used by Finance/Payroll, allowing for efficient synergies.
- Provides expertise towards procurement pursuant to the New Jersey Local Public Contracts Law, management for the self-insurance funds of the County, transportation and repairs to vital County work equipment, and 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, general liability insurance, 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.

2021 Accomplishments

Administrative Services

Insurance: The Department oversaw County insurance policies to protect the interests and employees of the County and secured a 3-year contract with Horizon Blue Cross Blue Shield of NJ, locking in rates for entire term, effective July 1, 2021

– June 30, 2024. An increase in Wellness Credits was also secured to the amount of \$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.

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 accurate adjustments to the policy.

Division of Motor Vehicles

The Division's repair facilities consist of two service garages, located at the Quarry in Springfield and the Scotch Plains DPW. The DMV 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 devices, and operates the Messenger's dispatch office and the County's Mailroom.

Repair garages completed 1,836 work orders as of October 31, 2021 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 4,199.1 hrs.

2021 (10/31) Repair orders: DMV Shop – 1,065; Turf Shop (Public Works & Parks equipment) - 167; Paratransit - 369; Scotch Plains (Heavy Equipment Shop) - 235.

The Division operates 9 fueling sites across the county that have 426,592 gallons of gasoline and 122,379.4 gallons of diesel fuel, for a total of 548,971.4 gallons as of October 31, 2021. These sites also provide fuel for various municipalities and authorities throughout the county, which are billed at a per-gallon charge. A total of 91,175.9 gallons were dispensed to Garwood, Springfield, Kenilworth, 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 completed 15,863 deliveries as of October 31, 2021

Mailroom: Processed 343,134 pieces of mail as of October 31, 2021, 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 and 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 approximately 305 repairs 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 Commission 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.

Staff Training and Development

Supervisor and Employee Training--Preventing Workplace Harassment and Discrimination: Coordinated an online training seminar which included employment discrimination, workplace harassment, sensitivity, diversity, state laws and guidelines for Supervisors.

Wellness Programs

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

Wellness Coach Program: Coordinates a wellness coaching program for the employees to provide health coaching, smoking cessation, stress management and health challenges. Coaching was offered one-on-one virtually.

Wellness Fair and Flu Shot Program:

The Division coordinated several Wellness Fairs and Flu Shots Clinics for County employees. Biometric health screenings were offered to all employees free of charge. A nutritionist was provided onsite to consult, educate, support and promote healthy choices to employees as part of the health screening process and to cultivate a healthy work environment. In total, over 250 flu shots were administered.

Employee Assistance Program (EAP): In cooperation with the County's EAP vendor, ComPsych, coordinated referrals on an as-needed basis. ComPsych was also available to all employees and their family members to provide guidance and assistance with various issues and needs.

Policies & Procedures

In response to the Pandemic, the Division of Personnel implemented and updated the following Policies and Procedures throughout the year:

- Union County Executive Order 2021-01
- Mandatory COVID-19 Vaccination Policy
- UC Travel Advisory Update
- Announcement ending COVID-19 telework agreement effective July 2, 2021.
- Responsibility to notify contact tracer of positives and notify affected departments of positive employee.
- Responsibility to ensure employees adhere to COVID-19 positive guidelines in order to keep our employee population healthy.
- Maintain and manage COVID-19 test results countywide.

Performance Evaluation Process: Completed a full year of using new HR system for Performance Evaluations for exclusionary employees, which provides for evaluations to be entered and tracked online then printed for signature.

Disciplinary and other General Matters: Managed approximately 79 matters with the assistance of Personnel attorney in regards to major disciplines.

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 488 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, 2022.

For year 2021, 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 – 2021: 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; 100% for A; 75% for B; and 50% for C, for tuition only. Currently, 18 employees are participating in this program: one in the Doctorate program; 15 in the Master's Degree category; one in the Bachelor's Degree category; and one pursuing an Associate's Degree in Graphic Design. Two employees graduated with a MA degree in the Fall of 2021. Finally, additional employees are expected to join the program as they begin to see how the program works for others.

Human Resources Management System, Salary Admin and Labor Analysis

- Two (2) employee groups entered into bargaining agreements that include the freezing of health benefit contributions.
- Processing of 565 cost-of-living increases for Non-Contractual employees effective January 1, 2021.
- Approximately 923 merit increases for Contractual employees throughout the year as required per collective bargaining agreements
- 99 Personnel Agendas consisting of 768 personnel change actions (transfers, new hires, promotions, job changes, etc.)
- Retroactive salaries for 6 Bargaining Units:

Bargaining Unit	Time Period due Retro	Employees Impacted
Corrections Superior Officers	01/01/2021 – 09/15/2021	48

Teamsters Secondary Supervisors	01/01/2020 – 09/30/2021	16
Park Maintenance	01/01/2019 – 11/15/2021	72
Teamsters Primary Supervisors	01/01/2021 – 11/30/2021	55
Corrections Officers Rank & File	01/01/2021 – 11/30/2021	40
County Police Officers Rank & File	01/01/2021 – 11/30/2021	58
		289

- Completed the process of transferring all HR information over to Primepoint and continue to work closely with their software team to develop new solutions to help best meet the needs of Union County.
- Created new processes and forms to correspond with the new HR system.
- Conducted continuous training on new system usage for departmental personnel liaisons.

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 2021, the program included eleven (11) employees.

Health Insurance Plans: Six years ago, the County introduced two new cost-effective medical plan options for all employees: Horizon Exclusive Provider Organization and Horizon Health Savings Account. 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 2021, participation in the two plans increased to a combined total of 346 enrolled employees.

Vision Plan: An enhanced vision plan was secured effective January, 2022, which includes upgraded eyewear coverage and more flexibility in using vision benefits.

Dental Benefits: In conjunction with the County's health insurance broker, BGIA, and the Dental insurance provider, Delta Dental, the County has established a new dental buy-up plan called the Enhanced Premiere Dental Plan. It provides a higher level of coverage including \$2,500 for Adult/Child orthodontics, and 50% coverage for major dental work such as, bridgework and dentures. This plan became effective in 2021 and was positively received.

Along with the new dental plan, the County has also renewed the dental plans under the HealthPlex/Eastern Dental insurance provider for a two-year contract with a 0% premium increase.

Labor Relations

Employee/Labor Relations: Finalized negotiations with 7 bargaining units.

Non-Law Enforcement Settlements:

Bargaining Unit	Contract Duration	Salary Increase
Teamsters Local 469 Secondary Supervisors	1/1/2020- 12/31/2021	2020-2% to base pay; 2021-2% to base pay;
Teamsters Local 469-Primary Supervisors	1/1/2021-12/31/2023	2021- 2% across the board 2022-2% across the board 2023-2% across the board
Park Maintenance Association	1/1/2019-12/31/2022	2019- 2% across the board, exclusive of increment 2020- 2% across the board, exclusive of increment 2021- 2% across the board, exclusive of increment 2022- 2% across the board, exclusive of increment
HPAE Local 5112 AFL-CIO Nurses	1/1/2021-12/31/2021	2021- 2% across the board
<i>Law Enforcement Settlements:</i>		
PBA 199A Correction Superior Officers	1/1/2021 - 6/30/2021	2021- 2% to base (ATB + Steps)
	7/1/2021-12/31/2021	No Increase
PBA Local 199 Correction Officers	1/1/2021 -6/30/2021	2021- 2% to base (ATB + Steps)
	7/1/2021-12/31/2022	July 1, 2021: 0% 2022- 2% across the board
PBA Local 73 County Police	1/1/2021- 12/31/2021	2021- 2% across the board

Collective Bargaining: Efforts continued on reaching settlements with three non-law enforcement units whose contracts expired in 2020 and 2021: Union County No.8 NJCSA/IFPTE; Local 68-68A-68B Operating Engineers; and CWA AFL-CIO, which cumulatively covers 793 employees. Similarly, the negotiation process continues with PBA Local 250, PBA108A-Sheriff Superior Officers, FMBA, and the newest recognized unit of International Association of EMTs and Paramedics. As most settlements expired on 12/31/2020 and 12/31/2021, bargaining units are expected to commence negotiations meetings in 2022.

Division of Purchasing

- Used Edmunds computerized requisition system to vet, amend and approve over 10,000 requisitions for goods and services in 2021. Staff proofed each requisition for legal requirements.
- Advertised and processed about 52 public bids and 15 competitive contracts for County entities and cooperatives.
- Handled all COVID-19 Public Health Emergency Purchases and Tropical Storm Ida Emergencies.
- Created new cooperative members purchasing web page.

2022 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). Continue to work with Federal and State mandates regarding COVID-19 to achieve best outcome for the County of Union.

Division of Motor Vehicles: The division has completed its move to the Quarry Service Yard and continues to offer repair and preventive maintenance services for the County's fleet, as it has throughout the years. We will continue to update our facilities for the technicians with the latest diagnostic equipment through vendor partnerships and training. Motor Vehicles will continue completing the upgrade to the County-operated fueling sites in the upcoming year and currently has plans to update the fueling sites located at the Echo Lake and Quarry Service Yards.

Mail Room: Has moved to its updated service area in the County Courthouse. Staff will continue to work diligently to keep mail going out on time and tracking all certified and priority mail. We anticipate the delivery of new mail processing equipment to expedite our mail services.

Messengers: Will continue prompt completion of work orders (with 16,788 deliveries total in 2021 and 15,863 as of October 31, 2021)

Telecommunications: Phone Room and Technicians will continue to assist Constituents and County employees, and complete work orders. Telecommunications is looking into new equipment and processes to better streamline phone and data services throughout the County complexes.

Personnel -- Staff Training and Professional Development:

- Departmental Personnel Liaison will continue to organize seminar training on all Personnel matters to include policy & procedures for FMLA, attendance, disciplinary, position control actions, salary, benefits, and worker's compensation.
- Continue to arrange Personnel staff meetings, broadcast monthly emails and Wellness Seminars on current health topics, and coordinate virtual Wellness Fairs, Flu Shots and Health Screenings.
- Continue to promote employee participation in the updated Certificate and Undergraduate/Graduate Programs in Public Administration as well as 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 virtually 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 will continue 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.
- Continue to digitize records and important documents, in order to meet the rising need of more individuals working from home. In 2021, this included all insurances and employee training documentation.
- Finalize the implementation of new HR System, effective November, 2021.

Risk Management and Loss Prevention: Last year Union County trained over 600 employees in PEOSH Job related Health and Safety courses, General Safety and Building Evacuation Safety Drills. These courses in 2021 included:

- 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.
- Training of Supervisors on Reasonable Suspicion.
- Conducting fire drills in all County buildings, leased and owned.

Employee Benefits

- Continue to assist in County compliance with Federal Affordable Care Act mandates and guidelines.
- Continue to coordinate health benefits modifications and implementation of the new plan options with carriers and employees.
- Continue to 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.

Salary Administration & Labor Analysis

- Finalize the process of moving from Sage HRMS to Primepoint. The new system includes attendance tracking, position control, along with all other HR functions.
- Conduct continuous training on new system usage for departmental personnel liaisons.

Purchasing: Continue to leverage 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 to education and sound policy. Goals for 2022 include:

- Hold educational forums for County employees and as a shared service to other Union County governments. Continue to approve continuing educational credits for purchasing officials, finance, clerks, public works, recycling coordinators and Clean Communities coordinators.
- Meet with each department throughout the County to educate, reiterate and train employees on purchasing policies and the local public contracts law.
- Facilitate American Rescue Plan Act federal funding procurements.

Department of Economic Development

Strategic Planning

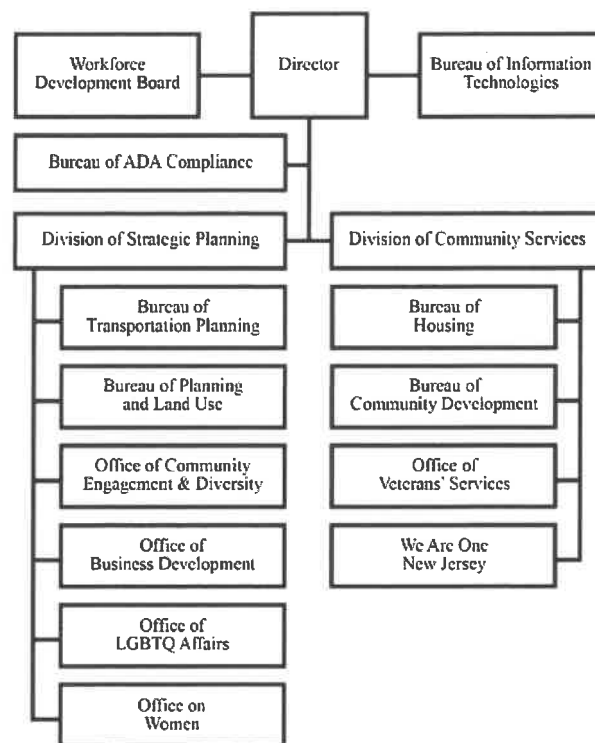
Community Services

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

Programs & Services

Workforce Development Board

The Union County Workforce Development Board of Directors is responsible for all strategic planning efforts under the Workforce Innovation and Opportunity Act (WIOA), including the oversight of the American Job Center.

Division of Community Services

Partners with communities and non-profit agencies to reduce the causes of poverty, increase job opportunities, expand economic security for individuals/families and revitalize communities. The Division of Community Services 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 Services.

Bureau of Housing

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

Bureau of Community Development

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

CDBG funds are used for a wide range of community development activities directed toward neighborhood revitalization, economic development, social service programs and improvements to community facilities. CDBG funds are leveraged with municipal, state and private dollars to meet long- and short-term objectives. To maximize the effectiveness of CDBG dollars, efforts are coordinated with the Union County Department of Human Services.

We Are One New Jersey

In conjunction with the New Jersey AFL-CIO, 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 Services

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

Division of Strategic Planning

The Division of Strategic Planning consists of two bureaus and four offices – the Bureau of Transportation Planning, the Bureau of Planning and Land Use, the Office of Community Engagement and Diversity, the Office of Business Development, the Office of LGBTQ Affairs, and the Office on Women.

The Division's responsibilities are:

The strengthening of Union County's economy and positioning the county to compete in a global marketplace by stimulating and creating new jobs, retaining existing businesses, and facilitating economic growth and development in partnership with the Union County Economic Development Corporation and all other public/private partnerships.

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

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

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, in addition to 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 County Commissioners. Each of the 21 municipalities within the county can appoint representatives.

Bureau of Planning and Land Use

The Bureau assures that the County complies with all state planning statutes and regulations, including the review of site plans and subdivisions. It maintains a central repository of all local Master Plans and zoning ordinances and provides support staff for the County Planning Board and the County's involvement in the State Cross Acceptance Process. Staff also serves as a conduit between municipalities regarding planning information, municipal redevelopment efforts and brownfield/greyfield information.

The Bureau applies for and secures federal and state grant funding for Smart Growth Studies, brownfields/greyfields and any other planning and economic development-related studies.

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

Office of Community Engagement & Diversity

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

Office of Business Development

The 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

The Office of LGBTQ Affairs identifies and assesses the needs of the LGBTQ residents of the county to plan for and facilitate access to resources, increase understanding of civil rights and promote unity within communities. The Office provides information and referrals to resources and services that improve the quality of life for LGBTQ residents of the county; educates individuals and organizations on rights and advocacy support; and develops community outreach activities designed to promote community diversity and unity.

Office on Women

The 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.

Bureau of Information Technologies

Responsible for the County's data center, wide-area high-speed network, and office technology. Plans, develops and manages software applications to improve workflow processes in County offices.

2021 ACCOMPLISHMENTS

Workforce Development Board

1. Funded Workforce Innovation Business Center at Union County College to serve adults and dislocated workers in the amount of \$270,000.
2. Funded the Plainfield Public Library in the amount of \$155,000 to provide Union County residents with Internet Computing Core (IC3) Computing and Microsoft Office Certifications.
3. Funded \$152,115.84 in Dislocated Worker funding and \$38,307.68 in Adult funding by way of program year allocation transfers through the Union County American Job Center, all of which is scheduled to be used for employment and training programs for Union County residents.
4. Extended the previously awarded contract to the American Job Center of Union County, within the Department of Human Services, which ended on June 30, 2021, to June 30, 2022 by providing additional funding in the amount of \$2,000,000.
5. Allocated \$1,200,000 in funding to the American Job Center of Union County, within the Department of Human Services, for the purpose of providing Workforce Innovation and Opportunity Act program participants with comprehensive Career Services, including but not limited to, Basic Career Services, Supportive Services, Individualized Career Services, Work-Based training opportunities, Individual Training Accounts, Youth Program Elements, and Follow-up Career Services to Union County residents.
6. Adopted Program Year 2021 Workforce Development Area Budget in the amount of WIOA Adult in the amount of \$1,162,641; WIOA Dislocated Worker in the amount of \$1,331,273; WIOA Youth in the amount of \$1,113,558; WorkFirst New Jersey (WFNJ)—Temporary Assistance to

Needy Families (“TANF”) for the purpose of providing Work Activities and Case Management in the amount of \$1,478,827; General Assistance (“GA”) and Supplemental Nutritional Assistance Program (“SNAP”) for the purpose of providing Work Activities and Case Management in the amount of \$929,609; and Workforce Learning Link in the amount of \$155,000.

7. Awarded Workforce Advantage a contract in an amount not to exceed \$476,737.00 for the purpose of providing training services to Union County residents receiving Temporary Assistance to Needy Families.
8. Awarded Union County College a contract in an amount not to exceed \$476,737.00 for the purpose of providing training services to Union County residents receiving Temporary Assistance to Needy Families.

Division of Strategic Planning

The Division of Strategic Planning applied for and the County was awarded a LEAP Challenge Grant for \$150,000 for the expansion of the Union County Regional Emergency Services Dispatch Center. The grant will be used for the purchase of mobile computer laptops and portable interoperable radios for four (4) municipalities to transition to the Union County Regional Emergency Services Dispatch Center: Borough of Kenilworth, Borough of Garwood, Borough of Fanwood, and Borough of Roselle.

Hired Coordinator for the Office of Community Engagement & Diversity.

Applied with Essex County for a Local Efficiency Achievement Program (LEAP) Implementation Grant to help offset the transitional costs associated with consolidation of adult correctional services. Union County and Essex County were awarded \$250,000 in total. Each county will receive half of the award. Union County will use the funds to subsidize the purchase of a body imaging scanner for the mini jail hub facility.

Restarted sending welcome letters to new businesses, for businesses that began operations as of July 1, 2021. Approximately 500 new businesses were sent welcome letters that included New Jersey plastic bag ban information.

The Director of the Department of Economic Development, the Director of the Division of Strategic Planning and the Shared Services Fellowship Coordinator, met with 18 of the 21 municipalities to discuss shared services opportunities and promote shared services agreements.

The Shared Services Fellowship Coordinator compiled an inventory of shared services agreements of both County and municipal shared services agreements.

The Shared Services Fellowship Coordinator revised the Union County Shared Services booklet.

Video & Event Production Services

High quality videos of all County Commissioners meetings, County events and special occasions were provided along with pre- and post- production video services. Most video services were curtailed due to the pandemic.

Office of Business Development

Worked with the Division of Community Services to help administer the Emergency Rental Assistance Program.

Coordinated the countywide *Small Business Community Champion* program whereby local businesses were recognized for their resiliency and community support.

UC Means Business

All Union County Means Business initiatives had to be cancelled due to the pandemic.

Communicated latest Coronavirus updates to the business community daily via blast email.

Office of Business Development Webpage

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

Hired Coordinator in November 2021.

Bureau of Transportation Planning

In 2021, the Bureau of Transportation Planning applied for \$172,277 in annual funding through the North Jersey Transportation Planning Authority (NJTPA) Subregional Transportation Planning Program (STP) and managed the program. The Bureau applied for and received an extra \$15,000 through Subregional Support Program, which does not require matching funds, and can be applied towards a part-time transportation internship, computer equipment, and printing and reproduction costs. Two new computers were acquired through the Support Program.

The Bureau successfully applied for a new two-year transportation planning project through the NJTPA Subregional Studies Program. The *Electric Vehicles Infrastructure Study* has a budget of \$220,000.

The Bureau applied for and was successfully awarded a \$100,000 New Jersey Department of Transportation, Local Aid Infrastructure Fund 2021 Grant for a Rails-to-Trails Feasibility Study of the unused Central Railroad of New Jersey rail line, also known as the Elizabeth Industrial Track.

Union County Truck Mobility Study

This Subregional Studies Program (SSP), was a two-year Study which concluded in June 2021. The Study identified barriers to safe truck movement on the County's 174 miles of roadway network. It looked to balance truck movements on these roads with other modes of travel including bicycles and pedestrians. Through data collection and analysis, public input and the equity assessment, and in working with County Engineering, ten sites were recommended with planning level improvements. An additional 23 sites were noted where truck specific improvements would provide benefit to county-wide circulation.

UC Transportation Advisory Board

The Bureau managed the Transportation Advisory Board which met five times in 2021 and has membership appointed by the municipalities. Presentations included EZ Ride Bike & Pedestrian Programs; NJTPA On-Air Engaging Kids and Teens; and NJTPA Pedestrian Safety – Street Smart Campaigns.

Raritan Valley Rail Coalition

The Bureau provides staff support to 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 RVRC Trustee 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.

Bureau of Planning and Land Use

Planning Board

During the period from January through mid-December 2021, the County received 134 land development applications with 119 found to be complete, while the planning office reviewed 111 development applications up to this point in the year. This represents a 12.5% decrease in the number of complete applications received this year compared to 2020.

Of the 119 applications reviewed to date, about 80% were approved, 16.8% were withheld, and 2.5% were conditionally approved. The types of development applications consist of 57% - site plans, 16% - subdivisions, 20% - revised and 7% - combined plans. To date there have been 4 plat recording creating 5 new development lots producing 8 new residential units, a mixed commercial retail facility, and an industrial facility.

In July 2020, the County Planning Board adopted an update to the land development review fee schedule by revising and clarifying the exemption section. The then-County Freeholder Board adopted this revision in September 2020. In 2021, the amount of development application fees collected was \$76,202.50 from January to mid-December; this represents a 36.4% reduction to the amount of land development fees collected at this time last year. The main contributing factors related to this reduction in received application fees are the reduced number of applications received this year, compared to last year, and the intensity/size of proposed developments.

Constituents Served

In 2021, from January to early December, the Bureau received 282 municipal notices or 24 notices per month representing an average of 10 towns per month. In this timeframe, the Bureau also received 389 data requests or about 32 per month representing an average of 10 municipalities per month. The total number of requests for this period is 1,008 or 84 per month. The bureau also reviewed 113 environmental notices or about 9 notices per month. Most of these data requests and notices are related to development applications, planning process, economic development, the environment, transportation, demographic information, and other general areas related to planning.

In the timeframe from January to early December of this year, 619 OPRA requests were answered which equate to 52 OPRA requests per month and represents an average of 11 County municipalities per month.

Office of LGBTQ Affairs

In January of 2021, the Coordinator of the Office of LGBTQ Affairs was reassigned to assist in the setup, launch and day-to-day running of the COVID-19 vaccine site at Kean University, where during her six-month tenure on the team, the County administered more than 50,000 vaccine shots at the Kean University site.

LGBTQ Ad Hoc Steering Committee

More than 30 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.

Pride Month Events (June 2021)

Pride Month Flag Raising featuring an Elizabeth high-school youth as special guest speaker.

Drive-In Concert featuring the 80's tribute band Rubix Kube with Union County's own comedian Amy Colon.

Queer Empowerment Hour – The History of PRIDE | How Pride Came To Be & Where We Are Now

Let Me Be Me: an empowerment field day for LGBTQ+ and ally youth (student ID required)

Drive-In Family Movie Night featuring How to Train Your Dragon: The Hidden World

LGBTQ Trivia Night – Wednesday, June 30 at 7:00 p.m. – Ash Brook, Scotch Plains

Queer Empowerment Hour Series

March 10: Youth & Bullying (the effects of bullying on LGBTQ+ youth)

April 14: The “+” in LGBTQ+ (learn more about different identities)

May 12: Mental Health (mental health professionals discuss LGBTQ+ issues)
June 9: The History of PRIDE (how Pride came to be & where we are now)
July 14, Love Makes a Family (hear from people all of different family structures)
August 11: LGBTQ+ Elders (get to know the experiences from multiple generations)
September 8: Faith & LGBTQ+ (queer inclusion throughout different houses of worship)
October 13: Coming Out (celebrate coming out & share experiences)
November 10: Trans Youth (learn how to be an ally to transgender & nonbinary youth)
December 15: Queer Sex Ed (healthcare & STI prevention/awareness)

Office on Women

Print Work

The Office creates, prints and distributes various informational literature, including: Suffragettes Bookmarks, Black History Month Women Trivia Cards, 8 ½ x 11” posters of Famous Women (graphics free on-line), 11 x 17” posters of Famous Women (graphics free on-line), Resource Directory for Office on Women and Commission on the Status of Women, and Office on Women Informational Contact Card.

Breast Cancer Awareness Month

Banners created for front atrium in Administration Building.

Wear it Pink Day – created graphics and banner to show solidarity with survivors of, and those currently battling breast cancer.

Coordinated “Pink Out Union County” and worked with UCC/Student Services to create a PINK OUT UCC package to help bring awareness to all municipalities.

Commission on the Status of Women Meetings – County Commissioner Advisory Board

Serve as the Executive Secretary to the Commission. Reworked webpage. Assisted with outreach for Women of Excellence nominations, an award program that celebrates and honors women’s achievements in work, community life and volunteer activities. Helped with Moms Helping Moms program which provided diapers and other needed feminine products.

Event Highlights:

SHERO Campaign – Coordinated countywide online nomination process for Covid – SHERO and organized webpage of “Winners” announcements.

Financial Strategies for Special Needs Families – an online / ZOOM event (moved to January 26, 2022) - a partnership with the Office on Special Needs, “Self-care & Resiliency” and “Grief and Loss” – helped market the online program in conjunction with Human Services

Division of Community Services**Community Development Block Grant Program 2021****Facilities Improvements**

A total of **\$494,800** was allocated for facility projects. Some of the accomplishments are as follows:

Senior Housing Corporation of Scotch Plains was funded **\$30,000** for the purchase and installation of new windows.

Westfield Community Center was funded **\$20,000** to refurbish their gym facility.

Cerebral Palsy League was funded **\$15,000** to replace commercial exhaust fans.

Rahway Housing Clifford Case Apartment was funded **\$70,000** to upgrade their elevator.

Rahway JFK Community Center was funded **\$60,000** for community center improvements.

Kenilworth Borough Hall was funded **\$18,000** for ADA door upgrades.

Plainfield Neighborhood House was funded **\$10,000** to replace commercial washer/dryer.

Plainfield Second Street Youth Center was funded **\$25,000** for playground resurfacing.

Summit Housing Authority was funded **\$50,000** for senior housing elevator refurbishment.

Westfield YMCA was funded **\$6,000** for emergency video communication system.

Public Improvements

A total of **\$1,550,000** was allocated for Public Improvement projects. Some of the accomplishments are as follows:

Clark, Cranford, Fanwood and Kenilworth utilized **\$25,000** each for curb cuts and ramps at various locations within each municipality for the purpose of complying with ADA codes.

Linden utilized **\$261,000** of CDBG funding for various streets, curbs and sidewalk improvements.

Hillside utilized **\$125,000** of CDBG funding for resurfacing various streets that had deteriorated.

Plainfield utilized a total of **\$400,000** CDBG funding for two (2) projects covering street rehabilitation and playground improvements.

Rahway utilized **\$270,000** of CDBG funds for the rehabilitation of deteriorated streets at various locations within the city proper.

Housing

A total of **\$40,000** was allocated to Counseling Agencies.

The County of Union has utilized the services of a HUD certified Housing Counseling Agency – **Urban League** have expanded their services beyond regular counseling services to include foreclosure, rental and mortgage issues.

Public Services

Child Care Services

Over **812** children Countywide from low to moderate income families were provided with daycare programs; as well as afterschool and summer programs.

Emergency Shelter Services

To address homelessness in the County, **416** individuals were served by programs such as **Family Promise, Fish Hospitality, Gateway YMCA of Eastern Union County** and **YWCA of Union County**.

Food Pantry Programs

Linden Food Pantry LINCS and **The Salvation Army Hygiene Pantry** programs have served approximately **4,528** people with essential food and health care products.

Handicapped Services

Approximately **440** Handicapped individuals were served in the County of Union with programs that provided individuals with rehabilitation services promoting physical, emotional and cognitive development and assuring their safety and wellbeing. Programs included **County of Union Recreation Program for Disabled Adults, ARC of Union County Adult Medical Day Care, Cerebral Palsy, Occupational Center of Union County, Shut-In Council for Disabled Care Services in Plainfield and Westfield Y Adult Special Needs Program.**

Mental Health Services

To address mental health in the County, approximately **42** individuals were served by programs such as **Jewish Family Services of Central NJ** and **United Family & Children Services.**

Senior Citizens Social Service Programs

Approximately **8,595** Senior Citizens throughout the County received a variety of cultural, educational, nutritional, medical, health related and recreational programs, and 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.

United Way of Greater Union County

The County of Union and United Way of Greater Union County partnered to administer a project called the “Family Strengthening Program”. Community Development funds in the amount of **\$146,000** were provided to United Way for this program. This program is designed to support family strengthening activities for the most vulnerable and at-risk populations 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.

We Are One - NJ

Process for Citizenship: 469 applicants were accepted and enrolled in classes

Provide Citizenship training: 2,256 (125 classes)

Provide training on Basic English as a second language were 47 classes, 3,237 students with an average class size of 55 people

Provide assistance to legal permanent residents on the renewal of their green cards:
84

The accomplishments are as follows:

Citizenship and Basic English Classes provided: 168

Legal Permanent Residents – Renewal of their green card were - 84

Certificate of Naturalization Processed - 13

Translations – 1,597

Notarizations – 1,993

Office of Veteran's Services 2021 Accomplishments

Processed over 100 compensation and survivor benefits claims for veterans and dependents with a successful approval rate of 88.7%.

Achieved a **100% placement rate** of homeless veterans who entered our office.

Partnered with Newark VA Regional Office and VA Healthcare to host quarterly claims clinic to process compensation and pension claims for veterans

Supported our annual partnership with VFW and American Legion branches in Union County by purchasing 31,000 flags for placement on veterans' graves in Union County on Memorial Day.

On May 23rd, our staff went to Graceland Memorial Cemetery in Kenilworth and distributed American flags to 150 veterans and volunteers for the annual Memorial Day flag laying on veterans' graves.

In April, our office starting publishing a new quarterly newsletter called the Veterans Bulletin, including articles and information about available VA benefits, veterans' resources, local events and support programs.

Our office organized and participated in the National POW/MIA Recognition Day along with member of county VFW and American Legion posts held in Elizabeth on September 18, 2020.

The Veteran Services Office initiated the first annual "**SHERO**" Award to honor Union County women veterans for their outstanding military service and community accomplishments. Five women were honored with special resolutions presented by the then-Union County Freeholders at a networking mixer held at the Galloping Hill Golf Course Clubhouse on **September 29th**.

On October 5th, our office staff met with the Stride and Ride Relay team from Boston, MA at the Echo Lake Park 9/11 Memorial in Mountainside. We sponsored a luncheon for the relay team, which provides financial help and support for victims of the 9/11 attacks, disabled veterans and their families.

In October, we upgraded signs with names of World War II deceased veterans at the Rahway Park Memorial Tree Grove.

In November, our office partnered with the Union County Prosecutor Office to offer free Veteran parking spaces at nine Union County recreational and administrative facilities to eligible county veterans. We posted an on-line application on our UC-Hero website for veterans to sign up and receive free parking placards by mail.

Union County Veteran Services applied for the **2019 New Jersey Governor We Value Our Veterans Award** recognition program through the NJ Department of Military and Veterans Affairs in July.

Continued our partnership program with Union County Prosecutor Office to support incarcerated military personnel using the **Veteran Diversion Program**.

Met quarterly enforcement review timelines for handling veterans with mental health issues.

Partnered with the Office of LGBTQ on a discussion panel for Queer Empowerment called “Being Queer in the Military.”

Section 8

Successfully managed over 360 vouchers.

Added our Mainstream vouchers.

Updated our Section 8 websites to provide better resources.

Cleared over 3,000 names from waiting list.

HOME

Successfully committed over \$2,000,000 toward affordable units.

Monitored all current projects for compliance.

Bureau of Information Technologies

Between January and December of 2021, the IT Bureau responded to 5,427 Help Desk calls for support from all County facilities.

Bureau of Information Technologies accomplishments in 2021 include:

Setup and configuration of laptops for Smart Call Center for COVID-19 vaccine appointments.

Avaya Softphone setup for Social Services.

Upgraded data speed for faster connection at the various sites throughout Union County.

Routine replacement of outdated PCs, printers, and servers as well as monitoring and maintenance on all servers and firewalls.

Relocated PC's for the Print Shop from DMV to new Fire Academy in Linden.

Relocated PC's for Human Services/Social Services- personnel from Juvenile Detention Center for social distancing during Covid-19 pandemic.

Relocated PC's from DMV to new DMV located at the Quarry.

Assisted in installing and configuring Wi-Fi for the County Clerk and Board of Elections for the 2021 General elections.

Installed wireless Mesh between Cultural/ Heritage building and Administration building.

Upgraded all off-site locations with higher data speed at a lower cost.

Installed intrusion detection server called Albert sensor that was acquired through State of New Jersey.

2022 Initiatives

The Department of Economic Development will undertake a number of initiatives in 2022, most notably:

Union County Workforce Development Board

The Union County Workforce Development Board and the Union County Department of Human Services developed a password-protected, online policies and operational procedures portal that can be utilized to:

1. supervise, manage, and guide American Job Center employees;
2. facilitate the onboarding of new employees;
3. provide a platform for continued training and professional development;
4. streamline the integration services provided by the American Job Center Partners, community-based organizations, and faith-based organizations; and
5. create a common understanding of the complex workforce ecosystem among all of the American Job Center Partners

Division of Strategic Planning

- Continue to support shared services of the Emergency Services Regional Dispatch Center through the successful award of the LEAP Challenge Grant of 2021 and applying for a LEAP Implementation Grant for 2022
- Assess current and potential shared services opportunities and create shared services agreements when appropriate
- Maintain data that demonstrates cost savings and efficiencies of shared services to partner agencies
- Develop and maintain relationships with municipal governments
- Continue to prepare CoStar reports for commercial and industrial real estate inquiries
- Continue outreach to new businesses

Office of Community Engagement & Diversity

- Revise, update, and monitor website
- Create a volunteer directory
- Compile a list of volunteer opportunities
- Organize cultural events

Bureau of Transportation Planning

- The Bureau of Transportation Planning will continue to manage the \$172,277 in grant funds through the North Jersey Transportation Planning Authority (NJTPA) Subregional Transportation Planning Program (STP), as well as the extra \$15,000 granted through the NJTPA Subregional Support Program. The Support Program can fund computer equipment, a part-time transportation internship, printing and reproduction costs.
- The Bureau will manage the new two-year transportation planning project through the NJTPA Subregional Studies Program (SSP) grant. The *Electric Charging Infrastructure Study* has a budget of \$220,000 and funding became available in July 2021. The goal of the study is to support electric vehicle use through planning the expansion of Electric Vehicle Service Equipment (EVSE) in the County.
- The Bureau will work with NJ TRANSIT to update and reprint the Union County Transit Map.
- The Bureau will continue to manage the Union County Transportation Advisory Board.
- The Bureau will continue to support the Raritan Valley Rail Coalition.
- The Bureau will continue to participate on the Union County Paratransit System's Senior Citizen Disabled Resident Transportation Advisory Board (SCDRTAB) and work with the Paratransit Office to improve awareness of the Route 22 Safety Shuttle.
- The Bureau will continue to participate in the work of the NJTPA committees: Project Prioritization Committee, Planning and Economic Committee, Freight Initiatives Committee and the Regional Transportation Advisory Committee (RTAC) as well as the Board of Trustees meetings and offer technical support to the Union County Commissioner Board.

Office on Women

- Promote education and skills training for job development by working 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.

- Continue UC Women's Empowerment Series: Empowerment Yoga and Meditation
- Continue Women's Healthcare Project
- Women's Healthcare Week Event (May 8-14, 2022)
- Programs on women's health and mental health issues will be designed with assistance from a panel of experts and offer public input and participation
- Create women's groups for networking and events
- Programs for Financial Planning and resume writing will also be designed with assistance from a panel of experts
- Events to highlight non-traditional careers for women.

Office of LGBTQ Affairs

- Partner with the Union County Health Office and Union County service organizations to develop and administer a Union County End the Epidemic, HIV/AIDS campaign.
- Provide support to the Union County 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.
- Gender Inclusive and Affirming Campaign to include: County restroom access to include: County restroom access 'policy' and facilities assessment to increase all gender restrooms and affirming signage.
- LGBTQ Diversity and Inclusion training program for business managers and owners
- Complete LGBTQ inclusive park space at Cedar Brook Park.

Office of Business Development

- Currently vacant - Coordinator will be hired

Office of Veteran's Services

- To increase support for Union County Veterans and active duty military personnel and their families, family caregivers, surviving spouses and dependents.
- Plan to host new clinics for Veterans and families that will address Veteran and military spouse employment, including Veteran entrepreneurship for start-up businesses, and provide assistance regarding Veteran and dependent child education, military discharge upgrades, and family health and well-being benefits and issues.
- Meet more often with Veterans and military families, caregivers and advocates, to provide real time support to address their immediate needs.
- Work with the Union County Economic Development Program to present a new, nine-week free training program for Veteran business owners and prospective Veteran entrepreneurs in 2022. The workshop is entitled, "From Bootcamp to the Boardroom - Virtual Incubator Program (VIP)" and includes virtual training sessions, group sessions, and one-on-one mentoring for existing Veteran business owners and Veterans who want to start a business.
- Host quarterly clinics in 2022 to invite LGBTQ Veterans and other Veterans looking to upgrade their military discharges. We will also assist Union County Veterans and active military members with VA disability claims, medical benefits, education and housing assistance, and employment and training resources.
- Consider proposal to relocate the Union County Honorable Discharge Identification Card Program from the Union County Clerk's Office to the Union County Office of Veteran Services. This would make it easier for Union County Veterans to obtain an Honorable Discharge ID card from the County without demanding an original Veteran's DD214 to obtain the ID card, when a legible copy of the DD214 can be accepted as proof of honorable military service.

- Host Veterans and military family resource fair in Spring 2022. Veteran and military service providers from the New Jersey VA Healthcare system, Newark VA Regional Office, Union County College and Kean University Veterans Education Program officials, and Union County Work Force Development managers are among professionals who would meet with veterans and family members.
- Create a Union County Hometown Heroes Challenge to recognize Veterans in all municipalities in 2022. The project would be coordinated with the mayors from each Union County municipality and would be a celebration of Veteran heroes for Veterans Day in November.

DIVISION OF COMMUNITY SERVICES

CDBG

Continue to respond proactively to COVID-19 and the needs of the county, by providing suitable living environments and expanding economic opportunities for low- and moderate-income persons.

HOME

Continue to expand affordable housing opportunities throughout Union County.
Assist in the rehabilitation of Oakwood Park.
Develop and submit ARP funds plan to HUD.

Section 8

Open waiting list for the first time in over 8 years.
Fill all of our mainstream vouchers and look for additional vouchers.
Add new landlords.

We Are One NJ

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

Goals of the office are:
Citizenship Applications: 475

Citizenship training: 475

English as a second language training: 375

Additional services as translations and notarizations as the community needs.

Citizenship and Basic English Classes provided: 175

Legal Permanent Residents – Renewal of their green card - 90

Certificate of Naturalization Processed - 15

Translations – 1,600

Notarizations – 2,000

Bureau of Information Technologies

Refresh our data network infrastructure.

Upgrade and improve Cyber Security.

Increase storage capacity for our data.

Upgrade Microsoft Exchange- Email.

The Bureau of ADA Compliance shall ensure compliance with federal and state disability rights laws by the County and will assist municipalities and school districts within the County with training and guidance concerning same.

The Bureau is responsible for coordination of ADA compliance within the County, and shall investigate complaints regarding noncompliance.

The functions and responsibilities of the Bureau of ADA Compliance and the ADA Coordinator shall include:

- (1) Evaluate and assess County existing facilities, parking lots, programs and services, as well construction and modification of County facilities to assess ADA compliance.
- (2) Develop policies to ensure programmatic and communication accessibility, and to assess reasonable accommodations for all persons with disabilities.
- (3) Integrate on-going training on disability access issues.
- (4) Monitor and assist implementation of the County ADA Transition Plan.
- (5) Implement and monitor the County's Access and Inclusion Solution Process procedure for disability complaints.

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

Engineering

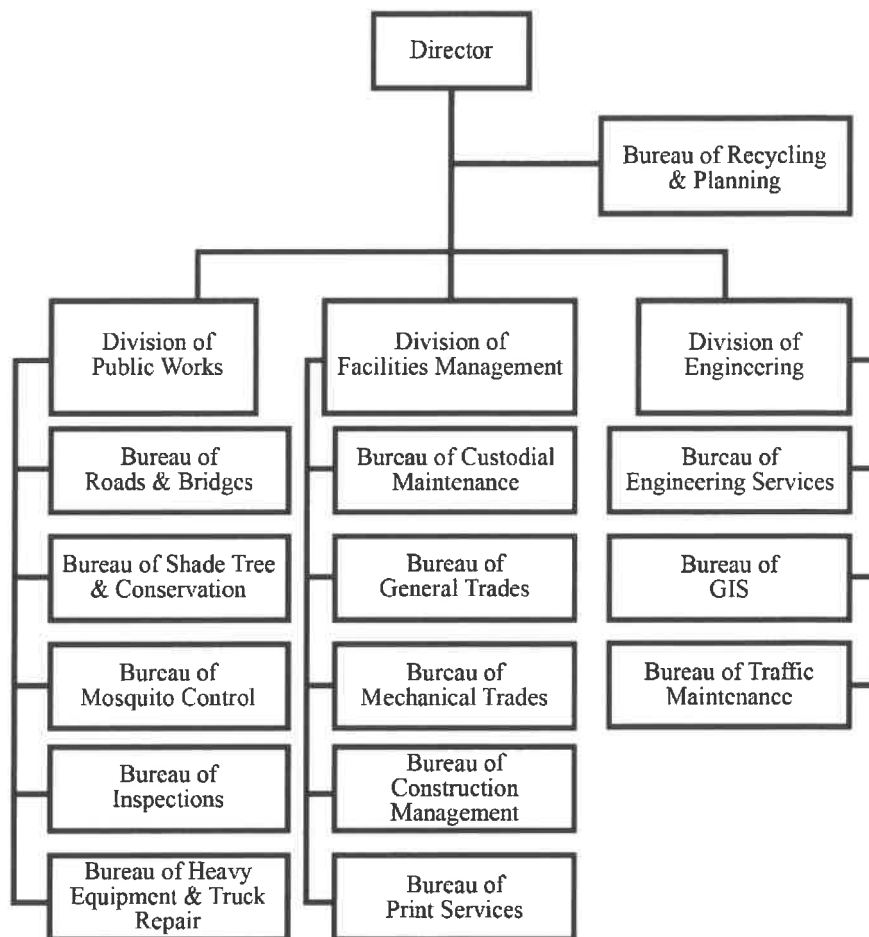
Public Works

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

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

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

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

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

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

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

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

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

A bi-annual Road Rating Survey is conducted. The intent of this survey is to provide the means to establish priority repairs and preventive maintenance measures. This aids in providing recommendations for the County's Resurfacing Program conducted in cooperation with the Division of Engineering.

The Bureau maintains an active mutual aid/shared services agreement with other County agencies and municipalities, providing them with the use of equipment, personnel, and/or materials. Examples of these services include milling, paving, and vegetation removal.

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

The Bureau of Roads & Bridges is proactive on employee safety, providing up-to-date training and equipment for employees. The Bureau maintains a trained and equipped Confined Space Rescue Team on staff to monitor safety when confined space entries must be performed. Snow plow safety training is performed in-house yearly for new employees.

Equipment maintenance is performed daily. Snow removal equipment undergoes routine maintenance year-round to ensure readiness at the start of the winter season. Repairs to snow equipment are also made available to other County departments and divisions.

The Bureau of Roads & Bridges is on call and available twenty-four hours a day, seven days a week for emergency responses including flooding, snow & icing conditions, downed trees, blockages at our culverts and bridges, and much more other unforeseen emergency conditions.

Bureau of Mosquito Control

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

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

Union County Mosquito Control provides, as a County service, individual inspections to homes and businesses when complaints are called or e-mailed to our Bureau. The Bureau provides identification of breeding sites and remediates any standing water when practical. The Bureau works very closely with the local municipalities' Boards of Health, addressing complaints of abandoned properties in an effort to maintain sanitary conditions that will not

promote breeding or the spread of vector-borne diseases. When breeding is found at these sites, this Bureau will apply larvicide and will adulticide using truck mounted ULV sprayers during peak mosquito activity hours. The staff needs to be recertified annually for renewal of licenses.

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

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

Bureau of Shade Tree & Conservation

The Bureau maintains approximately 15,000 trees along County roads. Resolution 493-2000 states that at least one tree is to be planted for every tree removed in the County. Every year since then the Bureau has planted more than one-for-one to keep the County roads' tree-lines. The Shade Tree Bureau also maintains the thousands of trees throughout the County parks system.

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

Bureau of Inspections

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

Bureau of Heavy Equipment & Truck Repair

This Bureau repairs all County-owned heavy equipment and a large fleet of trucks utilized by the Divisions of Public Works and Park Maintenance.

Within this Bureau there are hydraulic and diesel mechanics. All mechanics possess commercial driver licenses with Hazmat and tanker endorsement. This enables the shop to provide delivery of fuel to various departments throughout the County. An example of this, is the ice-skating rink at Warinanco Park, where heavy equipment at onsite work locations is provided fuel via our fuel truck. In addition to the fuel truck, the shop has two 4X4 Road Service vehicles that allow easy service all year, including winter storms and during muddy conditions at Houdaille Quarry.

Bureau of Recycling

- Responsible for implementing county-wide recycling programs including scrap metal, fluorescent bulbs, Styrofoam, computers 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 non-latex paints, pesticides, fertilizers, solvents, pool chemicals, used motor oil and more.
- Sponsors regular meetings for municipal recycling coordinators and provides assistance to the municipalities to obtain annual state recycling grants.
- Disseminates environmental education and recycling material and implements Union County Clean Communities Program.
- Provides recycling compliance assistance and support to municipalities through the efforts of the Bureau's Recycling Aide.
- Supports municipal and County recycling efforts by distributing flyers, labels, and other items to help instruct residents, businesses, and government entities on proper recycling techniques

Division of Engineering

The Division of Engineering consists of Engineering Services, the Bureau of Geographic Information Services and the Bureau of Traffic Safety and Maintenance. In support of the mission of the Division several goals have been established: provide for a well-trained, knowledgeable staff; provide adequate space for staff; and automate file storage and retrieval of engineering drawings, maps, projects and a complete electronic inventory of all of the County's infrastructure.

Engineering Bureau

- Responsible for the inspection, design, rehabilitation, and replacement of 140 bridges, 240 culverts, and 13 dams.
- Coordinate and manage the annual resurfacing program for 174 miles of County roadways, averaging about 17.4 miles of rehabilitation per year.
- Manage environmental remediation programs for former underground storage tanks (UST) and other contaminated sites.
- Support all of the municipalities within the county with design and construction programs for traffic signal rehabilitation and replacement, as well as analyzing traffic needs for new traffic signals.
- Manage the New Jersey Storm Water Program for Union County and its municipalities, and support their flood control efforts.
- Support other County departments and agencies, including the Department of Engineering, Public Works and Facilities Management, Department of Parks and Recreation, the Office of Open Space, Recreation and Historic Preservation Trust Fund, and the Department of Public Safety in fulfillment of their capital programs by providing design services for and supervising construction on their facilities.
- Provide engineering review of the site plans and subdivision applications that are brought before the Union County Planning Board.

Bureau of Geographic Information Systems

Maintains, manages and supports the following countywide systems: GIS system with over 200 GIS layers; 5 GIS websites and 5 users in various Departments; and five websites for 21 municipal GIS and their police forces.

- 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.
- Maintains County bridge inventory and 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 program.
- Maintains about 20 GIS 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 on a regular basis. Updates include county parcel layer, road layer, public and private school layers, Board of Election layers and community organization layers. The Bureau has been actively supporting our twenty-one municipalities and their engineering and economic development initiatives by providing data which reduces their cost.
- Maintains and updates certified digital drug free zone maps. These certified maps are distributed by the Bureau through a secured website to the local law enforcement entities.
- Implements Cartegraph work order and asset management systems across the County.
- Prepares approximately 40 to 50 maps per month for the Union County Prosecutors office for crime scene analysis and drug free zone prosecution.
- Maintains automation of our playground and outfall inspection systems using Cartegraph and iPad.
- Geo-locates all County assets in GIS and connect to Cartegraph for cost tracking purposes.

Bureau of Traffic Safety & Maintenance

The Bureau of Traffic Safety & Maintenance serves the residents of Union County by maintaining the traffic control devices (traffic signs and roadway striping) along 174 miles of County roadway providing increased safety for the citizens of the county. The Bureau also designs and implements temporary traffic control work zones, collects and documents traffic movement data, designs and installs custom signs and vehicle markings, conducts traffic safety studies and audits, and provides support for other Division responsibilities including project inspections. Each task is vital in protecting the County by limiting its liability in traffic tort claim cases, saving the County untold thousands or millions of dollars in any given year. The Bureau also interfaces with the County's twenty-one municipalities through co-op purchasing and shared services, as well as providing technical guidance on various traffic issues.

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

The Bureau of Traffic Safety and Maintenance

- Provides for the safe transit of motor vehicles and pedestrians on County roadways through the maintenance of over 8,000 highly visible roadside signs and over 500 miles of roadway striping which is managed through the GIS Asset Management System.
- Conducts pedestrian, intersection, and traffic studies and investigations through Traffic Data and Studies units in order to determine unsafe conditions and their causes. Also makes recommendations to the County Engineer on corrective action. Most corrective action is implemented directly through the Bureau using in-house resources.
- Supports the County's municipalities through mutual aid and the Municipal Striping and Signage Programs, assists with traffic control for local events and emergencies, and supports communities by providing traffic data and studies.

- Reviews detour and work zone traffic control plans for private and public construction and maintenance projects through the Work Zone unit, which develops work zone traffic control and detour plans and implements those plans on Department of Engineering & Public Works projects. The Bureau also developed and maintains a page on the County's web site providing the public with educational material and up-to-date roadway traffic construction project information.
- Supports other County departments and agencies by manufacturing and installing specialty signs for various County events, creating vehicles markings, and striping parking lots through the Bureau's fully equipped Sign Shop and Line Striping Shop.
- Provides the County Counsel's Office with information and professional consultation related to depositions, interrogatories, and expert testimony in regard to tort claims and law suits.
- Assists municipalities and other County agencies with advice and guidance on traffic related issues, and works with community and professional organizations to further traffic safety.

Division of Facilities Management

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

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

In addition, the Division provides coordination for the County's capital improvement projects working collectively with various professional service consultants to accomplish set goals in a timely, cost efficient manner. The

majority of standard utilities such as Public Service Electric, Water and Gas are monitored and paid through Facilities. Monitoring also incorporates contractual bids, non-bid agreements, and collective purchasing through Middlesex Regional Education Commission (MRESC) and Somerset Cooperative.

The Division consists of five (5) Bureaus:

Bureau of Construction Management/ Bureau of Trades

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

- Conducts and coordinates Countywide renovation projects such as, but not limited to, framing and dry wall of new offices, ceiling tile replacement, painting, and the installation of vinyl base and carpet tile, in addition to setting up or modifying cubicle layouts provided by staffed furniture installers. Cost effective carpentry cabinet work and furniture is manufactured in-house as opposed to buying the same from outside vendors at increased prices.
- Directs compliance and maintenance with safety regulations and standards such as the replacement of damaged sidewalks, retaining walls, steps, etc., as well as snow removal from the County Complexes and parking lots.
- Completes approximately 4,400 work orders annually, generated from a computerized work order system that records the job type, and designates the shop performing the task and the man-hours used to complete the job.

Bureau of Custodial Maintenance (Night Shift)

The Bureau of Custodial Maintenance works in conjunction with its day shift counterparts maintaining approximately 22 Union County buildings at various locations. Primary nightly responsibility is to develop an effective work

schedule with employees conforming to necessary cleaning, garbage removal, recycling, stripping and waxing of floors, and carpet shampooing.

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

Bureau of Stationary Engineers

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

- Maintains approximately 28 buildings with two million square feet, 24 hours per day, seven days per week. The electricians, plumbers and HVAC function on the standard time frame with the exception of being on an on-call basis when needed.
- Oversees larger scale capital projects, in-house renovations and reconstruction independently and in conjunction with the architects and engineers retained by the County. The bureau Chief will attend vital meetings to enforce and monitor progress tracked by computerized system and work orders.
- Monitors the Automatic Logic Control System (ALC) reporting and regulating individual building temperature control.
- Enforces compliance and consistency with New Jersey EPA STACK testing mandates guideline and permits.
- Maintains power house consisting of:

- ✓ Three high pressured vessels

- ✓ Electrical buss with 480 switches gears.
- ✓ All generators within the county buildings.

Bureau of Print Services

The Bureau of Print Services offers a wide range of services including printing, graphic design, image & document scanning, creation of digital files including .pdf, .tiff, .jpg, .indd, .ai and .psd image file preparation for Digital Printing and Sign Making. The Bureau installs custom signs made of vinyl, plastic, foam board, aluminum, paper etc. Printing includes various forms including carbonless (NCR) forms, flyers, business cards, invitations, door tags, nameplates, labels, calendars, menu directories, event signs, temporary signs, indoor/outdoor banners, posters, presentation checks, etc.

- Countywide support for production, job tracking and management of Union County's In-house Print and Sign Shops with oversight of the Print Services Xerox contract.
- Provide print and sign services for 20 municipalities, agencies and the 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.
- Offers advice on design, layout/paper suggestions, software usage and troubleshooting.
- Utilizes a variety of software such as Adobe Photoshop, Illustrator, In-Design, Acrobat, MS Word, Excel, Power Point, Gerber Omega, Onyx Production-House and EFI Fiery.
- Operates equipment such as Gerber thermal printers, various Gerber plotters, HP Latex 360 printer/ HP Latex 365, HP Scitex 500B Printer and Summa F1612. Other equipment includes PSI digital printer, Neopost HD CX1600 printer, Neopost Mach 6 printer and numerous other post-press equipment.

Bureau of Correctional Facilities Maintenance

The Bureau of Correctional Facilities Maintenance maintains the Oriskany Correctional Facility and the former Juvenile Detention Center. Primary responsibility is to develop an effective work schedule with staff conforming to necessary cleaning, garbage removal, recycling, stripping and waxing of floors, carpet shampooing and building maintenance repairs.

- Responsible for the direct supervision of 6 employees.
- Daily record keeping and equipment inventory required to provide cost effective measures and the ability to complete the job.
- Oversight of all areas in order to ensure safety for all Correctional staff members, inmates and the general public.
- Enforce proper training of new employees consisting of building familiarity, uniforms, the proper use of safety equipment, emergency situations, cleaning techniques and the use of cleaning products and chemicals, individual employee conduct and individual responsibilities.
- Works collectively with the Office of the Division of Facilities Management on snow removal and emergency situations such as the use of snow plows, shovels and salt deposits in addition to addressing any crisis situation on an as needed basis.

2021 Accomplishments

Division of Public Works

Bureau of Roads & Bridges

In 2021 the Bureau filled in and repaired hundreds of potholes. Minor and major road surface repairs and preventive maintenance were completed throughout the county. Repairs to related infrastructure on county roadways such as sink holes and storm line failures were performed. The County's 340 lane miles of roadway were swept approximately twice per month as per our Sweeping Schedule. Vegetation maintenance was performed as required. The County's 4,564 inlets and catch basins were cleaned and/or inspected twice per year, as scheduled. Repairs were made as required. Union County's 386 bridges and culvers were inspected and maintained as needed. Beam Guide Rail was repaired as needed. Weather-related events including snow & ice were managed, staffed and addressed during and following each occurrence. There were approximately 500 tasks completed related to snow and ice removal during this time frame.

During County-sponsored recycling events, the Bureau provided assistance through personnel and equipment. Assistance was provided to the Office of the County Clerk by hauling records to the incinerator from various agencies and municipalities throughout the county. Assistance was also provided to the County Police in hauling confiscated drugs to the incinerator for destruction.

The Bureau of Roads & Bridges, Welding Shop performed fabrication projects for various Union County agencies such as Park Maintenance, Department of Public Safety, Bureau of Shade Tree & Conservation, Bureau of Heavy Equipment and Truck Repair, as well as repairs and modification to DPW Equipment.

The Bureau of Roads & Bridges assisted the Bureau of Shade Tree & Conservation through the use of personnel and equipment with all operations of the Union County. Leaf Compost Facility in Springfield. This work included receiving leaves and related materials for composting, forming windrows and turning as required followed by moving materials. Site maintenance and cleanup was performed throughout the year.

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

The Bureau of Road & Bridges completed in excess of 1,900 work requests during the past year. This included various services and mutual aid assistance to all Divisions, Agencies and Municipalities. Approximately 3,360 tons of asphalt were used between Roads & Bridge Maintenance and Repairs and Mutual Aid requests. In addition to standard repairs and maintenance and Mutual Aid Requests, the Bureau of Roads & Bridges provided personnel and equipment to multiple pandemic related projects including COVID-19 test sites and vaccination call centers, as well as Food Drives.

Bureau of Inspections

During 2021 the Bureau issued 482 roads and curb permits, as well as collecting \$99,857.60 in permit fees and \$64,194.59 in refundable bond fees for a total of \$164,052.10.

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

In addition to Roads & Bridges Inspectors, the Bureau's personnel also include the Department's Safety Coordinator, who scheduled safety programs to ensure compliance with Local, Federal and State regulations. Examples of these regulations are: OSHA and Hazcom Right to Know Compliance, Commercial Driver's Licensing, CDL Medical Certifications, Storm Water Management, and Work Zone Safety. We now do tool box talk monthly. The tool box talk is when the supervisors get together to speak about safety issues, such as climbing ladders, dealing with electricity, etc.

In-house training was also performed. Examples of this training are: chainsaw, forklift, backhoe and bucket truck operations, fire extinguisher usage, ladder usage, and proper flagging techniques. The reporting and recording of all departmental employee injuries and motor vehicle accident issues also fall under this Bureau. Other safety training included since 2018 was, training in the precautions of slip and fall, lifting techniques, PPE (personal protective equipment) and defensive training.

Bureau of Shade Tree & Conservation

This year, the Bureau of Shade Tree & Conservation has concentrated on completing all Work Order requests, and the Shade Tree Bureau has completed over 4,000 Work Orders to date. The Bureau continue to remove any dead trees along County roads and in all of the County parks. As of this year we removed approximately 300 trees in our park system. This year, the Bureau worked along with the Bridge Bureau in removing downed trees blocking waterways. More than 700 trees were removed due to safety and over 1,000 trees have been trimmed. These trees were mainly identified through requests from the public as well as County personnel. This year, the Bureau completed large requests for tree trimming and removal in Cranford,

Clark, Elizabeth, Plainfield, Roselle Park and Scotch Plains. The Bureau promoted arboriculture and the preservation and planting of shade trees with the County.

The Bureau continued to work with PSE&G and Jersey Central Power & Light, electric companies to remove any trees that had fallen and/or taken down their wires during storms.

The Shade Tree Bureau assisted with mutual aide to Garwood, Mountainside, Roselle, Summit and Union, among other municipalities, in removing large trees and hanging branches. The Bureau also loaned equipment to assist municipalities in their duties.

The Bureau addressed concerns regarding trees in various parks. In Cedar Brook Park, the Bureau received request from Park supervisors concerning playground area and walking paths. This year, all requests have been completed throughout the park. At Echo Lake Park, year the Bureau removed 50 dead trees located over the playground areas this year. At Rahway Park, the Bureau had substantial requests for work orders on trees, all of which has been completed.

Each year, the Bureau of Shade Tree & Conservation plants 150 trees throughout the County along County roadways. This is done yearly due to the number of trees that were removed due to decay or as a result of storm damage.

Bureau of Mosquito Control

Prior to the start of our surveillance and treating season, Mosquito Control completed 153 tasks related to ditch maintenance at 106 locations in need of cleaning.

The 2021 mosquito surveillance season began on March 1. A snowy winter and wet spring created a mosquito population that became very challenging during a continued wet season.

The West Nile Virus positive pool ratio rocketed to 990, the third highest in the past 10 years for New Jersey. There were 32 confirmed, positive human cases in New Jersey last season with one fatality in Camden County. To date, no human case has been reported in Union County. EEE was not detected in

any samples submitted by Union County to the NJ State PHEL labs for virus testing. Our Bureau submitted 16 different weekly portable trappings at locations in our data base, collected 11,602 mosquitoes, and identified and encapsulated 233 pools for testing. Those pools were tested for 5 different viruses carried by mosquitoes (WNV, EEE, SLE, JCV, and Dengue Fever). This season was monitored by 23 semi-permanent New Jersey light traps for trends and populations.

Our Inspectors also became more interactive with our WNV surveillance. They performed 60 Gravid trap runs and 63 landing count functions. All 21 municipalities in Union County had at least one portable trap sent for virus testing with all having at least one positive WNV pool. The Inspectors performed 976 NJ light trap runs during the 2021 season. U.C. Bureau of Mosquito Control currently has over 500 identified and catalogued sites registered with the NJ PHEL Labs in Ewing Township, NJ.

The Bureau handled 369 complaints for 2021. There were 388 spray locations during 14 operations conducted during evening hours to control adult populations of mosquitoes. There were 3,688 tasks completed for 2021. This number is down from last year due to our staff being re-directed to the Houdaille quarry to truck composted material around the facility. This includes the work the inspectors do on a daily basis to control breeding at the source in several locations throughout Union County where standing water cannot be eliminated.

The Bureau continued to offer “Barrier” treatment for problem yards of individual home sites. This process involves the use of a backpack blower that sprays a mist of a barrier pesticide that dries down in an hour and leaves a residue that can provide active mosquito control for up to 12 days. So far the Bureau has received positive feedback with the results with 103 barrier treatments performed during the 2021 season, less than last year due to rainy conditions.

Our staff attended outreach venues in order to educate the public to the health risks and public nuisance of mosquitoes and how to prevent breeding of them, due to the COVID-19 pandemic.

Union County Mosquito Control continued to successfully employ the use of I-Pads in all of our work orders on Cartegraph.

Bureau of Heavy Equipment & Truck Repair

There were 737 repair Work Orders. This figure includes the repair of in-house work performed by the Bureau. This Bureau repairs all County-owned heavy equipment as well as a large fleet of trucks utilized by the Division of Public Works and Park Maintenance. Within this Bureau there are hydraulic and diesel mechanics. The Heavy Equipment shop has also made repairs to equipment for towns within Union County. This year the Bureau had 2 mechanics attend vehicle scanner training provided by Snap-on Tools training, and 2 mechanics attended sweeper training provided by Timmerman Equipment. The Bureau will expand our ability to diagnose and repair our current fleet of vehicles and equipment. Technician expertise will be updated by means of either classroom or online training in order to keep up with current and future vehicle technology.

Bureau of Recycling and Planning

2021 Bureau Accomplishments

Hiring of an Environmental Specialist 1 and a new Environmental Specialist 2 (Bureau Chief):

The Bureau has two new faces. The first is an Environmental Specialist 1 who focuses mainly on public education and outreach in regards to recycling and litter abatement. This employee is charged with creating a comprehensive outreach program that will allow the Bureau to educate County school students as well as other community groups about the importance and techniques involved with recycling and litter abatement. The cost incurred by the salary and fringe benefits of the Environmental Specialist will be absorbed by funds from Recycling Enhancement Act (REA) and Clean Communities grant monies. This “new hire” has not added any additional expense into the Public Works/ County budget. The Bureau Chief oversees the programs and staff of the Bureau.

Visits to Municipalities / Creation of Comprehensive County Recycling Directory:

The County is in the process of creating a comprehensive recycling guide that will be distributed both in online and print versions. This document will allow residents and businesses to have all of the important recycling information

(including recycling markets, the “how to’s” of recycling, and environmental solutions) right at their fingertips. As part of the creation of this document, the County has visited nearly all of the municipalities to take note of their recycling practices and the programs that they offer their residents, on top of what is offered by the County, so that this information can be included in the “Recycling Directory.” The Bureau is looking to have a completed document in 2022.

Pumpkin Recycling Program Expansion:

The Bureau is presently in “full swing” with its pumpkin recycling program. The County has done this in conjunction with the Waste Management CORE facility in Elizabeth. 5.25 tons of pumpkins were brought to the WM Core Facility in Elizabeth. These pumpkins were from Elizabeth, Westfield, and Berkeley Heights. The purpose of their program is to take pumpkins that are destined for the UCUA incinerator out of the waste stream for recycling. The County’s program was publicized on News Channel 12 New Jersey, through The Star-Ledger/nj.com, and TapInto, which should lead to good results.

Recycling Flyers Recreated in a Bilingual Format:

The recycling event flyers, recycling educational materials, and other recycling handouts were reformatted to an English/Spanish format so that more of the population of Union County can understand these materials.

Internalization of Recycling Collection Done By Facilities Staff:

The Bureau is presently in the process of finding the most advantageous vendor to use for an effective pick-up program for recyclables generated in County facilities. In the past, the County has relied on municipal pick-ups from the host municipality to provide a pick-up service for their recyclable material. By internalizing this, the County will pay for the service but also have a more reliable service by not having to have to rely on a municipal contract or municipal hauler.

Styrofoam Recycling:

Union County continued to recycle Styrofoam by maintaining the Styrofoam Recycling Program via municipal convenience centers. Nine (9) towns are participating in collecting the packaging foam. Bins, bags and educational brochures and signs were developed and provided by the County beginning in 2019. Information is also provided at the County recycling website.

Recycle Coach: After successfully launching the Recycle Coach app in every municipality in 2018, Union County continues to provide support for all twenty-one municipalities and their residents for their use of the Recycle Coach application.

Preparation for the New Jersey “Bag Ban”: Beginning on May 4, 2022, the New Jersey “Bag Ban” will be going into effect. This law prohibits all stores (including retail), food service businesses, and grocery stores from selling to, or providing their customers with single use plastic carryout bags. In addition, grocery stores larger than 2,500 square feet may not provide or sell single-use paper carry-out bags, and instead may provide or sell only reusable carry-out bags. In light of this legislation, the Bureau has provided 3,350 reusable bags and ban-related educational materials at County and municipal events to prepare residents for the upcoming ban. The County will continue to provide these bags and information in 2022.

The Bureau of Recycling and Planning continued to host various one-day recycling collection events throughout Union County.

Event and tonnage data for the 2021 recycling events are as follows:

- **Mobile Paper Shredding** – Union County sponsored 12 shredding events in 2021. There were 7,885 residents who participated in the program this year. These residents shredded and recycled a total of 276,782 pounds (138.39 tons) of confidential documents. Union County’s local government document destruction program assisted ten government entities in shredding their confidential documents.
- **Household Hazardous Waste Days** – Union County sponsored five household waste events with 3,980 participants properly disposing of 241,509 pounds of hazardous wastes and universal wastes.
- **Mercury Thermostat Bounty** - In conjunction with Covanta, Union County offered a mercury thermostat bounty program where residents received Home Depot gift cards for turning in mercury thermostat(s). The program was successful in collecting twenty-seven mercury thermostats and one mercury blood-pressure cuff.

- **Smoke Detector Collection** – The collection of smoke detectors at all HHW programs and year-round at the Scotch Plains office yielded thirteen units being collected and properly disposed of.
- **Fluorescent Bulbs** – 25,489 feet of fluorescent bulbs were collected and recycled via nine municipal drop-off locations. This is in addition to our five Household Hazardous Waste Days.
- **Tire Recycling** – A total of 602 tires were collected at the Household Hazardous Waste events and recycled in 2021.
- **Propane Tanks** – 408 propane tanks were collected and recycled in conjunction with our Household Hazardous Waste Day events.
- **Scrap Metal** –The Bureau of Recycling managed bi-monthly scrap metal collection programs from March thru November at two drop-off locations in Cranford and Rahway. There has been well over sixteen tons of scrap collected to date.
- **Motor Oil/Filters:** Union County successfully recycled 10,655 gallons of used motor oil and 5,400 pounds of spent oil filters (to date) via 15 municipal drop off locations.
- **Electronics Recycling** – Union County continues for provide free drop-off of electronics for recycling at eighteen municipal e-waste collection drop off locations. A list of electronics recycling sites can be found under “County Recycling Events” at www.ucnj.org/recycling.

Division of Engineering

2021 Accomplishments

Bureau of Engineering:

Public Works Projects included:

- 2021 Road resurfacing (approx. 17.6 miles) in 12 Municipalities;
- Traffic Signal Projects at the intersection of Lambert’s Mill Road and Rahway Avenue in Westfield, the intersection of West Broad Street

and Scotch Plains Avenue in Westfield, and the intersection of River Road, Chatham Road and Miele Place in Summit; Hawk Pedestrian Signal Project at South Michigan Avenue and Quinton Street in Kenilworth; Lawrence Avenue Minor Bridge Project in Mountainside; East Hazelwood Avenue Bridge Scour Protection Project in Rahway; Passaic Street Bridge Project in New Providence; and Stelle Avenue Bridge Project in Plainfield.

- Facilities Projects including County Clerk Office renovation, UCPAC interior painting, and new Public Safety Dispatch Center.
- Park Projects including Rahway Pool Improvements, Feltville Village Building #4 and #7 Renovations, Snyder Avenue Turf Field, and Wheeler Park path resurfacing project.

Bureau of Geographic Information Systems

Maintained, managed and supported a Countywide asset management system with 20,000 assets and over 100 users. Maintained, managed and supported School Crisis Mitigation system with 230 schools and over 400 law enforcements users. Maintained, managed and supported GIS public website with 4,000 certified tax maps, sex offender database and support several staff in the Prosecutor's office. Created GIS maps and supported GIS operation for 21 municipalities and kept our parcel layer with 160,000 parcels up to date. Supported and maintained Board of Election maps, road resurfacing maps, road sign database with 20,000 signs, county road video logs and county park assets. Supported and managed over 150 computers within the Department of Public Works, including upgrade and troubleshooting.

Bureau of Traffic Safety and Maintenance

Provided traffic control design and implementation for over 30 miles of road for Annual Resurfacing operations. Conducted Traffic Safety Assessments for Union County and its municipalities. Assisted municipalities via our Mutual Aide/Shared Services Program with pavement striping, signage and vehicle decals. Provided consultation related to depositions and interrogatories in regard to tort claims and law suits. Assisted Union County Departments with event banner installations and with installing signage for

Union County Municipal Aid Grant Program and Union County Deer Management Program. Continued maintenance of sign inventory system. Continued with roadway sign and striping maintenance as well as the collection of traffic data on all County roads.

Division of Facilities Management

2021 Accomplishments

UC Courthouse Tower– Fire Code Violation, Interior Stairwell Project

Project commenced in January 2020. Fire Sprinkler System has been installed. Erection of the Interior Stairwell has commenced. Project is expected to be completed in early 2022.

UC Courthouse Tower

Modernization of the (3) Tower Elevators has been completed.

Print Services

Moved our Print Services operation from Elizabeth to a more desirable space at the old Juvenile Detention Center in Linden, using an outside vendor and our in-house staff.

Administration Building

Replaced both aging Ground and Rooftop AC Units.

Renovated and expanded an area for the Department of Human Services by converting a small copier room into two usable office spaces.

Cultural & Heritage Affairs

Installation of new Windows has been completed.

Child Advocacy Center

Reduced the size of an existing 1st Floor Conference Room and added two office areas for additional staff, including the replacement of a majority of the flooring.

Rahway River and Briant Parks

Designed and built shed at each location for new Irrigation System equipment.

Echo Lake Park

Repaired the 911 Memorial for the 20th Anniversary.

Oak Ridge Park

Installed Split HVAC System in the Field House Press Box.

Wheeler Spray Park

Installed Split HVAC System in the Administration Building.

Various County Owned and Leased Buildings

Fabrication and installation of Covid-19 Plexiglass Sneeze Barriers continued.

Bureau of Print Services

- Processing 1,377 print/sign/paper requests from Nov. 1, 2020 – Oct. 29, 2021 for Union County, 20 Municipalities and various non-profit Agencies.
- Printed over 2,964,823 impressions from Nov. 1, 2020 – Oct. 29, 2021.
- Printed and assembled 175+ Banners from Nov. 1, 2020 – Oct. 29, 2021.
- Invoiced \$32,861.65 from Nov. 1, 2020 – Oct. 29, 2021 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 equipment.
- Assisted in negotiating a successful move to new location saving an estimated \$60K.
- Upgraded aging design and production software.
- Implemented professional banding equipment. Added envelope attachment for Xerox digital printer.
- Secured new digital print submission system.

Division of Public Works**2022 Initiatives****Bureau of Roads & Bridges**

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

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

Street sweeping will be conducted on a monthly schedule. Roads and Facilities are scheduled to be swept twice per month, weather permitted. Rights of Way maintenance will be conducted from March through November on all County roadways.

The Bureau's in-house paving program will provide Mutual-Aid Milling and Resurfacing services to various Municipalities, Departments and County facilities prioritized as requested through County departments, divisions, and bureaus. Requests submitted to the Bureau of Road & Bridges will commence on or about May 1, 2022.

The Bureau will continue with all regular and priority repairs related to Roads, Bridges, Culvers and Beam Guide Rail throughout Union County.

The Bureau will also continue with its Heavy Equipment Maintenance & Repair, Snow Equipment Maintenance & Repair, Welding & Fabrication Services not only for Bureau Equipment but extended to all Divisions, Agencies and Municipalities. The Bureau will also continue Mutual Aid Assistance and will include but are not limited to Equipment/Personnel Loans, Hauling, Debris Removal, Drainage Improvement, etc.

The Bureau of Roads & Bridges will continue with equipment and facility maintenance conducted at the DPW facility throughout the year. The Bureau will continue with efforts to augment training and improve safety awareness for all bureau employees.

Bureau of Inspections

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

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

Bureau of Shade Tree & Conservation

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

The Bureau will continue to teach the public through the Arbor Day Program, about how important it is to save our trees, and through the Poetry Contest which is geared towards school age students. Next year we hope to give out 150 trees to schools for Arbor Day.

Employees of the bureau will continue to attend safety classes and monthly tailgate safety classes which include bucket safety, stump grinder, crane operations and chainsaw training along with pesticide training, electrical hazard safety programs, chainsaw safety programs, and any other program that may address their job duties.

The Houdaille Quarry

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

Approximately 150,000 cubic yards are collected annually, which are then composted and reduced by one-third to produce compost. The compost is

screened to produce a rich, top soil additive which is in demand by private contractors. The County has purchased a windrow turner along with a front-end loader and is in the process of purchasing a screener.

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

Bureau of Mosquito Control

Union County Mosquito Control is an evolving science that requires this Bureau to stay current with up to date science and technology. It also requires that staffing evolves with it. Here in Union County, our Bureau is quickly approaching the need to replace top staffers. This will necessitate the hiring of an identification specialist; this usually requires an individual to be hired in the very near future so that the succession plan can be seamless. It would give the Bureau a staff equal to meeting today's standards in mosquito control.

One of the challenges that we have is the ability to access off-road area that are known to be breeding but can't be reached or treated by truck. We plan to obtain a trailer for the ATV so that we can get into those areas with an adulticiding machine that can be used to disperse a liquid larvicide. This is being planned in order to be more efficient and effective at knocking down those populations of mosquitoes.

Some vendors are changing their product line, so we will be seeking to keep an array of products that both continue effectiveness and avoid the possibility of resistance occurring in the insect population that we are treating.

Union County Mosquito Control strives to deliver the level of service that Union County residents and businesses expect and deserve of a county agency.

Bureau of Heavy Equipment & Truck Repair

The Bureau will continue to maintain and repair all County-owned trucks and heavy equipment utilized by Public Works, Park Maintenance and Houdaille Quarry. The Bureau will continue to encourage our staff of technicians to

further their ability to service the vast and diversified fleet throughout the county by sending mechanics to training when offered by vendors, such as Snap-on-Tools diagnostic training in order to stay updated on any current and new technology within the industry.

Bureau of Recycling & Planning

2022 Initiatives

Comprehensive Union County Recycling Directory

The one initiative that the Bureau plans to prioritize is a guide or directory which will provide a comprehensive document to explain the proper methods of recycling, different outlets for recyclable materials and other waste products, and ways to be more environmentally conscious. This document will help both residents and businesses be more aware of the different recycling opportunities for recycling and waste reduction both inside Union County and beyond. We will look to make a paper “hand-out” manual as well as an online version of the document. The bureau might look to hire a vendor to help us with achieving the best final product of the document.

Increasing Public Education Opportunities for Union County

With the new Environmental Specialist 1 on board, one of her focuses will be public education. We are going to create a comprehensive recycling/litter reduction/ waste reduction education program that will include delivery to school children, environmental groups, and other community groups that are interested in learning about these topics. We will reach out to school officials and use other methods to publicize the program and hopefully get into many forums to educate the public on these topics.

Increasing Compliance Assistance and Communication with Municipalities

Due to the pandemic, the Recycling Aide, who is tasked with recycling compliance issues, has been grounded in his mission to help guide businesses in Union County on how to recycle correctly. With that being said, we are going to attempt to get out into the municipalities within Union County and increase our presence in the Compliance Assistance arena. We are also

researching ways of changing the role of the Recycling Aide to the effect that he would take on more of an enforcement role versus a compliance assistance role. The bureau is also in the process of developing relationships with Code Enforcement and other municipal officials in the different municipalities to make the effort more comprehensive. We intend to expand and strengthen these relationships in 2022.

Organics Recycling

With the Waste Management CORE facility, a New Jersey Department of Environmental Protection licensed Class ‘C’ organics/ food waste recycling facility in our backyard (Elizabeth), the Bureau would like to establish a program of diverting organics destined for the UCUA incinerator towards an avenue of being recycled. The CORE facility is one of only a handful of facilities with this capability in our state, so we hope to utilize this amazing resource more fully in 2022.

Division of Engineering

2022 Initiatives

Bureau of Engineering

Public Works Projects including 2022 Road resurfacing (approx.18.5 miles) in 15 Municipalities; Traffic Signal Project at three intersections on W. Seventh Street in Plainfield; Gordon Street Bridge Project in Roselle/ Roselle Park, Irving Street Bridge Project in Rahway, Lower Road Minor Bridge in Linden, and the Dill Avenue Bridge in Linden and the Myrtle Avenue Bridge in Westfield.

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

Bureau of Geographic Information Systems

We will 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 Union County

Prosecutors Office; sex offender database and support several staff in the Prosecutors office; and create GIS maps and support GIS operation for 21 Municipalities and keep our parcel layer with 160,000 properties up to date. We will support and maintain Board of Election and road resurfacing maps, as well as the Road Sign database with 20,000 signs, County road video logs and county park asset. We will continue to support and manage over 150 computers within the Engineering, Public Works & Facilities Management Department including upgrade and troubleshooting.

Bureau of Traffic Safety and Maintenance

We plan to continue providing traffic control for 20 miles of paving operations. We will continue Traffic Safety Assessments for municipalities as well as mutual aid via the Striping and Sign Program. We will continue to assist Union County Departments with event banner installs, maintaining sign inventory, and upgrading sign and striping along Union County roadways. We plan to continue obtaining video log for all 173 miles of county roads, collecting data from Bridge Heights and Truck volumes, providing consultation related to tort claims and law suits, and providing signage for the Union County Aide Grant Program and the Union County Deer Management Program. We 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

2022 Initiatives

Administration and New Annex Buildings

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 will continue and is expected to be completed in early 2022.

Administration Building

Replace the existing aging and outdated Main Entrance/Exit Doors.

UC Courthouse

Replacement of the Entrance/Exit Doors at rear (Atrium) entrance will commence.

Vacated Courtrooms on the 9th through 14th Floors will be converted to usable Office space.

Police Academy

Current 2nd Floor Office space will be demolished and converted to a Training and Conference Room.

UC Parking Garage

Existing Parking Garage will be demolished and replaced with a surface Parking Lot.

Parks

Restroom renovation of Public and Employee restrooms will continue.

Bureau of Administrative Support

Implementing the more efficient online storefront.

Integrate Sign Shop work orders direct to the new digital system.

Roll out the new storefront system.

Improve output by purchasing a new high speed digital envelope printer.

Modernize by purchasing a digital slitting machine.

Replace one of our aging outdated digital printers.

Upgrade our capabilities by adding an insert attachment for folder inserter.

Streamline production by adding a Banding Machine.

**Department of
Finance**

Comptroller

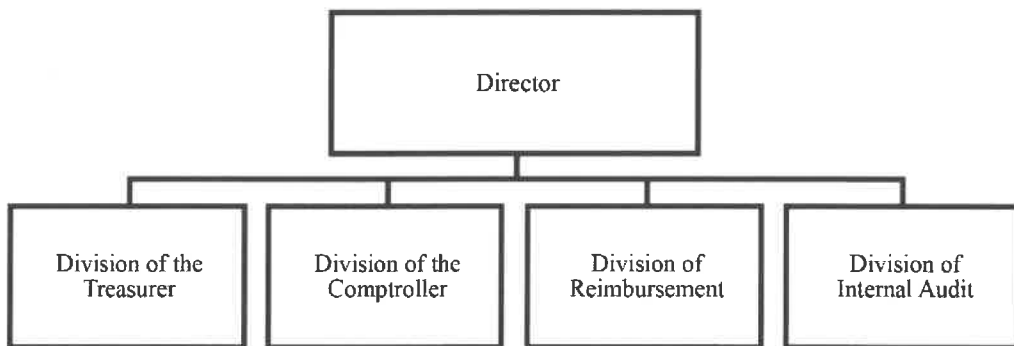
Internal Audit

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.

2021 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 which was included in the Report of Audit on the Financial Statements of the County of Union for the Year Ended December 31, 2020.

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 \$3,600,000 County College Bonds (Chapter 12 State Aid).

Sale of Bond Anticipation Notes:

Issued bond anticipation notes of \$80,000,000 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 including adding additional remote deposit scanners for staff.

Investments:

Utilized surplus funds by investing in CDs. Although interest rates declined during the COVID-19 crisis, the County was able to continue earning interest on investments on an average of .10% - .25% basis points and kept service fees to 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 2020 issues.

Bond Rating:

Received AAA rating from Moody's Investor Services.

Reimbursement Division

The Division of Reimbursement was tasked to oversee the CARES Act Assistance for State and Local Governments grant, also known as the Coronavirus State and Local Fiscal Recovery Funds. Some of the current projects the Division managed funded by this grant are:

1. To continue to provide onsite COVID-19 testing at Kean University and mobile testing throughout Union County.
2. To continue to provide COVID-19 vaccinations at Kean University and throughout Union County.
3. Established a call center to reach out to the residents of Union County to encourage residents to obtain a COVID-19 vaccination.
4. Community Infrastructure Projects – the County is reviewing and determining infrastructure deficiencies within the county's neighborhoods.
5. To continue to provide the Food Distribution Program at Kean University and various other sites throughout Union County.
6. Job training assistance.
7. To address the negative economic impacts imposed by COVID-19, the County is installing athletic fields for recreational use by athletic groups' families & individuals in Union County to provide an outlet for exercise and socialization within their community.

2022 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 2022 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 increase interest rates as the Federal Reserve is expected to start raising interest rates again in early 2022.

2022 Bond Anticipation Notes Sale:

Rollover a portion of \$80,000,000 bond anticipation notes and issue approximately \$20,000,000-\$30,000,000 new bond anticipation notes for the funding of capital improvement projects.

2022 Bond Sale:

Will issue General Improvement, Vocational-Technical and County College Series A (State Aid) and Series B bonds for a portion of the \$80,000,000

outstanding bond anticipation notes to fully fund various county capital projects.

Bond Arbitrage:

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

Reimbursement Division

Continue the development of an automated time keeping program for employees' activity on federal, state and local grants.

Continual Improvement with the preparation of the annual central service cost allocation plan to determine fringe and indirect cost rates to be used for various federal grant awards.

Continue the development of monitoring procedures for federal and state grants awarded to the County of Union.

Department of Human Services

Aging

American Jobs Center

Cornerstone Behavioral Health Hospital

Outreach and Advocacy

Paratransit

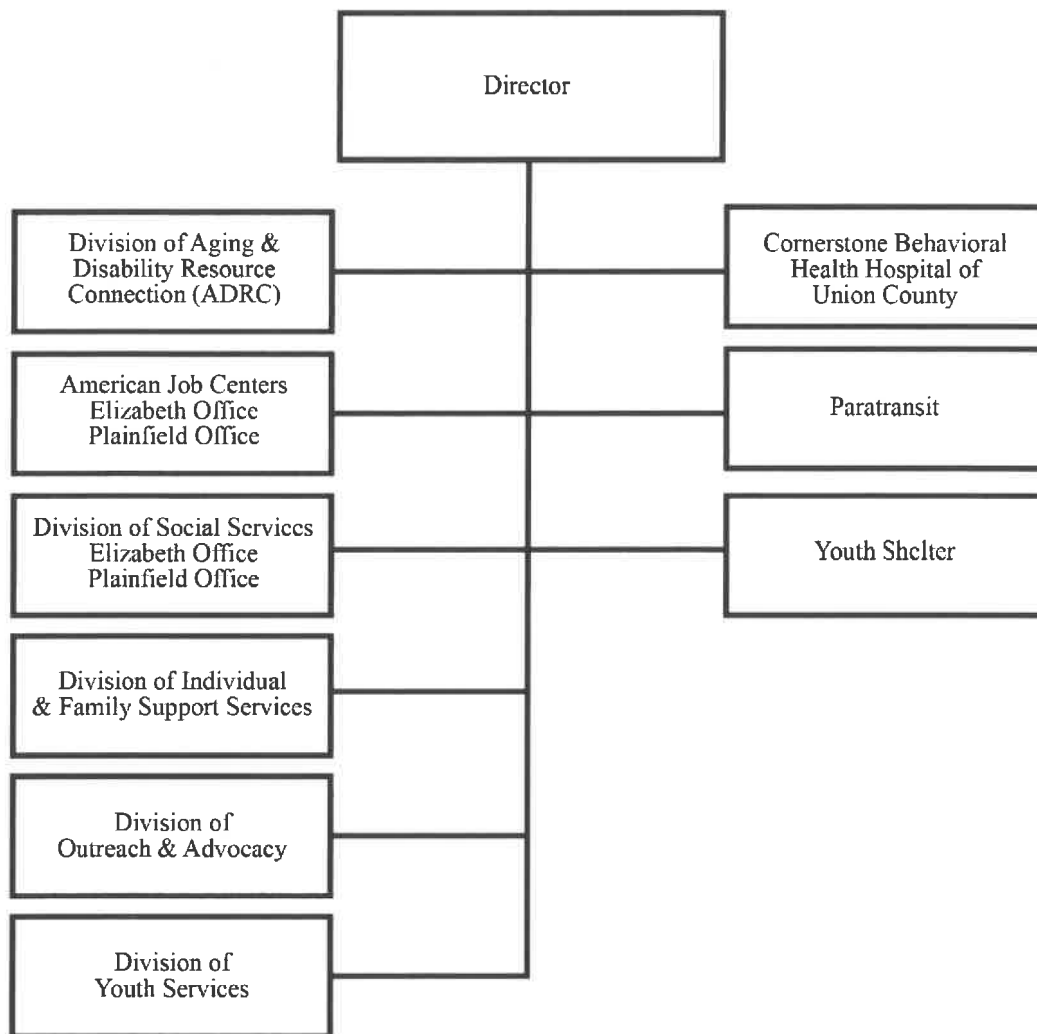
Planning

Social Services

Youth Services

Organizational Chart

Department of Human Services



DEPARTMENT OF HUMAN SERVICES

Mission

The mission of the Department of Human Services (DHS) 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.

Description of Services

DHS encompasses an array of programs and support services administered through its Office of the Director and other offices and divisions, which include: Division on Aging and Disability Resource Connection; American Job Center; Cornerstone Behavioral Health Hospital; Division of Outreach and Advocacy; Paratransit; Division of Individual and Family Support Services; Division of Social Services; and Division of Youth Services. Last year, the Department served more than 260,000 individuals, almost half of our Union County population, through an array of direct services, contracted community-based provider agencies, and received funding to provide services through different state, federal and private foundations.

Office of the Director

Paratransit System

Countywide curb-to-curb transportation for seniors (60 and over), disabled residents, veterans, and other income-eligible residents to provide these individuals independence and/or access to a better quality of life.

Union County Youth Shelter

Emergency and temporary placement services for youth ages 12-17 involved in a family crisis. This 24/7, 365-days per year service offers safe, non-restrictive, shelter.

Division on Aging and Disability Resource Connection

Promotes wellness, independence, dignity and choice for seniors and their families. Services include home delivered meals, group meals, and information and assistance with referrals for home care, health, legal and financial services.

American Job Center

The Union County American Job Center is the Union County local workforce delivery system entrusted to assist individuals with barriers to employment, access to and opportunities for employment, education and training, and to support services they need to succeed in the labor market. It aligns all the resources available to support a comprehensive, accessible and high-quality workforce development system in Union County entrusted with assisting individuals (both adults and youth). The American Job Center seeks to improve the quality of workforce investment, education and economic development efforts to provide America's workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. It also seeks to provide employers with skilled workers needed to succeed in a global economy.

Cornerstone Behavioral Health Hospital of Union County

A 44-bed inpatient hospital offering mental health services to adults 18 years of age and older who are referred for short term care facilities, i.e., acute psychiatric hospitals.

Division of Outreach and Advocacy

Raises awareness about the Department's programs and services; advocates in response to residents' unmet human services needs and responds to those needs with effective and accessible resources. Staffs the DHS Action Line to respond to inquiries from the public and service entities, and processes and monitors all Human Services contracts to ensure regulatory compliance. Provides data analytics, research, and evaluation to assess our social service programs to improve the quality of client servicing.

Division of Individual and Family Support Services

Provides social/support services that address mental health, alcohol and drug abuse, shelter/housing, food, physical and cognitive disabilities and victims of sexual violence, and ensures cost effective utilization of funding from federal, state, and county services.

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 education training, family case management, job readiness, child care assistance, and related support services. The Division also provides administration for federal nutrition programs (SNAP/Food Stamps) and medical assistance programs (Medicaid/Family Care), financial assistance programs (TANF/GA), shelter services for the homeless, child support services, and other supportive services.

Division of Youth Services

Administers programs and services to enhance the health, safety and well-being of youth ages 10-24 to prevent or reduce delinquency and related at-risk behaviors. Provides resources, youth employment, and support services for families.

2021 Accomplishments

Office of the Director

Paratransit System

This year Paratransit was able to maintain the level of service we anticipated based on the amount of funding we received due to the support of the Board of Commissioners & Federal Transit Administration. This year Paratransit provided 48,828 rides to the elderly and disabled residents of Union County for medical treatment, dialysis, employment, COVID-19 testing, COVID-19 vaccine, prescription pick-ups, and food shopping. For after-hour trips, we provided approximately 300 trips daily on average. All drivers and passengers must wear

masks, buses are sanitized daily, and cleaning products and disinfectant sprays are provided to every driver daily. Driver's temperatures are taken daily before the start of their shift. Barrier shields were installed last year in four of the Route 22 safety shuttle buses locations for extra protection for our drivers to prevent the potential spreading of the coronavirus.

The Route 22 Safety Shuttle is funded by JARC (Job Access Reverse Commute). Paratransit shuttle bus has provided to-date 18,451 rides. Paratransit received grant funding for \$300,000 from New Jersey Transit for JARC and the Route 22 Shuttle buses. Paratransit received grant funding for CY2022 for the SCDRTAP (Senior Citizen and Disabled Resident Transportation Program) in the amount of \$1,064,750. Paratransit received a Mobility Management grant for \$300,000 from New Jersey Transit for operational costs.

Paratransit received a Mobility Management 5310 grant for \$200,000 from New Jersey Transit to purchase one, standard cutaway rear lift vehicle with 2 accessible securement locations. Paratransit received grant funding for \$91,292 from the Division on Aging for transportation services for Union County residents age 60 and over. Paratransit received grant funding for \$12,000 from Veterans Affairs to provide medical transportation of veterans of Union County to the veteran's medical facilities. The collection of nominal fares generated \$142,956.57. We received \$41,000 for the transportation of Logisticare Medicaid clients. We have received \$6,018 from two mental health facilities to transport Medicaid-eligible Partial Care clients.

Division of Aging and Disability Resource Connection (ADRC)

In 2021, the ADRC continued to ensure adequate nutrition for at-risk older adults. Overall, the ADRC delivered a total of 261,961 meals to eligible older adults in Union County, including about 15,265 Grab & Go lunches. These were provided in lieu of a congregate meal due to the continued closure of the sites. In addition, the ADRC distributed 8,970 Farmers Market vouchers to 1,794 eligible seniors throughout the county via mail, affording them \$30 worth of vouchers that could be used for fresh fruit and vegetables at participating farmer's markets. Paratransit provided transportation for seniors to the Farmer Markets when needed.

Cornerstone Behavioral Health Hospital of Union County

Increased the census while maintaining safety from COVID-19 for patients and staff.

Implemented new staff policies and procedures to enhance operations in consideration of state and federal regulations. Implemented virtual training opportunities for staff performance improvement.

Division of Youth Services (DYS)

Youth Services highlights the successful implementation of our 2021 initiative, *Youth Forward*, a program in collaboration with the American Job Center. The program is full-service and is designed to help both in- and out-of-school youth reach their educational and employment goals. This comprehensive program achieves this by utilizing a far-ranging, collaborative approach to creating opportunities for youth through offering 14 elements. As a result, 75 youths received the necessary life skills, education, work exposure, and experiences to enable them to have productive careers and become responsible family members and citizens.

American Job Center (AJC)

The American Job Center provided 490 orientations that resulted in 140 individuals currently in training. We coordinated 6 in-person job fairs with 50 registered employers and approximately 1,000 jobseekers registered. In our current environment, in-person services are available with plexiglass and other COVID safety measures in place. There are 86 laptops in use by clients taking online ESL classes at home, each equipped with mobile internet connection. Lastly, this year we have developed stronger relationships with community and mandated partners.

Division of Outreach & Advocacy

The Division of Outreach and Advocacy's key initiative for 2021 was to revamp the Action Line Operations. O&A redesigned the Action Lines existing workflow to capture better operational data. O&A installed a new customer relationship management (CRM) system and moved the phone lines to a voice over internet protocol (VoIP). These changes amounted to better call routing, improved Quality Assurance and enhanced performance tracking. The new system also enabled the Action Line to have live chat capabilities.

Division of Individual and Family Support Services (DIFSS)

In 2021, DIFSS continued to provide essential and emergency support services for Union County residents. DIFSS assisted with the County-sponsored, Emergency COVID-19 food distributions during the pandemic through both federal CARES and ARPA funding. In 2021, a total of 45 emergency food distributions occurred throughout Union County which provided over 4.1 million meals to approximately 35,000 households. The Division also assisted over 71 families and 257 individuals residing throughout the County who were impacted by Hurricane Ida by providing emergency housing, meals, and support services.

DIFSS ended 2021 with the Launch of Commissioner Chairman Mirabella's initiative, the Fresh Start Program. Fresh Start provides mobile showers and laundry service for people in need including the homeless in Union County. In addition, Union County residents received comprehensive support services for persons in need of emergency shelter, housing, food, rental/mortgage assistance, utility assistance, mental health services and substance abuse treatment/education, crisis intervention and counseling for victims of sexual assault, services for persons with disabilities and special needs, and other community support linkages.

Division of Social Services (DSS)

Union County continued to offer voluntary work activities to WFNJ participants during the pandemic through partnership with the AJC. A total of 162 individuals received training and development during 2021 when mandatory participation requirements were waived. The Division continued to prioritize the leadership development of the supervisory- and administrative-level staff. Over 80 senior staff participated in a Myers Briggs evaluation and training series. We increased our Medicaid redetermination rate, which had fallen during the COVID 19 pandemic because of a freeze in completing redeterminations, from 54.4% to 86.9%.

As of November 2021 (the latest data available) there are approximately 51,940 individuals participating in the SNAP program, representing an increase of 19% during 2021. As of September 2021, (the latest available data) as reported by the New Jersey Department of Human Services, Division of Family Development, there were a total of 1,144 Work First New Jersey/Temporary Assistance to Needy Families (WFNJ/TANF) participants in Union County, representing a decrease of

18%. In 2021 Union County continued to rank as the sixth largest county in the state for WFNJ/TANF caseload. Union County ranks seventh in SNAP (food stamps) recipients for a total of 51,940 persons, 28,549 adults and 23,391 children, which is a 13% increase from 2020.

2022 Initiatives

Office of the Director

Paratransit System

Due to the COVID-19 pandemic, Paratransit will continue to take extra precautionary measures to ensure the safety of our drivers and our passengers. In 2022, Paratransit is expecting to hold a virtual public hearing due to the COVID-19 pandemic. As a recipient of the funding received from the Senior Citizen Disabled Resident Transportation Assistance Program, known as SCDRTAP, Casino Revenue money is received through NJ Transit; we are therefore required to hold a public hearing each year. This will allow Paratransit to hear from the public. Public comments on the Paratransit System will be entered into the record and become part of the application submitted to NJ Transit for funding in 2023.

Paratransit will continue to seek ways to generate the funding necessary to provide this vital service to our residents who depend on it for medical transportation such as dialysis, chemotherapy, radiation, physical therapy, prescription pick-ups, COVID-19 testing, COVID-19 vaccines, and mental health as well as education, employment, nutrition, and food shopping. Paratransit will continue to work with the contracted facilities to provide transportation to the clients, since many of the facilities were closed in 2020 due to the COVID-19 pandemic have now re-opened.

Division on Aging and Disability Resource Connection (ADRC)

In order to ensure all eligible older adults and their caregivers have access to the COVID-19 vaccine, the ADRC will continue to provide any and all information regarding vaccination locations and related fact sheets to ensure our residents are educated. In addition, the ADRC will continue to promote and educate older adults and their caregivers on receiving the booster, both in the community and at

home. The ADRC is also working towards expanding our outreach efforts into the Haitian communities through the work of a new contracted provider. In addition, goals to re-open the congregate nutrition sites safely will be pursued.

Division of Youth Services (DYS)

In response to ever growing mental health concerns as result of the lingering effects of COVID-19, the Union County Division of Youth Services is looking to increase program services by expanding their existing state legislated family crisis intervention unit to include the 24-hour Youth Response Team. The Youth Response Team would be for youth who are experiencing threats to their safety, runaway problems, homelessness, human trafficking, mental health instability, and issues of trauma resulting from extreme and disturbing events. The goal is to mediate the immediate crisis, identify appropriate community-based resources to prevent future issues, assist in the implementation of recommended services, monitor the service until the situation is stabilized, and make recommendations to prevent future occurrences.

Additionally, and in response to the lack of resources for youth aging out of the foster system, the Division seeks to provide intervention, assessment, program linkage, and case management to aging out youth, those aged 18-24 who reside in Union County. Specifically targeted are youth who may be experiencing homelessness, family conflict, criminal charges, safety issues, mental health instability, trauma, and other issues that negatively affect their lives. Aging out youth may also need assistance with life skills training and educational/vocational planning.

American Job Center (AJC)

Re-Institution of Supportive Services such as transportation, books, and other training needs to ensure success. Additional professional staff training and certifications along with in-person or virtual job fairs. Community Navigators will be hired to assist career counselors in outreach and community service needs in response to the pandemic through federal ARPA funding. Larger participation will be sought for apprenticeship programs or other employer-assistance programs such as on the job training (OJT).

Division of Outreach & Advocacy

O&A, in conjunction with the Office of the Director as well as other DHS divisions will collaborate on a number of initiatives, such as the development of systems and processes which improve grants management, contracting, and program management.

Division of Individual and Family Support Services (DIFSS)

In 2022, DIFSS will seek to research and facilitate a safe or remote process to deliver the Board of Commissioners Initiative: *Union County Proud to be Mental Health Stigma-Free* by providing Mental Health First Aid trainings or comparable mental health trainings, such as the suicide prevention training Question Persuade Refer (QPR), to at least 50 front-line County staff. The Division also plans to reach over 2000 residents via outreach efforts by distributing free COVID-19 mental health resources, resource guides, and pocket-guides.

DIFSS will also strive to launch the implementation of a Coordinated Entry System in collaboration with the DHS Office of the Director and Monarch Housing Associates. Coordinated Entry System is crucial to better serving communities of need in Union County. A working group has been established within DHS as well as within the CEAS/CoC Subcommittee - Coordinated Assessment System (CAS). The goal of Coordinated Entry is to develop and implement a single point of entry for individuals which simplifies and expedites access to housing and to services and benefits providers to ensure referred clients are screened for eligibility.

Division of Social Services (DSS)

The DSS seeks to transition our social workers to an Integrated Social Work Model to streamline client services. Creating an Expedited Processing Section of the Intake Processing Unit is anticipated to improve timeliness and manage the increasing number of expedited cases. The DSS will also continue leadership development training for all supervisors, Assistant Administrators, and Administrators, as well as offer professional development opportunities to all staff. The focus will be on filling the large number of vacancies resulting from staff retirements, resignations, etc. to position the agency to manage a surge in demand for services.

Department of Parks and Recreation

Recreational Facilities and Events

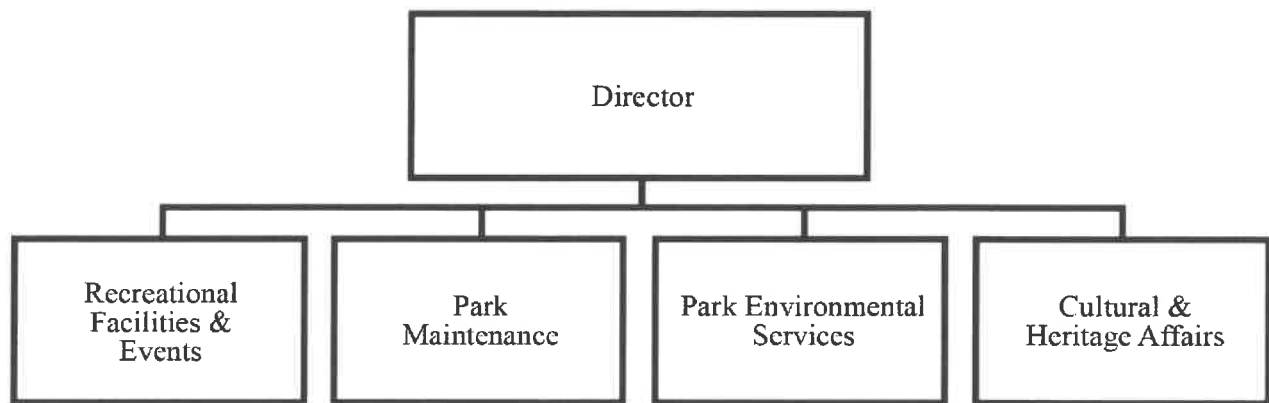
Park Maintenance-Park Grounds

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, assists with new and rebuilt projects, and supports recreation initiatives and programs, in order 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, works with Park Maintenance, volunteer groups and operation of the Deserted Village of Feltville.

Office of Cultural and Heritage Affairs: This Office is designated as the County's official cultural and heritage agency. It 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 artistic 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 Board of County Commissioners' 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.

2021 Accomplishments

COVID-19 protocols prohibited large scale events in our parks. The Office of Cultural & Heritage Affairs, prepared a passive outdoor photo display that highlighted the last 100 years of the Union County Parks System. These photos took residents on a journey through the last 100 years in our parks showing off diversity. Images from before and after the 1920s and how the activities in the parks have evolved over the years were enjoyed by all who viewed them. The photos were placed in H-frames and placed along walking paths and high traffic areas of our parks.

Programs and Special Events

Due to the Covid-19 pandemic, we were unable to execute many of our events. Event details are listed below:

Take Your Children to Work Day-*canceled*

Touch-A-Truck-*canceled*

Rhythm & Blues by the Brook-*canceled*

Summer Arts Festival-*canceled*

- Although our Summer Arts Festival concert series was canceled, we were able to host a hugely successful outdoor concert at Oak Ridge Park featuring, "Southside Johnny." The weather was great and the event was

heavily attended. Union County's mobile testing/vaccination unit was in attendance, along with various food trucks and 2 ice cream trucks.

Drive-Up Concert Series

- In cooperation with the County Manager's office, we ran 10 Drive-up concerts. Attendees had to pre-register and were parked at least 6 feet from one another.

Family Fun and Flix- With the public's health and safety in mind, we welcomed back our Family Fun & Flix outdoor movie series this summer. We hosted 4 movies at Warinanco Park, 1 at Rahway Park, and 1 at Conant Park. There was a dance party before the start of each movie, and our guests were excited to be back outside.

Drive-Up Movie Series

- To accompany our Family Fun & Flix movie series, we hosted 4 drive-up movies. This movie series was held at Union County Vo-tech. Attendees had to pre-register and were parked at least 6 feet from one another.

National Night Out-*canceled*

Shakespeare in the Park-*canceled*

UC CommUNITY PRIDE-*canceled*

Union County Car, Truck & Bike Show

Union County Multi-cultural Entertainment Day

Rolling Thunder

- POW/MIA remembrance event
- 875 motorcycles participated in a "freedom" ride from Warinanco Park to the Vietnam Memorial in Holmdel.

Rockin' the Reservation-*canceled*

Hayrides & Campfires-*canceled*

The Great Pumpkin Sail

- Attendees brought their carved jack-o-lantern to Echo Lake Park the day after Halloween and joined others for The Great Pumpkin Sail
- They watched as their pumpkins were put on a float and sailed down the lake.
- Families were also able to enjoy delicious cookies and hot chocolate as they took pictures at our amazing cut-outs, and sang songs near the campfire.

Celebrate the Season -canceled

2021 Programs	Attendance Totals
Bring Your Children to Work	Canceled due to Covid-19
Touch-a-Truck	Canceled due to Covid-19
Rhythm and Blues by the Brook	Canceled due to Covid-19
Summer Arts Festival	Canceled due to Covid-19
National Night Out	Canceled due to Covid-19
Drive-up Movie-“The Croods: A New Age”	240 cars registered & 166 cars attended
Drive-up Movie-“Black Panther”	173 cars registered- <i>Rained Out</i>
Drive-up Movie-“How to Train Your Dragon”	239 cars registered & 119 cars attended
Drive-up Movie- “Home Alone”	12/3/2021
Family Fun & Flix- “Raya & the Last Dragon”	200 people attended
Family Fun & Flix- “Scoob”	400 people attended
Family Fun & Flix- The Croods: A New Age	200 people attended
Family Fun & Flix- “Tom & Jerry”	<i>Rained Out</i>
Family Fun & Flix- “Black Panther”	120 people attended
Family Fun & Flix- “Aladdin”	100 people attended
Drive-up Concert- <i>Unforgettable Fire</i>	240 cars registered & 145 cars attended
Drive-up Concert- <i>Splintered Sunlight</i>	240 cars registered & 126 cars attended
Drive-up Concert- <i>Motown Revue</i>	240 cars registered & 174 cars attended
Drive-up Concert- <i>Tito Puente Jr.</i>	240 cars registered & 112 cars attended
Drive-up Concert- <i>Esperanza Spalding</i>	168 cars registered & 104 cars attended
Drive-up Concert- <i>Rubix Kube</i>	82 cars registered & 57 cars attended
Drive-up Concert- <i>Rumours</i>	260 cars registered & 131 cars attended

Drive-up Concert- <i>King of Pop</i>	190 cars registered & 132 cars attended
Drive-up Concert- <i>The Wildflowers</i>	226 cars registered & 139 cars attended
Drive-up Concert- <i>The Company Men</i>	12/11/21
Outdoor Concert- <i>Southside Johnny</i>	2000
Shakespeare in the Park	Canceled due to Covid-19
Union County Car Show	650 people attended
Union County Multi-cultural Day	325 people attended
Union County PRIDE	Canceled due to Covid-19
Rolling Thunder	875 motorcycles attended
Rockin' the Reservation	Canceled due to Covid-19
Hayrides and Campfires	Canceled due to Covid-19
The Great Pumpkin Sail	375 tickets sold 271 families attended
Celebrate the Season	Canceled due to Covid-19

Reservations: Throughout the year our parks are used by thousands of individuals and groups. Families, church groups, schools, corporations and athletic teams are just a few examples of those who utilize our park system. The number of reservable picnic areas had increased to accommodate the increasing demand for permits. Residents from all 21 municipalities also have the opportunity to participate in small or large private events of their own liking, at a low cost, close to home. With AstroTurf now installed on 15 fields, those fields have become more sustainable and can be utilized year-round.

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 dinners, nature programming, staff meetings, yoga, Haunted Hayride, an 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 rent 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. This facility was closed in 2020 due to COVID-19. In 2021, 37,561 patrons visited this spray park even with reduced capacities.

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 for soccer, baseball, football and rugby, including the Union County College Regional Soccer Championship in June and a disc golf tournament in November.

Athletic Field Reservations

2021 Event Totals	Number of Permits Issued
Walk-a-thons/Runs	51
Boy Scout Bookings	185
Maskers Barn Reservations	88
Photo Shoots-Video	11
Fishing Derbies	5
Day Camps	4
Picnics	2,365
Athletic Fields	13,461
Other Events including weddings, exercise classes, church, rallies, reunions, festivals	120
Fireworks	5
Sport Tournaments	11
Archery Group Lessons	399
Archery Small Group Lessons	15
Archery New/Renewed ID's	430
General Fitness Class	270

Archery Range (Oak Ridge Park, Clark) opened in 2009 and continues to be popular. From March to November, 414 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 groups using the range, along with Take Your Children to Work Day, Open House events, and crossbow qualification events for the deer management program.

Gallop Hill Golf Course (Kenilworth) is projected to see over 67,000 rounds for 2021 and will beat golf revenue projections by \$200,000 for a total of over \$2,600,000. We hosted the Hurricane Junior Golf Tournament where we saw over 50 of the top junior golfers in the state participate. Our outing business continues to be a huge success generating over \$600,000 in revenue. The restaurant went through an interior renovation and the name was changed to The Hill Tavern. The restaurant now features over 15 TV's and has gone to a sports bar theme. It has been positively received by the golfing and general public.

The Learning Center at Gallop Hill saw its biggest revenue year in 2021 with over \$1,000,000 in revenue. The LC hosted more than 1,400 juniors at the facility in 2021 through programs from the 1st Tee of Raritan Valley, USGA/LPGA Girls, PGA Junior League, and high school intermural development programs. The LC hosted 7 weeks of summer camps which were sold out. The main highlight was the hosting of the PGA Drive, Chip and Putt competition which had over 150 junior golf participants from all around the state.

Ash Brook Golf Course (Scotch Plains) is projected to see over 37,000 rounds for 2021 and will beat golf revenue projections by \$150,000 for a total of over \$1,600,000. The Tavern at Ash Brook has become a destination for local residents to host family and social gatherings. The Tavern hosted over 60 group events in 2021. The junior golf summer camps had 90 participants over 6 weeks and 89 participants in the 1st Tee of Raritan Valley.

The Scotch Hills Golf Course is owned by the Township of Scotch Plains and managed under a shared services arrangement with Union County. In 2021 the golf course had its best revenue and participation year ever, with over 17,000 rounds of golf played and revenues in excess of \$400,000. We continue to promote online reservations, and more than 500 rounds were booked utilizing a 3rd party vendor. Improved drainage projects were conducted on several holes which led to an increase in playability for the course.

Warinanco Sports Center (Roselle): due to COVID protocols from 2020 and 2021, the facility was limited to hosting ice hockey for its nine high school hockey teams and one club team. The facility did limited turf rentals through the spring and summer. The facility has begun to offer regular skate operations for the 2021/2022 Ice Season. This includes a return to open public skating, skating lessons, skate party rentals and our traditional ice hockey schedule.

Trailside Nature & Science Center (Mountainside): The Trailside facility was closed for over a year due to the COVID-19 pandemic and later reopened in July 2021. This presented many new challenges with staff management, facility maintenance and the continuation of public programming. Due to COVID, reorganization and new planning were required each season to offer all outdoor programs for families, seniors and children. While few activities were available due to the pandemic, residents expressed their appreciation that Union County Parks continued to offer programs for people of all ages. Trailside offered outdoor programs and events including; February Festivities, Earth Day Event, Nature Walks for Seniors, Back to Nature Hikes for families, Tyke Hykes for young children with an adult, Moonlight Walks for families, Summer Camps for ages 6 to 12, in addition to school and scout programs. In addition, Trailside conducted virtual programs for the Newark School System as well as a nature walk and reptile program for the Refugee Youth Summer Academy through Kean University.

Trailside/Cultural & Heritage NaCO Award - “Bringing Nature and History to the Homebound and Disabled.”

In an effort to reach out to Union County residents when the facility closed for over a year due to the pandemic, the Naturalists were asked to create eight nature-themed videos with educational information, links and downloadable activities for the Trailside website. The topics included Trees of the Watchung Reservation, Timber, the Box Turtle, Insects, Wetlands, Backyard Animal Homes & Hideouts, Pollinators, Birds of the WR, and a Winter Walk in Conant Park. In conjunction with Trailside’s offerings, Cultural & Heritage featured virtual visits to historical sites in Union County. The 2021 National NaCO award was given to Union County Parks for this menu of videos and informational content which is now a permanent resource on the Union County website.

Trailside received a grant from the Watts Foundation funding the installation of a solar-powered water feature on the Sensory Trail. Funds were awarded to the Trailside Museum Association and the project was completed, creating a new sensory experience of seeing, hearing and feeling running water. This solar powered fountain provides the opportunity for Naturalists to teach about alternative energy and reducing carbon footprints. As part of the grant, Park Maintenance provided a natural screen of evergreen trees behind the gazebo to block the view of loop playground traffic. These new additions provide the finishing touches to the musical instruments, raised sensory garden beds and play area for people of all abilities.

Trailside Partnered with Conserve Wildlife Foundation to redesign the Backyard Outdoor Exhibit that is viewed from the Bird Observation area and Children's Discovery Room. This area has been certified by the National Wildlife Federation for providing the four basic habitat elements for wildlife to thrive: food, water, cover, and space to raise young. This partnership project is taking place in three phases, two of which have been completed. Phase I included Trailside & CWF staff spending a full day removing dead or overgrown trees, shrubs and ground cover. Phase II continued with the installation of an 8-foot deer fence, a weed barrier with rocks added around the stream, planting native plants and hanging an owl nesting box. Phase III will take place in spring of 2022 and will include plantings for pollinators, mulching and additional feeders to attract wildlife.

Trailside's Outreach, Educational Displays & Recycled Art were well received at events in parks throughout Union County, including Conant, Rahway River & Warinanco. The art was also displayed on the Sensory Trail for Earth Day in the Watchung Reservation. Residents enjoyed viewing over a dozen different pieces of colorful eco-art made from recycled plastic water bottles, while learning the importance of recycling and some interesting wildlife facts. Five thousand bottles were reused to complete this outdoor exhibit introducing park goers to how artists use recycled objects to turn every day trash into imaginative treasures.

Trailside's New Window Exhibits were created to educate the public when the Visitor Center was closed due to COVID 19. The exhibit artist created educational window displays that became very popular on the topics of cicadas and spotted lanternflies. These topics were chosen due to media attention and increased questions from Union County residents.

Trailside Sensory Trail Maintenance was required due to the severe storms and erosion that occurred in Union County in 2021. Dead trees were removed, stone dust was replaced and tamped down, pea gravel was added under musical instruments and engineered playground mulch was replaced in play area. Weeding, mulching and plantings were all required due to the erosion from the harsh weather this year.

Watchung Stable (Mountainside) resumed regular programming in 2021. Starting in April, the Troop programs in the spring and fall resumed with

full capacity with COVID safety regulations. We held two smaller horse shows in the spring and fall to keep patrons and staff safe. Regular trail rides for the public started and we had a modified half day summer camp program.

A second instructor completed the handicapped certification for our adaptive/ therapeutic riding program.

The courtyard and the area around the main barn were completely paved. Trail work resumed quickly after the bridle trails were destroyed by Hurricane Ida.

Regular equine health care including a strong vaccination program continued. We have included flu/rhino and EEE in the spring and fall in order to keep the horses safe. Regular dental work for our school horses and a deworming program for the entire barn continued with high success rate to keep our horses healthy. The lease program continues to be over capacity but we were able to purchase three new school horses for our Troop program.

Division of Park Maintenance/Bureau of Park Grounds The Division proudly worked under the direction of the County Manager and Emergency Services for the implementation of the County's collective response to the COVID-19 pandemic. This included support services in the form of manpower, equipment and administrative services. The division assisted in setting up the initial testing and remote sites and continued support throughout its operation. This transitioned to the vaccination roll-out operation as well. We also provided critical assistance to the COVID-19 relief efforts in the form of food bank packaging, distribution and operations.

- The Division of Park Maintenance oversaw completion of synthetic turf projects at Ponderosa Farm Park and Snyder Avenue Park Baseball Field. Additionally, we oversaw a playground replacement at Nomahegan Park including safety surfacing.
- Projects where plans and designs have been completed, but are awaiting supply and installation, include Madison Avenue Park Recreational Playground and the LGBTQ Inclusive Playground at Cedar Brook Extension (with walking path, meditation labyrinth, wildflowers, accessible playground and a band shell).
- Worked with engineering to plan a multi-purpose athletic field with parking lot and bathroom upgrades at Mattano Park. Design is complete and awaiting permits. Projected for construction in 2022.
- Master Plans were completed for the Union County Park System and the Clark Reservoir.

- Worked with Groundwork Elizabeth to plant trees at Ruzzuto Park, Hillside, along the nature trail.
- Worked with Groundwork Elizabeth to acquire grant funding to aid the rehabilitation of the stream bank of Trotters Brook inside Rizzuto Park, Hillside.
- Water Quality Projects were bid, procured and set-up at Rahway River Park and Bryant Park. Operational launch is pending DEP permits.
- All lakes, ponds, waterways were treated for invasive species, overgrowth and water quality.
- Routine Maintenance:
 - Provided COVID-19 support services throughout the pandemic.
 - 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 at Wheeler Park were addressed through the Asphalt Overlay Program.
 - Continued tree trimming and removal for safety.
 - Playground safety inspections were made throughout the year by our Parks Certified Playground Safety Inspector.

Division of Park Environmental Services

Wildlife Management:

- USDA Wildlife Services staff surveyed Canada geese populations in Union County parks, with 1,610 geese sighted and not harassed in our parks.
- Harassment methods were used on 626 occasions to disperse 70,582 Canada geese from park property and avert the dropping of 35 tons of feces on County property.
- USDA-WS staff searched 34 sites for goose nests and eggs, located 33 nests, and treated 172 eggs to inhibit reproduction in 12 Union County parks.
- Fifty geese were found and removed during the annual summer molt-period roundup.
- 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 Suburban Golf Course with goose management activities on their properties.

- The Division worked with staff from Raritan Valley Community College to conduct the first aerial survey of deer in the Watchung Reservation from an infrared camera-equipped drone.
- The County continued our Deer Management Program with a fall and winter hunt which took place from October 1, 2020 through December 31, 2020 and from January 1, 2021 through February 15, 2021. This program was and will be conducted through bow hunting only.
- Division staff worked with the State Veterinarian to confirm an outbreak of Epizootic Hemorrhagic Disease (EHD) in white-tailed deer in Union County. EHD is a virus spread by midges that causes death in a deer within 36 hours of being bitten by the midge. Five hundred cases were reported statewide with at least one hundred in Union County

Habitat Management:

- The Watchung Reservation Invasive Plant (WRIP) Strike Force volunteers continued to work bi-monthly, reporting, identifying and eradicating thousands of invasive species in several areas of the park.
- Licensed pesticide applicators from the New Jersey Invasive Species Strike Team completed an 80-hour series of treatments of invasive plants in the Watchung Reservation. Their work was focused on very aggressive, hard-to-reach invasive plants in the globally significant Trap Rock Glades Natural Heritage Area.
- With funding provided by the Conserve Wildlife Foundation, licensed pesticide applicators on the staff of Rutgers University performed some intensive invasive plant eradication in the Trap Rock Glade area.
- Eradication efforts at the Watchung Reservation Butterfly Meadow continued throughout 2021, with special focus on removal or treatment of invasive wisteria, Chinese lespedeza and mugwort.
- Split-rail fencing was installed to better delineate the Butterfly Meadow in the Nursery Area of the Watchung Reservation, an important teaching site for Trailside Nature & Science Center.
- An Eagle Scout candidate led a group of volunteers in constructing a Beaver Deceiver along a causeway at Lake Surprise in the Watchung Reservation, to counter the effects of a family of beavers who were constantly damming a stormwater culvert. The Beaver Deceiver will enable the beavers to continue living peaceably on the lake, while restoring access to a half-mile of hiking and bridle trails, saving hundreds of trees from drowning, and recapturing 3 million gallons of stormwater storage capacity.

Volunteer Programs:

- With participants wearing masks and working socially distant, 292 volunteers spent 1,474 hours on 27 Adopt-A-Park projects throughout the Union County Park System. Volunteers collected trash and debris, weeded and mulched gardens, pruned bushes, and picked up litter.
- An annual cleanup of the Rahway River organized by a volunteer had 234 people working a total of 585 man-hours removing litter, trash and debris from the banks of the river in Rahway, Clark, Winfield and Cranford.
- Adopt-A-Trail stewards continued to work individually maintaining trail beds, controlling erosion, picking up litter and branches, and clearing drainage structures in the Watchung Reservation and other parks.
- With sessions back on a monthly schedule, at least 122 volunteers contributed 356 hours of service in the Watchung Reservation through the Saturday Trail Work program. They cleaned drainage ditches, built rolling grade dips, removed invasive plants from trail edges, and repaired storm-damaged trails. Jersey Cares, a volunteer clearinghouse, continued to provide significant volunteer labor to this program.
- The Adopt-A-Trail Chainsaw Crew removed over 100 trees that fell across trails in the Watchung Reservation, Lenape Park, Rahway River Parkway, Passaic River Park, and Ash Brook Reservation.
- Three members of the volunteer Adopt-A-Trail Chainsaw Crew, as well as three County staff, completed a biannual chainsaw safety training course. Presented by staff from the Bureau of Shade Tree and Conservation, the course covered the maintenance and safe use of chainsaws, personal protective equipment, and new equipment that is now available.
- National Trails Day, which is held annually on the first Saturday in June drew 20 participants, who worked on a trail project in the Watchung Reservation to address erosion and redirect stormwater runoff on an important trail that accesses Lake Surprise.
- The annual Volunteer Recognition Dinner, at which volunteers are thanked for their commitment and service to the Adopt-A-Park, Adopt-A-Trail and Eagle Scout Service Project programs, could not be held in 2021 due to coronavirus restrictions.
- Five Eagle Scout Service Projects were completed in 2021: repairs and additions to deer exclusions near the Trailside Nature & Science Center; construction of a “Beaver Deceiver” in Lake Surprise to prevent flooding of trails by beaver dams; replanting of 10 trees and installation of picnic tables just below the Lake Surprise dam; construction of an animal tracks trail connecting to the Sensory Trail at

Trailside; and construction of improvements for fire safety at the Scout Camping Area in the Watchung Reservation.

Trail Maintenance:

- The 2-man Trails Crew utilized a newly-acquired GPS unit to map the alignment of 100 miles of trails throughout the Watchung Reservation, noting the location and condition of all features, such as stormwater culverts and stream crossings. This information will guide future planning and facilitate maintenance.
- A land bridge that crosses Lake Surprise in the Watchung Reservation was reconstructed after it suffered heavy damage from flooding caused by beaver damming.
- The Trails Crew began to reconstruct the heavily-utilized Orange Trail in the Watchung Reservation, which once was a Colonial-period road but has been badly damaged by erosion.
- After Tropical Storm Ida caused devastating erosion of trails throughout the Watchung Reservation, precluding the ability to allow equestrian trail rides, the Trails Crew reconstructed over a mile of trail surrounding the Watchung Stable.

Environmental Programming:

- The pair of peregrine falcons living atop the Union County Courthouse produced four eggs that hatched successfully. The chicks were banded by the NJ Division of Fish & Wildlife and fledged the nesting site.
- The three Falcon Cams that live stream the peregrine falcons were viewed, on average, over 150 times per day. A new camera installed in the igloo nest box will improve the observers' viewing pleasure.
- Our partner, Conserve Wildlife Foundation, attracted many viewers to its Union County Peregrine Falcon page and recorded thousands of comments from viewers.
- The Division of Environmental Services again conducted a COVID-safe drive-through Plant Swap & Shop, where residents could drop off invasive plants pulled from their yards and receive native plants to use instead. Seventy-two people took advantage of the Plant Swap and another 34 people came just to shop for native plants from a vendor. The event was staffed by County Parks staff, Americorp Watershed Ambassadors, members of the Essex County Chapter of the Native Plant Society, and other volunteers.

Horticulture:

- Flower beds in the Henry S. Chatfield Memorial Garden in Warinanco Park were enhanced with additional plantings. A landscaping consultant recruited and

supervised volunteers who transplanted and divided plants, and weeded, mulched, and straightened flower beds, while maintaining COVID-19 safety practices.

Other:

- The most comprehensive update of the Union County Recreation and Open Space Inventory in the last decade was completed and submitted to the New Jersey Green Acres Program. Data gathered from tax records, tax maps, deeds and the Union County GIS System were analyzed to tighten the accuracy of the list of County park land holdings and their acreage.
- The Conserve Wildlife Foundation received funding from the Wildlife Habitat Council which it will use to complete projects throughout the Union County Park System. Work began on projects that include a butterfly garden at the Sensory Trail in the Watchung Reservation; improvements to the backyard wildlife habitat at the Trailside Nature & Science Center; invasive plant removal in Watchung Reservation, Ash Brook Reservation and Phil Rizzuto Park; educational signage at the Sensory Trail and Mattano Park; and wildlife surveys in Watchung Reservation, Lenape Park, Phil Rizzuto Park, Ash Brook Reservation and Lenape Park.
- The indoor gathering limit imposed by Governor Murphy in response to the pandemic made it difficult for most Boy Scout, Cub Scout and Girls Scout units to hold their weekly meetings. The County temporarily allowed these Scout units to use the Scout Camping Area in the Watchung Reservation for outdoor meetings on a first come, first served, no permit, no fee basis.
- The Township of Berkeley Heights received a grant to construct four kiosks at locations throughout the town, with maps and literature intended to promote healthful living through trail walking. Division staff facilitated construction of the kiosks by County craftsmen, and assisted in selecting locations and obtaining utility markout clearances.

Office of Cultural and Heritage Affairs

- Work has begun on rehabilitating two cottages at the Deserted Village. This is made possible through a \$450,000 grant this office received from the NJ Historic Trust.
- The Office received a Special Projects grant in the amount of \$9,775 from the NJ Historical Commission for “Deed Research and Mapping of the Deserted Village.” This research has been completed.

- Renewed funding from the UC Division on Aging enabled the continuation of the Care for Caregiver Respite Art Program. Program artists adapted, dropping off art supplies for later Zoom workshops. Music workshops were held outside or online.
- The Teen Arts Festival, which serves more than 4,000 students from 65 County schools, was virtual this year due to COVID-19. We offered workshops which could be viewed on our website. There were also live Zoom workshops that the schools could register for in advance.
- Participation in the Union County Virtual Senior Citizen Art Show was excellent. Eleven of our artists moved on to the State Senior Art Show with one of our artists winning Best in Show.
- The Office of Cultural and Heritage Affairs managed the Commissioners' Initiative, the HEART Grant (History, Education, Arts Reaching Thousands) program. Many events were held virtually or safely outdoors. The grant cycle was also changed to a calendar year.
- The Office applied for a general operating support grants from the New Jersey Historical Commission and received \$74,721 to continue its history programs and services. Through a re-grant program, \$33,000 was provided to 16 organizations for general operating support and history projects.
- The Office was awarded \$149,813 from the New Jersey State Council on the Arts, which provided for \$75,000 in re-grant funding to 33 local arts organizations, along with funding for technical assistance workshops and art exhibits for teens, seniors, employees and residents, and operating expenses.
- Office grant coordinators assisted re-grantee organizations all year with pandemic-related information, modifying grant requirements appropriately, and frequently announcing other grant programs and relief resources, both in and out of county.
- Technical assistance workshops, which were all virtual due to COVID-19, included Website Accessibility for Non-Profits and Succession Planning for Non-Profits.
- The Office now has web-based Grant Management for the three grant programs.
- Our Black History Month Celebration, a virtual performance of "An Interview with Bessie Coleman", an exploration of the life and times the first African-American woman to become a licensed airplane pilot, was presented by Dr. Daisy Century.
- We celebrated Women's History Month with a free Virtual performance of *Reclaiming Our Voice: New Jersey's Role in Woman Suffrage*. Carol Simon Levine portrayed Lillian Feickert, president of the New Jersey Woman Suffrage Association from 1912-1920, who lived in Plainfield.

- In honor of National Poetry Month, the Office hosted Emmy Award nominee Susanna Rich for a virtual performance of Shout! which is a collection of Rich's original poetry recreating the experiences of suffragists.
- The Office celebrated Hispanic Heritage Month with a Family Fun Day at Rahway River Park. The program included dance, music, art stations, games and a "Recycled" art display. The Office also presented a virtual Art exhibit on our website which featured works of various Hispanic Artists throughout the area.
- *Four Centuries in a Weekend: A Journey through Union County's History* was back and well received with 30 sites participating and many visitors.
- The Office partnered with Kean University and the Union County Historical Society to present a lecture series.
- In honor of 100 years of the Union County Parks, the Office developed a series of photos which were displayed at several of the Parks.
- The Office received a NACo award for our project, "Bringing Nature and History to the Homebound and Disabled."

2022 Initiatives

Division of Recreational Facilities: Touch-A-Truck

Held in April, in concurrence with Wild Earth Fest, Touch-A-Truck takes place in the loop area of the Watchung Reservation. This dual event gives youngsters the opportunity to climb aboard dump trucks, bulldozers, police cars, HAZMAT response units, Union County's SWAT vehicle called "The Bear" and more. Held in conjunction with Wild Earth Fest which takes place at Trailside Nature and Science Center, the \$5.00 admission grants participant's access to both Wild Earth Fest and Touch-A-Truck. Children age seven and under are admitted free of charge. Our last Touch-A-Truck/Wild Earth Fest saw close to 4000 visitors combined.

Rhythm & Blues by the Brook

This popular, free one-day music festival held in Cedar Brook Park in Plainfield takes place the last Saturday in May or the first Saturday in June. Thousands are entertained from 12:00 pm – 6:00 pm on this day. Some of the acts which have graced the stage in the past include the Ohio Players, Isaac Hayes, Roberta Flack, Sister Sledge and Sheila E. to name a few. A classic car show, food and novelty vendors along with free activities for the children round out this event.

Summer Arts Festival

In 2022 we hope to have the New Jersey Symphony Orchestra re-join us as we kickoff our Summer Arts Festival Concert Series. Throughout the months of July and August, eight additional Summer Arts Festival concerts will be scheduled in two Union County parks. A contracted promoter is hired to run the staging and secure talent. For many years we have offered free community yoga as a “pre-event” to each of these concerts, with a different yoga studio sponsor for each one.

Family Fun and Flix

We anticipate that we will schedule at least five children’s movies in July and August. These will take place in Warinanco Park and Meisel Park on Tuesday evenings in July and August. The Meisel Park movie will coincide with National Night Out in early August. With each movie our DJ hosts a dance party for children before the movie begins. We serve popcorn to the children at each movie. An ice cream truck is available for those who wish to purchase ice cream.

National Night Out

As part of the national campaign on the first Tuesday in August, Union County will host its own annual National Night Out, a Public Safety Community partnership, at Meisel Park in Springfield. Dozens of emergency vehicles throughout the County will be on-hand with a scheduled Family Fun and Flix presentation to follow.

Shakespeare in the Park

We anticipate the re-opening of The Shakespeare Company of NJ which was closed due to COVID-19. If they are up and running we will contract 3 performances with this group. Adjacent to the Shakespeare Garden in Cedar Brook Park in Plainfield, has proven to be a beautiful setting for this show, as well as Echo Lake Park in Mountainside and the amphitheater at Trailside Nature and Science Center.

UC Pride in the Park

Spearheaded by the Office of LGBTQ Affairs, a celebration of inclusion and marriage equality or the Union County Pride in the Park will take place in Rahway River Park, Rahway in June to coincide with Pride Month. The event consists of numerous activities and crafts for families, as well as a children’s music concert and a rally for equality.

Rockin’ the Reservation

Historically held on the last Sunday in September, the Department of Parks and Recreation will host Rockin’ the Reservation in the Watchung Reservation,

Mountainside. For this event, children ages seven and under are admitted free of charge and a fee of \$5.00 is charged for those eight and over. Thousands of visitors enjoy this family day of live music and hands-on, family-friendly activities. Once inside the gate, most of the festival is free with the exception of food truck purchases, pony rides and scarecrow building. Activities for the event include interactive music and hands-on art demonstrations, dance demonstrations, a petting zoo, pumpkin patch, food trucks and continuous music and entertainment.

Hayrides & Campfires

In October, five hayrides will run on three Friday nights and two Sunday afternoons (one in Warinanco Park and four at Trailside Nature and Science Center). Participants are invited to enjoy the experience of riding in our hay wagon, sipping hot chocolate and roasting marshmallows while listening to the diverse music of our entertainers. Often sold out, we anticipate over 1,200 people will participate in our Hayrides and Campfires.

Haunted Hayrides

In late October, we will bring back the highly successful Haunted Hayrides at the Deserted Village.

The Great Pumpkin Sail

Taking place on November 1, the Great Pumpkin Sail is always a crowd pleaser. This event, which features three sessions, sells out every year. Participants set their pumpkins afloat on Echo Lake while they enjoy roasting marshmallows, sipping hot chocolate and listening to a great folk singer. This event will be available to 375 families split in to 3 sessions of 125 families each.

Celebrate the Season

Union County's holiday event will be held at the Warinanco Sports Center on the first Sunday in December. It will include a visit from Santa Claus, children's crafts, and ice-skating, along with cookies and hot chocolate. This event has sold out and has been an enormous success in the past, with the skating center filled to capacity in each of the three sessions offered. This year we anticipate the event to be even bigger with the use of outdoor space as well as indoor space.

Reservations

Throughout the year our parks are used by thousands of individual and groups. Families, corporations, teams and leagues are just a few examples of those who utilize our park system. We have increased the number of reservable picnic areas to accommodate the increasing demand for permits. Our athletic fields are

becoming more sustainable by converting to turf. Residents from all 21 municipalities have the opportunity to participate in small or large private events of their own liking, at a low cost, close to home. This includes the rental of Maskers Barn, a unique venue that hosts a wide variety of social affairs.

Galloping Hill Golf Course will host IMG and Hurricane junior golf tournaments for the 9th consecutive year showcasing the top juniors on the East Coast. Plans for 2022 also include a bridge on the 12th hole which was postponed in 2021 and a stream improvement plan to assist in the drainage of the golf course. We anticipate to see over 65,000 rounds of golf and will focus on increasing our women's and junior golf participation.

The Learning Center at Galloping Hill will continue to add Junior Golf Camps but will also increase the adult clinic program to three nights per week in the summer months. The Drive, Pitch and Putt Competition will look to be increased to expand our reach regionally. We will also look at upgrading our driving range experience with the addition of Top Tracer Golf which is a shot monitoring system for all the stalls.

Ash Brook Golf Course will begin renovation on five fairways and a stream improvement plan so as to improve drainage. We will also begin to upgrade our irrigation system which has not been done in over 20 years.

Scotch Hills Golf Course will have name changed to the Shady Rest Country Club and a rebranding effort will take place. The golf course irrigation system will begin an upgrade and the bunkers will also be redone.

Warinanco Sports Center will focus on re-establishing open skate programming and lessons which were canceled due to COVID restrictions.

Watchung Stable almost had a normal year coming out of COVID-19. Winter classes were cancelled, the Used Clothing sale was cancelled and birthday parties were not held. Regular troop resumed along with smaller horse shows. Summer camp did a hybrid ½ day camp, and trail rides tours and Girl Scouts activities resumed. Our plan is to renovate winter troop and resume all normal activities by spring 2022.

Another instructor is currently certified as a handicapped riding instructor. In the fall after Hurricane Ida, all trail use was halted due to erosion and dangerous conditions. Trail work was immediately started to repair the damage, and by November, a 1-mile loop was opened and useable for our riders. Repair work is ongoing.

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 will continue with high success rate with boarder and school horses together making a safer and healthier environment for horses. EEE will become a normal routine vaccination in the fall, whether it is an issue or not, to keep our horses safe and protected.

The Boarder end was not full in 2021, but due to employee problems will fill in 2022. The lease programs are full.

Watchung Stable facility plans include the renovation of one employee bathroom; exploration of hiring a grounds maintenance contractor; and planning for renovation of a fourth riding ring, a therapeutic riding arena and the addition of another turnout paddock. These projects were put on hold due to the need to increase capital.

Equine health and care plans include increasing the purchase of quality lease horses (which generates revenue with very low additional use of staff time) and replacing four school horses that are aging out.

Program plans for Watchung Stable include:

- Riding program for people with disabilities. The program has received a \$30,000 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.

Trailside Nature & Science Center

Trailside New Solar System Walk – A spacewalk in the park transforms a walkway into an educational and recreational family outdoor experience. This is planned for installation in the Watchung Reservation for Spring 2022. Eleven interactive, interpretive signs with QR codes and audio will represent the Solar System to scale. The *Solar System Experience* runs the full length of the trail while *A Comet’s Journey* runs back from the end of the trail to the start. The audio guide also includes two shorter walks for children, *Mission to Mars* for ages 4 and up and *A Voyage to Saturn* age 7 and up.

Union County Falcon Cam – Trailside will take on the responsibilities of the Falcon Cam to include new outreach programs, improve its website and coordinate

efforts between Conserve Wildlife Foundation, NJ Fish & Wildlife and the Parks Department. A new video was filmed from the top of the County Courthouse during the installation of new cameras by Maffey's Security Group for the Union County falcon cam. This video clip on the website features Trailside's Park Naturalists discussing the natural history of the peregrine falcon and the Union County falcon cam. This behind the scenes look offers a new and different perspective into what it takes to make this unique project such a success. Educational material for kids of different ages will be included to add interest, highlighting the fastest creature on Earth and how Union County has the only falcon camera in the state. We will partner with Conserve Wildlife Foundation to create outreach opportunities for students, teachers and the public by conducting programs at Trailside and possibly in schools in the spring of 2022.

Trailside Will Partner with Conserve Wildlife Foundation to create a new pollinator garden off the Sensory Trail in the field near the gazebo. Pollinator gardens support and maintain pollinators such as bees, birds and butterflies by supplying food in the form of pollen and nectar which will ensure these important animals continue pollinating our flowers and crops. Many species of pollinators have experienced large drops in numbers over the past 25 years. Pollinator habitats are shrinking as feeding and nesting sites are lost, and food and shelter for pollinators is reduced as invasive plants crowd out native ones. Pesticides are a large problem along with rising temperatures contributing to a decline in bumblebees. This new garden will offer many colorful plants and signage will educate visitors about the importance of pollinators.

Visitor Center Exhibit Refurbishing. Three floors of natural history exhibits will be professionally cleaned, dusted and wiped down. This comprises eleven different exhibits throughout the Visitor Center. The last time the exhibits were professionally cleaned was 2019.

New outdoor pathway lighting & electronic signboard installed in front of facility. In an effort to upgrade the front of the facility, new pathway lights will be replaced and a new signboard installed. These features were installed in 2007 and look weathered and broken. Many of the light fixtures do not work or have been replaced a few times over the years and do not match.

Division of Park Maintenance/Bureau of Park Grounds

Park Safety:

- G-Max testing for artificial-turf hardness compliance. De-compact and groom as recommended by results.
- Provide a safety audit on all playgrounds. Address deficiencies as noted.
- Continue our playground inspections by our Certified Playground Safety Inspector (CPSI). Encourage additional staff to get certified as well.
- Contract for an annual Crane Operation and Inspection
- Implement a formal Park Inspection process through Cart-e-Graph.

Accessible Playground: Addition of inclusive units at Madison Avenue Challenge Course and Cedar Brook Extension playground.

Playground Replacement: Rutgers Avenue Park, HillsideUpgrades include safety surfacing.

New Playgrounds

Bramhill Road property, Rahway and Oak Ridge Park, Clark.

Playground Maintenance: Monitor for replacement parts and repairs as required.

Wheeler Spray Park

Rebuild pump room and replace turf and playground.

Path Maintenance: Request bids for a walking-path asphalt overlay on identified areas.

Clark Reservoir Master Plan

Continue implementing the early phases of the reservoir master plan.

Ponds: Request bids for hydro-raking of organic material from Bryant Park Pond.

Division of Park Environmental Services

Wildlife Management:

- The Division hopes to work with staff from Raritan Valley Community College to conduct an aerial survey of deer in the Ash Brook Reservation from an infrared, camera-equipped drone.
- The invasive spotted lanternfly has quickly become prevalent throughout Union County. In the Watchung Reservation, hundreds of adult lanternflies per tree have been spotted, especially on the preferred host, Tree of Heaven (Ailanthus

altissima). Division staff will facilitate Rutgers University's use of the Watchung Reservation as a test site for spotted lanternfly surveying and treatment techniques.

- Continue with the fall/winter bow hunts.

Habitat Management:

- Split-rail fencing will be installed around a new wildflower meadow in Elizabeth River Park in Hillside at the Rutgers Avenue section.

Trail Maintenance:

- Additional motorized equipment will be purchased to expand the capabilities of the trail maintenance crew.
- The Trails Crew will complete reconstruction of the heavily-utilized Orange Trail in the Watchung Reservation, which once was a Colonial-period road but has been badly damaged by erosion.

Environmental Programming:

- 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.

Horticulture:

- A campaign will be promoted to encourage donations for improvement of the Henry S. Chatfield Memorial Garden and the Azalea Garden in Warinanco Park as well as the Rhododendron Garden in the Watchung Reservation. A kiosk built at each garden will provide opportunities to memorialize loved ones.

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 continue to be implemented.
- The Office plans to apply again to the NJ Historic Trust for Capital Grant of \$450,000 to continue rehabilitation of Deserted Village.
- Cedar shake roofs will be replaced on several Deserted Village cottages to protect the historic buildings.

- With increased funding from the NJ State Council on the Arts for 2022, the Office plans to engage artists and municipalities to work on mural projects.
- 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.
- In an effort to accommodate the challenges schools are facing with COVID-19, Teen Arts Festival will return as an outdoor festival in May 2022.

Department of Public Safety

Emergency Management

Medical Examiner

Police

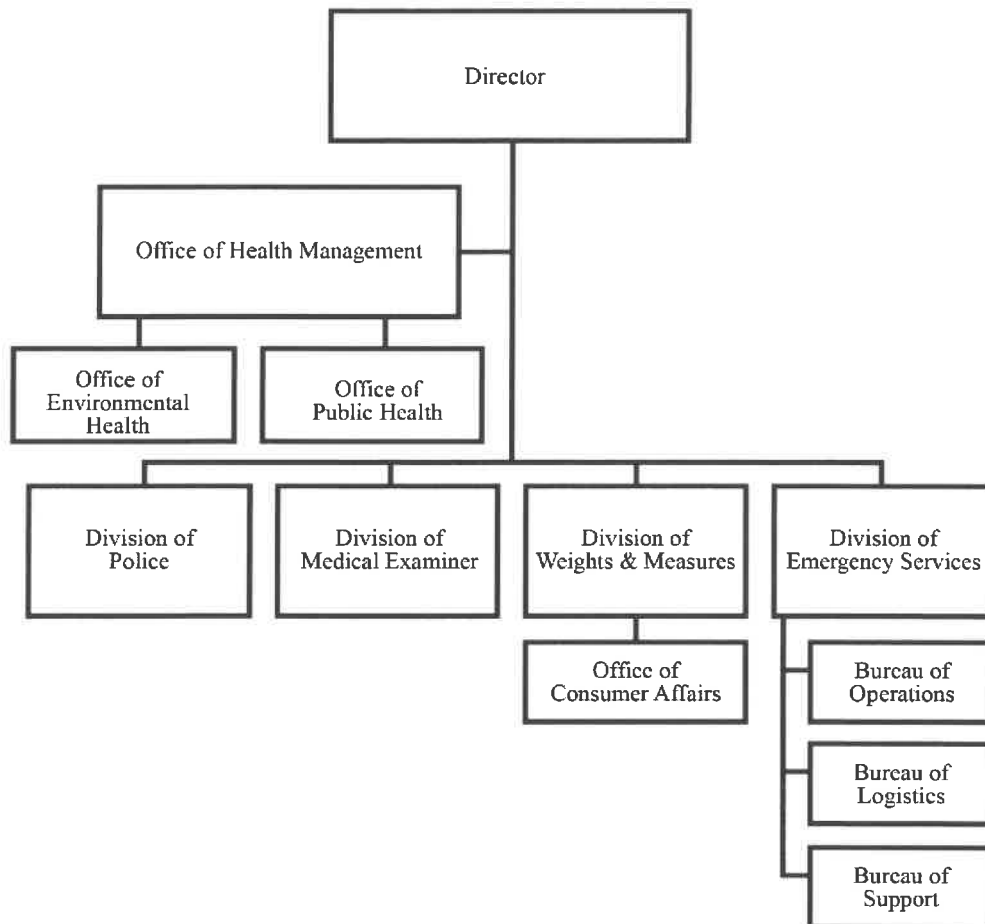
Weights and Measures

Office of Health Management

Office of Consumer Affairs

Organizational Chart

Department of Public Safety



DEPARTMENT OF PUBLIC SAFETY

Mission

The mission of the Department of Public Safety is to protect the residents of Union County through the effective and cost-efficient provision of both primary and ancillary public safety services. The six divisions of the Department of Public Safety include the County Police, Emergency Management, Health Department, Medical Examiner, Weights and Measures and Consumer Affairs. Each of these departments is dedicated to protect the residents of Union County in such diverse areas as criminal investigation, emergency response, health education and surveillance, seat belt education and consumer protection.

Programs & Services

Consumer Affairs: Aids consumers in making better purchasing decisions and facilitating the protection and assertion of consumer rights by staying actively involved in getting regulations enforced to protect Union County residents. This office educates senior citizens and young people, who are a large number of the spending/buying population. Retailers are made aware of New Jersey State Regulations governing the quality of service to consumers.

Emergency Services: Provides incident management support at local and county scenes to assist local governments in maintaining their National Incident Management Systems (NIMS) requirements. Emergency Services responds to and plans for emergencies through three bureaus:

Bureau of Operations: Includes three units -- Hazardous Materials (Hazmat), Emergency Medical Services (EMS), and Emergency Management (OEM).

Hazmat is a Type 1 Regional Hazardous Materials Response Team, as defined by the Department of Homeland Security Typing System. It coordinates and implements all necessary response, assistance, training and related services for the identification of hazardous materials; it also provides cleanup and disposal of hazardous materials.

EMS responds to medical emergencies throughout Union County to provide quality, pre-hospital care. EMS is staffed by certified emergency medical technicians and maintains professionalism and expertise in the field of basic life support.

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; and serves as 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 the 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 e-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 as well as Kean University; fulfills requests for public safety awareness, information and education presentations to 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 consumer packages offered for sale for accuracy, and Universal Product Code scanners for accurate pricing and labeling. Staff investigates consumer complaints regarding weighing and measuring violations, prepares summonses and prosecutes violators.

2021 Accomplishments

Consumer Affairs: Received and responded to 216 complaints filed, both electronically and telephonically, saving consumers \$102,500 in cash refunds and \$25,025 in additional value. Continued to monitor businesses for price gouging to make sure they were in compliance with State laws.

Emergency Services: Continued to provide countywide EMS mutual aid coverage to meet demand and keep up with increasing call volume. Continued to support the increasing number of municipal agencies transitioning to the Public Safety Interoperability Communications (PSIC) System. Worked to support first responder preparedness for responding to COVID-19 related calls. Continued support for Fire Mutual Aid program and worked with all 21 fire departments to ensure firefighter safety. Deployed new mechanical CPR devices on all Union County EMS ambulances to increase the effectiveness of CPR. Maintained a stockpile of PPE to support COVID operations. Completed the update of the Union County Hazard Mitigation Plan, which has been approved by FEMA. Worked with the Union County Regional Communications Center to support the dispatch expansion project. Managed the FEMA reimbursement process for the COVID-19 Pandemic.

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. Contracted services with local health departments to provide more comprehensive health inspections. 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

groups, 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: Continued to represent county-level public health and Local Information Network Communications Systems (LINCS) in the Healthcare & Public Health Coalition Advisory Panel to assist in the coordination of efforts in the event of an emergency to share information and resources that will be necessary during public health emergencies. Other entities include members from county and state-wide workgroups such as the New Jersey Department of Health, New Jersey State Police - Office of Office of Emergency Management (OEM), New Jersey Office of Homeland Security and Preparedness, New Jersey Department of Human Services, Division of Mental Health and Addiction Services, New Jersey Hospital Association (Third-Party Fiduciary), Healthcare Association of New Jersey, Home Care and Hospice Association of New Jersey, New Jersey Primary Care Association, New Jersey Association of County and City Health Officials, State Emergency Medical Services (EMS) Advisory Council, NJ State Trauma Council, New Jersey State Nurses Association, Medical Society of New Jersey, Urban Areas Security Initiative, New Jersey Emergency Management Association, New Jersey American Academy of Pediatricians, The Burn Center at Saint Barnabas, Radiological Society of NJ, County OEM, County EMS, and Renal Network.

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; Solid Waste Program; Pesticides Program; Noise Program; DEP Right to Know Program; and the Water Program.

Medical Examiner: The UCMEO went live in July 2015 and fully adopted the state mandated (UVIS-CMS) case management system. The office made strides to incorporate this web-based system to streamline the death investigation process.

Dr. Shaikh attended the annual 2021 National Association of Medical Examiners meeting on October 15th through October 19, 2021. During this course, a broad range of topics were discussed including 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. The COVID-19 pandemic was discussed in length which included the interaction of opioid with COVID-19, using death certificates to monitor the pandemic and the impact of death investigations at scenes. Forensic pathology is important to successfully navigate emerging diseases like the COVID-19 pandemic.

The Union County Medical Examiner's Office is currently the only office in New Jersey with all investigators certified on a national level with the American Board of Medicolegal Death Investigators.

This office has fully investigated 1663 deaths and performed 338 autopsies and 68 external examinations from January 1st through December 31, 2021. The UCMEO has investigated and autopsied 24 homicides.

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 the use of 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 where we tested 10,210 devices for accuracy. During this testing we inspected 910 businesses, performed scanner and commodity audits to ensure compliance with state and federal regulations, and generated \$65,100.00 in revenue with the completion of daily inspections and collecting fines.

2022 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 retailers, especially those using unfair business practices.

Emergency Services: Continue to provide countywide EMS mutual aid coverage throughout Union County; upgrade the current PSIC radio system to expand coverage into the western portion of Union County; increase the capacity of the PSIC radio system to support additional users; create a new in-service training

program at the Union County Fire/EMS Academy; continue to support the recovery process from Tropical Storm Ida through FEMA coordination and planning; continue to support our Fire Mutual Aid program and work with all 21 fire departments to ensure firefighter safety.

Health Management: With data obtained in corroboration with the North Jersey Health Collaborative, the division will continue outreach programs for hypertension, diabetes, obesity, sexually transmitted diseases, and cold & influenza awareness, 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; continue to maintain the nationwide average of true turnaround time, which is within three months for most forensic cases; 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.

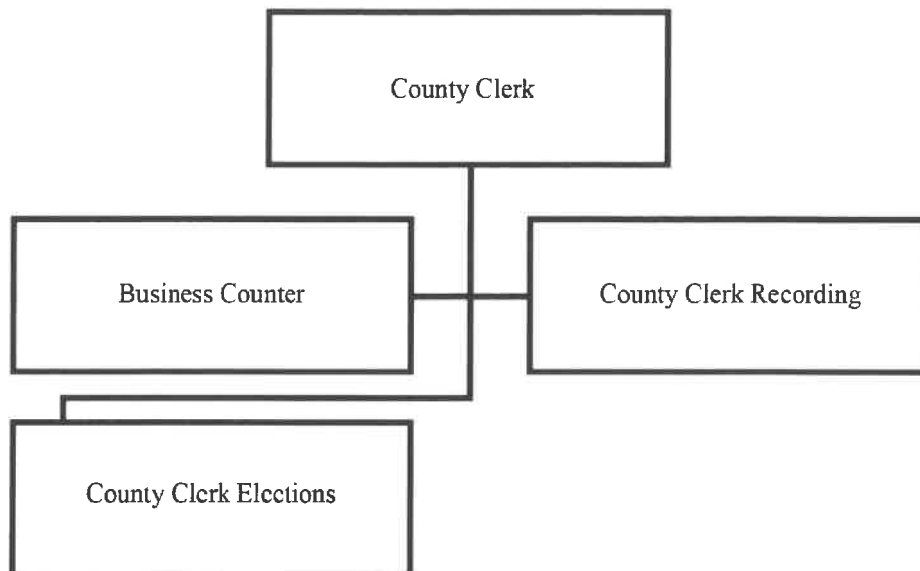
County Police: Complete the expansion project for the Regional Dispatch System and create a secure Public Safety Network to minimize cyber-attacks and sustain 24/7 operability; continue to share services with local and regional law enforcement agencies to assist in policing, traffic enforcement, and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

Weights & Measures: Continue to conduct inspections on commercial businesses to ensure accuracy of the devices. Will also conduct scanner and commodity audits to make certain consumers are being treated fairly, businesses are compliant with state and federal regulations, and all required protocols are being met. The Division will pay the Weights and Measures Apprentice Salary to help offset the County Budget.

Office of County Clerk

Organizational Chart

Office of the County Clerk



OFFICE OF THE COUNTY CLERK

Mission

The mission of the Office of the County Clerk is to provide the most efficient and expeditious delivery of services to our constituents in the areas of land recordings, elections, passports and business.

Programs & Services

Recording Division

Provides same day recording of all Union County land documents as well as verification, indexing and scanning of these documents for public viewing on the Union County Clerk property search site. Responsibilities include the review of documents to confirm statutory requirements, comprehensive accounting duties of each document for taxes and fees, as well as compilation of fees and transfers to the County Department of Finance and the State of New Jersey.

Business Division

Provides oaths to State commissioned public notaries; acts as authorized Federal Passport Agents for the United States Department of State; records business names; issues Clerk Certificates for Union County Notaries Public; issues Veteran I.D. Cards and Gold Star Parents I.D. Cards; assists with applications for Veteran Peddler Licenses with the State of New Jersey; registers Church Corporations; maintains Naturalization Records; issues Firemen exemptions and oaths of offices; Records Physician Liens and Physicians Licenses and files Inheritance Tax Waivers.

Election Division

Accepts nomination petitions for school boards and county offices as well as all independent candidates. Designs and oversees printing of all ballots, receives and processes Vote-by-Mail applications, issues ballots, certifies election results, issues Certificates of Election for county, municipal and school board candidates, and coordinates and conducts recounts.

2021 Accomplishments

Recording Division

Despite the continuation of the pandemic the Recording Division maintained its operation on a daily basis, ensuring its legal statutory responsibility to record within two days of receipt. The office urged submitters to file their documents through its two electronic submitter companies in order to alleviate delays with USPS.

Many new submitters were added to the client base in 2021 for a total of 72,400 electronic transactions, almost a 20% increase over 2020. Training for staff not familiar with e-filing was conducted throughout the year to assist with the massive influx of e-filed documents.

Low interest rates and movement from the cities to suburbs ignited the real estate market. The county property recording revenue portion is estimated to exceed last year by approximately \$26 million. Total property revenues are estimated at \$75 million an historic high in the 165-year history of the office.

Business Division

A new online appointment system was initiated in August. Services including customer visits for passport processing, notaries and business names, and related services were open and robust despite the temporary closedown of the State Department in 2020. Despite the pandemic, revenues for 2021 in the Business Division are estimated at \$713,000, an increase of approximately \$399,000 from 2020 and just short of pre-pandemic revenues.

Election Division

A Primary, General and Special Election were held during the year along with one challenge which was dismissed. A new, updated Vote-by-Mail ballot envelope was designed and used in the 2021 elections. The customized window envelope decreased the need from two voter labels to one and improved the ability and time needed to scan and validate voter information, therefore making the process more efficient and facilitating tracking.

An informational brochure on how to vote by mail was included with every 2021 Vote-by-Mail ballot.

A new Early Voting Law was enacted during the year. Due to the majority of voters being unfamiliar with early voting, the Clerk produced an informational

video on the election changes and procedures on how to vote early. Additionally, the Clerk spoke to community and church groups on the new voting processes. An ad campaign was also conducted in newspapers and on TV.

The Primary and General Election Ballots were collated in-house by staff, a massive, labor-intensive process, necessitated by security and concern for accuracy. A substantial re-organization of the office was initiated as well as an addition of work venue in order to accomplish these directives in a socially distanced manner.

A 2021 Election Calendar, celebrating the 100th Anniversary of the Union County Parks System, was published including election dates and deadlines. The Annual Election Date Brochure was also published and distributed widely.

2022 Initiatives

Recording Division

The division 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 system eliminates paper, saves staff time and adds to the greening of the county.

The preservation effort for older books will continue in 2022 to re-canvass 20 book binders in the Record Room while new recordings continue to be digitized and uploaded to the property website. The in-house project and back scanning for the property website will continue.

Business Division

A major renovation of the Passport Office will be initiated providing greater space, security and access to accompany the demand for services. A new Notary law was passed in 2021 requiring mandated notary training. Notary Seminars are planned for the year.

Election Division

The 2022 Election Calendar honoring Union County Olympians was distributed in December 2021 and provides a Vote-by-Mail application form as well as information and deadline dates for school boards, primary and general elections.

The 2022 Election Dates Brochure also will be distributed. The Union County Votes App will continue to be updated.

A staffed voting office will continue in Westfield for the Primary, General and School Board Elections at least one month prior to each election to assist voters with applications and ballots. The main office in Elizabeth will continue to assist voters also with extended hours of business.

Office of the Prosecutor

Major Crimes Division

Investigative Division

Trial Division

Pre-Indictment Division

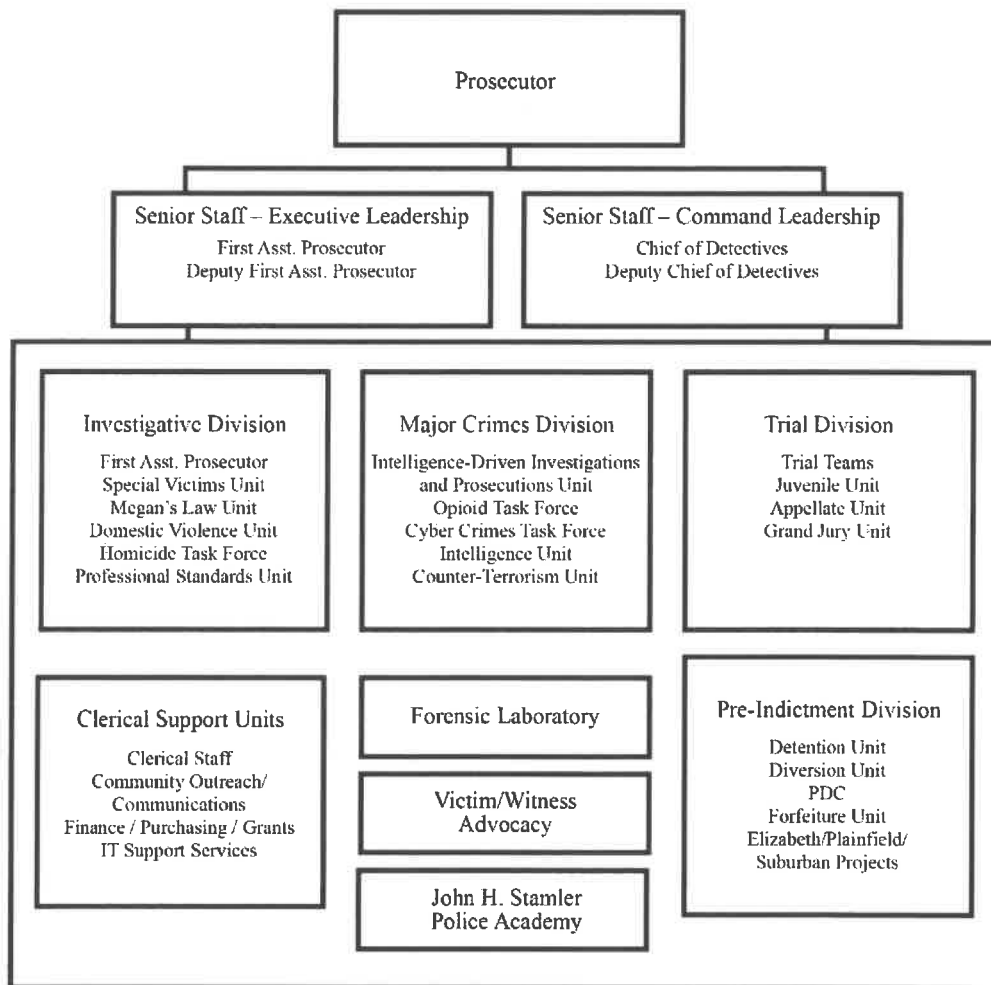
John H. Stamler Police Academy

Forensic Laboratory

Victim Witness Advocacy

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 Union County to live without fear that their lives will be diminished by the acts of individuals 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 who would cause harm to our people, our families, and our communities.

Programs & Services

Major Crimes Division

The Major Crimes Division focuses on using modern investigative and intelligence-driven techniques to both investigate and prevent the most serious crimes plaguing our communities. The Division is comprised of the Intelligence-Driven Investigations and Prosecutions Unit, which uses specialized intelligence gathering and sharing to focus investigative resources on those persons and organizations most likely to use violence against our people; the Opioid Task Force, which is designed to help address the opioid epidemic; and the Cyber Crimes Task Force, which focuses on the intersection of crime and modern technology and provides computer forensic services available to police departments countywide.

Investigative Division

The Investigative Division comprises several units made up of assistant prosecutors and detectives who work together 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 Victims Unit, which investigates and prosecutes sexual offenses and the abuse of children; 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 of our municipalities, as well as the Union County Police Department, the Union County Sheriff's Office, and the Kean University Police Department, to bring cases investigated by those departments to trial. The Division includes six trial teams composed of experienced trial attorneys who handle all stages of litigation, as well as a detective staff which partners with and continues the work of the various 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 from 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 many units that specialize in guiding newly charged cases through the initial phases of prosecution and to the many 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 that 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 – for instance, 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.

The John H. Stamler Police Academy

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

2021 Accomplishments

- Public Safety-the Union County Prosecutor's Office hosted gun buyback events in Elizabeth, Plainfield, and Westfield on October 23, 2021. Gun buyback events are an opportunity for members of the public and law enforcement to collaborate on a common goal and work towards safer communities. This program was made possible through a collaboration with the Office of the Attorney General, the Division of Criminal Justice, the Union County Board of County Commissioners, the Union County Sheriff's Office, and the Union County, Elizabeth, Plainfield and Westfield Police Departments. During the day-long initiative, 520 weapons were safely collected and removed from the streets of this County in keeping with the Office's commitment to reduce gun violence, accidental and mental health related tragedies.
- Continued efforts to enhance police training, resiliency, and transparency:
 - In partnership with the Union County Chiefs' Association, the Office implemented de-escalation techniques and defensive tactic training for all law enforcement countywide to promote officer safety and reduce use-of-force incidents. The Office's Counter-Terrorism Unit also spearheaded a County Taser Instructor Task Force which resulted in law enforcement county-wide being trained in safe and effective use of tasers.
 - The Office secured funding to expand the Union County Body-Worn Camera Program to outfit additional County law enforcement officers who come into contact with members of the public, with body worn cameras. The Office also continued the Body-Worn Camera Performance Review Pilot Program, designed to ensure the provision of high-quality, safe, and effective police services through a system of performance monitoring and early intervention. This is accomplished by the expert review of footage recorded on body-worn camera devices during daily patrols.

- The Office's Domestic Violence Unit created web-based training to more efficiently train law enforcement officers county-wide on emergent domestic violence needs. This training included restraining order application procedures during the pandemic, ensuring that domestic violence victims had access to essential court services, and providing medical and forensic training for thorough investigations of non-fatal strangulation cases.
- In partnership with recovery specialists, the Office continued and expanded the Operation Helping Hand 24-7-365 Program, which made Union County the first county in New Jersey to ensure that all suspects arrested for low-level possessory offenses involving heroin or other opioids would be offered face-to-face access to rehabilitative services at the time of arrest, 24 hours a day, 7 days a week, 365 days a year. Of the total number of persons arrested in 2021 during the OHH events, approximately 96% agreed to treatment. Throughout the year the Office also incorporated pop-up tent events, where individuals suffering from addiction could seek recovery services from our on-site recovery specialist partners at Prevention Links.
- In continuing to combat the narcotics trade and gun violence, the Office's Opioid Task Force and Intelligence-Driven Prosecution Unit initiated 20 investigations, executed 52 search warrants/arrest warrants, made 96 arrests and seized over 3,858 grams of heroin, 7,864 individual folds of heroin, 78 grams of fentanyl, 7,724 grams of cocaine, 3,500 grams of crystal methamphetamine, and 89 firearms. Many other investigations conducted in partnership with federal, state and local agencies resulted in the seizure of additional illegal narcotics and firearms.
- To further address public safety, the Office's Counter-Terrorism Unit conducted numerous site visits at houses of worship and other critical infrastructure sites throughout the County. Funding was also secured for all public high schools in Union County to receive Collaborative Response Graphics, resulting in site-specific tools to enable improved communications during emergencies.

- To support a strong relationship between the community and members of law enforcement, the Office participated in numerous in-person and virtual events throughout Union County, including:
 - The Office continued its ongoing efforts to combat the opioid epidemic. By way of example, the Office hosted two drug take back days in collaboration with the DEA, resulting in community members dropping off unwanted prescription drugs for destruction at the Office's Elizabeth headquarters. To further efforts to combat drug use, the Office joined a recovery support organization known as Prevention Links at their annual Overdose Awareness Day event, where members of the Office helped educate attendees on county-wide recovery opportunities.
 - To address the potential for increased domestic violence during the pandemic, the Prosecutor's Office jointly hosted a Domestic Violence Symposium with the YWCA of Union County. The symposium brought together local experts to discuss the impact COVID-19 had on domestic violence, and highlighted how service providers can best support survivors of domestic violence during the ongoing public health crisis.
 - The Office participated in several community-based events to engage with the citizens of Union County to further community-relationship building, such as a National Night Out event hosted throughout the municipalities of Union County, and joined community partners in food distribution efforts to Union County families in need.
- In implementing the Attorney General's 2021 Directive on Juvenile Justice Reform, the Office trained law enforcement officers on new juvenile initiatives, expanded its Stationhouse Adjustment Program to divert low level juvenile offenders from the criminal justice system, and partnered with the Division of Youth Services to enhance juvenile rehabilitative efforts.

- The Office worked to ensure community safety throughout the COVID-19 epidemic:
 - Maintained all investigative units of the office at full operational capacity, including our Homicide Task Force, Major Crimes Division, Special Victims Unit/Child Advocacy Center, Special Prosecutions Unit, and Domestic Violence Unit.
 - Transitioned to alternative learning methods, allowing the John H. Stamler Police Academy to graduate full classes in the winter and summer 2021 terms. Safely and effectively trained a much-needed complement of new police recruits despite the ongoing epidemic.
 - Coordinated all in-county enforcement activities relating to the Governor's COVID-19 executive orders.
 - Provided security for the Union County COVID-19 testing facility operating at Kean University.

2022 Initiatives

Initiatives the Union County Prosecutor's Office will be pursuing throughout 2022 include:

- Expanding our efforts to address the unlawful drugs/opioid epidemic by focusing enforcement efforts on those profiting from this criminal activity, while making significant efforts to assist those suffering from addiction in getting the help they need through continued expansion of the Operation Helping Hand Program.
- Along with its community mental health, addiction and law enforcement partners, the Office plan to develop, pilot and implement a Mental Health Program using the existing Operation Helping Hand Program model. The

goal is to have a centralized method to connect law enforcement with trained mental health professionals and evaluators 24/7 as a referral and treatment linkage option to assist members of the public when needed.

- Implement a Non-Fatal Domestic Violence Strangulation Program whereby forensic nurse examiners respond 24/7 to incidents of non-fatal strangulation and suffocation to better serve the victims, prosecute these acts of domestic violence, and address the lethality of intimate partner strangulation. Forensic nurses will meet victims of nonfatal strangulation/suffocation at cooperating medical facilities to conduct forensic examinations and provide referral services.
- Expansion of the Collaborative Response Graphics program to more schools and critical infrastructure locations throughout the County in order to improve response in emergency or mass casualty incidents. The Office will implement a comprehensive Behavioral Threat Analysis Program in pilot school districts within Union County. Such an integrated, multi-disciplinary approach will bring together law enforcement, educators, administrators, and medical professionals in an effort to prevent school violence.
- Overhaul of the organizational structure and operations of the Union County Fire Investigation Task Force, including creation of standard operating procedures to address staffing, training, equipment, and field operations. This initiative will be accomplished through collaboration with Union County Police Department, Office of Emergency Management and the Union County Sheriff's Office.
- Continue developing an Elder Abuse Multi-Disciplinary Team to address physical, financial and emotional abuse of our elder population within the County.
- Continue community outreach efforts by having Office representatives 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

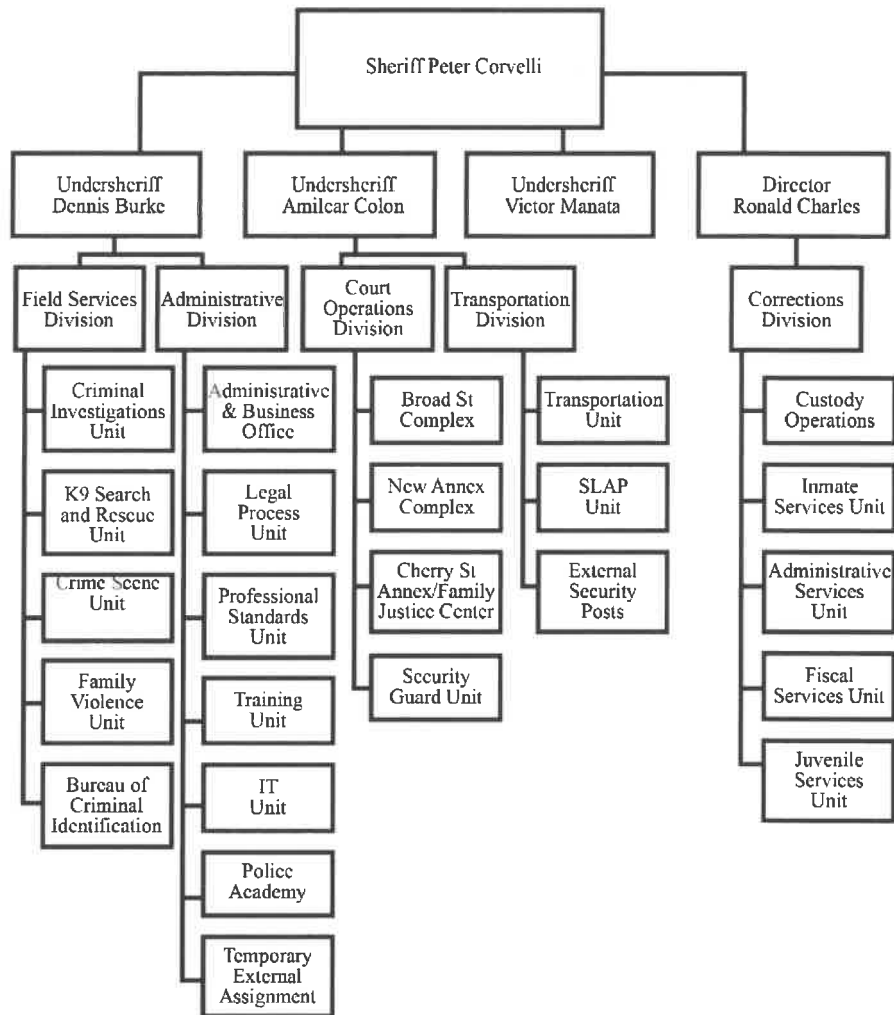
engagement, cybercrimes, facility security, local crime trends, and substance abuse prevention and intervention.

- Develop and pursue a gun safety awareness campaign geared towards keeping firearms out of the hands of children and those with emotional/behavioral challenges.
- Continue to improve de-escalation training and techniques countywide to promote officer safety and reduce use-of-force incidents.

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 which insure a safe County Courthouse environment and an uninterrupted judicial calendar. The advent of shared services has expanded this role to encompass the provision of specialized support services to other law enforcement agencies.

Programs & Services

- Court Complex and Building Security
- Transportation of inmates
- Service of civil and criminal process
- Execution of domestic, juvenile and criminal warrants
- Maintenance of criminal identification records
- Enforcement of domestic violence orders issued by superior courts
- Provision of search and rescue support services
- Community education programs
- Maintenance and responsibility of the Union County Pistol Range
- Re-routing of non-violent offenders into S.L.A.P. (Sheriffs 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

2021 Accomplishments

- Provided logistical and operational support of COVID-19 relief efforts
- Provided law enforcement services to the City of Elizabeth in the aftermath of Hurricane Ida to include immediate rescue and relief and ongoing security at the Oakwood Plaza Apartments, which were rendered uninhabitable from large scale flooding
- Restarted Sheriff's Sales after a 20-month hiatus due to the COVID-19 pandemic

- In conjunction with the Board of Commissioners, the Union County Manager, Union County Counsel and other stakeholders, oversaw the dissolution of the Union County Department of Corrections and the establishment of the Union County Sheriff's Office Division of Corrections. The County of Union and the Union County Sheriff's Office subsequently entered into agreement(s) with Essex County, Hudson County, and other agencies to provide for the safe and secure confinement of adult and juvenile offenders charged in Union County. UCSO-Division of Corrections provides for the intake, classification, short term detention, and release of all offenders. The Divisions of Corrections and Transportation provide the safe and efficient transport of offenders between Union County and all other secure facility partners.

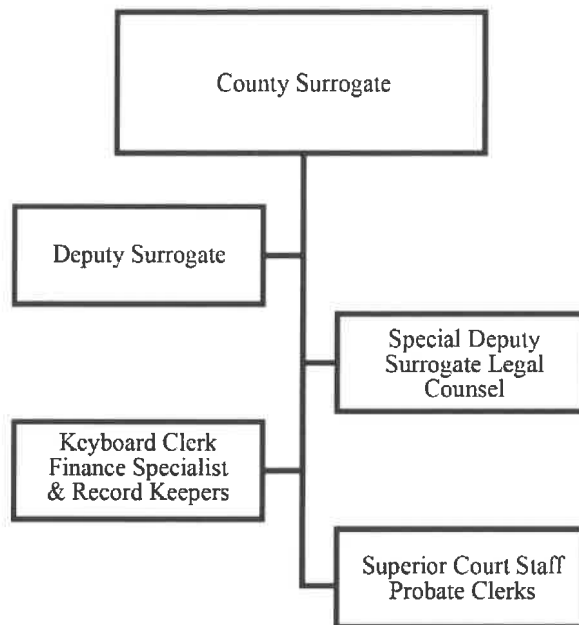
2022 Initiatives

- Provide security and logistic support to the Union County Trial Court System as virtual and in-person proceedings increase
- Increase physical and operational security enhancements at Courthouse complex and satellite posts
- Increase Sheriff Sales and mandated Legal Service and Process
- Work with affected Stakeholders at the Federal, State, County and local level to provide necessary law enforcement services as COVID-19 based restrictions and Executive Orders are lifted or eased.

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 that are harmful to incapacitated individuals.

While in the past year the Court have placed volunteers in the Surrogate's offices to "monitor" the guardians, they have now placed the responsibility of obtaining these reports solely on the Surrogate. The Surrogate's office must contact 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 due to the amount of time needed to make sure all the letters go out in a timely manner, that they are returned and documented, that any changes are made to the system, and that 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 the Surrogate for their signature. Signed Judgments and other related documents are then processed by the record unit. Since 2006, when the Surrogate's office began scanning documents, current estate records on digital format date back to 1986 have now been added to the On Base system. Clerks and the public alike no longer have to handle the original documents; they can be accessed by computer in the record room for public viewing; clerks may view all material. Documents prior to 1989 may still be viewed by using the hard copy. The materials in the Surrogate's 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, Summit and Union. Their Municipal Administrations have provided the Surrogate's office 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 the Surrogate's office. The Court Clerk Unit reviews, schedules and processes the complaint through to the final judgment. Under the direction of the Surrogate's 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, advanced medical directives, self-proving wills, guardianship of minors and other related topics.

The Surrogate 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. All Evening appointments were suspended due to the COVID-19 Mandates.

2021 ACCOMPLISHMENTS

To give you a better understanding of how many clients seen by the Surrogate's Office on a daily basis, these are some of the figures year to date.
1-1-2021 / 12-31-2021

Probates	1550		Administrations	747
Adoptions	66		Minor's Guard	126
Incapacities	109		Release of Funds	76
Certificates	12253		Searches	516
Affidavit s/s n/k	1317		Other complaints	272

This represents over 4,000 clients in a year. These are cases where the clients would be seen in the Surrogate's office or a satellite office and sometimes in a Court Room. Due to COVID-19 mandates, our cases were handled through email, fax and regular mail and appointments for in-person visits. The paperwork is generated by the Surrogate's staff and the clerks and all employees take the signatures. During 2021 the Surrogate's Office handled over 13,000 calls with regard to probate matters.

Speaking Engagements:

The Surrogate would have normally conducted several speaking engagements in 2021 but all speaking engagements were put on hold due to COVID-19 mandates. The audiences normally range from 15 to 250; the engagements are usually conducted at social clubs and organizations throughout the county. Surrogate LaCorte also addressed professional groups such as The Bar Association, Municipal Clerks, and law clerks.

In addition, Surrogate LaCorte conducted 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 Surrogate LaCorte conducted training for Local Notaries (see attached).

In addition, the AOC asked Surrogate LaCorte 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 attorneys takes these cases and tries to mediate a settlement before they would have to go to trial.

Continuing education for our residents is important. Surrogate LaCorte continued to promote education of the public about important legal matters. Surrogate Office brochures can be found in Senior Centers, Libraries & Local Government Offices. The Surrogate’s Office released several press releases this year and will continue to keep the public informed.

Banks continue to be a concern for the spouses the rules vary from branch to branch; internal policies are making it difficult for them to claim assets. The Surrogate’s Office continued 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, the Surrogate’s Office handles all of these cases with the upmost professionalism and care to the clients. The Surrogate’s Office deals with legal documents, laws and court

rulings that govern how the office handles specific cases. The clients, when they come into the Surrogate's office, are given as much information as possible to make an informed decision.

Service to the community is a vital part of the Surrogate's Office. The office has promoted the services of Union County (i.e. Human Services, Parks & Recreation, Social Services) when instructing the guardians to file their annual reports. This additional information has been included in their mailings. The Surrogate's Office believes 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 the Surrogate's Office normally conducts over 150 evening appointments in host communities. But due to COVID-19, all evening appointments were put on hold. The Surrogate's Office shared services with Cranford, Union and Summit and in 2021 added Scotch Plains to the list. The office used their facilities to probate estates for clients who were unable to make it into the office during the daytime or wished to accompany a parent through the process. Evening hours were 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 the office has all the necessary information the clerk will prepare the papers and schedule the appointment. They will inform the client what they will need in order to complete the probate process.

Home Appointments:

All home appointments for the year 2021 was put on hold due to COVID-19.

Clients

The Surrogate's Office is 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 the office handles a multitude of issues from guardianships for minors, adoptions, superior court cases and incapacity hearings. Individuals in the office are trained to help clients understand the complexity of these issues. The Surrogate's Office handles calls from the public individually; there are no answering machines at the Surrogate's Office it is done on an individual basis. In 2021 the Surrogate's Office handled over 1500 probates, 126

Guardianships for minors, 737 Administrations, 66 Adoptions and 109 Incapacitated cases. These cases were handled by the office's 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 there have been cases where the next of kin cannot be located or are incapable of serving. When this happens the Surrogate is allowed to conduct a hearing on the "Surrogate's Level." In 2021, **58** such hearings took place on the Surrogate's level and allowed the Surrogate to adjudicate who shall or shall not be able to serve for an estate. The Surrogate presides 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 the Surrogate to appoint a local probate attorney as Administrator.

Guardianship Reporting & Monitors

In 2014 the State brought in their volunteers to data input the information from the Surrogate's Office's Incapacitated Person files into a state program. It is the State's intention to monitor the financial affairs of the incapacitated person. This program while based in our office is strictly a State-run program.

- The County has provided them with a secure environment for them to work in.
- In the coming year the State is going to conduct a pilot program for Superior Court Cases. Surrogate LaCorte learned that Union County will be part of that pilot program.
- As of September 1, 2016, the Administrative Office of the Courts has **mandated** that the Surrogate take the lead in retaining and transferring important court documents to the State website. This has taken considerable resources and staffing to accomplish.

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 2021 the Surrogate's Office was ordered by the Assignment Judge to change the Office's SITF funds in the primary and secondary accounts. Investors Savings Bank was kept as the office's primary bank with a 2-year contract; the office's secondary bank is Columbia Bank. The banks handle funds from \$250,000.00 to \$500,000.00 for minors under a court order. Their contract is for one year extending from January 2, 2022 to January 2, 2023 for Investor's Bank and January 2, 2022 to January 2, 2024 for Columbia Bank.

The Surrogate's Court currently holds over \$22 million in the fund. All withdrawals from the fund must be accompanied by a court order. This requires that the office prepare a petition for the court requested by the Guardian. Once the completed complaint is filed with the Surrogate's Office, the clerk will prepare the necessary paperwork and take the cases to the assigned Superior Court Judge on a weekly basis. The Judge will approve or deny the petition and the clerk will then complete the case by sending the denial or preparing the necessary papers for the release of funds, according to the judgment permitting the use of these funds. The Surrogate, as Judge of the Surrogate's Court, has the final authority to release the funds when the minor turns 18.

All Accounts in the Surrogate's Court SITF funds must be paid into an interest-bearing trust account or accounts in responsible, federally insured banks, saving banks, trust companies or savings and loan associations, provided that no money shall be deposited in such account in excess of the maximum amount to which such deposits are issued. These funds shall be intermingled pursuant to guidelines promulgated by the Administrative Office of the Courts with the approval of the Chief Justice of the New Jersey Supreme Court.

Adoption Day

Adoption Day – November 20, 2021

This year the Surrogate's Office had 5 children adopted in Union County. There were two Superior Court Judges conducting the adoptions. The Union County Surrogate hosted this annual breakfast for the children and

their families. In addition, an Adoption Information Fair was presented again in 2021. Anyone interested in Adoptions or the process may visit the Courthouse.

The Office's 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 was the Presiding Judge, Chancery Division, Probate Part until her retirement in June of 2021. Judge Mega is the current Presiding Judge, Chancery division Probate Part. The Superior Court Staff supported the Judge on a daily basis, prepared and filed papers, handled pre-trial conferences and conducted motions twice a month.

This year (12/31/2021) the Surrogate's Office handled 144 Incapacity Complaints as well as 100 other complaints for contested probate matters, accountings and declaration of death. The numbers for Incapacity are climbing. With the new probate software system, the office has 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, the Office's Adoption Clerk, Suzanne DiOrio, reports to the family division; this year the Office conducted 66 adoptions. Here the adoptions are conducted in private in a closed court room. Once the adoptions are complete the Adoption Clerk files all paperwork with the state and seals the file. The Adoption Clerk is also responsible for the Adoption Day Program.

D.A.R.M

Each year the state requires a report on how many documents the Surrogate's Office has scanned to digital images during the year.

2022 Initiatives

Constituent Services

How can the Surrogate Office better serve the public? We are always open to suggestions and happy to bring our program to the public. Media outlets

are few and far between now and the Surrogate's Office promote from within. The Court House which has a healthy traffic flow of constituents are constantly taking our brochures and inquiring about speaking engagements. The office 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. The Surrogate and the staff attorney must maintain certain continuing legal education credits in order to be able to continue to practice law and we also attend classes.

Communications

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 the 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. The fact that they also get an individual when they call our office is a big factor in the compliments that our office receives.

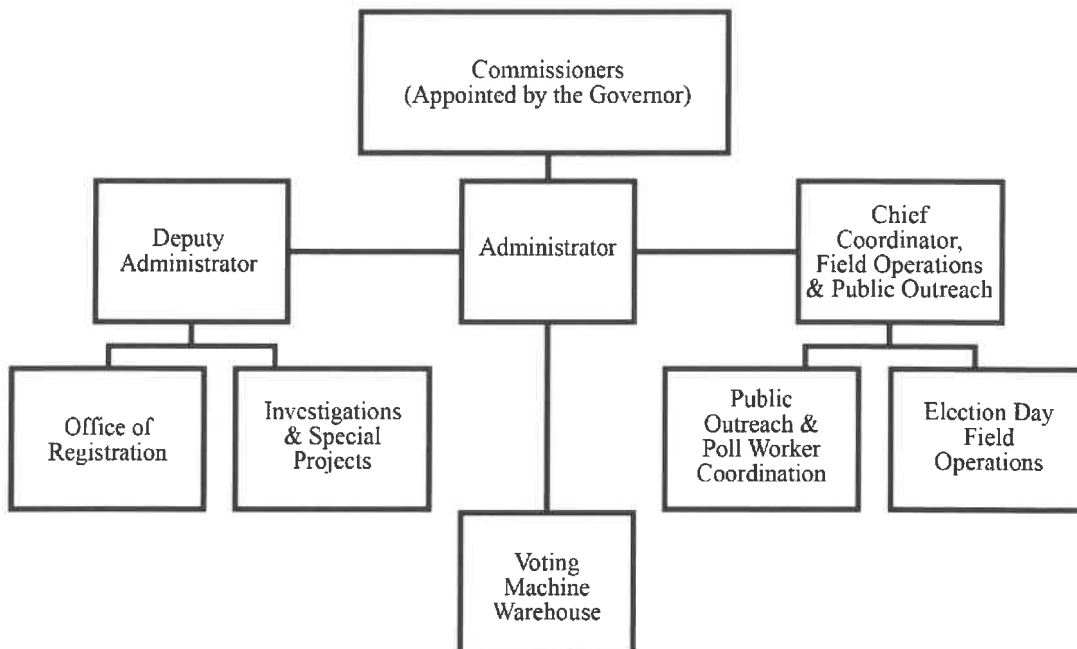
Continued Support

The County is very lucky to have departments that work well together. Often times we forget to mention them when we have a chance, however it would be remiss of me not to acknowledge the support of others in the county who get little appreciation for their service. Our Information technology department is constantly coming to our aid, same with the Senior Personnel Assistant (civil service); Facilities, Personnel, Finance, Public Information and Purchasing Departments. These are just some of the divisions who support us in our service to the community. We are very fortunate to have their support and direction.

Board of Elections

Organizational Chart

Union County Board of Elections



BOARD OF ELECTIONS

Mission

The Union County Board of Elections (UCBOE) is comprised of six 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 376,559 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 more than 50 election deputies to assist this office 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, petitions, and mail-in-ballot verification; Maintains a computerized system of all active and inactive voters in Union County;
- Maintains a fleet of 574 voting machines, 3 central vote tabulators and 1,034 electronic poll books;
- Programs each election profile for both electronic voting machines and electronic poll books;
- Performs post-election audits as required by law;
- Coordinates and participates in voter outreach events; Conducts recounts and local elections as required.

Voting Machine Maintenance

As part of its responsibilities, the Board maintains, services, prepares, programs and coordinates the transportation of over 574 voting machines for each municipal, primary, general, special school elections and run-off elections conducted within Union County, including early voting.

Americans with Disabilities Act (ADA) Compliance

The Board cooperates with local, state, and federal agencies to ensure that the 158 polling sites throughout Union County are in compliance with the Americans with Disabilities Act.

Enforcement

The Board conducts investigations relating to questionable registrations to prevent voter fraud (including on-site inspections).

The Board maintains a file of all current and former residents of Union County convicted of indictable offenses (forfeiture of suffrage).

The Board processes cancellations of registration for deceased residents of Union County.

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

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

2021 ACCOMPLISHMENTS

ADA Compliance

The Union County Election Board continued to work with the United States Department of Justice (US DOJ) to ensure Americans with Disabilities Act (ADA) compliance at our 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.

While poll workers have received training on ADA compliance on Election Day, it is incumbent upon the municipality to ensure any remedies required for compliance are in place on Election Day. Poll workers and master poll workers received revised, more in-depth training on the importance of ADA compliance on Election Day which included monitoring by the US DOJ, checking to guarantee temporary measures are in place to ensure accessibility for disabled voters and their requirement to complete the necessary forms.

The Board moved polling places which were not ADA compliant to accessible polling locations when necessary.

The Board continued to be proactive in advising voters of alternate, ADA compliant entrances when the main entrance is not compliant, by adding the information to the polling place listing on the website and providing the information on Election Day postcards.

Community Outreach

Public Outreach & Education

The UCBOE worked in tandem with the state, the County's Public Information office, and municipal clerks to ensure voters of Union County were aware of changes affecting the 2021 elections.

First, the UCBOE embarked on a vigorous campaign to recruit to poll workers for both the Primary and General Elections.

Further, the UCBOE publicized that the Primary and General Elections were returning to pre-pandemic standards

Finally, the UCBOE was excited to announce Early Voting for the first time ever in the 2021 General Election.

Public Outreach to the Schools

In-person public outreach to schools amid the COVID-19 pandemic were essentially suspended. The UCBOE hosted one student body election in

November. The Administrator participated in virtual conversations relative to the early voting at the invitation of a Union County College civic engagement seminar.

Public Outreach to Nursing Homes and Rehabilitation Centers

The UCBOE suspended in-person visits to nursing homes amid the COVID-19 pandemic. However, the UCBOE contacted nursing homes and rehabilitation centers to provide continued instruction on the Vote by Mail laws to ensure residents were not disenfranchised due to errors made by those assisting them.

IT Infrastructure Upgrades

In the fall of 2021, the UCBOE significantly augmented its voting technology inventory by purchasing electronic poll books pursuant to new state statutes governing early voting. The UCBOE warehouse staff did an outstanding job inventorying, preparing, programming and transporting the new EPBs to both early voting sites and Election Day polling places.

The UCBOE installed cameras in the tally center located in its offices in Elizabeth in order to ensure continued transparency in the tallying of votes for each of the elections.

Registration, Elections and Audits

Voter Registration

The UCBOE maintains an active list of 364,544 registered voters, including 18,632 new registrants in 2021. Maintaining the voter registration database is a very tedious task as it is an ever-changing list. Over 200,000 updates to our voters have been made this year which include address changes, name changes, deletions due to deaths, inactive confirmations, signature updates and disenfranchisements. Voter update statistics represent the number of times current voter registrations have been touched to ensure our voter registry and voter history is current and accurate.

Online Voter Registration

The State of New Jersey launched online voter registration for the first time in September 2020. The new process was a seamless merger with the new State Voter Registration System.

Online Voter Registration is extremely popular and we continue to see a rise of registrations coming in online versus paper registrations.

Union County Elections

Elections in Union County returned to pre-pandemic practices starting with the 2021 Primary Election. The UCBOE successfully administered Primary and General Elections, and the Annual School Board Elections as well as a Special School Election in Rahway and a Runoff Election in Hillside.

The turnout for the Gubernatorial Primary Election was 12.63% or 44,292 of 350,635 registered voters. The Gubernatorial General and School Board Elections experienced a turnout of 37.62% or 138,691 of the county's 368,661 registered voters, voting in the November 2nd General Election.

The UCBOE piloted the new electronic poll books in the Rahway Special School Election. The electronic poll books were rolled out county-wide in early voting and on General Election Day.

The volume of Vote by Mail ballots this office processes continues to increase. In 2021 General Election, 29,700 Vote by Mail ballots were received and processed. Notwithstanding the 2020 all mail-in elections, the highest number of ballots received and processed by this office was just under 20,000 in the 2018 General Election following a series of new laws which amended the Vote by Mail law. Prior to 2018, the UCBOE processed the following number of Vote by Mail ballots: 2016 Presidential Election (16,641); 2017 Gubernatorial Election (9,759); 2018 (19,569) and 2019 (12,520).

Following 2020 Executive Orders providing for an extended time frame for which ballots received through the mail can be counted, the legislature adopted laws which codified the time frame. Specifically, ballots received through the mail within 48 hours without a post mark may be counted and any ballots postmarked on or before Election Day and received within 6 days can be counted.

The county's 431 election districts were housed in 158 polling locations, employing over 1,800 poll workers. Additionally, the UCBOE successfully operated 7 early voting sites county-wide over the course of 9 days and employed 168 poll workers and super poll workers.

Union County Early Voting

For the first time ever in the 2021 General Election, early voting was offered to voters in an effort to expand voting rights and accessibility to the ballot box in New Jersey.

The UCBOE Administrator was appointed to the New Jersey Early Voting Working Committee and selected to serve as Co-Chair of the Budget Sub-Committee. Additionally, at the recommendation of the Administrator, the UCBOE Warehouse Supervisor was selected to serve as Co-Chair of the Voting Equipment Sub-Committee and as a member of the Electronic Poll Book Sub-Committee. The Deputy Administrator was selected to serve as a member of the Legal & Legislative Committee. The Chief Coordinator was selected to serve on the Timeline Committee. Union County was well-represented on the NJ Early Voting Working Committee.

In accordance with the statute, the UCBOE hosted 7 early voting sites countywide starting October 23 through October 31, 2021. The sites were located in Cranford, Elizabeth, New Providence, Plainfield, Rahway, Roselle, and Union. The administrator developed policies and procedures, crafted the security plan, purchased equipment and supplies, leased warehouse space and awarded service contracts in order to effectuate early voting in Union County. Fifteen super poll workers and 168 poll workers were hired and trained specifically for early voting.

Early voting in Union County was a tremendous success. While turnout was low, the policies and procedures designed to facilitate voting in a safe and secure environment proved to be successful.

Secure Ballot Drop Boxes

The Executive Order issued for the 2021 Primary Election required the UCBOE to install five secure ballot drop boxes for voters' convenience in returning their Vote by Mail ballot. The Executive Order issued for the 2021 General Election called for Union County to receive from the state an

additional eight boxes, for a total of 13 ballot boxes. However, the UCBOE installed 24 secure ballot drop boxes throughout the county. There is a ballot drop box in each municipality. Additionally, drop boxes were installed on the Kean University campus in Union, the Union County College campus in Cranford and a drop box was installed in front of the UCBOE main office in Elizabeth. The ballot drop boxes are ADA accessible, under 24/7 camera surveillance and available to voters 24/7. Ballots are picked up from the drop boxes and delivered via police escort to the UCBOE office daily.

The Union County ballot drop boxes opened on April 24, 2021 for the 2021 primary election. The drop boxes opened again on August 14, 2021 for Rahway voters wishing to deposit their special election Vote by Mail ballot in a drop box. Pursuant to statute, all countywide drop boxes must open the day ballots are mailed for one municipal election and the daily pick-ups must start immediately. Our drop boxes were open for 81 days straight starting in August, through the November 2nd general election. The boxes were then closed for two weeks, until such time as the ballots for the Hillside Runoff were mailed whereupon drop boxes were open for another 23 days. In total, the drop boxes were open and available to voters for 149 days for the Primary Election, Rahway Special Election, the 2021 General Election and the Hillside Run Off Election.

In the Primary Election, voters deposited over 2,525 ballots in the drop boxes. In the General Election, over 11,129 ballots were deposited into the drop boxes. The drop boxes continue to be a popular means by which voters return their Vote by Mail ballots to our office.

Every day, seven days per week for the entire duration the drop boxes were open, two teams of UCBOE employees, escorted by the Union County Police Department, started at 8:30am to exchange the ballot containers, returning containers with ballots to the office for processing and replacing it with an empty container. Staff followed security and auditing protocols as directed by the state.

The Vote by Mail ballot drop boxes provided a safe and direct alternative to the postal system.

Union County Board of Elections Tallying Center

The UCBOE migrated its tally center back to the main office in Elizabeth. In the interest of continued transparency, a livestream feed which began in 2020, was installed in Elizabeth.

Post-Election Audits

The Union County Election Board conducted its post-election audit pursuant to N.J.S.A. 19:61-9 and regulations promulgated by the New Jersey Secretary of State. The purpose of a post-election audit is to prove the accuracy of the electronic tally equipment when compared to the voter-verified paper audit trail. The voter-verified paper audit trail is inherent with Vote-by-Mail ballots, provisional ballots, and voting machines which generate a voter-verified paper audit trail. The guidelines required a hand-eye audit of 2% of the batch units created for each legislative district. The contests audited include the governor, state senate, general assembly, county commissioners and town council / township committee. The hand-eye audit was 100% consistent with the results tallied by the vote tabulators and voting machines thereby confirming the accuracy of the election outcomes.

Surveillance of the Secure Ballot Drop Boxes

As previously mentioned, each box is required to be under 24/7 camera surveillance once they are opened and ready to accept ballots through the recount deadline. Further, with so many cameras in place, there needed to be one, consistent process to monitoring the ballot boxes. Post-election activities relative to the surveillance system include harvesting all the servers and downloading and archiving the video onto a secure server housed at the UCPD for a timeframe consistent with the state retention schedule.

Union County's Vote by Mail Processing System

UCBOE's Vote by Mail ballot processing system has become more efficient with the redesign of the outer Vote by Mail envelope. The outer envelope of the Vote by Mail ballot has finally been redesigned to include a window envelope which allows the voter's identification number and bar code to be visible. The UCBOE purchased a camera and inventory system which attaches to the mail processing machine and captures each voter's bar code. All files and ballots are reconciled, then the file is uploaded into the SVRS. This process allows voters to see immediately on the Track my Ballot website that their ballot has been received by our office.

Poll Workers & Training

Hiring, retaining and training poll workers continued to be a challenge in 2021.

In an effort to facilitate the training process in a continued pandemic, the UCBOE hired a firm to develop an online poll worker training platform in the spring of 2021. The platform allows poll workers to take the training at their convenience and is available 24/7. The platform features “how to” videos for use of the voting machines and provisional ballots. All poll worker training for the 2021 Primary Election was hosted online through the new training platform. Live training seminars were offered via Zoom for poll workers to ask follow up questions.

Approaching the primary election, Board offices statewide were experiencing a poll worker shortage. In Union County, we were facing significant shortages which were threatening whether or not a polling location would open. Poll workers have been advocating for a pay raise for several years. The low pay rate coupled with the ongoing risk of COVID infection, caused many poll workers to ask to be removed from the roster.

The weekend before the Primary Election Day, the Governor signed an Executive Order, which was later ratified by the legislature, increasing the pay to \$400. Further, the need was so dire, the National Guard was activated to assist as poll workers on Election. While this was a very generous increase and generated a significant influx of poll workers, it was very difficult to hire, assign and train hundreds of poll workers 4 days before Election Day.

If not for the training platform, it would have been nearly impossible to train the hundreds of new poll workers which were hired last minute. The training platform was well-received by both seasoned poll workers and new poll workers. Both groups indicated they referenced the platform during Election Day to confirm procedures.

For the first time in the 2021 General Election, the state instituted early voting and rolled out electronic poll books to facilitate same. The UCBOE conducted 42 in-person training seminars as well as 7 election equipment open houses. Over the course of 42 training seminars, over 1,700 poll workers were trained.

The Governor increased the poll worker pay to \$300 for the General Election. The Election Board hired, assigned and trained over 500 new poll workers.

Election Legislation & Its Continued Impact

Some new processes and guidelines put into effect to facilitate the election process during the global pandemic have been codified into election statutes, which will remain part of our election landscape going forward.

Secure Vote by Mail Ballot Drop Boxes

The secure Vote by Mail drop boxes installed in 2020 will continue to be a part of our election process, available to voters as an alternative to mailing their ballots. Our process of secure transfer of ballots from the drop boxes to the office for processing will continue. All drop boxes countywide must be open for singular municipal elections.

Signature Cure Law

For the first time in 2021, voters were able to cure signature deficiencies on their ballot. If a voter did not sign their certificate envelope or their signature did not match what is on file in the State Voter Registration System, the voter was provided an opportunity to cure their ballot. Voters had until 48 hours prior to certification to cure their ballot. The new law requires Board Members to meet regularly starting three weeks before Election Day. Finally, the Board is required to reach out to voters who did not respond to the letter with a phone call or email, if such information is available.

2022 GOALS

ADA Compliance

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

Early Voting

The UCBOE will continue to work with state and local partners to administer successful Early Voting periods in the primary and general elections. The UCBOE will open 7 early voting sites throughout the county.

Elections

The Board is prepared to execute the 2022 Primary and General Elections and any special elections.

Community Outreach

The Union County Board of Elections will be aggressive in urging residents to register early for the upcoming Congressional 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 an important lesson in government and civic participation.

Legislative Compliance

The UCBOE will continue to work with the New Jersey Association of Election Officials, legislative leaders and the New Jersey Division of Elections as new election laws are being deliberated and ultimately become law.

Outreach for the ExpressVote XL Voting Machines and Electronic Poll Books

Assuming the environment is ripe to do so, the Union County Board of Elections will resume its voter outreach and poll worker education relative to

the new ExpressVote XL Voting Machines and Electronic Poll Books. 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.

Poll Workers & Training

The Board will continue to augment the poll worker workforce, increase bilingual poll workers, and seek to employ precinct captains for multi-district polling places to assist with the operation of the new voting machines.

The UCBOE will continue to revise and improve the online training platform as well as offer in-person instruction to new poll workers.

Finally, the voting equipment open houses are very successful. It is anticipated that many open house opportunities will be available for the 2022 election cycles.

Re-warding of Municipalities following the Census

Pursuant to state statute, the Board will work with the 10 municipalities which must conduct ward studies following the 2020 census.

Rutgers Cooperative Research and Extension of Union County

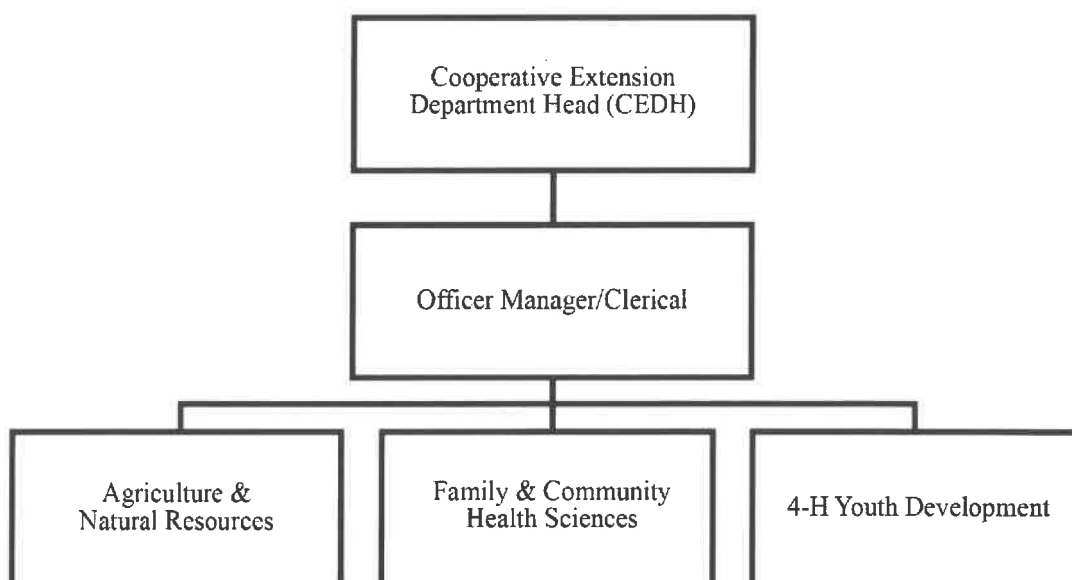
Agriculture and Natural Resources

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, nutrition and health by disseminating science-based knowledge through outreach programs.

Programs & Services

Agricultural & Natural Resources Department

Volunteer Master Gardeners and Environmental Stewards, trained by Rutgers Cooperative Extension (RCE), provide educational programs and services to the residents of Union County.

Earth Day, Every Day Webinar Series continues free, public series in March, 2022. Recordings are now available online.

Invasive Species and Habitat Restoration initiative: working with County Parks & Recreation to train volunteers on eradicating invasive plants as part of the WRIP Strike Force for the Watchung Reservation.

In 2022 RCE will welcome a new NJDEP, Americorp Watershed Ambassador who will plan and implement projects focused on educating the public on protecting water quality and local natural resources.

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

- *East Asian Longhorn Tick*: RCE continues to serve as a tick submission site for the NJ Department of Agriculture.
- *North Jersey Ornamental Horticulture Conference*: RCE provides turf and landscape professionals with research-based information to provide their customers with environmentally sound lawn and landscape services. It

enhances professionals' careers by offering licensing recertification opportunities.

- *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 several county school districts.

Family & Community Health Sciences Department

Health Equity & Well-Being are the focus of the Family & Community Health Sciences (FCHS) Department. FCHS provides online workshops, publications, and learning opportunities combining research and practical advice including: healthy meals to reduce the risk of chronic disease; increasing awareness of environmental health and food waste; food safety; health literacy; health finance; and the importance of family meals.

- A collaborative nutrition project with the Division on Aging provides funding to improve the nutritional support for senior citizens at 24 senior sites throughout Union County through the Congregate Meals program.
- FCHS' *Get Moving, Get Healthy, NJ*: educational online and *Wellness Wednesday* programs emphasize the need for behavior change to improve the health and quality of life of individuals and families.
- The *Small Steps to Health and Wealth*TM book: classes, newsletters and online programs emphasize health and financial management goals as part of a nationwide program supported by NIFA/USDA.
- The Union County Chronic Disease Committee of the NJ Health Collaborative works to provide online needs assessments, conferences and meetings to address the issue of obesity prevention in the county and state.

4-H Youth Development Department

The 4-H Program provides youth with the knowledge, skills, and motivation to function effectively in 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; Master Tree Steward Program; 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 the Union County Parks Department and the Union County Shade Tree Department.

2021 Accomplishments

Agriculture and Natural Resources

Emerald Ash Borer Biological Control in the Watchung Reservation

- Emerald Ash Borer (EAB) is an invasive insect that has destroyed millions of Ash trees in the midwestern states and Canada. The presence of EAB in Union County was confirmed in 2019.
- Volunteer Environmental Stewards, Master Gardeners and 4-H Master Tree Stewards and RCE faculty surveyed 1,238 Ash Trees in 19 County parks and highly used, public areas of the Watchung Reservation during the summers of 2018 and 2019.
- Based on these survey results, the Deserted Village in the Watchung Reservation was selected by the US Department of Agriculture as a biological control release site for the summer of 2021. Beneficial wasps reared in a USDA lab in Michigan were shipped to the NJ Department of Agriculture Beneficial Insects Lab in Trenton. RCE Agents Flahive, DiNardo and Bakacs and 4-H Agent Nychnadowicz released wasps in the Deserted Village four times over the summer.

The RCE North Jersey Ornamental Horticulture Conference- 60th Anniversary

- Turf and landscape professionals, including Union County Parks and Public Works employees, joined colleagues from Bergen, Essex, Passaic and Morris counties to participate in a virtual, three-morning conference featuring Rutgers Specialists and industry professionals.
- The conference gave professionals an opportunity to learn about university-based research in their field that they can apply to their turf, tree and landscape practices. Participants received DEP pesticide applicator license recertification credits. Tree care professionals also received recertification credits towards their arborist credentials.

- Each day of the program had an average of 79 professionals in attendance.

School IPM Coordinator Training

- State-mandated School IPM Coordinator training programs resumed in the Fall of 2021. Madeline Flahive DiNardo is on the team of Rutgers, NJ DEP, and industry professionals who offer this free program to all school districts in NJ. School professionals from Hillside, Plainfield, Rahway and Westfield attended the training.

Annie's Project NJ: 10 Years of Empowering New Jersey Farmers

- Annie's Project is a national Cooperative Extension program designed for women farmers to provide training on the business and production aspects of farming. 2021 was a challenging year for these entrepreneurs. A virtual Annie's Project 10th Anniversary program featured a keynote speaker on "How Can Farmers Turn the New Customers they Got During the Pandemic into New Customers?" and covered topics such as business succession planning, on-line marketing, supply chain disruptions, and sustainable crop production. Fifty agricultural entrepreneurs participated in the program.

Rutgers Master Gardener Program

- The Master Gardener Executive Board continued to meet virtually. Projects the board continued working on include membership outreach by phone to connect with members and update contact information, and reconstruction of the internal and public Master Gardener website.
- The Master Gardener Newsletter continued to be published on monthly basis.
- Monthly educational Master Gardener meetings have been held virtually.
- The Docent Committee continued to meet virtually. The goal is to offer docent led tours of the demonstration garden at Trailside. A brochure has been created to promote the program and a training manual is being developed. We are hoping to offer tours in the summer of 2022.

Trailside Greenhouse and Demonstration Garden

- Rutgers COVID-19 protocols allowed volunteer Master Gardeners to return to outdoor volunteer activities in June of 2021. Master Gardeners focused on weeding and renovating the demonstration garden.
- The "Sharing Garden" committee donated over 1,000 pounds of fresh vegetables, small fruits and herbs to local food pantries.
- Master Gardeners attended in-service training demonstrations on soil amendments and vegetable cover crops, plant identification, and dividing

perennial flowers.

Watchung Reservation Invasive Species Strike Force

- Agent Bakacs continues to coordinate with the Union County Department Parks and Recreation on invasive species management in the Watchung Reservation.
- In 2021, 10 volunteers spent a total of 360 hours removing invasive exotic plants along trails and meadows in the Reservation that were outcompeting native plants. These plants include invasive shrubs, trees, and vines such as Japanese Barberry, Winged Burning Bush, Chinese Angelica tree, and Oriental Bittersweet which are overtaking the Reservation and threatening ecosystem health.

Rutgers Environmental Stewards Volunteer Program

- The program was delivered online in 2021. Certified Stewards from Union County included Patricia Paul, Cranford resident for her work on the Union County Rain Garden Project.
- In October, the program hired Trish McGuire as the program's part-time Unit Administrator to help coordinate the administrative aspects of the program. Trish comes to us from the Upper Raritan Headwaters Association where she was their Volunteer and Outreach Manager. She has great experience with volunteer coordination, social media management and marketing. Trish has her Bachelor of Science from the University of Georgia in horticulture.

Rutgers Earth Day Every Day Webinar Series

- Agent Bakacs and co-workers continued the popular "Earth Day, Every Day" weekly webinar series.
- The series focused on steps that everyone could take while at home to protect the environment. The spring and fall series spanned 16 weeks and all the recordings are available online at <https://envirostewards.rutgers.edu/Earth-Day.html>
- In 2021, the series reached more than 1000 people. Comments on actions taken by Union County residents as a result of this series include:

"I am making an effort to collect soft plastic. Donating them to organizations who are collecting them."

"After watching a webinar I realized how much vegetable and

fruit food waste was going into the trash in my household. I started a compost bin for that and some yard waste.”

“Planted a native pollinators in my garden alongside my vegetable garden. So many more bees and tomatoes!”

“Finally cracked the code on composting-my composter is a total mess and now [I] know how to change the green/brown balance.”

Rain Gardens of Union County and iNaturalist

- Agents Bakacs, the NJ Watershed Ambassador, and an Environmental Steward volunteer piloted a new program, “The Rain Gardens of Union County Project”, highlighting the 30+ rain gardens in various communities across the county.
- The purpose of the project is for residents to help document which plants and animals visit, live, and grow in our rain. The new website includes a map of all rain gardens in the county and instructions for adults and youth on how to participate.
- Since its inception in May 2021, 11 people have participated in the project.

NJDEP Americorp Watershed Ambassador

- Cassidy Attanasio, our new NJDEP AmeriCorps Watershed Ambassador for the Arthur Kill watershed management area #7, started in September 2021. She is working to complete 1700 hours of service. The goal of this program is to promote watershed stewardship through education, direct community involvement, projects, and monitoring the health of our waterways through conducting stream assessments.
- The Ambassador recently hosted a clean-up of the Elizabeth River on 11/5/21 with Kean University where 12 volunteer students cleaned up 11 bags of trash and 4 bags of recycling.
- In addition to presenting enviroscape programs to teach non-point source pollution presentations to local schools in Union County, the Ambassador has completed 8 assessments, both visual and biological, of streams that lead to the Arthur Kill.

Family & Community Health Sciences (FCHS) Department

Senior Meals Program

- In continued collaboration with the Union County Division on Aging, the FCHS Educator worked with the Director of the Division on Aging to provide a dietician to direct the Senior Meals program. A grant of \$ 150,365 per year provides funding for the position and allows for continued support at 24 senior cafes in thirteen municipalities throughout Union County.
- The Senior Program Coordinator/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 a Farmer's Markets to distribute produce vouchers and assisted with setting up food delivery during the pandemic.
- The FCHS Coordinator supervised over 20 staff at 24 congregate sites feeding 750 + seniors their noon meal each week. Due to the pandemic, the Program Coordinator moved seniors from Congregate to Home Delivered meals, assisting Meals on Wheels with food preparation and planning "distancing" and other necessary changes to keep seniors safe while continuing to feed the most vulnerable. As congregate sites were closed, more seniors received home delivered meals with the total served jumping to over 1,500.
- Over 1,000 low-income Union County seniors received vouchers for Farmer's Market produce worth \$30,000, which were distributed at 4 senior centers in Union County. This program is sponsored through the federally funded USDA Women, Infants and Child (WIC) program.

Wellness Wednesdays with FCHS

- *Wellness on Wednesdays with FCHS* webinars offered Zoom and Webex programs through Rutgers Cooperative Extension within the Rutgers School of Environmental and Biological Sciences. Programs focused on a variety of topics related to food, nutrition, and healthy lifestyles. These 45 minute programs are presented on Wednesdays at 2 pm on Zoom and are free to the public. <https://njaes.rutgers.edu/online-event-series/wellness-wednesdays.php> Programs are archived so they can be viewed at any time.

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™* continued to provide health and finance messages that were updated monthly on the county website.
- During 2021 posters were presented at one state and one national, online professional meetings. The Small Steps program includes adult and youth curriculums, webinars, challenges, podcasts, a blog and, tweet chats, and was cited by USDA-NIFA as “a nationwide Extension Program with impact.”

Family Meals

- Due to COVID-19, more families have been engaged in sharing family meals. Dinnertime is a time of respite from the business of everyday life. Sharing the day's activities is an important part of children's social and emotional development. Research has suggested family meals promote healthful dietary intake in youth and reduce obesity during childhood and adolescence. The Department of Family and Community Health Sciences is committed to families sharing healthy meals. Information is provided at <https://njaes.rutgers.edu/family-meals>. The website offers easy, fast meal ideas, recipes, Facebook Live food videos, food safety, conversation starters, family meal prep, webinars, and other resources.

Get Moving, Get Healthy NJ with FCHS

- FCHS programs encouraged healthier eating and improved physical activity for NJ families through multidisciplinary health promotion programs.
- The FCHS Educator provided Zoom classes for Jewish Family Services, Provident Bank, Union and Westfield public libraries, and several Elizabeth agencies. An on-line Worksite Wellness newsletter series was sent to the employees of the Gateway Family YMCA, City of Elizabeth, and Community Access Unlimited. They included: “Healthy on the Job” and “Healthy at Home”. Newsletters included reliable websites on health-related topics including chronic disease and obesity prevention topics.

Rutgers E-College On-line Classes

- The RCE Department Head taught 40 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 4.4 – 4.8 out of a 5.0 scale. This course continues to be taught twice a year and is part of the FCHS Department, an 18-credit certificate program in Community Health Outreach for undergraduate students at Rutgers University.

Membership on Local Boards

- RCE Department Head Dr. Karen Ensle is a member of the Union County Directors of Aging Committee; Board of Directors for Community Access Unlimited, the Gateway Family YMCA, Executive Committee and Board and the 4 C's Strengthening Families Initiative Stakeholders Committee. She is also an active member of the Union County Chronic Disease Committee of the North Jersey Health Collaborative. All meetings since March, 2020 have been on Zoom.

4-H Youth Development

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

- In 2021 , due to the pandemic, we could not send science teachers to program sites. Instead, we used trained teen volunteers and ran a virtual summer science program at the Rahway, Scotch Plains and Elizbeth Public Libraries.
- The teen volunteers, known as 4H Science Ambassadors, spent the week of July 6th through 10th being trained virtually.

Science Kits for at Home Learning - 4-H provided the Elizabeth Library and the Rahway library with science kits to distribute. The kits contained materials to make Lava Lamps, Balloon Rockets and homemade bread.

4-H From Home - Through our website, 4-H from Home <https://nj4h.rutgers.edu/4h-from-home/virtual-step-club.html>, 4H provided a wide variety of learning activities for youth.

4-H Clubs – *Developing life skills in youth*

- One hundred forty-seven Union County youth from grades 1 through 12 participated in sixteen 4-H clubs in 2021. Each club focused on a specific interest area such as small animal care, dog obedience, or horticulture. Starting in March 2020 all clubs have met virtually. Some clubs cannot meet until in-person COVID restrictions are lifted.
- Club members developed leadership and communication skills through participation in various club activities, community service, and serving as club officers.
- Service activities for the year consisted of tree plantings, volunteering at a food bank, and participating at county events.
- Adult Volunteer Leaders are screened and trained by the 4-H Agent to facilitate the clubs. Volunteers are taught how to use a hobby to teach children team-building, communication, and decision-making skills. There are currently 30 active Volunteer 4-H Club Leaders in Union County.

4-H Public Presentation Night 2021 – *Improving communication skills in youth*

This program was cancelled due to the pandemic.

Union County 4-H Camp Programs – *Helping youth develop life skills and outdoor education*

Twenty youth from Union County attended our 4-H Summer Camp, located in Branchville, NJ. Six of the youth received scholarships from the Union County Disc Golf Association.

Environmental Awareness and Protection – *Educating youth about the community forests in Union County*

- This program, educating children about preservation of Union County trees, is led by 4-H Master Tree Steward volunteers. Thanks to these 20 volunteers, over 1,200 children learned about trees in 2021. All teaching

was done virtually.

- An end-of-program evaluation showed that, as a result of the Rutgers/4-H Class on Tree Appreciation, 71% of students said they were less likely to damage a tree; 90% said they were more likely to take better care of trees around their homes; 86% said they were more likely to take better care of the trees around their schools; 70% said they will observe trees more closely; 69% said they are more likely to plant a tree; 98% said they learned that there are many different kinds of trees; 84% said they were more likely to stop others from damaging trees; 78% said they want to learn more about tree care and planting; and 83% said they will tell someone about what they learned.

Union County Commissioner Arbor Day Tree Program

- Using funds from the Union County Board of County Commissioners, 4-H purchased and distributed 100 shade trees to Union County public and private schools. 4-H also coordinated education on tree planting and care for the students and teachers. 25 youth and 15 teachers participated.

2022 Initiatives

Agriculture and Natural Resources

Emerald Ash Borer Management Plan

- The NJ Department of Agriculture is re-applying for US Department of Agriculture beneficial insect release program to help manage the Emerald Ash Borer. Potential release sites for 2022 are Greenbrook Park and Warinanco Park. If approved, RCE faculty and volunteers will be conducting the releases in cooperation with the County Parks Department and the NJ Department of Agriculture.

Spotted Lanternfly

- RCE will conduct educational programs to help residents manage the Spotted Lanternfly population.

Community Gardening

- RCE will continue working with schools and community organizations by

- providing information on establishing and maintaining community gardens.
- The Community Gardening curriculum will continue to be offered as on line classes via the Rutgers NJAES website, www.njaes.rutgers.edu.

Greenhouse Facility at Trailside Nature and Science Center

- The greenhouse provides growing space for the “Sharing Garden” and other Master Gardener projects such as the flower bouquets for distribution at food pantries and horticultural therapy programs.
- The greenhouse will continue to be used as a classroom for Master Gardener students, people with disabilities and the general public.

Integrated Pest Management Education Programs

- Integrated Pest Management (IPM) education programs will continue to be offered for School IPM Coordinators, County public works, parks and golf course employees, and arborists, turf, and landscape professionals. These programs place an emphasis on the reduction of pesticide use on county, commercial and residential properties.
- The North Jersey Ornamental Horticulture Conference will be held virtually in January 2022.

Rutgers Master Gardener Program

- The Master Gardener Class of 2022 will begin virtually in mid-January as an online class, with outdoor workshops in the Demonstration Garden being offered in the spring. The course will also be offered as an asynchronous course for residents who may not be available for weekday lectures.
- The Garden Helpline has not been operating due to the pandemic, but we hope to start up the Helpline in the Spring of 2022 as the County building reopens and volunteers can return to the office. Master Gardener “Helpliners” answer an average of 1,324 inquiries annually on the County’s Garden Helpline, (908) 654-9852 and by email at mastergardeners@ucnj.org.
- The volunteer Master Gardener program, under the direction of the Agricultural Agent DiNardo, will offer educational services such as gardening programs for people with disabilities and children’s programs in cooperation with the Union County Department of Parks and Recreation.
- Gardening lectures will be held at the demonstration gardens and greenhouse facility for the general public.
- A new program, “Docent Tours” of the demonstration garden will be offered to community organizations. Tours of the gardens will be led by trained Master Gardeners.

- RCE will implement the online, self-paced Organic Land Care program for landscapers and deliver the program through Canvas, Rutgers' online program delivery software.
- Rutgers Environmental Stewards program will again be offered online. Programs will be held in the evening, in order to attract more participation, starting in late January and running until May 2022.
- Earth Day, Every Day Webinar Series will continue to be offered in March 2022. Recordings are now available online.
- Invasive Species and Habitat Restoration initiative will continue to work with Union County Department of Parks and Recreation to train volunteers to eradicate invasive plants as part of the WRIP Strike Force for the Watchung Reservation.
- NJDEP Americorp Watershed Ambassador will plan and implement projects focused on educating the public on protecting water quality and their local natural resources.

Family & Community Health Sciences (FCHS)

Nutrition Education & Services for Seniors

- FCHS Educator Ensle will continue grant collaboration for 2022 – 2024 with the Union County Division on Aging to provide a full-time Director of the Senior Nutrition Program and support nutrition education sessions through collaboration with Rutgers, Montclair State Dietetic Internships, College of St. Elizabeth, Aramark and Middlesex County College nutrition students.

Get Moving, Get Healthy NJ with FCHS Initiative

Health Equity and Well-Being in New Jersey

- Continue to offer on-line Zoom or Webex workshops such as “Small Steps to Eating Well and Moving More”, “Improving Family Meals”. “2021 Dietary Guidelines for Americans”, “Physical Activity for Mature Adults”, “10 Tips for Healthy Eating at Home”, “Functional Foods for Life”, and

chronic disease prevention classes along with on-line “Worksite Wellness” and e-mail newsletter programs.

- Continue to develop on-line programs for undergraduate students, agencies and the public on health topics.

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 the research and health benefits of consuming foods and beverages high in phytochemicals such as tea, chocolate, mushrooms, coffee, berries and fruits/vegetables.

Health Equity and Well-Being

- Provide continued support to agencies, schools, and county and city governments for training and supporting local wellness policies to limit foods high in fat, salt and sugar.
- Provide training for developing wellness policies/programs for diverse groups that promote healthier food intake, physical activity and healthy lifestyles.
- Decrease high healthcare costs, and support food security in ending hunger through an emphasis on equity and building new partnerships.
- Continue to build diverse partnerships in the community to help encourage culture of health and policy changes in Union County.

4-H Youth Development

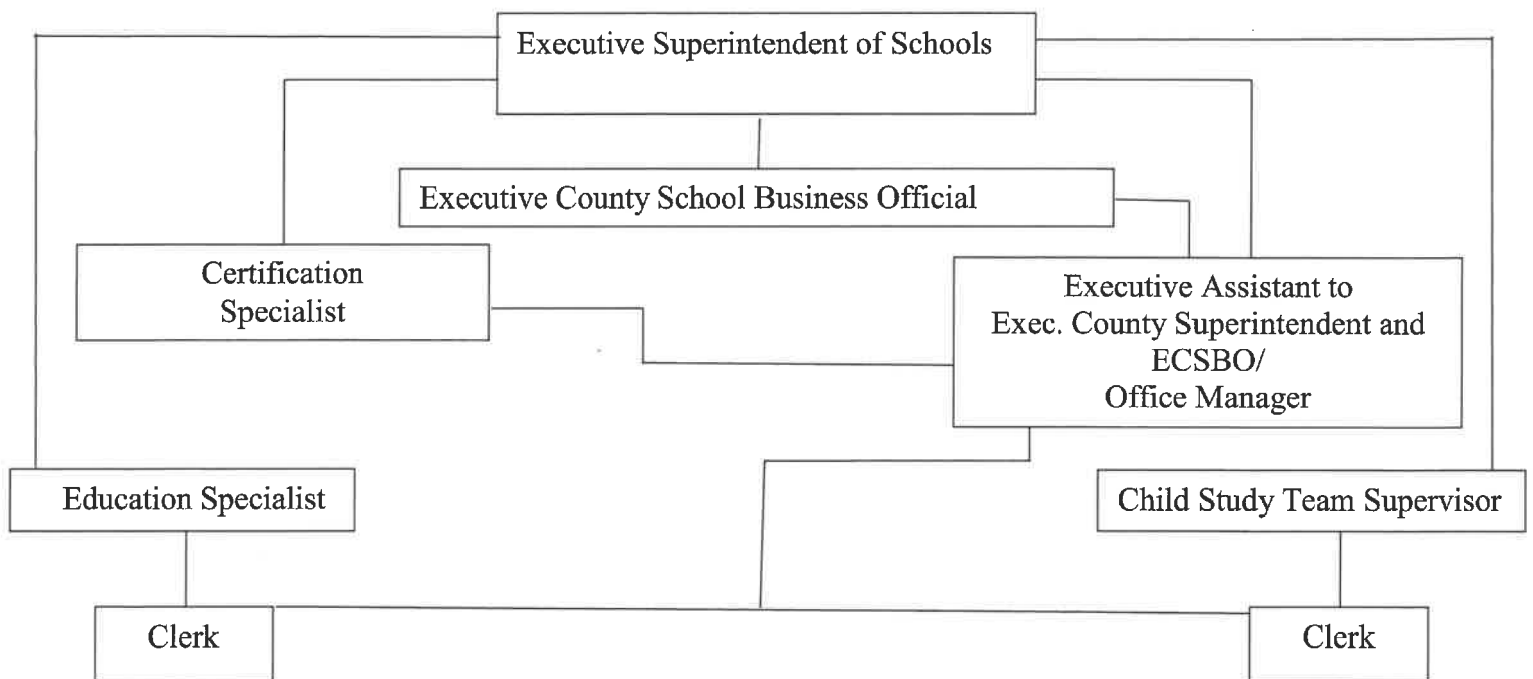
- The 4-H Master Tree Steward Program will reach 3,000 youth.
- The 4-H Summer Science Program will recruit 10 new teen volunteers and reach over 100 youth.
- The 4-H Club Program will add an additional First Grade Variety Club and continue to recruit new leaders as needed. 4-H will coordinate at least 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 the regional teen conference for youth.
- Recruit 10 new Master Tree Steward volunteers.
- Involve 1,000 youth in tree planting.
- Provide assistance with Union County Shade Tree Advisory Board Poetry Contest.
- Continue to work with other groups to plan and implement Union County Arbor Day Tree Program, sponsored by the Commissioners.
- Continue to search for an indoor location for the Union County 4-H Archery Club.

Superintendent of Schools

Organizational Chart

Superintendent of Schools Union County Office of Education



UNION COUNTY SUPERINTENDENT OF SCHOOLS

The Office of the Executive County Superintendent:

Union County Office of Education

Mission

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, in addition to county office support staff.

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's central offices.

Some duties are 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, while supporting districts in responding to questions;
- respond to community, legislative and parental concerns; and
- assist Department divisions in securing required data.

- a. 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 the executive county superintendent determines that the district has not implemented all potential efficiencies in the administrative operations of the district or if they determine 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 the school district shall not transfer funds back into those accounts during the budget year.
- 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 real and personal property, particularly in respect to the construction, heating, ventilation and lighting of school buildings, in the local districts under the executive county superintendent's general supervision, and make recommendations in connection therewith;
- c. Advise with and counsel the boards of education of the local districts under the executive county superintendent's general supervision, as well as 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 State Commissioner of Education, 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 as a 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. Visit and examine all of the Union County schools, from time to time, under his general supervision and exercise general supervision over them in accordance with the rules prescribed from time to time by the State board;

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 as well as 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 the Commissioner, of such matters relating to the schools under their 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 Union County Board of County Commissioners a statement of the amounts estimated to be necessary to be appropriated for the ensuing year for:

- a. the compensation of their clerical assistants;
- b. the supplying of furniture, supplies and equipment for their office;
- c. printing;
- d. traveling and other expenses incident to the conduct and the performance of their official duties of his office incurred by them.

The Board of County Commissioners shall fix and determine the amounts necessary to be appropriated for such purposes and shall appropriate the same accordingly.

The State Commissioner of Education 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.

2021 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 goal is to ensure every child succeeds in and out of school; to achieve this we will continue to make strides for education by offering support and leadership to our districts. Our team strives to strengthen teaching, leading and learning, and increase focus on educational equity for all students.

2022 Initiatives

There are many successful changes to the New Jersey Department of Education that have proven to be a successful part of the Education system. 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

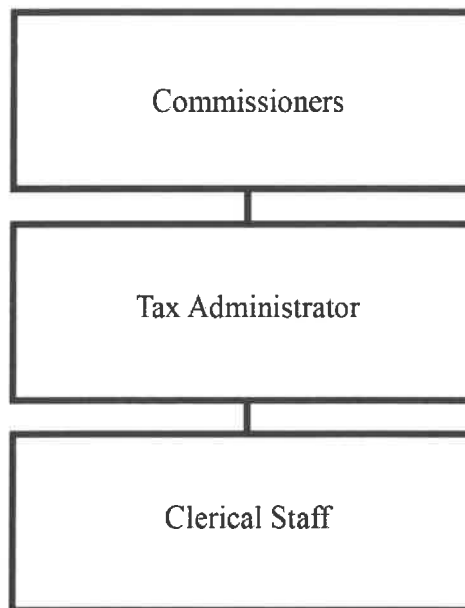
access to high quality education and achieve academic excellence.

The Union County Office of Education will continue to work with all districts within Union County, making sure they are acting according to the Fiscal Accountability Regulations while continuing a full cycle of Quality Single Accountability Continuum. As always, we will focus on the changes required to code and law.

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 then-Freeholder Resolution in 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, and various other lists or reports as required.

2021 Accomplishments

In 2021 the Union County Board of Taxation received 1,623 tax appeals. This was a decrease of 878 appeals from 2020. The number of appeals decreased in 2021 as a result of an increasing real estate market. The number of appeals filed electronically continues to consistently hover over 70%. The Board also received 73 added assessment appeals which it heard and adjudicated. Once again, the Tax Board was able to successfully conduct all of its tax appeal hearings virtually for our 21 municipalities, despite the COVID-19 pandemic.

In 2021 the Borough of Mountainside implemented their first revaluation in decades. Additionally, the Tax Board continues to work with the Townships of Clark and Springfield who are both scheduled to implement their new assessments effective for 2022.

The City of Elizabeth, currently under a revaluation order from the State of New Jersey, continues working on their Tax Maps which is the first step towards completing their revaluation.

Lastly, the Tax Board processed 11,837 deeds in 2021. This is the most deeds we have processed since the height of the last real estate boom in the early 2000's.

2022 Initiatives

In 2022, the Union County Board of Taxation will certify and put into effect the new revaluation figures for the Townships of Clark and Springfield. Additionally, the Board will continue to monitor the revaluation program in the City of Elizabeth. The Board will once again review all of the relevant assessment data to determine which municipalities in Union County are in need of a revaluation moving forward.

As a result of COVID-19 and the numerous people required to attend tax appeal hearings, the Tax Board has decided to continue to hold their tax appeal hearings virtually for the safety of all its tax payers and staff.

Lastly, the Tax Board is always striving to improve upon its technology infrastructure and work processes in order to meet its statutory obligations to provide fair assessments and service to the residents of Union County.