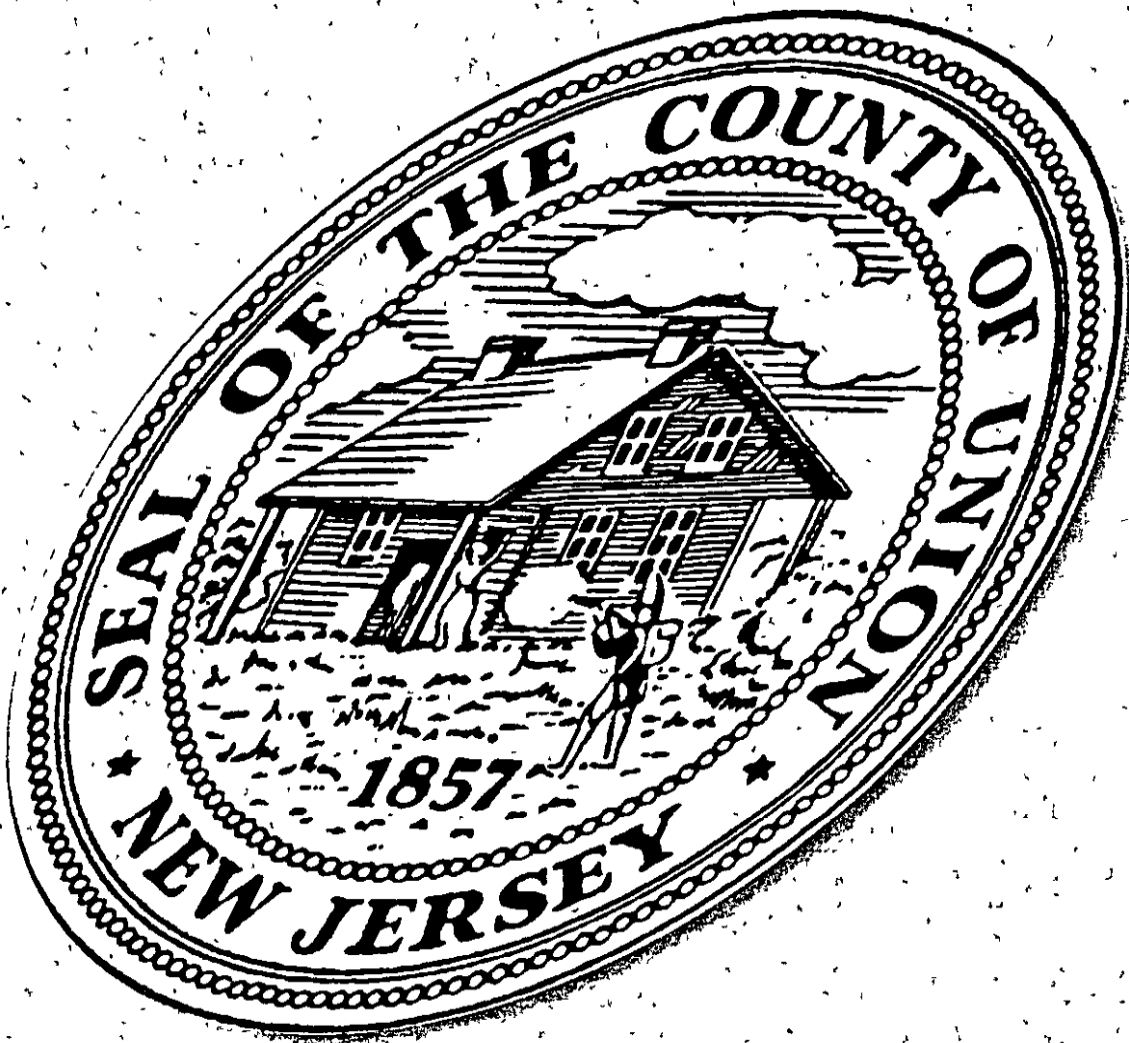


**UNION COUNTY  
GOVERNMENT  
2012 EXECUTIVE BUDGET**



**ALFRED J. FAELLA  
COUNTY MANAGER**

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# COUNTY OF UNION

## 2012 Executive Budget

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

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# COUNTY OF UNION

OFFICE OF THE COUNTY MANAGER

*Alfred J. Faella, County Manager*

April 4, 2012

The Honorable Chairman Alexander Mirabella

Members, Union County Board of Chosen Freeholders

Union County Administration Building

Elizabethtown Plaza

Elizabeth, NJ 07207-2204

**BOARD OF  
CHOSEN FREEHOLDERS**

**ALEXANDER MIRABELLA**  
*Chairman*

**LINDA CARTER**  
*Vice Chairman*

**ANGEL G. ESTRADA**

**CHRISTOPHER HUDAK**

**MOHAMED S. JALLOH**

**BETTE JANE KOWALSKI**

**DEBORAH P. SCANLON**

**DANIEL P. SULLIVAN**

**VERNELL WRIGHT**

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

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

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

Dear Freeholders:

The 2012 Executive Budget is contained in this document for your review and approval in compliance with N.J.S.A. 40:41A-1 et Seq., the Optional County Charter Law.

The preparation of this year's Executive Budget proved to be an extraordinary task given our effort to close an approximately \$36 million budget gap. This deficit resulted in part from declining revenues due to the prolonged slump in the real estate market; and a reduction in state reimbursements as well as increased mandated costs, including salaries, pensions and health insurance. In summary, revenues decreased by \$9.2 million and appropriations increased over \$26 million.

When we first started the budget process, some of the major drivers of the deficit included.

- Mandated costs---contractual salaries, pensions, and health insurance---rose \$17 million. Health insurance alone rose more than \$11 million.
- The prolonged slump in the real estate market continues to reduce revenues, as we have witnessed our ratable base plunge from a high of \$78 billion several years ago to under \$69 billion this year. Revenues from the Clerk's Office (which records real estate transactions) and Sheriff's Office (which conducts Sheriff's sales) have decreased by \$1.1 million. The reduction in real estate values has also spurred a 25 percent increase in tax appeals.
- State cuts continued to plague Rumlins Specialized Hospital and our Corrections Department. Four years ago, the jail received \$4 million in revenues for retaining state prisoners. Last year that amount was \$1 million, and this year that amount is anticipated to be reduced to \$500,000.

**ADMINISTRATION BUILDING**

Elizabethtown Plaza

Elizabeth, NJ 07207

(908)527-4200

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*We're Connected to You!*

Runnells, which last broke even in 2009, is operating at an unacceptable \$14 million deficit, due in part to state cuts in funding and rising contractual costs. We still have an appeal pending the state's methods (going back to 2008) for determining Medicaid payment rates for nursing facilities provided by Runnells which would bring \$5 million if successful. Additionally, we are seeking a \$1.7 million reimbursement from Middlesex County for three years usage of psychiatric beds from Runnells.

Given the magnitude of these problems, we forged ahead with a comprehensive plan to cut costs, while maintaining essential services and maximizing various revenue sources

First, all Departments and Constitutional Offices were asked to cut up to 5 percent off their adopted 2011 operating budget. Next, we reached a consensus to initiate program and workforce reductions

The following programs and services are affected:

- MusicFest and Rhythm and Blues by the Brook will be canceled for 2012;
- Kids Kingdom events will be canceled for 2012;
- Rutgers Cooperative Extension of Union County will be defunded,
- The Division of Consumer Affairs will be eliminated,
- The budget for Freeholder Scholars, Senior Scholars and College for Teens was cut roughly in half.

Additionally, the Freeholder Board, myself and Department Directors have all agreed to take a three-day voluntary salary reduction equivalent to what three unions have already accepted (County Police Rank and File, County Police Superior Officers and Local 68 Engineers).

During the past few years, we have exhausted our options in preventing layoffs, but unfortunately this year, given the significant budget deficit, there is no choice.

We filed our first plan with the state in February for 44 layoffs to be effective by May 1<sup>st</sup>. On March 21, we filed a second round with the state for an additional 236 layoffs to be effective on June 1. Throughout, this period we also eliminated a total of 72 vacancies

We also realized millions more in additional savings through the following austerity measures:

- Reforms to the prescription drug program, which saved \$1.4 million without reducing the benefit to employees;
- Deferring a salary increase for 632 exclusionary employees, most of whom will be entering their fifth year without a raise, saving \$800,000;
- Implementing a hiring freeze for all non-essential positions, savings hundreds of thousands;
- Maintaining the voluntary furlough program and vacation purchase program, which is anticipated to save \$150,000 this year

Upon my appointment as County Manager in August, I immediately created an Efficiency Taskforce which made recommendations saving \$850,000 through cost-saving practices regarding computers, printers, copiers, toner, office supplies, stationary, burglar alarms, portal to portal assignment of vehicles, fuel consumption, cell phones, Blackberries, and the purchase of more efficient replacement vehicles.

We will also collect millions in revenues through a pair of innovative measures developed over the past few years:

- The closing of the extended lease for the Resource Recovery Facility between the Union County Utilities Authority and Covanta, which will bring an additional \$2 million in revenues per year to Union County, beginning this year;
- The realization of a total of \$1.9 million in revenues through the rental of beds in the Juvenile Detention facility.

Through all of our efforts, we closed the budget gap, meeting the state cap on spending. This year's \$483.9 million Executive Budget would increase property taxes by an average of about \$96.

As we look to next year's budget, our overall costs will continue to grow faster than our revenues. Therefore, I have immediately ordered work to begin on reforms to address the long-term cost drivers.

We will review the feasibility of reorganizing or privatizing Runnells Hospital, which as I mentioned above, is operating at a deficit, and the operations of the County Jail, which costs \$55 million to operate. We will also review privatization of the Watchung Stables, which is currently operating at a \$600,000 deficit.

While Union County will continue to make some tough choices in the months ahead, there appears to be an economic transformation occurring in the private sector taking root.

Even with this change, many residents and businesses still need our help in this environment. That is why we must press forward and expand programs to help employers grow, create new jobs and revenues, and attract new business to Union County.

Make no mistake, we are still in an economic climate where too many residents and businesses need our help. We must press forward and expand programs to help employers grow, create new jobs and revenues, and attract new business to Union County.

Chairman Alexander Mirabella announced the "Union Means Business" as his primary initiative this year. This program is designed to bring together Union County's business and state, federal and local government leaders to talk about economic development.

Over several years, we have worked to jump-start economic development and help existing businesses both retain and expand their labor force. It all starts with our emphasis on building public-private partnerships with our business leaders.

And it's paying off. For example.

- We are currently in planning discussions with a major retailer that is interested in creating new corporate office jobs in Union County
- In Elizabeth, we worked to obtain stimulus financing the state left unused that allowed Wakefern, one of the region's largest employers, to not only stay but expand and create hundreds more jobs.
- In County Government, we were able to execute a turnaround plan for our golf division operations through a public-private partnership with Kemper Sports. The turnaround of our golf operations took a \$600,000 deficit and made it into a \$300,000 profit over the past year—approximately a million dollar turnaround.

This partnership created a statewide buzz that has resulted in us hosting the 2016 New Jersey State Open Golf Championship. This will mark the first time in the tournament's 91 year history that the New Jersey State Open will be played at a public facility.

In other areas, we've helped our residents upgrade their skills to be more competitive and retrained our workers for industries that are hiring through our award-winning One Stop Centers in Plainfield and Elizabeth.

The County last year administered a regional \$4.9 million Federal "Green Jobs" grant to be used to train utility workers for jobs. It is noteworthy we were the only County selected. The grant of almost \$5 million was one of the biggest grants out of 25 that were awarded nationwide in the Energy Training Partnership Grants program.

We recently welcomed a delegation from China with an interest in investment and development opportunities. Now, the Wenzhou Chinese Government will finance a new campus of Kean University overseas. We anticipate there will be more positive developments to come from this partnership.

Finally, I want to close my message by adding we recognize this budget will affect the lives of those employees who will be laid off, and those who provide County services. These are people who depend on their jobs for their livelihood.

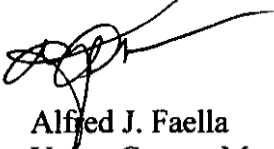
While it may not be possible to ease the pain for employees and their families who may be affected, we will do our best to soften the impact. Any affected employee may receive services through our One Stop counselors as it pertains to any employment assistance, job search, or retraining service they may desire. A rapid response team from the Department of Labor will also meet with employees to expedite unemployment assistance, and assist with resume building.

Furthermore, Civil Service will establish a special re-employment list for all affected County employees, ranked by seniority. If the need arises to call them back to work at the County, Civil Service will ensure they are called back.



I look forward to working in partnership with the Board of Chosen Freeholders throughout this budget process.

Sincerely,

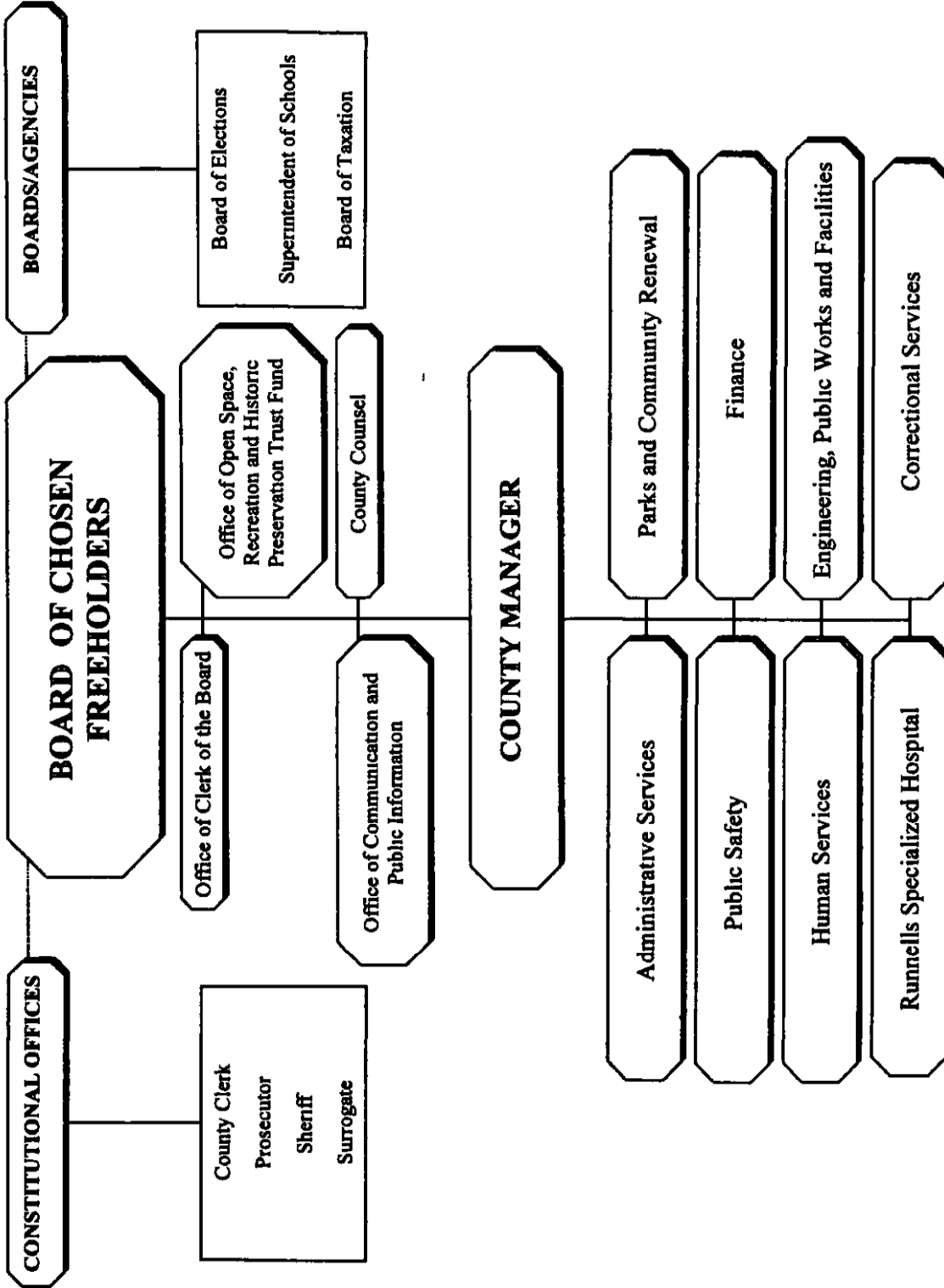
A handwritten signature in black ink, appearing to read 'Alfred J. Faella', with a long horizontal stroke extending to the right.

Alfred J. Faella  
Union County Manager

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# County of Union Organizational Chart

**RESIDENTS OF THE COUNTY OF UNION**



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# Financial Overview

<b>Summary Levy Cap Calculation</b>			
	County		EXAMINER
2000	Union County		
<b>Model Tax Levy Calculation Worksheet</b>			
<b>Levy Cap Calculation</b>			
	Prior Year Amount to be Raised by Taxation - County Purpose Tax		\$291,168,537
	Cap Base Adjustment (+/-)		\$0
	Less Prior Year Deferred Charges Emergency Authorizations		\$0
	Less Prior Year Deferred Charges to Future Taxation Unfunded		\$125,000
	Less Changes in Service Provider Transfer of Service/ Function		\$0
	Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation		\$291,043,537
	Plus 2% Cap increase		\$5,820,871
	<b>Adjusted Tax Levy</b>		<b>\$296,864,408</b>
	Plus Assumption of Service/ Function		\$0
	<b>Adjusted Tax Levy Prior to Exclusions</b>		<b>\$296,864,408</b>
	Exclusions		
	Allowable Shared Service Agreements Increase	\$0	
	Allowable Health care costs increase	\$4,139,652	
	Allowable Pension increases	\$692,487	
	Allowable Capital Improvements Increase	\$0	
	Allowable Debt Service and Capital Lease Increases	\$5,903,188	
	Current Year Deferred Charges Emergencies	\$0	
	Deferred Charges to Future Taxation Unfunded	\$125,000	
	Add Total Exclusions		\$10,860,327
	Less Cancelled or Unexpended Exclusions		\$653,885
	<b>Adjusted Tax Levy After Exclusions</b>		<b>\$307,070,850</b>
	Additions:		
	New Ratables - Increase in Apportionment Valuation of New Construction and Additions	\$213,477,743	
	Prior Year's County Purpose Tax Rate (per \$100)	\$0.412	
	New Ratable Adjustment to Levy		\$880,294
	Amounts approved by Referendum		\$0
	<b>Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax</b>		<b>\$307,951,144</b>
	Plus: 2011 Cap Bank Utilized in CY2012*		\$0
	<b>Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions</b>		<b>\$307,951,144</b>
	<b>Amount to be Raised by Taxation - County Purpose Tax</b>		<b>\$303,543,083</b>
<p><i>*Can only be added to the extent that the Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions (Cell E36) does not exceed the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Levy Cap Determination Worksheet - Cell D45).</i></p>			



## CY 2012 Levy Cap Determination

The instructions can be found on the Instruction Tab of the workbook		
Allowable County Purpose Tax Before Additional Exceptions per (N J S 40A 4-45 4)		223,990,864 62
<b>Add:</b>		
New Construction		880,294 28
Debt Service and Capital Leases	50,695,824 76	
Less Debt Service & Capital Lease Revenues Offset by Approps	10,044,129 78	
Net Debt Service and Capital Lease Obligations		40,651,694 98
Deferred Charges to Future Taxation - Unfunded		125,000 00
Emergency Authorizations		
Capital Improvements		3,400,000 00
Matching Funds		
County Welfare Board	45,168,862 00	
Less Welfare Revenue Offset by Appropriation	25,075,376 00	
Net County Welfare Board		20,093,486 00
Special School Districts		
Vocational School		4,332,048 00
Out of County Vocational School		15,000 00
County College	13,014,759 00	
Less County College 1992 Base	8,995,000 00	
Net County College		4,019,759 00
Out of County College	192,000 00	
Less Out of County College 1992 Base	275,000 00	
Net Out of County College		0 00
911 Emergency Management Services		
Health Insurance		3,142,145 30
<b>Subtotal</b>		<b>300,650,292 18</b>
2010 Cap Bank Utilized*		0 40
2011 Cap Bank Utilized*		707,513 58
COLA Increase Utilized*		2,185,276 73
<b>"1977 Cap" Maximum County Purpose Tax After All Exceptions</b>		<b>303,543,082 89</b>
<b>"2010 Cap" Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax</b>		<b>307,297,258 92</b>
2011 Cap Bank Utilized**		
<b>"2010 Cap" Maximum Allowable Amount to be Raised by Taxation After all Exceptions</b>		<b>307,297,258 92</b>
(From the Summary Levy Cap Worksheet)		Use 1977 Calc
<p>*Can only be added to the extent that the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Cell D45) does not exceed the "2010 Cap" Maximum Allowable Amount to be Raised by Taxation After All Exceptions (Cell D49)</p>		
<p>** Can only be added to the extent that the "2010 Cap" Maximum Allowable Amount to be Raised by Taxation After All Exceptions (Cell D49) does not exceed the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Cell D45)</p>		

## 2012 EXECUTIVE BUDGET

	Adopted 2011	Realized 2011	Anticipated 2012
<b>Surplus Anticipated</b>	18,700,000	18,700,000	15,785,000
<b>Miscellaneous Revenues - Section A: Local Revenues</b>			
County Clerk	1,746,068	1,775,100	1,775,000
Surrogate	324,794	236,817	235,000
Sheriff	1,898,758	1,187,189	1,100,000
Interest on Investments and Deposits	400,232	177,237	170,000
County Board of Pay Patients	37,650,000	36,154,053	36,150,000
Permits Road Department	120,000	99,350	95,000
Register of Deeds - Realty Transfer Fees	2,830,760	2,749,430	2,745,000
Department of Parks and Recreation Facilities Revenue	5,500,000	5,709,281	5,700,000
<b>Miscellaneous Revenues - Section B: State Aid</b>			
County College Bonds	1,804,916	1,806,447	1,805,730
<b>Miscellaneous Revenues - Section C: State Assumption of Costs</b>			
Supplemental Social Security Income	1,041,483	539,143	1,150,840
Division of Youth and Family Services	4,735,179	4,534,179	4,440,211
Maintenance of Patients: Mental Diseases (DMHS)	9,613,034	9,613,034	8,665,844
Maintenance of Patients: DDD	22,087,765	22,087,765	21,334,310
<b>Miscellaneous Revenues - Section D: Public &amp; Private Revenues</b>			
	41,662,882	41,662,882	23,384,167
<b>Miscellaneous Revenues - Section E: Prior Written Consent</b>			
County Clerk Increased Fees	1,513,989	1,177,910	1,170,000
Surrogate Increased Fees	275,206	274,674	270,000
Sheriff Increased Fees	101,242	97,126	95,000
Fringe Benefits	2,900,000	3,550,384	3,300,000
Indirect Costs	100,000	119,411	105,000
Medicare - Peer Group	2,350,000	2,763,182	2,397,549
Bail Forfeitures	350,000	384,472	380,000
NJ Reimbursement State Prisoners	980,000	876,819	500,000
Educational Building Aid	300,000	546,565	450,000
School Board Elections - County Clerk	110,000	95,634	95,000
School Board Elections - Election Board	600,000	728,170	600,000
NJ Division of Economic Assistance - Earned Grant	30,584,091	28,257,283	25,075,376
Service Fees - Courts	375,000	187,239	185,000
Capital Fund Balance	3,000,000	3,000,000	2,500,000
Franchise Fee - Jersey Gardens	425,000	486,404	475,000
Title IV D - Facility Reimbursement	1,050,000	1,200,546	1,100,000
Debt Service - Open Space	4,164,596	4,164,597	5,288,400
FEMA Reimbursement	187,500	191,869	-
Leaf Composting	228,000	157,244	155,000
PILOT's	300,000	279,860	150,000
Rent - 921 Elizabeth Ave.	412,356	418,307	415,000
Rental Beds - Juvenile Detention Center	1,600,000	1,878,833	1,875,000



## 2012 EXECUTIVE BUDGET

	Adopted 2011	Realized 2011	Anticipated 2012
State Reimbursement - Delaney Hall	2,500,000	2,500,000	1,250,000
Trust Fund Balance	250,000	237,813	-
Accumulated Absence Trust			300,000
Union County Utilities Authority			2,000,000
Open Space - Parks Maintenance	2,350,000	2,350,000	2,800,000
Telephone Commissions	450,000	481,326	475,000
Reimbursement Prosecutor Salary	130,000	65,000	65,000
Division of Developmental Disabilities (DDD)	500,000	477,497	475,000
Rental Income UC College Kellog Building	217,000	200,000	200,000
Weights & Measures Trust			174,961
Prescription Drug Rebate Medco			1,000,000
Traffic Control Monitoring	165,101	165,101	473,516
<b>Amount to Be Raised by Taxes</b>	<b>291,168,537</b>	<b>291,168,537</b>	<b>303,543,083</b>
<b>TOTAL REVENUES</b>	<b>499,753,489</b>	<b>495,513,711</b>	<b>483,873,987</b>

## 2012 EXECUTIVE BUDGET

		2011 Modified Budget	2012 Proposed Budget
<b>GENERAL GOVERNMENT:</b>			
<b>Board of Chosen Freeholders</b>	SW	261,500	265,742
Annual Audit	OE	188,258	184,600
Other Accounting and Auditing Fees	OE	135,136	142,285
Miscellaneous	OE	90,000	80,000
<b>County Manager's Office</b>	SW	866,105	702,952
Special Studies and Initiatives	OE	900,000	200,000
Miscellaneous	OE	70,000	152,000
<b>Clerk of the Board</b>	SW	785,837	753,954
Miscellaneous	OE	260,000	254,750
Advisory Boards, Committees & Commissions	OE	5,500	5,500
Status of Women Advisory Board	OE	500	500
<b>County Clerk</b>	SW	1,818,824	1,824,590
Overtime	SW	30,000	30,000
	OE	170,000	155,000
<b>Elections (County Clerk)</b>	SW	131,629	131,104
Overtime	SW	10,000	10,000
	OE	725,500	590,500
<b>Board of Elections</b>	SW	1,233,885	1,255,481
Overtime	SW	60,000	40,000
	OE	1,312,000	1,117,069
<b>Department of Finance:</b>			
<b>Office of Director</b>	SW	280,476	257,126
	OE	10,000	65,500
<b>Public Obligations Registration Act P.L. 1983</b>	OE	472,285	578,000
<b>Administrative Support 40-37A-79</b>	OE		600,000
<b>Division of Reimbursement</b>	SW	155,518	219,253
	OE	3,000	2,700
<b>Division of Treasurer</b>	SW	259,720	289,697
	OE	2,500	2,300
<b>Division of Comptroller</b>	SW	856,360	663,081
	OE	22,000	16,900

## 2012 EXECUTIVE BUDGET

		2011 Modified Budget	2012 Proposed Budget
Division of Internal Audit	SW	48,812	73,307
	OE	2,000	1,800
<b>County Counsel</b>	SW	1,277,968	1,252,031
	OE	500,860	452,500
<b>County Adjuster</b>	SW	311,873	282,943
	OE	6,000	6,000
<b>Department of Administrative Services:</b>			
Office of Director	SW	243,706	335,538
	OE	18,000	25,000
Division of Motor Vehicles Overtime	SW	1,530,777	1,335,620
	SW	35,000	35,000
	OE	4,365,000	3,997,500
Division of Personnel Mngt & Labor Relations	SW	1,116,353	871,678
	OE	852,000	873,000
Division of Purchasing	SW	651,301	631,581
	OE	340,000	219,000
<b>Board of Taxation</b>	SW	262,393	230,318
	OE	4,000	1,000
<b>County Surrogate</b>	SW	884,809	821,346
	OE	39,795	39,795
<b>Engineering, Land and Facilities Planning</b>	SW		61,737
	OE	82,500	87,400
<b>Department of Parks &amp; Community Renewal:</b>			
Office of Director Overtime	SW	2,021,837	1,973,614
	SW	50,000	40,000
	OE	981,500	919,460
Division of Planning & Community Development	SW	173,998	316,690
	OE	656,000	572,700
Cultural and Heritage Affairs	SW	447,546	410,567
	OE	8,000	8,000

## 2012 EXECUTIVE BUDGET

		2011 Modified Budget	2012 Proposed Budget
Division of Information Technology	SW	1,191,477	992,560
Overtime	SW	5,000	4,000
	OE	1,643,800	1,560,600
Division of Golf Operations	SW	634,512	172,902
Overtime	SW	15,000	-
	OE	3,017,498	3,440,892
Division of Planning & Environmental Services	SW	501,101	357,501
	OE		36,750
<b>Printing and Publications</b>	OE	-	50,000
<b>Insurance:</b>			
Group Health Insurance Plan for Employees	OE	38,744,873	45,069,195
Employees' Prescription Plan	OE	12,379,900	10,661,967
Dental Plan	OE	1,155,660	1,055,660
Health Waivers	OE	1,565,000	1,565,000
Surety Bond Premiums	OE	12,800	12,800
Other Insurance Premiums	OE	8,165,309	8,566,537
Medicare for Employees	OE	20,000	-
Disability Insurance	OE	270,000	150,000
<b>TOTAL GENERAL GOVERNMENT</b>		<b>97,350,491</b>	<b>100,162,073</b>

### PUBLIC SAFETY:

<b>Sheriff's Office</b>	SW	16,087,666	15,306,355
Overtime	SW	645,000	620,000
	OE	358,843	367,459
<b>Department of Public Safety</b>			
Office of Director	SW	220,015	286,053
	OE	5,000	3,900
Division of Weights and Measures	SW	203,168	174,961
Division of Consumer Affairs	SW	244,862	100,558
	OE	4,265	3,565
Division of Medical Examiner	SW	693,892	608,599
Overtime	SW	50,000	20,000
	OE	250,000	235,000

## 2012 EXECUTIVE BUDGET

		2011 Modified Budget	2012 Proposed Budget
Division of Emergency Management	SW	507,373	459,911
Overtime	SW	5,000	5,000
	OE	324,574	275,000
Division of County Police	SW	7,054,444	6,749,574
Overtime	SW	678,000	678,000
	OE	223,000	169,600
Division of Health	SW	46,800	46,800
	OE	71,000	61,200
County Prosecutor's Office	SW	18,982,061	18,463,592
Overtime	SW	500,000	540,000
	OE	760,000	745,750
Contribution to Soil Conservation District	OE	24,157	25,606
Department of Corrections	SW	24,747,016	26,099,133
Overtime	SW	5,676,000	6,176,000
	OE	11,727,040	11,468,040
<b>TOTAL PUBLIC SAFETY</b>		<b>90,089,176</b>	<b>89,689,656</b>

### OPERATIONAL SERVICES:

#### Department of Engineering, Public Works & Facilities Mngt

Office of the Director	SW	28,675	27,256
	OE	-	22,000
Red Light	OE	165,101	473,516
Division of Public Works	SW	1,423,435	1,390,561
Overtime	SW	50,000	50,000
	OE	41,500	40,000
Division of Facilities Management	SW	6,204,808	5,899,171
Overtime	SW	80,000	80,000
	OE	7,880,000	8,373,500

## 2012 EXECUTIVE BUDGET

		2011 Modified Budget	2012 Proposed Budget
Park Maintenance	SW	2,503,927	2,441,881
Overtime	SW	275,000	240,000
	OE	439,000	450,000
<b>Contribution for Flood Control</b>	OE	16,418	16,418
<b>TOTAL OPERATIONAL SERVICES</b>		<b>19,107,864</b>	<b>19,504,303</b>
<b>HEALTH AND WELFARE:</b>			
<b>Crippled Children</b>	OE	39,200	39,200
<b>Runnells Specialized Hospital</b>	SW	28,276,803	24,804,736
Overtime	SW	2,750,000	2,750,000
	OE	7,549,338	9,321,409
<b>Adult Diagnostic Center</b>	OE	9,000	9,000
<b>Pyschiatric Treatment</b>	OE	5,000	5,000
<b>Maintenance of Patients: Mental Health Services</b>	OE	14,302,484	12,871,461
<b>Maintenance of Patients: DDD</b>	OE	22,087,765	21,334,310
<b>Maintenance of Patients: Geriatric Center</b>	OE	48,000	48,000
<b>NJ Bureau of Children Services: DYFS</b>	OE	4,735,179	4,440,211
<b>Department of Human Services</b>			
<i>Office of Director</i>	SW	4,886,748	4,592,659
Overtime	SW	425,000	425,000
	OE	3,528,426	4,700,934
<b>Division of Aging</b>	SW	282,028	198,280
	OE	1,106,012	962,012
<b>Division of Youth Services</b>	SW	609,299	580,605
	OE	104,200	104,200
<b>Division of Social Services</b>	SW	30,767,819	28,817,836
	OE	7,950,012	7,279,746

## 2012 EXECUTIVE BUDGET

		2011 Modified Budget	2012 Proposed Budget
Division of Planning	SW	376,041	341,918
	OE	5,500	5,500
<b>Medicare Peer Grouping</b>	OE	2,033,000	1,833,000
<b>TOTAL HEALTH AND WELFARE</b>		<b>131,876,854</b>	<b>125,465,016</b>
<b>EDUCATION</b>			
Office of County Superintendent of Schools	SW	297,931	230,383
	OE	12,500	12,500
Vocational Schools	OE	4,331,919	4,332,048
Union County Extension Service in Agriculture	SW	216,343	90,562
	OE	110,000	25,000
Union County Community College System	OE	12,926,381	13,014,759
Scholarship Program	OE	375,000	190,000
Reimbursement for Residents: Out of County	OE	207,000	207,000
Educational Services Commission	OE	70,000	227,846
<b>TOTAL EDUCATION</b>		<b>18,547,074</b>	<b>18,330,098</b>
<b>UNCLASSIFIED:</b>			
Prior Year Bills			
Other Expenses	OE	895	78,994
Salary Adjustment	SW	-	2,184,053
Sick Leave Payment	SW		-
Contractual Retiree Benefits	OE	2,000,000	-
Utilities	OE	9,574,240	8,768,582
<b>TOTAL UNCLASSIFIED</b>		<b>11,575,135</b>	<b>11,031,629</b>

## 2012 EXECUTIVE BUDGET

2011 Modified  
Budget

2012 Proposed  
Budget

### STATE AND FEDERAL PROGRAMS:

State and Federal Grants	OE	41,662,882	23,384,167
Matching Funds	OE	1,250,000	1,250,000

<b>TOTAL STATE AND FEDERAL PROGRAMS</b>		<b>42,912,882</b>	<b>24,634,167</b>
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<b>CONTINGENT</b>	<b>OE</b>	<b>50,000</b>	<b>50,000</b>
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### CAPITAL IMPROVEMENTS:

Capital Improvement Fund		1,300,000	900,000
Road Resurfacing		2,500,000	2,500,000

<b>TOTAL CAPITAL IMPROVEMENTS</b>		<b>3,800,000</b>	<b>3,400,000</b>
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<b>COUNTY DEBT SERVICE</b>		<b>44,920,000</b>	<b>50,695,825</b>
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### DEFERRED CHARGES:

Deferred Charges to Future Taxation - Unfunded		125,000	125,000
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<b>TOTAL DEFERRED CHARGES</b>		<b>125,000</b>	<b>125,000</b>
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### STATUTORY EXPENDITURES:

Public Employees Retirement System		14,344,847	15,280,112
Sheriff Officers' Pension Fund		75,000	27,500
Police and Firemen's Retirement Fund		13,054,117	12,258,608
Defined Contribution Retirement Fund		100,000	20,000
Social Security System (OASI)		11,575,049	11,650,000
Unemployment Compensation Insurance		250,000	1,550,000

<b>TOTAL STATUTORY EXPENDITURES</b>		<b>39,399,013</b>	<b>40,786,220</b>
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<b>TOTAL GENERAL APPROPRIATIONS</b>		<b>499,753,489</b>	<b>483,873,987</b>
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# **Overview of Union County Government**

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**Clerk of the Board**

**Office of Communication and Public  
Information**

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

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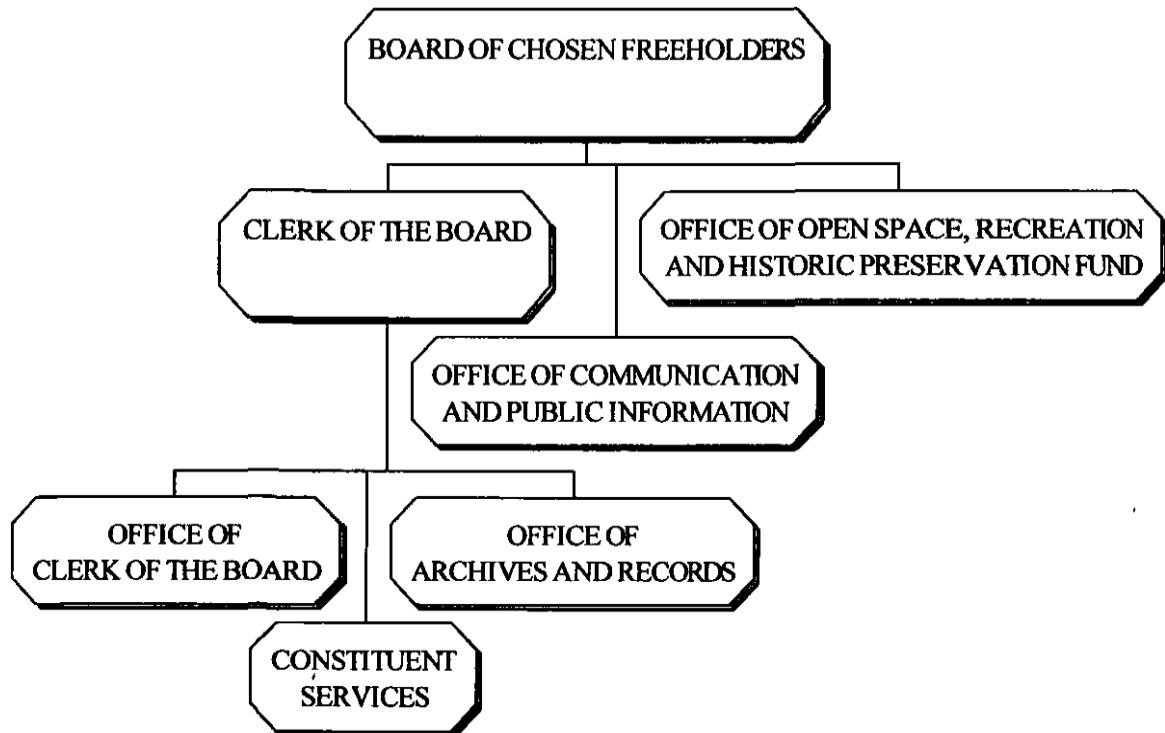
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# Organizational Chart

## Clerk of the Board

### Office of Communication & Public Information

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



# **CLERK OF THE BOARD**

## **Mission**

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

## **Programs & Services**

### **Freeholder Meetings**

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

### **Record Keeping**

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

### **Official Depository**

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

### **Constituent Services & Freeholder Outreach**

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

## **2011 Accomplishments**

### **Coordination of Freeholder Meetings**

The Clerk's office successfully coordinated 40 meetings of the Union County Board of Chosen Freeholders in accordance with statutory requirements.

The Clerk of the Board's Office has successfully completed a transition to a paperless and electronic agenda process. The Clerk of the Board sought proposals and viewed demonstrations from several software companies to automate the agenda process. The County purchased MinuteTraq, the agenda automation software, from IQM2. End users throughout the County input their requests for Resolutions into the software, approvals from various departments involved in the process are done electronically and the agenda is created with the stroke of a few keys. Over 120 users have been trained and are currently using the system. The agenda packet including all the back-up is created electronically and emailed to the Freeholder Board, eliminating the need for the duplication of the packet at the print shop and the messengers to deliver the packets to the Freeholders prior to the meeting, saving printing, gas and personnel costs.

Additionally, the Freeholders' Meeting room has undergone several technological upgrades this year. First, computers have been installed on the dais to facilitate the paperless agenda process. The agenda and the back-up are loaded onto the computers prior to the meetings for the Freeholders' use during the meeting. Secondly, an infrared assistive hearing device has been installed insuring the Freeholders' meeting room is 100% handicapped accessible. Finally, upgrades to the recording devices in the meeting room have been complete, allowing seamless functioning between the cameras and viewing screens.

In an effort to continue to provide information to the public, the agendas for the Agenda Setting meetings were posted to the website the evening of the meetings and the Regular Meeting agendas were posted to the website the Wednesday prior to the meeting.

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

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

### Educational Outreach

The Clerk of the Board's Office developed a Power Point presentation on e-mail and electronic records management which was delivered to all Directors and subsequently to division heads in the Department of Administrative Services, Department of Human Services and the Department of Public Safety. A manual was distributed which included the County's Policy Resolution on Electronic Mail, the State's general records retention schedule and a copy of the presentation.

For the first time this year, the Clerk of the Board's Office coordinated the 2011 Union County Municipal Clerks' Mini-Seminar. The seminar received approval by the New Jersey Division of Local Government Services for four continuing education units, which are required by all municipal clerks for recertification. The seminar featured distinguished guests who imparted invaluable information. The conference attracted over 40 clerks throughout the State, and was deemed a success. The comments received by the attendees were all very positive.

### Open Public Records Act Compliance

The Clerk's Office has developed 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, yielding over 2,300 individual requests for documents, a significant increase from 1,600 in 2010.

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

### Records Management

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

The Office of Archives and Records Management (OARM), within the Office of the Clerk of the Board, continues to effectuate change in the area of records management on both the County and municipal level.

The OARM continues to build upon and expand the County's Electronic Data Management System (EDMS). The EDMS has become a program which is heavily relied upon by every department within the County and continues to expand with individual applications within the departments.

The OARM continues its shared service with municipalities providing destruction of inactive documents, pursuant to state requirements, at no cost to the municipalities. Additionally, this year the County began scanning and indexing historic and permanent documents for Union and Roselle Park, an expansion of our municipal EDMS project which initially included Fanwood and Rahway.

The OARM employs an Archivist, whose expertise has been a tremendous asset to the County. Over the years, the archivist has developed expansive databases outlining important aspects of Union County's history including a freeholder database of every freeholder since the county's inception and a parks photo archives memorializing the importance and significance of our impressive parks system. The Archivist continues to be an invaluable resource to various internal departments and external agencies including Rutgers University, neighboring counties and the State of New Jersey. This year, the archivist played a significant role in preparing for the 90<sup>th</sup> Anniversary of the Union County Parks System, a special on-going celebration throughout the county. He provided documentation used in preparation of a grant application and assisted Runnells Specialized Hospital in conducting an inventory of archival and historic documents and objects found at the Hospital.

Finally, in 2010, the OARM funded and spearheaded a shared service through the Union County Tax Board for 11 municipal tax assessors within the County. This e-share project will provide tax data electronically, saving time and money through automating the tax process. Savings will be realized in year three of the project when the system is completely automated; currently paper and electronic processes are taking place simultaneously. In 2011, the Tax Board project was expanded to include all 21 municipalities.

## **2012 Initiatives**

### Office of the Clerk of the Board

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

### Compliance with the Open Public Records Act

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

### Freeholder Relations

The Director of Freeholder Relations will supervise and manage the two (2) Freeholder Relations & Outreach Aides, previously referenced as Legislative Aides, in an effort to provide appropriate Freeholder staffing. In addition to providing essential staffing needs, Freeholder Relations will be responsible for responding to constituent requests, drafting laudatory resolutions, staffing committee meetings, preparing incoming and outgoing correspondence and coordinating scheduling items.

Additionally, the Office of Freeholder Relations will concentrate on establishing and strengthening relationships with Community and Governmental organizations within the County.

Finally, in an effort to efficiently manage the Office's statutory duties, the two (2) Freeholder Relations & Outreach Aides will be cross trained to assist in the Office's vital functions; specifically, the processing of OPRA requests and the Records Management of vital county documents.

### Office of Archives and Records Management

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



The OARM currently scans, indexes and makes available electronically historic and permanent documents in the Fanwood, Rahway, Roselle Park and Union municipal clerks' offices. First, the OARM will expand this service by creating microfilm of these important documents, thereby creating an additional backup in the event of a disaster and allowing these municipal offices to comply with state legislation requiring microfilm for these types of documents. Additionally, since the County has begun to charge for this service as a true shared service, it is expected to generate some revenue.

Now that a significant number of documents have been captured in the electronic repository, microfilm will continue to be made on a more regular basis.

Additionally, in 2012, the archivist will undertake several projects. First, he will continue to enhance the photo archives, which continues to be a tremendous resource for various uses. He will continue to assist internal departments and outside agencies seeking information on the County's rich history. The archivist will continue to scan historic minute books of the Union County Freeholder Board. In order to preserve the bindings of the book, a book scanner is being used. While using the book scanner is a time consuming process, it is the most effective way to preserve the original document, while creating an electronic version, which will then be converted to microfilm. Historic documents and objects found at Runnells Specialized Hospital will be preserved according to proper archival standards.

# **OFFICE OF COMMUNICATION AND PUBLIC INFORMATION**

## **Mission**

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

## **2011 Accomplishments**

The Office of Communication and Public Information enjoyed a very productive year in 2011, delivering press releases, DVDs, filmed public service announcements, videos for the webpage, photographs to all media including print, broadcast, cable, and new media, answering Infoline calls and emails, updating our website, staffing public events, and presenting news about the County's services to the public.

Among many initiatives this year, OPI worked to:

- Update and improve the newly-designed web page with Web Creations, a Union County contractor. This effort included new-look interactive features and sections for parks and its many operations, including a new schedule and seasonal information calendar. The effort also included adding an online complaint form for Consumer Affairs, taking several interactive polls, and adding various new features and updates to many departments and divisions.
- Produce approximately 20 videos, vignettes, and public service announcements posted to the webpage, and a DVD on cyberbullying as part of Chairman Scanlon's initiatives.
- Update social media applications, including YouTube, Facebook, and Twitter for County Government.

- Tape and distribute a second public affairs show, “Vintage Views” to help inform Union County’s senior population about County government.
- Produce the County’s senior newsletter in a new format, resulting in increased contacts with the OPI public Infoline and other County offices serving seniors.
- Supervise the in-house operations of the print shop, reviewing and approving hundreds of County publications. During the review and approval process, the Office of Public Information successfully streamlined documents for consistency (i.e. Runnells Specialized Hospital forms, etc.) and found thousands in cost savings by reducing the amount of color print jobs and by redesigning/reformatting numerous brochures and print materials (i.e. County Directory and Rutgers Cooperative Extension publication, etc.).
- Coordinate press conferences and special events, including groundbreakings of new golf facilities, including the TaylorMade lab and new Clubhouse, new firehouse in Linden, public safety Lojack event, East Coast Greenway, Columbus Day flag raising, recycling enhancement grants and more. Also participate in coordination of special events such as tenth anniversary of 9-11 at County’s memorial, and Shared Services Conference in March.
- Provide 24-7 emergency management public information services during Hurricane Irene, and the October Ice Storm. This included sending out press releases, issuing emergency alerts via UC Firstalert, providing real time updates on the web, conducting media interviews, answering phones in the JIC, and providing situational updates to all directors and key personnel.
- Engage Union County residents in conservation, nutrition, and other aspects of community health, and promote public awareness of “green”---sustainability issues---including recycling, solar power, water conservation, land conservation, tree stewards program, and more.

- Promote educational and academic initiatives at Vo-Tech, including academic recognitions, scholars, robotics team, and Green Boot Camp.

Additionally, the staff of the Office of Public Information once again worked closely and effectively with media outlets throughout the county and the New York metro region in 2011. The office works with dozens of publications and media outlets including newspapers, websites, magazines, broadcast and cable television outlets, radio stations, and newsletters to deliver news about County services and keeping citizens informed.

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

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

The office works closely with all departments of County Government to provide information assistance and support. The office helps departments communicate to the media by writing press releases, developing fliers and mail materials, talking points, press conferences, display materials, scripts, photography and video services. The office also translated many of key press releases into Spanish language for distribution and for the website.

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

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

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

The office also distributes DVDs of regular Freeholder meetings to various cable stations.

## **2012 Initiatives**

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

Public Information will add new videos to be produced in the New Year, including several ongoing parks events during the summer and fall.

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

Finally, Public Information will continue its work to create new vehicles for outreach with various departments to ensure that programs and services reach their targeted audience so that Union County residents are included in programs, events and services.

# **OFFICE OF UNION COUNTY OPEN SPACE, RECREATION AND HISTORIC PRESERVATION TRUST FUND**

## **Mission**

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

## **2011 Accomplishments**

### **Trust Fund**

The Open Space, Recreation and Historic Preservation Trust Fund was created by referendum on November 7, 2000 to be funded by establishing a levy of 1 ½ cents per \$100 of total County equalized real property valuation for twenty years, to provide monies for:

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

According to a report prepared by the Edward J. Bloustein School of Planning and Policy at Rutgers University, the following was noted: "The preservation and maintenance of Union County's park system...will be

necessary to help sustain an attractive quality of life for the residents of Union County. Initiatives to create an Open Space Trust Fund that will support this effort . . . are highly recommended.”

### **Open Space**

The commitment to acquisition of open space in the County of Union by the Union County Board of Chosen Freeholders is, and will remain, a cornerstone of the Trust Fund. With over 315 acres of land preserved as we entered 2010, the residents of Union County benefit each day from the increased quality of life those purchased bring.

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

This Board was delighted to add the 1 acre parcel at 1590 Cooper Road in Scotch Plains to the ROSI in 2011. Located adjacent to the 22 acres Ponderosa Farm Park, this crucial parcel of land allows for the beginning of a correction to the deed and will allow for ease of use at 1600 Cooper Road for years to come.

### **Recreation**

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

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

Some highlights of these two avenues of improvement include:

- Continued construction on the Ponderosa Farm park development project nears completion. This park, once a 22 acre farm slated for townhome developments in Scotch Plains, will be a much needed addition to the county park system, providing 2 grass soccer fields, a playground, walking trails, a sprayground, picnic groves, restrooms, parking and other amenities.
- Over \$1,000,000.00 was awarded to municipalities in 2011 through the Kids Recreation Trust Fund grant program. It is important to note that this matching grant program provides for recreational improvements with municipalities, directed by municipalities. Since its inception in 2004, this grant program has put close to \$10,000,000.00 back into the parks and playgrounds in each of the 21 municipalities in Union County.
- Work progresses on the Clark Reservoir Master Plan project. With over 150 acres of water and land in several municipalities in Union County, this goal of this master plan is to provide a planning document that takes all aspects of the properties into account, along with the incorporation of input from all affected stakeholders throughout the County of Union.
- The Union County Board of Chosen Freeholders was proud to attend the ground-breaking ceremonies for the construction on Phase 1 of the Elizabeth River Trail. This project, creating a linear park along the Elizabeth River, and starting at Broad Street, will eventually wind its way to the Arthur Kill. As important of a project as this is, the Board is also proud that it is coming to fruition through a partnership between public, private and non-profit entities.

### **Revenue Generation**

The Open Space, Recreation and Historic Preservation Trust Fund continues to be an excellent vehicle for the generation of additional revenue to the County of Union. The State of New Jersey, through its Green Acres Program, has been an important partner in the Freeholder Board's efforts. Each year, the Trust Fund has applied for funding in the areas of acquisition and park development. **To date, the Union County Board of Chosen Freeholders has generated \$16, 175,000.00 in grant awards from the**



**Department of Environmental Protection, Green Acres Program.** Funding is available again in 2012, and the Trust Fund has applied in every eligible area.

We are also pleased to announce the first ever partnership between the County of Union and a park conservancy for a Green Acres award. An application was submitted by the Briant Park Conservancy for enhancements to Briant Pond Park located in Springfield and Summit. Notification came in 2011 that a matching grant in the amount of \$275,000.00 was awarded, and the Union County Board of Chosen Freeholders looks forward to working with the Conservancy on enhancements suggested by a Master Plan created by them in recent years.

## **2012 Initiatives**

### **Trust Fund**

The creation of the Open Space, Recreation and Historic Preservation Trust Fund in 2000 simply affirmed the Union County Board of Chosen Freeholders continued commitment to the quality of life in our area. This unprecedented opportunity allows the freedom to pursue that goal, while bringing an obligation to manage in a responsible and thoughtful manner. It is an opportunity that is respected, and an obligation that is taken seriously. This Board will continue to pursue every avenue available as it seeks to preserve open space in the County of Union. Through its own efforts in the area of recreational expansion, the Board will continue to seek to improve existing facilities and add recreational opportunities as deemed necessary and affordable. Grant programs like the Kids Recreation Trust Fund will continue to allow municipalities a strong voice in the management of their own recreational needs. Preserve Union County, a matching grant program available to historical sites within the County of Union, will continue to bring our rich history to life through the preservation of the buildings and areas of history in our own backyard.

The importance of planning documents commissioned by this Freeholder Board in the past several years will become strong tools as we move forward. This Freeholder Board also believes strongly in the maintenance of the amazing Union County Park System as it presently exists and, in

keeping with the tenants of the original ordinance, will continue its efforts to make certain that our park system remains a jewel of our county.

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**County Counsel**

**Office of County Counsel**

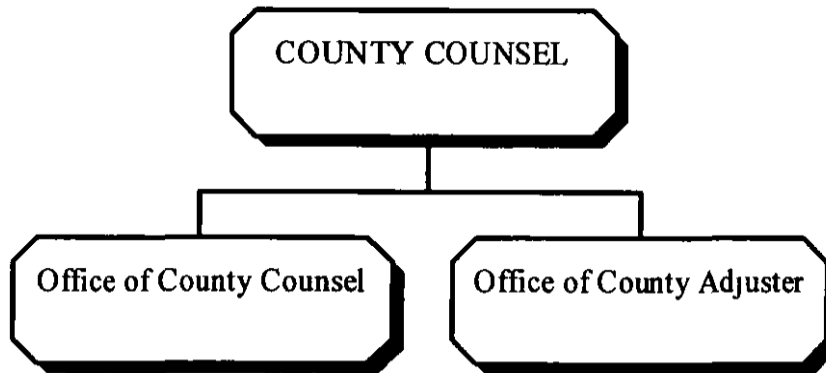
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# Organizational Chart

## County Counsel



# **OFFICE OF THE COUNTY COUNSEL**

## **Mission**

The mission of the Office of the County Counsel is to provide the full range of legal services, representation and guidance to the Board of Chosen Freeholders, the County Manager and the departments, divisions, and offices within the County structure in a timely, efficient and cost-effective manner.

## **Programs & Services**

### **Defense or Prosecution of Civil Actions**

Prosecute or defend all civil actions brought on behalf of, or against, the County, its agents, employees, or representatives during the performance of their duties.

### **Legal Opinions and Advice**

Advise County government, all divisions and departments thereof, and all constitutional officers on legal rights and responsibilities, remedies, and ramifications of actions taken by them in the performance of their duties.

### **Draft County Legislation**

Prepare all resolutions and ordinances for consideration by the Board of Chosen Freeholders.

### **Draft and Negotiate All Non-Labor Contracts**

Draft and negotiate all non-labor contracts committing County taxpayer funds for the performance of any work or service rendered by or for County government.

### **Briefing of Current Laws, Rules and Regulations**

Advise and inform all County officials and personnel of current relevant State and Federal statutes, regulations, rules, and administrative orders.

**Review and Update of County Codes and Policies**

Assist in the continuing review and revision, as required, of the Administrative Code, by-laws, and all other policies of the County.

**Supply Hearing Officers**

Supply hearing officers in all disciplinary actions filed against County employees.

**Division of Social Services**

Provide on-site legal services, guidance, and advice to the Division of Social Services and carry out statutory mandates as they relate to State or Federal reimbursement programs.

**Bail Forfeiture**

Continue to prosecute bail forfeitures and maximize revenue entitlements of the County of Union.

**Review of Bids**

Review and evaluate all bids and bidding practices and procedures in accordance with the Local Public Contracts Law.

**Fair and Open Process**

The Office of the County Counsel drafts, administers and supervises more than 90 Requests for Proposals and Requests for Qualifications for the County of Union, including overseeing and supervising the public openings and the review committee process in evaluating all the submitted proposals. In addition, the Office of the County Counsel provides guidance on the Fair and Open process to the various departments, offices and constitutional officers.

**Recovery of Bail Forfeitures**

The Office of the County Counsel works in conjunction with the Superior Court of New Jersey in Union County, Finance Division and the Clerk of the Superior Court in Trenton, in response to a variety of motions, the filing of Default Judgments and other forfeiture matters. This Office negotiates hundreds of bail forfeiture matters with counsel for the insurance companies and bail bond agencies. If payment is not

received in a timely fashion, then a Default Judgment is filed which demands payment in full. If payment is not received then the bail bond company is shut down and can no longer write any bails.

## **2011 Accomplishments**

### **Case Management**

- Handled over 108 new Tort Claims for the year 2011.
- Handled approximately 80 lawsuits, a majority of which the County is named as a defendant or co-defendant.
- Attorneys handle all phases of the litigation from the initial pleadings through discovery, motions and, if necessary, trial.
- Reasonably successful in filing and winning summary judgment motions.
- Utilization of Demands for Dismissal of Actions pursuant to Court rules on frivolous actions have produced moderate success to date.
- In conjunction with Administrative Services, coordinated assignment of Personnel Counsel relative to disciplinary matters to ensure timely and effective representation of the County.
- Collected over \$692,474.47 in bail forfeitures for the year 2011.
- The addition of an Assistant County Counsel for Open Space, Recreation and Historic Preservation matters enhances the services provided and is cost effective.

### **General Office**

- Updated the Administrative Code
- Updated contracts in the areas of service, construction and products
- Updated computer bank of alternate contract provisions
- Updated our computerized bank of all leases to County property
- Continued to initiate collection on County matters
- Continued to update and maintain a bank of all titles to County owned properties
- Continue to update and revise the Request for Proposal and Request for Qualification process.

## 2012 Initiatives

- Continue to limit the County's exposure as it relates to self-insured liability claims.
- Continue to collect monies due to the County on bail forfeitures and to work in conjunction with the State of NJ on collection of past due judgment orders.
- Continue with the use of "Offer of Settlement" to reduce litigation costs and achieve better and earlier settlements.
- Continue to investigate and where appropriate and necessary, initiate litigation to recover County expenditures relative to State obligated services/responsibilities.
- In conjunction with the Freeholder Policy Committee, continue to revise and update the Union County Administrative Code.
- Continue to ensure investigations are conducted, defenses are properly asserted and where applicable, insurance coverage is provided in all litigation matters.
- Continue our aggressive programs of identifying Frivolous Lawsuits and where appropriate seeking Summary Judgments in favor of the County, saving the County substantial amounts in counsel fees and costs associated with litigation.
- Continue to play an active role in securing the County's fair share for all reimbursable services/expenditures, especially reimbursement from both the State and Federal Governments. Particular emphasis will be devoted to Medicaid and Medicare reimbursements for both Runnells Specialized Hospital and for resident psychiatric patients in State facilities.
- Continue to assist the Department of Engineering to insure proper notification is received from all municipalities when installing traffic control signals monitoring systems (cameras) at any intersection within Union County. Pursuant to N.J.S.A. 39:4-8.12, the County has the option to share the costs of installation and maintenance and thereby share in the revenues generated through fines. This pilot program could prove to be a substantial revenue generator and at the same time improve and promote public safety.



- Provide legal assistance for all shared services initiatives with municipalities and other public entities.
- Review of all periodicals in Law Library to ensure their practicability.

# **COUNTY ADJUSTER**

## **Mission**

County Adjunster is a statutory office authorized to act in cases of commitments or admission of persons to State, County or private hospitals for the mentally ill. It processes applications and holds hearings to determine both the legal residence of the patient and the ability of relatives of the patient to contribute toward care and maintenance while hospitalized and presents cases relating to this work before the Courts. The Office also schedules all judicial initial and review hearings held at the hospitals on behalf of the patient and prepares all Court Orders relative there.

## **2011 Accomplishments**

- Approximately 1200 initial hearings and 838 review hearings were heard at various hospitals for Union County.
- A total of 2956 hearings were scheduled.
- Over 419 cases were investigated and 355 cases court ordered.
- Over 1841 consents for mental health reports were processed relative to firearm applications.
- Maintained and updated the computerized version of Charity Care forms.
- Maintained the procedure by which all hard copy files of psychiatric patients are reviewed for retention/destruction evaluation.

## **2012 Initiatives**

- Implement the use of scanning documents into a secure database for easy retrieval and to reduce archive costs.
- Propose reinstating the search fee for gun permits which could prove to be a substantial revenue generator.

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**Department of  
Administrative Services**

**Motor Vehicles**

**Personnel Management and Labor Relations**

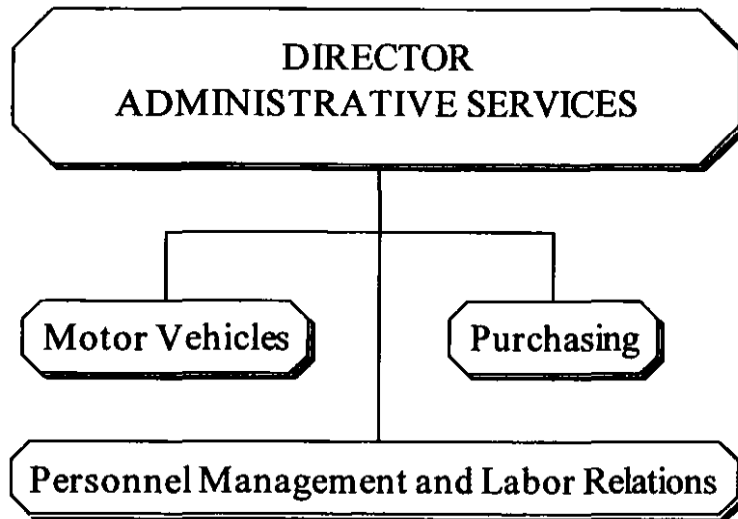
**Purchasing**

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# Organizational Chart

## Department of Administrative Services



# **DEPARTMENT OF ADMINISTRATIVE SERVICES**

## **Mission**

To provide administration and internal structure for the government of Union County departments as well as supporting municipal governments, enhancing their effective and cost-efficient delivery of services to the public.

To provide programs designed to control costs for wages and benefits, increase staff productivity, increase purchasing power towards greater economy, and improve effectiveness of the organization.

## **Programs & Services**

### **Division of Motor Vehicles**

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

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

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

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

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

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

### **Division of Purchasing**

The Division provides procurement and purchase of general and specialized materials, goods and services in adequate quantities and of satisfactory quality in a timely manner for all operating departments and agencies of the County.

## **2011 Accomplishments**

### **Division of Motor Vehicles**

#### **New Jersey State License**

Our Elizabeth facility became a New Jersey state licensed MV Inspection/Emissions repair facility in 2010. This enhancement gives Motor Vehicles the ability to provide vehicle emission inspection on all the County owned and operated 1996 and newer gasoline and diesel equipped motor vehicles. Our newly purchased vehicle inspection equipment went in to operation on March 1, 2011. DMV's licensed inspectors have performed 70 motor vehicle inspections with this new equipment as of October 31, 2011.

The Division's dedication to superb maintenance of the County's fleet was highlighted in 2011 when the Department of Human Services' Paratransit received statewide recognition for the Outstanding System of the Year award from the New Jersey Council on Special Transportation. Part of the selection of the award is based on the fleet's service performance and keeping the vehicles on the road.

In 2011, the Division was able to link its computer system with Ford Motor Company's IDS system. This gives motor vehicle staff the ability to access the diagnostic data and information only available to Ford dealerships. With this capability Motor Vehicles will be able to perform a number of vehicle computer module programming operations only previously available through the manufacturer's dealer network. This technology is essential and will increase our ability to successfully repair and maintain our fleet of vehicles.

The 2011 Vehicle and Equipment Auction held on August 9, 2011 was again a very successful venture with the auctioning of 63 individual lots. Total proceeds from this auction equaled \$186,090.00 which was distributed

between auction's participants: the County - \$72,015, the City of Linden - \$8,275 and the Union County Prosecutor's Office - \$105,800.

Vehicle and Equipment bid specifications are continuously prepared and updated for municipalities and authorities that purchase these commodities from the County's cooperative purchasing agreement. The Division has continuously participated in the Somerset County Cooperative Purchasing Program and has numerous bid agreements executed with automotive parts distribution warehouses which have streamlined the procurement processes. Many of our parts and equipment vendors have offered DMV access to their on-line ordering and inventory control system which has been a valued asset in our daily operation. This access has been implemented in all of our shops and facilities.

The Division's 12 fueling locations continue to provide gasoline and diesel fuel to a number of municipalities and authorities throughout the County. These end users are billed at a per-gallon charge on a monthly billing cycle. As of September 30, 2011 a total of 98,848.7 gallons of fuel had been dispensed to the municipalities using this service which includes Garwood, Springfield, Winfield, The Union County Education Commission, and The Utilities Authority. The Elizabeth Housing Authority and the Elizabeth Parking Authority joined the fold in the 2011.

A growing expansion of vehicle and equipment recycling has been a focus this past year. The Division has returned numerous units to service by utilizing parts and assemblies from old obsolete vehicles in order to control the repair costs and keep units in service for the departments served. In 2011 Motor Vehicles staff rehabilitated a number of vehicles that otherwise would have been removed from service, such repairs included complete drive train replacement on the county's aging fleet of buses to the replacement of body, chassis and structural members of vehicles decimated by corrosion have been accomplished. Our staff completed all welding and fabrication services.

The Division completed 3444 work orders as of Oct. 31, 2011 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 14,714.7:

- Elizabeth Garage – 1520.
- Turf Shop (Parks and Recreation equipment) – 427.

- Paratransit – 453.
- Scotch Plains (heavy equipment) – 1044.

### **Mailroom**

Recent purchase of a new high volume mail machine for the Division's mailroom operation has greatly increased efficiency at this facility. This new machine offers the ability to scan registered and certified mailings, plus will function faster while sorting and posting outgoing mailings. This machine has enhanced record keeping and reporting function previously unavailable on the older out-dated machine that was replaced because it did not meet the needs of the organization.

- The mailroom processed 542,699 pieces of mail for the calendar year as of October 31, 2011.

### **Messengers**

- Completed 10867 deliveries for the calendar year as of October 31, 2011.

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

### **Employee Wellness**

The County established a Wellness Committee comprised of union leaders and members of the personnel staff as well as professionals in the industry. The goal of the committee is to foster an environment of health and wellness for our employees. The Committee's main focus for 2011 was to encourage employees to complete a self-health assessment which provides employees with a report of their health status and recommendation area to improve their wellness. To date there have been 780 health assessments completed. In addition, the committee strives to provide staff with the educational tools to make healthy decisions.

The Division conducted Employee Wellness Fairs for staff at several county locations. These fairs provided opportunities for employees to speak to various healthcare professionals as well as education in health and nutrition. Over 400 employees attended the Employee Wellness Fairs with approximately 250 participating in the biometric screenings, which is a short medical examination that evaluates the employee's health status.



The Division instituted a Pilot Program with Weight Watchers at Work with 23 employees participating in a 17-week program.

### **Disciplinary Training**

Disciplinary training was conducted for Division Heads at Runnells Hospital re-educating them on proper procedures for investigating and instituting disciplinary action against employees. The training included information on union rights, immediate suspension, documentation required for successful disciplinary imposition, procedures for reasonable drug/alcohol testing and proper use of leaves under the Family Medical Leave Act and Family Leave Act issues.

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

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

The Division monitored and supervised approximately 30 Mandatory Employee Assistance Referrals in 2011.

Our EAP conducted a smoking cessation seminar for over 50 employees in our Westminster Social Services Building.

### **Disciplinary Matters**

The Division processed and managed approximately 125 major disciplinary matters with the assistance of our personnel attorneys.

### **Leaves of Absence**

The County provides family and medical leaves to its employees. The Division processed approximately 540 leaves of absence this year.

### **Fitness for Duty**

The Division coordinates physical and/or psychological examinations based on the County's concern regarding an employee's physical and/or mental ability to perform the duties of their job. The Division coordinated and managed approximately 22 physical and/or psychological fitness for duties.

### **Liability Insurance**

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

The Division assisted numerous departments with Hurricane Irene loss claims. The Division gathered and compiled insurance related information and submitted all losses to our insurance carriers.

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

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

- One (1) employee participated in the Undergraduate Certificate Program.
- Four (4) employees participated in the Masters Graduate Enhancement Program.
- Eight (9) employees participated in the program at the graduate level, working to achieve a certificate in Public Administration. Four employees completed the program and will receive certificates in Public Administration. These programs are designed to give practitioners a greater understanding of public policy and administration and to enhance their work skills.

### **OnBase Electronic File System**

In the continuing pursuit to integrate technology, the Division has teamed up with the Office of the Clerk of the Board in its application of OnBase, the County's Employee File System. The Division has recorded all employee files electronically and indexed all terminated and retired employee files into the OnBase software program. OnBase users can now view and print employee terminated files directly from their desktops. Moreover, all central personnel files have been scanned.

### **Employee Benefits**

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

The Donated Catastrophic Leave Program provides compassionate assistance to employees and their immediate families who are stricken with traumatic, life threatening health conditions. The program assisted twenty-

two seriously ill participants during the 2011 calendar year. Approximately 1,550 days were donated by employees to their co-workers in need.

### **Donated Vacation Program**

The Donated Vacation Program was designed for employees who require time away from work to recover from surgery or other non catastrophic illnesses. During 2011, three employees participated in the program receiving approximately 40 donated vacation days from fellow employees.

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

### **Health Benefits**

The Division assisted in the introduction and implementation of a new prescription program with Cigna Health Insurance, transitioning from Medcohealth. The transfer affected more than 3,000 employees and 300 retirees and their dependents. The County has not had a prescription carrier change in more than twenty eight years. It is estimated that approximately \$184,500 will be realized in savings during the 2011/2012 contract year.

During 2011, under the Federal Affordable Health Care Act, dependents to age 26 became eligible for re-enrollment on employee health and prescription plans. The division continues to assist employees and their eligible dependents with compliance of this mandate that extends certain health benefits.

In addition, the Division continues to work tirelessly towards the implementation of Chapter 78, passed by the New Jersey Legislature during the summer of 2011. This legislation significantly alters how public employees contribute to their health care costs.

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

The Voluntary Health Benefits Buy-Out Program continued for all employees with a yearly incentive of \$5,000 for employees with family coverage and \$1,800 for those with single coverage, which was adjusted slightly downward in May, 2010 for new participants due to a new State Mandate. This program continues to be very well received among

employees. Currently more than 318 employees who would have enrolled with Husband/Wife or Family coverage participated in the program, and an additional 16 employees who would have been enrolled with a Single coverage. The annual cost savings in health benefit premium payments was approximately \$3,568,000.

#### **The Early Retiree Reinsurance Program (ERRP)**

The Early Retiree Reinsurance Program was established by the Federal government to assist non-profit employers who supply group health insurance coverage for retirees between the ages of 55-64. The ERRP was designed to provide financial assistance to these health plan sponsors who make this coverage available. The Division of Personnel has applied to the ERRP program and is expecting to receive funds for the 2011 calendar year during the early part of 2012.

#### **Retiree Health Benefits**

Cobra Elect, the billing company contracted by the County of Union to monitor and collect health benefit premiums from retirees and COBRA participants was replaced by Discovery Benefits on July 1, 2011. Personnel benefits staff worked with the transition of eligibility information to Discovery Benefits, and especially assisted many of the 438 effected retirees, and the 50 current COBRA participants.

#### **Voluntary Benefits**

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

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

The Division reapplied for and was awarded funds for the extension of a grant from the Federal Retiree Subsidy Drug Program. This program provides local governments with reimbursement costs for providing prescription drug coverage to Medicare eligible retirees and dependents who participated in employer sponsored retiree health plans. For 2011 we submitted reimbursements totaling \$370,000.

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

Finalized negotiations with Local 68-Operating Engineers, the last of the County's thirteen non-law enforcement bargaining units with an expired

contract, following the pattern previously established with the other units between 2008 and 2010, summarized as follows:

January 1, 2009 through December 31, 2012.

- No Salary increases both 2010 and 2011.
- 3% Salary Increases in 2009.
- 2.5% Salary Increase in 2012 + \$885 (clothing and shoe allowance rolled into base).
- Retiree Health Benefits limited to employees active as of December, 2012.

Overall, the average net cost to the County for this Agreement is significantly less than 2% per year including funds from the years in which there is no salary increase that will be set aside to cover the full future cost of the retiree health benefits.

Of the nine law enforcement units, three: PBA 73-County Police; PBA 73A-County Police Superiors and PBA 199-Correction Officers, were settled in 2010. Negotiations commenced with the other units with all filing for either Interest Arbitration or Mediation as permitted under the N.J. Public Employer-Employee Relations Act. A hearing with one of the units, FOP 103, Sheriffs Superior Officers, was completed and the County awaits the Arbitrator's decision. It should be noted that the County's final offer was for a three year contract with a wage freeze in the first year and 1% raises each the 2<sup>nd</sup> and 3<sup>rd</sup> years.

One non-law enforcement contract, the Assistant Prosecutors Association, expired at the end of 2010 and six others expired at the end of 2011:

Union Council No. 8  
Park Foremen's Association  
HPAE Local 5112 – Runnells Nurses  
Teamsters Local 102-Secondary Supervisors  
Supervisor's Association  
Park Maintenance Union

Negotiations have commenced with Council No. 8, the County's largest bargaining unit representing over 900 employees, and with the Assistant Prosecutor's Association, as well as with two newly formed units: IBEW Local 1158 representing supervisory clerical and laboratory employees in

the Prosecutor's Office and FMBA (NAGE Local R2-343/SEIU 5000) representing HazMat employees in the Department of Public Safety.

The Vacation Purchase Pilot Program that began as a side-bar agreement became a County Policy and is continuing annually with all eligible labor unions and non-contractual employees, excluding employees in 24/7 facilities or operations. The program allowed employees to obtain additional vacation days while simultaneously saving tax dollars. For the eighth year of the program 160 employees participated, saving \$151,207 in salaries and social security costs.

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

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

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

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

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

The Division is able to continue its proactive program of recognizing problems that exist and curing them. Members of the Division meet with Directors, Departments and professionals to prevent repeat losses.

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

There were 353 work reported injuries for 2011. PMA, the County's Worker Compensation Administrator, reviews all claims and well as medical bills. For 2011, PMA negotiated on the County's behalf a 60% reduction in the medical billed charges associated with these injuries.

### **Training**

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

- **Blood Borne Pathogens (BPP)** Prosecutors Lab and Park Maintenance.
- **Hazardous Communications (HAZ-COM)** educates Runnells and Facility Management employees how to properly utilize cleaning agents, paint and any substance that is a chemical.
- **Hazardous Communications (HAZ-COM)** for new County Employees during New Employee Orientation.
- **Fire Extinguisher Awareness Training** for the Prosecutors Lab.
- **Personal Protective Equipment Awareness Training (PPE)** also Lifting/Back Safety, Exposure to Heat, Poison Ivy, and Ticks for Public Works and Park Maintenance.
- **Fork Lift Certification** Seven hours Theory and Practical on Fork Lift.
- **Fork Lift Recertification** Practical on Fork Lift.
- **New Equipment Training** for Motor Vehicle, Park Maintenance and Public Works.
- **Defensive Driving for CDL Truck Drivers** for Park Maintenance and Public Works.
- Supervisor CDL Department of Transportation (DOT) Reasonable Suspicion Training for all Supervisors and Bureau Chiefs who have CDL Drivers
- **Confined Space Entry (CSE) Annual Drills** for Public Works, Park Maintenance and Facilities Management.
- **Welding/Torch Cutting Safety** for Park Maintenance and Public Works.
- **Ladder Safety Training** for Park Maintenance and Public Works.
- **Lock Out Tag Out Training (LOTO)** for Park Maintenance.
- **BEAP (Building Emergency Action Plan)** training and drills conducted at various county building locations. Also drills and

BEAP plans have been completed for all county facilities.

### **Division of Purchasing**

The Edmunds computerized requisition system was successfully used to approve or amend over 10,340 requisitions in 2011.

The Division advertised and processed 117 public bids which produced 99 contracts. This open competition is essential to provide the County with the lowest possible costs pursuant to the Local Public Contracts Law.

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

1. Cooperative #1, the Bulk Pricing Cooperative, in which governmental members sign up pre-bid and pool their needs to receive lower pricing through bulk purchases. In 2011, the Division administered four (4) successful Cooperative #1 bids: Trees, Gasoline, Traffic Paint, and Diesel Fuel.
2. Cooperative #2, the Geographical Cooperative, in which any entity located in Union County can use a contract that was publicly bid by Purchasing as their need arises. In 2011, the list of available contracts was expanded to include: auto and light truck parts, ceiling materials, lumber, truck and bus parts, uniform services and various police equipment and six other sundry goods and service contracts for a new total of thirty (35) extended contracts. Any municipality or board within Union County can use the reduced pricing of these contracts and is notified as soon as the contract is executed.

The Division also partnered with the Division of Intergovernmental Policy and Planning (DIPP) to help further alert local governmental agencies of cooperative opportunities using the County website and multiple Shared Service Alerts of DIPP. One invitation was to all Union County entities to participate in the Commercial Natural Gas and Electricity bids of 2012. The Director of Purchasing was also part of a County Shared Service exposition held at Union County College.

Purchasing administered a public auction that resulted in \$175,147.78 in



County revenue for vehicles and equipment.

Pursuing the County mandate to discover and utilize shared services opportunities, Purchasing expanded its use of the Western States Cooperative Association to allow for purchases from local Graingers and Napa Auto Products at national discount pricing.

The Division continued its initiative to find more competition for its public bids to try to reduce cost. Two instances of the initiative that bore fruit:

- The gasoline bid came in .018 cents less than the previous bid which is estimated to save should save \$22,500.00 over life of contract.
- A new bid and contract for repair service of trucks resulted in a lower hourly rate by \$5.90 which is estimated to save \$10,620.00 on the labor.

## **2012 Initiatives**

### **Division of Motor Vehicles**

While linking with Ford Motor Company's IDS system will provide vital programming and diagnostic information for motor vehicle personnel, in 2012 division staff will be working with General Motors, Chrysler and Navistar to provide us the ability to access those manufactures OEM information and parts distribution sites. Have this accessibility will be an asset to both the Elizabeth and Scotch Plains vehicle repair facilities.

Upgrading our existing diagnostic tools and equipment will be a priority in the upcoming year. This ever-changing industry dictates the need for the latest equipment in order to repair and maintain a modern fleet of vehicle. All scan tool and diagnostic equipment will be receiving the latest updates available from their manufactures.

The Division will be making great strides to update its fleet of vehicles in 2012. The procurement of new Transit Connects for the county messengers and the possibility of upgrading DMV's fleet of pool vehicles will be a major focus in the coming year. We also will be working to make updates to our aging fleet of road service vehicles and equipment.

Our primary goal for 2012 is to reconfigure our existing work areas at the Elizabeth facility. Shop area currently underutilized will be recovered and converted into valuable work space. In making these changes DMV will be creating specialized work areas to perform the specialty repair functions currently only available from the vehicle manufactures. Reorganization of bulk storage areas will make access easier to these products and supplies and will enhance overall shop safety.

Reorganization of the messenger work area will be a priority for the upcoming year. The addition of staff and the cross training of personnel on all routes has increased productivity and flexibility among the messengers personnel. Overall deliveries have increased and service continues to excel daily.

## **Division of Personnel**

### **Staff Training and Development**

- Continue Employee Orientation Programs for all new hires.
- Family Medical Leave Act training to all county personnel liaisons. This training will ensure uniform forms and procedures.
- 
- Continually monitor and update all County Policies and distribute to all Departments.
- Continue monthly Wellness Seminars for County Employees.
- Institute wellness induced activities for County Employees.
- Coordinate training to educate Department and Division Heads on progressive discipline procedures.
- Create a web portal for County Employees for Voluntary Benefits, Employee Assistance and Cigna Wellness Program.

- Continue to promote employee participation in the Certificate and Graduate Programs in Public Administration in cooperation with Kean University.
- In an attempt to streamline State government and improve efficiency, the New Jersey Civil Service Commission has embarked on a challenging task to reduce the more than 7,000 State and Local job titles in the classification system. The "Title Consolidation Initiative" has been established to eliminate barriers that agencies face using the current classification system and to provide greater flexibility for managing workforce, broadening employee mobility and improving productivity. As a Local Appointing Authority the Division has supported the NJCSC by participating in their initial efforts focused on abolishing over 650 state and local titles which were inactive, obsolete and had zero incumbents. Future phases of this initiative will take place in the upcoming year and will require significant resource support by this division.

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

The Employee Assistance Provider will continue to enhance the County's outreach program to Supervisors. They will continue to conduct smoking cessation seminars in 2012.

#### **OnBase Records Management**

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

#### **Employee Benefits**

- Encourage employee participation in cost effective health care options on the County's health plan and voluntary health insurance buyout program.
- Promote new Wellness Initiative fostering programs that enhance employees' health and well being, resulting in a healthier workforce.
- Conclude Interest Arbitration/Mediation proceedings with

PBA 250 and 250A Prosecutor's Detectives; PBA Local 108, Sheriff's Officers; FOP213 or PBA 199A, Corrections Superiors and PBA 203, Weights and Measures cumulatively covering 250 employees.

Given the state of economy for 2012, negotiations with Council No. 8; Park Maintenance Assoc.; H.P.A.E.; Park Foreman's Assoc.; Supervisor's Assoc.; Teamsters 102 Secondary Supervisors and Assistant Prosecutor's Assoc. will be directed toward wage freezes and monetary concessions in as many areas as possible. These units represent approximately 1200 employees; 1/3 of the County's total workforce.

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

Continue to provide ongoing training for users in all functions of the HR System as needed. Including training personnel liaisons with the new ABRA version.

Create benefit contributions in line with the new State of New Jersey healthcare reform.

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

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

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

- Continue CPR Defibrillator Recertification Training for Employees.
- New CPR Defibrillator Certification for employees who request Training.
- Continue On Site Safety Inspections.
- Continue New Employee Safety Orientation.
- First aid training for Confined Space Entry Teams.
- Continue Defensive Driving Training for new employees.
- Continue Professional Training to meet or exceed PEOSH Standards for County employees in Occupational Safety and Health.
- Conduct Fall Protection Training for employees using Arial Lift Trucks.

- Conduct Live Burn Fire Extinguisher Training for new employees.
- Conduct Trenching and Shoring Training.
- Conduct Ladder Safety Training.
- Respiratory Training and Fit Testing.
- Conduct Injury Audits (root cause, preventative measure and education) for injured employees.

## **Division of Purchasing**

The Division of Purchasing provides procurement guidance and services to all County Divisions, Bureaus and Offices. The range of goods and services procured by Purchasing runs the gamut from concrete to coveralls to counseling.

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

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

The Director and Assistant Director will continue to use their membership in the County Purchasing Agent Association, the National Institute for Governmental Purchasing, and the Governmental Purchasing Association of New Jersey to network and keep abreast of how their peers in public purchasing find solutions to common problems. A revitalized New Jersey Association of Counties is emerging as a force and a partner in procurement issues. In these times of economic downturn, an educated purchasing division will continue to safeguard the budget of the County through the practice of fair and open procurement.

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

- Serve as lead agency for a multi-county cooperative that will pursue online reverse auctions for Commercial Natural Gas and Electricity.
- Opening of an online bid portal on the updated website to provide the means to make public bidding as “paperless” as possible.
- A possible offer to Union County governmental entities of the services of the Qualified purchasing Agent of the County to review specifications and procurement procedures.
- Conduction of multiple procurement training seminars for individual county entities, e.g. Sheriff, Facilities, Parks, Social Services, with the intended goal of improving communication and procurement discipline.
- Initiate a lobby of the federal government to allow for the purchase of fuel, maintenance and insurance for vehicles obtained through Homeland Security grants. These costs are currently borne by the County in its operating budget.
- Effectuate budget cuts/savings to the following line items:
  - 1 Printer toner cartridges through the elimination of personal printers which are to be replaced by one office network copier.
  2. Stationary and office supplies through the limiting of multiple choice for items and elimination of non-essential items.

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**Department of  
Correctional Services**

**Administrative  
Operations/Security  
Programs/Services**

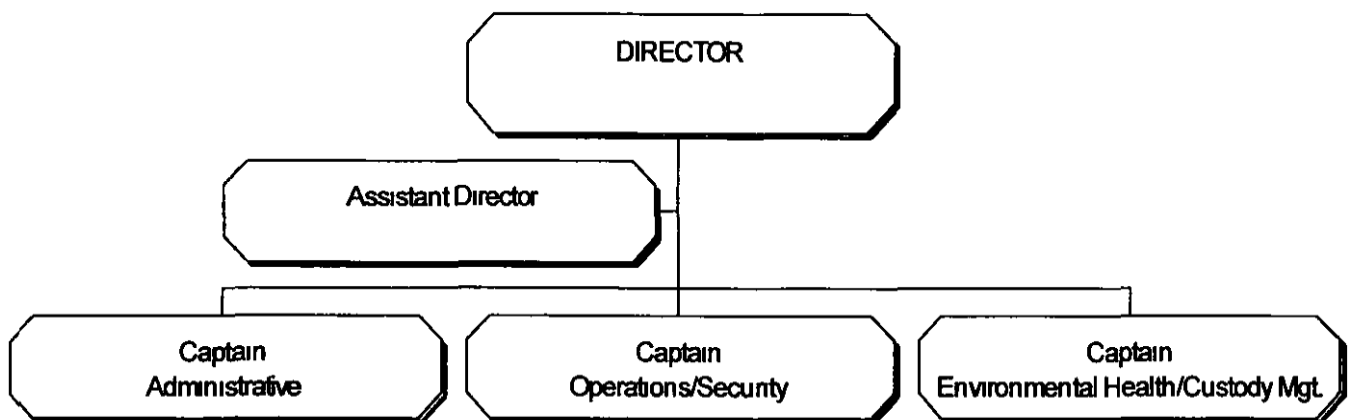
**Environmental Health/Custody Management**

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# Organizational Chart

## Department of Correctional Services





# DEPARTMENT OF CORRECTIONAL SERVICES

## Mission

Responsible for protecting the public by housing all persons committed to the County's Correctional Facility in a safe, secure, and constitutionally correct environment.

The Department of Correctional Services provides fair, firm, and consistent treatment for those inmates. The Department also makes available drug and substance abuse programs, recreation, life skills, anger management, and keys to intervention for more than 1,200 inmates convicted of a crime or awaiting disposition of criminal charges by the courts.

## 2011 Accomplishments

### Staffing Levels:

Captains – 3  
Lieutenants – 10  
Sergeants – 34  
Correction Officers – 265  
Civilians – 37

Total 349

### Points of Interest for Year 2011:

- Member of UCJ Special Operations Unit gave a demonstration of Defensive Tactics to Sheriff's Youth Academy.
- Sponsored numerous 'tour of the old jail' sessions during the County's "Bring Your Children To Work" day. Positive impact found in the children participating
- CPR/AED Training provided (by UCJ Training officers) to Runnells Hospital staff.
- CPR/AED Training provided (by UCJ Training officers) to Union County Prosecutors.
- Established representation at the FEMA Conferences for obtaining Federal Assistance (DR-1954) after the December '10 SnowStorm Disaster.
- NJDOC reimbursement (for State Prisoners held in UCJ)  
✓ \$876,819.00

- We were qualified by the NJDOC as an example of excellence in Amory Inventory and Management Control.
- Installed energy efficient flat panel monitors at Booking / Releasing work stations, replacing older CRT monitors. Another "Go Green" project initiative.
- SCAAP (State Criminal Alien Assistance Program): This Federal Program provides financial reimbursement to local detention centers for holding illegal immigrants. Record keeping, validation, and automated filing is processed by Correctional staff, and filed with the Bureau of Justice Administration (BJA). Average annual reimbursement for the last three (3) years was \$323,405.  
**SCAAP FY 2011 award to Union County: \$597,413**

**Additional Facts for Year 2011:**

In-house average daily population: - 900 inmates

Booked: - 6,175 inmates

Released: - 6,223 inmates

Classified and transferred to Logan Hall: - 855 inmates

Processed: - 2,397 bails  
- 13,000 money orders

Conducted: - over 10,000 consultations (probation, public defender/ attorney)  
- 342 court ordered DYFS visits  
- over 22,800 screen visits  
- 1,782 video conferences  
- 240 contact visits (Inmate Contact Visit Program continues, increasing NJDOC Standards and inspection compliance)

Inmate Mail: - 217,000 pieces of incoming/outgoing mail

Disciplinary charges - 1,727 disciplinary charges filed against inmates

Commissary: - 16,339 ordered filled totaling \$616,277.00

Kitchen: - average 2,700 inmate meals served daily (over 985,500 inmate meals served)

\*Medical:

- 3,750 psychiatric visits processed
- 3,263 Mental Health Worker visits
- 776 Jail Diversion/Linkage visits
- 2,631 MD sick call visits
- 4,261 Nursing/NP sick call visits
- 4 MRSA cases diagnosed and treated
- 0 H1N1 cases

\*In addition, the Mental Health small group sessions held weekly are successful and 1,076 inmate patients enrolled in, attended, and benefitted from the extra effort of the Mental Health Worker through his therapeutic endeavors.

\*Social Services:

- 12,173 Penal Counselor (Social Worker) contacts made
- 40,339 services provided
- 1,439 law library requests received; 1,334 answered
- 227 male inmates; 165 female inmates enrolled in Anger Management programs
- 219 female inmates enrolled in Catholic Charities Services Female Drug Program
- 11 death in family viewing trips facilitated
- 140 special visits granted

\*Penal Counselors have done advanced course in their field including seminars in Ethics in Social Work and Cultural Diversity

Laundry:

- over 50,000 inmate uniforms laundered
- over 50,000 bedding setups laundered (2 sheets, 1 blanket, 1 pillowcase)

## **Staff Enhancements**

- Promotion of eleven (11) UMS from Officer to Sergeant
- Promotion of three (3) UMS from Sergeant to Lieutenant
- Hiring and Agency Training completed for 8 Uniformed Members of Service
- Academy Training completed for 18 Correction Officers
- Provided New Employee Orientation for all new Staff members
- Special Investigations Unit (S I.U ) Investigator completed the Criminal Justice Basic Course for Investigators and graduated from the CJBCI Training Academy, which bring another certified Investigator to the S.I.U.
- Created procedures for a new, officer “Reciprocal Duty Schedule” UMS of similar rank are permitted to exchange shifts with one another; resulting with better management of the work schedule, reducing the number of appearances to the facility officers must make during a workweek, and an anticipated reduction in officer sick time use

## **Security Enhancements**

- Creation, introduction, and implementation of a “Gang Investigative Unit” with a dedicated Supervisor These staff enhance and expedite processes and strategies for identifying security threat groups so that appropriate classification, housing, and management of these individuals may be effectively administered
- Continuance of warrant checks being performed prior to inmate discharge, whereas an automated search is conducted to determine if a prisoner (that is ready for release) has any outstanding warrants or open charges that should prevent or delay his release to the street
- Modifications made to bail processing procedures which help detect counterfeit currency (and it’s distributor) when cash is accepted at the facility, policies were developed to reduce county liability and financial loss if taking possession of counterfeit currency

## **Technical Enhancements**

- FastId and LiveScan Systems (electronic identification systems governed by NJ State Police) installed and utilized daily, systems made available to affiliated Law Enforcement Agents upon their request, eliminating the risk and resources previously required when transferring inmates from the jail back to locals for ID processing. Up until now, a local law agent with a need to process one of our incarcerated individuals would drive to the facility, pick up, secure, and transport that prisoner back to home headquarters, then return to us that individual to custody, requiring those same precautionary and security measures, expenses, and risks.
- Fully installed Bio-metric Kiosk Time Clocks, integrating staff Time & Attendance with personnel profiles, scheduling assignments, and time off requests

- Data Base program developed for inmate Disciplinary management, which now feeds classification files with related information for enhancing the effective classification and housing of inmates
- Installed additional network computers for data base computerized reporting system, enhancing the quality of reports, and the timeliness for Administrative review and address This project is part of our “Go Green” initiative

### **Health & Safety Modifications**

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

### **Operational Enhancements & Accomplishments**

- Inmate Population Management Study conducted by Luminosity-Solutions, with objective to identify strategies or methods to reduce prisoner overcrowding
- Duty Schedule Modifications and Personnel Accounts Management significantly enhanced with the implementation of C O S S (Correction Officer Scheduling System), an automated management and recording system).
- Installation of network computer system, enabling staff to have database access for automated reports and Corrections Forms, thus reducing the number and need of handwritten documents This project is part of our “Go Green” initiative
- Effort and coordination with Union County Crisis Intervention Team (CIT) to identify, treat, and appropriately discharge prisoners with medical/psychological deficiencies
- Thru a ‘space allocation’ effort, re-established and put into operation a mailroom for Corrections staff and jail inmates
- Officer hand held radio system received updates to enhance the quality of the radio signal; this was possible with the installation of a new repeater

- Coordinating efforts w/U.S. Immigration & Customs (ICE) regarding commitments has resulted with qualifying those prisoners for financial reimbursement to the county, and expeditious discharges back into their custody. Previously, prisoners without local charges were detained solely on Immigration holds, some housed for lengthy (and costly) timeframes waiting disposition or custody transfers. Enhanced communications and procedures reduced those issues
- Renovations were made to the booking area inmate showers, meeting privacy concerns for prisoners committed with non-indictable offenses
- Enhancements made to emergency lighting and power supply systems, resulting from our annual Emergency Generator Testing
- Face-to-face interviews are conducted for all newly committed prisoners before they are classified from reception units
- Thru the assignment of an Administrative Officer, we enhanced the procedures for identifying and approving prisoners for work assignments. Applying more stringent eligibility criteria for those entitled to work, and conducting more face-to-face interviews prior to assignments, reduces management risks while promoting public safety thru operational security
- Reviewed more than 1100 inmates for possible in-house work assignment, resulting with a 50% approval rate
- Safely and securely facilitated more than 8 funeral viewing trips for inmates thru Administrators and Social Services, administering humanitarian efforts and moral values while encouraging family ties and relations. Sharing final respects, and grieving with family, reduces anxiety and uneasiness of those incarcerated when suffering the loss of a loved one
- More than 130 accommodations and provisions were extended for special visits, and for visitors with special needs. Authorized flexibility accommodated visitors with physical restrictions and hardships, as well as those residing out of state requesting a one-time visit. Family bond orientation is the focus here as well
- Attended to more than 45,000 inmate requests, thru professional address, direct response, and personal contact, provided more than 35,024 various services (religious, social, law library, etc.) to inmates; and enrolled more than 175 female prisoners in our CCS (Catholic Community Services) Drug Program
- Provided County Counsel with documentation required for all Tort Claims, with a reduction from 30 in 2010 to only 6 in 2011
- Provided the office of the County Manager with documentation in response to 3 OPRA requests
- Facilitated 1400 Video Conferences, eliminating the risk and resources required when inmates are transferred for appearances in court rooms. "In-house court" eliminates the need, expense, and risk of transporting prisoners from the jail proper to an outside municipal courthouse, saving transportation efforts and expense, eliminating the requirement for court officers to provide custody of the prisoner while in the courtroom, and eliminating the safety/security risks therein
- Facilitated more than 50 Division of Youth and Family Services (DYFS) parent-child bonding visits
- Implemented procedures for the capturing, recording, and dissemination to the judiciary, data regarding prisoner 'Veteran's Status'

- Created a Logan Hall Variance form, enabling more inmates to attend drug intervention programming
  - ✓ Classified and transferred more than 855 inmates to Logan Hall in 2011
- Implemented procedures for the capturing, recording, and dissemination to the judiciary, data regarding prisoner "Veteran's Status"

### **Training & Equipment**

- Acquisition of one (1) new inmate transportation vehicle (van) and a chase car
- Fire Emergency & Computer training conducted for newly promoted supervisors by IFM; will help supervisors locate, identify, and manage fire emergencies in the facility
- Acquisition and installation of energy efficient computer monitors for Booking and releasing offices Part of our "Go Green" initiative
- Successful completion of Armorer Certification from both Remington and Glock
- Certified Training from Folger Adams for Locks and Slider Security Doors. 1 staff member attended a week long, out-of-state training session
- Acquisition and installation of energy efficient computer monitors for Booking and releasing offices. Part of our "Go Green" initiative
- C C I S. (Inmate management system) training conducted for newly appointed G.I.U. investigators to effectively capture STG (Gang) data. (Union County is one of the leading county jails in NJ to capture this data in CCIS)
- S I.U. investigators were trained with entering STG data into NJCJIS (State Police Data Base)
- Classification staff received training with NCIC 2000

### **2012 Initiatives**

Completion of Academy Training for newly hired uniformed staff

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

Continued attention to security issues

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

Continued training and reinforcement for all staff

Continued computerization and record keeping updates

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

**“Go Green” Initiatives**

- Individual paper reports continue to be streamlined into ‘shared’ reports within worksites and units
- Replacing paper documents, reports, and statistics, with technological and automated data
- Transitions towards the use of environmentally friendly cleaning supplies

**Implementation of DOC compliant Inmate Education Program**

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

**2011 Revenue Generated By Union County Jail**

GLOBAL TEL*LINK 56% OF GROSS	\$432,638.00
PROCESSING FEE	\$102,396.00
KEEFE COMMISSARY	\$150,432.00
MEDICAL CO-PAY	\$6,075.00
NJDOC REIMBURSEMENT	\$876,819.00
SCAAP (State Criminal Alien Assistance Program)	\$597,413.00
<hr/>	
Total Revenue:	\$2,165,773.00



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

**Engineering**

**Facilities Management**

**Public Works**

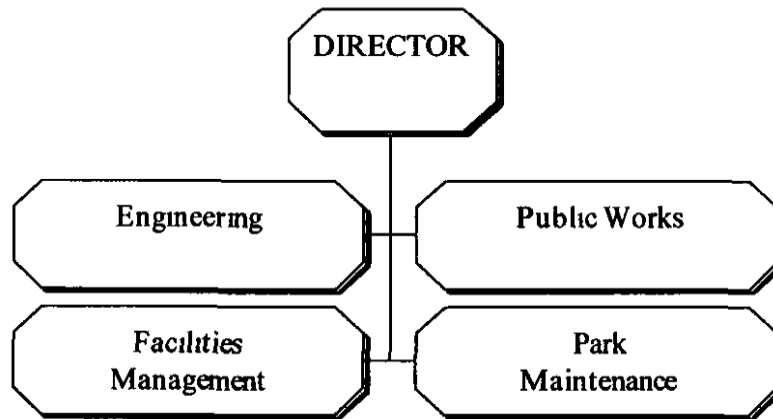
**Park Maintenance**

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# Organizational Chart

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



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

## **Mission**

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

## **Programs & Services**

### **Division of Public Works**

The Division consists of five Bureaus:

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

This Bureau repairs and maintains a safe riding surface on 174 miles of County roadways, 386 bridge and culvert surfaces, County Park roads and paths, County Golf Course parking lots and paths, and over 30 County-owned facilities and parking lots, including Runnels Specialized Hospital.

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

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

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

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

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

In late winter and early spring a widespread annual pothole repair program is instituted. Several crews are dispatched to repair potholes that appear as a result of the winter snow plow operation. In 2011 the Bureau filled over five hundred potholes.

Crack sealing of County roadways and parking facilities is carried out during the winter season. Locations are chosen and prioritized by inspection and work order data.

Residents, municipalities, and other County agencies and officials are assisted daily with information, requests, and complaints via telephone, e-mail and in-person requests. Requests for assistance are logged through the use of a work order system and completed on a priority basis.

A Bi-Annual Road Rating Survey is conducted. The intent of this survey is to provide the means to establish priority repairs and preventive maintenance measures. It acts as a catalyst to provide recommendations for the County's Resurfacing Program conducted in cooperation with the Division of Engineering.

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

Solid waste and recyclable hauling is performed weekly. Roll-off containers are located in a number of locations throughout the County. The containers are dropped off, picked up, emptied and returned upon request. The roll-off is also used to assist with County-sponsored recycling events through the Bureau of Environmental Services through mutual aid and in conjunction with the County Clerk's Office, for the incineration of documents for both County and municipal shared services.

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

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

The Bureau of Roads & Bridges is on call twenty-four hours a day, seven days a week, year-round for emergency services, weather events, and hazardous road conditions.

### **Bureau of Mosquito Control**

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

track the number of mosquitoes through the use of New Jersey light traps.

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

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

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

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

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

### **Bureau of Inspections**

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

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

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

### **Division of Engineering**

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

### **Engineering Services**

- Responsible for the inspection, design, rehabilitation, and replacement of 146 bridges, 240 culverts, and 12 dams.
- Coordinate and manage the annual resurfacing program for 174 miles of County roadways, averaging about 12 miles of rehabilitation per year.
- Manage environmental remediation programs for 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.
- Inventory and maintain records of the County's entire infrastructure.
- Support other County departments and agencies, including the Department of Parks and Community Renewal, the Office of Open Space, Recreation and Historic Preservation Trust Fund, the Department of Public Safety, and Runnells Specialized Hospital in

fulfillment of their capital programs by providing design services for and supervising construction on their facilities.

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

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

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

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



plans and implements those plans on Department of Engineering & Public Works projects. The Bureau also developed and maintains a page on the County's web site providing the public with educational material and up-to-date roadway traffic conditions.

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

### **Division of Facilities Management**

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

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

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

The Division consists of five Bureaus:

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

The Bureau of Construction Management maintains approximately 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 same from outside vendors at increased prices.
- Directs compliance and maintenance with safety regulations and standards such as the replacement of damaged sidewalks, retaining walls, steps etc., and snow removal from the County Complexes and parking lots.
- Completes approximately 12,000 work orders annually, generated from a computerized work order system that records the job type, and designates the shop performing the task and the man-hours used to complete the job.

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

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

- Responsible for the direct supervision of 23 employees.
- Daily record keeping and equipment inventory required to provide cost effective measures and the ability to complete the job.
- Oversight of work areas in order to ensure safety for all employees and the general public.

- Enforce proper training of new employees consisting of building familiarity, uniforms, the proper use of safety equipment, emergency situations, cleaning techniques and the use of cleaning products and chemicals, individual employee conduct, and individual responsibilities.
- Works collectively with the day shift on snow removal and emergency situations such as the use of snow plows, shovels and salt deposits in addition to addressing any crisis situation on an as needed basis.

### **Bureau of Stationary Engineers**

- Strictly coordinates and monitors four mechanical trade units within the Division of Facilities Management, consisting of electricians, plumbers, HVAC and stationary engineers to ensure adherence to Federal, State and County mandates regarding health, safety and fire code enforcement
- Maintains approximately 28 buildings with two million square feet, 24 hours per day, seven days per week. The electricians, plumbers and HVAC function on the standard time frame with the exception of being on an on-call basis when needed.
- Oversees larger scale capital projects, in-house renovations and reconstruction independently and in conjunction with architects and engineers retained by the County. The Bureau Chief will attend vital meetings to enforce and monitor progress tracked by computerized system and work orders.
- Monitors the Automatic Logic Control System (ALC) reporting and regulating individual building temperature control.
- Enforces compliance and consistency with New Jersey EPA STACK testing mandates, guideline and permits.
- Maintains power house consisting of:
  - ✓ Three high pressured vessels.
  - ✓ Electrical buss with 480 switch gears.
  - ✓ All generators within the county buildings.

### **Bureau of Administrative Support**

The Bureau of Administrative Support has four employees (not including the contracted Xerox employees) and offers a wide range of Countywide services including printing, typesetting, graphic design, image scanning, plate making, document scanning, lamination, creation of digital files including .pdf, .tiff, .jpg, .qxd, .indd, .ai, image and file preparation for use in Digital Printing, Offset Printing, Sign Making, Vehicle Lettering, installation of custom signs made of vinyl, plastic, foam board, aluminum, paper etc., and the production and creation of forms, carbonless (NCR) forms, flyers, business cards, invitations, tags, nameplates, labels, SLATS, menu directories, event signs, temporary signs, indoor and outdoor banners, signs and posters, and presentation checks etc.

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

presses, digital presses, and numerous pre-press and post-press equipment.

## **Division of Park Maintenance**

### **Bureau of Park Maintenance**

- Preserves and improves the County's parks and recreational facilities, provides the necessary technical resources to ensure the smooth operation of all park facilities and special events, and provides custodial and janitorial services as well as general park maintenance.
- Supports recreation initiatives and programs to facilitate the public use and enjoyment of County parks and recreational facilities.
- Financial and administrative services such as accounts payable, budgeting and purchasing will be managed by the Department of Engineering, Public Works & Facilities.

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

Responsible for implementing county-wide recycling programs including computer and electronics, tires, used motor oil and motor oil filters, and mobile paper shredding events. Coordinates environmental programs for homeowners to properly dispose of old oil based paints, pesticides and other household hazardous waste. Disseminates environmental education and recycling materials and implements Union County's Clean Communities Program.

## **2011 Accomplishments**

### **Division of Public Works**

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

Roads were swept twice per month and basins, manholes, inlets, and storm lines were cleared periodically in compliance to DEP Stormwater Regulations. Catch Basins and Inlets were repaired and replaced throughout 2011.

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

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

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

The 2011 Leaf Removal Program is ongoing.

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

The South Front Street Bridge was closed and personnel were reassigned within the bureau.

Snow and Ice Removal and Flood Control were performed throughout 2011 before, during and after severe weather events. Preventative maintenance and repairs were performed on all Bureau of Roads & Bridges Equipment and Snow removal Equipment. General Housekeeping and maintenance projects of the Public Works Complex were performed.

Routine maintenance and repairs were conducted on all Public Works equipment and vehicles. Safety pre-trip inspections were performed. Assistance was provided to Galloping Hill Golf Course for paving improvements.

Assistance was provided to the Division of Park Maintenance for the on-going construction in Echo Lake Park with construction of the Dog Park, constructing and paving a parking lot at the service yard in Warinanco Park. The Bureau also resurfaced paths in Cedar Brook Park, paved a path in Deserted Village, resurfaced a handball court in Warinanco Park along with construction and installation of a spray poll, maintenance building and paths at Mattano Park.

Provided assistance to the Bureau of Planning and Environmental conservation with recycling events through the use of roll off equipment and labor.

The Bureau provided assistance to law enforcement agencies via hauling and disposal of controlled substances and fireworks.

The Bureau provided assistance to municipalities through equipment and personnel loans and shared services. Provided extensive assistance to the Township of Cranford with cleanup following Hurricane Irene.

### **Bureau of Roads and Bridge Work Order Request Summary for 2011**

**Total work order request - 2,215**

**Total Labor & Material - \$2,608,347.30**

### **Bureau of Inspections**

During 2011 the Bureau issued 433 permits, collected \$62,565.20 in permit fees and \$65,851.50 in refundable bond fees, for a total of \$128,416.70.

The Bureau is responsible for all of the permitting of road openings on Union County roads and right-of-ways. In addition to permits for water, gas, electric, cable, communications, sanitary and other public utilities found underground, are the permits for curb alterations by public and private contractors. The Bureau provides continuous monitoring of curbing installation, and roadway and right-of-way excavations in order to ensure proper restoration and compliance with County specifications. This Bureau also provides personnel for snow removal operations.

In addition to Road & Bridges Inspectors, the Bureau houses the Departments Safety Coordinator, who is responsible for scheduling safety programs and ensuring compliance with Local, Federal and State regulations. Examples of these regulations are: OSHA and Right to know Compliance, Commercial Drivers Licensing, Storm

Water Management, and Work Zone Safety. In-house training is also scheduled such as forklift, backhoe, and bucket truck operation, fire extinguisher and ladder usage, and proper flagging techniques, just to name a few. The reporting and recording of all departmental employee injuries and motor vehicle accident issues also fall under this Bureau.

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

This year the Bureau concentrated on removing all dead or dying trees throughout the County that posed a potential safety or traffic hazard, which were mainly identified through requests from the public as well as County personnel. This year the Bureau had a large request for tree trimming and removal. There were 300 trees trimmed along County roads and 200 trees removed due to safety concerns. Also due to severe weather, we have lost over 400 trees due to Hurricane Irene and high winds. The Bureau continues to promote arboriculture and the preservation and planting of shade trees within the county.

The Bureau continues to work with the local electrical companies removing trees and limbs that are located in their power lines.

The Bureau has addressed concerns of trees in various parks;

**Cedar Brook** – 25 trees were removed and 75 trees trimmed.

**Warinanco Park** – 83 trees trimmed and removed 33 dead trees throughout the park.

**Echo Lake** – 13 trees have been removed around the picnic areas. Also 61 trees were trimmed. The Bureau is continuing to address all concerns in this area and all of the parks throughout the County.

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

**Ashbrook Golf Course** - 13 trees have been removed that were either dead or dying and 47 trees have been trimmed

**Gallop Hill Golf Course** – 20 large dead or dangerous trees were removed and 33 trees were trimmed.

The Bureau also planted 150 street trees consisting of five (5) different species which included Zelkova, Maacia Amurensis, Kwanzan Cherry, American Elm and Greenspire Linden. The County



consistently diversified the mix of trees due to the continued removal of older dominant trees.

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

The Bureau also held Municipal Tree Worker Safety Trainings for municipalities throughout Union County. Employees of the Bureau attended various classes related to tree climbing, large tree pruning, chainsaw safety, precision felling, working aloft with chainsaws, tree rigging and aerial life operations along with pesticide, education.

The Bureau continues to maintain the Union County Compost Facility for the composting of leaves for the municipalities throughout Union County at a cost of \$2.00 per cubic yard. This year the County is anticipating collecting approximately \$285,000.

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

Heavy snow during the winter and the wet spring of 2011 made the perfect combination for large numbers of mosquitoes in Union County.

The heavy snow that fell at the beginning of the 2010-2011 winter, and the continuance of heavy snow falls in 2011, kept the bureau busy with plowing the county roads and de-icing them. Due to the weather the Bureau was unable to schedule the regular ditch maintenance program that it annually performs throughout the winter season. The weather was a hindrance as it went from winter to summer with a short window of opportunity to work on solid ground.

It was a normal mosquito population for the summer of 2011 number-wise, although there was a slight increase in the freshwater swamp species, Anopheles. These species are known as the vector of malaria. The species most often associated with the West Nile Virus, Culex species, was not affected though, and their populations remained consistently high throughout the 2011 mosquito breeding season. The Bureau had 363 complaint calls. Half of the calls resulted in mosquitoes breeding and requiring treatment with larvicide. The remaining calls were able to be treated by removing standing water.

The method of mosquito surveillance in Union County utilizes the traditional New Jersey Light Trap, of which the Bureau had 22 in place semi-permanently. The Bureau staff members collect the specimens twice weekly. They are brought back to the lab and identified by the ID Specialist. The staff also disseminates portable mosquito traps on an as needed basis. These traps are battery operated and are employed at locations throughout Union County for the purpose of determining species of mosquitoes that are creating a nuisance and are also a health concern. The specimens from these traps are identified back in the lab and are sent to the State labs in Trenton for the purpose of testing for the presence of diseases. Each sample sent for testing is called a "pool" and can consist of up to 50 mosquitoes (always female). We sent 173 pools to the state labs in 2011 of which we had 17 confirmed as positive for the presence of West Nile Virus, a record for Union County. The entire state of New Jersey had record numbers of positive WNV for 2011. There was one confirmed human case of WNV in Kenilworth.

The Union County Bureau of Mosquito Control continued the R&D work from last year that involved a new method of delivering a liquid larvicide via ground ULV equipment. The project goal to get approval from the NJDEP and the EPA for labeling of the product for such use, can be claimed a success. The trials lasted 10 weeks and proved again that the method was viable. The Bureau worked closely with the Rutgers Center for Vector Biology and their biologist. Presently, the results and efforts of our work are being lauded by the Mosquito Control fraternity across the eastern region of country, recognizing Union County New Jersey Mosquito Control's work in a positive light. The trial work documentation was well received, and the label changes will be implemented in time for 2012 season having been approved by the USEPA. All that remains is for the individual states' environmental departments to put each of their label changes together.

The Bureau of Mosquito Control was involved with a major clean-up project by assisting the Shade Tree Bureau and the Roads Bureau in municipalities which were impacted by Hurricane Irene.

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

Bridges. All of Mosquito Control's employees are licensed by the NJDEP as Pesticide Applicators in the 8B category, as well as being NJDOT CDL drivers and 4 staff members are equipment operators.

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

- Repair Work Orders 924
- Total Cost \$559,310.11
- Hours 8330

These figures include the Repair, Welding and Spreader Shops in-house work performed by the Bureau.

### **Division of Engineering**

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

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

The following projects were performed by the Division:

- **Berkeley Heights** – 2011 Resurfacing and Handicapped Ramps Construction of Springfield Avenue from Morris County Line to New Providence Borough Line.
- **Clark** – Resurfacing and Handicapped Ramps Construction of Brant Avenue from Westfield Avenue to GSP Interchange 135; Valley Road from Walnut Avenue to GSP 135; and Westfield Avenue (Municipal Road – Shared Service) from Brant Avenue to GSP Overpass.
- **Cranford** – Resurfacing and Handicapped Ramps Construction of Kenilworth Boulevard from Westfield Town line to Kenilworth

Borough line. Construction of replacement Nomehegan Lake Dam.

- **Elizabeth** - Traffic Signal Improvements – 12 intersections (ARRA Funding); Resurfacing and Handicapped Ramps Construction of North Broad Street from North Avenue to Newark Avenue.
- **Fanwood** - Traffic Signal Improvement - Terrill Road Corridor (ARRA Funding). Resurfacing and Handicapped Ramps Construction of Martine Avenue from King Street to Portland Avenue.
- **Hillside** - Traffic Signal Improvement (ARRA Funding) - 2 Intersections.
- **Kenilworth** - Resurfacing Construction and Handicapped Ramps - Kenilworth Boulevard - Michigan Avenue to the Garden State Parkway (ARRA Funding – Evening Improvement).
- **Mountainside** – Resurfacing and Handicapped Ramps Construction of Springfield Avenue from Mill Lane to Westfield Town line; Tracy Loop in Watchung Reservation; and W.R. Tracey Drive from Tracey Loop to Surprise Bridge New Providence Road from Partridge Lane to Route 22.
- **New Providence** - Resurfacing and Handicapped Ramps Construction of Springfield Avenue from Berkeley Heights Township line to Summit City line; and Passaic Street from Springfield Avenue to Bridge over Passaic River. Traffic Signal Improvement at intersection of Springfield Avenue and Union Avenue.
- **Plainfield** - Traffic Signals Construction (ARRA Funding) - Terrill Road Corridor and Park Avenue Corridor.
- **Rahway** – Construction of replacement Rahway Park Lake Dam. Emergency repair of the Madison Hill Bridge following Hurricane Irene. Resurfacing and handicapped Ramps Construction of Inman Avenue from St. George Avenue to Jefferson Avenue.
- **Roselle** - West Brook Flood Control Phase IV Project Design and Permit Approval. Gordon Street Bridge-progress on Federal Scoping Study.
- **Roselle Park** - Gordon Street Bridge –progress on Federal Scoping Study.

- **Scotch Plains** – Resurfacing and Handicapped Ramps Construction of Park Avenue from Portland Avenue to Church Avenue.
- **Summit** – Resurfacing and High Friction Surface Treatment of Summit Avenue Curve north of Hill Crest Avenue.
- **Union** – Construction of minor Bridge on Burnet Avenue. Resurfacing and Handicapped Ramps Construction of West Chestnut Street from Stuyvesant to Route 22; and Morris Avenue from North Avenue to Cherry Street.
- **Westfield** - Traffic Signal Improvement Central Avenue Corridor; Resurfacing and Handicapped Ramps Construction of Central Avenue from East Broad Street (Municipal Road – Shared Service) from Central Avenue to Mountain Avenue; Springfield Avenue from Mill Lane to Cranford Township line.

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

The Bureau has continued to provide sign and striping, traffic control, traffic studies, and traffic data services to the County. Some specific departments and bureaus that benefited from our services include: Engineering, Roads & Bridges, Shade Tree, Mosquito Control, County Manager's Office, County Police, Sheriff's Office, County Security, Emergency Management, Environmental Services, Park Maintenance, Parks Golf Courses, Building Services, Human Services, Rutgers Cooperative Extension, Cultural and Heritage Affairs, Board of Elections, Runnels Specialized Hospital, Parks & Community Renewal, Motor Vehicles.

Our Functional units have processed the following requests in 2011:

- **Sign Shop Unit** - fabricated 736 signs.
- **Sign Shop Unit** - fabricated 41 vehicle marking sets.
- **Sign Repair & Installation Unit** - installed/repared 855 signs, and trimmed brush around signs along each County Road.
- **Line Striping/Markings Unit** - striped approximately 90 miles of 4-inch road lines.
- **Line Striping/Markings Unit** - striped 22 parking lots and 54 marking locations.
- **Data Collection Unit** - performed 253 traffic collections.
- **GIS/Asset Management Team** - tagged 900 assets.

- **Survey Team** - performed 10 surveys.
  - **Traffic Studies & Investigations** - studied approximately 20 traffic issues.
  - **Work Zone Traffic Control** - implemented/designed 31 work zone projects.
- The Bureau of Traffic Safety & Maintenance has maintained our ***Traffic Information Program*** that consists of a page on the County website dedicated to providing the citizens of Union County with up-to-date information on construction and maintenance projects that impact traffic flow on the County's 174 miles of road, along with 5 brochures designed to educate the public on traffic safety issues. Improvements have been made to the website to enhance its interactive capabilities.
  - The Bureau has supported the County's municipalities through Mutual Aid and Shared Services with our ***Municipal Striping and Sign Program***. Beneficiaries of this program were Berkeley Heights, Clark, Fanwood, Hillside, Kenilworth, Mountainside, New Providence, Rahway, Roselle, Springfield and Union. This program generated **\$9,260.00** in 2011. It has also provided signage support, traffic data, and traffic control materials to almost all municipalities as well as other County affiliated agencies at no cost.
  - The Bureau has provided Work Zone Traffic Control design, planning, and implementation on many construction projects including the Annual Road Resurfacing Program. This ensures that the County has immediate control of the project and can respond to the concerns of local officials and citizens quickly.
  - The Bureau has many other ongoing traffic safety and maintenance initiatives including: ***General Guide and Warning Signs Upgrades***; Compilation of ***Traffic Data for G.I.S.*** relative to traffic movements/speed/volume/accidents for future GIS mapping layers; and meeting the Federal ***M.U.T.C.D. Compliance*** mandates for signage, striping, and work zones associated with the current edition of the ***Manual on Uniform Traffic Control Devices***. The Bureau's ***Sign Shop*** and ***Line Striping Shop*** also provided other County Divisions and Departments with event signage, vehicle lettering and markings, and parking lot striping.

## **Division of Facilities Management**

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

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

### **Elizabeth Complex**

Justice Complex Project consists of three Phases as follows: Phase #1 – Chancery Court Renovations; New Annex Fire Suppression and Parking Garage Restoration. Phase #1 is completed. Phase's #2 has started in 2011 expecting completion during 2012; Phase # 3 is scheduled to begin 2012.

The Juvenile Shelter Building was totally renovated and prepared for the temporary relocation of the Sheriff Department's SLAP & Transportation Unit during the Elizabeth Cherry Street Project. Project 100% completed.

### **Oriscello Correctional Facility**

Electrical and masonry preparation were conducted in-house. The County also installed a new roof over the bridges on the 10<sup>th</sup> and 12<sup>th</sup> floors, and installed a rear entrance gate. Completed 2011.

### **Parks Facilities**

Echo Lake Dog Park - masonry work was conducted by County personnel and completed. Watchung Horse Stables - heating and air conditioning system was replaced, electrical and lighting units were replaced and repaired, new leaders, gutters and fascias were installed, and two bathrooms were totally remodeled. Echo Lake Boat House - new roofing installed along with perimeter fencing installed. Watchung Amphitheater - benches replaced. Watchung K-9 Unit - new fenced installed. Project 100% complete.

### **Westfield Complex**

The County Police Building/Parking Deck and Office Building Construction project was completed in 2010. Employees from the Veneri Building were relocated to the new offices, and the old

building was demolished. The Froehlich Building had a Freon Detection System installed. Project 100% complete

## **Division of Park Maintenance**

### **Bureau of Park Maintenance**

- All ball fields were cut, lined, dragged, etc. on a regular schedule.
- All bathroom facilities were serviced on a daily basis including week-ends.
- In addition to routine maintenance the division assisted Public Works with snow storms and hurricane clean-up.
- All special events were successfully set up and broken down.
- Permits were obtained from the DEP and work has begun to clean the Green Brook in Plainfield of natural and man-made debris and litter.
- Walking paths were re-paved at Cedar Brook Park in Plainfield.
- A new spray-ground was installed at Mattano Park in Elizabeth.
- Artificial turf fields were designed for Wheeler Park in Linden, Rizzuto Park in Union and Mattano Park in Elizabeth.
- Design is underway to reconstruct the track in Warinanco Park, Roselle. Additional work will include a lighted artificial turf field as well as a new bathroom and storage facility.
- A new eight lane track and lighted artificial turf field is being discussed for Rahway River Park.
- Design and bid were completed for Echo Lake Service Yard. Revised plans cut cost from \$1.5 million to \$750,000.
- Design and bid documents were completed for rehabilitation of the Octagon bathroom and spray ground in Warinanco Park.
- Playground equipment parts were replaced throughout the Parks system on an as needed basis.



## **Bureau of Recycling and Planning**

### **Recycling Event Accomplishments**

Participation and recycling tonnage numbers went up for each of Union County's recycling event programs.

Most notably, computer and electronics collection saw a 54.5% increase in just the first 9 months of the year. The most significant item to call attention to is that the County realized a 48% savings in the cost to demanufacture these items due to the partnership agreement that was made with manufacturers, which covers the cost of recycling TV's, computers and monitors.

The numbers for all recycling events were as follows:

- Electronics Recycling - 333,614 lbs. collected at one day events;  
955,102 lbs. collected via municipal and facility drop off program;  
1,288,716 total pounds collected (thru September); 2,915 residents participated in one-day events.
- Household Hazardous Waste Days - 123,400 lbs. collected, 2,883 participants.
- Paper Shredding - 133,660 lbs. collected, 3,392 participants.
- Tire Recycling - 679 tires collected and recycled at four events.
- Propane Tanks - 395 propane tanks were collected and recycled at four events.
- Mercury Thermometer Collection/Digital Thermometer Provided -  
239 thermometers were collected, 221 distributed.
- Mercury Thermostat Collection/Home Depot Gift Card - Union County, through a joint partnership with Covanta Energy,

handed out 322 Home Depot gift cards to residents who turned in thermostats for recycling.

### **Bureau of Recycling and Planning Program Accomplishments**

- **Recycling Enhancement Grants Electronics Recycling**  
Union County offered Recycling Enhancement Grants to all 21 municipalities, totaling \$150,000. The grants were used to expand local recycling opportunities for residents in the community and serve to increase the municipal recycling rate.
- **Recycling Revenue**  
Markets for many recyclables have increased in the past few years and Union County took advantage of these boosts by instituting a scrap metal recycling program within the County parks as well as motor oil recycling at 16 municipal depots. Recycling revenue was more than \$10,000.
- **Electronics Recycling**  
On January 1 2011, New Jersey's Electronic Waste Management Act banned the disposal of televisions, monitors and computers. Union County has worked to ensure a smooth transition for residents and municipalities. To that end, the County has entered into an agreement with a third-party electronics manufacturing organization to help offset costs associated with recycling of the covered electronics. Union County has already realized a 70% savings in its e-waste recycling costs through this partnership.
- **Recycling in County Buildings**  
Union County conducted recycling audits of various County buildings to ensure that all opportunities for recycling were being captured. The audits identified gaps in the overall recycling program and the County is working on implementing the recommendations made.
- **Recycling Markets Directory**  
To assist businesses and residents, a new and improved Recycling Markets Directory was developed and made available on line. This user-friendly resource is a valuable asset to homeowner and businesses as it enables them to easily find local markets for items they want to recycle.

- **Recycling in Parks**

Park Maintenance more than doubled the number of recycling containers throughout the County park system for the most popular picnic areas in an effort to encourage the separation of trash from recyclables.

## **2012 Initiatives**

### **Division of Public Works**

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

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

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

The Bureau will continue to flush, clean, repair and survey all storm sewer inlets, catch basins and manholes on roadways throughout Union County. Repairs will be prioritized according to results of the surveys conducted. Cleaning and inspections will be conducted on a yearly schedule ensuring basins and manholes in all municipalities are addressed approximately three times per year.

Street sweeping will be conducted on a monthly schedule. All County roads are scheduled to be swept twice per month, weather permitting.

Rights of Way maintenance will be conducted from spring through autumn on all County roadways.

The Bureau will continue with the Mutual Aid/Shared Services program through equipment, personnel and material loans. Assistance will continue with the Bureau of Shade Tree and Conservation with sidewalk replacements as required. The Solid Waste and Recycling

hauling will continue to operate according to requests. Requests will be completed as received.

The Leaf Removal Program will commence on or about November 1, 2011. The 2012 leaf pickup schedule will be made available to all municipalities for notification to residents. The 2012 Schedule will also be posted on Union County's web site.

The Bureau's in-house paving program will provide resurfacing to various County facilities prioritized as requested through County departments, divisions, and bureaus. Requests are submitted to the Bureau of Roads & Bridges and will commence on or about May 1, 2012.

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

The Bureau of Roads & Bridges will assist the Division of Engineering with the 2012 paving project and with establishing priority lists for future paving projects.

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

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

#### **Bureau of Inspections**

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

Local, Federal, and State regulations. A goal is to become an injury and accident free workplace.

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

The Bureau will continue to diligently observe trees throughout the County to identify species sizes and condition of trees and determine which may be in need of trimming or removal due to decay. The Bureau also conducts insect and disease management and takes the necessary protection measures to save the trees. The Bureau assess all trees which have the potential of being removed based on condition, structural integrity, life expectancy, infestations and diseases.

The Bureau will also continue educating the public through Arbor Day activities and the Poetry Contest, which are geared towards school age students.

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

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

### **Bureau of Mosquito Control**

The 2012 season will utilize the same surveillance methods previously used which will be the New Jersey Light traps, gravid traps, CDC traps, and the newer BG traps to monitor the Aedes Albopictus populations. The trial work with the new method of control using a liquid larvicide in a low volume process is valuable to the Bureau's operations. The Aedes Albopictus, commonly referred to as the Asian Tiger Mosquito, is fast becoming the dominate species in our environment here in Union County. This mosquito has not responded to conventional methods of control.

The larviciding will continue to use additional products in our inventory that proved very effective in early and mid-season control efforts. The onset of heavy rains in late August and September taxed the Bureau's efforts to keep the breeding under control due to the

extreme amounts of standing water left after the heavy and continuing rains.

The aducltiding was increased in impacted neighborhoods in order to provide an environment that was suitable for habitation by residents. The Operating Budget was severely taxed by the need for additional pesticides and the rising costs associated with the products that are applied.

Our public education program will continue by attending health fairs and speaking at different venues where we are asked to participate.

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

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

### **Division of Engineering**

Engineering Services plans to continue expanding its Information System/ GIS capability to maintain engineering information for infrastructure assets owned by the County. The Bureau of Geographic Information Systems (GIS) will become part of the Engineering Division beginning in 2012. The Bureau plans to increase its Information/GIS database to include bridges, culverts, signs, traffic signals and roads. As this information becomes digitized, the level of service for engineering requests will be improved.

### **Bridges and Culverts**

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

Eleven culverts (5’ to 20’ spans) are scheduled for construction in 2012:

Group 1 - Berkeley Heights (Be 56) Glenside; Roselle (Ro10)1<sup>st</sup> Avenue; Summit (Su105) Locust Avenue  
Group 2 - Union Vaux Hall (Un26) and Springfield (Sp17)  
Group 3 - Design - Scotch Plains, Springfield, Plainfield  
Group 4 - Design - 3 Culverts in Linden

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

Raymond Avenue Bridge in Plainfield is scheduled for bidding in late 2012.

### **Roads**

Capital road projects planned include approximately 18 miles of roadway resurfacing.

### **Intersections**

Intersection Improvements:

Local Safety Projects - Union (Vauxhall and Valley Street)

County Projects - New Providence - Springfield and Union Avenues  
Westfield - 2 Intersections  
Elizabeth - 3 Intersections  
Cranford - Centennial Avenue Corridor

### **Dam and Lake Restoration**

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

It is anticipated that construction projects will be awarded in 2012 for the Lake Surprise Dam. Design for the rehabilitation of Sperry Dam at GSP Exit 136 will begin in 2012.

**The Division has provided engineering and construction administration services support for the following projects scheduled for 2012:**

- Justice Complex - Phased Improvements
- Union County - Family Court House and Parking Deck
- Galloping Hill - Club House and Learning Center

- Retro-Reflectivity - Signage Grant ( FHWA 2011 - 2015)
- Energy Efficiency and Renewable Energy - Grant
- Solar Concession and Power Purchase Agreement - Grant

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

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

**Bureau of Traffic Safety & Maintenance:**

- The Bureau will be working in support of the County Engineers initiatives for participation in NJTPA grant program for *Sign Reflectivity Compliance* and developing a *Roadway Inventory System*.
- The Bureau of Traffic Safety & Maintenance will continue to improve its *Traffic Information Program* and *Incident Management Initiatives* via the expanded use of portable and stationary “Variable Message Boards,” new safety brochures, and enhanced traffic interruption notification systems. The Bureau will also continue to work with community and professional organizations to further Traffic Safety.
- The Bureau will continue to monitor for effectiveness the *Crash Reduction Program* completed through a grant from the NJ Division of Highway Traffic Safety. This program identified problem intersections and implemented corrective measures in high crash areas.
- The Bureau will continue its **MUTCD Compliance** initiatives addressing the new requirements established by the FHWA.
- The Bureau will continue compilation of traffic data relative to the *Traffic Data for G.I.S.* project and expand this initiative by adding traffic movements, speed/volume, and crash data for future GIS mapping layers. Additionally the Bureau will



continue researching new pedestrian and turning movement technology.

- The Bureau will continue its *General Guide and Warning Signs Upgrades* for roads resurfaced in 2012.
- The Bureau's *Sign Shop* and *Line Striping* will continue providing other County divisions and departments with event signage, vehicle lettering and markings, and parking lot striping, and it will be researching new striping materials to enhance safety on the County road system.
- During 2012, the Bureau will continue to provide traffic control and work zone safety for the 2012 *Road Resurfacing Program* and the remainder of the 2011 *Road Resurfacing Program*. It will also continue to support the local municipalities through Mutual Aid and Shared Services.
- The Bureau will continue to provide Work Zone safety training to other County agencies, departments, and municipalities, and will continue to participate in research Traffic Safety Grants.

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

- The Bureau will take CarteGraph to the next level by implanting Handheld units across public works, digitizing storm water lines, and digitizing catch basins.
- The Bureau will update the County Street Map by locating and identifying missing streets, and updating CarteGraph Street view database.
- The Bureau will update CarteGraph bridge view database and the sign view database.
- The Bureau will continue to maintain the GIS website and support the various layers of GIS including tax maps, enforcement zones and OEM information.

#### **Division of Facilities Management:**

**Administration Building** – The second heating and air conditioning unit will be replaced as the first unit was replaced last year. This remains pending schedule for complete 2012.

**Andrew K. Ruotolo Justice Center**

Demolition of the existing Day Care Center and Architectural drawings completed in 2010. Seventy percent of this project will be completed by County Personnel and the remaining thirty percent will be awarded to an outside vendor. Project renovations including the reconstruction of the 2<sup>nd</sup> and 3<sup>rd</sup> floors are scheduled for total completion in 2012.

**Architectural On-Call Services, Engineering On-Call Services and Engineering Air and Water Compliance:** the County will retain consultants for 2012.

**Board of Elections** - Exterior Fenestration and Weatherization renovations will be conducted at 271 Broad Street, Elizabeth was evaluated and in its initial stage during 2011. Provision for contractual enhancement expected to commence in 2012.

**Elizabeth Complex**

The Justice Complex Project - Phase #1 was 100% completed during 2011.

Phase #2: Oriscello Correctional Facility kitchen renovations; replace 48 inmate showers on PODS and secure Correction Officers area on PODS has begun in 2011 planning for 100% complete in 2012.

Phase #3: The Oriscello Correctional Facility security and installation of approximately 250 surveillance cameras; lobby; control center and locker room reconstruction and Elevator upgrade. Specifications and project bidding expected to begin and scheduled for 100% completion in 2012.

**Tower Fire Project** consists of 3 Phases as follows: Phase #1 - Rotunda Air Conditioning and Fire Sprinkler System replacement. Project initial stages begun in 2011 with expectation for completion in 2012.

Phase #2 - Newly constructed Parking Deck and Building for the Courts. Consultant retention and land modifications have begun in 2011 with a tentative ground breaking date of 2012.

Phase #3 - Enclosure of the Courthouse Tower stairwell and sprinkler system installation (all phases are expected to begin in 2012).

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

Juvenile Detention (old): Renovations to the Elizabeth Juvenile Detention Center to accommodate a 150-bed, Adult Correctional Facility including elevator replacement in both the parking garage and the Detention Center. Project expected to commence in 2011 and partially included in Justice Complex - Phase #II. 100% completion expected in 2012.

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

#### **Parks Facilities**

Watchung Horse Stables - Seven additional bathroom facilities are scheduled for upgrade during 2011 including new tiling, sinks, toilets and urinals. Project scheduled for completion in 2012.

Wheeler Park Pool - Public Locker Room Renovation and Roof replacement project began in 2011. Roof replacement is completed at 100%. Locker Room Renovation will commence in 2012.

#### **Oriscello Correctional Facility**

Exterior window re-caulking and the replacement of broken security glass where necessary will be completed in 2012.

#### **Westfield Complex**

County Police Building Control Center - Total equipment upgrade expected to commenced in 2011 and is on-going 2012.

## **Division of Park Maintenance**

### **Bureau of Park Maintenance**

#### **Playground Safety Improvements**

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

#### **Spray Pools**

The County will replace the existing spray ground in Cedar Brook Park with new equipment and features. These facilities provide cooling relief to families in urban areas during the summer months.

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

Award contracts to begin construction in Rizzutto Park, Warinanco Park, Mattano Park and Wheeler Park.

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

Begin construction of storage garage and refurbishing of the service yard fence, lot and grounds.

#### **Master Plan**

Evaluate the recommendations in order to prepare plans and budget estimates to carry out suggested initiatives. Work closely with Parks & Community Development in identifying priorities.

### **Bureau of Recycling and Planning 2012 Initiatives**

- Provide same level of recycling programs and services despite cuts in grant funding.
- Expand scrap metal recycling to all park service yards and institute a pilot program for residents in at least one park area.
- Offer inter-local service agreement to municipalities without a Certified Recycling Professional (CRP) .

- Continue enhancements to County's overall recycling program in both facilities and parks
- Implement a Cork Recycling Program for restaurants and bars in Union County.

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**Department of  
Finance**

**Comptroller**

**Internal Audit**

**Reimbursement**

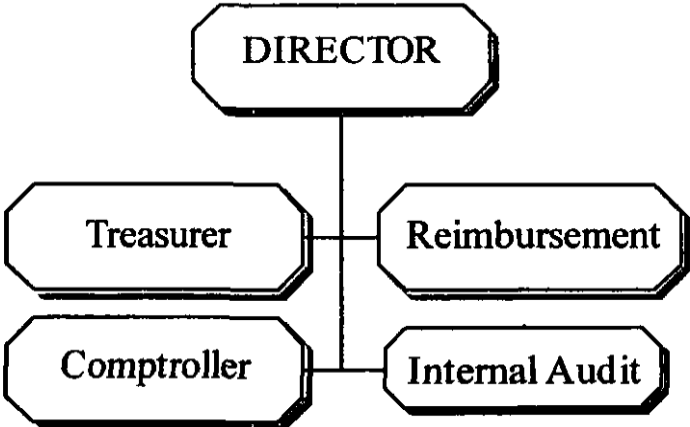
**Treasurer**

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# Organizational Chart

## Department of Finance



# **DEPARTMENT OF FINANCE**

## **Mission**

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

## **Programs & Services**

### **The Division of the Treasurer**

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

### **The Division of Comptroller**

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

### **The Division of Reimbursement**

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

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

Ensures compliance with state statutes and county policies i.e. petty cash procedures, insurance refunds, cash collections, change orders,



and purchase orders. The division is a liaison to county, state, and federal auditors.

## **2011 Accomplishments**

### **Payroll/Personnel System**

Helping the County Personnel Department in implementing new health insurance and benefit policies.

### **Sale of Serial Bonds and Bond Anticipation Notes**

Issued \$80,000,000 of bonds to permanently fund various capital improvement projects including the Union County Arts Center, road and bridge improvements, and improvements to Union County College and the County Vocational-Technical School.

Issued bond anticipation notes of \$130,000,000 to fund capital projects such as road and bridge improvements, traffic signals, improvements to buildings and parks.

### **Debt Service Refinancing**

Assisted the Union County Utilities Authority in refunding its outstanding debts.

Assisted the Union County Improvement Authority in its Solar Energy Program.

### **Fixed Asset Accounting**

Received a report from an outside vendor for a complete inventory of all fixed assets including land, buildings, building improvements, vehicles, and equipment to be included in the 2011 financial reports.

### **Electronic Banking**

Upgraded banking and payments by electronic means as opposed to checks along with improving the credit card system for the Parks Department and golf courses.

### **Revenue Enhancements**

Upgraded reporting of indirect costs and fringe benefits to maximize reimbursements from state and federal agencies.

Cancellations of unused balances in capital accounts resulted in available funds for re-authorization to new projects.

## **2012 Initiatives**

### **County Billing**

Create a centralized county accounts receivable system to monitor all issued invoices and timely collection of these revenues and reimbursements which are recorded in the county financial system.

Install latest upgrades to the Edmunds Financial Software which includes enhanced reporting of purchase orders and payments.

### **Revenue Enhancements**

Maximize revenues and minimize expenses by developing new methodologies with a cost consultant.

### **Pension Consultation**

Enhance consulting sessions for potential retirees on the various options for retirement.

### **Electronic Banking**

Upgrades to banking, collections and payments via wire transfers and automatic clearing house (ACH).

### **Fixed Assets**

Monitor and report acquisitions and dispositions of fixed assets.

### **2012 Bond and Note Sales**

Issue of bonds to permanently finance the majority of bond anticipation notes outstanding. Issue new bond anticipation notes to fund ongoing projects.

Assist the Union County Improvement Authority in issuing bonds to fund the Family Court Project and the refunding of its outstanding debt.

**Deferred Compensation**

During 2012 the Department of Finance will provide services to employees in an effort to provide assistance with a deferred compensation program. We will 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.

**Accounts Payable Enhancements**

To develop new processing procedures for Accounts Payable and financial reporting.

**Budget Cancellations**

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

**Payroll/Personnel System**

Organize and upgrade the archiving system for all payroll records.

Payroll Solutions to provide the most requested reports and include them with every payroll.

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**Department of  
Human Services**

**Aging**

**Employment Services and Planning**

**Paratransit**

**Planning**

**Social Services**

**Youth Services**

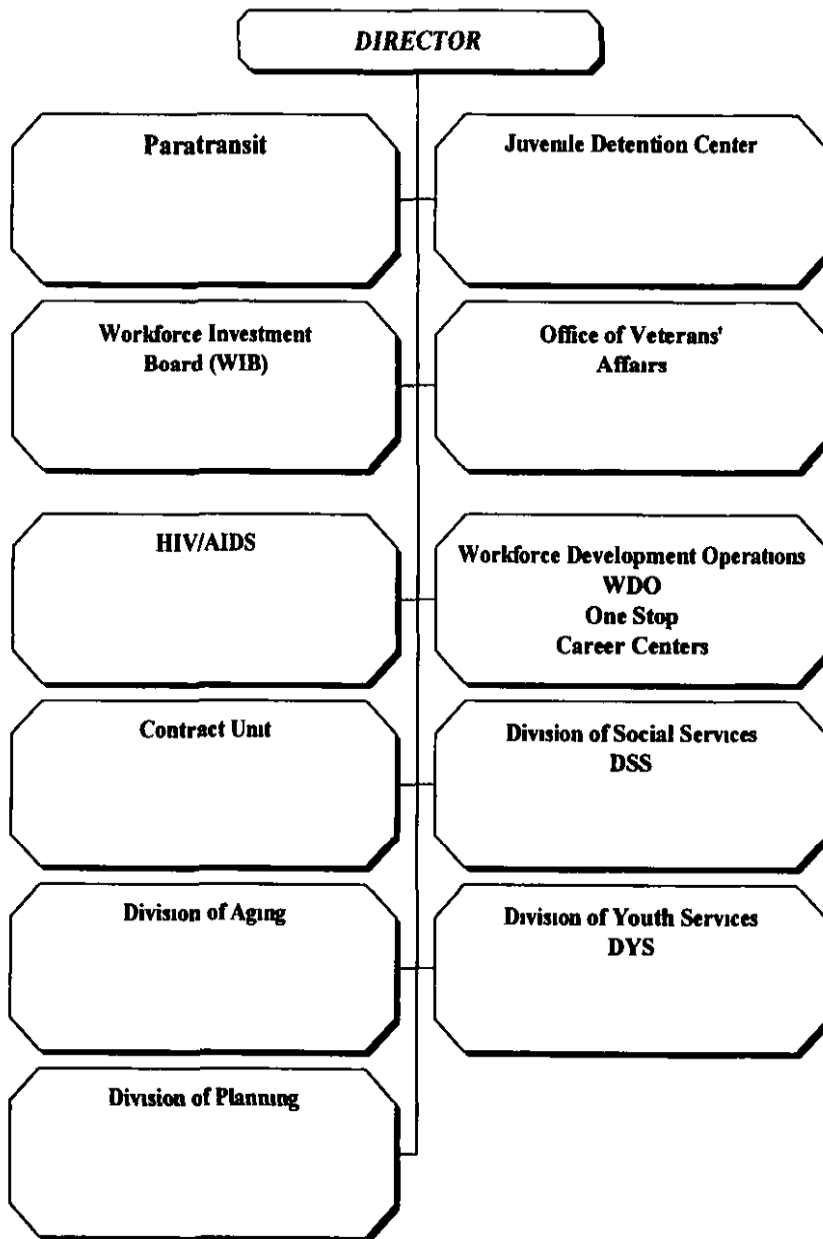
**Juvenile Detention**

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# Organizational Chart

## Department of Human Services



# **DEPARTMENT OF HUMAN SERVICES**

## **Mission**

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

## **Programs & Services**

### **Office of the Director**

The Office of the Director has administrative responsibility for service delivery of the department's four divisions plus the Juvenile Detention Center; Paratransit; Workforce Development Operations; the Workforce Investment Board (WIB); Veterans services; and HIV/AIDS services. In addition, special Freeholder initiatives and programs that respond to the emerging needs of more than 530,000 people in Union County's 21 municipalities are delivered through the Director's Office. The Department of Human Services is staffed by approximately 740 professional and support staff.

### **Juvenile Detention Center**

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

### **Youth Shelter**

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

### **Paratransit System**

Countywide transportation for seniors, disabled residents, veterans, and other income eligible citizens is provided by Paratransit, helping these citizens maintain independence or access a better quality of life.

Trips include rides to medical, educational, employment and shopping facilities throughout the county and bordering municipalities.

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

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

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

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

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

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

resources from labor, education, human services, business and government.

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

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

### **HIV and AIDS Services**

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

### **Contract Unit**

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

### **Division on Aging**

The Union County Division on Aging is one of 670 "Area Agencies on Aging" nationwide established under the federal Older Americans Act. The division has bilingual (English/Spanish) staff and information printed in Spanish to serve the county's growing Hispanic population. According to the latest available U.S. Census figures (2005-2009), more than 17 percent of Union County's 522,050



residents are over age 60. The Division on Aging provides care management services for the state's Medicaid Waiver Programs, Global Options, and for the Jersey Assistance for Community Caregiving Program (JACC), the goal being to promote wellness, independence, dignity and choice for seniors and their families. The Division's other services include Information and Assistance; the State Respite Program (SRP); Nutrition (home-delivered and congregate meals); the Older Worker Program; and "Vintage Views," a cable television program.

### **Division of Planning**

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

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

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

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

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

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

Provides information and referral services to community-based organizations offering short-term shelter; housing and support services; financial assistance for rent and/or mortgages; utility bills; food; clothing; limited medical assistance; transportation; and assistance to achieve permanent housing. The 24-hour hotline number is (908) 756-6061.

#### **Planning/Disabled Services**

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

### **Planning/Rape Crisis Center**

Provides crisis intervention and counseling to victims of sexual assault and their families. Trained volunteer advocates staff a 24-hour hotline, 908-233-7273.

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

Union County's IDRC is a state mandated program. The IDRC is funded by DWI (driving while intoxicated) client fees. The program requires offenders to attend a 12-hour, two-day education/prevention program to determine if a driver's license can be restored or if further treatment is warranted before restoration.

### **Division of Social Services**

Social Services, Union County's welfare office, promotes personal responsibility as defined by the state's Work First New Jersey (WFNJ) legislation by helping individuals and families move from welfare dependency to self-sufficiency through employment and educational skills training, family case management, job readiness preparation, child care assistance, and related support services.

### **Immunization Clinic**

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

### **Division of Youth Services**

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

## **2011 Accomplishments**

### ***Director's Office***

#### **Housing for the Homeless**

In January 2011, the U.S. Department of Housing and Urban Development (HUD) awarded the DHS more than \$3 million dollars to extend 21 housing assistance projects in progress for an additional year. These projects are operated by Bridgeway Rehabilitation Services; Community Access Unlimited, Homefirst Inc.; the YMCA of Eastern Union County; the YWCA of Eastern Union County; and, the Elizabeth Coalition to House the Homeless. The DHS works with these and other community based agencies/partners to submit a proposal to the federal government annually.

In 2011, Union County competed nationally for federal funding from the U.S. Department of Housing & Urban Development (HUD) and was awarded \$1,101,229 in May for a new three year program to help homeless families with children. The program, featuring 14 units of leased housing, will be operated by the YMCA of Eastern Union County.

### **Workforce Development**

#### **Youth Employment & Training Program**

In the summer of 2011, 143 eligible teens enrolled in the Youth Employment & Training Program, funded under the federal Workforce Investment Act (WIA). Teens earned \$7.25 per hour at their summer jobs with the Clark and Plainfield Boards of Education, the Urban League, and the Rahway Community Action Organization as clerks, landscapers, child care assistants and junior counselors. During the school year, teens participate in the Career Exposure Program that teaches financial literacy; study skills; leadership; and workplace conduct.

#### **College for Teens**

In the summer of 2011, more than 50 students in grades eight through 12 from throughout Union County completed a three week career exploration program at Union County College in Cranford. The teens were given the opportunity to learn about a variety of careers and at the same time learn about life on a real college campus.

### One Stop Career Centers (OSCC)

For the 11th consecutive year, all performance measures, mandated by the U.S. Department of Labor, were passed. This outstanding achievement was reached through the hard work and dedication of the OSCC staff in monitoring and managing all Workforce Investment Act (WIA) customer enrollments and terminations.

### Bi-County Job Fair

To help more than 1,000 mostly Union County workers laid off from their jobs in Middlesex County, the One Stop Career Centers from both counties organized a Job Fair held at Union County College, Cranford campus, on May 20th. More than 20 employers, including FedEx, NJ Transit, and Wakefern Corporation, were on campus to meet with job applicants. One Stop staff held workshops in English and Spanish and provided one-on-one help for applicants with job search strategies and resume writing.

Prior to the Job Fair, OSCC staff assisted the state's Department of Labor and Workforce Development's Response Team in providing rapid job search and social services to over 1,500 displaced workers from C&S Haulers in Avenel, N.J. This was a major lay-off for both Union and Middlesex Counties, hence staff from both counties, as well as the state, were involved. The Job Fair was a great example of state, county, local, and other key partners joining resources for a common purpose.

### Point in Time Survey

In January 2011, the One Stop Career Center (OSCC) participated in the annual DHS initiative to count the homeless by providing clothing, food, personal care items, and shelter to homeless individuals that were brought into the Plainfield office of the OSCC and Division of Social Services.

### Assistive Technology Presentation

The OSCC hosted an exhibit by a partner agency, the state's Division of Vocational Rehabilitation Services. This exhibit provided OSCC staff the opportunity to view and use some of the Assistive Technology equipment available to clients with special needs.

### Community Resource Day

The OSCC co-hosted the Plainfield Housing Authority's 4th Annual Community Resource Day. The event took place in the outside atrium area of the Park-Madison Building, Plainfield. Over 75 community resource

agencies and programs participated in this day-long event. The purpose of this annual event is to empower and provide county residents with information about county and local programs and services that are available to them.

#### Job Fairs Just for Veterans

Both the Elizabeth and Plainfield OSCCs hosted job fairs for veterans at various times throughout the year. The Lyons VA Health Care Mobile Unit also participated by providing health screenings and information about healthcare for veterans.

#### Northern NJ Health Professions Consortium

The One Stop Career Centers, working in collaboration with and as a part of the Northern New Jersey Health Professions Consortium, successfully recruited and enrolled over 118 county residents in medical training programs including: LPN (licensed practical nurse); Pharmacy Technician; EKG Technician; Medical Assistant; and Physical Therapy (PT) Assistant, among others.

#### Reconnections/Ex-Offenders Program

In the spring of 2011, staff from the Reconnections/Ex-Offenders Program conducted a workshop for ex-offenders seeking employment and/or re-entry to the workplace.

#### Fork-Lift Certification

Commencing in January of 2011, and continuing every month thereafter, workshops for Forklift Certification were offered to eligible county residents at the Elizabeth and Plainfield One Stop offices.

#### Small Business Workshop Series

The Small Business Administration, in cooperation with the Business Services Reps in Plainfield, offered a series of workshops entitled "Small Business Certification" on July 14th, 21st, 28th, and August 4th, 2011.

#### On-site Employer Recruitments

The following companies came to the One-Stop Career Center's to recruit employees: Ferraro Foods; Dollar General; LovingCare; Life Station; Pop-a-Lock; First Transit; Veteran Outreach; SCI; Gloria Gilcrest; National Security; National Mail; National Worksite Staffing; Weatherization; First Transportation; Advantage Apparel; Veteran Outreach; Veteran Validation;

and Veterans Job Fairs.

In partnership with local businesses, the One Stop's on-site employer recruitment/job fairs are an opportunity for local employers to meet with and interview a pool of qualified, potential employees without the costs of advertising and/or an extensive search process.

#### General Assistance (GA) Client Flow Process

The One Stop Career Center (OSCC), as the lead agency, successfully re-vamped the Client Flow Process for individual residents applying for General Assistance (GA). This action became necessary because of new, state imposed requirements to qualify for GA. This effort required the input of all parties working with a short timeframe to have this process in place and a written plan to Trenton. With the cooperation of county and state staff, the OSCC was able to have a plan in place and staff ready to receive all new GA applicants on July 1, 2011.

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

#### USDOL Utility Workers Union of America Green Skills = Green Jobs Program

In 2011, the WIB, in partnership with the Utility Workers Union of America, was awarded a USDOL (US Department of Labor) Energy Partnership Grant, *Green Skills = Green Jobs*. **Union County was the only county in the United States to receive this award.** The Green Jobs Program is a three state initiative (Massachusetts, California, and New Jersey) to train incumbent, unemployed and dislocated workers for careers in the green industries. This program is a proactive response to the aging of utility workers and the need to train both incumbent and entry level workers in green careers.

#### Union County Green Skills = Green Jobs Program

Approximately 300 individuals were served by the program in 2011.

#### Dislocated Worker Training

In 2011, 120 people completed the Employment Skills Training program, learning resume writing and job interview techniques. The OSHA 10 Construction Safety Certification was awarded to 108 participants. The OSHA 30 Construction Safety Certification was awarded to 27 participants. CPR/First Aid Certification was earned by 85 participants.

A Rutgers University Certificate in Commercial Green Technology was earned by 37 participants. The Certificate in Commercial Green Technology consists of a *Corporate Sustainability Manager* who is able to “zero out” waste, innovate with sustainable design, reduce carbon footprints, maximize natural resources, and implement LEED facilities construction, operations, and maintenance. Also, a *Carbon Accounting and Reduction Manager* who is able to provide a market-oriented climate change and carbon management education. Participants learn the tools necessary to understand how global climate change will impact a business.

Twenty-four (24) participants earned a Rutgers University Certificate in Residential Green Technology. The Certificate in Residential Green Technology consists of a *BPI Home Energy Auditor*: BPI Building Analyst certification provides individuals with the knowledge necessary to provide homeowners an overview of energy consumption and options to save money by conserving energy. Also, the *Solar Panel Installation and Maintenance (PV Boot Camp)* certification includes NABCEP PV Entry Level Certificate of Knowledge. Participants learn basic knowledge of solar photovoltaic (PV cells; modules and system components; electrical circuits; PV system design, estimation, and code requirements; solar electric products and applications; an understanding of energy conversion from sunlight to electricity, and working with solar conversion equipment.

Union County Vocational-Technical Schools offered a program that prepared individuals for careers in the solar industry. Topics included the Solar Market, Solar Technology, Solar Design and Concepts, and Solar Installation. The program provided 54 hours of occupational training related to the solar industry over a period six (6) weeks to individuals aged 18 and older. Eighty-eight (88) participants completed the program and earned a Solar Energy certificate. Students obtained the skills required to take the National Examination for design and installation of a photovoltaic energy system.

#### Incumbent Worker Training

Thirty-two (32) participants completed the Compressed Natural Gas Training Program offered by the Atlantic County Utility Authority. The training included: CNG (Compressed Natural Gas) Fueling System Inspector Training; Driver & Mechanic Safety for CNG Vehicles; and, CNG Fueling Station O&M Certification Course.

### **Youth Career Prep and College Prep Academies**

The WIB, in partnership with Union County College, developed a Youth Career Prep Academy and College Prep Academy for young adults to learn important work related skills, and to explore career paths and choices.

#### Youth Career Prep Academy

The Union County College Career Prep Academy was targeted to economically disadvantaged youth aged 17 through 21 to improve academic performance in school, access job training and higher education opportunities, gain the skills needed to progress in career goals and obtain employment.

The program provided out-of-school youth aged 17– 21 classroom instructional training to prepare for a Workforce Investment Act (WIA) recognized certificate and/or provide career awareness and career exploration information and provide academic instruction for those participants assessed as deficient in basic skills. The program provided educational / occupational training services to approximately twenty (20) youth. Each participant was provided ninety (90) hours of classroom instruction and case management services. Participants were paid a stipend of \$5 per hour for successful attendance.

Participants were provided training to attain a Workforce Investment Act nationally recognized certification in the following fields: National Retail Federation Foundation Retail/Customer Service Certificate; Pharmacy Technician; A+ Certification; Web Design; and MS Certification.

#### College Prep Academy

The Union County College *College Prep Academy* was designed to help economically disadvantaged high school seniors improve academic performance in school, access higher education opportunities, and gain the skills needed to progress in career goals. The *College Prep Academy* provided WIA eligible high school seniors the information and skills necessary for success in higher education. This program assisted students in making informed career decisions with the intent to keep them on the path toward higher education. The program served approximately twenty (20) youth. The College Prep Academy provided each participant fifty (50) hours of classroom instruction and case management services. Participants were paid a stipend of \$5 per hour for successful attendance.



**US Department of Labor - Hurricane Irene Disaster National Emergency Grants NEG)**

In response to the destruction caused by Hurricane Irene in August 2011, and the subsequent flooding resulting from record precipitation throughout the northeast, Union County received two Hurricane Irene Disaster National Emergency Grants (NEG) to assist in clean-up and restoration efforts.

Both NEG grants, totaling \$537,096, will be used to foster job creation. Eligible individuals must be workers either temporarily or permanently dislocated from their jobs as a result of the disaster; dislocated workers who are unemployed and not receiving unemployment compensation or other types of income support; and, individuals considered "long term unemployed" or unemployed 13 of the last 23 weeks.

The first NEG grant for \$300,000 will be used from September 2011 through June 2012 to create temporary jobs working on projects that provide food, clothing, shelter and other humanitarian assistance for disaster victims. The work may be done through public and private agencies and organizations engaged in such projects. The NEG dollars may be used for businesses to assist with on-the-job training costs for new workers hired initially to assist in disaster-related activities; to place individuals in temporary disaster relief jobs related to assisting communities recover from Hurricane Irene of working on projects that provide humanitarian assistance to disaster victims; supportive services, including child care, transportation to and from the job, work-related physical examinations and medical treatment to enable an individual to participate in the project; personal safety equipment and other work-related equipment are authorized if required by the participant to be employed in the jobs related to the clean-up, or to participate in the workforce development services offered under the project.

The second NEG grant for \$237,096 will be used through February 29, 2012 to provide temporary employment on projects for the clean-up, demolition, repair, renovation, and reconstruction of destroyed public structures, facilities, and lands of communities affected by the disaster. These funds will provide salaries for temporary employment in humanitarian assistance jobs (distribution of food, clothing, shelter, and other types of humanitarian assistance for disaster victims); provide salaries for temporary employment in work on homes of economically disadvantaged people eligible for the federally-funded weatherization program. Priority will be given to the

elderly and disabled; and, provide core, intensive and retraining services upon completion of the temporary jobs component for job participants who cannot return to work. As with the both EG grants, supportive services, safety and work related equipment may be reimbursed if appropriate.

These temporary jobs may last up to six months or 1,040 hours. The maximum wages paid to any one participant is \$ 12,000.

### **Paratransit**

Human Services' Paratransit system was honored with the 2011 "Outstanding System of the Year" award from the New Jersey Council on Special Transportation (COST). This award is given in recognition of outstanding public service in administration, funding, scheduling, and maintenance of vehicles. (In 2010, Paratransit served 141,181 people by providing 216,494 rides for medical treatment, employment, recreational and educational purposes.)

Paratransit has maintained its current level of service, despite decreased allocations from two grants and no increases from the remaining grants.

As of April 2011 the Paratransit Fare Policy had been in place for two years and generated \$158,000 in additional revenue. Casino Revenue, one of the largest funding sources for Paratransit, has been cut by \$276,000 over the last three years. The transition by the State of New Jersey to a new Medicaid brokerage system has resulted in Union County receiving \$300,000 less in reimbursement for Medicaid transportation.

### **Juvenile Detention Center**

During 2010 (last available full year statistics), the Juvenile Detention Center admitted 417 residents and provided 13,916 days of service (bed days). Since September 2011 the average daily population has remained at 40.

### **US Office of Refugee Resettlement/Division of Unaccompanied Children's Services (DUCS)**

Since 2009, the county's Detention Center has held juveniles under contract with the US Office of Refugee Resettlement/Division of Unaccompanied Children's Services. This contract guarantees Union County a payment of in excess of \$500,000 per year.

### Out-Of-County Juveniles

Additional funding was realized in 2011 as Union County negotiated an agreement to hold juvenile residents from Bergen County due to Bergen's closure of their juvenile detention facility. Union County will continue to hold juveniles for Bergen County through August, 2012, or until Bergen County's newly constructed facility is ready to open.

### New Jersey Juvenile Justice Commission (NJ JJC) Audit

During 2011, Union County received a very favorable report from the state's JJC Juvenile Detention Monitoring Unit. There were no negative areas noted and the areas of concern noted were corrected prior to the end of the evaluation.

### Federal Audit

In the spring of 2011, ORR/DUCS completed a follow up audit of our program. There were no major areas of concern noted by the auditors and the report was very complimentary to our program and staff.

### Educational Services

During the school year ending June 30, 2011, Union County's Juvenile Detention Center provided a total of 226 days of education to our residents. A similar number will be offered during the current school year. This school program is one of the few in the state that requires attendance from all residents in the population, regardless of educational performance level or age. The school program received another very favorable audit report completed by the state's Juvenile Justice Commission in the spring of 2011, the 3<sup>rd</sup> in as many years.

### **HIV/AIDS Services**

More than 1,100 Union County residents living with HIV or AIDS received services through the following two federally funded programs: (1) The Ryan White Treatment Modernization Act; and, (2) Housing Opportunities for People With AIDS (HOPWA). Primary medical care and support services are provided.

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

In 2011, the Office of Veterans' Affairs participated in several events, including four VA sponsored health fair outreach events in Union County held at One-Stop centers in Elizabeth and Plainfield; an Edison Job Corps Academy's event to help veterans seeking education and employment

opportunities; monthly veterans' service organization meetings such as Military Order of The Purple Heart, American Legions, etc.; and, was involved with several county events commemorating the 150<sup>th</sup> Anniversary of the Civil War.

To remain current with all resources to help veterans, the veterans affairs officers attended the Annual Homeless Veterans Summit at the Lyons Campus of the VA New Jersey Healthcare System; the Law Enforcement Guide to Dealing With Returning Military Personnel at the John Stamler Police Academy in Scotch Plains, NJ; the 26 and 27 bi-Annual Training and Information Seminar of The New Jersey Department of Military and Veterans Affairs held in Lawrenceville, NJ; and the Veterans Service Fair sponsored by the office of U.S. Senator Frank R. Lautenberg. The purpose of this event was to assist veterans regarding pensions, disability claims, educational assistance, and healthcare. This was a cooperative effort among several organizations including the VA, NJ Dept of Military and Veterans' Affairs, New Jersey Veterans Benefits Bureau, Seniors 4 Generations, and Veterans Business Development Office.

The veterans services officers also attend the quarterly Department of New Jersey Veteran's Service Organizations Commanders and Presidents (Stake Holders) meeting with Kenneth H. Mizrach, Director, VA New Jersey Health Care System , Nov 9, 2011; attended the required annual recertification training for veteran's service officers, conducted by the New Jersey Association of County Veteran Service Officers in conjunction with the National Association of County Veteran Service Officers Inc. and in compliance with Department of Veterans Affairs Veteran Service Officer requirements; also, attended Oral History event at Rutgers University and hosted by US Senator Frank Lautenberg for the purpose of having veterans record their personal military history and participation in the various wars of the United States.

The Office of Veterans Affairs fielded hundreds of phone calls from veterans all over the state of New Jersey seeking assistance with health insurance and other claims, benefits such as education, pensions, burial and assistance in obtaining military documents. Considerable time was devoted to assisting veterans in appeals process for veteran's benefits.

#### Flag Guardian Committee

In 2011, this 10 member committee was responsible for the placement of

28,000 flags on veterans' graves in 27 cemeteries. The committee notifies veterans' organizations throughout Union County, including the American Legion, Veterans of Foreign Wars, Disabled American Veterans, and Vietnam Veterans organizations, to place flags on graves in their jurisdictions. This effort begins in May, prior to Memorial Day.

The committee has an annual collection of damaged, no longer usable flags and takes responsibility for disposal of these American flags in compliance with the correct military and civilian protocol for such disposal.

#### Homeless Veterans/North Jersey Stand Down

In 2011, in cooperation with the National Guard, 350 of the county's homeless veterans along with 100 of their significant others were bused from Elizabeth to Newark for a Stand Down event designed to meet the housing and health needs of these veterans. This event was held at the JFK Sports Complex in Newark, NJ.

#### POW/MIA Remembrance

In September, the Flag Guardian Committee coordinated a ceremony, held annually in Elizabeth in front of the Courthouse to honor those veterans who were prisoners of war and those who remain missing in action.

The Flag Guardian Committee continues to support Rolling Thunder, a non-profit veterans' organization whose mission is to account for veterans from any war missing in action or otherwise not accounted for by the government. Many veteran and non-veteran motorcycle clubs begin their public demonstration to raise awareness of this issue by riding to the Vietnam Veterans Memorial in Washington, D.C. over the Memorial Day weekend.

#### **Juvenile Detention Alternative Initiative (JDAI)**

The Department of Human Services, in cooperation with the Superior Court, Family Division; Prosecutor's Office; Probation; Public Defender's Office; and, municipal law enforcement in all 21 municipalities implemented the state's new Risk Screening Tool (RST) on March 1, 2011. The RST is a single page of questions that uses a point system to determine whether or not a juvenile may be placed in a detention alternative rather than in the county's Juvenile Detention Center. This implementation represents a major step taken to improve the operations of the juvenile justice system because each case is subject to the same criteria.

### **Community Outreach**

On March 2nd the Department of Human Services participated in a Shared Services event hosted by Union County for the 21 municipal mayors, council members, and administrators. This event was held at Union County Vocational-Technical Schools in Scotch Plains. Special guest, NJ Senate President Stephen Sweeney, spoke about the fiscal and operational benefits for taxpayers whenever services can be shared. Services provided by the DHS, and offered to all municipalities, include welfare and related social services programs; job training and placement services; special transportation; services for veterans; the disabled; senior adults; at-risk youth; the addicted; people with HIV/AIDS; the homeless; and those in need of behavioral health information and treatment.

On May 12th the DHS, in cooperation with Community Coordinated Child Care, held a community Tour of Services as part of the state's Strengthening Families Initiative (SFI) for families from 10 child care centers in Plainfield. The purpose was to raise awareness among parents as to the many social services available to them in their community, county and state. Participating agencies included: the Plainfield Board of Education, Office of Early Childhood; NJ-DYFS; the United Way; NJ-Department of Children & Families; Plainfield Success Center; Jewish Family Services; NJ Family Care; Child Advocacy Resource Association; and, Union County College.

On September 8th, the 4th annual Community Resource Day was held outdoors in front of the county's Park-Madison Complex in Plainfield. This one-stop event gave the public in the western end of Union County an opportunity to learn about the many local resources and services that can help them with their individual health, job, financial, educational, housing, and family and child care needs.

The DHS provided information about its One-Stop Career Centers in partnership with the state's Department of Labor and Workforce Development; Paratransit, for those in need of transportation to medical facilities, including the Veterans hospitals located in Lyons and East Orange; social and support services such as food, housing, and utility assistance; mental health and addiction services; help for the disabled, veterans, youth, and senior adults. Staff was able to help people access services. The county's Runnells Specialized Hospital offered free blood pressure screenings.

In addition to the Union County DHS and other departments, and the Plainfield Housing Authority, approximately 55 other non-profit and private agencies were present.

### **Honors & Public Recognition**

Several staff in the Department of Human Services, including Director Frank Guzzo, were recognized for their service to residents of Plainfield and Union County by working in partnership with the Plainfield Housing Authority, Family Self Sufficiency Program (PHA-FSSP). Staff received plaques during the PHA-FSSP's Black History Month reception held in March.

On April 13th, Frank Guzzo, Director of Human Services, was honored with the "Humanitarian Award" for his leadership in human services and his decades of public service. Community Access Unlimited (CAU), an agency that serves the developmentally disabled, presented the plaque at its "27th Annual Awards Night Celebration" held at L'Affaire in Mountainside.

In 2011 the county's Juvenile Detention Center was honored to receive the first "World Architecture News Effectiveness Award" for facility design. The "Effectiveness Awards" are the first professional awards that recognize the relationship between the architecture and design of a building and the impact it has on those who use the space. Open space and natural light are two of the outstanding design elements of the detention center. Full-spectrum light, such as sunlight, is considered a positive environmental stimulus. The detention center has about one acre of outdoor courtyard space. Natural light flows into classrooms and living units.

The Juvenile Detention Center opened in the spring of 2008 in Linden. The one story, 70,000 square foot building, constructed from steel and masonry, accommodates 80 youth.

### **Charitable Giving**

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

Toys, clothing, food, and food gift cards were distributed throughout Union County to those in need, including: welfare clients at the Elizabeth & Plainfield offices; agencies serving the homeless; teen mothers; low-income

children and families; victims of domestic violence; and infants & toddlers who are HIV positive.

The Director's Office conducted the United Way of Greater Union County's annual Public Employee Charitable Campaign (PECC) raising more than \$5,000 in 2011.

### **Division on Aging**

In 2011, the Division on Aging celebrated the 40th anniversary of its Meals-on-Wheels program during the 40th annual Senior Citizen Luncheon. In 2010, Meals-on-Wheels delivered 233,148 meals to home bound seniors.

### **Senior Nutrition Program**

In 2011 the Division on Aging continued to operate 25 Congregate Nutrition sites throughout Union County. The budget allowed for 176,978 congregate meals and for 213,666 home delivered meals. Providing both good nutrition and social engagement, the congregate and home delivered meals programs help adults 60 and older stay healthy, active and independent. With the continued support of the Board of Chosen Freeholders, the program is able to provide service without having to resort to a waiting list. Union County's Senior Nutrition Program continues to be a valuable resource to older persons throughout the county.

### **Farmers Market**

The state sponsored Senior Farmers' Market 2011 season was once again very successful, providing seniors \$20.00 worth of vouchers to 2,900 participants. A total of 11,600 vouchers were distributed for the purchase of fresh, locally grown produce. This season a new venue was added to include a Farmer's Market in the Elizabethport section of the city. This new site was well received and will be repeated.

### **Nutrition Education**

Nutrition education was provided to promote better health through 100 health-related educational programs at the county's 25 Congregate Nutrition sites. A total of 1,200 seniors received Nutrition Education/health-related information by qualified individuals. Presentations included a six-week general nutrition course presented by Rutgers University; a fall (accident) prevention program presented by SAGE Eldercare and a lecture series on Chronic Disease Management presented by Trinitas Regional Medical Center.



### Disease Prevention and Health Promotion

In 2011 the Division on Aging continued to promote adoption of evidence based programs and practices. For example, two provider agencies participated in the Chronic Disease Self Management Program (CDSMP). Funding allowed for six, six-week sessions. These successful programs, designed to enable participants to experience beneficial outcomes, both physically and emotionally, also helped participants enjoy a healthier quality of life.

Physical Activity programming utilizing Title IIID Disease Prevention/ Health Promotion funds were awarded to the congregate meal program. This grant resulted in Tai-Chi as a physical activity for seniors with arthritis in two series of eight sessions for 25 participants. The program had a dual goal of reducing isolation by facilitating social contact, and helping participants maintain flexibility and strength, thereby reducing the incidence of falls.

Title IIID funding made possible the extended provision of mental health services for older adults. An existing provider offered screening, assessments, and treatment to assist caregivers to maintain their mental health needs through identification, referral and treatment services.

### Aging In Place/Support Services for Seniors

Residential maintenance services for eligible seniors were provided to 180 older adults who can no longer perform tasks of daily living themselves. This service allows them to remain in their homes in a safer environment. The Division continues to fund the Emergency Energy Service that offers a one-time grant to defray home energy costs, reduce financial burdens and avoid energy shut-off to those most in need.

To maintain older adults in the community with dignity and choice, Aging reached a goal in 2011 to enhance service utilization for home care services in the western end of Union County. This area was identified as needing more home care services, including a range of personal, medical and homemaking services. To date, the goal of increasing home care utilization by 10% has been met.

In Aging's on-going effort to address the workforce shortage to meet growing demands for home care, there were two (four-week) sessions of Home Care Certification classes provided by the Home Care Consortium.

Thirty-five (35) new Home Health Aides received certification.

#### Legal Assistance

In 2011, the demand for legal advice and representation to enable older adults to live independently in the community increased. Funding to two existing providers allowed for more than 1,500 units of service to meet these needs. A Division on Aging staff attorney provided legal services to 316 seniors for medical directives, power of attorney and will preparation.

#### Empowering Caregivers with Information and Resources

To address the needs of family caregivers in their efforts to care for family members in the community is an on-going goal for the Division. In 2011 the Annual Caregiver Conference, held in November, in conjunction with the Alzheimer's Association, provided valuable strategies and information for caregivers. The 2011 conference theme, "Connecting Caregivers with Information and Resources", included guest speakers, discussing legal and financial considerations as well as exhibits of local resources.

In 2011, there was an expanded effort to address the mental health needs of the caregiver population. Caregiver Counseling was provided through collaboration with Catholic Charities' affiliate agency, Mt. Carmel Guild Behavioral Health, to meet the stressful, emotional needs of caregivers.

The Statewide Respite Care Program, that offers varied services to caregivers, has provided valuable assistance to this population and to their loved ones. In 2011, services included 7,750 home-delivered meals; 70 Runnells Specialized Hospital In-Patient days; 7,400 Home Health Aide hours; 920 Homemaker hours; and, 1,700 Adult Day Care days of service.

#### **Division of Planning**

##### **Alcohol Services**

In 2011, the Alcohol/Drug Abuse Unit, with input from their advisory committees, i.e., County Alliance Steering Subcommittee (CASS), the Professional Advisory Committee on Alcoholism and Drug Abuse (PACADA), and the Local Advisory Committee on Alcoholism and Drug Abuse (LACADA), continued to provide a system of care that reflects a move toward a more client recovery-oriented focus. Over \$861,000 was designated for the provision of alcohol/drug abuse services for 735 residents of Union County.

### **Municipal Alliance Program**

Members of the Union County Municipal Alliance program recently completed the three week Community Anti-Drug Coalitions of America (CADCA) Academy training that was sponsored by the Governor's Council on Alcoholism and Drug Abuse (GCADA). The emerging focus of the Municipal Alliance program will be on broad-based environmental change in the next grant cycle that will begin in 2014.

In 2011, the Division of Planning presented four (4) countywide coordinator training meetings and numerous technical assistance meetings with Municipal Alliance Coordinators, Alliance Chairs and Committees. A countywide Municipal Alliance newsletter was developed and 19 of Union County 21 municipalities continue to participate in the Alliance program. (At present Summit and Winfield do not participate). In 2011, over \$500,000 in grant funds were allocated for alcoholism/drug abuse prevention programming in Union County, and the Municipal Alliances ran 177 activities within their communities.

### **Mental Health Services**

The Mental Health Board (MHB) reviewed and recommended that the NJ Department of Human Services, Division of Mental Health Services, approve the contracts of 11 mental health agencies for a total of \$25,743,455 for FY2012. MHB members reviewed five separate state funded Requests for Proposal (RFP) applications and forwarded recommendations to the Division of Mental Health and Addiction Services.

County Disaster Response Crisis Counselors (DRCC) have responded to various situations around the county and in other counties as requested. Hurricane Irene required many hours of response time and DRCCs worked collaboratively with FEMA, Red Cross and local disaster teams in delivering services.

The office of the Mental Health Administrator maintains a roster and supports the training of Disaster Response Crisis Counselors (DRCC) for Union County. Currently there are 29 credentialed volunteers who can respond in the event of an emergency.

### **Office for the Disabled**

#### **Union County Accessible Parking Penalty Sign Campaign**

The Office for the Disabled (OFD) and Advisory Board on the Disabled

(ABD) have continued the campaign to update fines on existing handicapped parking penalty signs to the correct fine of \$250, using \$250 decals to cover the old \$100 fines. This campaign that began in 2008 has been ongoing to deter non-disabled motorists from illegally parking in spaces reserved for individuals with disabilities. To date, over 550 Handicapped Parking Signs have been identified and/or updated to the current \$250 fine.

#### Personal Assistance Services Program (PASP)

Due to a state freeze in 2010 on adding additional consumers, there were no new consumers that received PASP services in 2011. At present, 39 county residents, between ages 18 and 65, with permanent physical disabilities (including spinal cord injuries; multiple sclerosis; muscular dystrophy; cerebral palsy; post-polio; rheumatoid arthritis, etc.), received a total 45,124 hours of PASP services to support vocational goals and independent living. Personal Assistance Services include routine, non-medical personal care, assistance with chores and errands, basic light housekeeping and meal preparation.

#### Information & Referral (I&R)

As of October 2011, the Office for the Disabled was called upon to provide 275 individuals with disabilities information and referral services. I & R services are funded through the Community Service Block Grant (CSBG) received from the NJ Department of Community Affairs, Division of Housing & Community Resources.

In cooperation with the Union County Office of Public Information, the Office for the Disabled page was developed on the Union County website. The site offers the community information on available services to persons with disabilities at the county, state and federal level and the links to access the necessary information for these services.

#### Barrier Free Housing

As a result of the cooperative efforts of Charles Newman, Director of the Office for the Disabled, and his work with New Jersey Connect and its partner, the Domus Corporation, the planned barrier-free housing for people with disabilities was completed in 2011. With federal Department of Housing and Urban Development (HUD) dollars, HUD 811 funding of \$1,765,600, the former Saint Elizabeth of Hungary Convent located at 176 Hussa Street in Linden, was converted to create 10 accessible, affordable apartments.

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

The Union County Intoxicated Drivers Resource Center (IDRC) is in its 27<sup>th</sup> year of operation. As of October, the IDRC has provided service to 762 clients who have attended the 12 hour state-mandate alcohol/drug education program averaging approximately 36 clients per class. Three classes remain in 2011.

The IDRC provides alcohol/drug education to Union County DWI offenders to prevent future recidivism. The IDRC continues to make every effort to retrieve clients for rescheduling who in the past had been non-compliant or no-shows for the class. Through these efforts, the IDRC has been able to increase revenue and provide these clients the option of fulfilling the Court mandated IDRC requirements. This year, the Union County IDRC's outreach retrieved 73 out of 101 non-compliances scheduled with the intent to have clients participate without future consequences.

The IDRC managed to accrue an additional \$16,790 thus far from clients that were placed originally in non-compliance for failure to show.

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

#### Comprehensive Emergency Assistance System & Continuum of Care (CEAS/CoC) Committee

The CEAS/CoC Committee worked with all social service agencies throughout the county to best utilize all funded programs and to better serve the community during this time of high unemployment and limited resources.

County staff worked with the Committee on planning for a full 2011 Point in Time Survey (PITS) to count the number of homeless in Union County. The PITS was conducted on January 26, 2011. There were 1,471 homeless men, women and children counted in Union County according to the official U.S. Department of Housing and Urban Development (HUD) McKinney-Vento Act definition of homelessness. This is an increase from previous PITS; in 2011, the County made the decision to conduct the count in the very early morning hours, versus the very late evening hours.

#### Code Blue (Shelter for the Homeless in Severe Weather Conditions)

During the 2010-11 Code Blue season 79 nights were called, of which 57 were during calendar year 2011, shelter was provided on nights when the

temperature was at 25 degrees or less, or at/below 32 degrees with precipitation. As of October, the 2011-12 season has not yet begun.

In February 2011, a subcommittee was developed to address the approximately 10 persons that have been placed through the Code Blue program for multiple years/times of year. The subcommittee has met every month and is looking to start the Chronic Homeless Pilot Program in November 2011. A presentation about program eligibility will be made at the November 10th CEAS/CoC meeting.

#### Community Service Block Grant (CSBG)

During the past fiscal year, CSBG provided a wide variety of anti-poverty services for approximately 1,761 county residents who met the income eligibility guidelines. Services included assistance for rent/mortgage/utilities; emergency/disaster relief coordination; nutritional services; companionship services; financial literacy and home buyers training; day care; health/medical assessments; food pantry services; emergency shelter nights; linkages to entitlement and workforce development programs; behavioral health counseling for substance abuse and/or mental health; family development stabilization; and, community awareness and education for domestic violence. In 2011, based on an RFP in 2010, the Division of Planning gained two (2) new providers to CSBG: the Salvation Army in Elizabeth and in Plainfield.

#### Emergency Shelter Grant (ESG)

During the past fiscal year, the ESG program provided homeless assistance services for 1,611 county residents. Services included case management; assistance with rent and utilities; hotel/motel nights; emergency shelter nights; transitional housing; parenting skills program; and hot meals.

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

Approximately \$2.1 million dollars was awarded by the US Department of Housing & Urban Development (HUD) to Union County through the American Recovery & Reinvestment Act of 2009. Union County funded PROCEED, Inc. to provide all housing related services and Central Jersey Legal Services for legal assistance as needed. Since the onset of the program in October 2009, a total of 201 households have been assisted. The program will end in July 2012.

### Supportive Housing Program & Shelter Plus Care

In 2011, this US Department of Housing & Urban Development (US-HUD) funded program continued provision of homeless assistance services for approximately 1,753 county residents through 31 projects with varied budget cycles. Services included, but were not limited to, acquisition; new construction/rehabilitation of transitional/permanent housing units; case management; linkages to community programs; behavioral health counseling; and life skills programs to promote self-sufficiency.

The county submitted a successful application and received funding for approximately \$4.4 million dollars for one new Supportive Housing Program and 23 renewals (15 Supportive Housing Programs and eight Shelter Plus Care Programs). The start of each program varies from February 2012 – December 2012.

### Social Services for the Homeless (SSH)

As of September 30, 2011, the SSH program provided homeless assistance services for 2,009 county residents. Services included a 24-Hour Emergency Response Hotline; case management; cash assistance for rent/mortgage/ utilities; food vouchers; hotel/motel nights; and, emergency shelter.

### Homeless Trust Fund (HTF)

As a result of the Freeholders' establishment of the Union County Homeless Trust Fund (HTF) in 2009, beginning in June 2010, the County Clerk's office began to collect a surcharge of \$3.00 for each document recorded by their office; these funds were designated exclusively for the Trust Fund. In March 2011 the Board of Chosen Freeholders established the Union County HTF Advisory Board.

### **Rape Crisis Center**

#### Statistics

From January-September 2011, the RCC (Rape Crisis Center) received/ made 168 victim calls and received/made 112 victim-related and significant other calls.

### Rape Prevention Education Grant Award

The RCC applied for and received a competitive Rape Prevention Education (RPE) grant from the New Jersey Division on Women for the 2012 grant year. This is the first time that RPE funding was competitive and the RCC received the top score of all applications submitted. The RCC was one of a

few programs that received the highest amount awarded. This funding will enable the RCC to maintain a full-time Prevention Coordinator and a part-time Prevention Educator.

Students at Scotch Plains Fanwood High School (SPFHS) created a Green Dot Club and began formally meeting in September. In October, the Green Dot Club at SPFHS organized several activities including: hanging 150+ anti-sexual violence posters at lunch tables; creating a green balloon arch and Green Dot hand stamps at the homecoming dance, having cheerleaders wear stickers with Green Dot graphics and Green Dot bracelets during the homecoming game. These efforts support the aim of spreading the message of Green Dot through social marketing means.

Educators successfully facilitated a new Media Literacy training at Linden High School in October. This training taught students how to analyze and evaluate messages in media.

#### Confidential Sexual Violence Advocate

The RCC engaged its Confidential Sexual Violence Advocate (CSVA) team in a number of new activities in 2011 including: creation of personal vision statements with regard to their CSVA role; a variety of in-depth case discussion exercises; a Volunteer Appreciation Week raffle and an opportunity to provide feedback in a volunteer satisfaction survey.

#### **Division of Social Services (DSS)**

##### New Income Maintenance Staff

With 100% funding from the State of New Jersey, an additional 10 positions were added to the division in an effort to address 2011's significant increase in TANF (Temporary Assistance for Needy Families), Family Care, & GA (General Assistance) caseloads. These additional staff positions have enabled the DSS to address the backlog of cases that were being processed outside of the state required 30-day limit, particularly as related to the Family Care program.

The additional 10 staff positions were utilized to create two additional work units to process Family Care and other Medicaid applications.

#### **Division of Youth Services**

##### Youth Services Special Projects

In 2011, Youth Services Special Projects activities resulted in 355 families



and youth participation in programming such as Latino Parenting Support Groups; Merck Street Law Project; Cyber bullying Prevention Workshops; Financial Literacy for Adults and Youth; Toastmasters International Youth Leadership Group; and Merck Volunteer's StarLabs Presentations. Project stakeholders and sponsors included the Boys & Girls Clubs of Union County; Trinitas Regional Medical Center; Soehl Middle School of Linden; Merck & Co.; Summit YMCA; and Board of Chosen Freeholders.

### The Service Delivery Model

The Service Delivery Model continued to evolve in 2011 with Project Management and Marketing Support Services added to our core direct services to clients in response to challenges facing the nonprofit sector. Youth Services implemented a successful strategy that managed several projects in partnership with non-governmental organizations serving our target audience in communities throughout the county.

### Youth Services Awards and Achievement

Youth Services Awards and Achievement activity is to formally recognize the success of clients that have demonstrated leadership, empowerment and commitment in achieving their personal goals.

In 2011, Youth Services presented twenty-three (23) certificates-of-achievement to parents that completed the Latino Parenting Support Groups held in Summit, NJ. The project was co-sponsored by Trinitas Regional Medical Center, and the Summit YMCA.

Youth Services sponsored eleven (11) Rahway and Summit High School students to attend the Toastmasters International Youth Leadership Group Project affiliated with Merck & Co. of Rahway, NJ. At the completion of the eight (8) week summer curriculum, each student received a certificate of achievement from Toastmasters International, Inc. On December 1, 2011, the Union County Board of Chosen Freeholders presented each student with a laudatory resolution for his/her achievement.

## **2012 Initiatives**

### **Director's Office**

#### **One Stop Career Centers (OSCC)**

In the spring of 2012, during National Workforce Week, the OSCC plans to

host a Legislators Day at the One Stop for the purpose of gaining support for continued funding of state, local, and national work force development programs.

The One Stop Career Centers plan to host a symposium on leveraging and sharing resources among the dozens of One Stop partners during these times of limited funding and resources.

The OSCC plans to develop a resource handbook containing descriptions of local free services for our One Stop customers.

The OSCC plans to invite neighborhood employers to participate in a Job Fair at the Elizabeth and Plainfield One Stop Career Centers.

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

#### **Youth Services One-Stop Center**

The WIB Youth Investment Council is exploring the development of a Youth One-Stop Center that would be focused exclusively on services for youth. Under the leadership of the Department of Human Services, the vision is to have high-level coordination of services that are specifically tailored to the various needs of youth ages 14-21 and that can be accessed at one convenient physical location, or virtually. The vision is to create a comprehensive array of services and to leverage community services for youth.

### **Paratransit**

In 2012, Paratransit will explore the possibility of obtaining a fare billing software in order to stream line the task of collecting, mailing and recording fares collected.

To reduce the amount of money spent on postage, Paratransit will look into the possibility of using bulk rate service or a mailing house.

To maintain service at current levels, Paratransit will seek input on a passenger fare increase, as well as, an increase in the fees charged to organizations/groups for special and/or after hour trips. Additionally, Paratransit will re-examine the policy of executing contracts with agencies where steady numbers of passengers are consistently transported.

### **Juvenile Detention Alternative Initiative (JDAI)**

In 2012 Union County will serve as the pilot site to develop a training program to reduce disproportionate minority contact (DMC) in the juvenile justice system. This new training program will then be used in every county throughout New Jersey.

Under the direction of the New Jersey Council on Juvenile Justice System Improvement, the Subcommittee on Racial Disparities and DMC, developed in the summer of 2009, is focused on reducing racial and ethnic disparities in New Jersey's Juvenile Justice System. This subcommittee was created to address the overrepresentation of youth of color in secure detention facilities, and is co-chaired by Union County's Trial Court Administrator who is also co-chair of the county's JDAI Local Council.

The subcommittee is collaborating with the San Francisco based W. Haywood Burns Institute, a national non-profit organization focused on the reduction of youth of color in the Juvenile Justice System. The Burns Institute has worked in more than 40 jurisdictions and achieved significant results in reducing racial and ethnic disparities.

### **Division on Aging**

In 2012 the following essential service needs will remain a priority: Senior Nutrition Program including home delivered meals and congregate meals; Home Care Services; Adult Day Care; and, transportation. These essential service needs are integral components to enable seniors to age in place (in their homes). Due to stagnant state and federal funding levels, expansion of these services will not be possible in 2012.

### **Aging & Disability Resource Connection (ADRC)**

The Division on Aging plans a 2012 initial phase of roll-out of the ADRC. This initiative is to provide consumer driven home and community based options for seniors and disabled populations and to address the changing needs of older adults. The Division will strengthen and coordinate the relationship between the Aging and Disabled communities to position itself to become an ADRC. Funding sources will be explored in roll-out to support additional technological, staff demand and staff training.

Efforts to add to the workforce pool of home care workers will be continued in 2012 through the Home Health Aide Certification Program. The Division will commit to two training sessions in 2012. This is a means to meet the

growing demand for in-home seniors and the disabled.

In 2012, a goal of the Division, known as “Advancing Healthy Behaviors and Lifestyles”, is designed to maintain healthy older adults and decrease the risk of disability. It is the intention of the Division to provide access to information to help seniors practice healthy behaviors and to maintain current focus on physical and mental health programs. As funding is available, the Division will pursue money to sustain Evidenced Based Health Programming.

Advocacy at the local, state and federal levels of government, through means of contact with key legislators as well as letter writing campaigns, and educating the public to ensure that federal and state programs for seniors and their caregivers are not compromised, will continue in 2012.

### **Division of Planning**

#### **Behavioral Health**

The Union County Mental Health Board will coordinate a Disaster Response Crisis Counselor Specialized Leadership Training meeting and prepare a countywide conference in conjunction with the Disaster and Terrorism Branch, Division of Mental Health and Addictions and the Mental Health Association of NJ.

In 2012, in preparation for the 2013 needs assessment, the County will hold a series of three public forums to seek citizen input on mental health, alcoholism and drug abuse services in Union County.

Discussion on the possible merger of the Professional Advisory Committee to the Mental Health Board and the Professional Advisory Committee on Alcoholism and Drug Abuse will continue to be a goal for 2012.

In 2012 the Local Advisory Committee on Alcoholism and Drug Abuse (LACADA) and the Mental Health Board will begin discussions on a possible merger.

In 2012, the Union County Municipal Alliance program will strengthen the local committees and conduct trainings on broad-based environmental change and cultural competency in preparation for the next local needs assessment process which will begin in 2013.

### Comprehensive Emergency Assistance System & Continuum of Care (CEAS/CoC) Committee

County staff will work with the Committee on planning for the 2012 Point in Time Survey (PITS) to count the number of homeless in Union County. The PITS will be conducted on January 25th, 2012. Program staff will participate in the street count as well as the daytime events (Elizabeth/Plainfield). Code Blue efforts will continue throughout the cold weather season. The CEAS/CoC Committee will assist in Operation Warm Heart, an emergency shelter program for Union County residents.

The Committee is working on the County's 10-Year Plan to End Homelessness and hopes to have it finalized in 2012.

### Homeless Trust Fund (HTF)

Efforts are underway to identify and appoint the members of the Freeholder's Homeless Trust Fund (HTF) Advisory Board. The Union County Department of Human Services (DHS) is currently in the process of soliciting prospective candidates to fill the fifteen (15) positions created for this Board. This Advisory Board will be a voluntary committee that will advise local government on the creation of a local homeless housing plan and participate in a local homeless housing program. The HTF Advisory Board will be the entity that will address and make recommendations to the Freeholders on housing for homeless persons under the Homeless Trust Fund Act. The Board will be responsible for assessing priorities for funding, review of applications, as well as preparation of an annual report and an annual measurement of the progress of the Trust Fund. It is anticipated that the HTF Advisory Board will begin meeting in early 2012.

### Rape Crisis Center (RCC)

In 2012, the RCC will continue to provide confidential support services to victims of sexual assault and their significant others. The RCC will work to maintain a full-time Prevention Coordinator and part-time Prevention Educator through its 2012 Rape Prevention Education grant.

Furthermore, the RCC will work towards implementation of the Green Dot Bystander Intervention training and the Media Literacy Program at both Linden and Scotch Plains-Fanwood High Schools. Measures will be taken to create two localized coalitions in Linden and Scotch Plains to support/enhance Green Dot implementation efforts at each high school.

The RCC will conduct its next Confidential Sexual Violence Advocate training in the spring of 2012.

### **Division of Social Services**

#### **Revamping Customer Intake Process (Pilot)**

The UCDSS has been selected as a “pilot” county by the NJDFD (NJ Division of Family Development) to initiate a demonstration program designed to overhaul the intake process and streamline the eligibility determination process. This pilot program will be done in the Division’s satellite office in Plainfield.

In an effort to better manage escalating caseloads and to reduce the overwhelming number of customer visitations to the Division’s offices, the Division will seek to implement a Case Banking approach that will involve both the Intake and Redetermination Units. Through Case Banking, programs will utilize a “generic” case worker, meaning one case worker would case manage an applicant’s various applications for assistance from beginning to completion.

The Division intends to present a model in which the case worker provides a full array of services to the customer, inclusive of Income Maintenance, Emergency Assistance, Food Stamps, Medical Services, Child Support, etc.

In addition, the Division will install several public access computers in the waiting room that will be available to the public who may not wish to meet with a case worker but would like to complete an on-line application to determine eligibility for services. This new initiative is expected to begin in January 2012.

#### **Office Space**

In 2012, the Division will continue planning to identify possible sites as it relates to the UCDSS relocating and consolidating the Legal Unit, Welfare Fraud Unit, Training Unit and Mail Room into one location to reduce the expense to the county, and allow for expansion of existing waiting and interviewing areas in the Elizabeth office. A site will be selected in 2012.

### **Division of Youth Services**

#### **Community Outreach**

In 2012, the Division will promote the Youth Services/Service Delivery Model among nonprofits and faith-based organizations to encourage

partnerships in sponsoring community forums to identify target population needs and barriers to connecting with service providers. Initial efforts would be concentrated in communities with high numbers of clients served in 2011 by Youth Services Commission agencies (for example, Elizabeth, Plainfield and Linden). Outreach activities would also engage communities with special needs populations that are presently underserved.

#### Marketing and Communications

In addition to continuously upgrading brochures and other print materials, the Division will expand public awareness of county Youth Services programs and services through use of the county website and social media platforms. In addition, particular attention will focus on working closely with county Public Information to obtain local news media coverage/publicity about Youth Services events or announcements.

#### Alternative Funding Exploration

Although Youth Services/Youth Services Commission has received about \$780,000 in grant dollars from the NJ Juvenile Justice Commission for the past two years, the Division plans to encourage partnerships with nonprofit organizations and provide technical assistance in grant writing for projects with measurable outcomes that empower target audience(s). Efforts will focus on identifying alternative funding resources and providing project management services to nonprofits.

#### Special Projects

Planning and implementing special projects in partnership with private sector companies opened up new and potential opportunities for Youth Services in 2011. Education, health and community service internship projects will represent the areas of concentration that we will seek corporate support for in 2012. We expect more activity in this area which may result in shifting staffing resources to meet project execution and monitoring demands.

#### Staff Training and Development

Youth Services has identified its core values as “Excellent Service, Results, Integrity and Continuous Improvement” and these are the values that drive staff. Youth Services management recognizes that the investment made in staff development will benefit clients and the organization as a whole. In 2012, the Division will continue to offer, and in some cases require, staff participation in skills development training in new social work

methodologies, use of technology, and presentation skills.



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**Department of  
Parks and Community Renewal**

**Cultural and Heritage Affairs**  
**Governmental Relations and Community Outreach**

**Golf Operations**

**Information Technologies**

**Park Planning and Horticulture Services**

**Planning and Community Development**

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# Organizational Chart

## Department of Parks and Community Renewal



# **DEPARTMENT OF PARKS AND COMMUNITY RENEWAL**

## **Mission**

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

## **Programs & Services**

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

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

### **Bureau of Recreation**

The Bureau of Recreation develops and administers programs to facilitate the public use and enjoyment of County parks and recreational facilities. Programs are carried out at the Trailside Nature and Science Center, Watchung Stable, Warinanco Ice Skating Center, and the Walter E. Ulrich and John R. Wheeler Pools.

### **Bureau of Administrative Support**

The Bureau of Administrative Support provides financial and administrative support services, such as accounts payable, accounts receivable, budgeting and purchasing.

### **Division of Park Environmental and Horticulture**

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

### **Division of Golf Operations**

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

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

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

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

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

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

As the designated "Negotiating Entity," the staff coordinates the State Plan's Cross Acceptance and Endorsement process for the County and its municipalities. This process was established

by the state to update the State Development and Redevelopment Plan (State Plan). The objective of this process is two-fold: to update the State Plan and to foster communication and consistency of plans at the local level.

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

#### **Bureau of Housing**

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

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

#### **Bureau of Community Development**

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

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

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

#### **Division of Information Technologies**

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

#### **Bureau of Information Technology and Telecommunications**

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

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

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

### **2011 Accomplishments**

- **Elberon Wakefern Development**

Elberon Development Co. LLC and Wakefern Food Corp. are pursuing a long-term, build-to-suit lease for a new state-of-the-art warehouse in Elizabeth, New Jersey. The project would constitute a redevelopment requiring demolition of the existing 491,775-square-foot building occupied by Wakefern for over 50 years and

construction of a new 524,000-square-foot building with approximately 20,000 square feet of office space on the 50-acre site. This project will enable the retention of 345 existing jobs and the creation of 350 new jobs over the next 15 to 20 years.

A key to keeping this project in the County was the utilization of \$44,499,000 in Recovery Zone Facility Bonds. The County has approved its allocation of \$15,568,000 in Facility Bonds and the City of Elizabeth has committed \$3,931,000 of its allocated Facility Bonds. The County also worked with the City of Elizabeth in applying for an additional \$25 million in Recovery Zone Facility Bonds from the New Jersey Economic Development Agency for this project. The State approved this application for the additional Facility Bonds to be applied to the Elberon Development. These bonds will be issued through the Union County Improvement Authority without impact to County or City of Elizabeth taxes. The County helped coordinate the Facility Bonds for this project through the end of 2010.

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

This year the County Planning Board through associated staff provided guidance in the planning and development review process. The applicant successfully submitted the application for this development which received a positive review for the project's site plan, subdivision, and associated design documents.

- **Elizabeth Parking Garage Project**

The Elizabethtown Plaza Redevelopment Project is located at Elizabethtown Plaza between West Jersey Street and Caldwell Place. This joint project of Union County and the City of Elizabeth consists of an eight-story parking structure and a three-story office/retail building fronting on Caldwell Place in the City of Elizabeth. The financing of this facility is also assisted by the Recovery Zone Bonds.

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

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

The project started construction in March 2010 and should be completed by the end of 2011. Approximately 60 permanent jobs are estimated between the parking and retail/office facility.

The County has coordinated with the City of Elizabeth in considering the traffic circulation improvement needs for the parking garage and new office and commercial/retail facility. In anticipation of the traffic needs the County submitted a grant for traffic improvement costs. Unfortunately, the grant required current safety needs not future safety needs. Fortunately, the City of Elizabeth through its participation in the parking study included traffic signal needs in its budget and is currently having a main intersection associated to this project signalized. These improvements should be completed in coordination with the opening of the parking facility.

#### **Union County Foreclosure Task Force**

The Union County Foreclosure Task Force was created in December 2008 as a forum for sharing ideas and information and to coordinate



action among various local entities working on foreclosure prevention and intervention. Representatives from municipal, county and state government, community and advocacy groups, legal agencies, financial institutions, faith-based organizations, and housing counseling agencies have assembled to address the growing problem.

- The Union County Foreclosure Resource Directory continues to be disseminated to and by various organizations, made available in county offices and buildings and on the county website and is available upon request. This directory provides both homeowners and rental tenants with a variety of foreclosure related resources such as foreclosure counseling agency contacts, legal services, mediation programs, rental assistance, utility assistance, security assistance and general assistance.
- Awareness of foreclosure prevention information and resources available to residents continues to be promoted through county public service announcements and the Freeholder Forum.
- Seven designated towns utilize free Office of the County Clerk property website access and subscriptions to research foreclosure and lis pendens information to target specific areas or homes in the process of foreclosure.
- The Foreclosure Task Force is a cosponsor of public educational forums with the Union County Human Relations Commission, in cooperation with the N.J. Public Defender's Office of Dispute Settlement and Union County Superior Court. This educational forum, "Foreclosure: Moving From Fear to Positive Action" is designed to provide guidance to property owners facing foreclosure issues and to assist tenants in properties with foreclosure issues. The first forum held in January 2011 in Elizabeth was a Spanish-Language Foreclosure Forum attended by more than 70 people. The September 2011 Foreclosure Forum held in Plainfield was attended by more than 50 people.
- The Foreclosure Task Force was represented as a panelist at the N.J. Foreclosure Task Force Summit sponsored by the Edward J. Bloustein School of Planning and Public Policy, Rutgers

University in June 2011. The objective of the summit was to bring agencies and resources across New Jersey to share information, build networks, and increase the capacity to address foreclosure issues.

### **Division of Golf Operations**

In 2011, the County broke ground on the 40,000 square foot clubhouse at Galloping Hill and finalized the agreement with New Jersey State Golf Association which will bring its headquarters to Galloping Hill for the next 20 years. With this the NJSGA has committed to having the 2013 NJ State Public Links Championship, followed by the 2014 NJ State Open Championship at Galloping Hill. This will be the first time in the history of the State Open that the event will be held on a public golf course.

The past year also saw the groundbreaking of the 4,000 square foot Taylormade Performance Lab at The Learning Center at Galloping Hill. The Learning Center has continued to improve and this year will recognize an increase in revenues from 2010, and has seen its junior golf programs continue to grow with The First Tee of Raritan Valley, The LPGA/USGA Girls and Renaissance Junior Golf.

Operationally in 2011, the County completed the privatization of its Golf Operations by turning over golf maintenance to KemperSports. With the privatization we realized an increase in golf course maintenance staff but saw a decrease in our overall operating budget. This came from the reduction in permanent staff and transition to seasonal employees. Overall it resulted in improved playing conditions as well as an increase in revenues. For 2011 our revenues were exceeding 2010's by almost \$200,000 through August until we had the severe weather begin. The weather events of Hurricane Irene and early snow storm led us to lose revenues of almost \$150,000 since both of these forced closure of the golf courses on the weekends and for several days after. We managed to do all needed repairs in-house and maintain our operating budget. A point we would like to address is before the inclement weather events mentioned the Kemper staff had been running the operating under budget by some \$95,000.

Programs for People with Disabilities offered programs at the Learning Center every month attended by over 580 people from the County and surrounding areas. Through funding from the Recreation Opportunities for Individuals with Disabilities Grant Program funding with a match from Union County provided programs and opportunities for young children, teens, adults and seniors to learn golf.

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

### **Arts and History Funding Programs**

HEART (History, Education, Arts Reaching Thousands) Grant Program is an initiative of the Union County Board of Chosen Freeholders. The 2011 Program distributed \$75,000 to seven individual artists and 36 nonprofit organizations to provide arts, history, educational and cultural programs for the benefit of Union County residents.

470 activities served 3,990 children and 6,760 adults for a total of 11,525 people served through HEART Grant programs which include those providing the services and the people in the audiences.

Union County Local Arts Grant Program is funded through a block grant from the New Jersey State Council on the Arts. OCHA's FY2011 grant was in the amount of \$137,917. Re-grant funds to 33 nonprofit organizations totaled \$58,300. The balance of the grant was used for general operating expenses. The NJSCA designated the Office as a Major Service Organization for FY 2011 in recognition of its solid history of artistic excellence, programming and broad public service. The State also issued a Citation of Excellence to the Office for the highest standards of excellence in artistry, operations, governance, public benefit and fulfillment of areas of Council priority.

Union County History Grant Program is funded through a block grant from the New Jersey Historical Commission. The FY2011 grant to the Office of Cultural and Heritage Affairs was in the amount of \$66,467. Re-grant awards totaling \$19,500 were allocated to five nonprofit organizations: Historical Society of Plainfield, Merchants

and Drivers Tavern Association, Plainfield Public Library, Reeves-Reed Arboretum and Westfield Historical Society.

## **Arts Programs**

### **Teen Arts Program**

Teen Arts Festival is a two-day celebration of the arts held at Union County Community College in Cranford during UCC's spring break when the college is closed. In 2011, more than 4,000 middle and high school students, 50 professional artists and over 50 volunteers participated in performances, critiquing seminars, master classes and workshops in every discipline including visual arts, music, creative writing, theater, media arts and dance.

The 2011 Teen Arts Showcase provided 150 performing arts students with the experience of performing live on the stage of the Union County Arts Center, a restored vaudeville-movie house in Rahway. The Showcase gave many of the 750 parents, grandparents, siblings and fellow students a first-time visit to UCPAC.

Teen Arts Traveling Art Exhibit, composed of 60 pieces of student art, was exhibited for a month-long show in 8 venues (corporations and banks) throughout Union County. A combined audience of 8,000 has access to view the art work.

2011 Teen Arts Anthology published the literary work of 30 Teen Arts students.

### **Art in the Gardens**

Art in the Gardens is an eleven-year collaboration with Jersey Gardens Outlet Mall and the City of Elizabeth to provide Union County performing artists with an opportunity to perform for the public, taking place during Columbus Day Weekend in National Arts and Humanities Month. 25,000 shoppers stopped by Center Court to enjoy the show.

### **Care for Caregivers Program**

Care for Caregivers Program receives a \$15,000 grant from the Union County Division on Aging that enables the Office to hire professional artists who provide arts programs that serve full-time, unpaid family

members who care for Union County seniors. In 2011, 23 caregivers, their care recipients and family members (65 adults) received 90 in-home workshops from 6 professional artists.

### **Gallery Exhibits**

**Freeholders Gallery** - Ten exhibits throughout the year feature the artwork of art associations, re-grantee organizations, Employee and Senior Art Show winners and the Teen Arts Traveling Exhibit. The Office of Public Information sent news releases and images of artwork to print and internet media sources exposing thousands of people to the shows. Each show is viewed by over 1,000 people visiting the gallery or attending Freeholder meetings. Sixth floor county employees often comment on the artwork.

**Pearl Street Gallery** - Seven exhibits throughout the year featured the artwork of individual artists from Scotch Plains, Elizabeth, Westfield, Roselle Park, Linden, Fanwood and Union. 500 people read about and saw images from the exhibit in their local paper or on the Union County website or Alternative Press website. 350 people came to the gallery to view the art.

**New Jersey State Senior Art Show** - The Office of Cultural and Heritage Affairs receives a co-sponsorship grant from the New Jersey State Council on the Arts to coordinate the annual exhibit that features the first place winners of the county shows. In 2011, the work of 230 professional and nonprofessional senior artists from 17 counties made up the show at Meadow Lakes. Almost 300 residents and 200 staff members passed the artwork during the month the show was up. The outside public – other artists, individuals, families and groups of seniors coming from other areas of NJ - visited the show during the month. The award ceremony and closing reception, open only to participating artists, guests and exhibit sponsor representatives, was attended by 300 people.

**Union County Senior Art Show** – Showcases the work of over 120 professional and nonprofessional senior artists who live in Union County. The show hangs at Elizabethtown Gas Company for a month where employees and visitors view it daily. 100 senior artists and their families attend the awards event and closing reception.

Union County Employees and Their Relatives Art Show – in collaboration with the National Arts Program®. In 2011, 79 employees/family members exhibited 130 pieces of art. NAP Foundation provided \$2,400 in prize money and \$1,000 for show-related expenses. NAP provided printed materials such as registration brochures, art receipts, labels signage and award certificates. Elizabethtown Gas Company provided refreshments for the opening reception for 100 people. 5,000 people saw the exhibit during the month it was at the Gas Company. NAP posted Union County images on its website and wrote an article on the UC show in its national newsletter.

Technical Assistance Arts Workshops - Professional artists present skills-building workshops for individual artists and arts organizations. Approximately 200 people attend workshops.

### **History Programs/Support for The Union County Tourism Initiative**

Four Centuries in a Weekend 2011 attracted 3,800 visitors including families, students and senior citizens. Together the 25 participating sites used over one hundred volunteers to greet visitors during the Weekend. Observation of visitor sign-in sheets indicates that each year about half the people are repeat visitors and half are first-time visitors.

Each year, many visitors decline to sign-in at the sites. This year sign-in sheets invited visitors to give only their zip code resulting in an increased number of people signing in and documenting that many visitors live both in county municipalities and outside of Union County.

Guest Site status was an added feature of Four Centuries this year to support the Linden Society for Historic Preservation exhibit, to recognize and celebrate Linden's 150th Anniversary. Additional publicity by OCHA and promotion by the Committee brought 70 people to 1203 West St. Georges Avenue to view the Exhibit of memorabilia and vintage photos of the airport and the General Motors plant. A Union County Sweepstakes entry form featuring the exhibit allowed students to try to win free tickets for arts and history events in the county.

Four Centuries Sweepstakes Program for Students and Children - introduces students to an interest in both history and the arts. In 2009, OCHA changed the Time Traveler Certificate Program to the Sweepstakes Program with positive outcomes: printing costs were reduced because two multi-page activity books are no longer needed for the program. Site specific single-sheet entry forms are available at each site, and OCHA partnered with Parks and Community Renewal and county-based nonprofit organizations that donated sweepstakes prizes.

Although the number of entries has remained at around 300 since the program began three years ago, it's important to note that students/families from other parts of Union County and outside of the County came this year. Sweepstakes entries show that students from two municipalities visited sites in 2009. Students from ten municipalities visited sites in 2010. In 2011, students from ten Union County municipalities visited sites as well as students from Martinsville, Manville, Warren, Newark, Maplewood, Watchung, Lawrenceville and Budd Lake.

Operation Archaeology - The Operation Archaeology coordinator started the spring session with a classroom visit to fifth grade students at Holy Trinity Inter-Parochial School in Westfield. She gave a talk and slide presentation to introduce the Deserted Village of Feltville-Glenside Park to the students. The program was adjusted from a three-day to a two-day program in order to fit the school's needs this year. A total of forty-two fifth grade students participated in the on-site program presented in May. This was an increase of twelve students over the number that participated last year.

Eighty fifth grade students from Cranford's Brookside School came to the fall session. The Red Oaks School in Morristown requested a one-day session and brought 43 fourth, fifth and sixth grade students. Student tuition fees cover staff expenses.

### **Programs/Technical Assistance Workshops**

"Quakers, African Americans and Racial Justice: In the Lead Up to the Civil War" was the subject of the Black History Month public history program presented in collaboration with the Rahway and

Plainfield Monthly Meeting of the Religious Friends. The well-attended (51 people including 7 students) snowy Saturday morning program was held at the historic Plainfield Meeting House on February 5th.

The annual history grant writing workshop was presented to sixteen participants on April 26th.

A history network meeting was held at Liberty Hall Museum on June 21st. Twelve enthusiastic attendees exchanged ideas and discussed issues related to the local history communities.

A public history program on the 150th Anniversary of the Civil War was held on October 29th at Liberty Hall Museum's Carriage House. New Jersey historian, Joseph Bilby, spoke about "New Jersey Goes to War" to 50 attendees.

A technical assistance workshop, "An Exhibit Design Workshop: Designing History Exhibits Based on Your Archival Collections" was held on November 17th at the Scotch Plains Public Library. Some 20 people from history organizations attended.

#### **150th Anniversary of the Civil War Committee**

Staff was appointed to the Union County Civil War Sesquicentennial Committee created by a Freeholder resolution to plan and promote a Civil War exhibition describing Union County's role in the War. The exhibit and first program are planned for February 10, 2012.

#### **Battleground of Freedom: Podcast Series**

The Office was awarded a project grant to develop a series of podcasts about Union County's role in the American Revolution. The grant enables the Office to hire a consulting team to research the Battles of Connecticut Farms, Springfield and Elizabeth. They will write scripts to be enacted. The final step is to make the podcasts available to the public through such means as the County website. The project's goal is to reach an audience not yet familiar with County history.

- **Battleground of Freedom: Podcast Series** featuring the Battles of Connecticut Farms, Springfield and Elizabeth, will be available on OCHA's webpage in late 2011.



- The Guidelines and Applications for the three grant programs are available on the webpage.
- Cultural Connections calendar of performances, exhibits, films, lectures and other events.
- Civil War 150th: Click for a listing of Civil War Sesquicentennial events and programs.

### **Tourism Initiative**

The Office has made strides to implement the Union County Tourism Master Plan (2007). In addition to Four Centuries in a Weekend and other arts and history programs, the following publications support implementation of the Tourism Master Plan:

### **Publications**

“In and About Union County – from Berkeley Heights to Winfield:” The fourth edition was published in late summer in time for Four Centuries and other events where the county van was available to the public. The booklet is distributed in the Administration Building, County Courthouse, Four Centuries sites, public libraries and as requested. The booklet provides a brief history of each of the twenty-one municipalities and is a comprehensive listing of nonprofit arts, history and cultural organizations. A calendar lists the annual events held throughout the county.

Four Centuries in a Weekend - A Journey Through Union County’s History: Materials including the booklet/map, coloring book, sweepstakes entry forms and lesson plan packet.

History of the Union County Park System: The booklet was published for the 2010 New Jersey State Historic Preservation Conference held in Elizabeth. It describes the development of the park system designed by the Olmsted Brothers firm in 1926 and features scenes from the County’s vast collection of vintage photographs.

The Office of Cultural and Heritage Affairs provides programs and services to the following constituencies:

### **Students**

- Teen Arts Program serves middle and high school students, their art teachers, professional artists and senior volunteers.

- Teen Arts Festival 2011 – 4,000 middle and high school students, 50 professional artists, 52 volunteers.
- Teen Arts Showcase 2011 – UCPAC, 150 students and 750 people in the audience.
- Teen Arts Traveling Art Exhibit – 10 Union County venues featuring 60 pieces of artwork from the 2011 Festival.
- Operation Archaeology – hands-on program for fifth grades held at the Deserted Village of Feltville-Glenside Park. Classroom lecture is followed by three days on-site including a simulated dig.

#### Families

- Four Centuries in a Weekend.
- Art in the Gardens.
- Cultural Connections Listing at [ucnj.org/cultural](http://ucnj.org/cultural).

#### Senior Citizens

- Union County Senior Art Show.
- New Jersey State Senior Art Show.

#### Individual Artists

- Technical Assistance Workshops that provide information on professional development topics such as marketing and promotion of artwork.
- Email referrals for exhibit opportunities and other programs.
- Opportunity for a visual artist to have a solo show in a public setting.

#### Arts, history, historic preservation and cultural organizations

- Grant opportunities.
- Technical assistance workshops on administrative skills.
- Organizational calendar listing of events on OCHA's webpage.
- Opportunity for arts organizations to exhibit artwork in a public setting.

### **Bureau of Recreation**

Most facilities, programs and events administered by the Recreation Bureau are activities that are unique to Union County and fill a void

that cannot be met on the municipal level or in the private sector. In many instances, we work hand-in-hand with municipal bodies and private organizations to reach as many Union County residents as possible, bringing them recreational opportunities that they would not have otherwise.

Additionally, in a tight economy when many residents cannot afford the luxury of extensive vacations or private facilities, residents look to us to fulfill their recreational needs – close to home and at affordable rates.

Annual special events offering low cost recreational opportunities close to home continued to attract thousands of County residents. Over 24,000 people attended the Summer Arts Festival Concert Series, Public Hay Rides, the Pumpkin Sail, Harvest Festival, the Kids Fishing Derby, Family Flix, Archery Lessons, and more.

Most of these events are one-of-a-kind, or are offered on a larger scale than those offered at the municipal level, thereby drawing large crowds from all over the County.

### **Summer Arts Festival**

During July and August, five Summer Arts Festival concerts were held in Echo Lake Park, Mountainside/Westfield, and four were held in Oak Ridge Park, Clark. Concerts at both parks were well received and enabled us to reach audiences from different areas of the County.

### **Archery Range**

The Archery Range at Oak Ridge Park, which was opened in 2009, flourished. Registered archers renewed their ID cards which allowed them to utilize the range during all daylight hours, and many new archers purchased ID cards for the first time. Between April and September, 190 people ages 8 and up participated in twelve Group Archery Safety Lessons. The Lightning Wheels Youth Archery Club from Children's Specialized Hospital made the range their home field along with the Union County 4-H Archery Club. This year's new lower permit rates made the both range affordable and desirable.

A permanent overhang was installed over the firing line to shield archers from the sun and other elements, and a clearing was made for

a small picnic area used for the “teaching” portion of the safety lessons.

### **Family Flix**

For the second year, the Recreation Bureau was involved in Family Flix. Seven films were scheduled in Briant, Warinanco, Meisel, and Echo Lake Parks. Although three of the films were rained out, attendance levels for the others ranged from 200-400, which we have attributed to the addition of pre-movie events which brought families into the parks early in the evening before each movie, prompting them to stay and watch the film.

An eighth movie, scheduled to be shown in Warinanco Park in early September, with sponsorship of OneMain Financial, was also rained out. The sponsor chose to add to this year’s funding and apply it to a sponsorship of the Harvest Festival’s main stage. OneMain Financial is looking forward to working with us in 2012 as a possible Family Flix series sponsor.

### **Watchung Stable Open House**

The 2nd Annual Watchung Stable Open House was held on July 24 and drew over 700 visitors who were treated to a day of fun, while being introduced to programs and recreational opportunities offered at the Watchung Stable. Activities included children’s lead line pony rides, a performance by the Watchung Stable Drill Team, riding demonstrations, and some fun and friendly competition in the form of an instructor Gymkhana (competitive games on horseback). Live music, arts and crafts, barn tours and hay rides rounded out the program.

### **Annual Harvest Festival**

The fall season and great weather brought over 3,000 people to the 30th Annual Harvest Festival at Trailside Nature & Science Center. Hand crafters were joined by colonial demonstrators of pottery making, flint knapping, arrowhead making, butter churning and canoe building, along-side Native American demonstrators. Scarecrow building with best scarecrow contests were held twice during the day and continued to be a “sold-out” highlight of the event. A Farmer’s Market and Pumpkin Patch, hosted by local businesses, along with children’s crafts added to the appeal, drawing visitors from throughout

Union County and beyond. This year, sponsorship of the main stage was provided by OneMain Financial, adding to the ways in which the business community has become involved to help ensure the success of this public program.

The unique historic, natural and educational content of activities at the Harvest Festival continues to set it apart from the abundant street fairs and festivals held throughout the county at this time of year.

### **Hayrides and Campfires**

Five sessions of the ever-popular Hayrides and Campfires were held this year. Over 1,500 people enjoyed a hayride and had the opportunity to sip hot chocolate and roast marshmallows over an open fire while listening to the music of a lively folksinger.

### **Great Pumpkin Sail**

Once again, a sold-out crowd took part in festivities of The 20th Great Pumpkin Sail held at Echo Lake on November 1. Carved jack-o-lanterns were lighted, placed on "pumpkin floats" and sent floating over the dark lake to create a fun and eerie glow. For the second year, Shoprite of Clark sponsored the event by donating marshmallows and hot chocolate, and handed out goodie bags to many children who missed Halloween festivities because of the recent October snow storm. Williams Nursery donated hay bales for the audience to sit on while listening to the campfire singer.

The Great Pumpkin Sail was "created" here in Union County. It is so unique that each year after the event, the Recreation Bureau receives calls and e-mails asking how other towns can copy the event in their own towns, including the Central Park Conservancy of the NYC Recreation & Parks Department.

### **Haunted Hayride**

The Haunted Hayride program at the Deserted Village of Feltville in the Watchung Reservation again sold out all 850 tickets, generating over \$6,000 in revenue. Those who rode the hayride for any of the 17 shows over the course of three nights learned about the history and restoration plans for this historic site in a fun way. Participants provided many favorable comments.

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

Attendance at this annual two-day event reached a record high. Over 1,500 people visited the Deserted Village of Feltville to see the exhibits in the restored Church/Store Building and to participate in activities that were staffed primarily by volunteers. Highlights of the weekend included hayrides, old-fashioned children's games, apple cider pressing and daily tours by the ghost of David Felt (who built the town in 1845). The formal dedication of the newly-restored Masker's Barn took place during the weekend and drew 125 attendees.

### **Athletic Fields, Picnic Groves and Public Special Events**

Reserved use of the County's general park resources and facilities continues to be a major function of the Recreation Bureau. Municipalities, schools, athletic teams, leagues, clubs, organizations, businesses and most importantly, the general public, reserved thousands of picnic areas, athletic fields and special event reservations during 2011.

To facilitate public access to these services, a satellite office of the Bureau's Reservation Desk was opened in Westfield in October. Residents who need or choose to visit the Recreation Bureau in person for certain permits, event tickets or paperwork, now have a choice to visit Elizabeth or Westfield. The Westfield office also offers customers the option of utilizing evening hours every Thursday. New Archery ID Cards are also sold from this location.

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

### **Programs for People with Disabilities**

Programs for People with Disabilities offered programs every month attended by over 600 people from the County and surrounding areas. Through funding from various grants, we were able to offer programs to children, teens, adults and seniors.

Children and teens participated in Yoga for Teens, Arts Unbound, Discover Trailside, Karate, Golf, Culinary Delights and Ceramics classes.

The following programs continued to be held for people with disabilities:

- Ceramic Classes
- Culinary Delight Classes (with a section held for children)
- Golf and Advanced Golf
- Volleyball
- Learn About Horses
- Modified Exercise
- Fall and Spring Fishing Derbies
- 1st Swing Golf
- Karate

The County was fortunate to have cooperation and sponsorship by the Clark Recreation Center (Karate), The Gregorio Center (Ceramics), and Union County College (Volleyball) which all donated space for us to hold programs. In addition, the Fanwood-Scotch Plains YMCA hosts the swimming program every Tuesday night from September to June, providing life guards free of charge. Programs could not succeed without support from our facilities and facility staff at WISC, Trailside, Watchung Stable, County Pools and Golf Courses.

### **Warinanco Ice Skating Center**

The Warinanco Ice Skating Center ranked eighth in the state for best overall ice rink out of fifty rinks in New Jersey and the center was ranked in the top three for best ice surface in New Jersey for the third year in a row.

### **Ice Skating Lessons**

Group Ice Skating lessons were revamped last year to employ certified United States Figure Skating Association (USFA) instructors, with the intent of rebuilding the Union County Figure Skating Club. Sanctioning the Ice Skating Center with the USFA helps promote the skating center as a professional and credible center to learn to skate, and led to increased program participation this year.

Lessons are the strongest and most popular programs at the Warinanco Ice Skating Center. Lesson classes average between 8 and 10 students per class.

### Hockey Clinics

This program usually reaches maximum participation levels. Clinics are run in conjunction with the Cranford Hockey Club, which provides the coaches. Last year, the goals and objectives of the Hockey Clinic Program were reworked to provide a better instructor to participant ratio so the children participating received more instruction. This program lays the foundation of hockey and enables participants to move on to play travel youth hockey and possibly high school hockey. The revamped hockey clinic program was filled to capacity during the second and third sessions.

### Special Events

A special public event is held annually over the Thanksgiving Holiday weekend. This year's event, Score-O, was new, and did not draw participation as well as previous year's "Turkey Bowl" event. This year's event will be renamed to reflect a fun activity that anyone can participate in.

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

As usual, the turnout to Ice Skate with Santa was great. Children love it and older teens and adults get a kick out of Santa skating around the rink. This program serves many residents throughout the County.

Security lighting has been addressed by equipping the front of the Skating Center building as well as the parking lots with better lighting.

New removable benches replaced the permanent ones inside the facility to make snow removal easier.



### **Watchung Stable**

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

In 2011, the facility received new picnic tables, assembly room tables and folding chairs, as well as benches and planters in front of the administration building.

### **Trailside Nature & Science Center**

Trailside Nature & Science Center's mission is to interpret the natural and human history of the Watchung Reservation and to foster an awareness and appreciation of the natural world. To accomplish our mission the facility offers 4,600 square feet of state-of-the-art exhibits. The Visitor Center has approximately 65,000 visitors a year. The Center provides on-site and outreach environmental education programs to schools, scouts and communities, as well as birthday parties and workshops for children, families and adults of all ages. The facility is open year-round, seven days a week. Our annual special events such as Wild Earth Fest, the Rock, Gem and Mineral Show and Harvest Festival are attended by thousands of people of all ages and from all walks of life, who are in search of quality, fun, educational, affordable and recreational experiences.

Evaluations are given to all program participants to measure the effectiveness of the program content and naturalist teaching the program. In addition, large demands for Trailside's programming are measured in the many program waitlists. Additional sessions are created to pull participants off long waitlists. Services can also be

measured by the guest book at the front door which contains positive feedback from visitors coming from all over Union County, the State of New Jersey, the United States and foreign countries.

Citizens are impacted by TNSC because it is the only nature center in Union County. This facility offers unique experiences in the field of environmental education. Since the renovations were completed in 2006, TNSC has become a premier facility in the State of New Jersey. Environmental education is tremendously important in today's society. Now more than ever, people of all ages need to learn to appreciate and care for the natural world around them. Children have literally grown up here, participating in many different programs. Some have continued on to volunteer and have shown such dedication and enthusiasm that they eventually became employees of the center.

#### **New Trailside Eco-Van**

A new Sprinter Van was purchased for the Trailside facility as an outreach tool to enable the Trailside Naturalists to conduct programs at schools, daycare centers, etc. This comes at a key moment in time as school budget cuts have prevented teachers from obtaining buses to travel to Trailside. The van allows us to go to them. Additionally, as part of our outreach efforts we began sending the van out this fall to various Union County Parks to publicize and educate park visitors about Trailside and Parks events and facilities. The Trailside staff came up with the idea to get the van wrapped from Sun-Pro Graphics. Photos of hiking trails and Seeley's Pond were incorporated into the design. The feedback on the graphic wrap was very positive.

#### **Forest Ecology Program**

In a partnership with the Linden School system, the entire 4th grade has once again participated in Trailside's Forest Community program. Approximately 300 fourth grade students came to Trailside during eight trips to have fun while learning about a forest ecosystem. Participants navigate through four distinct stations on the Red Trail which focus on the layers of the forest and emphasize observation and data recording. The impact of humans on a forest is also examined.

#### **Summer Camp Programming**

We accomplished another successful season of camp with the majority of the programs booked. Over 500 campers enjoyed the

facility and the Watchung Reservation. The popularity of the summer programming requires a lottery registration system.

#### **New 1st annual Wild Earth Fest Event**

Two Trailside events, Earth Day and Wildlife Sunday, were combined to create a new family-oriented special event held on Sunday, May 1st with the Union County theme of "Going Green." Approximately 1,100 people attended the event.

#### **Kean University Green Fest**

Trailside participated in this highly publicized two-day event by providing an information table and conservation, eco-art and recycling workshops to six different school groups

#### **Partnership with the Amateur Astronomers Association**

Star Parties and Solar Watches. The Amateur Astronomers have kindly teamed up with Trailside to offer free programming to the public.

#### **Bureau of Administrative Support**

Ongoing cost/benefit analysis of facilities to control costs and track revenues for all parks facilities operations will continue to be a priority for 2012 and beyond in order to guarantee responsible and fiscally sound decisions ensuring accountability and efficiently managed operations.

In addition, ongoing site visits and monitoring of facilities and operations are essential to ensure the citizens are receiving quality services at the county parks and facilities.

#### **Accomplishments in 2011:**

- Increased commission for vending machines from 21.1% to 36% to increase revenue.
- Removed inoperable deteriorated water wheel and installed new water wheel with capability of producing green energy to reduce costs.
- Hydroraking project of Sperry Pond, Cranford - under budget.

## **Division of Park Environmental and Horticulture Services**

In 2011, the Division of Park Environmental and Horticulture Services accomplished the following:

### **Landscape Designs**

Projects designed this year included:

- A landscaping plan for the front of the Union County Courthouse, following the restoration of the hardscape in that area.
- Restoration of the Rose Garden at Mattano Park.
- A landscaping and paving plan for the newly restored Masker's Barn in the Deserted Village in the Watchung Reservation. The paving plan includes handicapped parking spaces and accessible routes of entry to the building. Careful grading of the paving is critical to keeping stormwater away from this historic building.
- Selection of locations for planting trees by Rutgers Cooperative Extension Service in Nomahegan Park.
- A plan for installation of trees at the Oak Ridge Park Archery Range to screen the range from a neighboring residence, and improve safety by keeping the sun out of shooters' eyes.

### **Passaic River Trail**

Working with the Passaic River Coalition, the City of Summit, and Morris and Somerset Counties, the Passaic River Trail in Passaic River Park can be extended in either direction and across the river to other county parks to provide a more extensive experience for hikers or canoeists and kayakers.

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

Restoration of the circa-1882 Masker's Barn in the Deserted Village of Feltville in the Berkeley Heights section of the Watchung Reservation was completed in September, 2011. Funded by the County Capital Budget, the Open Space, Recreation & Historic Preservation Trust Fund, and a grant from the Garden State Historic Preservation Trust Fund, this \$1.4 million project restored the former carriage house for use as a lecture hall and small conference center.

The Board of Chosen Freeholders formally opened the Barn on October 16 during the Four Centuries in a Weekend program.

### **Lake Restorations**

Restoration of Cedar Brook Lake in Plainfield was completed late in 2008, with dredging and installation of a new clay liner, construction of fishing access points and beautification of the shoreline with plantings, boulders, and a seat wall. Division staff, volunteers and the contractor worked cooperatively to weed the new plantings and nurture them toward being firmly established. The temporary protective fencing around some of the plantings was removed to restore access to the water, either physically or perceptually, for park users. However, browsing by white-tailed deer began to seriously impact the new plantings.

In 2011, fencing was purchased for installation along sections of Cedar Brook Lake, both to protect the plants and to better define the planted areas. Additional fencing will be purchased and installed at restoration projects at Upper Echo Lake, Warinanco Lake and along the Warinanco Stream Restoration Project.

The restoration of Upper Echo Lake in Mountainside and Westfield was also completed in 2008 with the removal of sediment, regrading of the shoreline, and installation of 250,000 plants both in the water and on the shore to improve habitat for wildlife and add beauty to the park. In 2011, Division staff continued to work with several volunteer groups and the contractor to weed the new plantings, as they struggle to become firmly established.

### **KHovnanian Encroachment/Restoration Project**

In 2006, the KHovnanian Corporation was required to mitigate damage done to the Watchung Reservation due to encroachment by their construction activity onto county property. KHovnanian hired the renowned ecological restoration firm, Andropogon Associates, and Think Green Landscape Architects to restore the area using native vegetation. During the past year, Division staff worked with KHovnanian personnel and Think Green to correct problems caused by trees falling and breaking the fencing, allowing access to and damage by deer. This project is quite successful and has the potential

to act as a native plant nursery to the surrounding parkland. It is hoped that the plants will reseed outside the enclosure.

## **Accomplishments – Programs**

### **Goose Management Program**

In 2010, the County entered into a 3-year agreement with the United States Department of Agriculture by which the federal agency will provide services to manage Canada geese in Union County. During the second year of that program, USDA staff located and inactivated goose eggs at sites throughout the County parks in March and April, 2011. In late June, USDA captured and euthanized 179 resident geese in 11 parks during their short flightless period. The number of geese euthanized was about 40% of that in the previous year, probably due in large part to the egg inactivation efforts.

A USDA Wildlife Specialist continued to work full-time out of the Division's offices in Scotch Plains. He regularly conducts surveys of goose populations in all of the major Union County parks, and has been conducting a daily campaign of harassment with pyrotechnics, lasers, noise, a paintball gun, a trained dog and a radio-controlled boat. Lethal removal has been utilized to remove small numbers of geese. The USDA is working to develop new strategies for dealing with the thousands of migratory geese that overwinter in our parks but are currently protected from removal by international treaty.

The Port Authority of NY/NJ established a Wildlife Hazard Mitigation Task Force for Newark Liberty International Airport in 2010 to look toward improving aircraft safety by reducing bird strikes. In 2011, Division of Park Planning & Environmental Services staff continued to participate in the work of the Task Force.

### **BioBlitz**

A 24-hour long scientific census of flora and fauna occurred in June along the Passaic River Parkway in Berkeley Heights, New Providence and Summit. A base camp was located in the park at Springfield Avenue and River Road in Berkeley Heights. Over 110 volunteer scientists on 9 teams collected data in this 7th annual program, and 635 species of plants and animals were identified. About 600 members of the general public attended and took part in

free workshops and programs and visited the Bio-Blitz Central and Junior Scientist Tents. Twenty-one displays were available to the public and scientists under the BBC tent. Most of the direct costs of operating this program were offset by donations and sponsorships of \$4,700.

### **General Visitation at the Deserted Village**

The number of people visiting the historic Deserted Village of Feltville has steadily increased, and is now estimated at over 50,000 annually. Restrooms in the restored Church/Store Building are open daily. The Visitor Center in that same building provides exhibits of artifacts, photographs, and maps that explain the 300-year history of this site as an agricultural community, mill town, summer resort, ghost town, county park, outdoor education center and historic site. A booklet that enables visitors to do their own self-guided walking tour is available to visitors. Smartphone links to historical material are available at two informational kiosks on site.

### **Adopt-A-Park Program**

Community and corporate groups continued to assist in the maintenance, improvement, beautification and natural resource management of the Union County Park System through the Adopt-A-Park Program. Over 635 participants provided 2,740 hours of voluntary service on 25 different projects in parks throughout the County. Vegetated buffers were planted and weeded, invasive plants were pulled and replaced with native species, lake restoration projects were maintained, eroded areas were addressed, and tons of garbage and litter were collected.

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

Trail stewards continued to spend their time maintaining hiking and bridle trails in the Watchung Reservation, Lenape Park, Ash Brook Reservation, the Passaic River Parkway in Berkeley Heights and the Rahway River Parkway in Union. Over 52 trail stewards adopt all or sections of trails, perform periodic maintenance, and report back on their work or problems beyond their ability to handle. Stewards are provided with training on an annual basis. The stewards cut back overgrowth, picked up litter, cleared clogged stormwater culverts, and removed hundreds of trees that fell across the paths, particularly in the aftermath of Hurricane Irene.

Monthly trail maintenance days were organized and volunteers who tackled larger projects, such as repairing a compromised stormwater drainage ditch and swale along the Watchung Reservation Carriage Road, stabilizing culvert headwalls, installing erosion control measures and removing invasive plants along the Watchable Wildlife Trail near the Scout Camping Area.

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

Eight Eagle Scout and Gold Award candidates developed proposals, recruited volunteers and implemented plans for leadership service projects that improved the Union County Park System in 2011. The projects include:

- Development of a 6-mile long historical trail with interpretive signage in the Watchung Reservation and completed.
- Repair of fencing, installation of donated native plants in a deer enclosure, construction and erection of bird boxes, and construction of two benches in Passaic River Park in Berkeley Heights was completed. This project also included bird box maintenance instruction to Governor Livingston High School Ecology Club students. These students have agreed to continue maintaining and monitoring the boxes throughout each nesting season. Data collected will be submitted by students to the Cornell Bird Lab.
- Construction of a raised section of hiking trail through a muddy and wet area in Passaic River Parkway in Berkeley Heights was completed. The NY-NJ Trail Conference provided grant funding to the Eagle Scout candidate for lumber.
- Construction and erection of a kiosk, procurement of agility training equipment, and organization of a training session at the Echo Lake Dog Park is underway and partially completed.
- Constructing and erection of bird and bat boxes and an educational kiosk at Peter J. Esposito Park is underway.
- A proposal is in the process of being refined for the improvement of a walking trail in Rahway River Parkway in Winfield.
- A proposal is in the process of being refined for the installation of landscaping material around the newly-restored historic



Masker's Barn in the Deserted Village in the Watchung Reservation.

- A proposal is being developed for the restoration of two horse-drawn sleighs for display in the newly-restored historic Masker's Barn in the Deserted Village.

### **Watershed Education Program**

Free watershed education classes were provided to 111 school classes and community groups this year, with 2,591 participants. Classes are arranged through the Division and presented by the Watershed Ambassador or a teacher contracted for this program. Some funding assistance is provided through a Clean Communities grant.

### **Invasive Plant Management**

In 2009, Union County became a charter member of the Central Jersey (now New Jersey) Invasive Species Strike Team. NJISST's goal is early detection and eradication of new invasive plant species throughout the state.

In 2011, the NJISST instituted a small membership fee which will help to offset intern and contractor costs for the organization and in turn allow members to apply for help using these resources.

Plans are currently underway to coordinate a second "weed-out" day for an area in the Watchung Reservation that has been overrun by linden viburnum, a new invasive tree. Last year, with NJISST's assistance, volunteers cut and treated stumps of hundreds of these trees and this year will return to assess the success of that project and continue work there.

The Division has reached out to its longtime partner, US Fish & Wildlife Service, for assistance with the existing Warinanco Stream Restoration Project. Plans are underway to revamp the stream buffer, treat invasive plants and do a hard frost seeding of native grasses and wildflowers. The Service has offered to provide herbicides and possibly native trees and shrubs. In 2011, Division staff worked with staff of the Division of Park Maintenance to develop an appropriate management plan for the site which will include annual mowing of herbaceous plants and grasses and adherence to a 25-foot stream buffer.

### **Interns and Volunteers**

Three volunteers, three student interns from Scotch Plains-Fanwood High School and Kean University, and two pre-trial intervention individuals provided over 200 hours of administrative support to programs such as the BioBlitz, the Adopt-A-Park/Adopt-A-Trail Recognition Dinner, Warinanco Park Lake restoration, invasive plant management, and lake water quality testing. Additionally, one volunteer used her graphic arts skills to reformat the new History Trail brochure and edit the Watchung Reservation Trail map.

A total of 809 volunteers in the Adopt-A-Park and Adopt-A-Trail Programs logged in 4,491 hours to help repair and maintain parks and trails. Projects included removal of over 250 trees that had fallen across trails, installation of steps, waterbars and other erosion control measures, clearing of drainage ditches and culverts, cleaning, repairing and reorganizing of tools and the tool room at Trailside, installing native plants, spreading mulch and gravel, removing invasive vegetation, repairing or installing fencing, and picking up litter.

### **Watershed Ambassador**

The Watershed Ambassador is provided through the NJDEP AmeriCorps Watershed Ambassador Program and conducts visual and biological stream assessments for water quality. The Ambassador also provides watershed education programs for local schools, assists with Adopt-A-Park projects, and helps with the planning and implementation of the Bio-Blitz event. In 2011, 45 programs were presented to 1053 students.

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

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

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

Union County has an advantage over most regions through its significant transportation access to major highways and transit lines. Within its borders the County has access to an international airport and a major eastern seaboard port making Union County a major transfer point for freight and the movement of goods. In all, the Union County transportation network includes highways, bus lines, passenger and freight rail lines, shuttle services, bicycle trails, air and water modes of travel.

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

**Funding:** The Bureau of Transportation Planning is eligible each year to receive federal funding through the Subregional Planning Program grant (STP) of the North Jersey Transportation Planning Authority (NJTPA). The STP grant program operates on the state fiscal year. For FY 2012, the STP grant is \$131,443.75 including the County match. It covers all or part of the salaries of three staff people.

Through the NJTPA Technical Library/Internship adjunct of the STP grant, funding was made available to fund equipment purchases and/or support for a transportation planning intern.

In addition, the Bureau received a two-year transportation planning grant for \$220,000 from July 2009 and June 2011 through the NJTPA for the Route 1&9 Corridor Study completed in June 2011. This included a County match. It covered part of the salaries of two staff people and the entire cost of a consultant team.

For 2010 and 2011 the Bureau of Transportation Planning worked with the County Division of Engineering on two additional programs through the NJTPA. First was a one-time Supplemental Subregional

Staff Support for ARRA Projects of \$99,294 to support the staffing requirements for the timely completion of the ARRA roadway construction projects within the County undertaken by the County Division of Engineering. The grant administrative responsibility for these funds was the Bureau of Transportation Planning.

Second, starting in 2011 the County has obtained \$133,000 through the NJTPA for the Subregional MUTCD Traffic Sign Inventory and Assessment Program. This new program will assist the County to meet a 2012 deadline for having an assessment of management system in place to meet the Manual on Uniform Traffic Control Devices (MUTCD) requirements for minimum sign retroreflectivity. The Program will support part of the salaries of four people in two Departments.

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

#### **Route 1&9 Corridor Study**

This County-lead \$220,000 transportation planning study began in 2010 and concluded in June 2011 as a County-managed consultant study. The study area of the work was along the Route 1&9 Corridor in the Cities of Elizabeth, Linden and Rahway. The goal was to further safety along corridor, reduce delays and traffic conflicts, and balance the transportation demands of the local communities along the highway with those of the region. A consultant team was hired as an outcome of a RFP process.

The study team analyzed existing conditions within the corridor using available data, field investigations and informed input from local stakeholders and advisors. The corridor assessment included traffic and safety analyses, an investigation of pedestrian conditions, lighting, trucking and a review of land use and demographic data as well as NJDOT Management Systems data. The study resulted in corridor-wide recommendations and intersection-specific improvements to improve circulation, safety, roadway aesthetics and maintenance.

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

In 2011, the Bureau of Transportation Planning received annual funding through the NJTPA to support essential local and regional transportation planning. As part of the program, the Bureau advocated for continued capital funding for transportation improvement projects in the County listed in the Transportation Improvement Program (TIP) and projects waiting funding on the Project Development Work Program (PDWP). The Bureau represented the County at the NJTPA committees: the Planning and Economic Committee, Project Prioritization Committee, Freight Initiatives Committee and the Regional Transportation Advisory Committee.

The Bureau received a post-graduate transportation planning intern in 2011 supported directly by the NJTPA for assignment to the County to supplement existing staff resources on transportation planning projects.

### **Transportation Advisory Board**

As part of its ongoing program component, the Bureau supports the Union County Transportation Advisory Board that exists as part of the transportation planning process and serves as a local and citizen advisor to the Freeholders on transportation policy matters to the Board of Chosen Freeholders. The meetings are scheduled on alternating months. Each of the Union County municipalities can appoint their representatives. Special presentations in 2011 include: Real Time Travel Information, the Route 1&9 Corridor Study and the Bus Rapid Transit.

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

The Bureau of Transportation Planning continues to support the Route 22 Safety Shuttle now in its fourth year of operation. It operates as an extension of the Union County Paratransit System and assists employees to cross the highway. In 2011, the Bureau of Transportation Planning worked with NJ TRANSIT to have an additional bus shelter installed to serve the ridership as well as local residents.

In order to facilitate safer travel along the critical Route 22 Corridor, the Bureau participated in meetings to further NJDOT roadways

planned improvements at the Route 22 U-Turn H and the Chestnut Bridge replacement projects.

**Elizabeth Midtown Multi-Modal Integration Study**

This NJTPA-lead consultant transportation planning study partners with the County of Union, City of Elizabeth, NJ Transit and NJDOT for a comprehensive study designed to address multimodal access needs, traffic circulation patterns, and station design deficiencies to improve the Elizabeth midtown rail station as a transportation hub. It began in 2010 and concluded in 2011. The Bureau of Transportation Planning participated in the consultant selection panel, in the public outreach meetings and responded to requests for information and provided further input in the draft final products. The recommendations included improvements to traffic circulation needs, parking, bus service, and pedestrian and bicycle facilities, station frontage and access. The work completed in June 2011.

**Union County Sustainability Corridor – Bus Rapid Transit**

The NJ TRANSIT lead study is to assess the potential of a Bus Rapid Transit line in Union County which would use in part an unused rail corridor between Cranford and Elizabeth. The bus line would extend from Plainfield to Elizabeth and greatly facilitate east-west travel as well as connect to the Northeast Corridor rail line at midtown Elizabeth. The study is in an early stage of concept development and the Bureau of Transportation is lending support to the public outreach work.

**Garwood Transit Oriented Development (TOD) Planning Project**

This transit oriented development study was a NJ Transit led consultant study in partnership with the Borough of Garwood, Union County and the NJTPA to enhance the area surrounding the Garwood station and to provide additional economic development in the Borough. It collected and analyzed existing data in tandem with an extensive planning and community visioning process to develop concepts for long-term rail ridership growth. The work concluded early in 2011 with recommendations to improve transit, redevelopment, parking, traffic circulation and pedestrian safety.

### **Bicycle Planning**

The Bureau continues to advance the recommendations of the draft Union County Comprehensive Master Plan. It participated in the early planning process for The Elizabeth River Trail Project and the Lenape Park Bikeway.

### **Route 27 Corridor Safety Study**

The Bureau continues to advance the recommendations of this study completed in June 2009 which identified specific safety-related improvements to reduce vehicular accidents, improve mobility, support transit and increase bicycle and pedestrian safety along the state highway. The Bureau continues to work with the NJTPA to advance recommendations through the NJDOT funding process.

### **Regional Outreach**

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

The Bureau also supports the Union County Planning Board by providing technical and professional expertise in review of plans and applications and provides administrative support for the Board:

- The Planning Board received over 70 development applications from January through October of this year.
- The Planning Board in this time period received approximately \$31,000 in development review fees.
- The development totals based on the plans reviewed from January to October in 2011 consist of 651,405 square feet of industrial/ warehouse space, 172,673 square feet of commercial/retail space, and 455 residential units.
- Mixed residential and retail development consisted of 174 residential units and 127,811 square feet of commercial/retail space. The total commercial/retail space combining mixed use developments is 300,484 square feet. Adding mixed use residential with other residential units shows a total number of

629 residential units based on submitted applications in this time period.

- The Bureau also supports planning by fielding related questions and data requests from residents, development applicants, professionals, associated agencies, and municipalities. In 2011, over 100 requests for information related to planning or transportation were fielded and approximately 20 OPRA requests were reviewed and responded on for relevant information.

## **Bureau of Community Development**

### **Community Development Block Grant Program**

Below is a summary of accomplishments for the CDBG program during this reporting period of 2010 – 2011:

#### **Facilities Improvements**

A total of \$731,000 was allocated for facility projects. Some of the highlights are as follows:

The Union County Child Advocacy Center has used \$124,657 of HUD funding to complete a portion of a \$2.2 million project. Upon completion, the project will provide investigation and treatment services to physically and emotionally abused children.

The Association of Retarded Citizens (ARC of Union County) completed \$65,000 in facility improvements which consisted of group home rehabilitation at 5 locations throughout the County of Union. Projects primarily consisted of the rehabilitation of deteriorated driveways and parking areas at the sites.

Clark – In order to comply with current ADA codes, \$125,000 of CDBG funds were used to install an elevator at the Police/Municipal Court building. Due to HUD funding, the building is now accessible to physically disabled citizens.



The Occupational Center of Union County located in Roselle used \$33,375 for facility improvements consisting of the replacement of two 7-ton HVAC units in main building at 201 Cox Street.

Hillside received \$11,770 to complete the upgrade of a restroom at the Maple Avenue playground in order to comply with current ADA building code requirements.

Plainfield:

The YMCA has completed a \$94,450 project for the renovation and stabilization of the front entrance.

The Public Library used \$35,000 of funding to waterproof and seal concrete sidewalks that were causing significant ceiling leaks in the lower level children's activity/learning section.

Rahway Housing Authority senior apartment complex used \$95,000 of HUD funding to complete the installation of an elevator. This allows the facility to accommodate additional physically disabled citizens on the 2nd floor housing units.

Summit Connection for Women & Families completed building renovations in which HUD funds of \$25,000 were used to purchase an elevator to serve the physically disabled.

### **Public Improvements**

A total of \$1,285,000 was allocated for projects. Some of the highlights are as follows:

- Hillside used \$140,000 in funding for rehabilitation of deteriorated streets.
- Linden used \$200,000 in CDBG funding and \$221,000 in Program Income funding for various roadway improvements.
- Plainfield used \$366,000 in CDBG funding and \$140,000 in Program Income funding for the street rehabilitation throughout the town.

- Rahway used \$129,000 in CDBG funding for street rehabilitation and Program Income funds of \$40,000 for façade improvements in designated Central Business District Redevelopment area and another \$64,000 to rehabilitate Madden Playground Field House.
- Roselle received \$170,000 for street rehabilitation.
- Roselle Park received \$90,000 to rehabilitate streets.
- Winfield Park received \$55,000 to replace sidewalk throughout the town.

## **Social Services**

### **Handicapped Services**

A total of 770 individuals were served in the County of Union with programs such as ARC of Union County, Expressive Recreational Program of New Providence, Shut-In Council for Disabled Care Services in Plainfield, and Vocational Rehabilitation for Disabled, providing individuals with rehabilitation services promoting their physical, emotional and cognitive development and assuring their safety and well being. These programs provided services to low and moderate income families who would not be able to afford them and also allows other family members the chance to work which otherwise would not be possible.

### **Emergency Shelter Services**

A total of 254 individuals were served in the County with programs such as FISH Hospitality Program, YMCA of Eastern Union County, and YMCA of Plainfield. These shelters provide case management, counseling, follow-up services, hot meals, transitional housing, one-time rental assistance payments, transportation, clothing, assistance with job and apartment searches and medical care to persons who are homeless and are homeless due to abusive family members.

### **Senior Citizens Social Service Programs**

A total of 13,125 senior citizens were provided health benefits during the contract year. Some of the activities were: educational presentations by guest speakers on topics of maintaining wellness and

fitness through nutrition and exercise, health aide services to seniors who are unable to attend outside programs showing them how to live safely in their homes and prevent nursing home placement or hospitalization, health assessments including weight and vital signs, cardiovascular, diabetic, urinary, mental health, skin and wound healing and much more. These programs help seniors to have a higher quality of life.

A total of 10,453 Senior Citizens countywide were able to have transportation to various senior programs in addition to being able to make weekly trips to the food markets, doctor appointments, post office, hair appointments, and more. This program enabled the seniors to have a more enjoyable life in addition to giving them opportunity to socialize with other individuals which promotes a better quality of life.

#### Maternal and Child Health Care Services

Approximately 602 parents and their children were able to participate in this program in Hillside and Winfield. Public nursing staff provided counseling services, medical screening and referrals to appropriate resources as needed. Well children care was also provided on a monthly basis, which includes vaccinations administered by physicians to ensure proper immunization protection, lead screening and more.

#### Afterschool and Summer Camp Programs

A total of 693 children countywide from low to moderate income families were provided with afterschool programs providing homework and reading assistance, tutoring, cultural and recreational activities. During the summer programs the children were provided with activities such as swimming, arts and crafts, field trips and other recreational services. This funding allowed parents the opportunity to work without having to worry about their children receiving quality care during afterschool hours and during summer months.

#### Teen Programs

A total of 346 teens were assisted in achieving a better quality of life by several agencies including the Hannah Atkins Community Center in Plainfield, the Boys and Girls Club of Plainfield, the YWCA

Adolescent/Teen at Risk Program in Plainfield, and the New Horizons College Club in Plainfield.

### **Foreclosure Crisis**

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

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

### **Union County Foreclosure Task Force**

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

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

### **Counseling Agencies**

The County has normally provided funding to counseling agencies on a regular basis as part of the Community Development Block Grant program.

## **Bureau of Housing**

### **Program Descriptions:**

#### **Section 8**

The Bureau of Housing continued to increase access to decent housing and suitable living environments for low and very low income families by continuing the Housing Choice Voucher Program. The program has met its HUD goal and is providing Section 8 assistance

to more than 371 families. Housing assistance is provided on behalf of a family or individual in need of housing to find their own housing choosing from single family homes, townhouses or apartments. The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.

**HOME**

The HOME program receives funds from HUD for activities such as rental, homebuyer acquisition and new construction.

**CDBG**

The CDBG program receives funds from HUD for activities such as housing rehabilitation, Senior Citizen Home Improvement, Code Enforcement and Senior Citizen Handyman Program.

Rehabilitation – A total of 58 housing units were rehabilitated during this period

Municipality	Approx. Completed
Countywide Housing Rehab	17
Linden	13
Plainfield	16
Rahway	12
Total	58

Handyman Program – A total of 276 residents were served by the Senior Citizen Program

Municipality	Households
Cranford	134
Fanwood	7
Garwood	83
Kenilworth	34
Mountainside	13
Roselle Park	5
Total	276

**Code Enforcement**

Municipality	Inspections
Hillside	226
Roselle	157

Rahway	237
Total	620

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

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

**Division of Information Technologies**

**Bureau of Data Processing and Telecommunications**

During the year 2011, the Bureau responded to more than 4,500 help line calls for support. These included calls from all County facilities including the Township of Berkeley Heights and the Borough of Roselle Park.

The continuation of shared services occurred with the implementation of the 911 emergency services between the County of Union Police and Borough of Fanwood. Currently, the County Police headquarters is undergoing renovations to further expand this service to other municipalities.

The County’s virtual environment is VMware, and staff has configured the system to ensure minimum of downtime for maintenance. It will also reduce the cost of having to buy more physical servers. Most recently, UCNJDATA was upgraded from Windows Server 2000 to Windows Server 2008, increasing the available space from 300GB to 2TB.

The County’s remote access tool, Citrix, was upgraded from Citrix Metaframe to Citrix XenApp. This new system replaced a nearly 10 year old system and has proven to be a very stable and secure method

for users requiring to access applications and files from remote locations.

The Bureau has upgraded the RecTrak system utilized by the Parks from version 10.2.0 to version 10.3.g

The Bureau has also upgraded any remaining Microsoft 2000 servers which are no longer supported to Microsoft 2008 servers.

Also in Westfield, we have installed a redundant Catalyst 6500 Core in the new Venieri Building to serve as a backup in the event of a failure of the main core in the Froehlich Building.

Successfully connected the sheriff's front desk at Social Services-Plainfield to our network, enabling the desk officers to have access to the security system.

The County's backup to tape system is being replaced with a disc based solution in both the Administration and Froehlich Buildings. With the new system in place, backups will be performed faster, restoration of files will be much easier, and the need to replace old/broken tapes will be eliminated, thus resulting in a future cost savings.

The final stages are in place for setting up the Youth Services Division with a T-1 line that will replace the existing DSL line. Currently, approximately 15 users are utilizing the DSL line and accessing files and email is slow. With the new line in place, it will increase the throughput of data and enable the end users to more efficiently perform their daily work.

The Bureau and the Division of Golf Operations have been working together on the following renovation and construction projects, due for completion in 2012:

- Galloping Hill Service Yard
- Galloping Hill Club House
- Galloping Hill Learning Center

Stanford Park: Installation of conduits and cooling for future video solutions was completed.

Ponderosa Farms: Renovations and expansions are underway.

Park LED signs: Signs are in place and operational at Warinanco and Nomahegan Parks that have connectivity to the county's network.

Parking garage: the New Elizabeth Parking Authority's parking garage was completed. This facility will be connecting into the County's fiber optic network connecting the facility to the City of Elizabeth.

DSL: Maintenance and installation throughout County facilities. Installed a second line at Progress Street for use with the Compass security system.

Parks Video: Maintenance and monitoring of all parks video equipment.

Corrections CCTV: Maintenance and monitoring of all equipment.

Motor Vehicle CCTV: Maintenance and monitoring of all equipment.

County Phone System: Maintenance, upgrades, backups, of all 16 systems.

Renovations at the Ruotolo building have begun and will continue into 2012.

Plans are in place to install a T-1 line at the Child Advocacy Center. Estimated to be completed in early 2012.

The Union County Arts Center renovations are complete with a new phone system supplied by the County.

The following programs were either supported or written in-house by the Bureau's programming staff:



### Personnel System

The Bureau's staff continues to make modifications to the county's ABRA personnel system, including the installation of a new server and an upgrade of the current version of ABRA.

### Electronic Document Management System

On Base, the County's document imaging system, was upgraded and a new server was installed. Also, the availability of information that is stored in On Base has been greatly broadened. Many municipalities now, via web interface, are able to retrieve meeting minutes and agenda items from their desktops. This has resulted in a cost savings to the municipalities and ease of access for their documents.

### Tax System

Tax bills continue to be processed, printed and delivered to county homeowners on time as required by the State of New Jersey.

### Department of Corrections

The Bureau's staff developed a new Firearms and Requalification system, modeled after the Sheriff's system that has been in use for over 10 years, and developed in-house. This system was finished in time for use by the Fall Requalification schedule. Using a laptop at the range, officers' scores were recorded at the time of requalification. The reports generated keep the Training Officer abreast of those who have passed, failed or have not participated in the requalification for various reasons.

The Corrections' Forms database system, which has been in use for years, continues to grow yearly. There have been additional forms and reports have been added this past year. One form contains information regarding gang member interview information and the other was a consent form for taking body samples (DNA).

The Special Gang Unit requested new development which included confidential information with Intel part, Gang Intelligence Unit (GIU) and Special Investigations Unit (SIU) access only. Officers can perform quick searches and retrieve all information on an inmate, pictures, documents, video and phone conversations. Much of this information is sent to the FBI, Courts and other agencies.

### Office of the Sheriff

Sheriff's Labor Assistance Program has been using a system developed over 10 years ago. Practices have changed so the system required an overhaul. It is now a SQL database, with an Access frontend. Included are many powerful reports, monitoring ability with search of active participants, their charges and the building of a history file.

## **2012 Initiatives – Parks and Community Renewal**

### **Trails Initiative and Connectivity**

The Department intends to commission a Trails Master Plan, a comprehensive plan that will address trail needs and issues in the park system. The Department also intends to explore, with the help of Engineering, ways to increase the connectivity within the park system, identifying street routes that would enable residents to have an alternative to driving, with more eco-friendly paths by which to visit the parks.

### **Analysis of Information Technology Infrastructure**

The County will undertake an upgrade of its technology infrastructure for voice over ip (VOIP) and develop specifications to upgrade its voice connectivity to reduce operating costs.

### **Golf Operations**

The Division of Golf Operations 2012 initiatives will focus on improving the overall infrastructure of the golf courses. Improvements will lead to increased revenues by increasing the quality of our playing conditions on the golf courses. Many of these improvements will also help us maintain the courses with less cost and more effectively as well.

- Ash Brook Tee Box Renovations (Leveling and Reconditioning)
- Ash Brook Irrigation Upgrades (Software and System Controls)
- Ash Brook Clubhouse Bathroom Renovation (Floors and Fixtures)
- Ash Brook Fairway Drainage Improvements (Fairways #5 and #14 which flood and force closure of the course)
- Galloping Hill Hole #12 Bridge (Fairway which floods and forces closure of the back nine)

- Galloping Hill Hole #12 Fairway Renovation (Fairway which sits under water during large rain storms)
- Galloping Hill Tee Box Renovations (Level and Recondition)
- Galloping Hill Bunker Renovations (Existing Bunkers have no drainage)
- Galloping Hill Irrigation Upgrade (Software and System Controls are 10 plus years old)
- Galloping Hill Cart Path Repaving (2 inch overlay to existing paths to improve playing experience of our customers)

### **Parks Programs and Special Events**

#### **Persons with Disabilities**

New programs for 2012 include a Luau at Oak Ridge and a Barn Dance at the newly restored Masker's Barn, a soccer program at Warinanco Park and a Sensory Friendly Theater series held in conjunction with the Union County Performing Arts Center. Through our partnership with the Master Gardeners of Rutgers Cooperative Extension, we are able to offer the Horticulture for Kids program. This popular program will be held at Trailside Nature and Science Center.

- Maintain year round diverse programs available to multiple age groups and a variety of disabilities.
- Maintain a working relationship with Union County school groups, disabled agencies, club and organizations who deal with the disabled.
- Continue a quarterly newsletter to be distributed to those with disabilities.
- Serve as a clearing house for people with disabilities about programs and services within Union County and around the State including camps, programs, schools, agencies, etc.
- Apply for the ROID grant to supply funding for the programs for people with disabilities.
- Research other options for program funding and awards.
- Maintain a working relationship with the Union County Office on the Disabled and serve on the Union County Americans with Disabilities Act Committee.

#### **Summer Arts Festival**

- Work in conjunction with a management company to produce eight Wednesday night concerts in Echo Lake and Oak Ridge Parks.

### Family Fun and Flix

- Produce five weeks of Tuesday night family events/movies at three different parks throughout Union County.

### Take Your Children to Work Day

- Coordinate all County departments that participate in Take Your Children to Work Day.
- Register and place County employees in selected programs on a first come first-served basis.
- Oversee the Union County Department of Parks and Community Renewal sponsored program.

### Other Special Events – Including Harvest Festival, Hayrides and Campfires, Pumpkin Sail, and Holiday Lights

- The department will continue to provide quality, well rounded programs to the public at large.
- Programs will utilize Union County park facilities.
- Programs will be geared to constituents of all ages and backgrounds.

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**Department of  
Public Safety**

**Emergency Management**

**Medical Examiner**

**Police**

**Weights and Measures**

**Office of Health Management**

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# Organizational Chart

## Department of Public Safety



# DEPARTMENT OF PUBLIC SAFETY

## **Mission**

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

## **Programs & Services**

### **Consumer Affairs**

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

### **Emergency Management**

Responsible for mitigating, preparing for, responding to, and recovery from natural or manmade disasters according to federal, state, and county guidelines.

The Division provides incident management support at local and county scenes to assist Local Governments in maintaining their National Incident Management Systems (NIMS) requirements.

Emergency Management oversees educational programs at the Fire Science Training Academy, providing fire training to personnel from all municipal Departments.

It is the responsibility of the division to oversee the Fire Investigation Task Force. In partnership with the County Prosecutor's Office and Police Chiefs' Association, the Division provides training for volunteers serving as auxiliary police officers.

In October of 2006, the County of Union created two Bureaus within the Division: the Bureau of Hazardous Materials and the Bureau of Domestic Preparedness.

#### **The Bureau of Hazardous Materials**

The Bureau is responsible for maintaining a Full Time Type 1 Regional Hazardous Materials Response Team, as defined by the Department of Homeland Security Typing System. It coordinates and implements all necessary response, assistance, training and related services for the identification of hazardous materials. The Team provides appropriate cleanup and disposal of hazardous materials caused by accident or intention.

#### **The Bureau of Domestic Preparedness**

The Bureau is responsible for the coordination, management and supervision of multidiscipline all-hazards preparedness projects and initiatives; enhancing the preparedness levels of first responders through equipment, regionalized planning and training; ensuring the County's compliance with the rules and regulations of the National Incident Management System (NIMS); researching, applying for, administering and managing the State and Federal Preparedness Grants; and coordinating multidiscipline preparedness drills.

The Bureau is also the lead agency in the County's participation in the Urban Area Security Initiative (UASI.) UASI is the State's North Eastern Homeland Security Region which, since its inception in 2003, has received \$97 million in specialized Homeland Security Grant Funds.

#### **Office of Health Management**

The Office of Health Management is a vital component of the emergency preparedness and response system so as to plan and manage the health related aspects of community response. Within the division are the Office of Environmental Health and Office of Public



Health working together with the goal of a healthier and safer community.

### **The Office of Environmental Health**

The Office assures compliance with environmental health regulations, coordinates public employee occupational safety and health mandates, and implements the State Right-to-Know programs. The Bureau is responsible for ensuring compliance with the County Environmental Health Act (CEHA) as regulated by the New Jersey Department of Environmental Protection (DEP). The CEHA work program includes compliance and enforcement in areas such as hazardous materials, air, solid waste, water, noise and underground storage tanks.

### **The Office of Public Health**

The Office is responsible for managing the Local Information Network Communications System (LINCS) to enhance and integrate local public health agencies' state of preparedness for, response to, and recovery from acts of terrorism and other public health emergencies. LINCS is responsible for managing the regionalized and coordinated public health assessment, disease identification, and rapid response and containment of incidents that threaten public health. LINCS coordinates an e-information system supporting interactive reporting, health data analysis and the dissemination of information between the Department of Health and Human Services, the Centers for Disease Control, local health departments, health care providers and emergency responders.

### **Medical Examiner**

This office conducts death investigations and scene visitations. A major responsibility of the Medical Examiner's Office is to perform autopsies and external examinations when required. If an autopsy is not necessary to determine the cause, manner and mechanism of death, an external examination is conducted. The Medical Examiner investigates all deaths reported under the County's jurisdiction as mandated by New Jersey State statute. It also provides surveillance to detect "serial" crimes, natural epidemics and biological or chemical terrorism at the earliest stages.

Forensic Pathologists serve as expert witnesses for the prosecution in criminal cases and consult with family members to answer questions regarding the death of loved ones.

### **County Police**

The County Police protects and serves the citizens of Union County by providing efficient, cost-effective, and professional delivery of law enforcement and protection services on all County-owned properties, parks and facilities, utilizing a variety of enforcement and crime prevention strategies. The County Police is an essential law enforcement support agency for providing Union County's overall homeland security defense.

The Traffic Enforcement Unit, which includes the "Weigh Team," continues to be a critical component in safeguarding the integrity of Union County's bridges and roadways, as well as producing significant County fine revenue.

The County Police provide a variety of specialized and unique law enforcement shared service programs and services that benefit police agencies throughout Union County.

This Division is the State of New Jersey medium for managing and coordinating Emergency 9-1-1 activities for all municipalities in Union County and Kean University. It also manages several crucial law enforcement programs that directly contribute to the protection, safety and welfare of families and citizens throughout Union County.

Public safety awareness, information and education presenters are in constant demand by senior citizen groups, educational institutions, civic organizations, scouting groups, and public information mediums.

### **Weights and Measures**

This Division provides cost-effective weights and measures enforcement protection and services to businesses, government agencies and consumers of Union County. The Division reduces or eliminates fraud and unfair business practices against consumers. It monitors and enforces proper use of measuring and weighing devices, such as gasoline meters, oil truck delivery meters and scales used in commercial establishments, through testing and inspection. The Division audits for accuracy consumer packages offered for sale and

Universal Product Code scanners for accurate pricing and labeling. Staff investigates consumer complaints regarding weighing and measuring violations. This Division prepares summonses and prosecutes violators.

## **2011 Accomplishments**

### **Consumer Affairs**

The Office of Consumer Affairs saved consumers over \$50,000 in cash refunds and over \$300,000 in money value.

The Office of Consumer Affairs responded to 300 complaints filed by the consumers of Union County.

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

The Office of Consumer Affairs continued to increase its participants in the high school consumer bowl competition by adding another participating high school which is Union High School. The Linden High School students were the 2011 winners in Union County.

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

The Office of Consumer Affairs increased the number of business we made a friendly visit to for the purpose of sharing information about

changes in consumer fraud regulations in New Jersey and to make them aware of our desire to partner with them in bringing quicker resolutions to the complaints filed against their business. Retailers welcomed our outreach efforts.

### **Emergency Management**

On June 1, 2011 we implemented the Union County Emergency Medical Service pilot program. Thirteen part time EMTs were hired and the proper licensing was obtained by the New Jersey Department of Health. In 2011 we received 643 requests for service.

Developed a "Special Needs Advisory Council" to develop an Access and Functional Needs Annex that ensures that the requirements of all individuals are considered during mitigation, preparedness, response and recovery phases of an emergency.

Worked with the American Red Cross to expand and enhance the county's shelter list to minimize the impact or burden to our schools during a long term sheltering operation.

Worked with FEMA to identify and develop PODS - "Points of Distribution" for food, water and other supplies during an incident.

Implemented and completed a project in cooperation with Fire Mutual Aid to assemble and deliver an Incident Command Board to each municipal fire department to facilitate accountability at fire scenes.

Developed new educational programs at the Union County Fire Academy.

Worked with municipalities to locally adopt the Union County Hazard Mitigation Plan and assist the towns in applying for FEMA funding.

Investigated the feasibility of a UHF Trunked Radio System to promote interoperability throughout Union County.

Began the process to enhance the current communications capabilities for all county departments by updating radio equipment.

Conducted Red Cross Shelter Management training for 150 residents.

### **County Police**

The physical expansion project of our Police Communications Center was initiated with an anticipated completion in early 2012.

The present Communications Center was successfully relocated to the EOC where it will temporarily remain operationally effective until our Communications Center's first floor expansion project is completed.

A law enforcement technology project was successfully implemented with the upgrade of MDC and on-board vehicle camera systems.

Our marked patrol fleet was updated with new visual graphics and the fleet was transitioned to traditional "black & whites."

We remained aggressive in our efforts to attain departmental accreditation with the NJSACP and CALEA and anticipated completion in early 2012.

Our working relationships with our federal, state and local law enforcement partners remained strong and vibrant. Mutually, we provided vigorous, effective and proactive multi-tiered domestic security services to our county and to our region.

The county police had continued success in providing effective law enforcement and protection services to all county facilities as well as to the numerous county sponsored special events, which included major performances and concerts.

The county police remained responsive to all municipal agencies relative to requests for police support and assistance, sharing every law enforcement asset and available resource.

We continued our efforts to provide low-cost and no-cost law enforcement and career developing training to our personnel.

### **Weights and Measures**

Conducted 1061 inspections on commercial business throughout the County. During these inspections the Division tested 9022 weighing

and measuring devices for accuracy. Examples of these devices are scales, gas pumps and timers.

Performed 3,696 scanner and commodity audits. Scanner audits consist of scanning items in a store to ensure they are ringing up correctly at the register. Commodity audits are weighing packages throughout the store to ensure they are the correct weight.

Performed 181 inspections on gas stations to ensure compliance with weights and measures regulations. The Division brought in 58,085 in revenue for the completion of daily inspections. The Division also wrote 38 violations totaling another \$16,800 in fines.

#### **Medical Examiner's Office**

The Medical Examiner's Office is in the process of acquiring the National Association of Medical Examiners Accreditation. In 2011 the Medical Examiner's Office has fully investigated 1071 deaths, and performed 173 autopsies and 66 external examinations.

#### **Office of Health Management**

The Office of Health Management suffered a 22.9% in federal funding for the county's public health emergency preparedness program. The Office also saw the departure of the Epidemiologist and Health Educator/Risk Communicator. Through these trying times, the remaining office staff has been able to maintain a basic level of operation, but has not been able to enhance programs in accordance with federal guidelines. The County Health Officer continues to work with our state and federal partners in order to secure stabilized funding in order to return service levels to previous levels.

The year 2011 again saw the Office of Health Management assist in the delivery of seasonal influenza clinics in the City of Plainfield during the months of October and November. The Medical Reserve Corps and Office of Public Health Staff assisted with vaccination and logistical operations of these clinics. This shared service saved the City of Plainfield money in personnel costs without compromising compassion and service, for the second year.

The County Health Officer continues to serve as the Chairperson of the Urban Area Security Initiative (UASI) Public Health

Subcommittee and leads efforts via the grant program to enhance the public health capacity to quickly and efficiently respond to emergent situations that impact upon the health and safety of the public within the county and the seven county northeast New Jersey region. The program took delivery, trained and implemented the mobile tent shelter system for emergency public health operations. The system was used at National Night Out and for Music Fest for Public Health Operations and Command Post operations. The program is currently assessing tent operations to establish medical necessary Point of Distribution for immunization or medication, potentially establish a functional needs (special needs) shelter, assist local hospitals with surge capacity, and establish a community reception center for potential situations involving the release of a man-made or naturally occurring release of a chemical or biological agent. As part of the 2011 UASI funding grant, the program is expecting delivery of equipment that will enhance long term shelter operations.

UCOHM, in collaboration with the local health departments in the county, continues to implement quality improvement programs in association with the County Community Health Implementation Plan. To this end, the office has progressed in the area of identifying collaborative programs with stakeholders within the community, including the Union County Cancer Coalition, Overlook Hospital, Trinitas Hospital, Union County Public Schools and Non-Public Schools through the Archdiocese of Newark.

The Office of Health Management responded during the response and mitigation aspects of Hurricane Irene. Office personnel with assistance from the Union County Medical Reserve Corps opened and operated a county-wide shelter to assist residents who were displaced during the hurricane and resulting floods.

Union County hosted the Regional Public Health Response exercise in June of 2011. The exercise focused on regional assets from neighboring counties and local health departments responding to an outbreak of disease and implementing medical countermeasures to prevent spread of disease. The exercise included 150 participants from four counties, including local health, police, fire, EMS, medical reserve corps, emergency management, congressional leaders, and local mayors and council members.

The Office of Environmental Health continued to perform above standard work regarding enforcement of environmental regulations and standards, as documented via the annual audit performed by the New Jersey Department of Environmental Protection in accordance with the county's annual grant agreement. The Office of Environmental Health conducted investigations and inspections in accordance with New Jersey Department of Environmental Protection regulations. For the year 2011, the Office has investigation/inspected 256 facilities for air pollution regulations, and performed 90 inspections related to solid waste facilities (in addition to the work completed by the UCUA under the Inter-local Shared Services Agreement), two investigations related to surface water pollution, and 205 inspections of facilities with regulated underground storage tanks. Year-to-date we have issued \$153,478 for penalties associated with violations noted during the aforementioned inspections/investigation, and collected a total of \$56,511 in penalties from violations issued during 2011 or previous years.

## **2012 Initiatives**

### **Emergency Management**

Upgrade current detection equipment used by the Bureau of Hazardous Materials.

Continue to operate and provide a viable Emergency Medical Service throughout Union County.

Plan the next phase of the 700/800 MHz public safety trunked radio system upgrade.

Transition the current Emergency Operations Plan to the new Emergency Support Function format.

Implement the new statewide credentialing program for all first responders in Union County

Continue to offer daytime Firefighter 1 and 2 programs at the Fire Academy.



Administer and coordinate the Homeland Security Grant and Urban Area Security Initiative grant programs.

Continue to provide support and training for the Union County First Alert System.

**County Police**

Complete the physical expansion project of our Police Communications Center and upgrade our network Emergency 9-1-1 infrastructure.

Continue our efforts to extend and provide shared service municipal consolidation relative to E-9-1-1 call taking and dispatching.

Continue and complete our efforts to attain departmental Accreditation with NJSACP and CALEA.

Continue to reinforce our working relationships and fortify our law enforcement partnerships with the varied and many Federal, State and Local agencies and continue to provide the best possible multi-tiered domestic homeland security defensive programs and services.

Continue to provide the best possible law enforcement and protection services to our county facilities and to our county's special events.

Continue our priority mission to remain responsive to all requests for police support and assistance, sharing every law enforcement asset and resource that we have available.

Continue maritime presence on the county and UASI regional coastal waterways, while enhancing our protection efforts in providing formidable domestic homeland security to our vulnerable Port and chemical/petro infra-structure facility sites.

Replace our Marine Unit's physical base of operations. The Unit's operational headquarters was lost during the 2011 Hurricane Irene event.

Expand our small boat water rescue training to UCPD personnel to enhance potential and future water rescue operations in Union County municipalities.

Manage and conduct water rescue training to municipal jurisdictions to enhance our shared services and increase local agency operational effectiveness.

Expand our field shared services in providing enhanced equipment, protection and weapon capabilities, and conduct joint training with cooperating municipal agencies.

Expand our traffic enforcement training efforts with local jurisdictions.

Develop field use/deployment program in regard to the anticipated acquisition of Conducted Energy Devices.

Develop and implement an automated Firearms re-qualification program.

Enhance our efforts in providing Active Shooter training to UCPD Officers and continue our efforts in providing low and no-cost police and career developing training to our personnel.

### **Weights & Measures**

Provide the County half of the revenue brought in to partially offset the Division's salaries and expenses, retaining the other half for any equipment purchases that are needed.

Continue to monitor gas stations closely ensuring they are staying within weights and measures regulations.

The Division will have to increase man-power hours to handle the workload created by the city of Linden's weights and measures inspections. By acquiring Linden's weights and measures this has increased our workload by 17 percent.

### **Medical Examiner**

The Medical Examiner's Office is in the process of acquiring the National Association of Medical Examiners Accreditation.

In an effort to provide exceptional services Dr. Hua and Dr. Shaikh will continue to interact with the local Police Departments, the Union County Prosecutor's Office and the Sheriff's Department.

The Medical Examiner's Office will put forth every effort to shorten the average case TAT (turn around time), from the original six months in the past to less than six weeks (which is the current TAT). The nationwide average turnaround times for most forensic cases are around three months.

They will adjust office personnel to better service the forensic need in Union County, provide easy access for the family and law enforcement agency, provide quick case turn around time, and provide 24-hour on call system by one forensic pathologist.

### **Office of Health Management**

The Office of Health Management will continue to work with the nine local health departments and stakeholders within the county to identify public health areas of improvement as it relates to emergency preparedness and response. The program will continue to use the "The Union County Medical Reserve Corps-Ambassador Program," which utilizes trained MRC personnel to provide training and education programs to community groups and organizations within each of our municipalities. This program is important as shared services continue to expand in the wake of continued down-sizing of local health departments, and as a result in the decreased funding seen in our preparedness grant program. Our MRC continues to be our greatest support mechanism in times of crisis, and as such we look to maintain our capacity to provide services to the municipalities and citizens of Union County.

Upon receipt of our additional Public Health Shelter Tent systems, we will train and deploy these assets where and when needed. Our staff will participate in county and regional training regarding deployment of this system.

The Medical Reserve Corps will continue to develop and increase its membership, as this component of the public health system is a valuable asset.

The program will be enhancing our “Response to Medical Counter Measures” project, to ensure that the county has the ability to rapidly deploy medication and/or vaccines, as the result of a significant public health emergency.

As the impact of the economy of governmental services continues to be a great concern, the Office of Health Management will continue to explore programs under shared services that will benefit our municipalities and the constituency we serve to maintain a safe and healthy environment. In respect to continued decreased funding, we will look to partner with neighboring counties that operate similar programs and develop efficiencies and best practices to secure the future of public health programs across the county and state.

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# **Runnells Specialized Hospital**

**Ancillary Services**

**Hospital Finance**

**Hospital Maintenance**

**Medical Services**

**Nursing Services**

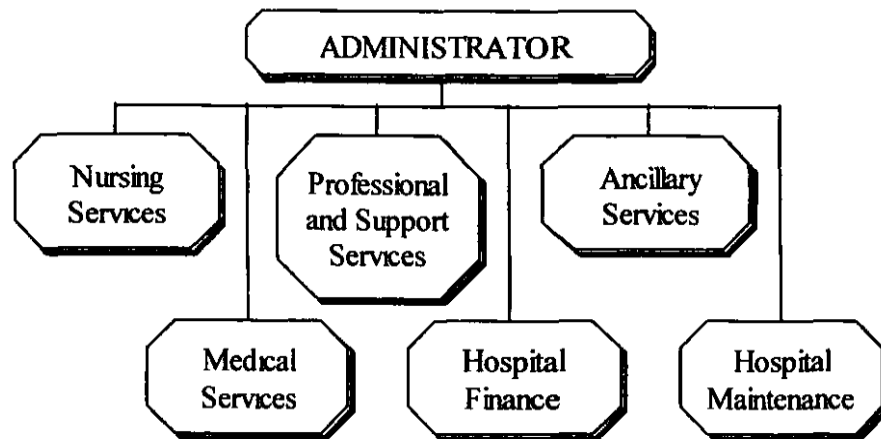
**Professional and Support Services**

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# Organizational Chart

## Runnells Specialized Hospital



# **RUNNELLS SPECIALIZED HOSPITAL**

## **Mission**

Runnells Specialized Hospital of Union County is dedicated to the provision of nursing care, physical rehabilitation and behavioral health care. The hospital is committed to the delivery of these services in a caring and compassionate manner that promotes individual well-being and the celebration of life.

Our Vision is that we will be a premier provider of health care. We will offer a state-of-the-art array of physical, restorative and psychosocial services and serve as an educational center for health care professionals and the community. Our philosophy of compassionate care, offered in an environment of professional excellence, will be reflected in the care provided to all.

## **Programs & Services**

### **Nursing Care**

Totaling 300 beds, nursing care is the hospital's core service. Meeting the needs of the chronically ill when in-patient care becomes a necessity, Runnells' staff utilizes an inter-disciplinary approach to provide assessment, medical intervention, and assistance for all activities of daily living. Emphasis is placed on individualized care for each resident to achieve and maintain the highest practicable level of physical, mental, spiritual, and social well-being. Specialty services including sub acute rehabilitation, respite, palliative and hospice as well as Alzheimer's type dementia care round out a comprehensive program of services for those in need.

### **Cornerstone**

An adult psychiatric community offering an in-patient rehabilitative environment, this acute-level service is guided by psychiatrists and provides an exceptional level of care. These 44 beds are staffed by a full complement of psychiatric social workers, psychologists, and clinical nurse practitioners, as well as physical, occupational, activities and speech therapists. Treatment programs utilize individual, group, and family therapies. Great emphasis is placed on

preparing the patient for re-entry into the community, which is coordinated with family and community resources far in advance of discharge.

## **2011 Accomplishments**

Runnells Specialized Hospital of Union County is in its 99<sup>th</sup> year of service to the community and continues to rank among the top healthcare facilities in the State. The Union County Board of Chosen Freeholders continues to be committed to providing quality care, responsive to community needs, mindful of the economy and endeavoring to accomplish continuous improvement. The Federal Center for Medicare and Medicaid Services ranks the performance of every nursing facility in the country to assist consumers in making educated choices when seeking care in a residential setting. This rating, which evaluates staffing, survey performance and quality measures, provides the best available indicators of the confidence a consumer may invest when making difficult decisions for someone in need. Runnells has again earned a four star rating signifying “above average” placing it among the best facilities in the State of New Jersey. Unlike other nursing facilities where physicians are on call, Runnells Specialized Hospital remains unique in its pledge to provide physicians in-house, daily.

One key to quality in a nursing facility is the number of trained healthcare professionals available to render competent care to disabled, frail and often elderly residents. According to the US Centers for Disease Control’s National Center for Healthcare Statistics, Runnells Specialized Hospital as compared to both national and state scores significantly exceeded staffing hours per resident in every nursing category including Registered Nurse, Licensed Practical Nurse, and Certified Nursing Aide. In another measure of quality not scored by these agencies, Runnells provides social work staff at roughly double the hours and education required by statute. These critical staff members address the fear and anxiety that frequently accompany compromised health status and separation from family. They also provide advocacy to ensure that resident rights are protected.



**Other accomplishments included:**

- Medical Services recruited Dr. Shanthi Chezian and Dr. John Peng, to provide professional psychiatry services to our patients in the Cornerstone Units. Providing these professional services for our Cornerstone Units maximizes the rate of reimbursement to RSH and provides improved quality of care.
- Medical Services is currently immunizing our employees with the Influenza vaccine. With an average of 65 percent we are presently higher than the national average.
- Our vaccination program for Herpes Zoster vaccine continues again this year and we vaccinated almost 200 residents with the Zostavax Vaccine recommended for residents over 60 years.
- Our Wound Care Specialist, Dr. W. Ingram of Coast to Coast Wound Care, continues to provide vital services to our patients/residents at no cost to Union County. Having these services available at our facility allows us to offer the patients the highest quality care and a significant savings in our transportation costs.
- The Medical Staff continues to provide consultative services from a wide variety of specialists, both in our Long Term Care Units / Sub Acute Care / and our Cornerstone Units.
- Medical Services continues to maintain a highly qualified professional medical staff at no increase in costs to Union County.
- Medical Services minimized departmental expenditures and provided a continued cost savings to Union County.
- Medical Services continues to audit the oxygen usage and supplies available. In-serviced staff on appropriate use of concentrators and oxygen SAT monitoring.
- The bio-medical equipment service contract is currently managed by Medical Services with ongoing monitoring of the costs for parts and service. The review of expenditures has shown a cost savings to the County of Union.
- Medical Services has coordinated with the Utilization Review program for the Cornerstone Units to maximize appropriate reimbursement and minimize denials.

- The application form for admission to the Cornerstone Units has been streamlined by Medical Services.
- Medical Services continues to review physician charges to achieve the highest level of reimbursement allowed by Insurance and Medicare.
- Medical Services recruits other physicians to increase referrals to the facility and minimize a monopoly by any one group or physician.
- Medical Services provides assistance to our professional staff as required to ensure we are achieving our highest standards of care, along with continuing to encourage educational opportunities and providing materials to staff to enhance and improve their skills.
- The Medical Director serves as the liaison for the LINC'S Program and assist key staff at RSH with information required for preparation for any public emergency.
- The Immunization Center provides a valuable service to the community at large, with an estimated annual cost savings of \$18,000. The Runnells Specialized Hospital Medical Director serves as the Medical Director for the Union County Immunization Center located in Elizabeth.
- The Administrative Director of Nursing assumed the position as Associate Administrator with the addition of directing Physical Therapy, Occupational Therapy, Speech, Clinic, and MDS Departments.
- The facility completed both a successful annual Long Term Care NJ Department of Health and Senior Services Survey and a successful Federal Acute Care Survey Psychiatric Services.
- As demonstrated by My InnerView, RN/LPN stability rates 100% which exceeds NJ State average of 83.42%; CNA stability rates 99% which exceeds NJ State average of 96.83%; and CNA turnover rates 100% which exceeds NJ State average of 97.75%.
- In addition, the Nursing Department has administered Flu vaccines to residents, staff, and community, effectively assumed responsibility for therapy contracts, successfully implemented web based system for Resolution completion with the County of Union, created computerized system for

staffing data and Nursing home Staff Posting requirements, and continued progress and positive outcomes as recognized by the Department of Health during the Long Term Care Survey, CALM Seas and LAMBS Program.

- Pressure ulcer rates decreased to 2.8% which exceeds goal of 3%.
- Long term care restraint rate zero as of 10/11
- Residents without falls 94%, exceeds NJ State percentage of 85.17%.
- Successfully implemented MDS 3.0 revisions.
- Improved compliance with ADL documentation.
- Improved RNP programs and documentation.
- Redesigned areas of both Physical Therapy and Occupational Therapy to maximize space and services.
- Restructured MDS Services to decrease facility cost and enhance reimbursement.
- Expanded hours of therapy to capture higher reimbursement opportunity.
- Decreased overtime of MDS staff.
- Created computerized systems to increase MDS Department efficiency.
- Created forms and systems that improve documentation and reimbursement potential for Sub Acute Services.
- Redefined role of MDS nurses to expand responsibilities and efficiency.
- Facilitated increase of CMI above goal of 1.0.
- Provided education to therapy staff to improve documentation and compliance.
- Successfully assumed Payroll staff for Nursing Department and implemented systems to improve accuracy and productivity.
- Attended professional educational programs to maintain current knowledge of industry goals and requirements.
- Facility Maintenance and Ancillary Services staff had a major accomplishment in the completion of the 2 West Dayroom renovations. In addition, they completed renovation of the Administrative Suites, built a linen closet on 1 West, Occupational Therapy wheelchair closet renovation, ordered new room sink countertops, completion

of roof coating, completion of elevator specs, completion of new window curtain specs, added additional emergency outlets and lighting, and Dining Room refurbishing. Second Floor: room painted, new curtains purchased and installed, continued skill building with Housekeeping Supervisor and Seniors with the Housekeeping Supervisor and one Senior making immense strides in their skills and many units showing good progress in encouraging team building among staff, and accomplished preparation of staff and facility for State Inspection.

- The Division of Professional and Support Services has had a very busy and productive year. The Division Director retired in March 2011 and was replaced by Sandra Adour, MSW, LCSW, LNHA on May 15<sup>th</sup>, 2011. In addition to the management responsibilities for Food & Nutrition Services, Activities Therapy, Volunteer Services, Social Work, Chaplain Services, and Beautician/Barber Services we continue to manage contracts for laboratory, X-ray, pharmacy, pharmacy consulting services, and enteral nutrition/ostomy supplies. New 2011 responsibilities assumed by this Division include Risk Management, Performance Improvement, Education, Immunization Clinic clinical services, affiliation agreements and ambulance services.
- The Performance Improvement and Education Department hired a new Nurse Educator to assist with education programs, and finalized the Peminic Patient Relations Manager process and procedures with more widespread use of the program among managers and staff (Peminic was acquired by Verge Solutions. We have previewed their new product and plan to move to that platform later this year or beginning of 2012), re-educated department heads and/or designees to access employee data and reports on the Silverchair Education System, and educated nursing staff to procedures and opportunities that will allow them to fulfill licensure requirements using the Silverchair Education system. Unit-based in-services were presented to demonstrate and encourage nurses and aides to take the on-line classes and obtain free continuing education credits. Conducted an employee satisfaction survey and developed a

team/committee to review the results and implement changes to improve employee satisfaction, and improved the Performance Improvement program measures to provide more meaningful and action-able results.

- Activities Therapy and Volunteer Departments during the National Activity Professionals Week celebration, the “Bingo Bonanza” activity, raised \$990 for the residents’ entertainment programs sponsored by the Runnells Hospital Volunteer Guild. Also provided many opportunities for community accessibility for the residents and patients of Runnells Specialized Hospital. This year we were able to secure donated tickets to the Shrine Circus and Somerset Patriots Professional Baseball Games. Additional trips included meals out at the Old Country Buffet, Pizza Hut and Olive Garden, as well as monthly movie trips, Berkeley Heights Library visits, special ice cream trips for the dementia residents at SCOOPS Ice Cream Parlor, a trip to Point Pleasant Beach, attendance at the Echo Lake Park Concerts and shopping at the malls. In addition, Residents requested monthly trips to the Dollar Tree Store where they could select and make their own purchases. This department hosted several special events during the year: candlelight dinners, seasonal/holiday parties, courtyard carnival and the “Senior Prom.” The best activity by far was the Runnells Haunted House. Our Senior Recreation Therapist, along with the Art Therapist and additional staff members, worked hard to create a hauntingly scary maze. Residents, patients, staff, family members, volunteers and visitors passed through this amazing creation. The Department also sponsored an evening Halloween Party which included 30 students from Governor Livingston Regional High School and Union High School Key Club who came dressed for the occasion.
- Montclair State University continues to send sophomore, junior and senior Music Therapy students, as well as Graduate students, to our facility to gain therapeutic skills in long-term care and Behavioral Health. We mentored 14 students during the 2011 Spring and Fall semesters.
- Special Award: One of our long-term care residents was honored for her art work created with the RSH activities

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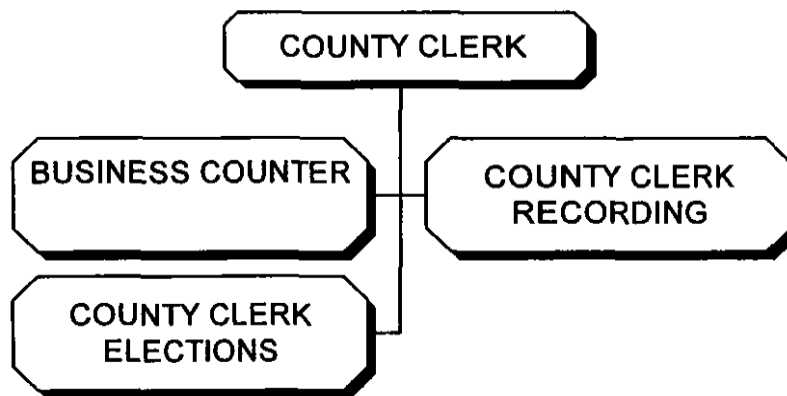
# Office of County Clerk

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# Organizational Chart

## Office of the County Clerk



# **OFFICE OF THE COUNTY CLERK**

## **Mission**

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

## **Programs & Services**

### **Elections**

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

### **Passports**

- Passport and Pass Card Acceptance Agents for the Federal Government.



### **Record and Preserve**

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

### **Issue**

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

## **2011 Accomplishments**

The continuing economic recession impacted the housing market and foreclosure rate during 2011. The volume for most property documents assigned for recording in Union County was stabilized, with no noticeable increase or decrease with one exception: a court-ordered moratorium on the filing of foreclosures contributed dramatically to the decrease in recording. *Lis Pendens* or pre-foreclosures decreased to 604 from a high of 3,650 in 2010, an 82% decrease. Revenue derived from property recordings, however, remained constant at approximately \$22 million for 2011.

The Union County Clerk also continued active participation in the countywide Foreclosure Task Force designed to assist homeowners threatened or facing foreclosure. Written materials designed to assist tenants and homeowners were provided via website and to each municipality. Task Force members also attended seminars to assist homeowners and provide

information. Additionally, statistics and access to updated foreclosure data were provided to the hardest-hit municipalities.

The electronic scanning initiative, begun in 2007, remained constant in volume for its e-filing customer base. Thirty percent of all discharge recordings and 10% of all assignment recordings are received through e-filing, which eliminates paper and adds to the greening of the county.

The County Clerk's Property Web Site, a search engine for recorded documents, remains a popular web destination. More than 1.7 million customers accessed property records on line in 2011, an increase of 5% over 2010. There also is a 30% increase in the number of property documents now accessible with eight new document types bringing the total number of document types to 22.

## **Elections**

Three elections were held including the School Board Election in April, the Primary Election in June and the General Election in November. There were two recounts in the Primary Election for Elizabeth and Roselle. Several recounts were conducted also after the November General Election.

One of the most significant advances in Elections was the opening of a Vote-By-Mail satellite office in Westfield in October serving, in particular, residents in the western portion of the county. This second location generated greater accessibility and convenience to obtain an application and a ballot, and also vote in one location. More than 140 voters took advantage of this access at the Westfield office in the three weeks preceding the General Election. Vote-By-Mail access continued at the main location in Elizabeth.

Another significant trend was the growth of the Vote-By-Mail General Election Permanent Lists which expanded from 3,000 in 2009 to 5,200 in 2011. This spurt is a direct result of the ease of registering to obtain Vote-By-Mail Ballots in General Elections since the option was initiated in 2009.

The Clerk again published the annual Election Date Brochure for 2011. It was distributed county wide along with a 2011 Election Calendar which provided dates for election-related registration and voting deadlines. The

calendar, published in-house, was distributed to all Union County libraries, municipalities, colleges and universities and elected and appointed officials. It also could be ordered by the general public online at the Clerk's website.

The public continued to have access to the Sample General Election Ballots on the Clerk's website. In addition to the mailed sample ballot to each voter, this access ensured that all voters can view their ballot on line and locate their polling place. Sample ballots for School Board and the Primary Election also were made accessible on line.

Using a new "Walk Sequence Protocol" for mailing the sample ballots, the Clerk saved more than \$10,000 on sample ballot postage for both the Primary and General Elections.

### **Business Office**

The Clerk's satellite Business Office in Westfield, which opened in April 2010, continued to expand its functions with the addition of Inheritance Tax Waiver filings. Along with Tax Waivers, the office now is able to process Notary Publics, issue Trade Name Certificates and process Passport, Pass Cards and photographs.

The Clerk's Office sponsored a Passport Fair in April in Westfield and National Passport Day was celebrated in September. The National Passport Processing Center conducted an audit of the Westfield Passport facility in September. Their report commented, "This is an exceptionally well run program. Each agent was proficient with acceptance procedures and clearly committed to providing quality customer service."

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

In May 2010 the Union County Homeless Trust Fund was initiated by a Union County Board of Chosen Freeholders resolution. The fund provides for the collection of a \$3.00 surcharge for all recorded documents in the

County Clerk's Office to be turned over to the County for assistance to the homeless. A total of \$180,000 was collected for the year.

## **2012 Initiatives**

### **Recording**

As part of a long range plan, the Recording Division completed placing Construction Liens from 1994 on the Clerk's Property Website, bringing a total of 16 document types to the site. In 2012 the final document, Inheritance Tax Waivers, will be added.

Document searches are available from 1977 to the present for title companies, banks, clients and other interested parties to access. This allows for paper records to be archived and/or destroyed in the Public Record Room.

As older deed and mortgage books are scanned, the books are removed from the Record Room for archival. It is estimated that the final 10 years of books, from 1987 to 1977, will be scanned in 2012 and uploaded to the website. The Record Room will be reconfigured to take into account the removal of the books which have been scanned, making it more customer friendly.

A major map project will be initiated during the year to place the indices of maps from 1977 to present on the website along with an order form for easier access for clients and title searchers.

### **Business Office**

A new program will be initiated for veterans this year allowing them to obtain ID Cards for their Military Discharge papers at the Westfield office. This service will bring greater accessibility and convenience to veterans and their immediate family members. The cards, in turn, permit veterans to show the ID for discounts at area big box stores at well as other venues.

Outreach efforts including Passport Fairs will be expanded to include area hospitals, higher educational institutions, area high schools and local fairs.

EMS ID Cards will be a continued service to volunteers in all municipalities.

### **Elections**

The state will be issuing a newly designed Vote-By-Mail application in 2012, a Presidential, US Senate and Congressional year. Expanded outreach seminars will be conducted to familiarize candidates and their staffs concerning valid procedures to use Vote-By-Mail applications and ballots due to the high anticipated volume. Outreach also will be conducted in the community and through the website.

A staffed voting office will be open in Westfield for the Primary and General Election a month prior to each event to assist voters with applications and ballots for voting by mail. The main office in Elizabeth will continue to assist voters. A 2012 Election Date brochure will be issued along with a 2012 Election calendar.

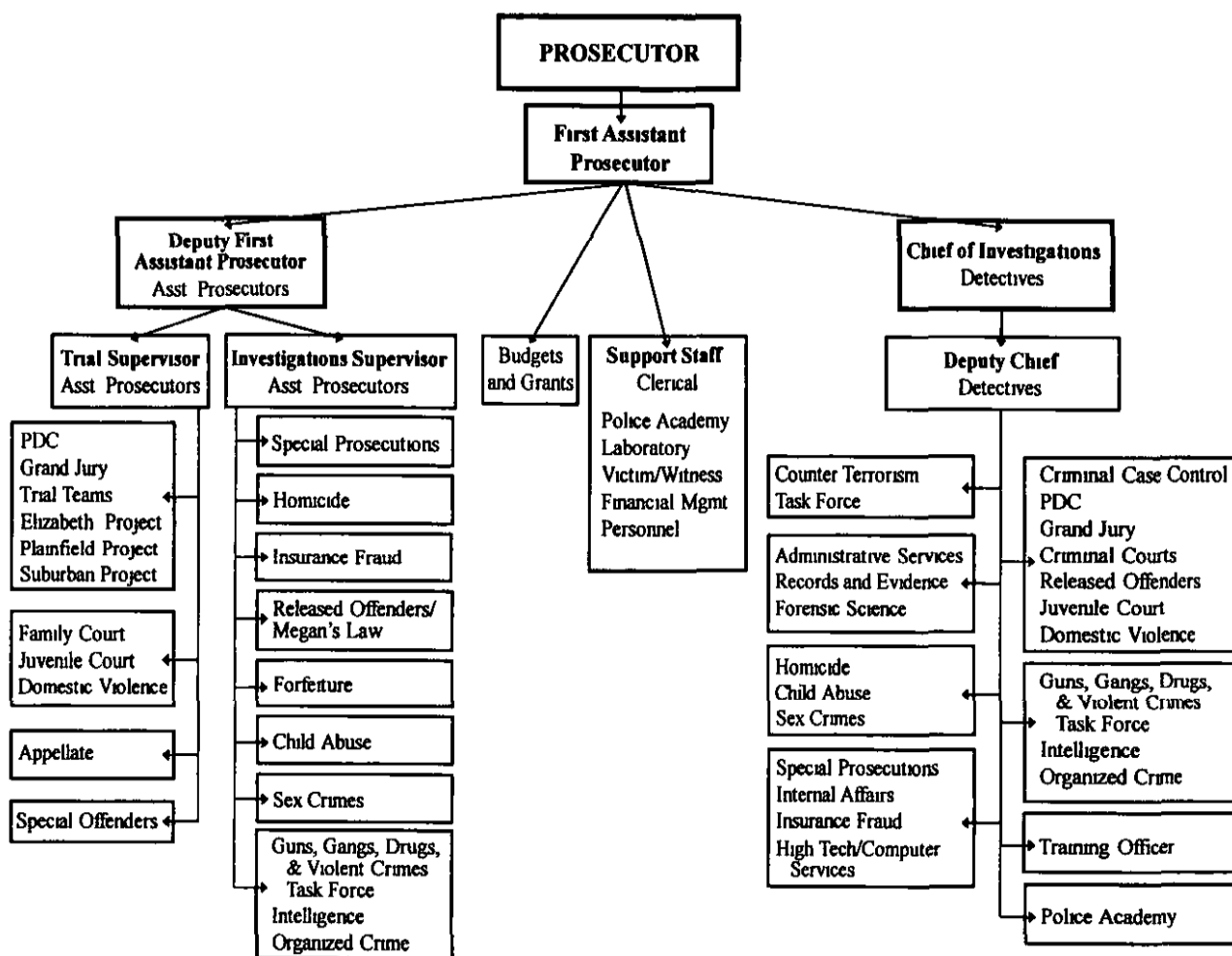
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# Office of the Prosecutor

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# Organizational Chart

## Office of the Prosecutor



# **OFFICE OF THE PROSECUTOR**

## **Mission**

Improving performance at every level without major increases in funding is part of the challenge for the Union County Prosecutor's Office in a mission that includes investigating and prosecuting serious crimes.

The Office has a history of proactive outreach efforts and sharing of resources with all 21 municipalities to maintain confidence in our criminal justice system, and in the citizen's fundamental right to safety and a quality of life that shuns violence, gang activities and the scourge of drugs.

## **2011 Accomplishments**

This past year saw a continuation of the good work from the men and women of the Union County Prosecutor's Office. Various units and task forces conducted investigations, made arrests and prosecuted criminals for crimes ranging from homicide to insurance fraud.

Accomplishments include a high success rate in the courts and diligent work by our various units and departments. The Homicide Task Force, which is comprised of Prosecutor's Office staff, members of municipal police departments, and a member of the New Jersey State Police, quickly solved a number of homicides that occurred during the year and continue to diligently investigate the others. Work continues to solve cases from years past, with investigators reviewing files and seeking new information.

Working in cooperation with the Plainfield Police Division more than a dozen members of the MS-13 street gang were arrested last July, and charged with a variety of offenses, including homicide. Their removal from the streets directly led to a decrease in violence through the end of the year. This was just one example of the exemplary effort by dedicated law enforcement professionals.

The Office continued its community outreach to various



municipalities and hosted several meetings designed to increase cooperation between the community and law enforcement. The High Tech Unit of the Prosecutor's Office continued its outreach to both parents and teenagers in Union County to make them aware of the dangers associated with the Internet.

## **2012 Initiatives**

As in the past, the Union County Prosecutor's Office will continue to focus on anti-gang initiatives and will continue to work with other law enforcement agencies to stop illegal activity in an effort to make the streets safer.

The Office will also focus efforts on its Mental Health Unit, which is designed to help people with mental health issues avoid jail under certain circumstances. The Office is poised to make additional advances in its drug interdiction program.

A new Child Advocacy Center is slated to open this year and will serve the young victims of physical and sexual abuse in a modern facility that brings together law enforcement, medical staff and counseling services.

This year will bring a continued sense of purpose and determination from the men and women of the Prosecutor's Office to ensure that every resident of Union County receives fair and responsible representation.

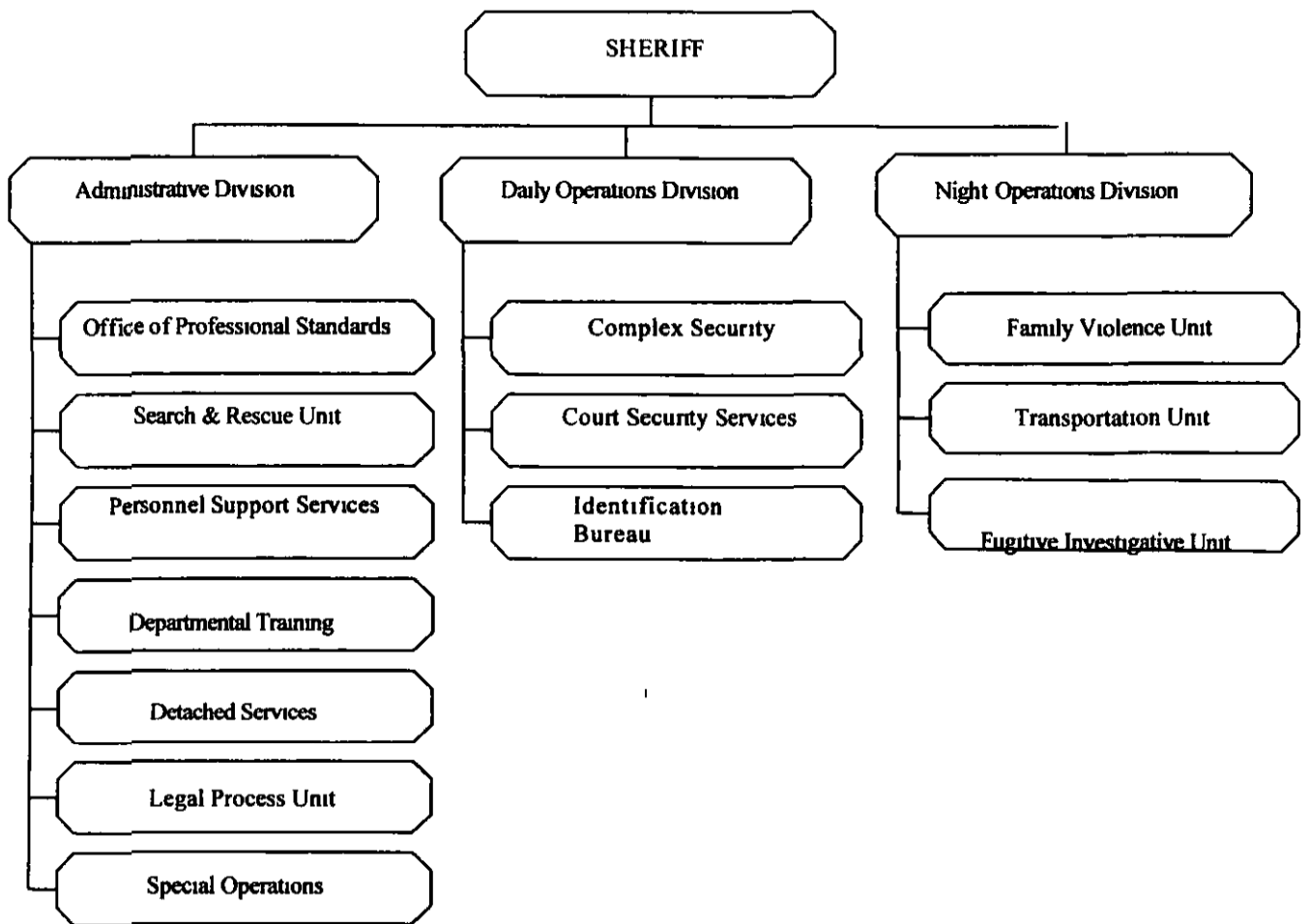
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# Office of the Sheriff

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# Organizational Chart

## Office of the Sheriff



# **OFFICE OF THE SHERIFF**

## **Mission**

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

## **Programs & Services**

- Court Complex and Building Security.
- Transportation of inmates.
- Service of civil and criminal process.
- Execution of domestic, juvenile and criminal warrants.
- Maintenance of criminal identification records.
- Enforcement of domestic violence orders issued by superior courts.
- Provision of search and rescue support services.
- Provide community law enforcement education programs.
- 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.

## **2011 Accomplishments**

- Received full CALEA accreditation.
- Processed 1.5 million trips into the courthouse complex without serious incident.
- Rewrote the Union County Sheriff's duty manual.
- Successful Completion of the Union County Sheriff's Youth Academy Summer Program.

Implementation of Power DMS Program reducing paperwork and moving towards paperless training and procedures.  
Dedication of the Union County Sheriff's Office Firearms Training Facility.

## **2012 Initiatives**

Upgrade software in business office operations, making this nearly \$2 million fee generator more efficient for the County. With a wave of retirements anticipated for 2012 and 2013, begin a smooth transition of staff.

Formulate new security plan for planned courthouse at Cherry St. and Rahway Ave.

Develop an online reporting system in conjunction with the in-house created CAD system.

Manage budget staff reductions within significant cost restraints, improving office efficiency while reducing costs through innovative approaches in scheduling, assignment of manpower and flex week working periods.

The consolidation of services throughout the various units to maximize manpower during idle periods due to the various court schedules.

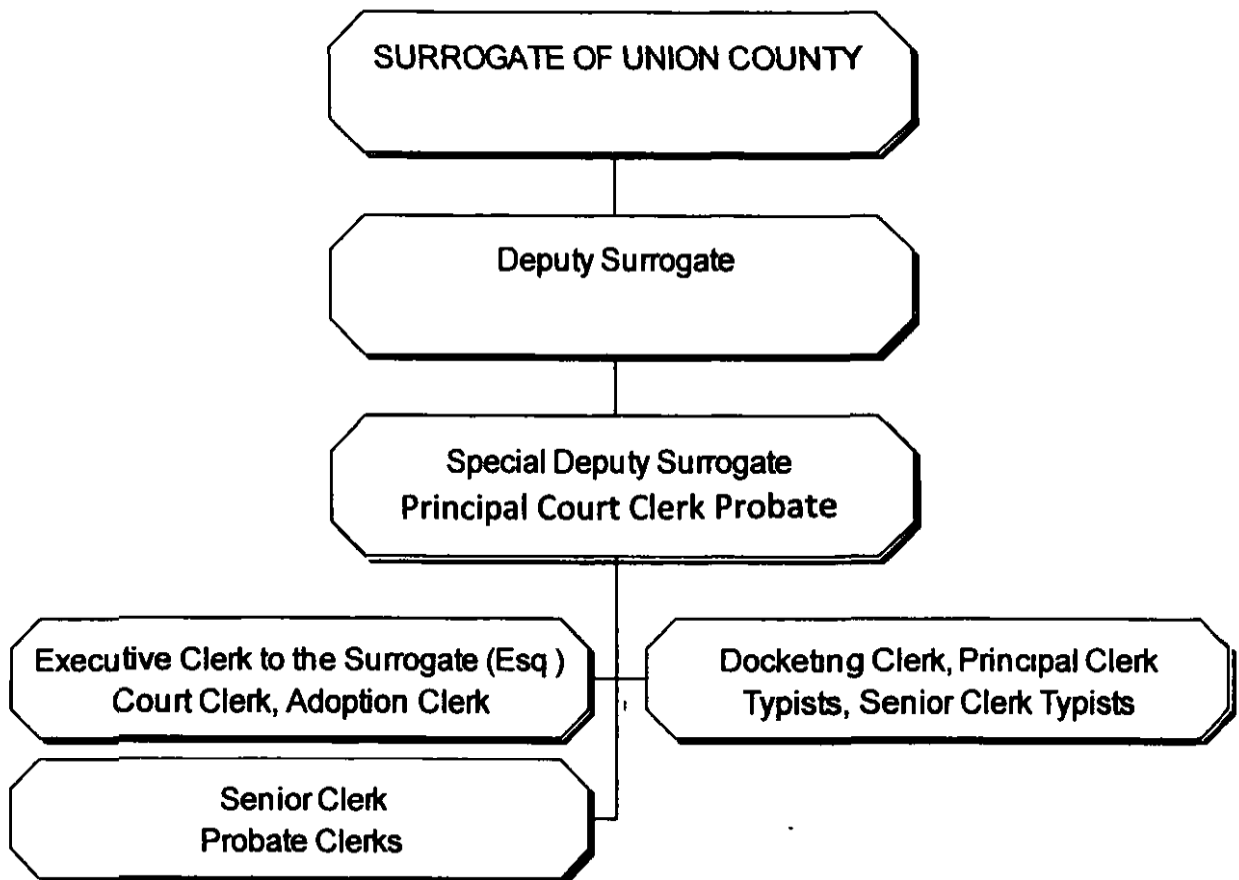
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# Office of the Surrogate

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# Organizational Chart

## Office of the Surrogate



# OFFICE OF THE SURROGATE

## Mission

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

## Programs & Services

### Mandated

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

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

Deputy Clerk, Superior Court, Chancery Division, Probate Part – New Jersey Court Rules 4:83 – et. seq.

- **Contested Wills, Administrations, Guardianships of Minors and Incapacitated Persons:** complaints filed, processed, calendared by Court Clerk Unit.



- Adoptions: filed, reviewed and processed by Court Clerk Unit.
- Housing and retention of original Last Wills and Testaments. Filming of related court documents as required for Judiciary Court Management.

### **Surrogate's Court**

Clients are individually interviewed by the probate clerks. Appropriate computerized applications and related documents are prepared by probate clerks who take oaths and witness signatures of the applicants.

Probate clerks assist the applicants by answering questions and then distributing relevant printed materials. Client assistance was expanded in 2009 to help individuals administer the estates, providing folders that contain materials necessary to complete the probate process. The Surrogate's Staff can assist the client as much as possible however, legal advice cannot be provided.

Applications are reviewed by the Deputy Surrogate and forwarded to me for my signature. Signed Judgments and other related documents are then processed by the record unit. In addition, late in 2006 we began scanning documents; this is now done on a daily basis. Current estate records and those dating back to 1995 have now been added to the On Base system. Clerks and public alike no longer have to handle the original documents; they can be viewed on the computer screen.

Requests for additional certificates, exemplified or certified copies, proof of mailings, filing of claims and estate searches are processed by the clerical staff. This unit also provides the client service area with knowledgeable assistance for phone inquiries on a personal level. In the case of a physically incapacitated client, signatures are taken at a time and place convenient for the client. For the sake of convenience to the administrators and executors who cannot take time from work, evening hours have been established. Evening hours are conducted in Cranford, Rahway, Union and Summit.

### **Deputy Clerk, Superior Court**

Contested wills, formal accountings, contested administrations, incapacitations and adoptions are referred to Superior Court, Chancery Division, Probate Part with the filing of the appropriate complaint in our office. The Court Clerk Unit reviews, schedules and processes the complaint through to the final judgment. Under the direction of the Special Deputy Surrogate and the Executive Clerk to the Surrogate, motions and hearings are scheduled on a bi-monthly basis. The Executive Clerk to the Surrogate provides a review of documents, researches case law, and attends court sessions. Upon the final decision of a Superior Court Judge, a judgment is signed and the necessary legal documents are prepared by the Court Clerks. They are then docketed and filed.

### **Non-Mandated**

The Surrogate conducts educational seminars for the public on probate law, advance medical directives, self proving wills and other related topics.

The Surrogate coordinates and educates volunteers for the Superior Court Guardianship Monitoring Program. Training seminars are conducted as new volunteers are recruited. Any new changes to the law, procedures or any concerns are discussed at that session.

The Surrogate conducts evening hours four times a month in four different locations throughout the County. The first Monday of every month is in Cranford, the second Tuesday is in Rahway, the third Wednesday is in Union and the fourth Thursday of every month is in Summit. Residents must set up appointments with the office so that paperwork for each estate may be generated. The schedule allows for the Surrogate's office to see clients between 5:30 – 6:30 each evening.

The office provides a web site to assist the pro se client in conducting the business of the estate. Important information is contained on the site. Residents may download forms for probate

matters and check legal terms E-mail inquiries about estate matters are also processed.

## **2011 Accomplishments**

### **New Finance System**

With the new automated system I can accurately know how many actions have been taken in on a daily, weekly, monthly or yearly basis. During 2010 we handled 2909 Estates, 129 Guardianships for Minors, 155 Adoptions and 479 Superior Court cases; for a total of 3672 New Actions.

### **New Web Site**

In 2010 the County unveiled a new web site. My Deputy worked with Information Technologies updating some of the on line forms and they have been integrated into the new site. We have amended some of the older versions produced for our on line services and brought them up to date.

This past year I requested the County produce a web video to inform the public the process of how cases in our office are conducted. Clients who have viewed this video have indicated that it helped them prepare for their business with the court. The video runs approximately 4 minutes and includes an interview with a potential client.

### **Speaking Engagements**

I have conducted several speaking engagements this year. The audiences ranged from 15 to 250; the engagements were conducted at social clubs and organizations throughout the county. I also addressed professional groups such as Rotary, Police Trainees and Attorney Clinics.

This office continues to target individuals and companies who advertise and target unsuspecting seniors that encourage them to change their Last Will and Testament; we continually monitor newspapers for seminars that lure unsuspecting individuals to their events. This year I placed several articles about the use of safe

deposit boxes to store Original Wills and how your Executor would not necessarily have access to it. The article ran in local newspapers and we received several calls from seniors and groups that had concerns. The office reprinted the articles from several publications and they are available in the office and information receptacles in the atrium.

### **Evening Hours**

During the year we conducted over 100 evening appointments in host communities. We share services with Rahway, Cranford, Union and Summit to use their facilities to probate estates for clients who are unable to make in into the office during the daytime. Evening hours are conducted at the request of the attorney or individual filing with the courts. Information is given to the office at least 24 hours prior to the appointment. Once we have all the necessary information the clerk will prepare the papers and schedule the appointment.

### **Home Appointments**

As an addendum to Evening Hours, home appointments were up this year. I visited 56 households or hospitals to take signatures on estate matters. Appointments are scheduled for the homebound for a number of reasons and it is my pleasure to serve the public in this manner. Asking an 87 year old widow who uses a walker to come into the courthouse is unconscionable.

### **Clients**

The office saw over 4000 clients this year, and handled approximately 8000 phone calls for information. Most calls came from individuals looking for information on how to proceed with an estate matter. In addition to probate and estate matters our office handles a multitude of issues from guardianships for minors, adoptions, superior court cases and incapacity hearings. Individuals in our office are trained to help clients understand the complexity of these issues.

Very often there is a disagreement with family members over who should become the administrator of an estate. There could be an estate that no one has come in about but needs an administrator

appointed, or we have cases where next of kin cannot be located or are incapable of serving. When this happens I am allowed to conduct a hearing on the "Surrogate's Level." This is done in my office and allows me to adjudicate who shall or shall not be able to serve for an estate. During 2011 there were over 45 such hearings that I presided over and the majority of them were settled on my level without the need for a Superior Court Judge to get involved. This serves as a cost savings to the client, the estate and the State of New Jersey. It would also allow a creditor to come forward to force an estate into probate when money is owed to them by the decedent.

### **Court Monitor Program**

In 2009 the Courts mandated that a guardian file a yearly report with the Surrogate to indicate the status of the incapacitated person whom they are the guardian of. Our office now has a procedure in place to indentify who should receive the yearly reports. On a monthly basis the forms for the reports are mailed to a select number of cases and a list is kept. In addition Union County is very lucky to have one of the finest court monitoring programs in the State. Court Volunteers are used to monitor a person who has been adjudicated incapacitated; these cases are selected on a random basis. The volunteer will visit the homes or facilities where these individuals reside and make sure they are receiving the proper care. Our monitors are very committed to protecting the welfare of the incapacitated person. The courts and the County participate in this program as a joint effort, and the program is monitored supported and conducted through my office, training sessions are conducted when the law changes or new volunteers are added.

### **Surrogate's Intermingled Trust Fund**

Solicitations were prepared by the Administrative Office of the Courts and assigned to the individual counties to solicit proposals for the Surrogate's Intermingled Trust Fund. My office sent out over 35 packets to banks in contiguous counties for their offers. The Assignment Judge, The Honorable Karen M. Cassidy, makes the final decision based upon the proposals for depositing the minor's money. Currently a court order was issued for a one year contract with Investors Savings Bank that will end on Dec. 31,

2012. Sometime in November we will be charged with going out for proposals by the Administrative Office of the Courts.

The Surrogate's Court currently holds over \$26 million in the fund. All withdrawals from the fund must be accompanied by a court order. This requires that the office prepare a petition for the court requested by the Guardian. Once the completed complaint is filed with our office, the clerk will prepare the necessary paperwork and take the cases to the assigned Superior Court Judge on a weekly basis. The Judge will approve or deny the petition and the clerk will then complete the case by sending the denial or preparing the necessary papers for the release of funds according to the judgment permitting the use of these funds. The Surrogate has the final authority to release the funds when the minor turns 18.

#### **Changes in Adoption Laws**

Since the Administrative Office of the Courts has issued a new directive pertaining to adoptions our office had to revise our adoption procedures in order to comply with the new directive. Currently we are still waiting for the Assignment Judge and Clerk of the Court to approve the new procedures. The State is also initiating a web based program for adoptions. Just this week our Adoption Clerk and the Special Deputy Surrogate attended a State training meeting for the new program. It is expected to be available for testing in January 2012.

#### **Change of Court Locations**

The Superior Court Judges are constantly being move and reassigned. This fall our Probate Judge was moved to the annex building. This has forced us to dedicate another clerk to the "court calendar" schedule. We now have to send a "probate clerk" over to the annex with the staff attorney in order to take signatures on the qualifying papers. In cases of incapacitated persons it is not realistic to make them come into another building and go through security again just to sign papers; we now accommodate these clients in the court clerk's office inside the judge's office.

### **2012 Initiatives**

### **New Court Rules**

The Administrative Office of the Courts has deemed it necessary for the Surrogates to participate in a web based program for filing adoptions. The responsibility of maintaining, security and training for this program lies solely with the ACO, however, the adoption clerks in each office must input the information for adoptions into this program. In some cases this may cause a duplication of services. Just this September we were given new directives from the AOC and had to provide input into the implementation plan.

### **Constituent Services**

An initiative has been taken by the County Manager to advance the services provided by the county to local governments and to the residents of Union County. Many programs handled by our office are not well-known to local government officials and their residents. Information from outside sources is often misleading or incorrect. I extend to all elected officials the opportunity to work with their community leaders and bring information about our services to their groups and organizations.

### **Continuing Legal Education**

It is mandated by law that attorneys continue to educate themselves on valuable information and changes in the law in order to serve their clients. I have been asked to participate as a panelist on several occasions to help educate the legal profession about changes in probate law. My Executive Clerk, and myself must maintain certain credits in order to be able to continue to practice law and we also attend classes.

### **Renovations**

We have been notified by Building Services that sometime in 2012 they will be updating the fire suppression system in the office, record room and vault. This will include some minor renovations to the office and vault area but should have no impact on clients coming into the office.

I have expressed an interest in updating the hallway and reception area in our office. It is my understanding that construction will have

to take place on the staircases leading to our offices. When this occurs I have asked Building Services to update the décor and thoroughly clean the stairwells. While they are doing that the reception area of our office also needs attention. Our office is visited by thousands of residents every year. It is our responsibility to present a dignified area for the services we provide.

### **SITF Proposals – 2012**

Our current order with Investors Bank ends on Dec. 31, 1012. During the month of November the Administrative office of the Court will require that we send out proposals for new services for our Minor's Accounts. Once they are returned the Assignment Judge will make the determination which banks we are required to use.

### **New Software System**

Since our current Probate system is over 15 years old and the law has changed on numerous occasions the current system can no longer support the level of work that is necessary for compliance. It is my intention to obtain a new system that will allow the office to function with options that will be supported by a new program. A majority of the changes required by court rules and unusual circumstances may be done by trained support staff in our office. The new operating system will not only support Probate matters it will also provide software for Minor's Accounts, Adoptions and Superior Court Matter menu's. It is my intention that the Surrogate's Trust Fund money be used to purchase this program, however, any additional equipment, licenses or supporting materials may have to come from existing capital or other expenses.

We would like to work with Information Technologies to update our information sheets available on line so that clients may fill in the form right on line and e-mail it to us.

### **Translation of Web Site**

Currently the office of Public Information has someone working on the translation of our brochures and the web site. This is an outreach project to the Hispanic and Latino community that we have been



trying to achieve for awhile. In addition to the translations we hope to open a dialogue with the leading newspapers in the community to disseminate information to their readers and enlighten them on the laws regarding probate matters.

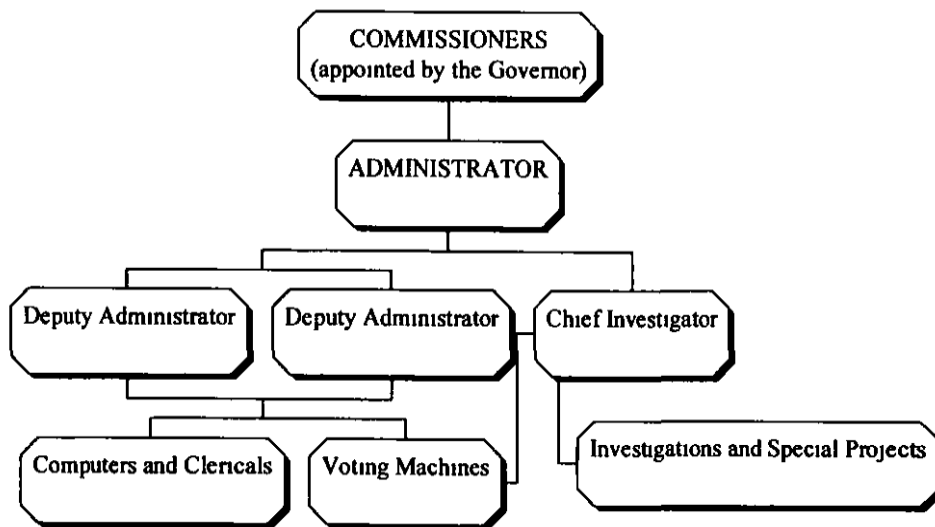
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# Board of Elections

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# Organizational Chart

## Board of Elections



### **Americans with Disabilities Act (ADA) Compliance**

The board cooperates with local, state, and federal agencies to ensure that the 192 polling sites throughout Union County are in compliance with ADA regulations.

### **Enforcement**

- Conducts investigations relating to questionable registrations to prevent voter fraud (including on-site inspections).
- Maintains a file of all current and former residents of Union County convicted of indictable offenses (forfeiture of Suffrage).
- Processes cancellations of registration for deceased residents of Union County.
- Electronically transfers County registration information each month into a statewide registry file maintained by the Office of the Secretary of State.
- Maintains and upgrades all maps for each municipality in Union County resulting from any district adjustments.

### **2011 Accomplishments**

- Re-warded ten towns as per the new Census Report.

### **2012 Initiatives**

- Update Mail-In-Ballot System.

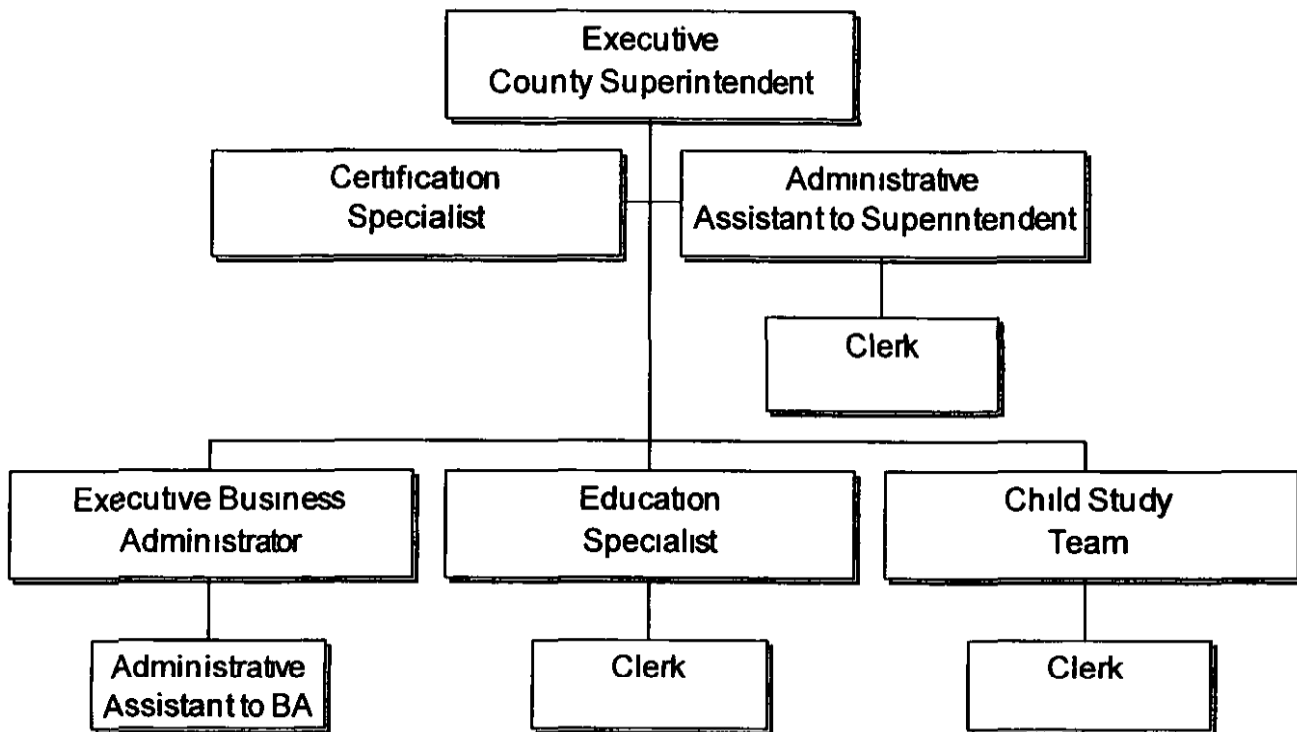
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# Superintendent of Schools

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# Organizational Chart

## Superintendent of Schools



# UNION COUNTY SUPERINTENDENT OF SCHOOLS

## Mission

It is the responsibility of the Executive County Superintendent's Office to ensure a constitutionally mandated, "thorough, and efficient" education for more than 90,000 Pre-K to grade 12 public school children. We house these students in 162 school buildings in Union County and 60 non-public schools. We oversee compliance with state and federal laws related to spending approximately \$620,000,000 that the 23 Union County school districts and four Charter Schools receive in state and federal aid and grant funding and \$2 billion in total expenditures. We provide assistance to school districts and the public, and encourage shared, cost-effective efforts among school districts, county offices, and municipal and private industry agencies.

This office has responsibility for approving and monitoring public school district budgets, financial reports, and transportation contracts. In addition, staff members analyze applications for federal and state grants, review other legal documents and mandated reports, and examine certification credentials.

This office monitors and promotes administrative/operational efficiencies and cost savings within the school districts located in the county. We continue to enhance the effectiveness of the districts in providing a thorough and efficient system of education. Our school monitoring process consists of five key components of school district effectiveness under the **New Jersey Quality Single Accountability Continuum** as follows: instruction and program; personnel; fiscal management; operations; and governance.

## **Programs & Services**

### **Education**

- Visit and examine all of the schools under the Executive Superintendent's general supervision and exercise general supervision over them in accordance with the rules prescribed from time to time by the State board.
- Keep informed as to the management, methods of instruction and discipline and the courses of study and textbooks in use, the condition of the school libraries, and the heating, ventilation and lighting of school buildings in the local districts under Union County's general supervision, and make recommendations in connection therewith.
- Provide advice and counsel to the boards of education of the local districts under general supervision and of any other district of the county when so requested, in relation to the performance of their duties.
- Promote administrative and operational efficiencies and cost savings within the school districts in the county while ensuring that the districts provide a thorough and efficient system of education.
- Based on standards adopted by the Commissioner, recommend to the Commissioner, who is hereby granted the authority to effectuate those recommendations, that certain school districts be required to enter arrangements with one or more other school districts or educational services commissions for the consolidation of the district's administrative services.
- Recommend to the Commissioner the elimination of laws that the executive county superintendent determines to be unnecessary State education mandates, other than the categories of laws set forth in section 3 of P.L.1996, c.24 (C.52:133).
- Have the authority to eliminate districts located in the county that are not operating schools on the effective date of sections 42 to 58 of P.L.2007, c.63 (C.18A:7-11 et al.), in accordance with a plan submitted to the Commissioner no later than one year following the effective date of sections 42 to 58 of P.L.2007, c.63 (C.18A:7-11 et al.); No later than three years following the effective date of sections 42 to 58 of P.L.2007, c.63 (C.18A:7-11 et al.), recommend



to the Commissioner a school district consolidation plan to eliminate all districts, other than county-based districts and other than preschool or kindergarten through grade 12 districts in the county, through the establishment or enlargement of regional school districts. After the approval of the plan by the commissioner, the executive county superintendent shall require each board of education covered by a proposal in the plan to conduct a special school election, at a time to be determined by the executive county superintendent, and submit the question whether or not the executive county superintendent's proposal for the regionalization of the school district shall be adopted. The question shall be deemed adopted if it receives a vote in accordance with the provisions of N.J.S.18A:13-5. If the question is adopted by the voters, then the regional district shall be established or enlarged in accordance with chapter 13 of Title 18A of the New Jersey Statutes; Promote coordination and regionalization of pupil transportation services through means such as reviewing bus routes and schedules of school districts and nonpublic schools within the county; Review and approve, according to standards adopted by the Commissioner, all employment contracts for superintendents of schools, assistant superintendents of schools, and school business administrators in school districts within the county, prior to the execution of those contracts; Request the Commissioner to order a forensic audit and to select an auditor for any school district in the county upon the determination by the executive county superintendent, according to standards adopted by the commissioner, that the accounting practices in the district necessitate such an audit; Promote cooperative purchasing within the county of textbooks and other instructional materials; Coordinate with the Department of Education to maintain a real time Statewide and district-wide database that tracks the types and capacity of special education programs being implemented by each district and the number of students enrolled in each program to identify program availability and needs; Coordinate with the Department of Education to maintain a Statewide and district wide list of all special education students served in out-of-district programs and a list of all public and private entities approved to

receive special education students that includes pertinent information such as audit results and tuition charges; Serve as a referral source for districts that do not have appropriate in-district programs for special education students and provide those districts with information on placement options in other school districts; Conduct regional planning and identification of program needs for the development of in-district special education programs; Serve as a liaison to facilitate shared special education services within the county including, but not limited to direct services, personnel development, and technical assistance.

- Work with districts to develop in-district special education programs and services including providing training in inclusive education, positive behavior supports transition to adult life, and parent-professional collaboration.
- Provide assistance to districts in budgetary planning for resource realignment and reallocation to direct special education resources into the classroom.
- Report on a regular basis to the commissioner on progress in achieving the goal of increasing the number of special education students educated in appropriate programs with non-disabled students.
- Render a report to the commissioner annually on or before September 1, in the manner and form prescribed by him, of such matters relating to the schools under his jurisdiction as the commissioner shall require; and Perform such other duties as shall be prescribed by law.

#### **Review**

C.18A:13-52 Report -- A feasibility study is directed by the Executive County Superintendent when there is consideration of regionalization as well as dissolution of regional districts.

The executive county superintendent shall, within 60 days after such request, file with the governing bodies of the municipalities constituting the regional district and the boards of education of all of the constituent school districts and the board of education of the regional school district a report containing a statement of the current

assets and operating expenses of the regional district for the then current year. Also such financial, educational and other information as may be deemed necessary to enable said governing bodies and local boards of education and regional board of education to form an intelligent judgment as to the advisability of the proposed withdrawal or dissolution and the effect thereof upon the educational and financial condition of the withdrawing district and the regional district, or upon each of the constituent districts in the event of a dissolution and setting forth the amount of indebtedness, if any, to be assumed by the withdrawing and the regional districts, or by each constituent district in the event of a dissolution, calculated as hereinafter provided. The report, in discussing the educational and financial effect of the withdrawal or dissolution, shall include the effect thereof upon the administrative and operational efficiencies, and the resultant cost savings or cost increases, in the withdrawing and the regional districts, or by each constituent district in the event of a dissolution.

The executive county superintendent may require the constituent municipalities and school districts and the regional district to submit a feasibility study in order to determine the educational and financial impact of the withdrawal from, or dissolution of, the limited purpose regional district. In the event the executive county superintendent requests a feasibility study, the executive county superintendent is required to submit a report, with recommendations, within 60 days following submission of the feasibility study.

Review all school budgets of the school districts within the county, and may, pursuant to section 5 of P.L.1996, c.138 (C.18A:7F-5), disapprove a portion of a school district's proposed budget if determined that the district has not implemented all potential efficiencies in the administrative operations of the district or if determined that the budget includes excessive non-instructional expenses. If the executive county superintendent disapproves a portion of the school district's budget pursuant to this paragraph, the school district shall deduct the disapproved amounts from the budget prior to publication of the budget. During the budget year, the school district shall not transfer funds back into disapproved accounts. A

district may submit to the voters a separate proposal or proposals for additional funds pursuant to paragraph (9) of subsection d. of section 5 of P.L.1996, c.138 (C.18A:7F-5) only if: (1) the district provides the executive county superintendent with written documentation that the district has made efforts to enter into shared arrangements with other districts, municipalities, counties, and other units of local government for the provision of administrative, business, purchasing, public and nonpublic transportation, and other required school district services; (2) the district certifies and provides written documentation that the district participates in on-going shared arrangements; or (3) the district certifies and provides written documentation that entering such shared arrangements would not result in cost savings or would result in additional expenses for the district.

In order to ensure a high quality of education for students residing in Union County, the Superintendent of Schools office reviews, approves, and monitors school programs, student achievement, and school facilities. The office also processes and maintains records for both substitute and permanent certification credentials and reviews school aide job descriptions. In addition, the office oversees special education programs as well as special needs placements in both public and approved private facilities, on as need basis we serve as a facilitator between parents and school district representatives when necessary.

### **Facilities**

Through a combination of on-site visits and document review, staff members monitor all public educational facilities and private schools for the disabled in Union County, including those of the Department of Corrections and the Department of Human Services. The office processes and approves requests for educational use changes, construction plans, temporary (substandard) facilities, and code waivers.

The office guides the local districts through the requirements for new facilities, including the referendum process. We view the request for

new facilities and/or renovations within the parameters of each district's long-range facilities plan. We annually review the 3-year district maintenance plan during the budget review process.

### **Information and Assistance**

In an effort to provide assistance to school districts and the public, the office compiles information, responds to questions, and disseminates materials. The office often serves as a means of connecting people, school districts, and/or agencies that have voiced related concerns or needs and can help each other. In a similar manner, members of the staff serve as educational liaisons to such diverse groups as the Union County Association of School Administrators, Union County Association of School Business Officials, the Union County Alliance, the Workforce Investment Board, and the Human Relations Commission. We attempt to participate in agencies that relate directly to children and families, such as the Department of Human Services, the County Interagency Coordinating Council, the Union County Child Protection Council, the Youth Services Commission, and the Case Assessment Resource Team. We involve ourselves with the Union County Juvenile Officers Association, the Union County Parent Teachers Association, the Union County School Boards Association, Union County College, and the New Jersey School of the Arts.

### **2011-12 Budget Reviews**

The approved efficiency standards of the department of education were in use in all budget reviews and approvals.

All districts in Union County provided on the district's Internet site, public access to the district budget summary. Availability was within 48 hours after the public hearing and was in "user friendly" commonplace language. The budgets remain on the district site, or link, for the entire budget year and there are updates with any revisions.

The budget summary includes both the pre-budget year and for the current year the following:

- All line items by type.

- The school tax rate.
- The equalized school tax rate.
- Revenues by major categories.
- The amount of available surplus.
- Unusual revenues.
- List of shared service agreements.
- Employment contracts that exceed \$75,000 that are not part of a negotiating contract

There are submissions of all employment contracts that exceed \$75,000 and not part of a negotiating unit contract. Benefits, including stipends and bonuses, for all staff were under review.

### **Consolidation of Costs**

Through countywide district committees, the Board of Education established shared services leadership models that consist of sharing one or more administrators and services between one or more school districts. All districts pursue cooperative bidding and joint purchasing models, along with shared systems models such as computer networks, financial and human management software systems, and electronic records storage. There is also a phase-in of information management systems between districts.

### **Required Contract Reviews**

Pursuant to the regulations NJSA18A:7-8(j), district superintendents', assistant superintendents' and Business Administrators contracts are reviewed, consequently resulting in district cost savings. The elimination of ineligible benefits or incentives, which appeared in the previous contracts and are not permitted under current regulations along with legislation capping Superintendent salaries assisted in these cost savings.

### **2011 Initiatives**

During this past calendar year, under a new administration, came many changes in the New Jersey Department of Education. This office had to adjust to any immediate change in the statutory laws or

regulations under which the department of education functions. This office will continue to review districts according to the Accountability Regulations, and continues a full cycle of monitoring process.

The 2012-13 district budgets will be under review for increased efficiencies. The assistance and review of those districts that remain in the "improvement needed status" will continue. As follow-up visits occur, this office will report publicly the district status and future direction of the district.

The fiscal year 2012 promises to be a demanding one for the State Department of Education and respective County Offices. The integration of the Department's new reorganization based on four building blocks i.e. academics, performance and accountability, talent, and innovation, the already in place accountability regulations, and ongoing NJQSAC monitoring, will require adjustment on behalf of all Union County districts with the Executive County Superintendent's Office at the forefront.

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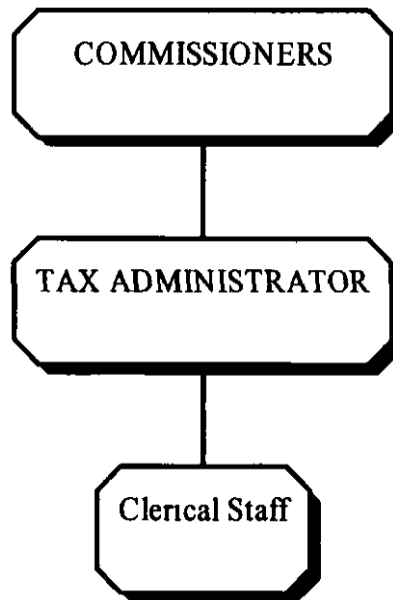
# Board of Taxation



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# Organizational Chart

## Board of Taxation



# **BOARD OF TAXATION**

## **Mission**

The Mission of the Tax Board is to secure the taxation of all property in the County and its taxable value as prescribed by law in order that all property shall bear full and just share of taxes.

The Union County Board of Taxation, a state agency with countywide jurisdiction, serves as an agent for the Director of the Division of Taxation; is the first line supervisor of the municipal assessor; is the custodian of the tax lists and other official records; and is the first formal level of appeal from the municipal assessor.

## **Programs & Services**

### **Mandated**

Supervise municipal assessors; equalize municipal assessments for apportionment of County Taxes; calculate municipal tax rates; certify Added & Omitted Assessments; publishes County Abstract of Ratables, Provide SR1-A data and other mandated reports to the Division of Taxation; hear and determine property tax appeals from regular and added assessments.

Prepare public records and make them available to the public, including tax lists; SR1-A sales ratio study.

### **Non-Mandated**

Provide assistance to municipalities, in cooperation with the Department of Administrative Services and by Freeholder Resolution of 1986.

Provide on-line computer capability to all 21 municipal assessors' offices at no charge, including production of tax lists, extended tax duplicates, tax bills, assessment notices, senior citizen post-tax year statements, tenant rebate notices, various other lists and reports as required.

## **2011 Accomplishments**

In 2011 the Tax Board was again faced with an increase in tax appeal case filings given the worst economy since the Great Depression. The total number of cases received in 2011 numbered 4,151. This represented a 30% increase over 2010. Moreover, it easily surpassed 2010's record setting number of appeals at 3,139.

Additionally, in 2011 the Union County Board of Taxation went through the bidding process for the purpose of upgrading its MOD-IV property tax system software. In doing so, the Tax Board switched from an IBM mainframe based system to an internet one thereby saving the county over \$100,000 during the term of the 5 year contract. The new system will allow for the electronic dissemination of reports, remote access for all 21 of Union County's Tax Assessor's as well a reduction in paper and messenger costs. Overall the system will provide the Tax Board with a more efficient and effective way doing business on a daily basis.

The Tax Board was also able to help purchase numerous new computers for various municipal Tax Assessors' offices throughout the County.

Lastly, the Tax Board processed 7,645 deeds in 2011.

## **2012 Initiatives**

The Tax Board has been researching the possibility of allowing petitioners the ability to file tax appeals over the internet. This process would cut down on the need for printed copies of appeal forms while also reducing wait times at the Board's offices during the busy appeal season. The Tax Board is hoping to gain the Freeholder Board's approval for the ability to go out to bid for these services in 2012 and begin utilization of an "electronic appeal filing system" for the tax appeal season starting in 2013.

Additionally, the Tax Board is pursuing the purchase of assessment analization software called, "Assessor's Compass" for all 21 municipal assessor's offices. This software will allow for various reporting, projections and anaylisis of property assessments and their trends.

In conclusion the Tax Board anticipates another record setting number of tax appeals to be filed in 2012. As usual, the Tax Board and its staff will be prepared to step up to this monumental task.