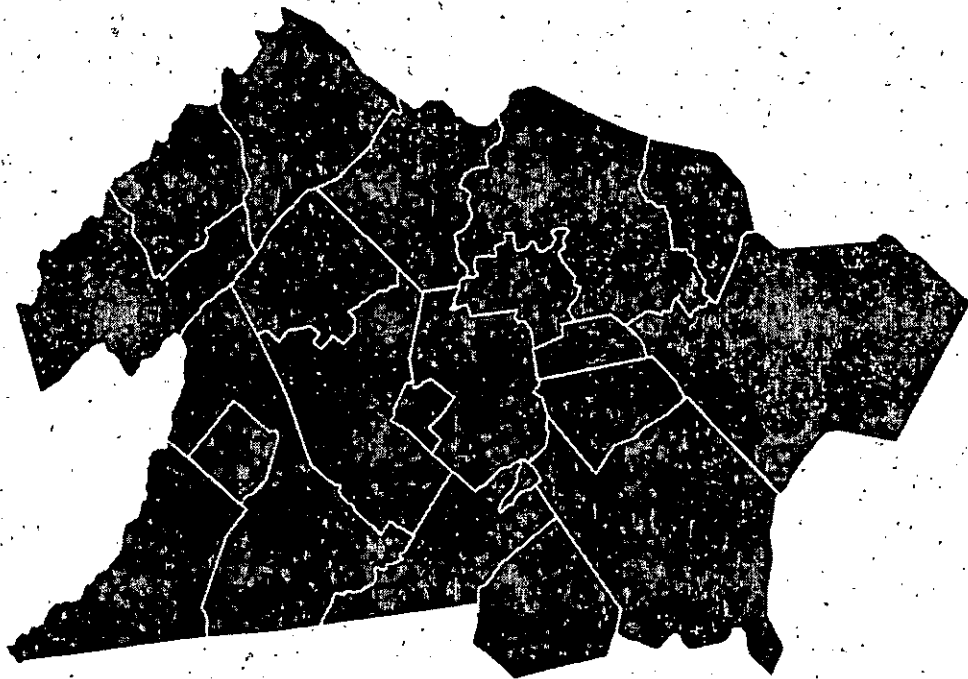


**UNION COUNTY  
GOVERNMENT  
2013 EXECUTIVE BUDGET**



**ALFRED J. FAELLA  
COUNTY MANAGER**

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# Table of Contents

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# COUNTY OF UNION

## 2013 Executive Budget

### Table of Contents

	<b>Page</b>
County Manager Letter to Board of Chosen Freeholders	
Organizational Chart	
Financial Overview	
Overview of County Government	
Clerk of the Board.....	1
Office of Communication and Public Information	
Office of Open Space, Recreation and Historic Preservation	
Trust Fund	
County Counsel.....	19
Department of Administrative Services.....	27
Department of Correctional Services.....	49
Department of Engineering, Public Works, & Facilities.....	60
Department of Finance.....	105
Department of Human Services.....	111
Department of Parks and Community Renewal.....	145
Department of Public Safety.....	198
Runnells Specialized Hospital.....	215
Office of the County Clerk.....	235
Office of the Prosecutor.....	244
Office of the Sheriff.....	248
Office of the Surrogate.....	252
Board of Elections.....	262
Rutgers Cooperative Extension.....	266
Superintendent of Schools.....	290
Board of Taxation.....	308

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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*

February 1, 2013

The Honorable Chairman Linda Carter  
Members, Union County Board of Chosen Freeholders  
Union County Administration Building  
Elizabeth, NJ 07207-2204

**BOARD OF  
CHOSEN FREEHOLDERS**

LINDA CARTER  
*Chairman*

CHRISTOPHER HUDAK  
*Vice Chairman*

BRUCE H BERGEN

ANGEL G ESTRADA

MOHAMED S JALLOH

BETTE JANE KOWALSKI

ALEXANDER MIRABELLA

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 2013 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

We are now at the beginning of a second year of what is a multi-year budgetary turnaround, as we have closed an approximate \$28 million budget gap

Overall, the County appears to have stemmed the tide of eroding revenue collections in line with the national recovery, while taking long term steps to create new revenue streams, and implement proactive measures controlling our costs for future budgets

This year, we have turned our attention to the completion of several areas identified in last year's executive budget for reform Runnells Specialized Hospital, the Watchung Stables and the Union County Jail. It should be noted that we've commissioned studies in all three areas

Last year, we completed the privatization of dietary and housekeeping services of Runnells to achieve a substantial savings. This year within the next six to eight weeks, we will review the results of a study we've commissioned regarding the future operations of the hospital and work toward a final policy implementation

Over the past three years, Mercer, Cumberland, Sussex, Salem, and Burlington Counties have all either privatized or sold their hospitals/nursing homes Monmouth County is currently seeking to do the same We do not take this decision lightly, and will work to painstakingly review every angle before determining a final course.

- more -

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There much at stake The County's annual subsidy was approximately \$17 million at the close of 2011, and it is fair to say we anticipate a similar amount if not more for 2012 It should be noted that further reductions in Medicare and Medicaid reimbursements are expected to continue.

Additionally, the County has received a feasibility study it commissioned on the Watchung Stables, and we are currently putting together a business plan to be considered for implementation within the next six weeks. Any reforms put in place will help stem an approximate \$600,000 loss the stables incur annually.

A third area worth mentioning is the County Jail, which costs more than \$50 million to operate, inclusive of fringe benefits We currently have two studies that are ongoing.

The first management study, approved during the Summer, is underway at the county jail, reviewing management, personnel matters, staffing levels, custodial care, budget creation and management and labor contracts at the jail The report is expected to be completed within the next 30 days and will be reviewed upon completion for implementation

We are already reaping benefits from a second study, conducted through Luminosity, which began in January, 2012 This study, through the engagement of stakeholders, that include our Courts system and law enforcement agencies, has helped reduce the daily population of the jail by 17 percent, saving at least \$500,000 in food and medical costs.

It has also enabled the County to embark on a state-mandated renovation of the jail, and also help save the County as much as several million dollars as there are fewer prisoners that need to be placed temporarily at outside facilities during the renovation The Freeholder Board recently extended the Luminosity study for several more months, and received more good news this past week, when state officials announced it would fill vacancies in the Union County vicinage Union County currently has 10 judicial vacancies out of a full complement of 25, and any effort to fill these vacancies would speed the processing of inmates through the jail, further decreasing the institution's daily population's numbers---and costs

The Luminosity Study has also enabled the County to begin marketing the old juvenile detention center at Caldwell Place and Elizabethtown Plaza, which was closed during the middle of the previous decade This facility has undergone a renovation to convert it to adult correctional space The renovation is near completion.

The County had originally planned to use the facility for overflow or "swing" space for the Union County Jail, but as the Luminosity Study has helped reduce prison population numbers, the County can now market the space for rental or lease as a correctional facility—and create a new revenue source.

As we examine the budget as a whole, new revenue sources are desperately needed, even as overall revenue collections were near flat in 2012 (in 2011, we sustained a \$9.2 million drop). The County once again suffered from a reduction in state and federal reimbursements, as well as increased mandated costs, which included contractual salary costs, health insurance and pensions, and a financial impact from Hurricane Sandy.

Some of the major drivers of our deficit included

- A \$5.8 million dollar rise in contractual salaries, pensions and health insurance costs. Even with this increase, there is better news ahead in our future budgets. We have already witnessed reductions in the rate of increase of pension and health costs due to statewide reforms, and now have an outstanding opportunity to implement long-term control over salary costs as 19 of 22 the County's bargaining units have expired contracts. Our goal will be to negotiate balanced contracts with an eye toward further controlling costs.
- A \$3.8 million decrease in state and federal reimbursements which impacted Runnells and our Department of Human Services. Further reductions in revenue can be expected as the state implements reimbursement through managed care contracts.
- A \$6 million rise in debt service for much needed public investments largely in our County College and Vocational Technical educational system, transportation infrastructure (roads and bridges), improvements in our parks system, and the construction of the state-mandated family court. These bonds also helped finance the construction of the Union County College School for Nursing, which has helped make the College the largest educator of Allied healthcare professionals in New Jersey. Please read on to my additional comments on this matter below.
- A \$1 million expense caused by Hurricane Sandy, which damaged over 11,000 homes, and caused \$45 million in damage to public sector property,
- A loss of \$975,000 in revenues through the rental of beds in the Juvenile Detention Center as Bergen County's contract to lease beds from Union County ended with the opening of their new juvenile detention facility. As mentioned above, we are seeking to offset this loss through the potential lease of space at the old juvenile detention center.

The ongoing slump in New Jersey real estate values and the destructive impact of Hurricane Sandy plagued the county as the ratable base once again declined, by 3.8 percent to \$65.9 billion. As a result of the weakness in the market, tax appeals have jumped an average of 35 percent over the past two years.

While these statistics may sound ominous, there appears to be signs of a recovery evident in a few areas where revenues increased.

Revenue collections jumped in our County Clerk's Office to the tune of almost 20 percent in one year—a \$1.1 million increase—to \$6.8 million in the areas of realty transfer fees and business office fees. This is still down substantially from record highs several years ago, but nonetheless a noteworthy jump.

Next, our County Parks and Community Development Department increased its revenues by \$250,000—which may sound small but is actually remarkable since the hurricane closed many parks facilities for days if not weeks. This increase, which would have been substantially higher, was largely fueled by the Division of Golf Operations, which has now operated in the black for the past three years since the implementation of our turnaround plan. This year, we look forward to the opening of the Clubhouse at Galloping Hill Golf course in April. The opening will mark the final—and greatest—milepost in the transformation of our golf operations.

Speaking of revenues, through our aggressive pursuit of funding, we also managed to collect an additional \$3.2 million in welfare reimbursements owed by the state.

Overall, we managed to close the budget gap, meeting the state cap on spending. This year's Executive Budget is \$506.4 million and would increase property taxes by an average of about \$120.

Finally, I would like to now use this opportunity to address the importance of making public investments in Union County as it relates to our high quality of life and our debt service as noted above. Union County continues to rank highest among all counties to live in NJ in quality of life polls conducted.

- Three of our Union County Vocational Technical Schools earned a place in the 2012 Newsweek national list of top high schools in the country.
- In a poll conducted just a little more than a year or so ago, Union County scored 7<sup>th</sup> highest among all 21 New Jersey Counties in the Garden State Quality of Life index by Monmouth University. In comparison to its urban neighbors, Union County doubled the score of Essex County, while also besting nearby Hudson, Middlesex and Passaic Counties in the index.
- Four of our suburban municipalities polled in New Jersey Monthly's 2012 Top 20 towns to live in—tied for the highest of any County in New Jersey.

We maintain a high quality of life in Union County and remain one of the most desirable places to live and raise a family. This is because we continue to make public investments in our educational systems, preserve open space (more than 300 acres in one of the nation's most developed counties), maintain and improve our parks system, our cultural institutions, and our roads and bridges. Unfortunately quality does not come without cost. As I noted earlier, this year we will realize an increase in our debt service for a number of these improvements.

Overall, Union County continues to maintain a strong fiscal profile, with among the highest bond ratings attainable from the three major ratings agencies---Moody's, Fitch, and Standard and Poor's. In fact, a recent report from Fitch cited Union County's "low debt levels," noting that the County's debt amortization is rapid and capital needs are modest with limited additional debt plans.

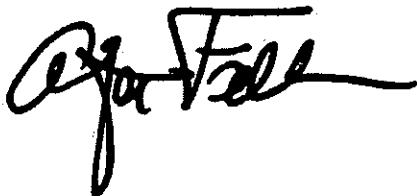
In line with our efforts to improve our quality of life, Chairman Carter has recently announced a series of five initiatives entitled "Helping our Families and Empowering Women."

These initiatives are designed to jumpstart economic growth, provide jobs training, improve public safety, encourage green practices and assist women. Some highlights include:

- The development of new jobs training and business assistance programs. "Union County Choices," a targeted jobs training program involving Union County College, will provide courses the priority fields of Healthcare/Allied Health, Transportations and logistics, and Retail/Hospitality. We will also continue to build on the success of the "Union County Means Business" program by hosting an additional four forums. One of these forums will focus on the specific needs of women in business.
- We will implement green and energy-saving initiatives: The County will explore a Community Energy Aggregation program designed allowing residents, business and governments to purchase low-cost electricity. The County will also take the lead in undertaking the development and implementation of an Energy Efficiency assistance program allowing governmental bodies to reduce energy consumption through the installation of energy efficient boilers, lights and HVAC equipment.
- We will pursue a partnership with a local Domestic Violence Shelter for battered women and provide training programs, enabling these women to enter or re-enter the workforce and become self-sustaining and independent.

As we look ahead, there is much work that we need to do in order to achieve our goals. I look forward to working with the Freeholder Board, our County employees and our residents to continue our progress.

Sincerely,

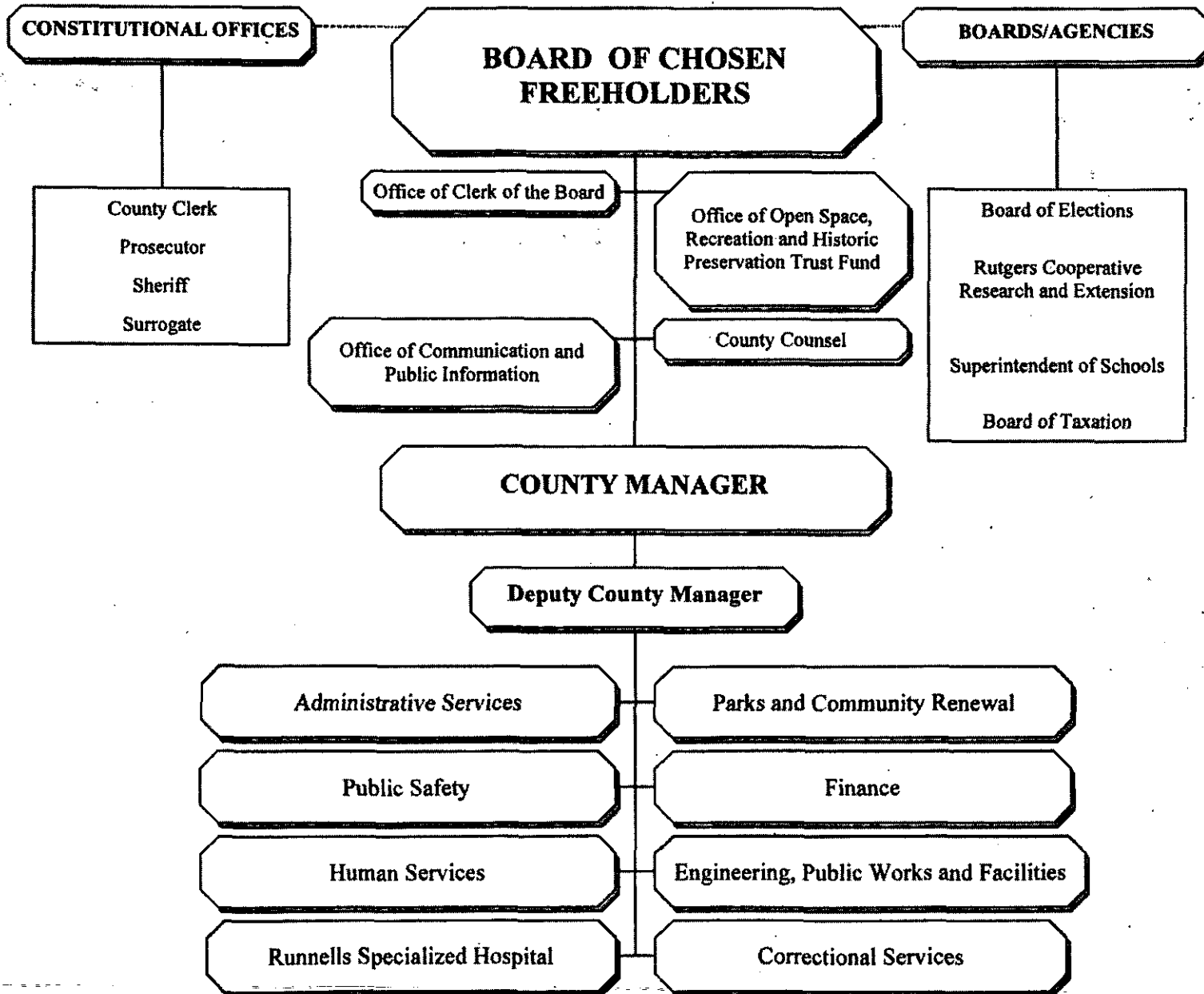


Alfred J. Faella  
Union County Manager

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# County of Union Organizational Chart

# RESIDENTS OF THE COUNTY OF UNION



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# Financial Overview

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## Summary Levy Cap Calculation

	County		EXAMINER
0000	Instruction Tab		
<b>Model Tax Levy Calculation Worksheet</b>			
<b>Levy Cap Calculation</b>			
	Prior Year Amount to be Raised by Taxation - County Purpose Tax		\$302,497,451
	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
	<b>Net Prior Year Tax Levy for County Purpose Tax for Cap Calculation</b>		<b>\$302,372,451</b>
	Plus 2% Cap increase		\$6,047,449
	<b>Adjusted Tax Levy</b>		<b>\$308,419,900</b>
	Plus: Assumption of Service/ Function		\$0
	<b>Adjusted Tax Levy Prior to Exclusions</b>		<b>\$308,419,900</b>
	<b>Exclusions:</b>		
	Allowable Shared Service Agreements Increase	\$0	
	Allowable Health care costs increase	\$3,935,891	
	Allowable Pension increases	\$909,230	
	Allowable Capital Improvements Increase	\$100,000	
	Allowable Debt Service and Capital Lease Increases	\$8,577,363	
	Current Year Deferred Charges Emergencies	\$1,000,000	
	Deferred Charges to Future Taxation Unfunded	\$1,752,993	
	<b>Add Total Exclusions</b>		<b>\$16,275,476</b>
	Less Cancelled or Unexpended Exclusions		\$753,696
	<b>Adjusted Tax Levy After Exclusions</b>		<b>\$323,941,680</b>
	<b>Additions:</b>		
	New Ratables - Increase in Apportionment Valuation of New Construction and Additions	\$200,000,000	
	Prior Year's County Purpose Tax Rate (per \$100)	\$0.445	
	New Ratable Adjustment to Levy		\$889,800
	Amounts approved by Referendum		\$0
	<b>Maximum Allowable Amount to be Raised by Taxation - County Purpose Tax</b>		<b>\$324,831,480</b>
	Plus. 2011 Cap Bank Utilized in CY2013*		\$0
	Plus 2012 Cap Bank Utilized in CY2013*		\$0
	<b>Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions</b>		<b>\$324,831,480</b>
	<b>Amount to be Raised by Taxation - County Purpose Tax</b>		<b>\$321,748,820</b>
<i>*Can only be added to the extent that the Maximum Allowable Amount to be Raised by Taxation - CPT After All Exclusions (Cell E37) does not exceed the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Levy Cap Determination and Budget Preparation Worksheet - Cell D45).</i>			

1977 Cap Exclusions Calculation			
County of:	Select from cell B7	Municode:	0000
County Purpose Tax			302,497,451.00
CAP Base Adjustment			
Revised County Purpose Tax:			302,497,451.00
<b>EXCEPTIONS:</b>			
(Less:)			
Debt Service			40,075,141.76
Deferred Charges			125,000.00
Emergency Appropriations			0.00
Capital Improvements			3,400,000.00
Matching Funds			1,250,000.00
Authority - Share of Costs MUA			0.00
County Welfare Board			18,815,715.00
Special Services School District			0.00
Vocational School			4,332,048.00
Out of County Vocational School			15,000.00
County College (Current Year)		13,014,759.00	
Less County College (1992 Base)		8,995,000.00	
Net County College			4,019,759.00
Out of County College (Current Year)		192,000.00	
Less Out of County College (1992 Base)		275,000.00	
Net Out of County College			0.00
Capital Lease Payments			0.00
9 1 1 Emergency Management Services			0.00
Insurance			2,700,838.12
			0.00
			0.00
			0.00
			0.00
			0.00
			0.00
			0.00
<b>TOTAL EXCEPTIONS</b>			<b>74,733,501.88</b>
Amount on which 2.0% Cap is applied			227,763,949.12
2.0% Cap Amount			4,555,278.98
Allowable County Tax Before Additional Exceptions per (N.J.S. 40A:4-45.4)			232,319,228.10

## CY 2013 Levy Cap Determination and Budget Preparation

2000	County	Union County	
Allowable County Purpose Tax Before Additional Exceptions per (N J S 40A 4-45 4)			232,319,228.10
<b>Add:</b>			
New Construction			1,889,800.00
Debt Service and Capital Leases		57,205,153.00	
Less Debt Service & Capital Lease Revenues Offset by Approps		9,332,351.80	
Net Debt Service and Capital Lease Obligations			47,872,801.20
Deferred Charges to Future Taxation - Unfunded			1,752,993.00
Emergency Authorizations			1,000,000.00
Capital Improvements			3,500,000.00
Matching Funds			1,250,000.00
County Welfare Board		47,576,869.00	
Less Welfare Revenue Offset by Appropriation		29,364,075.00	
Net County Welfare Board			18,212,794.00
Special School Districts			
Vocational School			4,375,368.48
Out of County Vocational School			15,000.00
County College		13,307,913.00	
Less County College 1992 Base		8,995,000.00	
Net County College			4,312,913.00
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			2,831,462.60
<b>Subtotal</b>			<b>318,332,360.38</b>
2011 Cap Bank Utilized*			
2012 Cap Bank Utilized*			
COLA Increase Utilized*			3,416,459.24
<b>"1977 Cap" Maximum County Purpose Tax After All Exceptions</b>			<b>321,748,819.61</b>
<b>"2010 Cap" Maximum Allowable Amount to be Raised by Taxation After all Exceptions</b>			<b>324,831,480.07</b>
(From the Summary Levy Cap Worksheet)			
			Use 1977 Calc:
*Can only be added to the extent needed to support the budget and to the extent that the "1977 Cap" Maximum County Purpose Tax After All Exceptions (Cell D45) does not exceed the "2010 Cap" Maximum Allowable Amount to be Raised by Taxation After All Exceptions (Cell D47)			

## 2013 EXECUTIVE BUDGET

	Adopted 2012	Realized 2012	Anticipated 2013
<b>Surplus Anticipated</b>	16,000,000	16,000,000	19,000,000
<b>Miscellaneous Revenues - Section A: Local Revenues</b>			
County Clerk	1,775,000	1,775,000	1,775,000
Surrogate	235,000	235,000	235,000
Sheriff	1,100,000	1,100,000	1,100,000
Interest on Investments and Deposits	170,000	146,946	145,000
County Board of Pay Patients	36,150,000	33,491,480	35,200,000
Permits Road Department	95,000	104,993	102,500
Register of Deeds - Realty Transfer Fees	2,745,000	3,234,995	3,000,000
Department of Parks and Recreation Facilities Revenue	5,700,000	5,946,897	7,050,000
Reserve to pay Serial Bonds	-	-	114,044
Rent - 921 Elizabeth Ave.	415,000	418,307	415,000
Rental Beds - Juvenile Detention Center	1,875,000	1,615,354	900,000
<b>Miscellaneous Revenues - Section B: State Aid</b>			
County College Bonds	1,805,730	1,805,730	1,960,185
<b>Miscellaneous Revenues - Section C: State Assumption of Costs</b>			
Supplemental Social Security Income	1,150,840	1,076,411	1,064,075
Division of Youth and Family Services	4,440,211	4,440,211	4,611,749
Maintenance of Patients: Mental Diseases (DMHS)	8,665,844	8,665,844	7,710,278
Maintenance of Patients: DDD	21,334,310	21,334,310	22,475,630
<b>Miscellaneous Revenues - Section D: Public &amp; Private Revenue</b>	<b>38,367,458</b>	<b>38,367,458</b>	<b>24,000,000</b>
<b>Miscellaneous Revenues - Section E: Prior Written Consent</b>			
County Clerk Increased Fees	1,170,000	1,818,772	1,500,000
Surrogate Increased Fees	270,000	253,539	250,000
Sheriff Increased Fees	95,000	72,724	70,000
Fringe Benefits	3,300,000	2,794,181	2,500,000
Indirect Costs	105,000	667,336	175,000
Medicare - Peer Group	2,397,549	1,478,854	1,200,000
Bail Forfeitures	380,000	352,633	350,000
NJ Reimbursement State Prisoners	246,632	159,688	145,000
Educational Building Aid	450,000	476,473	450,000
School Board Elections - County Clerk	95,000	74,332	75,000
School Board Elections - Election Board	600,000	706,129	500,000
NJ Division of Economic Assistance - Earned Grant	25,075,376	36,200,072	28,300,000
Service Fees - Courts	185,000	362,854	185,000
Capital Fund Balance	2,500,000	2,500,000	705,788
Franchise Fee - Jersey Gardens	475,000	511,193	475,000

## 2013 EXECUTIVE BUDGET

	Adopted 2012	Realized 2012	Anticipated 2013
Title IV D - Facility Reimbursement	1,100,000	1,073,563	1,050,000
Debt Service - Open Space	5,288,400	5,288,400	5,639,826
Leaf Composting	155,000	228,553	200,000
PILOT's	150,000	216,300	200,000
State Reimbursement - Delaney Hall	1,250,000	919,345	1,750,000
Accumulated Absence Trust	300,000	300,000	-
Union County Utilities Authority	2,000,000	2,000,000	2,000,000
Open Space - Parks Maintenance	2,800,000	2,800,000	2,600,000
Telephone Commissions	475,000	416,591	400,000
Reimbursement Prosecutor Salary	65,000	65,000	65,000
Division of Developmental Disabilities (DDD)	475,000	593,652	550,000
Dispatch Services	-	-	300,000
Rental Income UC College/Trinitas Hospital Kellog Building	200,000	208,937	200,000
Weights & Measures	174,961	174,961	140,000
Prescription Drug Rebate: Medco	1,000,000	1,103,523	-
ILSA Traffic Control Monitoring	904,000	904,000	1,236,000
PACE Agreement	576,553	576,553	576,553
UCIA Sale of Asset	1,000,000	1,806,250	-
<b>Amount to Be Raised by Taxes</b>	<b>302,497,451</b>	<b>302,497,451</b>	<b>321,748,820</b>
<b>TOTAL REVENUES</b>	<b>499,780,315</b>	<b>509,360,794</b>	<b>506,395,448</b>
<b>TOTAL APPROPRIATIONS</b>	<b>500,780,315</b>		<b>506,395,448</b>

## 2013 EXECUTIVE BUDGET

		2012 Modified Budget	2013 Proposed Budget
<b>GENERAL GOVERNMENT</b>			
<b>Board of Chosen Freeholders</b>	SW	265,742	268,500
Miscellaneous	OE	80,000	70,400
Annual Audit	OE	184,600	188,950
Other Accounting and Auditing Fees	OE	142,285	145,225
 <b>County Manager's Office</b>	SW	 702,951	 699,046
Miscellaneous	OE	152,000	148,000
Special Studies and Initiatives	OE	325,000	480,000
 <b>Clerk of the Board</b>	SW	 753,954	 764,017
Miscellaneous	OE	254,750	253,500
Advisory Boards, Committees & Commissions	OE	5,500	5,000
Status of Women Advisory Board	OE	500	500
 <b>County Clerk</b>	SW	 1,824,590	 1,958,004
Overtime	SW	30,000	51,000
	OE	205,000	154,000
 <b>Elections (County Clerk)</b>	SW	 131,104	 131,469
Overtime	SW	10,000	10,000
	OE	740,500	1,016,855
 <b>Board of Elections</b>	SW	 1,255,481	 1,304,366
Overtime	SW	85,000	40,000
	OE	1,117,069	1,125,500
 <b>Department of Finance:</b>			
Office of Director	SW	261,120	199,052
	OE	65,500	115,500
 Public Obligations Registration Act P L 1983	OE	 178,000	 178,000
 Aid to Union County Improvement Authority	OE	 600,000	 600,000
 Division of Reimbursement	SW	 219,253	 202,603
	OE	2,700	2,700
 Division of Treasurer	SW	 289,697	 364,540
	OE	2,300	2,300
 Division of Comptroller	SW	 716,082	 847,914
	OE	16,900	16,900

## 2013 EXECUTIVE BUDGET

		2012 Modified Budget	2013 Proposed Budget
Division of Internal Audit	SW	73,307	143,295
	OE	1,800	1,800
<b>County Counsel</b>	SW	1,252,031	1,259,866
	OE	452,500	452,500
<b>County Adjuster</b>	SW	311,873	313,290
	OE	6,000	4,100
<b>Department of Administrative Services:</b>			
Office of Director	SW	335,538	418,617
	OE	25,000	60,500
Division of Motor Vehicles Overtime	SW	1,370,620	1,312,175
	SW	40,000	46,000
	OE	3,997,500	4,420,000
Division of Personnel Mngt & Labor Relations	SW	871,678	819,533
	OE	873,000	894,500
Division of Purchasing	SW	631,581	644,601
	OE	219,000	203,800
<b>Board of Taxation</b>	SW	230,318	227,024
	OE	1,000	-
<b>County Surrogate</b>	SW	841,346	851,551
	OE	39,795	39,795
<b>Engineering, Land and Facilities Planning</b> Overtime	SW	91,737	741,201
	SW	87,400	45,000
	OE		95,400
<b>Department of Parks &amp; Community Renewal:</b>			
Office of Director Overtime	SW	1,973,614	1,878,941
	SW	40,000	25,000
	OE	919,460	919,460
Division of Planning & Community Development	SW	346,690	402,887
	OE	572,700	571,500
Cultural and Heritage Affairs	SW	231,933	198,296
	OE	8,000	8,000

## 2013 EXECUTIVE BUDGET

		2012 Modified Budget	2013 Proposed Budget
Division of Information Technology	SW	997,560	958,801
Overtime	SW	4,000	3,500
	OE	1,560,600	1,560,600
Division of Golf Operations	SW	172,902	176,360
	OE	3,440,892	5,479,468
Division of Planning & Environmental Services	SW	362,501	282,214
Overtime	SW	-	4,500
	OE	36,750	36,750
<b>Printing and Publications</b>	OE	50,000	-
<b>Insurance:</b>			
Group Health Insurance Plan for Employees	OE	45,849,937	49,231,020 40
Employees' Prescription Plan	OE	10,952,971	11,202,876
Dental Plan	OE	1,055,660	1,200,000
Health Waivers	OE	1,645,000	1,645,000
Surety Bond Premiums	OE	12,800	12,800
Other Insurance Premiums	OE	8,531,537	9,314,537
Disability Insurance	OE	250,000	250,000
<b>TOTAL GENERAL GOVERNMENT</b>		<b>101,386,109</b>	<b>109,700,899</b>

### PUBLIC SAFETY:

Sheriff's Office	SW	15,709,415	16,111,506
Overtime	SW	620,000	475,000
	OE	367,459	367,459
<b>Department of Public Safety</b>			
Office of Director	SW	286,053	167,654
	OE	3,900	3,600
Division of Weights and Measures	SW	275,961	331,202
Overtime	SW	-	500
	OE	-	3,565
Division of Consumer Affairs	SW	100,558	-
	OE	3,565	-
Division of Medical Examiner	SW	644,599	511,362
Overtime	SW	20,000	20,000
	OE	275,000	300,000



## 2013 EXECUTIVE BUDGET

		2012 Modified Budget	2013 Proposed Budget
Division of Emergency Management Overtime	SW	609,911	546,104
	SW	32,000	16,500
	OE	300,000	269,500
Division of County Police Overtime	SW	7,076,588	7,353,374
	SW	690,000	690,000
	OE	169,600	249,600
Division of Health	SW	21,800	100,000
	OE	61,200	61,200
County Prosecutor's Office Overtime	SW	18,571,591	19,025,670
	SW	540,000	550,000
	OE	745,750	762,000
Contribution to Soil Conservation District	OE	25,606	25,606
Department of Corrections Overtime	SW	25,716,921	26,229,883
	SW	6,176,000	5,800,000
	OE	11,468,040	10,898,000
<b>TOTAL PUBLIC SAFETY</b>		<b>90,511,517</b>	<b>90,869,284</b>

### OPERATIONAL SERVICES:

<b>Department of Engineering, Public Works &amp; Facilities Mngt</b>			
Office of the Director	SW	28,256	30,421
	OE	22,000	22,000
Red Light	OE	904,000	1,236,000
Division of Public Works Overtime	SW	1,447,681	1,420,440
	SW	50,000	65,000
	OE	40,000	52,600
Division of Facilities Management Overtime	SW	5,899,171	6,028,536
	SW	118,000	90,000
	OE	8,373,500	7,573,050
Park Maintenance Overtime	SW	2,291,881	2,225,795
	SW	240,000	175,000
	OE	450,000	255,000

## 2013 EXECUTIVE BUDGET

		2012 Modified Budget	2013 Proposed Budget
Hospital Maintenance	SW		1,075,714
Overtime	SW		105,000
	OE		385,320
<b>Contribution for Flood Control</b>	OE	16,418	17,000
<b>TOTAL OPERATIONAL SERVICES</b>		<b>19,880,907</b>	<b>20,756,876</b>

### HEALTH AND WELFARE:

<b>Crippled Children</b>	OE	39,200	39,200
<b>Runnells Specialized Hospital</b>	SW	25,124,649	21,062,070
Overtime	SW	2,750,000	2,172,350
	OE	9,014,995	12,464,199
<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	12,871,461	11,895,199
<b>Maintenance of Patients: DDD</b>	OE	21,334,310	22,475,630
<b>Maintenance of Patients: Geriatric Center</b>	OE	48,000	48,000
<b>NJ Bureau of Children Services: DYFS</b>	OE	4,440,211	4,611,749
<b>Department of Human Services</b>			
Office of Director	SW	4,907,659	4,660,586
Overtime	SW	491,000	870,000
	OE	4,815,934	5,133,218
<b>Division of Aging</b>	SW	233,280	228,603
	OE	962,012	962,012
<b>Division of Youth Services</b>	SW	580,605	551,286
	OE	104,200	104,200
<b>Division of Social Services</b>	SW	28,857,836	30,017,012
Overtime	SW	-	-
	OE	7,279,746	7,485,903
<b>Division of Planning</b>	SW	341,918	328,974
	OE	5,500	5,500

## 2013 EXECUTIVE BUDGET

		2012 Modified Budget	2013 Proposed Budget
Community Social Services - Medicare Peer Grouping	OE	1,833,000	1,833,000
<b>TOTAL HEALTH AND WELFARE</b>		<b>126,049,516</b>	<b>126,962,690</b>
 <b>EDUCATION</b>			
Office of County Superintendent of Schools	SW	230,383	209,157
	OE	12,500	12,500
Vocational Schools	OE	4,332,048	4,375,368
Union County Extension Service in Agriculture	SW	128,651	64,854
	OE	87,000	90,406
Union County Community College System	OE	13,014,759	13,307,913
Scholarship Program	OE	190,000	190,000
Reimbursement for Residents: Out of County	OE	207,000	207,000
Educational Services Commission	OE	227,846	70,000
<b>TOTAL EDUCATION</b>		<b>18,430,187</b>	<b>18,527,198</b>
 <b>UNCLASSIFIED:</b>			
Prior Year Bills			
Other Expenses	OE	78,994	198,568
Salary Adjustment	SW		1,270,900
Accumulated Absences	SW		500,000
Utilities	OE	8,768,582	8,267,000
<b>TOTAL UNCLASSIFIED</b>		<b>8,847,576</b>	<b>10,236,468</b>
 <b>STATE AND FEDERAL PROGRAMS:</b>			
State and Federal Grants	OE	38,367,458	24,000,000
Matching Funds	OE	1,250,000	1,250,000
<b>TOTAL STATE AND FEDERAL PROGRAMS</b>		<b>39,617,458</b>	<b>25,250,000</b>

## 2013 EXECUTIVE BUDGET

		2012 Modified Budget	2013 Proposed Budget
Contingent	OE	50,000	50,000
<b>CONTINGENT</b>		<b>50,000</b>	<b>50,000</b>
<b>CAPITAL IMPROVEMENTS:</b>			
Capital Improvement Fund	OE	900,000	1,500,000
Road Resurfacing	OE	2,500,000	2,000,000
<b>TOTAL CAPITAL IMPROVEMENTS</b>		<b>3,400,000</b>	<b>3,500,000</b>
Debt Service	OE	50,695,825	57,205,153
<b>COUNTY DEBT SERVICE</b>		<b>50,695,825</b>	<b>57,205,153</b>
<b>DEFERRED CHARGES:</b>			
Deferred Charges to Future Taxation - Unfunded	OE	125,000	1,752,993
Emergency Authorization	OE	1,000,000	1,000,000
<b>TOTAL DEFERRED CHARGES</b>		<b>1,125,000</b>	<b>2,752,993</b>
<b>STATUTORY EXPENDITURES:</b>			
Public Employees Retirement System	OE	15,280,112	15,374,379
Sheriff Officers' Pension Fund	OE	27,500	27,500
Police and Firemen's Retirement Fund	OE	12,258,608	13,290,007
Defined Contribution Retirement Fund	OE	20,000	35,000
Social Security System (OASI)	OE	11,650,000	10,842,000
Unemployment Compensation Insurance	OE	1,550,000	1,015,000
<b>TOTAL STATUTORY EXPENDITURES</b>		<b>40,786,220</b>	<b>40,583,886</b>
<b>TOTAL GENERAL APPROPRIATIONS</b>		<b>500,780,315</b>	<b>506,395,448</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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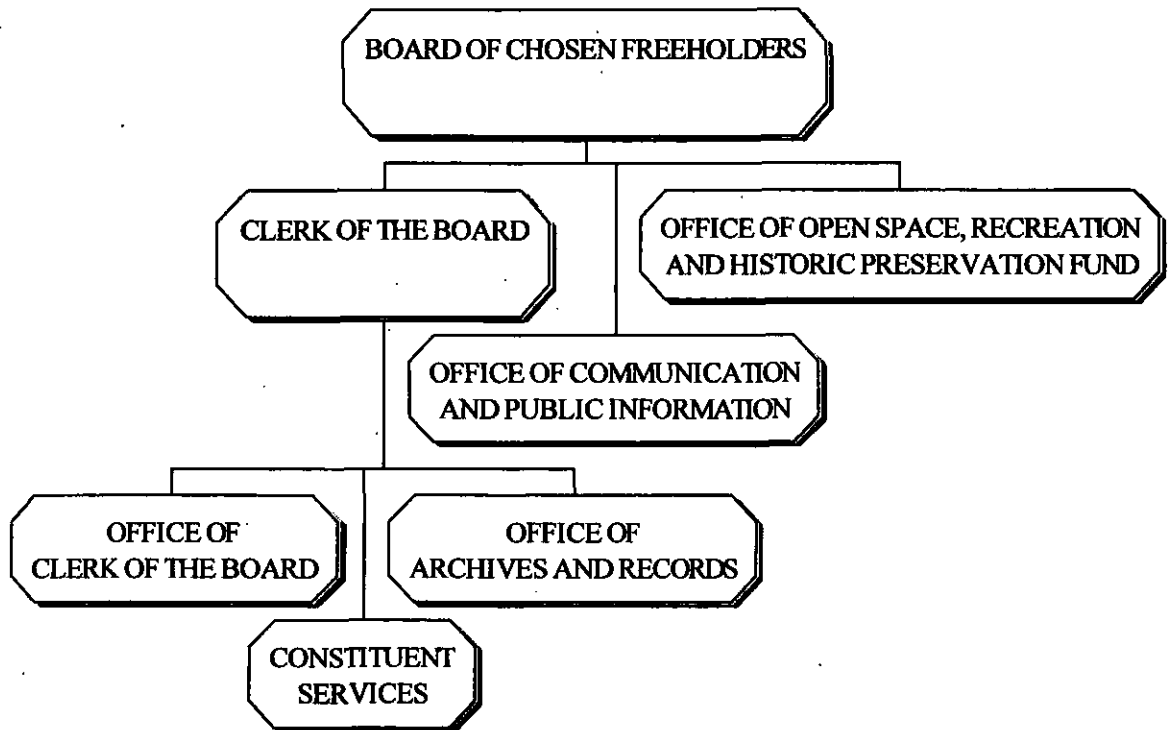
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# Organizational Chart

## 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.



## **2012 Accomplishments**

### **Coordination of Freeholder Meetings**

The Clerk's office successfully coordinated 45 meetings, including 2 special meetings, of the Union County Board of Chosen Freeholders in accordance with statutory requirements.

The Clerk of the Board's Office has successfully completed its first year utilizing a paperless and electronic agenda process. Over 120 users have been trained and are currently using the system; adding and subtracting end users when and where appropriate. The agenda packet including all the back-up is created electronically and emailed to the Freeholder Board, which has eliminated the need for the duplication of the packet at the print shop and reduced the burden of labor hours of the messengers to deliver the packets to the Freeholders prior to the meeting, saving printing, gas and personnel costs.

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 in most instances posted with a 24 hour notification. The Regular Meeting agendas were posted to the website the Wednesday prior to the meeting.

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

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

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

The Clerk of the Board'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 2,770 individual requests for documents; representing an increase of over 20% from 2011.

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.

### Office of Archives and 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 (OARM) has had a very productive year in working to improve records management county-wide.

The OARM underwent a transition in vendors to provide the storage and records management for all County records and documents. The selection of a vendor through the bidding process was an arduous one, and the transition just as laborious and time-consuming. Nonetheless, the County's new vendor, Cityside Archives, has received and processed over 70% of the County's 25,789 archived boxes.

The Board of Chosen Freeholders, by resolution, extended the previous vendor's (Cornerstone Records) contract to facilitate the transfer of the remaining boxes; a process that should be complete by March 2013.

Additionally, the OARM has worked diligently to reduce the costs associated with the storage and management of Union County documents and identified over 4,000 boxes meeting its retention schedule as prescribed by the New Jersey Department of Archives and Records Management (DARM). These boxes have either been destroyed or have been scheduled for destruction by the end of March 2013. The elimination of these boxes from Union County's records management inventory is estimated to save the County of Union approximately \$6,700.00 each year. OARM has instructed and supervised the various County departments in this process.

The OARM, within the Office of the Clerk of the Board, continues to effectuate change in the area of records management on both the County and municipal level. OARM continues to build upon, upgrade 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 new personnel are trained each year to enter and retrieve documents.

The OARM continues its shared service with municipalities offering assistance with the destruction of inactive documents, pursuant to state requirements, at no cost to the municipalities. Additionally, the County continues the scanning and indexing of historic and permanent documents for Union and Roselle Park, 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 County Archivist has spearheaded the preservation of the Freeholder Office's most precious documents, the Minutes of the Board of Freeholders, by scanning these directly from their bound books. To date, all Minutes of the Board from 1870 (the earliest days) through 1951 and from 2012 back to 1984 have been scanned and preserved. In addition to every County Ordinance ever passed, each and every county resolution from 2012 back to 1977 has been successfully scanned and preserved.

These images will be preserved on Microfilm and the bound books will continue to be preserved in archival boxes in a climate controlled environment.

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.

#### Office of Freeholder Relations

The Director of Freeholder Relations (previously referenced as Constituent Services) supervised and managed two (2) Freeholder Relations & Outreach Aides (previously referenced as Legislative Aides) in an effort to provide appropriate Freeholder staffing.

In 2012, the Office of Freeholder Relations prepared numerous Laudatory Resolutions to honor community members, outstanding events and achievements and show support for efforts of individuals and groups throughout the county, including Boys and Girls Scout Troops, non-profit agencies and citizen's groups.

The Office of Freeholder Relations also worked in the field, providing assistance to the Freeholders at events, such as County sponsored music concerts, movies in the parks, Union County Means Business seminars and more.

Additionally, the Freeholder Aides also provided assistance to residents via phone calls and letters to make sure requests to the office are addressed and concerns regarding county services are sent to the proper departments and questions of residents answered in a timely manner.

## **2013 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.

The Office will explore the opportunity to establish an internship and/or cooperative extension program through the development of an Affiliation Agreement with Kean University to provide hands on experience for students enrolled in the Public Administration B.A./M.P.A.; Five-Year Accelerated Program within the School of Criminal Justice and Public Administration.

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

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

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

The OPRA staff will continue to explore ways to enhance the efficiency of the communication between the Office of the Clerk of the Board and County Departments relative to the collection of information and responsive documents pertaining to the various OPRA requests submitted by the public.

The OPRA staff, in conjunction with the County's Information Technologies division, will enhance and update the County's OPRA Request Forms with the intent on making them more user-friendly and more concise for both the OPRA staff and the general public.

#### Office of Archives and Records Management

The OARM will compile an updated user registry and coordinate a two-day training session given by the software vendor for all personnel who image documents. This training session will take place in the early part of the year and will assist the OARM staff in its efforts to monitor all county records and documents.

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

The OARM staff will continue to scan and index County resolutions; focusing on the years from 1976 back to 1961 (the earliest years they were separated from the minutes).

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

In 2013, the archivist will continue to scan historic minute books of the Union County Freeholder Board; focusing on the completion of all minutes

from 1951 through 1984. 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.

Additionally, 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.

#### Office of Freeholder Relations

The Director of Freeholder Relations, previously referenced as Constituent Services, will continue to supervise and manage 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. Furthermore, 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 COMMUNICATION AND PUBLIC INFORMATION**

## **Mission**

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

## **2012 Accomplishments**

The Office of Communication and Public Information once again had a very productive year in 2012, 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 and social media sites, staffing public events, and presenting news about the County's services to the public.

Among many initiatives this year, OPI worked to:

- Report for a two-week period beginning the evening of Sunday, October 28<sup>th</sup> to the Emergency Operations Center at the Public Safety Building in Westfield. We continued throughout to communicate our messages through a steady stream of press releases, continuous conversations with various media representatives, our web page, Union County First Alert, email responses to constituents, and social media. As importantly, members of the Office of Public Information and an IT representative from the Department of Personnel sat during the aftermath and recovery in the Emergency Operations Center from beginning to end, answering calls from the public and coordinating internal communications among key county and emergency response personnel from all areas involved.

As important to this effort, was OPI's effort to help coordinate regular Mayor's conference calls and emails. This assisted greatly in getting the word out locally in many instances.

- Coordinate press conferences, prep speaking points, press releases and inform media on special events, including the opening of the Taylor Made golf lab, the Union County Means Business series, the Sensory Friendly Theater, Complimentary Parks Program for Active Duty personnel, opening of the Mastodon exhibit at Trailside, opening of Ponderosa Park in Scotch Plains, National Night Out, Hillside Pool improvements, Columbus Day flag raising, green programs and more. The office also participated in staffing special events such as 9-11 at the County's memorial, and the Fourth of July Parade in Plainfield.
- Produce videos, vignettes, and public service announcements posted to the webpage.
- 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, the County Directory and Executive Directory.
- Supervise the in-house operations of the print shop, reviewing and approving hundreds of County publications.
- 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.



- Provide a liaison to the County Surrogate's and Sheriff's Office.
- Coordinate, stock, prepare and schedule the County's Public Information event at all events.

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 2012. The office works with dozens of publications and media outlets including newspapers, websites, magazines, broadcast TV, cable television outlets, radio stations, and newsletters to deliver news about County services and keeping citizens informed.

The 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 County parks events and any other public event 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.

## **2013 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 work with the IT and Personnel Departments to develop a touch screen kiosk that will be placed at different service points throughout the county.

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 and some user friendly improvements to its navigation.

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 execution of policy made by the Union County Board of Chosen Freeholders to conserve open space, provide recreational opportunities, and preserve historic sites throughout the twenty-one municipalities in Union County.

## **2012 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 316 acres of land preserved as we entered 2012, the residents of Union County benefit each day from the increased quality of life those purchased bring.

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

### Recreation

Through the Open Space, Recreation and Historic Preservation Trust Fund, the Union County Board of Chosen Freeholders has had a great impact on the recreational health of our county residents through two avenues of assistance. First, the County of Union continues to create, improve and rehabilitate its already existing system of parks throughout our County. In addition, the Board has provided direct assistance to municipalities through the Kids Recreation Trust Fund grant program. This grant allows for municipalities to create, improve and expand recreational opportunities in their own backyards, as dictated by their needs and abilities.

Some highlights of these two avenues of improvement include:

- The grand opening of the Ponderosa Farm Park was a much anticipated event in 2012. This park, once a 22 acre farm slated for townhome developments in Scotch Plains, is a wonderful 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 2012 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 \$11,000,000.00 back into the parks and playgrounds in each of the 21 municipalities in Union County. As an example of the importance of the Kids Recreation Trust Fund grant program, Garwood was able to award a bid for the creation of a new ball field complex in town, with over half of a million dollars for that project coming from the Trust Fund.
- 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 grand opening ceremonies for Phase 1 of the Elizabeth River Trail. This project, creating a linear park along the Elizabeth River, 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.
- The design and engineering phase has commenced for the Oak Ridge Park development project. With continued support from Green Acres, the County of Union will spend part of 2012 developing the plans and specifications for an ice skating center, along with various park amenities, in this great space in Clark.

## Revenue Generation

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

We are also pleased to begin the engineering phase for work at Briant Park through 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 the Conservancy in recent years.

## **2013 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. Greening Union County will continue the important work of replacing trees throughout the County of Union, shaping the landscape and the environmental health of our municipalities.

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

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**County Counsel**

**Office of County Counsel**

**Office of Adjuster**

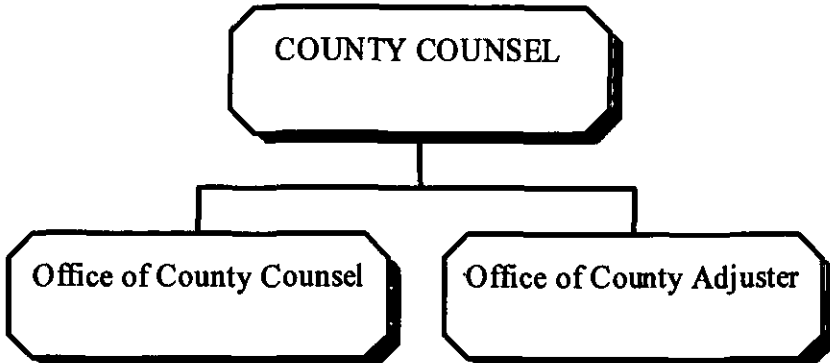
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# Organizational Chart

## 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.

## **2012 Accomplishments**

### **Case Management**

- Handled over 130 new Tort Claims for the year 2012.
- Handled approximately 95 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 \$576,150.00 in bail forfeitures for the year 2012.
- 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.

## **2013 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 Adjuster is a statutory office authorized to act in cases of commitments or admission of persons to State, County or private hospitals for the mentally ill. It processes applications 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.

## **2012 Accomplishments**

- Approximately 1350 initial hearings and 948 review hearings were heard at various hospitals for Union County.
- A total of 3721 hearings were scheduled.
- Over 441 cases were investigated and 316 cases court ordered.
- Over 2332 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.
- Implemented the use of scanning documents into a secure database for easy retrieval and to reduce archive costs.

## **2013 Initiatives**

- Continue input of data into the State issued C-CATS program and attend training sessions in order to employ the statewide program.

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**Department of  
Administrative Services**

**Motor Vehicles**

**Personnel Management and Labor Relations**

**Purchasing**

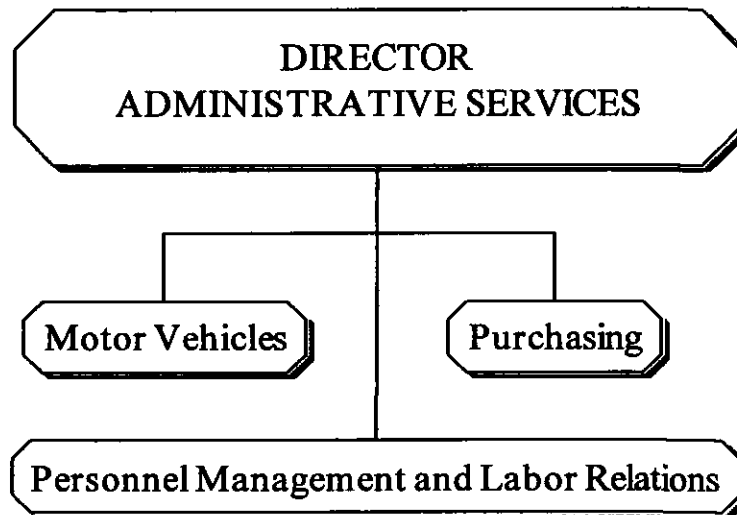
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# Organizational Chart

## 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.

## **2012 Accomplishments**

### **Division of Motor Vehicles**

Staff reductions have impacted the Division throughout the calendar year of 2012. The Division's mechanical staff has doubled up on the work load and assumed additional responsibilities. The Division's Messengers staff was reduced to three full time personnel and each of our repair shops has lost mechanical staff. Through this, the Division still strives to provide the best service possible.

Redistribution of the county's vehicle and equipment fleet has been a major concentration during the preceding year. Repairs and services are now provided by the shop that will best serve the needs of the end user and not by the operating location of the vehicle or piece of equipment. Heavy duty vehicles and equipment are handled by the Scotch Plain Facility, Public Works, Parks, Facilities, Shade Tree and Emergency Management equipment by our Turf Shop. Buses and Ambulances are maintained by our Paratransit Shop. Automobiles and lighter duty trucks are serviced and repaired at the Elizabeth facility. Both the Scotch Plain and Elizabeth Facilities have welding and fabrication services on site to handle all types of repairs.

The 2012 Vehicle and Equipment Auction held on October 24, 2012 was another very successful venture with the live auctioning of 54 individual lots. Total proceeds from this auction equaled \$84,960 which was distributed between auction's participants: the County of Union selling 33 vehicles and 6 pieces of equipment for \$54,090, the City of Linden selling 9 vehicles for \$7,425 and the Union County Prosecutors Office lots of jewelry for \$23,445.

The Division continues to use state contract purchasing agreement whenever possible to procure the goods and materials need to provide the service and repair of the counties fleet. We are actively

participating in various County Cooperatives and have bid agreements executed with automotive parts distribution warehouses which have streamlined the repair parts procurement processes. Many of our parts and equipment vendors have offered the Division 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. 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's nine fueling sites have provided 430,656.4 gallons of gasoline and 272,497.7 gallons of diesel fuel during the 2012 calendar year. These sites also provide fuel for various municipalities and authorities throughout the County. These end users are billed at a per-gallon charge on a monthly billing cycle by division personnel. As of December 31, 2012, a total of 132,189.6 gallons of fuel had been dispensed to the municipalities using this service which includes Garwood, Springfield, Winfield, the Elizabeth Housing Authority, the Elizabeth Parking Authority, Union County Education Commission, and the Utilities Authority. The Division's in-house personnel continue to provide the maintenance and repair necessary to keep all the fueling sites operational.

The Division completed 3,489 work orders as of Dec. 31, 2012 for preventative and unscheduled repair and maintenance. The hours attributable to these work orders totaled 14,708.6.

**2012 Repair order breakdown:**

- Elizabeth Garage – 1,591.
- Turf Shop (Public Works & Parks equipment) – 415.
- Paratransit – 538.
- Scotch Plains (Heavy Equipment Shop) – 945.

**Mailroom**

- The mailroom processed 618,726 pieces of mail for the calendar year as of December 31, 2012.

### **Messengers**

- Completed 12,380 deliveries for the calendar year as of December 31, 2012.

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

#### **Rapid Response Seminars**

Seminars were set in place to assist employees affected by layoffs with resources to assist them with this transition. The seminars were held at multiple County locations. With representatives from the NJ Department of Labor, Social Security, Pensions, Health Benefits and Employee Assistance Provider were present to assist employees. Employees were also walked through the unemployment process and guided through the application.

#### **Employee Wellness**

The County established a Wellness Committee comprised of union leaders, 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 2012 was to encourage employees to continue focusing on Wellness. The Wellness Committee broadcasts monthly emails to all employees on current health topics. Representatives from Health Benefits and Health Broker offer savings and discounts as well as trying to familiarize employees with the Claims and Wellness Website.

The Division continued its Weight Watchers at Work program which is held every Tuesday afternoon. 2012 saw nine members of the group reaching their weight loss goals. The group as a whole lost well over 300 lbs. Weight Watchers began its second year in October and is able to accept new members at any time during the program.

#### **Ethics Training**

The Division of Personnel in conjunction with the Clerk of the Board's Office arranged for and held two Ethic seminars as part of a Freeholder Initiative. The first seminar was held in May for the Freeholder Board and Directors. This past December the program was offered to Government Officials and County Division Heads.

Approximately 40 employees participated earning up to 3 CEU credits in Ethics.

**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.

They also participated in our Rapid Response Seminar for employees affected by the layoff. Were also available to speak with employees one on one level if needed.

The Division monitored and supervised approximately 16 Mandatory Employee Assistance Referrals in 2012.

**Disciplinary Matters**

The Division processed and managed approximately 130 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 429 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 Sandy 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.

- There was no employee participation in the Undergraduate Certificate Program in 2012.
- Five (5) employees participated in the Masters Graduate Enhancement Program.
- Four (4) employees participated in the program at the graduate level, working to achieve a certificate in Public Administration.
- Two of the total employees completed the program and will receive a Masters Degree 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 who are incapacitated due to traumatic injury or life threatening health conditions, or for employees whose have a closely related family member so stricken. During the 2012 calendar

year, the program included twenty three (23) seriously ill employees and three (3) employees with critically ill family members. Approximately 1,835 days were donated to these staff members by to their generous and concerned co-workers.

#### **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 2012, seven (7) employees participated in the program receiving approximately 120 donated vacation days from fellow workers.

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

#### **Health Benefits**

The Division worked tirelessly in the introduction and implementation of new prescription and health benefit programs with Horizon Blue Cross and Blue Shield of NJ, transitioning from Cigna Health, effective July 1, 2012. The transfer affected more than 2,500 employees and 985 retirees and their dependents.

#### **Volunteer Health Benefits Buyout Program**

The Voluntary Health Benefits Buy Out Program continued for all union and non-contractual employees with a yearly maximum incentive up to \$5,000 for employees with Family coverage and \$1,800 for those eligible for a Single plan. This program continues to be well established among employees, with an increase in the number of participants during 2013. Currently more than 330 employees who would have enrolled with Husband/Wife or Family coverage participated in the program, and an additional 14 employees who would have been enrolled with a Single plan. The annual cost savings in health benefit premium payments was approximately \$4.733, 000 \*(this does not take into consideration mandatory employee payroll deductions towards yearly premiums).



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

The Division reapplied for and was approved for the extension of the grant from the Federal Retiree Subsidy Drug Program. This program provides local governments with Reimbursement of a portion of prescription drug costs incurred by Medicare eligible retirees and dependents enrolled in employer sponsored retiree health plans. During 2012 \$492,153 has been reimbursed to the County of Union.

### **Chapter 78**

The Division continues to work conscientiously in administering provisions of Chapter 78, passed by the New Jersey Legislature in 2011. These regulations include a four year implementation schedule for public sector employees' contributions applied toward their various health care costs through payroll deductions. Currently we have 5 bargaining units at year 1 and 16 units at year 2 and this July, we will have 10 units including exclusionaries move to year 3.

### **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.

### **Employee/Labor Relations**

Finalized negotiations with three (3) law enforcement bargaining units: PBA108-Sheriff Officers; PBA108A (formerly FOP103)-Sheriff Superior Officers; and PBA199A-Correction Superior Officers. PBA199A-Correction Superior Officers followed the same pattern as previously settled law enforcement units with three (3) year contracts:

January 1, 2010 through December 31, 2012

- No Salary increases in 2010.
- 2.25% Salary Increases + \$210 Increase in Sr. Officer Pay – 2011.
- 2.5% Salary Increases in 2012.
- Health Benefits – Ch78 Contributions applied.

PBA108-Sheriff Officers settled with a four (4) year contract as follows:

January 1, 2010 through December 31, 2014

- No Salary increases in 2010.
- 2.25% Salary Increases in 2011.
- 2.5% Salary Increases in 2012.
- 2% Salary Increases in 2013.
- 2% Salary Increases + \$210 Increase in Sr. Officer Pay – 2014.
- Health Benefits – Ch78 Contributions applied.

The Prosecutor's Law Enforcement units PBA250-Detective & Investigators and PBA250A-Detective & Investigator Superiors, was awarded an Interest Arbitration on January 3, 2013.

The County is in the negotiation process with the following units whose contracts expired in 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.
- Assistant Prosecutors Association.
- IBEW Local 1158-Prosecutor's Supervisory, Clerical and Laboratory.

We are nearing settlement for new Collective Bargaining Agreements with PBA203-Weights and Measures and FMBA (NAGE Local R2-343/SEIU 5000) unit which represents HazMat employees in the Department of Public Safety.

There are five (5) law enforcement units whose contracts will expire at the end of 2012 as follows:

PBA73-County Police Officers  
PBA73A-County Police Superior Officers  
PBA199-Correction Officers

PBA199A-Correction Superior Officers  
PBA108A-Sheriff Superior Officers

Two (2) non-law enforcement units whose contracts will also expire at the end of 2012 is as follows:

Local 68-Operating Engineers  
Teamsters Local 102-Jail Professionals

When we commence negotiations with these two units, the same pattern of settlement as other situated groups will be applied.

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 ninth year of the program 135 employees participated, saving \$143,403 in salaries and social security costs.

**Integrated Human Resources/Payroll System**

Progress has been made to integrate the County Police's scheduling system (POSS) with the Abra HRMS attendance module and is in the final stages of completion.

In keeping with the State's Civil Service consolidation of over 250 job titles and codes, a mass update was performed to move affected employees into their new titles and codes.

A custom screen was added to Abra HRMS containing fields for Pension number, Pension service years, Civil Service hire date and Civil Service first permanent appointment date. These fields assist in tracking and determining seniority.

The change of Health Insurance Companies required entirely new health and prescription premiums and plans to be added to Abra.

Compliance with the Chapter 78 health benefits contribution law was achieved through a biweekly upload of health and prescription premium totals into Abra. Contribution formulas were updated to

implement Chapter 78 effective January 1, 2012 and again July to move appropriate Unions to “Year 2” of the Chapter 78 contribution schedule as well as adjust for the increase in medical premiums. A new code for “Prescription Only” coverage was created with the Condata payroll system.

Salary updates were performed for all employees requiring a percentage increase or increments in 2012. Also in 2012, Sheriff’s Officers Rank & File, Sheriff’s Superior Officers and Correction’s Superior Officers entered into retroactively effective contracts, requiring retroactive and current salary information updates. These 3 units account for approximately 230 employees.

Two new Union codes were created in Abra to identify employees belonging to newly designated Bargaining Units, IBEW and FMBA.

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

#### **Worker’s Compensation**

The Division was 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 339 work related injuries reported in 2012. PMA, the County’s 3<sup>rd</sup> Party Workers’ Compensation Administrator, reviews all claims, as well as medical bills. For 2012, PMA negotiated on the

County's behalf a 60% reduction in the medical billed charges associated with these injuries.

### **Training**

Over 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 Facilities Management Employees.
- **Personal Protective Equipment (PPE)** also Lifting/Back Safety, Exposure to Heat, Poison Ivy, and Ticks for Motor Vehicle Employees.
- **Fork Lift Certification** Seven hours Theory and Practical on Fork Lift.
- **Fork Lift Recertification** for Facilities Management.
- **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 Motor Vehicle Employees.
- **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.
- **CPR Defibrillator Recertification** training for Public Works Employees.

### **Division of Purchasing**

Being a service division, Purchasing used the Edmunds computerized requisition system to approve or amend over 9,106 requisitions in 2012 for the essential goods and services needed to run the County. The Division also advertised and processed 82 public bids for County entities. This open competition is essential to provide the County with the lowest possible costs pursuant to the Local Public Contracts Law.

The Division took an important and fruitful step to modernize the bid format by eschewing the mailing of paper bids and placing bid specifications online for download on the County website: [www.ucnj.org](http://www.ucnj.org). Not only did this method save a few thousand dollars in printing and mailing costs, it allowed Purchasing to expand the bidder base with no added expense or work load and to allow bidders a few more days to prepare their bids.

The Division continued its initiative to find more competition for its public bids to try to reduce cost. The rock salt bid came in fifteen dollars less than the state contract which is estimated to save should save \$119,600.00 for the County and \$516,821.50 for our cooperative partners over life of contract.

For the budget year of 2012 Purchasing instituted several stricter standards and controls to reduce expenditures for both Stationary/Office Supplies and printer toners. The Stationary and Office Supplies was reduced by \$30,000 and the Printer toners expenditures are \$32,000 less than in prior years.

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 resulting online bids are estimated to save \$90,000 a year for Natural Gas and \$160,000 a year for Electricity.

Purchasing also helped using Divisions purchase a Synthetic Turf Field and Paratransit Buses at cooperative pricing in an expedited manner using national contracts.

Purchasing administered a public auction that resulted in \$53,278.65 in County revenue for vehicles and equipment.

Finally, the Division of Purchasing took the lead to re-negotiate the Print Shop contract which will save over \$1,000,000 over five years with no downgrade of service to County Divisions or Cooperative Partners.

## **2013 Initiatives**

### **Division of Motor Vehicles**

The Division will continue to make strides to update its aging fleet of vehicles in 2013. The procurement of new more fuel efficient vehicle will be the main focus whenever possible. Every effort will be made to provide for the needs of the departments/divisions we service within the county due to our operating constants. We will continue to look at shared service agreement with local municipalities and agencies throughout the county.

Our primary goal for 2013 is update the aging infrastructure of our county fueling sites. Most of our existing equipment was last updated in the early 1990's and has seen extensive service through the years. The October storm showed the need to increase the fuel storage capacities of two of the fueling sites we currently operate. These sites are geographically located and will be able to provide the fueling supply needed for the vehicles and equipment operating from those areas. Possible upgrades may provide for a backup power supply to

keep the larger volume sites running during emergency situations. This was demonstrated by the fact that the Scotch Plains Facility continued to provide fueling needs throughout the storm while powered by a backup power generation system and that the facility at the Galloping Hill Service Yard was being powered by our staff during day time hours. The Warinanco Fueling Facility was the only site to have power restored early in the storm. Having three large capacity sites geographically located in the county will better provide for the needs of all concerned. Currently the Scotch Plains fueling site is the only facility that will meet these needs. As the County enters into more shared service agreements with the various municipalities and agencies these upgrade will become necessary.

## **Division of Personnel**

### **Staff Training and Development**

- Conduct Employee Handbook Seminars to all County Employees.
- 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.
- Coordinate and oversee Wellness Fairs at 5 County locations.
- 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 Horizon Wellness Program.



- Continue to promote employee participation in the Certificate and Graduate Programs in Public Administration in cooperation with Kean University.
- Continue to promote and offer Weight Watchers at work for interested employees.
- Create a database for County Policies and Personnel forms to make it accessible to all employees.
- 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 2013.

#### **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**

- The employee benefits staff will continue to assist and encourage employees to utilization the most cost effective options for their health plans, including the Voluntary Health Insurance Buy Out Program. Additionally, staff will participate in and disseminate information on the County's Wellness Initiative, and employees' usage of the horizon.com member services health site, and Horizon's numerous health related at fitness centers and other relate wellness services.
- Assist in implementing and monitoring the State's Chapter 78 mandates for public employees contributions for health care.

### **Employee/Labor Relations**

- Interest Arbitration/Mediation proceedings with PBA 250 Prosecutor's Detectives was concluded on January 3, 2013. Negotiations will continue with the superior officers in PBA 250A.
- Commence negotiations with law enforcement units whose contracts expire at the end of 2012: PBA73 and PBA73A County Police Officers/Superiors; PBA199 and PBA199A Correction Officers/Superiors; PBA108A Sheriff Superiors; and PBA 203 Weights and Measures, cumulatively covering 324 employees.
- We will continue with our efforts to reach settlements with those units whose contracts expired in 2011/2012 as follows: Council No. 8; Park Maintenance Assoc.; H.P.A.E.; Park Foreman's Assoc.; Supervisor's Assoc.; Teamsters 102 Secondary Supervisors; Assistant Prosecutor's Assoc; IBEW 1158; FMBA; Local 68 Operating Engineers and Teamsters 102 Jail Professionals. These units represent approximately 1,000 employees; almost 2/3 of the County's total workforce.

Plan to develop a State-Wide Personnel Group with other County Human Resources Professionals that will meet on a regular basis.

### **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.

Continue moving employees into the correct deduction years according to Chapter 78 benefits laws.

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.

Create Personnel Agenda databases for Runnells Hospital and Social Services identical to those used by the County Administration building in order to streamline the process of changing employee information.

Create a Benefits database to track employee benefit changes throughout the year. This will assist the County in tracking the gross benefit cost for each employee, newly required on W-2 tax forms.

Perform quarterly salary and benefit audits to ensure correct payment of salary and benefit contributions.

### **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.
- Conduct Hazardous Communications Training.

**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 duct tape to security systems to medical services.

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.**

**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:**

- A comprehensive revamp of personnel duties in Purchasing with the appointment of five Purchasing Specialists to better provide a hands-on approach to fulfilling the procurement needs of the County.**
- A primary initiative for 2013 is for Purchasing to be involved in the inception of the need for the using divisions thus allowing for a streamlining of the procedures and much less red tape.**
- Developing a web database on the county website to allow direct alerts to interested business. E.g. Plumbing bid alert sent to plumbing vendors.**
- Establish a policy for the use of national cooperatives**

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**Department of  
Correctional Services**

**Administrative**

**Operations/Security**

**Programs/Services**

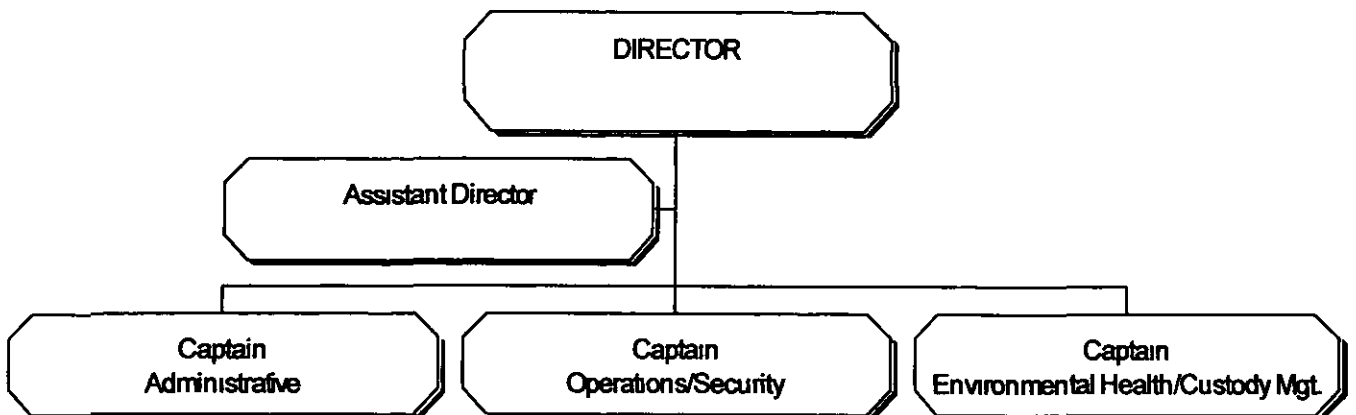
**Environmental Health/Custody Management**

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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 1,000 inmates convicted of a crime or awaiting disposition of criminal charges by the courts.

## **2012 Accomplishments**

### **Staff Enhancements**

- Hiring and Agency Training completed for 10 Uniformed Members of Service.
- Academy Training completed for 21 Correction Officers.
- Provided New Employee Orientation for 39 new Staff members/volunteers.
- Economic constraints resulted with a reduction in our Corrections Officers staffing levels – from 265 officers to 241 officers. Additionally, five (5) Administrative positions were dropped from the ranks.

### **Security Enhancements**

- 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.



## **Technical Enhancements**

- Upgrade to FastId and LiveScan Systems (electronic identification systems governed by NJ State Police) was installed and is 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.
- Created and implemented a computer data base firearms tracking and reporting system.
- Continue to maintain Bio-metric Kiosk Time Clocks, integrating staff Time & Attendance with personnel profiles, scheduling assignments, and time off requests.
- 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.  
All Supervisors are now given access to, and trained in, the use of UCNJ email.
- Installed energy efficient flat panel monitors at Booking/Releasing work stations, replacing older CRT monitors. Another "Go Green" initiative.

## **Health & Safety Modifications**

- Additional significant enhancements made to Infectious Disease Policy (including routine and continuous surface bleaching throughout the facility) resulting in greater impact towards beneficial results.
- Maintained cleanliness and sanitation throughout the facility; disinfecting efforts to ensure compliance with sanitation policies, while maintaining a cosmetically appealing environment through progressive paint details

- Right to Know Program was enhanced thru modification of our Hazardous Communication Training for staff.
- 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**

- Coordinated a major kitchen renovation project. This included continual supervision of the effort, encompassing a design and operational implementation of a temporary working kitchen environment.
- Modified and implemented a Kitchen Inventory Check Sheet for equipment inventory control .
- Inmate Population Management Study conducted by Luminosity-Solutions, with objectives to identify strategies or methods to reduce prisoner overcrowding. Judicial Speedy Trial Committee established for addressing and executing those viable strategies.

Average Daily Inmate Population in November 2011:	<b>1001</b>
Average Inmate Daily Population in November 2012:	<b>792</b>

- Correctional staff are now able to update inmate Indictment records in CCIS through a cooperative effort of document sharing with the Union County Prosecutor's Office.
- Enhancements and training made with 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.
- Installed and implemented a "Language Line" telephone communication system, aiding foreign speaking inmates with due process of the judiciary system while incarcerated. A telephone 'hot line' contacts an appropriate interpreter for a multi-person telephone conference.
- Effort and coordination with Union County Crisis Intervention Team (CIT) to identify, treat, and appropriately discharge prisoners with

medical/psychological deficiencies. Three (3) separate tours of the facility were offered and conducted with 60 members of the team.

- 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.  
FCC regulated re-banding project is continuing.
- Continual renovations are being made to the booking and releasing offices, including cabinet replacements, Instructions & Communication 'Hot-Board,' installation of environmentally friendly low energy computer monitors, and the completion of emergency lighting and power supply identification (for use during power disruption).
- Commencement of the 3<sup>rd</sup> floor detention outdoor gated recreation area and obtained compliance with NJDOC requirements.
- Inmate clothing and property room was relocated and enhanced with secured inventory and storage units.
- Enhancements made to emergency lighting and power supply systems, resulting from our annual Emergency Generator Testing.
- Enhancements made to our current inmate TV and Program & Services broadcast system.
- 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 600 inmates for possible in-house work assignment, resulting with a greater than 50% approval rate.
- Total of 484 inmates were interviewed for possible gang affiliation.
- Total of 295 inmates were identified and confirmed as gang members.
- Other law enforcement agencies requested G.I.U. assistance on over 40 occasions.
- Safely and securely facilitated 13 funeral viewing trips for inmates thru Administrators and Social Services, administrating 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 150 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 47,000 inmate requests thru professional address, direct response, and personal contact; provided more than 36,200 various services (religious, social, law library, etc.) to inmates.
- Enrolled more than 138 female prisoners in our CCS (Catholic Community Services) Drug Program.
- Enrolled 130 female inmates, and 176 male prisoners, in Anger Management classes.
- Provided County Counsel with documentation required for 7 Tort Claims.
- Facilitated over 1900 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 525 Division of Youth and Family Services (DYFS) parent-child bonding visits.
- Modified our Logan Hall Variance form, enabling more inmates to attend drug intervention programming.
  - ✓ Classified and transferred more than 855 inmates to Logan Hall in 2012.

### **Training & Equipment**

- Provided training for:
  - Union County Sheriff's Department Youth Academy (along with a facility tour).
  - Police Officer recruits and Special Law Enforcement Officers at the Stamler Police Academy.
  - Essex County Police Academy Corrections Officers class.
  - Somerset County Police Academy Corrections Officers class.

- All Attorney General guidelines for mandatory training were met.
- G.I.U. (Gang Intelligence Unit) conducted Gang Awareness and Prevention training for:
  - Elizabeth Public Schools.
  - City of Elizabeth Municipal Alliance / Breaking the City Limits forum.
  - Borough of Roselle Stop the Violence forum.
  - Berkley Heights Police Youth Academy.
  - Union County Sheriff's Youth Academy.
  - NJ Gang Investigator's Association 7<sup>th</sup> Annual Conference.
- Received FN-303 Less-Lethal Launcher Armorer/Instructor re-certification.
- Acquisition and completed installation of energy efficient computer monitors for Booking and releasing offices. Part of our "Go Green" initiative.
- Successful completion of Armorer Re-Certification from both Remington and Glock.
- Acquisition and installation of energy efficient computer monitors for Booking and releasing offices. Part of our "Go Green" initiative.
- Continued with Radio Re-banding project, mandated by the FCC.
- Penal Counselors enrolled in Continuing Education courses, and attended a summit on Governor Council on Alcoholism and Drug Abuse.
- "Go Green" Initiatives are thriving:
  - ✓ Individual paper reports being streamlined to 'shared' reports within worksites and units.
  - ✓ Only generic printer cartridges are being used, and stockpiling of these toner cartridges have been curtailed.
- Attended NJ Police Security Expo in Atlantic County. 4 Administrators attended.
- Attended CODIS Training for DNA collection and processing – 6 staff attended.
- Four (4) supervisors and nine (9) corrections officers received training (from UCSO) in DNA collection and processing.
- NJCJWA (New Jersey County Jail Wardens' Association) Training Conference (October) attended by the Director, Assistant Director, and Administrative Staff.

## Points of Interest

- Number of inmates committed: .....6130
- Number of inmates discharged: .....6325
- Average daily inmate population (in-house): .....822
- Classified and transferred 855 inmates to Logan Hall.
- Corrections staff processed more than 2575 bails, processed over \$1,047,000.00 in money orders, over 216,000 pieces of incoming/outgoing inmate mail, while filling and delivering more than 14,800 inmate commissary orders.
- Medical and Mental Health administrated 4620 psychiatric visits, 2811 Mental Health Worker visits, 821 Jail Diversion/Linkage visits, 2731 nursing sick calls, and 2631 inmate visits with jail physicians.
  - ✓ MRSA cases – 0 (none) ; H1N1 cases – 0 (none).
- Continuing with our Mental Health small group sessions, weekly therapeutic sessions are held, with 836 inmate-patients enrolled in 2012.
- Our Booking / Intake area and procedures passed a NJ Dept. of Health Inspection of the medical assessments for newly committed prisoners.
- UCDOC Disciplinary Committee held 526 inmate hearings, addressing over 1200 prohibited acts.
- Inmate Contact Visit Program (ICVP) continues, increasing NJDOC Standards and inspection compliance; ICVP facilitates two(2) , semi-annual sessions; one is conducted in the spring and another in December...each session normally provides 70-80 contact visits.
- Sgt. Donald Johnson (G.I.U.) was the recipient of the New Jersey County Jail Warden’s Association Employee of the Year Award.
- Inv. John Marchelli (G.I.U.) received letters of appreciation from:
  - Union County Prosecutors Office.
  - United States District Attorney’s office.
  - High Intensity Drug Trafficking Area.
- Sponsored numerous ‘tour of the old jail’ sessions during the County’s “Bring Your Children To Work” day, including two (2) separate tours for Honorable Judge Kirsh and Westfield Public School 5<sup>th</sup> graders (90 children and 20 adults) Positive impact found in the children participating.
- Revenue Generated:
  - ✓ Keefe Commissary.....\$132,585
  - ✓ Inmate Processing Fees.....\$98,430

- ✓ Medical Co-Pay.....\$6,656
- ✓ GTL Phone Co.....\$404,960
- ✓ NJDOC reimbursement (for State Prisoners held in UCJ...\$150,000.
- 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).
  - This year, SCAAP FY 2012 award to Union County:.....\$352,692.

## **2013 Initiatives**

Ongoing attention to the projects involving renovations for the 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.

**Will project a Requisition for Proposal for collective bidding on an inmate Telephone System, which would include (but be not limited to):**

- Automated messaging services.
- JMS (Jail Management System).
- Video Visitation capabilities.



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

**Engineering**

**Facilities Management**

**Public Works**

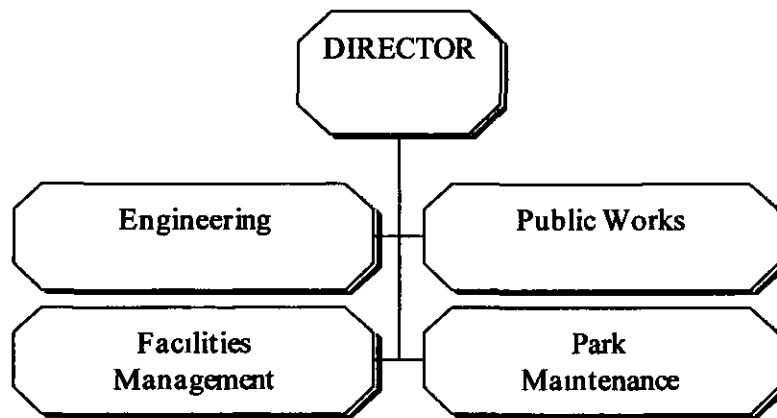
**Park Maintenance**

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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 2012 the Bureau filled over 600 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 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 for 146 bridges, 240 culverts, and 12 dams.
- Coordinate and manage the annual resurfacing program for 174 miles of County roadways, averaging about 12 miles of rehabilitation per year.
- Manage environmental remediation programs for 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.

- Provide engineering review of site plans and subdivision applications that are brought before the Union County Planning Board.

### **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, Traffic Studies and Investigations, and Work Zone Traffic Control.

The Bureau of Traffic Safety and Maintenance:

- Provides for the safe transit of motor vehicles and pedestrians on County roadways through the maintenance of over 8,000 highly visible roadside signs and over 500 miles of roadway striping that is managed through the GIS Asset Management System.
- Conducts pedestrian, intersection, and traffic studies and investigations through Traffic Data and Studies units in order to determine unsafe conditions and their causes, 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 construction project information.
- 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.

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

The Bureau of GIS programs and services include updating County maps and no loitering zone maps as well as maintaining and managing county GIS investment by updating GIS layers in a regular basis. Updates include county parcel layer, road layer, public and private school layers, board of election layers and community organization layer. Bureau of GIS has been actively supporting our twenty one municipalities and their engineering and economic developments initiatives by providing data, which reduce their cost tremendously.

The bureau maintains certified digital drug free zone maps. These certified maps are distributed by the Bureau through a secured website to the local law enforcement entities. Bureau of GIS implements the CarteGraph work order and asset management system across the county departments including Public works, Facilities, Parks and IT. Bureau prepares approximately 40 to 50 maps per month for Union County Prosecutors office for crime scene analysis and for various incidents, which is assisting in the prosecution process of the criminals. We continue to prepare County maps, digitized photographs and specific information for County departments and

municipalities to deal with issues of public safety, economic development, and transportation.

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

### **Bureau of Stationary Engineers**

- Strictly coordinates and monitors four mechanical trade units within the Division of Facilities Management, consisting of electricians, plumbers, HVAC and stationary engineers to ensure adherence to Federal, State and County mandates regarding health, safety and fire code enforcement.
- Maintains approximately 28 buildings with two million square feet, 24 hours per day, seven days per week. The electricians, plumbers and HVAC function on the standard time frame with the exception of being on an on-call basis when needed.
- Oversees larger scale capital projects, in-house renovations and reconstruction independently and in conjunction with 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 & 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 \$324,840.00 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.

**2012 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 2012.

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 2012 Leaf Removal Program is in progress concurrent with clean up from Super storm Sandy.

Routine and preventive maintenance and repairs of bridges, culverts and parapets were conducted throughout the county. Graffiti removal was performed at various locations. Priority 1 & 2 repairs are evaluated, schedule and repaired via reports from DOT and consultants.

Snow and Ice Removal and Flood Control were performed throughout 2012 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 the Division of Park Maintenance for various improvement projects in Cedar Brook Park, the Loop Playground, and Water Tower parking area, Mattano Park, and Warinanco Park.

Provided assistance to the Bureau of Recycling and Planning during 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.

#### **Bureau of Roads and Bridge Work Order Request Summary for 2012**

**Total work order request -1,281**  
**Labor & Material - \$3,139,876.55**

### **Bureau of Inspections**

During 2012 the Bureau issued 511 permits, collected \$86,697.90 in permit fees and \$165,841.40 in refundable bond fees, for a total of \$252,539.30

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 completing work orders. The Bureau started in Berkeley Heights and ending in Elizabeth, removing all dead or dying trees. There were a total of 300 trees removed along with 400 trees being trimmed throughout the county that posed a potential safety or traffic hazard. These trees were mainly identified through requests from the public as well as county personnel. This year the Bureau had a large request for tree trimming and removal throughout the county. New Providence Summit, Mountainside, Union, Roselle have all been in our daily work. Also, due to Super Storm Sandy, a large amount of trees approximately 1000 lost or damaged throughout Union County roadways and parks. The Bureau has been working seven days a week beginning early morning and



working late to clear up most debris from the storm along with leaf pick up. 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. This year we removed 75 trees throughout Union County.

Mutual Aid- the Shade Tree Department assisted Summit, Mountainside, Roselle, Union, and Garwood in removing large trees and hangers. The Department also loaned out equipment to assist in their duties.

The Bureau has addressed concerns of trees in various parks:

**Cedar Brook** – due to the super storm sandy 100 trees were uprooted and at least 100 trees have hangers that need to be removed or taken down.

**Warinanco Park** – was hit extremely hard. The County lost 200 trees that were either uprooted or destroyed. Also, all of our picnic areas have to be cleared of all hangers. (**hanging tree branches**)

**Echo Lake** – County lost 100 trees and has hangers throughout the park that have to be removed before the picnic area can be opened, also 50 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** – was also hit hard. Not only did we lose 50 large Oak trees we lost 50 Pine trees. All tree work will be completed in a timely manner.

**Rahway** – is another one of our heavily used parks that was devastated. There were 100 trees lost and hundreds of trees that need to be trimmed and hangers removed.

**Ashbrook Golf Course** – 13 trees have been removed and trimmed 75 trees.

**Galloping Hill Golf Course** – 20 large dead or dangerous trees were removed and 50 trees were trimmed.

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

The 2012 mosquito season started out very dry with low rainfall amounts. What did occur was an increase early on of the species of

mosquito called Anopheles. These are mosquitoes that do not need to surface in order to breed. Anopheles do not have air tubes and breathe by attaching themselves to aquatic plant stalks underwater. They were found in light traps close to permanent fresh water swamps. More normal rainfall at the beginning of the summer and higher temperatures aided in the outbreak of West Nile Virus in collected samples. The theory is that the lack of water in the early season contributed to the concentration of the vectors, and the reservoir for the virus. (i.e. corvids). The first positive pool was found on June 1, 2012 in Summit. This was a month ahead of normal schedule when the first WNV pool is usually collected.

The equipment required to run an effective mosquito control program is quite varied. The Bureau used several different mosquito traps. We set out 22 of the standard New Jersey Light Traps, which are semi-permanently sited, throughout the county. They are used to track species in order to determine trends and populations. Our inspectors collect the samples 2x a week, and they are brought into the lab where they are separated from other insects and male mosquitoes. 22,391 female mosquitoes from the New Jersey light traps were identified in our lab from 5/29/2012 through 9/24/2012. Portable traps are set in areas to be determined by calls for service and nuisance complaints. These traps are used for the West Nile Virus surveillance. Last year was a record year for West Nile Virus in New Jersey, and Union County was the second highest county with 114 positive pools out of 314 submitted for testing. (Last year was 17 out of 176). Over 10,850 female mosquitoes collected in the PORTABLE traps were submitted for testing in those pools.

Union County Mosquito Control responded to 502 complaints in 2012, a record that is unprecedented for the Union County Bureau of Mosquito Control. We saw an upswing after the second half of the summer in *Aedes albopictus* (i.e. Asian Tiger) mosquito that we attribute to the high temperatures that we experienced and the difficulties in controlling that species. Most of the complaint calls were found to be ATMs.

This Bureau did employ the new method of liquid larviciding that was approved by the USEPA and the NJDEP early this year. All of the trial work we did the last three years paid off as we accomplished our

goal of getting a label change that allowed us to use a low volume adulticiding sprayer to deliver a liquid larvicide. This was used in the treatment of heavy Aedes albopictus areas.

Mosquito Control performed 21 adulticiding operations in response to complaints from residents. That number of spraying operations is the highest for Union County Mosquito Control in the years following the creation of the NJDEP. In addition, for the first time, we employed up to 4 vehicles in different areas of Union County during a single spraying operation.

Another first, in developing an innovative way to be more efficient, was used during the 2012 mosquito season. For the first time we used 2 sprayers on one truck; one machine to spray adulticide, and a second machine to spray the liquid larvicide.

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. We are currently continuing in the clean up after Hurricane Sandy, which our staff remained in action to assist with any emergencies that we were faced with at the time the storm hit Union County.

**Bureau of Heavy Equipment & Truck Repair**

- Repair Work Orders.....830
- Total Cost.....\$454,553.79
- Hours .....7853

These figures include the Repair, Welding and Spreader Shops in-housework 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.

### **Engineering Services**

Engineering Services accomplished projects in the following municipalities:

- **Berkeley Heights**
  - A) Design and permitting for replacement culvert at Valley Road and Glenside.
  - B) Design of traffic signal upgrade at intersection of Diamond Hill road and McMane Avenue.
  - C) Design Fire Alarm System for Church Store in Deserted Village
  - D) Construction of Solar Panel array at Runnells Hospital parking area.
  - E) Construction of elevator upgrades at Runnells Hospital.
  
- **Clark**
  - A) Award contract for Resurfacing and Handicapped Ramps Construction of Raritan Road from Oak Ridge Road to Garden State Parkway.
  - B) Design and permitting for improvements to Oak Ridge Park.
  
- **Cranford**
  - A) Resurfacing and Handicapped Ramp Construction of Raritan Road from Oak Ridge Road to the Garden State Parkway.
  - B) Construction of replacement Nomahegan Lake Dam.
  - C) Removal of organic silts and bank improvements for Nomahegan Lake
  - D) Design of Centennial Avenue Corridor traffic signals.
  - E) Design of Traffic Signal upgrade on Springfield Avenue at Union County College and Nomahegan Park.
  
- **Elizabeth**
  - A) Traffic Signal Improvements – The completion of 12 intersections (ARRA Funding);
  - B) Resurfacing and Handicapped Ramps Construction of West Jersey Street from West Jersey Avenue to Cherry Street.

- C) Perform Alternative Analysis and submitted funding application to NJTPA for the South Front Street Bridge.
  - D) Design and permitting for the Summer Street Bridge
  - E) Design Traffic Signal upgrades for intersections at Magie Avenue and Galloping Hill Road and at Magie Avenue and Summit Road
  - F) Design turf field and lighting improvements at Mattano Park.
  - G) Design and Construction of Courthouse Fire protection improvements.
  - H) Design and Construction of UC Jail Facility improvements
  - I) Design of Board of Election exterior renovation
  - J) Construction of solar panel array on roof of Ruotolo Building
  - K) Complete Traffic Study for Block surrounded by Elizabethtown Plaza, Cherry Street, Rahway Avenue, and West Jersey Avenue.
- **Fanwood**
    - A) Traffic Signal Improvement - The completion of the Terrill Road Corridor (ARRA Funding).
  - **Hillside**
    - A) Traffic Signal Improvement (ARRA Funding) the completion of 2 Intersections. (Lower Road)
    - B) Design Traffic Signal upgrade at intersection of Chestnut Avenue and Hillside Avenue
    - C) Design Traffic Signal upgrade at intersection of North Broad Street and Central Avenue.
  - **Kenilworth**
    - A) Construction of Galloping Hill Golf Course Clubhouse and Learning Center
    - B) Construction of Galloping Hill Golf Course Maintenance facility.
  - **Mountainside**
    - A) Award contract for Resurfacing and Handicapped Ramps Construction of Ackerman Avenue from Deer Path to Coles Avenue.
    - B) Construction of Greenhouse at Trailside Nature Center
    - C) Design and permitting for Watchung Stable paddocks.

- D) Design and permitted for Watchung Stable Riding Rings
  - E) Design and permitting for Lake Surprise Dam replacement
  - F) Construction of solar array on roof of Trailside Nature Center building
  - G) Construction of maintenance facility expansion at Echo Lake Park
- **Linden**
    - A) Resurfacing and Handicapped Ramps Construction and Rehabilitation of Roselle Street from Elizabeth Avenue to St. Georges Avenue.
    - B) Design and permitting for three culverts located on Lower Road, Chandler Avenue and Elizabeth Avenue respectively.
    - C) Construction of turf field and lighting improvements at Wheeler Park.
- **New Providence**
    - A) Traffic Signal Improvement completion at the intersections of Springfield Avenue and Union Avenue.
- **Plainfield**
    - A) Traffic Signals Construction (ARRA Funding) - the completion of Terrill Road Corridor and Park Avenue Corridor.
    - B) Design and permitting for the Raymond Avenue Bridge over the Green Brook.
    - C) Award contract for Resurfacing and Handicapped Ramps Construction of Park Avenue from Ninth Avenue to Sloan Boulevard.
    - D) Design and permitting for the Pemberton Avenue Culvert over stream in Cedar Brook line.
    - E) Design and permitting for Pedestrian Bridge in Green Brook Park
- **Rahway**
    - A) Design and permitting of dam improvement of the Rahway Park Lake Dam to pre Hurricane Irene conditions (FEMA).
    - B) Bridge Restoration - Emergency scour repair of the Madison Hill Bridge, over Rahway River following Hurricane Irene (NJDOT).

- C) Dam Improvement- The restoration of Jackson's Pond; including the restoration riprap, curb, and sidewalk replacement (FEMA).
  - D) Design of traffic signal upgrade at intersection of Elizabeth Avenue and Grand Avenue.
  - E) Design and permitting of rehabilitation of the Madison Hill Avenue Bridge over the Rahway River.
  - F) Design turf field and lighting improvements at Rahway River Park.
  - G) Design and permitting for removal of organic silts and bank improvements for Rahway Park Lake.
- **Roselle**
    - A) Resurfacing and Handicapped Ramps Construction of the Warinanco Park Loop Road. Resurfacing and Handicapped Ramps Construction of Locust Street Road from Westfield Avenue to Ninth Avenue. Resurfacing and Handicapped Ramps Construction of Linden Road from Westfield Avenue Road to Warinanco Park.
    - B) West Brook Flood Control Phase IV Project Design and Permit Approval.
    - C) Bridge Improvement - Gordon Street Bridge - design progress on Federal Scoping Study.
    - D) Design and permitting of culvert on First Avenue near Locust St.
    - E) Design improvements to Warinanco Park Comfort Station.
    - F) Design turf field, lighting and bleacher improvements at Warinanco Park Stadium.
  - **Roselle Park**
    - A) Resurfacing and Handicapped Ramps Construction of Locust Street from Westfield Avenue to 9<sup>th</sup> Street.
    - B) Bridge Improvement - Gordon Street Bridge- design progress on Federal Scoping Study.
  - **Scotch Plains**
    - A) Park Improvement - The opening of the Ponderosa Park multi use recreational facility.
    - B) Design and permitting for the Raritan Road Culvert over stream near Ashbrook Reservation

- C) Construction of solar array on roof of Police Academy Building
  - D) Design of fire alarm improvements at UC Public Works Facility.
- **Springfield**
    - A) Park Improvement - Progress of Meisel Park multi use recreational facility.
    - B) Resurfacing and Handicapped Ramps Construction of Mountain Avenue from Shunpike Road to Hillside Avenue. Resurfacing and Handicapped Ramps Construction of Shunpike Road from Mountain Avenue to Route 78.
    - C) Design and permitting of the Short Hill Avenue Culvert over stream near Milburn.
    - D) Design and permitting of the Hillside Avenue Culvert over stream near Ann Place.
    - E) Design and permitting for removal of organic silts and bank improvement for Meisel Park Pond.
  - **Summit**
    - A) Traffic Signal(s) replacement completed on Summit Avenue.
    - B) Design and permitting of the Locust Drive Culvert over stream near Tulip Street.
    - C) Construction of Prospect Street Culvert over Salt Brook.
    - D) Design and permitting for removal of organic silts and bank improvements for Briant Park Lake.
    - E) Design Traffic Signal upgrade at intersection of Broad Street and Springfield Avenue.
    - F) Design Traffic Signal upgrades at three intersection including Springfield Avenue and New England Avenue; Passaic Avenue and Springfield Avenue; and Passaic Avenue and Kent Place Boulevard.
  - **Union**
    - A) Construction of the Vauxhall Road Culvert near the fire station.
    - B) Resurfacing and Handicapped Ramps Construction of Chestnut Street from Galloping Hill Road to Summer Street.
    - C) Design Traffic Signal upgrades at three intersection including Vauxhall Road and Pine Street; Vauxhall Road and Caldwell Avenue; and Chestnut Street and Parkview Terrace.



- D) Design Traffic Signal upgrade at intersection of Vauxhall Road and Valley Street.
- E) Design turf field and lighting improvements at Rizzuto Park.

- **Westfield**

- A) Design Traffic Signal upgrades at two intersections including Rahway Avenue and Lamberts Mill Road; and West Broad Street and Scotch Plains Avenue.
- B) Construction of Dispatch Center at Ralph Froehlich building.
- C) Pedestrian Hybrid HAWK signal design underway on North Avenue at Lord and Taylors.

- **Winfield**

**Bureau of Traffic Safety & Maintenance**

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 2012:

- **Sign Shop Unit** - fabricated 837 signs.
- **Sign Shop Unit** - fabricated 36 vehicle marking sets.
- **Sign Repair & Installation Unit** - installed/repaired 1,181 signs (includes signs from Hurricane Sandy), and trimmed brush around signs along each County Road.
- **Line Striping/Markings Unit** - striped approximately 82 miles of 4-inch road lines.
- **Line Striping/Markings Unit** - striped 17 parking lots and 63 marking locations.
- **Data Collection Unit** - performed 128 traffic collections.
- **GIS/Asset Management Team** - tagged 632 assets.
- **Survey Team** - performed 10 surveys.
- **Traffic Studies & Investigations** - studied approximately 15 traffic issues.

- **Work Zone Traffic Control** - implemented/designed 27 work zone projects.
- **Traffic Municipal Aid** - the bureau has processed 29 mutual aide requests from the municipalities.
- The Bureau has continued to provide the County Counsel's Office with information and professional consultation related to depositions, and interrogatories, and expert testimony in regard to tort claims and law suits during 2012.
- 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, Linden, Cranford, Fanwood, Hillside, Kenilworth, Garwood, Rahway, Roselle, Roselle Park, Springfield, Summit, and Union. This program generated **\$20,137.00** in 2012. 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.

- The Bureau has processed 364 work orders for signs assets that were damage/missing due the *Hurricane Sandy*.
- The Bureau has completed for 2012, a survey to collect data on all county roads to asses *Pedestrian Safety* crossings on our roadway system.

### **Bureau of GIS**

- Continued to maintain and update existing parcel layer for 21 municipalities, enabling government and private agencies to fully utilize the County's Geographic Information System.
- Over 150 drug free zone maps were created, printed in Mylar, certified by the county engineer and filed in the court house.
- Trained over 30 employees from the prosecutor's office on using the secured website to access the digital certified maps.
- Support all IT operation for Public Works department and the Bureau, which includes 5 server maintenance, backup, restore.
- Maintain and manage 4 SQL servers daily and perform backup restore and all IT management.
- Continue to incorporate major and minor subdivision changes to the tax parcel layer in order to keep it updated. Updating owner information every three months is also part of the ongoing process.
- Prepared and printed an average of 09 to 12 maps per week for the Union County Prosecutor's office for prosecution, crime scene analysis, drug free zone prosecution and various other needs. Also, maintained and managed the Megan's law database and printed about 5 to 10 maps per week for notification, as well as prosecution purpose.
- Prepared and printed an average of 10 to 15 maps per week for the State of New Jersey public defender's office. These maps include

crime scene analysis, drug free zone prosecution and various other needs.

- Continue to update and reprint as necessary our 'No Loitering Zone' maps, which are based on the new county ordinance. We located and identified all playgrounds, created a buffer area where sex offenders are not permitted, and printed 25,000 copies of the map for distribution.
- Completed a massive cleanup of the CarteGraph system database since its implementation.
- Updated our public and private school locations for the Prosecutes office and published through the website for internal use.
- Trained two new employees from the Megan's Law unit on GIS and creating buffers, maps and reporting for notification purpose.
- Completed the edits to our County park maps as requested by the Parks and Community Renewal and completed set of park maps for residents use.
- Continue to support City of Summit's GIS and Asset Management system as part of the County's shared service initiative.
- Received, updated and implemented new Pictometry flight data and distributed to all law enforcement departments among the Municipalities and across the county.
- Provided GIS maps for various community organizations for their various community initiatives.
- Provided over 200 maps for Bio-blitz 2010 in support of the project.
- Change the wards and districts maps for the Board of Election department, which are based on the new census redistricting.
- Printed over 800 Board of Election maps for the department to sell to the public.

- Currently in the process of updating union county map and we will print another 25,000 copies towards end on December or January.
- Located and mapped foreclosure properties located in seven municipalities as part of federal grant initiatives through the Division of Community Development.
- Division of Parks Maintenance: Bureau is supporting every aspect of Parks operation by providing prints, analyzing various property lines and stream cleanup disputes.
- Supporting, maintaining and managing, CarteGraph system for the county while running prints cost analysis and various other reports weekly and monthly.
- County Road layer has been updated to match with Engineering and Traffic Bureaus with their projects which are in CarteGraph.
- Updated road layer and created road repaved history in the system, which was used to make a thematic map for the department.
- Road ratings were collected and incorporated to the CarteGraph system, which will be used to determine future road projects based on the road conditions.
- GIS Websites: Continued to maintain and manage four GIS websites, which are linked to the County's website serving both, public and county departments. The website has been enhanced with new tools, enabling municipalities utilizing these enhancements to save money on the purchase of GIS software since the information is accessible on the County website.
- Shared Services: The Bureau assisted 20 municipalities with GIS services as a part of the County's Inter-local Agreements for shared services to reduce their operating costs as follows:
- Berkeley Heights: Using the County's GIS system to maintain and manage their Asset Management software, which is reducing their operating cost considerably. We support and manage their operation by updating GIS layers and providing phone support.

- **City of Summit:** The County is hosting a GIS website, which eliminated the need for mailing various schedules to the general public such as recycling and garbage pickup dates. The Bureau is also in the process of integrating their asset management system and the County's GIS database, which will result in an approximate yearly savings for the City of \$50,000.
- **911 System Support:** The County is providing 911 system supports to the City of Elizabeth, the City of Rahway and the City of Linden through the quarterly updates.
- **Working with County 911 system** to implement mapping to the existing system.
- **Pictometry:** The Bureau continues to support and manage every aspect of Pictometry software. The Bureau in conjunction with the Divisions of Emergency Management and Information Technologies, installed, configured, and made the 2011 Pictometry flight available, acquired using UASI funding, to all departments and municipalities.
- **Water Layer:** Bureau of GIS has edited and finalized 15,000 Fire Hydrants for the use of 21 fire departments.
- **OEM Project:** assisting in the special project to collect and implement all citizens with special needs for emergencies. Bureau of GIS has been assisting to shift over 30000 fire hydrants for 21 Municipalities, which will be used for the fire departments.
- **Bridge Inventory:** assisting in the process of bridge inventory, inspection reports and every aspect of engineering projects using CarteGraph.
- **Bureau of Mosquito:** mapped over 400 points in GIS where they set traps and test Mosquito sample. They use CarteGraph and mapping the test results are one of the benefits of CarteGraph and GIS.
- **Bureau of Traffic:** Every road segments is separated and attached to projects as necessary to track various projects in CarteGraph. In

addition, over 18,000 signs are in GIS, which is maintained in CarteGraph by the Bureau.

- Maintaining and managing the State Bridge Soft system to create, update and maintain priority bridge work orders from NJDOT.
- Continue to update and revise labors, materials, tools, equipment's and work orders in the system.
- Division of Facility: we are supporting every aspect of facility management CarteGraph operation for 5 employees.
- Division of Engineering: we are managing six engineering projects currently and the number of projects will continue to grow.
- Division of InfoTech: we are supporting every aspect of their daily operation by making changes, running reports and troubleshooting daily issues by supporting 5 employees.
- Parks Maintenance: we are supporting every aspect of their daily operation by making changes, running reports and troubleshooting daily issues by supporting 8 employees.
- Communication: we are supporting every aspect of their daily operation by making changes, running reports and troubleshooting daily issues by supporting 4 employees.
- Located all outfalls in the county for State mandate project: located all outfalls within the county by field verifying them by Municipality. Updating Street database and submitted the final report for the State DEP.
- Pictometry 2010 Database install and configuration: Installed 20100 imagery and configured for 21 municipalities. Imagery distribution and training for 21 police departments with Server update and software update
- Supporting Summit GIS applications and their usage: maintaining GIS layers and database, supporting Summit's Asset Management

Software by weekly updates, troubleshoot and supporting every aspect of their operation

- Maintain the GIS partnerships and relationships: State government, DEP and 20 Counties GIS departments.

## **Division of Facilities Management**

### Administration Building

The second air conditioning unit will be replaced the first unit was replaced 2011. This is ongoing, completion scheduled for 2013.

### Andrew K. Ruotolo Justice Center

Demolition of the existing Day Care Center to allow the overhaul of space to expand the UC Prosecutors Justice Center office 90% complete.

### Architectural On-Call Service and Engineering On-Call Services

County retained consultants for 2013 and monitored by the Div. of Engineers.

### Board of Elections

Emergency netting was installed to protect the general public and employees from falling concrete and building debris prior to the Exterior Fenestration and Weatherization renovations expected to commence in 2013. Provision for contractual enhancement initiated in 2012 and will be re-bid in 2013.

### Elizabeth Complex

The Justice Complex Project:

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

Phase #2: Juvenile Detention Center (old bldg.) restoration; Courthouse Rotunda and Tower elevators; Oriscello Correctional Facility - kitchen renovations; 48 inmate showers on PODS project is 50% complete with an anticipate 2013 completion time.

Phase #3: The Oriscello Correctional Facility installation of approximately 250 surveillance cameras; secure Correctional Officers



area on PODS; booking and receiving area, lobby, visitation area, control center, locker room reconstruction and elevator upgrade. Specifications and drawing are being updated and project bid expected to begin in 2013.

UC Courthouse Tower and old Annex Building

Develop specifications and project time-line on the upgrade of a new Security and Camera System.

Oriscello Correctional Facility - Refer to Justice Complex Phase# I, II & III

Westfield Complex

UC County Police Building Control Center & 911 Emergency Response area - Equipment upgrade project has begun in 2012 and underway.

**Division of Park Maintenance**

**2012 Division of Park Maintenance  
Accomplishments**

**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 Super Storm Sandy clean-up.
- All special events were successfully set up and broken down by Park Maintenance staff.
- Permits were obtained from the DEP and work completed to clean the Green Brook in Plainfield of natural and man-made debris and litter.
- Permits were obtained from the DEP and work completed to clean the Rahway River in Cranford along Crane Parkway of natural and man-made debris and litter

- Walking paths were re-paved as needed at Cedar Brook Park in Plainfield, Warinanco Park in Roselle, and Madison Ave Park in Rahway.
- A new spray-ground was installed at Cedar Brook Park in Plainfield.
- Sport Surfacing was installed on basketball courts in Cedar Brook Park, Green Brook Park, Unami Park, and Mohawk Park and on tennis courts in Unami Park.
- A new asphalt basketball court was built in Rahway River Park.
- The Loop Playground was completely renovated including barrier free equipment, rubberized safety surface, new trash receptacles and picnic tables. Preparations for a gazebo and misters are on-going.
- Cedar Brook Park and Green Brook Park playgrounds were completely renovated including new equipment and rubberized safety surfacing.
- Artificial turf field projects were bid and work is almost complete for Wheeler Park in Linden and Rizzuto Park in Union.
- Bid documents are being prepared 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.
- Echo Lake Service Yard renovations were completed. Revised plans cut cost from \$1.5 million to \$750,000.
- Octagon bathroom and spray ground in Warinanco Park bids were over budget so project will be re-bid.
- Parts of the Watchung trails were renovated.
- Playground equipment parts were replaced throughout the Parks system on an as needed basis.

## **Bureau of Recycling and Planning**

### **Recycling Event Accomplishments**

The Bureau of Recycling continued to host various one-day recycling collection events throughout Union County. Participation for most programs remains consistent except for mobile paper shredding – both participation and tonnage numbers went up significantly in 2012.

Union County not only continued to maintain a no-cost electronics recycling program but a new price/pound revenue was negotiated for the county and all participating municipalities which began in July of 2012.

While a cork recycling was not implemented, two more relevant recycling programs were successfully initiated – scrap metal and fluorescent bulbs.

The numbers for all recycling events were as follows:

- Electronics Recycling – 338,761 lbs. collected at one day events.  
1,220,886 lbs. collected via municipal and facility drop off program.  
1,559,600 total pounds collected (thru September).  
2,774 residents participated in one-day events.
- Household Hazardous Waste Days – 114,420 lbs. collected.  
2,027 participants.
- Paper Shredding – 164,308 lbs. collected.  
4,158 residents participated.
- Tire Recycling - 545 tires collected and recycled at four events .
- Propane Tanks – 392 propane tanks were collected and recycled at four events.
- Mercury Thermostat Collection/Home Depot Gift Card – Union County, through a joint partnership with Covanta Energy, handed out 176 Home Depot gift cards to residents who turned in thermostats for recycling.

#### **Program Accomplishments**

- **Electronics Recycling**  
Union County continued to work with our e-waste vendor as well as electronics manufacturers to help offset costs associated with recycling of electronics. Not only were we able to recycle

all covered and non-covered materials at no-cost, a \$.03/lb revenue source was realized through these partnerships.

- **Scrap Metal Pilot Program**

In response to residents not having local opportunities to easily recycle appliances and other metal related materials, a scrap metal drop off program was initiated. Four county park locations were designated as scrap metal recycling drop off areas when the new program began in June.

- **Fluorescent Bulb Recycling**

In an effort to increase convenience and opportunities for residents to properly recycle fluorescent bulbs, Union County partnered with ten (10) municipalities to offer local drop offs. Union County manages and pays for the program, while the towns serve as collection points.

- **Recycling in County Buildings**

As a follow up to the recycling audits completed in 2011, Union County replaced recycling containers throughout the county complex and many of the county buildings. Park Maintenance continued to add recycling containers throughout the county park system to encourage the separation of trash from recyclables.

- **CRP Agreement**

In accordance with new legislation requiring a CRP to sign off on all tonnage reports, Union County served as the Certified Recycling Professional (CRP) for eight (8) municipalities in 2012.

## **2013 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 permitted.

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, 2012. The 2013 leaf pickup schedule will be made available to all municipalities for notification to residents. The 2013 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, 2013.

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

The Bureau of Roads & Bridges will continue to improve the in-house Milling and Paving, of County Roadways Program. Upon conclusion

of Winter Operations, roadways and roadway sections will be evaluated and prioritized for resurfacing. The following roadways are slated to be resurfaced in 2013. Mountain Ave., New Providence from South Street to Division Ave, Hillside Ave, Springfield from Mountain Ave to Springfield Ave and Parkway Drive (Lake Drive) from Valley Road to Stiles Street.

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 maximize all its efforts in completing all work orders and put in place a plan to assist the department in working along with all the departments. The Bureau will continue to observe trees throughout the County to identify dangerous or dying trees and their condition to determine which will be in need of trimming or removal due to decay. The Bureau also receives approximately 100 calls months for trimming, inspection or removal of trees. 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.

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**

### **Bridge and Culvert Projects**

- Summer Street Bridge, Elizabeth is planned to start construction.
- Raymond Avenue Bridge, Plainfield is planned to start construction.
- Lower Road Culvert, Linden is planned to start construction.
- Chandler Avenue Culvert, Linden is planned to start construction.
- Elizabeth Avenue Culvert, Linden is planned to start construction.
- Valley Road at Glenside Culvert, Berkeley Heights is planned to start construction.
- First Avenue Culvert, Roselle is planned to start construction.
- Hillside Road Culvert, Springfield is planned to start construction.
- Locust Drive near Tulip Culvert, Summit is planned to be advertised for construction.
- Pemberton Avenue Culvert, Plainfield is planned to be advertised for construction.
- Raritan Road Culvert, Scotch Plains is planned to be advertised for construction.
- Short Hills Avenue Culvert, Springfield is planned to be advertised for construction.
- South Front Street Bridge, Elizabeth application for NJTPA funding is anticipated.
- Madison Hill Bridge, Clark/Rahway is planned to be 75% designed.
- East Hazelwood Ave. Bridge, Rahway is planned to be 75% designed.

### **Road Resurfacing Projects**

- 2012 Road Resurfacing Project approximately 6 miles will be constructed. Delayed to 2013 due to Storm Sandy.
- 2013 Road Resurfacing Project (12.1 miles) is planned for to be constructed.
- 2014 Road Resurfacing Project is planned to begin design.

### **Intersection Improvement Projects**

- Centennial Avenue Corridor Traffic Signal Project, Cranford is planned to start construction.

- Chestnut and Hillside Traffic Signal Project, Hillside is planned to start construction.
- Two Intersection Traffic Signal Project, Elizabeth is planned to start construction.
- Two Intersection Traffic Signal Project, Westfield is planned to start construction.
- Broad and Springfield Traffic Signal Project, Summit is planned to complete construction.
- Vauxhall and Valley Traffic Signal Project, Union is planned to start construction.
- Diamond Hill and McMane Traffic Signal Project, Berkeley Heights is planned to start construction.
- North Broad and Central Traffic Signal Project, Hillside is planned to be designed.
- Grand Avenue and Elizabeth Traffic Signal Project, Rahway is planned to be designed.
- Three Intersection Traffic Signal Project, Summit is planned to be designed.
- Three Intersection Traffic Signal Project, Union is planned to be designed.
- South Avenue and Center Traffic Signal Project, Garwood, is planned to be designed.

#### **Other Projects**

- Lake Surprise Dam Replacement is planned to finish design and advertise for bid.
- Long Term Environmental Remediation Projects at various sites are planned to progress in accordance to NJDEP/LSRP program.
- Westbrook Phase IV Flood Control Project, Roselle is planned to be constructed throughout the year.

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

- 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*.
- Will continue to assist County Counsel's Office by providing *information and professional consultation* to answer depositions, interrogatories, and provide expert testimony when needed in regard to tort claims and law suits.



- Will in 2013 begin addressing issues that were identified in our 2012 survey of *Pedestrian Safety on County roads*.
- Will continue to improve its *Traffic Information Program* and *Incident Management Initiatives* via the expanded use of portable “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.
- Will continue its **MUTCD Compliance** initiatives addressing the new requirements established by the FHWA.
- Will continue compilation of traffic data relative to the *Traffic Data for G.I.S.* project and expand this initiative by adding traffic movements, speed/volume, and crash data for future GIS mapping layers. Additionally the Bureau will continue researching new pedestrian and turning movement technology.
- Will continue its *General Guide and Warning Signs Upgrades* for roads resurfaced in 2013.
- 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 2013, the Bureau will continue to provide traffic control and work zone safety for the 2013 *Road Resurfacing Program* and the remainder of the 2012 *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 an online version with training and additional resources.
- 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 update Union County Map and reprint 25,000 copies as soon as the edits are completed.
- The Bureau will coordinate new Pictometry flight and distribute to all law enforcement departments.
- Bureau will upgrade new GIS server and switch all information from a 10 year old server.
- The Bureau will continue to maintain the GIS website and support the various layers of GIS including tax maps, enforcement zones and OEM information.
- The Bureau will continue to maintain the secured website that contains certified drug free zone maps and continue to train and support all 21 municipal police departments.

**Division of Facilities Management:**

**Andrew K. Ruotolo Justice Center**

The remaining 10% of the UC Prosecutors Office – Homicide Unit expansion will be completed in 2013.

**Architectural On-Call Service and Engineering On-Call Services**

County will retain consultants for 2013 monitored by the Div. of Engineers.

**Board of Elections**

Exterior Fenestration and Weatherization renovations for 271 Broad Street, Elizabeth will be re-bid in 2013 with the expectation to have architectural drawing complete by year end.

**Elizabeth Complex**

The Justice Complex Project:

Phase #2: Juvenile Detention Center (old bldg.) restoration; Courthouse Rotunda and Tower elevators; Oriscello Correctional Facility - kitchen renovations; 48 inmate showers on PODS project remaining 50% will be completed in 2013.

Phase #3: The Oriscello Correctional Facility installation of approximately 250 surveillance cameras; secure Correctional Officers

area on PODS; booking and receiving area, lobby, visitation area, control center, locker room reconstruction and elevator upgrade. Will go out for public bid in 2013.

**UC Courthouse Tower and old Annex Building**

Develop specifications and project time-line on the upgrade of a new Security and Camera System.

**Oriscello Correctional Facility**

Water proofing, glass etching and re-caulking of windows and the replacement of broken security glass where necessary will be completed in 2013.

**Westfield Complex**

UC County Police Building Control Center - Equipment upgrade project has begun in 2012 and expected to be completed in 2013.

**Division of Park Maintenance Initiatives 2013**

**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.

Where appropriate, guard rails will be erected to ensure a stronger separation between vehicles and children playing.

Continue safety inspections for playgrounds and replace damaged parts as needed.

**Spray Pools**

The County will replace the existing spray ground in Warinanco 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 Warinanco Park and Rahway River Park. Identify potential new sites and design accordingly.

**Rahway River Park Service Yard**

Repave the interior yard lot including appropriate facilities for cleaning and servicing equipment.

**Cedar Brook Service Yard**

Asphalt top the interior yard lot including appropriate facilities for cleaning and servicing equipment.

**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 2013 Initiatives**

- Begin a county-wide recycling enforcement program
- Union County will work to increase its overall county recycling rate through efforts to improve commercial and institutional reporting.
- Implement a Cork Recycling Program for restaurants and bars in Union County

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**Department of  
Finance**

**Comptroller**

**Internal Audit**

**Reimbursement**

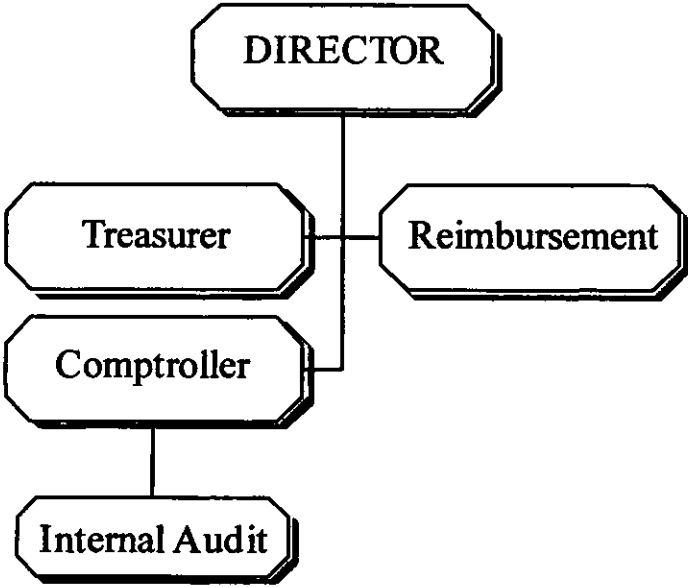
**Treasurer**

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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.

## **2012 Accomplishments**

### **Payroll/Personnel System**

Helping the County Personnel Department in implementing new health insurance and benefit policies transitional from Cigna to Horizon Blue Cross/Blue Shield of New Jersey.

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

Issued \$100,000,000 of bonds to permanently fund various capital improvement projects including Park Improvements, road and bridge improvements, and improvements to Union County College and the County Vocational-Technical School.

Issued bond anticipation notes of \$60,000,000 to fund capital projects such as road and bridge improvements, traffic signals, improvements to buildings and parks.

### **Debt Service Refinancing**

Assisted the Union County Improvement Authority in issuing Bonds for the Family Court Building and refunding of Bonds for Correctional Facility, Park Madison Building and College Bonds.

### **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 2012 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.

Implemented accounts receivable module and began the process of issuing invoices to expedite the collection of revenues and reimbursements.

## **2013 Initiatives**

### **County Billing**

Continue expansion on the 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 on an on-going basis.

### **2013 Bond and Note Sales**

Issue bonds to refund 2004 general obligation bonds. Issue new bond anticipation notes to fund ongoing projects.

Assist the Union County Improvement Authority in issuing bonds to refund its outstanding debt.

**Deferred Compensation**

During 2013 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 and 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**

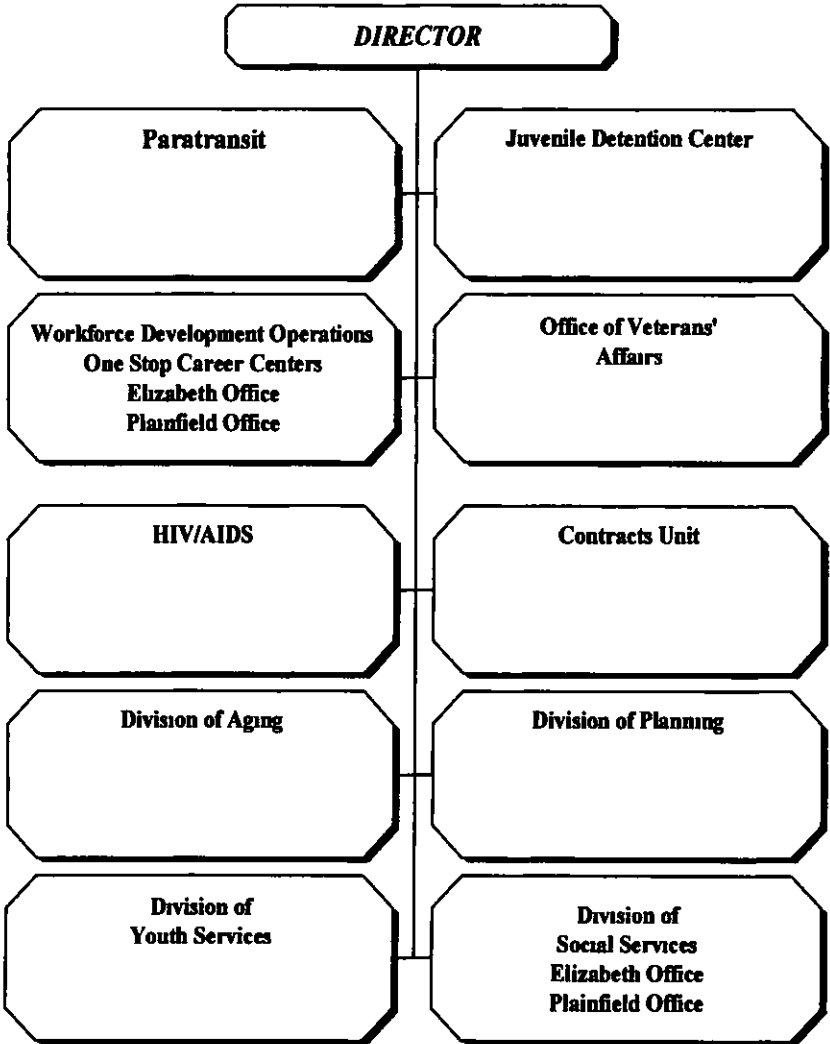
**Juvenile Detention**

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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; Veterans' Affairs; 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 and is the largest department in County government.

### **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 residents is provided by Paratransit, helping

these individuals maintain independence or access a better quality of life. Trips include rides to medical, educational, employment and shopping facilities throughout the county and bordering municipalities. Regularly scheduled trips are made to veterans health care facilities in East Orange and the Lyons VA Medical Center.

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

The services of Workforce Development Operations 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; Job Fairs; Prospective Employee Referrals; Specialized Occupational Training; Financial Assistance; Seminars; and Small Business Development.

### **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 and Disability Resource (ADRC)**

The Union County Division on Aging is one of 670 "Area Agencies on Aging" nationwide established under the federal Older Americans Act. As of 2012, the division became the Division on Aging and Disability Resource (ADRC) in compliance with a state initiative to better serve the elderly and disabled populations. The division has bilingual (English/Spanish) staff and information printed in Spanish to serve the county's large Hispanic population. According to the 2010 U.S. Census, 12.7 percent of Union County's 536,499 residents are over age 65. With the exception of Elizabeth and Plainfield, 19 of the County's 21 municipalities have in excess of 11% of their population age 65 and older. The 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); and Nutrition programs, including home-delivered and congregate meals, the Farmers Market food voucher program, and nutrition education for seniors.

### **Division of Planning**

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

#### **Planning/Mental 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**

Substance Abuse Services include the provision of information and referral services to community-based organizations offering a wide range of alcohol/drug treatment, prevention and education programs.

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

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

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

Services for the disabled include the provision of information on all available services for disabled individuals, including vocational counseling and personal assistance in the home.



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

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

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

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

### **Division of Social Services**

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

### **Immunization Clinic**

The federally funded Immunization Clinic provides information 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 (YSC) and UJET Project, a team of professionals who work cooperatively to identify alternatives to detention.

## **2012 Accomplishments**

### **Director's Office**

#### **National Emergency Grant Following Hurricane Sandy**

Union County received nearly \$1 million from a National Emergency Grant through the U.S. Department of Labor (USDOL). This amount was part of the \$15.6 million awarded to the State of New Jersey in the wake of the storm's widespread damage to public and private property. In Union County, this grant will allow 58 unemployed residents to gain temporary (six months) employment repairing and restoring public land and infrastructure, or employment providing disaster relief to storm victims in need of food, clothing and shelter.

The department's One Stop Career Center will implement this grant by identifying eligible workers who will be assigned to work in municipalities and non-profit agencies addressing post-storm needs.

#### **Two Federal Grants to House the Homeless**

In January 2012, the DHS was awarded a \$3,426,758 grant from the US Department of Housing & Urban Development (HUD), the Continuum of Care Homeless Assistance program. These federal dollars enable the DHS, along with community based agencies that serve the homeless, to provide permanent and transitional housing for individuals and families. In addition, support services such as job training, mental health counseling, substance abuse treatment and child care may also be provided to alleviate homelessness.

In March 2012, Union County received notification from HUD that the DHS was awarded a nationally competitive grant in the amount of \$493,000.00 to assist homeless, pregnant women and young mothers who also need mental health treatment.

The DHS has received more than \$35 million in federal grants to serve the homeless since 1998.

## **Workforce Development - One Stop Career Centers (OSCC)**

### **Quality Program & Customer Service**

In 2012, Union County received recognition from the NJ Department of Labor and Workforce Development (NJDLWD) for meeting or exceeding all of the nine (9) negotiated performance measures under the federal Workforce Investment Act (WIA). Union County's One Stops have consistently met these federal performance standards for more than two decades.

### **National Emergency Grant Implementation**

Both the Elizabeth and Plainfield One Stop locations were selected to oversee the County's recruitment efforts for the National Emergency Grant received following Hurricane Sandy. This grant provides local workforce areas with funding for jobs to assist localities with their clean up or humanitarian activities as a result of the devastation caused by Hurricane Sandy in October, 2012.

### **Legal Services**

The One Stop offices are pleased to have added the professional services of Union County Legal Services once a month at both locations – Elizabeth and Plainfield.

### **Mini Job Fair and Employer Recruitments**

In 2012, a mini Job Fair was held at the Plainfield One Stop Career Center during the summer. Labor and Workforce Development Business Services Reps presented over fifty (50) Employer Recruitment activities throughout the year in Plainfield and Elizabeth.

### **Point in Time Survey**

In January of 2012, staff from the County's One Stop Career Center participated in the Point-In-Time count of Union County's homeless. Staff provided homeless residents with soup, personal care items, and an opportunity to select warm clothing from "Cinderella's Closet", the department's clothing closet located at both Career Centers to provide clients with appropriate workplace attire.

### **Senate Field Hearing**

On January 13, 2012, the County's One Stop Operator attended a field hearing hosted by U.S. Senator Robert Menendez (NJ) entitled "Saving our Neighborhoods from Foreclosure". This hearing was held at the Plainfield Black United Fund's office and provided Union County an opportunity to express its local needs to the federal government.

*Veterans Job Fair and Resource Event*

The One Stop Career Centers successfully co-hosted two (2) Job Fair and Resource events for Veterans and their families, in May and October of 2012. Both events were well attended by veterans from Union County and surrounding localities. The May event was held at the Westfield Armory and the October event at the VFW in Kenilworth.

*Transportation, Logistics, and Distribution (TLD) Career Awareness Event*

In April 2012 One Stop staff participated in a TLD Career Awareness Event at Union County College in Elizabeth. This industry sector accounts for one in ten jobs in New Jersey and has been identified as an important factor in growing the state's economy.

*Strengthening Families Initiative*

In May 2012 staff hosted a table and distributed information about services available at the One Stop Career Centers. This event, held at the Black United Fund in Plainfield, was coordinated by Community Coordinated Childcare for parents with children in 10 child care centers in Plainfield. Parents had the opportunity to learn about dozens of community resources available for them and their children by speaking with representatives from local and state agencies.

**Paratransit**

In 2012 Paratransit provided 214,561 rides to people, including veterans, for medical treatment, employment, educational and recreational purposes.

While not an accomplishment, it should be noted that on July 1, 2012, the Paratransit fare was raised from \$1.00 to \$2.00 per ride in order to offset loss of revenue from the state. As of November 2012, \$77,069 has been collected from riders.

With minimal user fees, and County support, the DHS Paratransit System has managed to continue providing transportation to the elderly, disabled, and economically disadvantaged residents of Union County despite reductions in state funding. An additional \$110,242 from the state budget will be awarded to Union County in 2013; however, Casino Revenue from the state, one of the largest funding sources for Paratransit, is down by \$163,131. Paratransit has lost almost a million dollars from this grant over the last six years.

### **Juvenile Detention Center**

Since September 2012, the average daily population has remained near or slightly above 40. During 2011 (last full year statistics available), the Juvenile Detention Center admitted 428 residents and provided 17,916 days of service (bed days).

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

The Juvenile Detention Center has held juveniles under contract with the US Office of Refugee Resettlement/Division of Unaccompanied Children's Services since 2009. This contract guarantees Union County a minimum payment of \$650,000 per year. This contract is expected to be renewed during 2013.

### *Out-of-County Juveniles*

Additional funding was realized in 2012 as Union County continued a negotiated agreement to hold juveniles from Bergen County due to that county's construction of a new detention facility. Union County will continue to hold juveniles for Bergen County through the end of 2012.

### *Federal Audit*

In the spring of 2012, ORR/DUCS completed a full audit of the contract and program. The auditors found no major areas of concern and the report was very complimentary to both program and staff.

### **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. This service remained consistent with prior years.

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

#### *Veterans Services Initiative (VSI)*

In 2012, the County's DHS, Office of Veterans' Affairs, partnered with Superior Court, Criminal Division, Union Vicinage, the Prosecutor's Office, the Jail, and Lyons Healthcare System to begin implementing the state Administrative Office of the Courts (AOC) VSI. This new pilot initiative seeks to identify non-violent veterans who enter the criminal justice system

and connect them with community resources to address needs such as mental health counseling, substance abuse treatment, and securing VA benefits.

### *Job Fairs for Vets*

Two job fairs were held for veterans and their family members. These events were put together by the DHS, Director's Office, Office of Veterans Affairs, the Union County One Stop Career Center, and the NJ Department of Labor and Workforce Development. These job fairs were part of a yearlong effort on the part of the Freeholder Chairman and Board to recognize the service of our military, our veterans, and their families.

The first event was held May 23, near Memorial Day, to pay tribute to the sacrifices of veterans and their families. This job fair and resources event was held at the National Guard Armory in Westfield and featured health screenings; representation from the Social Security Administration; Lyons VA Health Care System; the NJ Department of Military & Veterans Affairs; the Governor's Council on Alcoholism & Drug Abuse; and numerous county and community based social services agencies that address housing, financial planning, utility assistance, and help for disabled veterans. More than 50 private employers, both Fortune 500 and small, local companies sent human resources personnel to recruit potential employees.

The second job fair was held October 25 at the VFW in Kenilworth. This event drew more than 60 employers. More than 200 veterans attended each event.

### *Outreach for Veterans & Donations for Soldiers*

The Office of Veterans Affairs staffed two of the Parks' summer concerts. At the Echo Lake Park concert in July, staff provided information about services and benefits. At the Oak Ridge Park concert in August, veterans living at the Domiciliary at Lyons VA hospital were welcomed. This concert was dedicated to all veterans. Members of the public attending this concert brought donations of personal care and other requested items for soldiers. The Office of Veterans Affairs had these items delivered to the Westfield Armory for packaging and shipment to soldiers serving in Afghanistan.

### *Information & Assistance*

More than 580 phone calls were logged in 2012 from veterans and family members seeking information and 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. The majority of appeals resulted in a favorable adjudication.

#### Flag Guardian Committee

In 2012, 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. This year the committee received assistance from a volunteer, Mr. Richard Zalinkanskas, former State Commander of the American Legion and Post 35 of Union.

#### Homeless Veterans/North Jersey Stand Down

In 2012, in cooperation with the National Guard and several Union County volunteers, more than 325 homeless veterans received health care, clothing, and general assistance at this annual event held this year 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 community based social services agencies that serve adolescents and their families continued their efforts to improve the County's juvenile justice system. With a new Judge and new state detention specialist, Union

County's Local Council began to refocus its efforts to address specific local issues.

In March, Union County served as the pilot county for disproportionate minority contact (DMC). The training was conducted by the state for about 25 stakeholders. Based on the feedback from this training, the presentation was refined before being conducted at JDAI participating counties throughout the state.

### **Community Outreach**

On May 10, 2012 the DHS, Director's Office, 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-Department of Children & Families, Division of Child Protection and Permanency (DCP&P), formerly DYFS; the United Way; Plainfield Success Center; Jewish Family Services; NJ Family Care; Child Advocacy Resource Association; and, Union County College, among others. The goal is to reduce child abuse and neglect by helping parents obtain needed family supports.

### **Charitable Giving**

#### **Holiday Toy/Food Drive**

As in past years, during the 2012 holiday season the Director's Office collected and distributed grocery store gift cards, toys, books, athletic equipment, and clothing to families in need throughout Union County. Ten decorated Christmas trees were also delivered to families in need. The trees were from the County's annual tree decorating competition in early December at Trailside Nature and Science Center. The effort to bring holiday cheer to children and families in need received the support of County employees, local businesses, municipal and county police and fire departments, and individual contributions.

Toys, clothing, food, and food gift cards were distributed throughout Union County to those in need, including: families severely impacted by "super storm" Sandy; welfare clients at the Elizabeth & Plainfield offices; agencies serving the homeless; low-income children and families; victims of domestic violence; and infants & toddlers who are HIV positive.



### Public Employee Charitable Campaign – United Way

The Director's Office conducted the United Way of Greater Union County's annual Public Employee Charitable Campaign (PECC) raising \$3,030.00 in 2012.

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

As of May, 2012 the Division on Aging became known as the Aging and Disability Resource Connection (ADRC), in compliance with an initiative of the State of New Jersey. The goal of this initiative is to create a "no wrong door" single entry service system for older adults, younger persons with physical disabilities and long-term chronic illnesses, and their caregivers. Successful linkages were made to strengthen working partnerships with the Office for the Disabled and Division of Social Services to create new referral mechanisms within existing DHS procedures. The division also implemented the Screen for Community Services tool. The result has been an expedited process for eligible clients to access Medicaid benefits and to receive services in a more efficient, timely manner.

### Addressing Priority Service Needs

*In 2012 the focus of the division remains the priority needs identified by seniors: nutrition; home care services; adult day care; and, transportation. These services have been delivered over the past year as follows:*

### Nutrition

To date, 187,095 home delivered meals, and 161,301 congregate, or group meals, have been served. The division operates 25 Congregate Nutrition sites throughout Union County. The congregate and home delivered meals programs help adults 60 and older stay healthy, active and independent while providing both good nutrition and social engagement. Union County's Senior Nutrition Program continues to be a valuable resource to older persons throughout the County.

The state sponsored Senior Farmers' Market season provided income eligible seniors \$20.00 worth of vouchers. A total of 10,000 vouchers were distributed for the purchase of fresh, locally grown produce. This is a reduction of more than 1,000 vouchers from 2011 due to state budget cuts.

### Home Care Services & Home Health Aides

Home care services enable older adults to remain in their homes and communities with dignity and by choice by providing a range of personal,

medical and homemaking services. Home care services also insure a safer home environment so that senior adults may remain in their homes. In 2012, 17,020 hours of home care services were provided.

To provide adequate resources and consumer choice for home and community based services, the Division, in conjunction with the Union County Home Care Consortium, offered two separate series of four week training sessions for those wishing to become state certified Home Health Aides.

#### Adult Day Care

Adult Day Care, including both social and medical aspects of care, was provided to senior adults for a total of 14,320 days of services.

#### Transportation

In 2012, one way rides were provided for 20,009 senior adults.

#### Physical and Mental Health Promotion

In 2012 the division continued to promote the adoption “Healthy Behaviors and Lifestyles” in order to maintain healthy older adults in their communities. Evidenced based interventions were offered including: Tai Chi for Arthritis, a series of eight (8) sessions with 11 participants; “Exercise for Mature Adults” , a series of eight (8) sessions with nine (9) participants; and, Mental Health Programming (562 units of service) directed at screening, assessment, and treatment to assist frail isolated seniors and caregivers. By maintaining proper balance and physical flexibility, seniors may avoid falling and breaking bones, leading to the need for them to be removed from their homes.

#### Advocacy

Advocacy at the local, state, and federal levels of government was ongoing throughout 2012. Advocacy efforts included contact with key legislators and letter writing campaigns. Both the AAA (Area Agency on Aging), a statewide network representing all 21 counties in New Jersey, and the division’s Advisory Council responded to advocacy alerts to address state and local issues that had the potential to impact the quality of life for older adults and their caregivers in Union County.

In 2012, a major advocacy focus was a letter writing campaign regarding the sequester, or the \$100 billion in budget cuts that will automatically take

effect January 1, 2013 if a budget agreement is not reached. These pending cuts are the result of the 2011 Budget Control Act, a law intended to move Congress toward fiscal responsibility. Every discretionary program, including programs for the elderly, would be cut between 8 and 9%.

### **Division of Planning**

*The Division of Planning, Behavioral Health and Homeless/Continuum of Care Units in particular, worked cooperatively with the Office of the Director and the County Office of Emergency Management in response to the imminent needs of residents as a result of Hurricane Sandy in October 2012*

### **Behavioral Health**

At the state level, in 2012, the NJ Division of Mental Health and Addiction Services (DMHAS) actively engaged the County's Mental Health Directors and Alcohol and Drug Abuse Coordinators in work groups to develop plans for funding mental health and behavioral health services under the Affordable Care Act starting in 2014. The County Alcohol & Drug Abuse Coordinator served on the DMHAS Unification Committee which was convened to make recommendations for streamlining and coordinating the needs assessment processes for the Alcohol & Drug Abuse County Comprehensive Plan; the County Alliance Needs Assessment; and, the DMHAS AOD Prevention Regional Coalition Needs Assessment.

At the County level, Behavioral Health coordinated an educational program for the New Jersey Department of Labor and Workforce Development, Division of Vocational Rehabilitation Services supervisors, on the topic of "Addiction and Effective Interventions" to further their work with clients in recovery.

The Professional Advisory Committee to the Mental Health Board, and the Professional Advisory Committee on Alcoholism and Drug Abuse, held three joint meetings in 2012. The feedback was very positive regarding these meetings and the gradual merger of the two committees. The merger of these two committees will continue to be a goal for 2013 with three joint meetings planned.

### **Alcoholism & Drug Abuse**

In 2012, the Alcohol/Drug Abuse Unit, with input from their advisory committees (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 which reflects a move toward a more client recovery-oriented focus. Over \$812,453 was designated for the provision of alcohol/drug abuse services for low-income, uninsured Union County residents. Approximately 776 residents received treatment through this grant in 2012. Additionally, 4,261 students and 697 parents have received prevention education and early intervention services through this grant in 2012. The County Alcohol & Drug Abuse Coordinator served on the Executive Board of the Union County Health and Wellness Coalition of Union County (HAWC), the DMHAS funded AOD prevention coalition in Union County. The Coordinator completed the coalition-sponsored Strategic Prevention Framework training.

### **Municipal Alliance Program**

Nineteen Union County municipalities continue to participate in the Alliance program. In 2012, over \$508,654 in grant funds were allocated for alcoholism/drug abuse prevention programming in Union County, and the Municipal Alliances ran 177 activities within their communities.

In 2012, the Division of Planning presented four (4) countywide coordinator training meetings and numerous technical assistance meetings with Municipal Alliance Coordinators, Alliance Chairs and Committees. The County Alliance grant funded a four (4) session Fall Speaker Series on the family dynamics of addiction, current adolescent drug trends, and the increase in prescription and heroin drug abuse in Union County. These presentations were held in the evening in Cranford, Rahway, Scotch Plains, and Union and were free and open to the public.

The emerging focus of the Municipal Alliance program will be on broad-based environmental change in the next grant cycle which will begin in 2014. The County Alliance Coordinator served on the Executive Board of the Union County Health and Wellness Coalition of Union County (HAWC), the DMHAS funded AOD prevention coalition in Union County. The Coordinator completed the coalition-sponsored Strategic Prevention Framework training.

### **Mental Health Board**

The Mental Health Board (MHB) reviewed and recommended that the NJ Department of Human Services, Division of Mental Health Services, approve the contracts of 12 mental health agencies for a total of \$27,755,452 for FY2013.

MHB members reviewed five separate state funded Requests for Proposal (RFP) applications and forwarded recommendations to the state's 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 Sandy in October required many hours of response time and DRCCs worked collaboratively with FEMA, the 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. In 2012, the County received a DMHAS grant to fund refreshments for three DRCC trainings. One training was held on 12/13/12 on providing psychological first aid to first responders. Two additional trainings will be held in 2013.

### **Office for the Disabled**

#### **Personal Assistance Services Program (PASP)**

During 2012, a total of 39 County residents, between 18 and 65 years of age, with permanent physical disabilities (including spinal cord injuries; multiple sclerosis; muscular dystrophy; cerebral palsy; post-polio; rheumatoid arthritis; and, other debilitating conditions), received on average a total of 4,200 personal assistant service hours per month 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. As of September 1, a major change occurred in the program. This program now operates on a 'cash model', whereby the consumer has greater decision making on how services are provided.

### Information & Referral (I&R)

I & R are funded through the Community Service Block Grant (CSBG) received from the NJ Department of Community Affairs, Division of Housing & Community Resources. In 2012, the Office for the Disabled was contacted and provided 257 individuals with disabilities information and referral services.

### The Apartments at St. Elizabeth's in Linden

In April 2012, The Apartments at St. Elizabeth's were dedicated. These 11 barrier free residences were the former Saint Elizabeth of Hungary Convent located at 176 Hussa Street in Linden. The apartments are affordable, accessible housing for people with physical disabilities. Funding sources include the federal Department of Housing and Urban Development (HUD), the Kessler Foundation, and the County of Union. Union County's Office for the Disabled partnered with New Jersey Connect and the Domus Corporation in planning this project.

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

The Union County IDRC is a state mandated 12 hour (two day) program designed to educate, screen and evaluate clients who may be in need of a structured intervention regarding their alcohol and/or drug abuse. The IDRC's purpose is to prevent future recidivism by making clients who have been identified as having an alcohol or drug involvement in connection with the operation of a motor vehicle, otherwise known as a DWI, aware of their inappropriate behavior of being under the influence while driving. All IDRC clients are required to be screened on an individual basis by Licensed Certified Alcohol/Drug Counselors (LCADCs) to determine the level of care to be recommended on an individual basis, or if the individual is deemed treatment appropriate, for additional services. The goal of this educational alcohol/drug program is to provide quality services with a positive outcome for our clients and to heighten community awareness and safety.

The IDRC has completed its 28<sup>th</sup> year of operation since 1984. In 2012, this program has provided service to 837 individuals with one class still remaining, averaging 36 people per class.

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 the

clients the option of fulfilling the mandated IDRC requirements. This year, the Union County IDRC's outreach retrieved 85 out of 141 non-compliances scheduled with the intent to have clients participate without future consequences. As a result of this effort, the IDRC managed to accrue an additional \$19,550 from clients that were placed originally in non-compliance for failure to show.

### **Homeless/Continuum of Care**

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

The CEAS/CoC Committee worked with all social service agencies throughout Union County to best utilize all federal/state/local 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 2012 Point in Time Survey (PITS) to count the number of homeless in Union County. The PITS was conducted on January 25, 2012. There were 1,453 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 a slight decrease from the previous PITS in 2011.

#### **Code Blue**

During the 2011-12 Code Blue season 20 nights were called, of which 19 were during calendar year 2012, providing shelter on nights when the temperature was at 25 degrees or less, or at/below 32 degrees with precipitation. As of today (12/13/2012) the 2012-13 Code Blue season has had 4 nights called.

### **Homeless Trust Fund Advisory Board**

The Union County Homeless Trust Fund (HTF) Advisory Board first met on October 17, 2012 and a held a second meeting on December 13, 2012. The committee discussed the regulations and by-laws, established a Chair and Co-Chair, and started the discussion of adopting a plan to help focus the funds. As per the regulations, funds must be spent within four (4) years of collection. The first year (May-December 2010) the County collected \$100,917. This amount will need to be awarded and expended by April 2014. The second year (January-December 2011) the County collected \$137,553. This amount will need to be awarded and expended by April

2015. As of today (12/13/2012), the account reflects a total of \$376,122 collected plus interest totaling \$428.38. The grand total collected with interest since May 2010 is \$376,550.38.

### **Community Service Block Grant (CSBG)**

In 2012, under CSBG funding, a wide variety of anti-poverty services were provided to approximately 1,204 County residents who met the income eligibility guidelines (125% of the Federal Poverty Guideline). Services included assistance for rent/mortgage/utilities; emergency/disaster relief coordination; nutritional services; companionship services; financial literacy training; 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.

### **Emergency Shelter Grant (ESG)**

During the past fiscal year, the ESG program provided homeless assistance services for 1,567 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. This grant ended in July 2012.

In December 2011, HUD released new regulations for this program. These regulations change the focus of services and expanded the eligible activities. The County released an RFP in April 2012 under the new name: HEARTH Emergency Solution (HES) Grant.

### **HEARTH Emergency Solution (HES) Grant**

This new grant program began on August 1, 2012. This grant funds a wide variety of services to Union County residents who met the income eligibility guidelines (30% of the Area Median Income). Services included emergency shelter; meals for shelter residents; street outreach; staffing for data system entry; rapid re-housing case management services; rapid re-housing cash assistance for rent/utilities; and homelessness prevention case management services.

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

Approximately \$2.1 million dollars was awarded by HUD to Union County through the American Recovery & Reinvestment Act of 2009. The County funded PROCEED, Inc. to provide all housing related services and Central



Jersey Legal Services for assistance as needed. Since the onset of the program in October 2009, to the completion of the program in July 2012, a total of 221 households were assisted. This grant was a one-time stimulus funding and is now concluded.

### **SuperNOFA Continuum of Care: Supportive Housing Program & Shelter Plus Care**

In 2012, this HUD funded program continued provision of homeless assistance services for approximately 420 County residents through 31 projects with various 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.

Union County is currently in the process of completing this year's application. The application is anticipated to be for \$4.2 million dollars for one (1) new Supportive Housing Program and 26 renewals (16 Supportive Housing Programs and 10 Shelter Plus Care Programs). County staff anticipates a notification of award in early 2013. The start of each project varies from February 2012-December 2012.

### **Social Services for the Homeless (SSH)**

As of October 31, 2012, the SSH program provided homeless assistance services for 1,509 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.

### **Rape Crisis Center**

From January-September 2012, the Rape Crisis Center (RCC) handled the following types of hotline calls: 266 (victim); 49 (significant other); and 150 (victim-related). The RCC also provided seventy-seven (77) victim accompaniments which were either medical or legal in nature.

A major accomplishment for 2012 was the RCC's facilitating a state required Advocate Certification process. RCC administrative staff compiled certification applications/files for each current volunteer Confidential Sexual Violence Advocate (CSVA). This work entailed the following: drafting and updating resumes with Advocate job specs; developing a system for tracking

hotline contact hours; drafting letters of recommendation; and administering a standardized exam. Upon completion, application packets were sent to the New Jersey Coalition against Sexual Assault (state coalition).

The RCC also actively took steps to engage its Confidential Sexual Violence Advocates (CSVAs) in this year's volunteer training. Their involvement primarily entailed role play demonstrations and mentoring. This fostered information exchange and helped develop a sense of community between the trainees and Advocates. Some of the Advocates were also invited to conduct in-service presentations, regarding outside community agencies for which they work, at various monthly Advocate meetings.

An additional accomplishment was the updating of the UCRCC blog. The blog is a valuable community outreach and volunteer recruitment tool. During the month of September the blog was recorded as having had 113 views and it was documented as having 3,313 views overall since its inception. The template/layout was changed and new activity pertaining to spring Advocate graduation, monthly Advocate meetings, and prevention education programming was posted.

In 2012, the RCC was one of the state's northernmost rape care centers to be recognized for outstanding service to survivors of sexual violence at an annual meeting held by the New Jersey Coalition against Sexual Assault (NJCASA).

The Rape Crisis Center (RCC) has exceeded expectations when it comes to achieving prescribed prevention and strategy implementation benchmarks set forth by the state. The RCC is currently launching prevention programming in three different implementation sites (high schools) across Union County (Scotch Plains/Fanwood; Linden; and Clark) and it is exploring steps to expand even further in 2013.

Another notable accomplishment in 2012 was the restructuring of the Union County Coalition to Prevent Sexual Violence into the Green Dot Network of Union County. Geographically, Clark, Scotch Plains, Fanwood and Linden border one another. In view of their close physical proximity, the UCRCC decided to consolidate efforts. Creation of the Green Dot Network entailed a transition from a county-wide Coalition with a broad group of community stakeholders to a "network" of implementation sites. The overarching goal

of the Network is to support/extend the message of Green Dot in current and future implementation communities and expand membership over time.

Recently passed Harassment, Intimidation, and Bullying (HIB) legislation required that schools create a School Safety Team (SST). Every SST is comprised of administration, faculty, and parent and community representatives. The RCC sought and received membership on the SSTs located at each of its implementation sites. Beyond introducing SST members to the Green Dot strategy, this involvement has served as a valuable opportunity to present Green Dot's connection to HIB legislation.

Finally, the RCC was invited to present the Green Dot strategy at a county-wide Anti-Bullying Coordinators (ABC's) meeting. This meeting fostered networking and presented an opportunity to build on the momentum that Green Dot has been gaining in Union County.

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

##### **Intake & Redetermination Units**

In 2012, the DSS implemented a demonstration program it piloted for the state's Division of Family Development. Called "Case Banking", this program was designed to overhaul the client intake process and streamline the eligibility determination process in both the Elizabeth & Plainfield offices. Case Banking was implemented in response to the need to better manage escalating client caseloads and reduce the overwhelming number of client visitations to the division's offices.

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 case worker provides a full array of services to the customer, inclusive of Income Maintenance, Emergency Assistance, Food Stamps, Medical Services, Child Support, and other services.

In 2012, the division increased the number of telephone interviews for clients in an effort to address the increased volume of applicants visiting both offices. Another measure taken to reduce walk-in traffic was the effort to raise awareness among potential clients of their ability to apply for assistance on-line.

### Office Space

In 2012, the DSS identified alternative work space for the Welfare Fraud Unit, Immunization Clinic, and Abacus Collections Unit. It is anticipated that DSS will occupy this new space by the end of 2012. By relocating these work units to one location, the DSS will reduce the overall expense to the County, and allow for expansion of existing waiting and interviewing areas in the main office in Elizabeth.

### **Division of Youth Services**

In 2012, the Division of Youth Services continued progress toward restructuring youth services from a traditional direct services provider to a project management and case management resource for family support agencies, nonprofits and educational institutions. This effort is reflected as follows:

#### Improved Services to Families and At-Risk Youth through Nonprofit Networking

- 24/7 Family Crisis Intervention Services
- Youth and Family Counseling and Referral Services

#### Improved Programs and Services to Court Involved Youth through Case Management Services

- Family Court Case Management Services thru UJET
- Juvenile Electronic Monitoring Services
- Community Service Placement and Monitoring Services

#### Building Stronger Communities through Partnerships

- Union County College
- Boys and Girls Clubs of Union County (Donation)
- Hillside Community Food Bank (Donation)
- CHAT por Summit
- National Nights Out Events (Summit, Rahway, and Plainfield)
- Toastmasters Group International, Merck, Inc.
- JFK Community Center of Rahway

#### Raising Public Awareness through Special Projects and Events

- Immigration Deferred Action/Eligibility Application Workshops
- Youth Development Career Choices and Resume Writing Workshop
- Working Your Money/Financial Literacy Workshops

- Youth Services Commission, Middle School Summit Conference

*Promoting Organization Programs and Services through Custom Designed Materials/Event Photo Coverage*

- YSB Brochure
- YSC Booklet
- YSC Summit Conference Flyer
- YSC Summit Conference Poster
- YSC Summit Conference Youth Volunteer Community Service

Certificates

- Youth Career Development Workshop Certificates, CHAT por Summit/ Youth Services
- Event Photo Coverage, FACT 8<sup>th</sup> Annual Hats Off to Kids
- Event Photo Coverage, CHAT por Summit/ Summit YMCA Hispanic Cultural Heritage Festival
- Event Photo Coverage, CHAT por Summit/ Youth Services Career Choices and Resume Writing Workshop
- Event Photo Coverage, Youth Services Commission, Middle School Summit Conference

*Improved Productivity through Staff Development, Training and Employee Recognition*

- Skills Development Training: Case Management and Logic Model Workshop, December 2012
- Youth Services Employee Recognition Program, Employee of the Year, December 2012 (New)
- FACT 8<sup>th</sup> Annual Hats Off to Kids Award Recipient, Barbara Ziobro, UJET Coordinator, June 2012

*Enhanced Organizational Branding Strategy thru Service in Leadership Roles*

- Co-Chair, Union County Youth Services Commission
- Founder, Union County Juvenile Expediting Team
- Founder, TeamWorks Graphic Design Services (In-House/ Pro Bono Service)

## **2013 Initiatives**

### **Director's Office**

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

##### Diversify Services

In 2013, the One Stop Career Center will diversify some of the services that are provided to our customers to better meet their needs. The One Stop will host more job search and career workshops.

##### Client WIA Compliance Mandates

In completing one of many final activities of 2012, the One Stop became aware of the large numbers of young males who were not registered for the federal Selective Service system, a Workforce Investment Act (WIA) eligibility requirement. To remedy this in 2013, the One Stop will sponsor a series of workshops to inform these males of their responsibility to adhere to this mandate and meet WIA eligibility. These workshops will also address other useful "life skills" needed to succeed in today's society.

##### Employer Outreach

In 2013, the One Stop will increase its outreach activities to the employer community to inform them about services available to them through the One Stop and other partner agencies. The One Stop will also work to strengthen its partner network of agencies by including some "non-traditional" service providers.

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

In 2013 the Union County Council on Juvenile Justice System Improvement, will renew its commitment to achieving a more efficient and effective juvenile justice system for the benefit of youth, their families, and Union County as a whole.

Union County's change of judicial philosophy in our Court processes resulted in the Council's re-evaluation of detention alternatives. The mission of JDAI is focused on systemic improvements; however, greater Court leverage to insure juvenile compliance was sought by the Court.

In the coming year, Union County's Local Council will (1) increase the number of Council and subcommittee meetings to more closely ensure that JDAI core strategies are reflected throughout the juvenile justice system; (2) Hold a re-fresher training session in JDAI core strategies for all

stakeholders; and, (3) set meetings at dates, times and places that will facilitate the Court's availability to participate.

In addition, in 2013, Unified Care Management Organization (UCMO, to replace Youth Case Management) will continue to recommend options to improve community alternatives including electronic monitoring or more intensive supervision. They will also expedite any psychological, psychiatric or substance abuse evaluations that are requested. UCM will recommend services through PerformCare for teens that require intensive case management and referral to the mental health system.

The Case Processing/Detention Alternatives Subcommittee will track internally adjournments and protocols through use of an adjournment tracking form that will require, in part, attorneys to fill out. The goal is to insure that all documents are available as needed along each step. The Prosecutor's office will oversee this effort.

Through data collection, identify and examine on an on-going basis those violations of Probation (VOPs) that result in detention to determine whether or not adequate assessments of juveniles are being performed.

For youth in detention, Case Processing will track the number of days youth must wait between Court calendar events. Clearly, the Court calendar, for whatever reasons, will factor into an increased length of stay (LOS). This data will be examined and addressed.

Through the Detention Alternatives subcommittee, the Local Council will review existing programs and work toward re-building and expanding the continuum wherever possible.

Since Electronic Monitoring (EM) as operated under the County's Department of Human Services, Youth Services Bureau, has been under-utilized, EM is being moved into the Detention Center. This move will result in the ability to operate EM as a 24/7 detention alternative

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

##### **Veterans Services Initiative (VSI)**

In 2013, the County's DHS, Office of Veterans' Affairs, in partnership with the Superior Court, Criminal Division, Union Vicinage, the Prosecutor's Office, the Jail, and Lyons Healthcare System, will continue to work with its

partners to improve services to inmates who are veterans, with the goal of helping them avoid further contact with the criminal justice system.

#### Job Fairs for Vets

Because the two job fairs held for vets in 2012 were so well received, the Freeholder Chairman expressed his desire for the DHS to continue to hold job fairs for veterans in 2013.

#### **Division on Aging**

In 2013 the division will give priority to ensuring the provision of essential services for seniors. These services include home care services, adult day care services, transportation services, and senior nutrition services.

#### Nutrition for At-Risk Seniors

In the area of nutrition, emphasis will be placed on ensuring adequate nutrition for at-risk older adults. Adequate nutrition is essential for healthy aging. A goal of the division is to assure that there is effective targeting and attention given to this vulnerable population. The division will seek to provide assurances that funding from state and local sources will permit continued nutrition program funding, and ensure the provision of emergency nutrition services in crisis situations.

#### Screening for Services and Benefits

A goal of the Division in 2013 is to support initiatives that improve the effectiveness of home and community based services. The Aging & Disability Resource Connection (ADRC) model, a state initiative that Union County has embraced, has identified a new client pathway, assessment, and eligibility determination. The division is actively utilizing the newly implemented clinical assessment tool involving information and assistance (I&A) intake, a "Screen for Community Services" and a comprehensive care needs assessment tool.

New Initiatives such as Options Counseling & Benefits Screening service will expand current options counseling curriculums to be more inclusive of varied populations. Efforts will be directed to pursue funding options involving Options Counseling and Benefits Screening procedures as an effective way to serve consumers.



### Care Transition Model of Services

In 2013 the division will implement a Care Transition Model of Services, utilizing a small grant that will establish partnerships and connections between the ADRCs, hospitals and community based transitional care programs. The goal will be for the division to provide supportive services and case management aimed at decreasing the number of hospital re-admissions for high –risk Medicare beneficiaries using “person–centered” hospital discharge planning. Further expansion to this program will depend on additional grant funding.

### Home Health Aide Training

The Division will offer two sessions of the Home Health Aide Certification Program in 2013 in conjunction with the Union County Home Health Aide Consortium. This well received project addresses the work-force shortage in the ever–increasing home care needs of the elderly and disabled in order to allow them to remain in their homes and communities with adequate resources available.

### Advocacy

Advocacy efforts will continue in 2013 at the local, state, and federal levels of government, through contact with key legislators, education and raising public awareness, and letter writing campaigns. Issues for legislative action include sequestration variables and the critically important reauthorization of the Older Americans Act.

### **Division of Planning**

#### **Behavioral Health – Union County Mental Health Board**

In 2013, the Union County Mental Health Board will coordinate two Disaster Response Crisis Counselor Specialized Leadership Trainings in conjunction with the Disaster and Terrorism Branch, Division of Mental Health and Addictions, and the Mental Health Association of NJ. On 2/19/13, a day-long conference titled, “Collaboration Among Partners”, will be held. On 5/21/13, a day-long conference titled, “Review of NIMS” and the Union County Emergency Response Plan, will be held.

In 2013, as part of the needs assessment process, 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. These public forums will inform the County planning process for the 2014-2017 grant application

to DMHAS for the Alcohol/Drug Abuse funding and the grant application to GCADA for the Municipal Alliance funding.

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 2013.

In 2013, the Local Advisory Committee on Alcoholism and Drug Abuse and the Mental Health Board will begin discussions on a possible merger.

In 2013, 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 grant cycle, 2014-2017.

#### **Homeless/Continuum of Care**

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

County staff will work with the Committee on planning for the 2013 Point in Time Survey to count the number of homeless in Union County. The PITS will be conducted on January 30<sup>th</sup>, 2013. Program staff will participate in the street count as well as the daytime events (Elizabeth/Plainfield).

##### **Code Blue**

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.

In July 2012 HUD released the Continuum of Care (CoC) Program Interim Rule which changes the focus and activities for the CEAS/CoC Committee structure and the SuperNOFA Continuum of Care - Supportive Housing Program & Shelter Plus Care grants. These regulations took effect August 30, 2012 with a two year implementation time frame. In 2013 the Committee will continue to work on being in compliance with these new regulations in the following areas: Coordinated Assessment System (quality control for services within UC/performance standards & smooth CoC), and recruiting new agency members: Veterans; Board of Education/Superintendents Office; Youth; Mental Health; and the Homeless/Formerly Homeless. Based on the current leadership, it is anticipated to be in full compliance by the completion of 2013 or early 2014.

### Homeless Trust Fund Advisory Board

It is anticipated that an RFP process will be completed in 2013 for the first year of funds collected, as they must be expended by April 2014.

### Community Service Block Grant (CSBG)

It is anticipated that an RFP process will be completed in late 2013 for the 2014 funding year.

### Rape Crisis Center (RCC)

In 2013, the RCC will continue providing confidential support services to victims of sexual assault and their significant others. The RCC will conduct its next Confidential Sexual Violence Advocate training in the fall of 2013. The RCC looks to partner with the County's local domestic violence agency in various community outreach programming.

The RCC will also continue facilitating prevention education throughout the Union County community. The UCRCC has established significant alliances with its current implementation sites and aims to continue exploring new community partnerships as well.

Finally, the RCC is exploring potential participation in a state level task force which is being created to examine the overlap between bystander intervention and media literacy prevention strategies.

### **Division of Social Services**

In 2013, 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.

### **Division of Youth Services**

In 2013, the Division of Youth Services will seek to:

- Improve services to families and at-risk youth thru nonprofit networking.
- Improve programs and services to Court involved youth thru case management services.
- Build stronger communities thru partnerships.

- **Raise public awareness about issues impacting youth thru special projects and events.**
- **Promote organization programs and services thru custom designed materials/event photo coverage.**
- **Improve productivity thru staff development, training and recognition.**
- **Enhance organizational branding strategy thru service in leadership roles.**

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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**

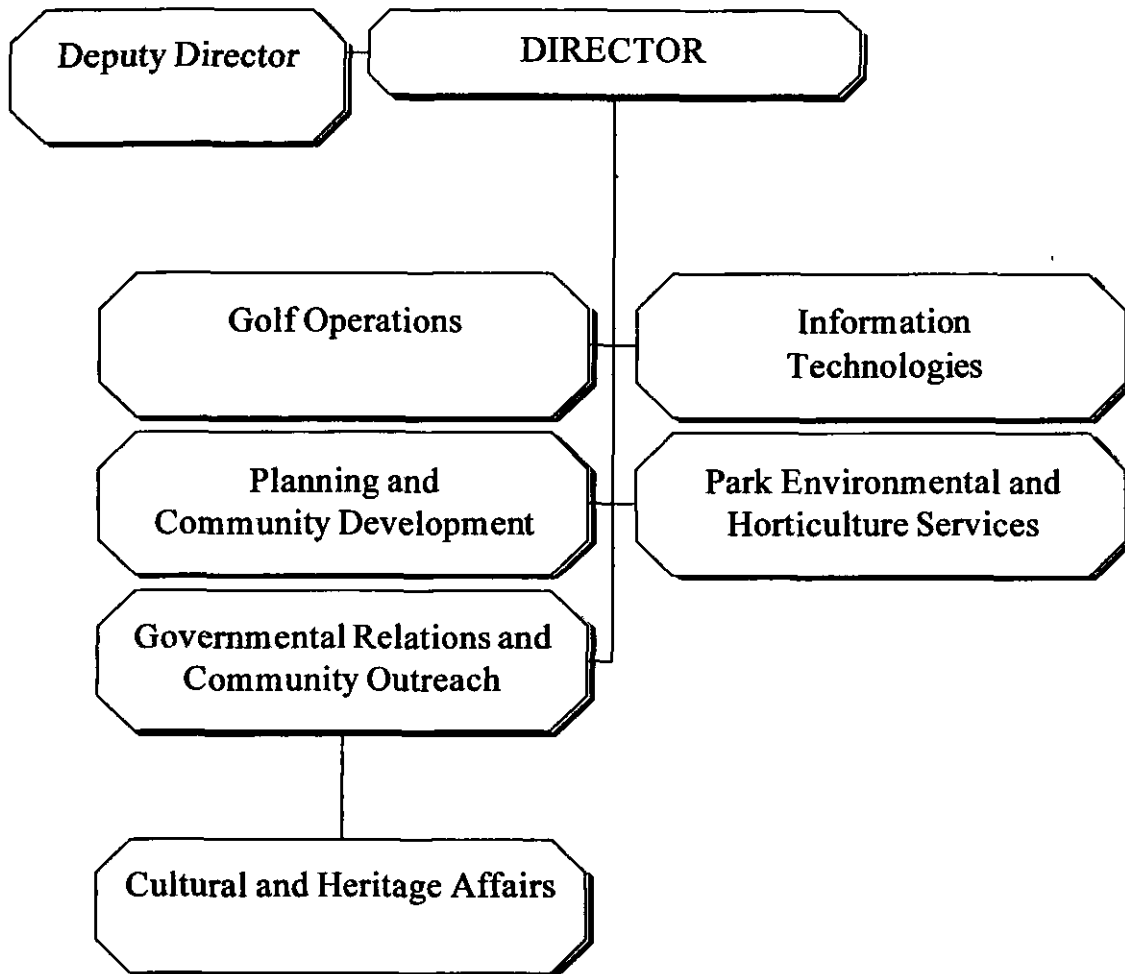
**Planning and Community Development**

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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**

### **Bureau of Governmental Relations and Community Outreach**

The Bureau of Governmental Relations and Community Outreach is responsible for developing and administering continuing shared service opportunities with other public entities throughout the County and State; facilitating intergovernmental relations on behalf of the County; and researching and acquiring County grant opportunities programs for maximum effectiveness.

### **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 is responsible for developing plans and coordinating environmental park programs and for providing for the care, cultivation, planting and replanting of flowers, shrubs and lawns on County property.

### **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/grayfield information. The Bureau applies for and secures federal and state grant funding for Smart Growth Studies, brownfields/grayfields 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.

## **2012 Accomplishments**

### **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 Foreclosure Task Force continues to serve as a local anchor for policy and advocacy on behalf of the needs of residents in the context of the mortgage crisis.

### **Division of Golf Operations**

In 2012, the County continued with construction of the Clubhouse at Galloping Hill and opened the Learning Center at Galloping Hill. Taylormade who is partnered with Union County at the Learning Center opened the facility with world renowned golf instructor Hank Haney in June and later that summer had Sir Nick Faldo conduct an instructional clinic with members of the First Tee of Raritan Valley. The turnout for both events was in the hundreds and showed that Galloping Hill is gaining presence as one of the premiere public golf facilities in the state and the nation.

Operationally in 2012, the County had its first full year under complete privatization with KemperSports and realized a substantial reduction in Operational Expenses. With the construction of the facilities we had anticipated a flat revenue year from 2011 but in turn have shown an increase by more than \$500,000.

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

Renewed funding from the Union County Division on Aging enabled the continuation of the Care for Caregiver Respite Art Program. Eighteen individual caregivers benefited from approximately 72 in-home programs. Care for Caregiver programs are offered throughout the calendar year.

The Office continued to manage the Freeholders Gallery and the Pearl Street Gallery, curating 15 exhibits. Featured exhibitors included winners from the Senior Art Show, the Employee Art Show, Teen Arts and other Union County artists.

- In celebration of Black History month several activities were sponsored/co-sponsored by OCHA: Annual Union County College Lincoln/ Douglas Black History Month Lecture. OCHA collaborated with the Chairman of the Union County College Black History Programs Chair for the presentation of the annual Lincoln/Douglas Lecture featuring Dr. Khalil Gibran Muhammed, Director, Schomburg Center for Research in Black Culture, New York Public Library. The

annual lecture was attended by a diverse group of approximately 50 students and adults from Union County and neighboring Essex County. Union County Black Soldiers and Sailors of the Civil War Exhibit The exhibit was on display at the Freeholders Gallery, located on the sixth floor of the County Administration Building, from February 1 to March 2, 2012. The photos and documents on display attracted over 500 viewers.

- The Teen Arts Program served more than 4,000 students countywide at Union County College in March. Fifty-five professional artists participated in critiquing seminars, master classes and workshops in visual arts, music, theater, media arts, dance and creative writing.

In May, 175 performing arts students were invited to participate in the Teen Arts Showcase to experience performing live on the stage of the Union County Arts Center in Rahway. The Showcase gave many of the 800 parents, grandparents, siblings and fellow students a first-time visit to UCPAC.

Teen Arts Traveling Art Exhibit kicked off with a reception at the Springfield Library for artists and their families, approximately 300 people attended. The show composed of 62 pieces of student art, continues to be exhibited for month-long shows in a total of eight venues (corporations, libraries and galleries) throughout Union County. A combined audience of 8,000 will view the art work.

- Two different sessions of Operation Archeology were held so far in 2012. 78 students from Cranford and 64 Berkeley Heights students participated in the program in the spring of 2012. This program has been very well received by those who have participated. The newly renovated Masker's Barn has been a welcome addition to this program as it provides an ideal staging location for instruction prior to sending students to the actual dig site. We look forward to enhancing this program in the future to increase participation numbers.
- After a rather lengthy delay, the Office launched a grant funded Battleground Freedom Podcast on the Cultural & Heritage page of the County website. Battleground of Freedom is a series of downloadable audio podcasts utilizing 3 of the area's most historic sites as the back ground to tell the story of Union County during the American

Revolution. They can be combined to create a complete audio driving tour. Each entertaining narrative is approximately 6 minutes in length and pulls listeners in with its dramatic story and engaging sound effects. Featured sites include: Liberty Hall, The Caldwell Parsonage and Boxwood Hall. Since its launch in mid-June, the podcasts have been “viewed” 90 times.

- The Office received \$3,225 from the National Arts Program to provide cash prizes and scholarships for the 11th Annual National Arts Program for Union County Employees and their Families held in May at Elizabethtown Gas in Union. There were 57 artists and 97 artworks in the 2012. Amateur: 15; intermediate: 14; Professional: 13; Teen (13-18): 5; 12 & Under: 10. The NAP provided \$2,400 in prizes and an \$825 scholarship was received to help with reception costs (musicians, judges, photographer and helper for hanging). Elizabethtown Gas Co. provided refreshments at their expense.
- The Office once again administered the Union County Senior Citizens Art Exhibit in June at Elizabethtown Gas in Union. There were 134 artists presenting work in 2012. The exhibit period was June 1 – July 15, 2012 with approximately 550 (includes public, bldg. occupants, visitors, artists, their families and friends) visitors over the course of the show. The show opened with a reception on June 13, 2012 with approximately 250 (includes artists, their families and friends, staff) guests. Expenses for this show (approximately \$700) were paid for thru the NJ State Council for the Arts Grant. Refreshments were provided by Elizabethtown Gas.
- The Office of Cultural and Heritage Affairs managed the Freeholders’ Initiative, the HEART Grant (History, Education, Arts Reaching Thousands) program. This program allocated \$75,000 to 7 individuals and 39 organizations, providing cultural programs to under-served constituencies and general audiences in 15 municipalities.
- The New Jersey State Council on the Arts named the Union County Office of Cultural & Heritage a “Major Service Organization” for the Arts 2011-2012 at its annual meeting in August.

- The Office applied for a general operating support grants from the New Jersey Historical Commission and received \$61,826 to continue its history programs and services. Through a re-grant program, \$19,351 was provided to seven organizations to present history projects. In addition to offering technical assistance workshops and three public history programs, the Office collaborated with the Union County Civil War 150th Anniversary Committee to increase the body and quality of information on the role of the County and the State of New Jersey in the American Civil War. Linda Caldwell Epps, Ph.D., will be a guest speaker on the topic of the Underground Railroad at 2:00 p.m., October 11, 2012 in Judge Cassidy's Courtroom as part of the ongoing Civil War Sesquicentennial anniversary celebration.
- The Office was awarded \$137,917 from the New Jersey State Council on the Arts which enabled the office to administer a re-grant program that awarded \$57,320 to 30 organizations, conduct technical assistance workshops, present exhibits featuring work of teens, seniors, employees and residents. The balance of the grant was used for general operating expenses.
- Art in the Gardens is twelve 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 (October 6-8, 2012) in National Arts and Humanities Month, 25,000 shoppers stop by Center Court and enjoy the show. This program is funded through the HEART grant program.
- Through a co-sponsored State Council on the Arts grant of \$4,243, the Office will manage the Statewide Senior Art Show later this month. Exhibit period for this show is September 24 – October 25 at Meadow Lakes Senior Living Community in Mercer County. The show is open to the public and 350-400 people are expected to view the show which will feature works by 230 artists from 17 counties throughout the state. A closing reception and award ceremony will be held Friday, October 26 from 10:30 am to 2:00 pm. This is the fourteenth consecutive year that Union County has served as co-sponsor of this event which is in its forty-sixth year. Last month we were awarded this grant again in the same dollar amount to co-sponsor the show in 2013.

- Our heritage program, Four Centuries in a Weekend: A Journey through Union County's History brought over 3,500 visitors to 25 historic sites in 2011. Sweepstakes entry forms were submitted by students from ten UC municipalities and for the first time included children from beyond UC – Lawrenceville, Manville, Maplewood, Martinsville, Newark, Warren, Watchung and Budd Lake. Sweepstakes prizes were donated by county agencies and nonprofit organizations located in UC. Students also earned Time Traveler certificates, and activity packets were distributed to schools, parents and scout groups.

In 2012, the program will take place October 20-21. To encourage greater participation in the program this year, the Office will reach out to all Union County School Districts and scouting organizations to provide flyers/electronic notification about the program to all elementary school age students wherever possible. Additionally, a "passport" has been developed to encourage students to visit as many sites as possible and collect a stamp to earn a Time Traveler certificate and patch.

The 2012 program will operate as it has in the past however this year the number of sites will be reduced by one as the Reeves-Reed Arboretum is currently undergoing renovation. Newly redesigned banners will be hung throughout the county advertising the event immediately following Harvest Festival. Other advertising and promotion will be consistent with previous years.

A Journey Through Union County's History materials including the booklet/map, coloring book, passport, rack card and lesson plan packet have been redesigned this year for a more cohesive, branded appearance.

### **Constituencies served through the Office of Cultural & Heritage Affairs:**

#### **Students**

- Teen Arts Program serves middle and high school students, their art teachers, professional artists and senior volunteers.
- Teen Arts Festival 2012 – 4,000 middle and high school students, 55 professional artists, 52 volunteers.



- Teen Arts Showcase 2012 – UCPAC, 175 students and 800 audience members.
- Teen Arts Traveling Art Exhibit – 8 Union County venues featuring 62 pieces of artwork from the 2012 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. 142 students participated in 2012.

### **Families**

- Four Centuries in a Weekend.
- Art in the Gardens.
- Cultural Connections Listing at [www.ucnj.org/cultural](http://www.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.
- 11th Annual National Arts Program for Union County Employees and their Families.

### **Arts, history, historic preservation and cultural organizations**

- Grant opportunities (HEART & RE-grant programs).
- 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, 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.

#### **Haunted Hayride**

The Haunted Hayride program at the Deserted Village of Feltville in the Watchung Reservation again sold out all of the 885 available tickets, generating over \$6,000 in revenue. Unfortunately, the last of the three nights of scheduled rides had to be cancelled due to the

impending Hurricane Sandy. But those who rode the hayride for any of the 12 shows on the other two nights learned about the history and restoration plans for this historic site in a fun way. Over 55 people staffed the event each night, with 60% of them being volunteers. Participants provided many favorable comments.

#### **Four Centuries in a Weekend at the Deserted Village**

Over 1,500 people visited the Deserted Village of Feltville during this annual 2-day event to see the exhibits in the restored Church/Store Building and to participate in activities, several of which were staffed 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 newly-restored Masker's Barn was open to the public.

#### **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.

In June, Freeholder Bette Jane Kowalski welcomed Becky Slobogin of Ossining, New York to the Deserted Village, coming back to visit after 75 years. Mrs. Slobogin lived in the Village as a child from 1928 to 1934 and recounted fascinating stories for County staff and the Village historian and archaeologist that add to the body of knowledge on the site. Mrs. Slobogin's visit initiated an oral history project for the Deserted Village.

In 2012, a New Jersey Historic Commission grant enabled the County to hire three part-time Museum Attendants. The Museum Attendants opened the Church/Store and Masker's Barn to the public on weekends, from early June until after Thanksgiving, and provided guided tours of the Village. In spite of some terribly hot summer

weather and then being closed for a month after Hurricane Sandy, at least 3,022 visitors were able to enter these previously shuttered buildings.

### **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 2012.

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**

Placed in the top ten in the state for best overall ice rinks out of fifty rinks in NJ. Ranked number one in staff and customer service; third for best ice surface in NJ for the fourth year in a row.

Lesson Program participation increased with the sanctioning of the skating center to the USFA.

Instituted birthday party fee and accommodations. This was the first year for this program. It had a slow start but picked up after it was promoted.

Skate Sharpening for patrons generated approximately \$2300.00 in extra revenue this season.

#### **Wheeler / Ulrich Pools**

Group Swim participation filled to capacity for both sessions. Expanded lessons an extra hour and added more classes.

Expanded public hours at Ulrich Pool. Opened at 11am everyday to offer more public hours.

Day Camp program was re-vamped according to the State Regulations and moved to Wheeler Pool. There are some pending issues that still need to be addressed to better inform and help camps with the new regulations. Merck (ECYC) was the only camp able to meet the State Youth Camp Standards.

New motorized handicap lifts were installed according to code.

### **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.

### **Trailside Nature & Science Center**

#### **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. We brought in over 100,000 in revenue.

Two new 3rd & 4th grade summer programs were developed into the summer camp curriculum.

Conducted three successful special events which included Wild Earth Fest, Rock, Gem & Mineral Show and the Nature Craft Show. These events provided the public with fun, affordable, educational and recreational opportunities.

Excellent attendance and participation in Trailside's Summer Camp Programming.

Facility Maintenance -New units installed on roof & under the stage for the HVAC system in the auditorium. Roof fixed after excessive leaking. New septic pipes broke and were repaired over the summer. Solar panels were installed on the roof. Insect infestation in auditorium and basement.

Rec-Trac was successfully implemented. Staff were trained and all revenue and registration procedures are done in Rec-trac.

### **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.

## **2012 Accomplishments**

- New water wheel dedication in spring of 2012. Paid for by trust fund.
- Increased revenue from Ulrich Pool concession.
- New Mobile Food Concessions at Oakridge & Phil Rizutto Parks. Increased revenue.
- Negotiated new food concession contract for Loop, Warinanco & Rahway snack stands.
- Maintained quality services through the portable toilet contract with increased placements and cleanings.
- Continued improvements and upgrades to food concessions.
- Prepared new bid specifications for lake management program to ensure more effective management control program utilizing the new improved DEP approved algaecides/herbicides.
- 2011 Financial Reports for Department supplied to Finance & Auditors and found satisfactory.

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

In 2012, the Division of Park Environmental and Horticulture Services accomplished the following:

#### **Green Acres Concerns**

Division staff made progress toward the resolution of Green Acres stewardship issues as follows:

- Green Acres approval will be necessary to use a portion of Galloping Hill Golf Course for construction of a temporary roadway during construction of a new bridge to carry Route 22 over Chestnut Street in Union. A house on the property will need to be relocated or demolished. The Division continued to provide assistance to NJDOT in meeting their federal 4(f) mitigation analysis, and their assessment of options for relocation of the house and its tenant.
- Division staff continued to work with NJDOT personnel and New Jersey Green Acres staff on reconfiguration of a U-Turn on Route 22 in Union that requires diversion of a small piece of county parkland in Rahway River Parkway.



- The Union County Recreation and Open Space Inventory was revised in January for submission with a Green Acres grant application. The Union County Park System now officially has 6,756.50 acres spread across 36 different park units.

### **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. In 2011, the City of Summit formed a task force dedicated to this concept, and appointed Division Director Dan Bernier as a member. Two additional field trips were conducted in 2012.

### **Masker's Barn Restoration**

Restoration of the circa-1882 Masker's Barn in the Deserted Village of Feltsville 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.

In 2012, new asphalt pavement was installed around Masker's Barn. A grading and paving plan had been developed by Division staff to provide parking for 4 staff and 2 handicapped accessible vehicles, as well as a space for busses to turn around. The grading was carefully designed to divert as much stormwater flow as possible away from the historic building.

In the Spring of 2012, the landscaping plan developed by landscape architect Sean Ryan was executed by an Eagle Scout candidate. Over 250 shrubs and trees were planted and mulched in areas that help control pedestrian or vehicular circulation, or that preclude the need to cut grass on steep slopes.

### **Scout Camping Area Improvements**

The Scout Camping Area, located north of the Trailside Nature & Science Center in the Watchung Reservation, was developed after the

opening of Interstate Route 78 forced the closure of the former Boy Scout Camporee Field. Funding was provided by the New Jersey Department of Transportation and the US Highway Administration. In 2012, the Area was improved by an Eagle Scout candidate through the creation of two more campsites (for a total of four), as well as the construction of fire circles, fire rings, picnic tables and a large group charcoal grill in each campsite. An overgrown council fire campfire ring was cleared of overgrowth, and signs were installed throughout the site.

### **Lake/Stream Shoreline Restorations**

Management of shoreline restoration, stream daylighting and wildflower meadow projects continued to be challenging in 2012. Invasive plants continue to invade these sites and in some cases are taking over despite efforts to control them. Problems with the correct scheduling of annual mowing have stressed native plants and encouraged invasive plant growth. At the Upper Echo Lake project, the incorrect placement of plants in rows by the landscaping contractor, rather than staggering them, has encouraged invasive plants to grow between the rows. Hurricane Irene in the Fall of 2011, which resulted in flooding that carried weeds and weed seeds to other locations, and the hot, dry summer of 2012 both further exacerbated the invasive plant proliferation.

The 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 seatwall. 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.

Using Adopt-A-Park volunteers and SLAP workers, fencing was installed along sections of the shoreline of Cedar Brook Lake, both to protect the plants and to better define the planted areas. Weeding of invasive plants, mulching of the existing vegetation and planting of some additional native plants was also accomplished. 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 2012, Division staff continued to work with several volunteer groups to weed the new plantings, as they struggle to become firmly established. A relatively small population of the invasive Japanese knotweed is quickly expanding, and purple loosestrife and mugwort continue to present challenges. A Westfield Girl Scout troop has adopted the area between the bridge and spillway and the boathouse, where they have removed invasive plants, spread mulch and repaired fencing. In addition, an individual Adopt-A-Park steward has worked regularly at the site.

New educational signage was developed for Milton Lake Park and Peter J. Esposito Park's Wildflower Meadow. Education is a key component in achieving success with these projects.

**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. KHov hired the renowned ecological restoration firm, Andropogon Associates, and Think Green Landscape Architects to restore the area using native vegetation. 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. Think Green revisited the site in 2012 with Environmental Specialist Betty Ann Kelly and agreed to treat invasive plants by physically removing them and treating the area with herbicide. KHovnanian's landscaper agreed to keep English ivy that is growing along a retaining wall adjacent to this site in check to prevent spreading into the restored area.

**Watchung Reservation Deer Management Program**

Fourteen volunteer hunters removed 82 deer from the Watchung Reservation in 3 days at the beginning of March. This annual effort is

necessary to keep the deer population in balance with the flora and fauna of the forest. A spot- light count conducted in April showed that continued hunting is necessary to reduce the density of deer in and around the Watchung Reservation. Reducing the population to a lower density will enable the forest to regenerate from decades of overbrowsing more quickly.

For the second year, two agents from the Watchung Reservation program hunted simultaneously at sites in Passaic River Park in Summit. Two deer were removed as a result of that effort.

The venison that was processed from the deer harvested from the Watchung Reservation and Passaic River Park was donated to the Community FoodBank of New Jersey. That donation provided over 1,931 pounds of meat to the needy and the homeless.

In 2012, the County conducted the first harvest ever of deer from Lenape Park, using selected hunters under the regular hunting season format. At the time, there was insufficient documentation of the kind necessary to secure a Community Based Deer Management Permit for Lenape Park. And normally, opening property to hunting under the regular hunting season format would not be effective due to the 2 deer per day bag limit imposed by the Fish & Game Code. However, the New Jersey Division of Fish and Wildlife worked with the County in checking deer killed on County property by County agents through a County-operated check station. This unique "out-of-the-box" arrangement enabled the removal of 63 deer from Lenape Park at a more accelerated pace.

The suburban deer management model that was pioneered by the County of Union in 1995 has now evolved into a new model that costs less and has a smaller administrative burden.

### **Ash Brook Reservation Deer Management Program**

This program is intended to reduce the white-tailed deer population in the Ash Brook Reservation and Golf Course in an attempt to minimize overbrowsing of the forested parkland, reduce browse damage on the landscape plantings of surrounding homes, reduce the incidence of deer-related motor vehicle accidents, and lessen the occurrence of Lyme disease.

For the third year, licensed hunters from the Oak Ridge Sportsmen's Association volunteered to remove deer from Ash Brook Reservation. Over the course of six weeks, 7 hunters removed 21 deer. As a result of those efforts, 271 pounds of venison were donated to the Community FoodBank of New Jersey.

### **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 third year of that program, USDA staff located and inactivated goose eggs at sites throughout the County parks in March and April, 2012. In late June, USDA captured and euthanized 243 resident geese in 8 parks during their short flightless period. The number of geese euthanized was 36% higher than in the previous year, because of the inclusion for the first time of some municipal parks in the program.

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.

### **BioBlitz**

A 24-hour long scientific census of flora and fauna occurred in June along the Rahway River Parkway in Rahway, Clark, Winfield Park and Cranford. A base camp was located in Rahway River Park near the tennis courts. Thirty staff and volunteers assisted in the Registration, Food, Junior Scientist and Bio-Blitz Central Tents; parked cars; and helped with setup and breakdown. Over 90 volunteer scientists on 9 teams collected data in this 8th annual program, and approximately 600+ species of plants and animals were identified. About 350 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 \$6,174 which were obtained through the work of the Watershed Ambassador and Environmental Specialist Betty Ann Kelly.

### **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 957 participants provided 3,543.5 hours of voluntary service on 53 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 free 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, including the use of a chain saw by one particular crew. 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 Sandy.

Monthly trail maintenance days organized and led by Environmental Specialist Betty Ann Kelly included additional volunteers and tackled projects, such as: resetting steps and spreading gravel on the Green and Orange Trails, removal of vegetation from the Geology Trail basalt outcropping and along the Orange (Geology) Trail so that visitors can better see geological formations; removal of downed trees and repair of fencing at the New Providence Road deer enclosure, general cleanup post-Sandy around Surprise Lake, and repairing a rock crossing and addressing severe erosion along the History/Pink Trail gully near Drake Farm.

In March, several members of the AAT Chainsaw Crew and a new AAP steward attended Public Works Chainsaw Safety Training Class. Also in March, Chainsaw Crew members were honored by Freeholder Resolution for the great work they did to clear the trails of downed trees as a result of Hurricane Irene. Hurricane Sandy created havoc as well and the crew is still working to remove those blowdowns.

### **Eagle Scout and Gold Award Projects**

Ten Eagle Scout and Gold Award candidates developed proposals, recruited volunteers and/or implemented plans for leadership service projects that improved the Union County Park System in 2012. The projects include:

- 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.
- Development of a brochure outlining trail hiking guidelines and a program to be presented to younger Girl Scouts at Trailside by the Scout has been approved and is underway.
- A Girl Scout Gold Award candidate will develop a brochure to educate the public about invasive plant species and to target local nurseries to partner with. Opportunities to partner with the New Jersey Invasive Species Strike Team and volunteer Dori Miller (trail map editor) have been encouraged.
- The construction and erection of bird and bat boxes and an educational kiosk at Peter J. Esposito Park has been completed. Environmental Specialist Betty Ann Kelly trained students from the Arthur L. Johnson High School Science Club on how to monitor and maintain bird boxes and submit data to Cornell's Nest Box website. Students were trained both in the classroom and onsite. The boxes were quite successful as several house wrens and tree swallows took up residence and several broods of both species fledged. Additionally, the group was diligent in their efforts to remove nesting material and eggs of house sparrows, an invasive pest species, throughout the breeding season. The Scout attended the Bio-Blitz and provided a table-top display of his project.
- A walking trail in Rahway River Parkway in Winfield was improved and blazed (marked) and construction of a kiosk at the Bloodgood's Dam site has been completed. This Scout

applied for and received a grant through the NY-NJ Trail Conference for lumber.

- Improvement of the above trail is underway, with construction of steps and erosion control measures and planting of native trees. The Eagle Scout candidate asked for and received donations of 5 large native trees and raised funds for lumber that he would need.
- Over 250 shrubs and trees were planted and mulched around the newly-restored historic Masker's Barn in the Deserted Village in the Watchung Reservation. The new plants help control pedestrian or vehicular circulation, or they preclude the need to cut grass on steep slopes.
- A horse-drawn sleigh was restored for display in the newly-restored historic Masker's Barn in the Deserted Village. Restoration included recreating ornamental woodwork and quilted leather upholstery.
- The Scout Camping Area was improved by an Eagle Scout candidate through the creation of two more campsites (for a total of four), as well as the construction of fire circles, fire rings, picnic tables and a large group charcoal grill in each campsite. An overgrown council fire campfire ring was cleared of overgrowth, and signs were installed throughout the site.
- A Scout has developed a proposal to reconstruct the parapet walls on a Colonial-era bridge that spans the Blue Brook along a bridle trail in the Watchung Reservation. His project will include recovering some of the missing historic brick from the stream bottom.

### **Watershed Education Program**

Free watershed education classes were provided to 77 school classes and community groups this year, with 1,954 participants. Classes are arranged through the Division and presented by the Watershed Ambassador or a teacher contracted for this program. Some funding assistance was 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. Environmental Specialist Betty Ann Kelly has been designated as the Union County representative to this team.

The NJISST collects 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.

In 2012, NJISST leader Melissa Almendinger presented an excellent, informative slide-illustrated program to the Adopt-A-Trail stewards at their annual meeting.

The NJ Invasive Species Strike Team lent to the County one staff person, two student interns and one volunteer who worked in June to treat linden viburnum, aralia (Hercules club) and jetbead growing in the Watchung Reservation along the Red & Sierra Trails and in the old nursery. The group used a technique called the basal bark method, by which they eradicate these plants with a systemic herbicide. Considering the value of staff time and chemicals provided by NJISST, the County realized a savings of almost \$1,000 by utilizing this program and partnership. We will check the site in 2013 to determine how effective the treatment was.

The Division has reached out to its longtime partner, US Fish & Wildlife Service, for assistance with the existing Warinanco Stream Restoration Project. Plans are still 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 2012, Division staff continued to work with Adopt-A-Park groups to remove invasive species by pulling, digging and cutting. This work was followed up with herbicide spraying by Horticulture staff when plants leafed out again. Efforts are currently focused on the area between the Thompson's Brook bridge and the first footbridge as that is the most visible from the road and parking lot. Invasive species including mugwort, Japanese knotweed and yellow foxtail grass are aggressively competing with native vegetation. The most appropriate plan of action may be to cut vegetation to a 6" height and then spray with herbicide and return in the winter to do a hard frost seeding of

native grasses and some wildflowers. If this effort appears successful, it will be repeated throughout the stream buffer area.

In 2001, the County reached out to the NJ Department of Agriculture and purchased 6,000 European leaf eating beetles. These beetles were then released along the shores of Upper Echo Lake to control the spread of purple loosestrife. More beetles were released here and at Jackson's Dam in Clark in 2007, and then again in 2009. In 2007 & 2009, a weevil was released to control mile-a-minute (an invasive vine) in the Watchung Reservation and in Clark by the old Hungarian Club. In 2012, a visit with NJDOA to Warinanco and Echo Lake Parks confirmed that beetles and weevils are thriving and controlling populations of both plant at those sites. The NJDA informs us that the plant populations will reach a peak in the coming years, but then plummet in numbers due to the biological controls.

Other species such as Canada thistle and mugwort continue to threaten the success of the restoration sites, forming large monocultures. We will continue to keep pulling, mowing and spraying mugwort with Roundup or glyphosate to control it. The wildflower meadow at Esposito Park was sprayed in the early summer of 2012 for mugwort control.

In the early spring of 2012, thistle was treated with herbicide by the Horticulture Crew, in the wildflower meadow at the shoreline restoration project in Warinanco Park. This helped, but the thistle is coming back. It was noted that there was one thistle plant with a gall. The thistle stem gall fly lays its eggs on the plant and the developing larvae stimulate the plant to grow a hard woody stem gall around the larvae, drawing nutrients away from the plant and weakening it. While this gall fly won't completely control the plant, it is another tool in the invasive plant management tool kit and is welcomed.

### **Communication with the Public**

Pages were added to the County website for the Deserted Village of Feltville and for Wildlife Management. The Feltville page provides information and directions for people preparing to visit the site, historical background, and information on renting the newly-restored Masker's Barn. The Wildlife Management page provides information

about the management of white-tailed deer and geese on County property, and links to information on other species of animals.

E-mail addresses were created for both the Deserted Village and for the Union County Deer Management Program, making it easier for members of the general public to request information or arrange participation.

### **Interns and Volunteers**

A volunteer who has served as a member of several teams for past Bio-Blitzes and who this year also served as Mammals Team Leader, volunteered about 40 hours inputting plant data into the statewide plant database. Two high school interns from Scotch Plains/Fanwood High School returned and donated 20 hours while three new Adopt-A-Park stewards were recruited, Two Elizabeth High School students worked together at the Warinanco Lake restoration project and a retired individual adopted and worked at the Echo Lake restoration project.

Additionally, another retired volunteer contributed almost 100 hours in the Division offices with filing and preparing materials for the Bio-Blitz, as well as the Adopt-A-Park Program. Another volunteer spent 10 hours preparing signage and other materials for the Bio-Blitz.

A total of 959 volunteers in the Adopt-A-Park Program logged in 3,544 hours to help repair and maintain parks. The Adopt-A-Trail Program volunteers also spent countless hours maintaining trails in several parks. Projects included removal of over 250 trees that had fallen across trails, including 120 after Hurricane Sandy; 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.

All of this donated assistance was absolutely invaluable and so needed, especially in a year marked by significant staff reductions. We are fortunate to be able to recruit such enthusiastic people!

### **New Watershed Ambassador**

In August, Shahira Morell completed her one-year term as the eleventh Watershed Ambassador hosted by the Union County Department of Parks & Community Renewal. 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, occasionally assists with Adopt-A-Park projects, and helps with the planning and implementation of the Bio-Blitz event. In 2012, Ms. Morell presented 45 programs to 1,053 students. A new Watershed Ambassador, Matt Popin, started his ambassadorship in Union County in late September.

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

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

The Transportation Planning Unit 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 Transportation Planning conducts or partners with other entities to study transportation planning problems with the goal of presenting alternative solutions and recommendations. It presents the overall 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.

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

**Funding:** The Bureau of Transportation Planning is eligible each year to apply for 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. In FY 2012, the STP grant is \$131,443.75 including a County match. It covers all or part of the salaries of three people.

Through the NJTPA Technical Library/Internship adjunct of the STP grant, funding is made available to fund equipment purchases and/or support for a transportation planning intern.

In 2012, 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 of transportation improvement project within 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 meetings of the: Board of Trustees; the Planning and Economic Committee, Project Prioritization Committee, Freight Initiatives Committee and the Regional Transportation Advisory Committee. It also pursued specific transportation planning undertakings and coordinated with other County Department and with state transportation operating agencies.

### **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 2012 include: the City of Linden's Red Light Running Program and results to date; ConneXions the new travel information link on the County website; an update on the Bayonne Bridge project along with an update of two completed transportation

planning studies; and, new phone apps for real time travel information of regional transit systems.

### **MUTCD Traffic Sign Inventory and Assessment Program**

In 2012 the Bureau of Transportation Planning has continued to work with the County Division of Engineering on the NJTPA Subregional MUTCD Traffic Sign Inventory and Assessment Program (MUTCD Program.) The Bureau of Transportation is responsible for the administration of the program.

Begun in 2011, the County obtained \$133,000, through this program to meet an early 2012 deadline. The update of the Manual on Uniform Traffic Control Devices (MUTCD) required the selection and assessment of a management system for compliance of minimum traffic sign retroreflectivity standards. No County matching funds were required. The MUTCD Program provided partial salary support of four people in two Departments.

The NJTPA issued an automatic one-year extension for the MUTCD Program. The extension is permitting the County to complete purchase of equipment needed by the Division of Engineering to meet future traffic sign standards. Approximately \$21,000 of equipment has been purchased or is in the purchase process and includes: a Retroreflectometer; a computer with enhanced graphics capacity; and, two "Toughbooks" laptops with GPS capacity. The Program has also funded members of the County Public Works staff attended a training class supported by the program on retroreflectivity measures.

### **ARRA Program**

Starting in 2010, the County received a one-time Supplemental Subregional Staff Support funding through the NJTPA amounting \$99,294. It provided salary support for Engineering staff working on the completion of ARRA roadway projects undertaken by the County. The grant administrative responsibility for these funds was the Bureau of Transportation Planning and the Bureau continues to work with the Division of Engineering in the project reporting process.

In 2012, the Bureau moved forward with many of its ongoing transportation projects and partnering on new initiatives:

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

Continues to support improvement to the Route 22 corridor. The Route 22 Safety Shuttle is now in its fifth year of operation. It operates as an extension of the Union County Paratransit System of the Department of Human Services and assists employees to safely reach their places of employment. To supplement the Safety Shuttle, the Bureau of Transportation Planning has worked with NJ TRANSIT shelter program for installation of bus shelters along the highway and maintained by the County. The Safety Shuttle was created as a result of interdepartmental and interagency cooperation and receives financial support through the Job Access Reverse Community (JARC) program.

The Bureau continues to attend meetings of the Union County Senior Citizens and Disabled Residents TAB the County Paratransit system on the progress of the Route 22 and to report on relevant current activities of Bureau of Transportation.

### **Route 22 Capital Improvements**

In order to further facilitate safer travel along the critical Route 22 Corridor, the Bureau continues to further support the NJDOT roadways planned improvements at the Route 22 U-Turn H and the Route 22 Chestnut Bridge replacement projects.

Route 22 U-Turn H Auxiliary Lane: the Bureau has been working with NJDOT and NJDEP on the right of way issue affecting Green Acres property. A small fraction of land is required for construction of an eastbound Auxiliary Lane to improve traffic flow at U-Turn H. The Bureau has helped with coordination between the Department of Parks, County Counsel and NJDOT on the timetable, reviewing materials and assisting with the required Public Hearings. This year's goal to meet the application timetable before the State House Commission was achieved the Commission favorably reviewing the application.

### **Planning for Emerging Centers: Union County Sustainability Corridor – Bus Rapid Transit**

The Bureau is contributing to the NJ Transit and NJTPA joint study to assess the economic development potential of a Bus Rapid Transit line (BRT) in Union County which would use in part an unused rail

corridor between Cranford and Elizabeth. The 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 Bureau contributed towards the planning and content of two workshops held this year. The leadership from the eight municipalities which would benefit from this improvement was invited to participate

### **Garwood Transit Oriented Development (TOD) Planning Project**

The Bureau participated in the organization of a Walkable Communities Workshop of Garwood which was financially supported by the NJTPA and without cost to the Borough and the County. It was one element of a plan to define needed improvements in Garwood discussed at an early 2012 meeting held with NJ Transit, NJTPA, and Union County staff along with a representative of the Borough of Garwood.

The Final Report of the Workshop has been posted to the [www.njtpa.org](http://www.njtpa.org) website. An immediate outcome of the Workshop is the County's Engineering Division intention to upgrade the traffic equipment at the intersection of South Avenue and Center Street. This Walkable Communities Workshop was a follow-up to the 2010 Transit Oriented Development study which centered on the Garwood rail station and the area immediately surrounding it.

### **ConneXions**

This is the first full year of the ConneXions page on the Union County website at <http://ucnj.org/connect/>. It has user friendly links for travel by car, train, bus, air and bicycle in Union County and the New Jersey-New Jersey region. It updates the content on the website and continues to assist with real time information on travel by all modes within the tri-state area. Additional information is developed for posting as it becomes available.

### **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. The Elizabeth River Path project between Broad and Bridge Streets was officially opened in 2012. The Lenape Park Bikeway project opened late the previous year.



The Mountainside Bike Path project is under review for alternative routing after the grant application to NJDOT bikeways program was unsuccessful.

The Bureau of Transportation Planning continues to attend the NJ Bicycle & Pedestrian Advisory Council at the Bloustein School, Rutgers, New Brunswick to receive updates on funding opportunities and improvements in bicycle planning.

#### **Route 1&9 Corridor Study**

The Bureau continues to advocate for the recommendations of this County-lead \$220,000 transportation planning consultant study began in 2010 and concluded in June 2011. In late 2011, the Bureau responded to a request by the Linden Improvement Association to present recommendations of the Study to the Linden section of the highway. The Bureau supplied requested Study photographs to the NJTPA and reviewed and edited the NJTPA summary of Study prepared for its website and the Subregional Studies Summary Publication.

The Bureau continues submitted additional material to NJDOT as the agency pursues its review of the highway conditions and the recommendations of the study.

#### **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.

In September 2012, through the NJDOT Screening process, the agency was considering improvements to one of the roadway segments and to an intersection.

#### **Regional Outreach**

The Bureau of Transportation Planning represented Union County at regional transportation planning organizations such as the Raritan Valley Rail Coalition.

### **Union County Planning Board**

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 100 development applications throughout the year which represents over 16% increase in submitted development applications compared to last year.

The Planning Board in this time period received over \$42,000 in development review fees which represents an 18% increase compared to 2011.

The development totals based on the plans reviewed from January to November in 2012 consist of 2.6 Million square feet of total proposed development. Industrial/ warehouse space proposed is over 860,000 square feet, commercial/retail space proposed more than 270,000 square feet, and office space proposed consisted over 170,000 square feet. Mixed use development which includes various combinations of retail, commercial, office and residential consisted of over 65,000 square feet.

The majority of development applications submitted to the County's Planning Board were from 17 of the 21 municipalities with over 80% of the development proposed in four municipalities.

The total number of residential units proposed based on submitted development applications is nearly 1,300 units consisting over 1.2 million square feet.

The number of proposed subdivided properties based on associated applications for the noted eleven month period is 28.

The Bureau also supports planning by monitoring municipal development notices, fielding related questions and data requests from residents, development applicants, professionals, associated agencies, and municipalities. In 2012, over 322 requests for information related

to land use planning, development applications, economic development and transportation were fielded and approximately 20 OPRA requests were reviewed and responded on for relevant information. In 2012, there were over 240 municipal development notices recorded and over 140 environmental notices were recorded over the year.

**Bureau of Community Development**

**Community Development Block Grant Program**

Below is a summary of accomplishments for the CDBG program during this reporting period of 2011 - 2012:

**Housing**

A total of 64 housing units were rehabilitated through the following programs:

	Municipality	Approx. Completed
a.	Countywide Housing Rehab.....	22
b.	Linden.....	18
c.	Plainfield.....	13
d.	Rahway.....	11
	Total .....	64

**Handyman Programs (Senior Home Repair)**

A total of 128 residents were served by the Senior Citizen Handyman Program.

	Municipality	Unduplicated Households
a.	Cranford.....	44
b.	Fanwood.....	5
c.	Garwood.....	34
d.	Kenilworth.....	20
e.	Mountainside.....	15
f.	Roselle Park.....	10
	Total.....	128

### **Facilities Improvements**

This year our objective was to focus on serving the disabled as well as the disadvantaged citizens of Union County. Our projects benefited low and moderate income areas and created economic opportunity and sustainability for our community.

A total of \$650,000 was allocated for facility projects. Some of the accomplishments are as follows:

#### **Abused Children**

Union County Child Advocacy Center received \$225,000 of HUD funding over a 2 year period to complete a portion of a \$5.2 million project. The facility provides investigation, therapeutic and legal services to physically and emotionally abused children. Since 1995 the Union County Child Advocacy Center detectives have interviewed 2,266 children, aged 12 and under regarding sexual abuse.

#### **Disabled**

The Association of Retarded Citizens (ARC of Union County) used \$50,000 in funding for facility improvements which consisted of group home rehabilitation at 5 locations throughout the County of Union. Projects primarily consisted of the rehabilitation of a roof, a kitchen and boilers at the sites. These group homes will provide housing and support services for 16 residents with developmental disabilities.

Cerebral Palsy League of Union County used \$20,000 to purchase and install a shade structure. This was Phase 2 of an ongoing project. Phase 1 was completed in the prior year (2010) in which CD funded a new playground. The Cerebral Palsy League (CPL) serves hundreds of adults with developmental disabilities and their families.

#### **Senior Housing**

Rahway Housing Authority senior apartment complex received \$20,000 of HUD funding for fire safety upgrades in the community room.

Scotch Plains Senior Housing combined 2 years funding of \$100,000 to replace windows which were leaking and inefficient.

New Providence Senior Citizen Center utilized \$34,000 of funding to replace a leaking roof.

Roselle Senior Center used \$17,000 to replace a leaking roof.

### **Public Improvements**

A total of \$1,216,500 was allocated for projects. Some of the accomplishments are as follows:

Clark, Cranford, Kenilworth and Springfield – In order to comply with current ADA codes, \$60,000 of CDBG funds were used for curb cuts. Physically disabled citizens have improved access and the areas are no longer substandard.

Hillside used \$100,000 in funding for rehabilitation to deteriorated streets, sidewalks and curbs.

Linden used \$195,000 in CDBG funding and \$80,000 in Program Income funding for various roadway improvements. Also used \$75,000 in Program Income funding for improvements to parks.

Plainfield is using \$402,000 in CDBG funding for the street rehabilitation throughout the town.

Rahway used \$134,000 in CDBG funding for street rehabilitation and \$34,000 in Program Income for Façade improvements in the designated Central Business District Redevelopment area.

Roselle is using \$175,000 for rehabilitation to deteriorated streets.

Roselle Park used \$100,000 for rehabilitation to deteriorated streets.

Winfield Park used \$50,000 for sewer rehabilitation

### **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 the 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 these programs 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 9,997 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 having a higher quality of life.

A total of 10,305 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 & Child Health Care Services**

A total of 670 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 include vaccinations administered by physicians to ensure proper immunizations protection, lead screening and more.

#### **Afterschool / 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 611 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; 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 foreclosures.

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

- Faith Bricks & Mortar \$66,000
- Brand New Day \$27,000.00
- Urban League \$81,000.00

As well as an additional \$46,500 from Freeholder Initiative (divided equally among the three agencies).

### **Analysis of Impediments**

Union County has updated its Analysis of Impediments to Fair Housing (AI). The Analysis of Impediments to Fair Housing is a review of an Entitlement jurisdiction's laws, regulations, administrative policies, procedures, and practices to assess how these affect the locations availability and accessibility of housing. It is also a review of conditions, both public and private, affecting fair housing choice. The AI examines existing and potential barriers to fair housing in a community, for all classes protected under the Fair Housing Act, such as lending discrimination, inequities in service delivery; and obstacles to the provision of housing for the effect of any impediments identified. The final AI has been completed and already submitted to HUD.



## **Bureau of Housing**

### **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.

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 2012, 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. Due to the reduction in workforce the division underwent, the Borough of Roselle Park has ended the shared services agreement with the County.

The continuation of shared services as it relates to the 911 system continued with the additions of Roselle, Hillside, Springfield, Roselle Park, and South Orange. The County Police headquarters has completed renovations to expand service to these 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, UCNJENGINEFILES was upgraded from Windows Server 2003 to Windows Server 2008, increasing the available space from 300GB to 1.5TB.

The Bureau has upgraded the RecTrak system utilized by the Parks from version 10.2.0 to version 10.3.p

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.

The County's backup to tape system was replaced with a disc based solution in both the Administration and Froehlich Buildings. With the new system in place, backups are performed faster, restoration of files is easier, and the need to replace old/broken tapes has been eliminated, *thus resulting in cost savings.*

Youth Services Division now utilizes a T-1 line that replaced the existing DSL line. With the new line in place, it has increased the throughput of data and enables the end users to more efficiently perform their daily work. A new phone system was also installed.

The Bureau and the Division of Golf Operations have been working together on the following renovation and construction projects, due for completion in 2013:

- Galloping Hill Service Yard
- Galloping Hill Club House
- Galloping Hill Learning Center

Ponderosa Farms: Park has been fully opened.

DSL: With the migration to Microsystems from Vital (Tax System), we have begun the process of disconnecting lines from our network. We have currently disconnected 3 of the 17 towns we were providing connectivity to.

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 been completed.

The Child Advocacy Center has been relocated to its new location.

An upgrade was completed for the Jail's intercom system

A new voicemail system was installed for Runnells Hospital.

The Sheriff's slap division was relocated to its new location on Acme street.

New cameras were installed at the following locations:

- Conant Park
- Rizzuto Park
- Ruotolo Building
- Child Advocacy
- Echo Lake Park
- Social Services

Current projects to be completed in early 2013:

- Annex duress alarms
- Annex cameras
- Juvenile Detention key cabinet
- Juvenile Detention Jail Tracker software and upgrade

**Programmers:**

**Personnel System**

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

### **Electronic Document Management System (EDMS)**

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.

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

The Bureau's staff continues to send the direct deposit (time sensitive) file to the bank, process, print and fold payroll and retroactive payroll in a timely manner. IT also continued its responsibility for the printing and folding of accounts payable and other miscellaneous checks.

### **Pollworker Check Processing**

In 2012, the IT staff processed, printed and folded pollworker checks for 3 elections: Primary, Westfield Special and General. The timely delivery of these checks to the workers is mandated by the State of New Jersey. IT does its part to have them completed on time.

### **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 Correctional Services**

After a successful testing period in the Fall of 2011, the new Firearms and Requalification system was successfully used again this past year for both the Spring and Fall Requals.

The Corrections' Forms database system, which has been in use for years, continues to grow yearly. There have been modifications made to various forms and reports concentrating on Use of Force Information. Monthly and yearly reports are given to State Inspectors. This year, the inspectors have been greatly impressed by the details in these reports.

The Correction's Disciplinary system has also been modified and brought to a greater level. These modifications and improvement not

only provide the Jail Director and State Inspectors with more detailed information, they bring greater efficiency and ease to the responsibilities of the Disciplinary Officer.

The Special Gang Unit requested additional development for their Gang Intelligence Unit (GIU) that included information about inmate housing units and inmate images. This addition provides graphic charts and statistical information that is distributed with weekly, monthly and yearly updated reports. It provides a breakdown of inmate interviews on a daily basis for intelligence purpose. This information is disseminated to the Correctional facility administrators. The GIU database enormously increased the unit's ability to capture and save significant intelligence information that is shared with the UCPO, FBI, DEA, High Intensity Drug Trafficking Agency, US Marshall Service, NJSP, Essex County Prosecutor's Office, Morris County Prosecutor's Office, US Secret Service, US Attorney General's Office and local police departments. The system runs smoothly, efficiently and is a time saver.

#### **Office of the Sheriff**

Sheriff's Labor Assistance Program that was started in 2011 continued into 2012 and implemented. The system is not yet complete but is in use.

The DAS/CAD system improved with four new statistical reports required by the State of New Jersey

The Sheriff's Pistol Range database was developed and implemented in 2012. This database tracks all civilian users of the range and verifies their Firearm ID # and course date. The program is accessed by Citrix to a laptop at the range.

The Sheriff's Firearms and Requalification system began its transformation in 2012. Now modeled after the Correction's Firearms and Requalification system, it was used successfully for the Fall 2012 requalification. It is accessed with a laptop using Citrix.

#### **County Police**

In 2012, IT replaced an old version of the UCPD Personnel system, developed by an unknown, with an in-house developed system. The

system tracks and prints personnel information, course history and images of the officers.

A new Firearms and Requalification system was developed for the UCPD. It is being reviewed by their staff.

### **Office of the Adjuster**

In 2012, the State of New Jersey decided to develop a statewide system. Existing data (approximately 30,000 records) contained in the Union County Institutionalized Patients system was converted and sent to the state for implementation. Also, six forms and reports were added to the Institutionalized Patients system.

### **Administrative Aspect of Programming**

ABRA – migrated the application to a new, better server. This improved stability and performance, while keeping us on track with current standards of Microsoft Windows operating systems. This project included installation and configuration of all the software, including a required upgrade of utilities needed to keep interfaces working on a newer platform.

ABRA – Significant work not performed by HR Systems included modifications to ABRA Alerts, first level troubleshooting of numerous system and interface failures, and the coordination of the resources of HR Systems when problem escalation was necessary.

Edmunds – purchased and implemented new signature font files to add a second signature to the accounts payable checks. According to the Director of the Department of Finance, this was necessary to be in compliance with State regulations.

Payroll - purchased and implemented new signature font files to add a second signature to the payroll checks. According to the Director of the Department of Finance, this was necessary to be in compliance with State regulations.

MISC – SQL Server database management: installed SQL Server on new County Police virtual server in cooperation with \ support of the network team's virtualization project.

MISC – SQL Server database management: migrated the DAS\CAD database to a better server to improve stability, performance, and scalability.

MISC – SQL Server database management: collaborated with County Business Systems, the vendor of the new software for the Surrogate's Office, to determine how our data matched up with their system's requirements, and provided copies of our databases to them for their conversion process.

MISC – Sheriff's Office: upgraded DacEasy accounting software for Fran Santora, which had not been upgraded for many years and was 5 versions behind.

Onbase – expanded the County's EDMS system to include new scanners rolled out to Social Services Personnel Unit, County Adjuster's Office, and the Division of Environmental Health. The latter two included development and full implementation of completely new document type categories.

Onbase: installed Citrix clients on all county provided computers located in municipal tax assessor's offices, and provided instruction on accessing the system via Citrix to staff of same. This was done in conjunction with the cost cutting measure of eliminating their DSL lines, thus disconnecting them from their previous method of accessing our network.

Onbase: migrated all relevant document files to the new, better secondary server located in Westfield, which the network team had built and installed.

## **2013 Initiatives**

### **Information Technology Infrastructure**

The County will begin to 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**

In the spring the Clubhouse at Galloping will open and renovations to the golf course will begin. The County has contracted world renowned golf architect Rees Jones to design and administer the renovations to all bunkers and tees at Galloping Hill. This is leading up to NJ State Open in 2016, the premiere event for the New Jersey State Golf Association. As a preview Galloping Hill will host the 2013 State Public Links Championship in July. 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.

### **Bureau of Recreation**

During 2013, the Recreation Bureau will focus on: increasing facility and program awareness, use, and revenue by developing a plan for increased marketing to both the general public and to target markets. We will continue to seek ideas and develop work plans toward the goal of creating self-sustaining programs; and will continue to plan for upgrades needed to revitalize aging facilities.

A Satellite office of the Recreation Bureau's Reservation Desk was opened in the Union County Complex on North Avenue in Westfield last year. This new, centrally located Parks Reservation Desk has made it easier for customers to obtain picnic and ball field permits, purchase program and event tickets, obtain Archery ID's, boat permits and more. Evening hours on Thursdays have made the Reservation Desk accessible to more people. Having established its existence, making the public more aware of this new service, will be a priority this year.

In tight economic times as we are experiencing now, people stay closer to home. In response, it is more important than ever to provide affordable recreational opportunities for the people in our community, while at the same time, maintaining or increasing revenue to balance the increasing costs associated with providing those facilities and activities.

Key components include:

- The development of marketing and program strategies geared toward generating new customers, and increased public awareness



and use of the many parks, facilities, programs and activities offered by Union County.

- Develop programs which will attract new customers and different segments of the population to our facilities.
- Take existing facility programs into the community via parks, playground programs, schools and festivals through the use of the Trailside Eco Van and the Stable's Ponies-in-the-Park program.
- At Trailside Nature & Science Center, develop a Water Wise Program to provide Union County students and teachers with clean water and water conservation programs. This will be accomplished through teacher training, outreach programs in schools and field trips to Trailside, as well as themed public special events, environmental hero award and informational booklets, the Trailside staff will provide fun and educational classes.
- Continue to build recreational programs, school and community user-ship for Masker's Barn in the Deserted Village.
- Prepare a business plan for the Watchung Stables with the goal of creating increased efficiency in management and staff practices, increased and expended programs, community awareness, user-ship and revenue.
- Improve and market existing programs, such as Birthday Party packages at the Warinanco Skating Center, pre-school "Learn About Horses" programs, Barn tours, "Sunday Story Time" at Trailside, etc.
- Focus and move forward on projects which update, repair and renovation the exhibits, public rooms and infrastructure of aging facilities.

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**Department of  
Public Safety**

**Emergency Management**

**Medical Examiner**

**Police**

**Weights and Measures**

**Office of Health Management**

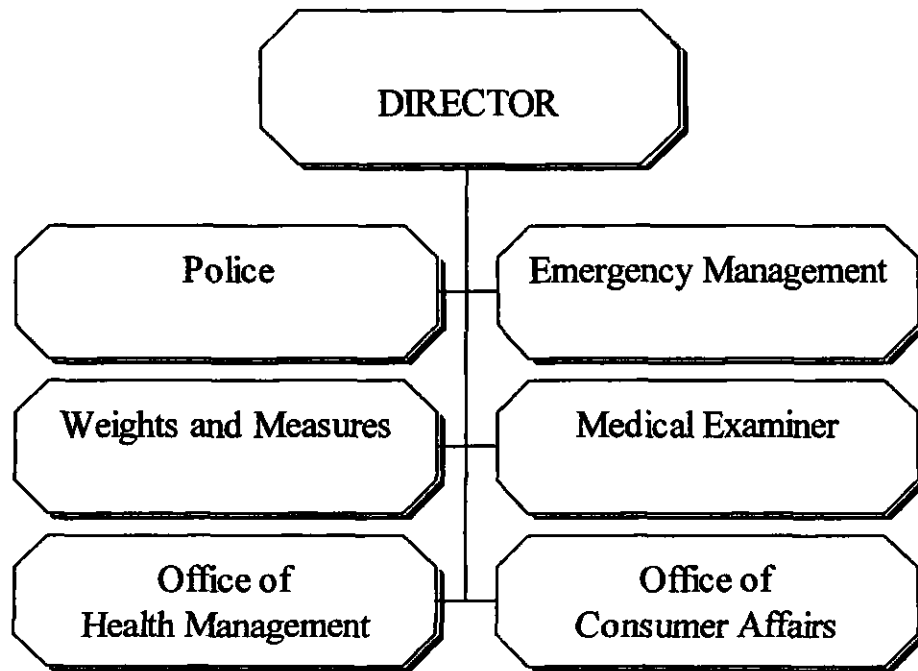
**Office of Consumer Affairs**

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# Organizational Chart

## Department of Public Safety



# **DEPARTMENT OF PUBLIC SAFETY**

## **Mission**

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

## **Programs & Services**

### **Consumer Affairs**

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

### **Emergency 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 2012, the County of Union created three Bureaus within the Division: the Bureau of Operations, Bureau of Support and the Bureau of Logistics.

### **The Bureau of Operations**

The Bureau is responsible for maintaining a Full Time Type 1 Regional Hazardous Materials Response Team, County Emergency Medical Services and Emergency Management.

### **The Bureau of Logistics**

The Bureau is responsible for the coordination, management and supervision of multidiscipline all-hazards preparedness projects and initiatives; enhancing the preparedness levels of first responders through equipment, regionalized planning and training; ensuring the County's compliance with the rules and regulations of the National Incident Management System (NIMS); researching, applying for, administering and managing the State and Federal Preparedness Grants; and coordinating multidiscipline preparedness drills. The Bureau is also the lead agency in the County's participation in the Urban Area Security Initiative (UASI.) UASI is the State's North Eastern Homeland Security Region which, since its inception in 2003, has received \$97 million in specialized Homeland Security Grant Funds.

### **The Bureau of Support**

The Bureau is responsible to maintain the two-way radio infrastructure for public safety and non-public safety users. The Bureau also houses the Union County Fire Academy. The Academy is responsible to train future and current firefighters to the latest state and federal standards.

### **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.

## **2012 Accomplishments**

### **Consumer Affairs**

The Office of Consumer Affairs saved consumers \$15,427 in cash refunds and over \$58,769 in money value.

The Office of Consumer Affairs responded to 182 complaints filed by consumers of Union County.

The Office of Consumer Affairs worked with the State Department of Consumer Affairs in a task force investigating car dealerships, warnings were handed out to dealerships that were in violation of the Consumer Fraud Act. These dealerships, which were given a specific time period to address their violations.

The Office of Consumer Affairs continued its participation in the high school consumer bowl. The Linden High School students were the 2012 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**

Upgraded current detection equipment used by the Bureau of Operations.

Operate and provide a viable Emergency Medical Service throughout Union County.

Planned the next phase of the 700/800 MHz public safety trunked radio system upgrade.

Transitioning the current Emergency Operations Plan to the new Emergency Support Function format.

Implemented the new statewide credentialing program for all first responders in Union County.

Continued to offer daytime Firefighter 1 and 2 programs at the Fire Academy.

Administered and coordinated the Homeland Security Grant and Urban Area Security Initiative grant programs.

Continued to provide support and training for the Union County First Alert System.

### **County Police**

The physical expansion project of our Police Communications Center was successfully accomplished and our network Emergency 9-1-1 infrastructure was successfully upgraded.

Our efforts to extend and provide shared service municipal dispatching services were successfully received and our municipal dispatching services relative Fire & EMS has experienced rapid growth.

Our efforts to attain NJ State Departmental Accreditation will successfully conclude by year-end.

Our Marine Unit's physical base of operations was successfully replaced due to its loss during Hurricane Irene. However, it was recently destroyed during Super-storm Sandy.

Several field projects were implemented and are being used with successful results. Laser imaging technology is now being utilized to process fatal crashes & major crime scenes, Thermal Imaging technology is currently utilized in the field by our patrol officers, a standardized county-wide lock system is being successfully utilized at most county facilities and officers from our SOU have successfully been trained & utilized in county-wide Crisis Intervention field incidents.

County Police successfully implemented E-ticketing (electronic ticketing) in our patrol fleet.

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.

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**

The Office Conducted 1090 inspections on commercial business throughout the County. During these inspections the Division tested 9425 weighing and measuring devices for accuracy. Examples of these devices are scales, gas pumps and timers.

The Office Performed 12,683 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.

The Office Performed 190 inspections on gas stations to ensure compliance with weights and measures regulations. The monitoring of gas stations consist of making sure they are giving the correct amount of gas and only changing the price once in a 24 hour period. During and after Hurricane Sandy we were also monitoring the gas stations closely for any price gouging.

The Division brought in \$ 61,400 in revenue for the completion of daily inspections. The Division also wrote 174 violations totaling another \$ 9,400 in fines. The Division also paid for 2 staff members. Salaries, which totaled \$88,942, came out of the weights and measures trust fund.

#### **Medical Examiner's Office**

The autopsy services have been augmented by obtaining the per diem services of three Forensic Pathologists on a rotating basis.

This office has established close support with the State Medical Examiner Office in an effort to provide improved service to the citizens of Union County and the State.

In April of 2012, Mark Bannworth, Chief Medicolegal Death Investigator attended the international Mass Fatality Management Conference in New York City, a 5 day program with its primary objective to bring together international and domestic experts in mass fatality management. The discussions explored past incidents and discussed lessons learned and defined best practices to future responses.

Dr. Shaikh gave a lecture on October 16<sup>th</sup> at the Police Academy to the Detectives of the Prosecutor's Office.

Dr. Shaikh attended the annual NAME meeting in Baltimore M.D. from October 5 through October 9, 2012.

This office has fully investigated 998 deaths and performed 201 autopsies and 71 external examinations as of November 30<sup>th</sup>.

The Medical Examiner Office finalized its Mass Fatality Plan in association with the Regional Catastrophic Planning Team and is currently working with the State Medical Examiner Office and New Jersey Homeland Security in finalizing a state wide fatality plan, which incorporates Union County.

The office acquired a refrigerated trailer from the Regional Medical Examiner's Office in Newark as part of the UASI Grant.

A portable x-ray machine was also acquired from the UASI Grant, which will be saving this department \$2,000.00 or more each year.

### **Office of Health Management**

The Office of Health Management suffered drastic cuts in federal funding over the past four years in federal funding for the county's public health emergency preparedness program. A part-time Health Educator/Risk Communicator was hired and a shared services agreement between Union County and Middlesex County was established for the Epidemiologist position. This shared service agreement will continue through 2013. 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, as we continue to work under budget cuts and small staffing levels.

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 program continues to assess 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 2012 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 Sandy. 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 power outages. The shelter operated from October 29<sup>th</sup> through November 12<sup>th</sup>, 2012. Office of Health Management staff coordinated volunteer efforts and donations to the shelter evacuees the entire length of the operation.

The Office of Environmental Health continued to perform above standard work enforcing environmental regulations as documented by the annual audit performed by the New Jersey Department of Environmental Protection in accordance with the county's 2012 grant agreement. In accordance with NJDEP guidelines, the OEH conducted investigations and inspections including; 238 facilities for air pollution regulations, 132 inspections of solid waste facilities, trucks and containers (This does not include inspections performed by the Union County Utilities Authority under the Inter-local Shared Services Agreement.), 67 facilities with USTs and 20 Pesticides related inspections. The OEH conducted 108 complaint investigations of air pollution, solid waste illegal dumping, noise pollution and surface water related pollution with the larger amount (88) being air pollution related. Enforcement of the NJ motor vehicle idling regulations became a larger focus of the OEH in 2012 as diesel exhaust is a primary pollutant known to cause or exacerbate a variety of heart and lung ailments. Notice of Penalty Assessment documents were issued in 2012 in the amount of \$312,300.00 for penalties associated with violations noted during the aforementioned

inspections and investigations. Typically penalties are settled with a 50% penalty reduction and frequently payment plans are made available. A total of \$112,556.44 in penalties from violations issued during 2012 or previous years was collected in 2012. Since 2005 the OEH has collected well over \$1,000,000.00 in penalties which is used to support the OEH Compliance and Enforcement programs as well as the County Hazmat program.

## **2013 Initiatives**

### **Emergency Management**

Begin the Emergency Management Accreditation process through the Emergency Management Accreditation Program (EMAP).

Begin implementation of the NJ Public Safety Interoperability Communications System.

Expand the Emergency Medical Services program.

Continue our efforts to provide advanced firefighter training through the Union County Fire Academy.

Continue to offer the statewide credentialing program for all first responders in Union County.

Coordinate emergency management programs and initiatives.

Administer and coordinate the Homeland Security Grant and Urban Area Security Initiative grant programs.

### **County Police**

Re-organize the Union County Arson Task Force and bring its management under the control of the County Police.

Continue our efforts to extend and provide shared service municipal consolidation relative to E-9-1-1 call taking and dispatching.

Continue our efforts to maintain our Accreditation standards with the NJ State Association of Chiefs of Police (NJSACOP).

Replace the Marine Unit's base of operations which was destroyed during Super-storm Sandy & to complete a network communications project into their base of operations.

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.

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.

Explore the institution and use/deployment of Conducted Energy Devices by our patrol division.

Implementation of an automated Firearms re-qualification program.

Development of a firearms/weapon replacement and enhancement program for County Police Officers.

Implement License Plate Reader (LPR) technology, anticipated to be acquired with homeland security funding, into our patrol fleet.

Enhance our efforts in providing Active Shooter and Crisis Intervention training to UCPD Officers and continue our efforts in providing low and no-cost police and career developing training to our personnel.

Evaluate and enhance our emergency response protocols and our delivery of shared resource services in regard to natural, major & critical incidents & disasters.

### **Consumer Affairs**

Create specific task force projects in order to ensure retailers are following the Consumer Laws in accordance with the State of New Jersey Consumer Fraud Act.

Increase programs and outreach to Senior Citizens and other Community organizations to educate the public of their consumer rights.

With the help of County Counsel identify trial cases to take to court for the purpose of assessing penalties, fines, and increase consumer restitution.

Increase involvement with other social and civil groups to better market our programs and services to the public.

### **Weights & Measures**

Intend to pay salaries in our Division which will total \$ 101,648 out of our weights and measures trust fund.

Continue to monitor gas stations closely ensuring they are staying within weights and measures regulations.

The Division will bring in more revenue in violations with increased man-power hours. This will be attained by using those hours to do more Scanner and Commodity audits. It will also help us in getting our daily inspections completed.

### **Medical Examiner**

The Medical Examiner Office will still endeavor to obtain provisional accreditation with the National Association of Medical Examiners.

Our department is committed to provide exceptional services. Dr. Shaikh will continue to interact with the Union County Police Department, local Police Departments and the Sheriff's Office.



The Medical Examiner Office will continue to maintain the nationwide average of true turn around time, which for most forensic cases is within three months.

The office personnel are being made more cognizant of providing superb Medical Legal Death investigations and this is being achieved by constant supervision and instruction by Dr. Shaikh.

The Medical Examiner Office is determined and continues to provide bereaved families appropriate interaction and assistance towards achieving closure in the time of their loss.

Training is one of the cornerstones of a successful Medical Examiner Office. The Union County Medical Examiner Office is endeavoring to provide CME credits to staff with assistance of grants that are being made available to our office.

#### **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 Office of Health Management will continue to train and exercise its staff. Other avenues of support will be reviewed to aid in supporting future shelter operations in the event of a public health or natural disaster.

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.

Due in part to the Office of Environmental Health's 2012 increased focus on enforcement of the NJ motor vehicle idling regulations the OEH submitted a grant proposal that was approved by the NJDEP. This will help expand our surveillance program in 2013 by receiving up to an additional \$16,433.00 from the DEP. MV idling is an overall environmental issue as well as a quality of life issue, specifically for people living and working in neighborhoods where idling is occurring. As noted on the DEP "Stop The Soot.org" web site, diesel truck's engine emissions (which have been the main focus of the OEH surveillance activities) cause more premature deaths than homicides and car accidents combined. Diesel exhaust is a primary component of fine particle pollution and is known to cause or exacerbate a variety of heart and lung ailments.

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# **Runnells Specialized Hospital**

**Ancillary Services**

**Hospital Finance**

**Hospital Maintenance**

**Medical Services**

**Nursing Services**

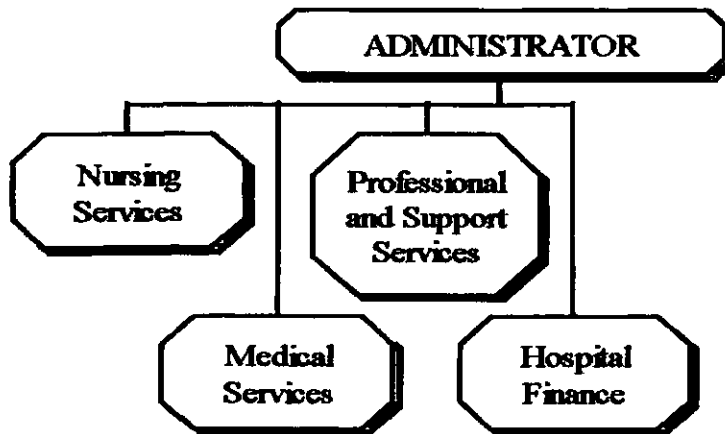
**Professional and Support Services**

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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.

## **2012 Accomplishments**

Runnells Specialized Hospital of Union County is in its 100th 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 earned a three 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:**

### **Administration**

- Celebrated Runnells Specialized Hospital's 100<sup>th</sup> Anniversary in October 2012.
- Successfully incorporated contracted Physical, Occupational and Speech Therapy into the organization.
- Successfully contracted services for the Dietary and Housekeeping departments.
- Decreased Table of Organization; eliminated Director of Ancillary Services. Services re-organized to other Division Heads. Maintenance Division transferred to the Department of Roads, Parks and Engineering while continuing an office at RSH.
- Laid off 150 County employees through a three phase process. Approximately 70% of the laid off employees were hired by the contractors.

### **Medical Services**

- Medical Services recruited Dr. Richard Tepper, Wound Care Specialist, to provide vital services to our patients/residents. Dr. Tepper is providing these professional services for our facility at no cost to Union County. With wound care services available at our facility it provides a significant cost savings in transportation and improves the quality of care given to our patients/residents.
- Dr. Judith Price, Psychiatrist, and Dr. Marc Greenstein, Urologist, have recently joined our medical staff and will be providing professional services to our patients/residents.
- 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.
- The Medical Staff continues to provide consultative services from a wide variety of specialists, both in our Long Term Care Units, Sub Acute Unit and our Cornerstone Units.

- Medical Services continues to maintain a highly qualified professional medical staff at no increase in costs to the County.
- Medical Services minimized departmental expenditures and provided a continued cost savings to Union County.
- Medical Services continues to manage the bio-medical equipment service contract, 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 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.
- Medical Services continues to encourage educational opportunities and provide materials to staff to enhance and improve their skills.
- Dr. Raymond Lanza, D.O, Medical Director serves as the liaison for the LINC'S Program and assists key staff at RSH with information required for preparation for any public emergency. He also serves as the medical consultant to the Sexual Assault Nurse Examiner/Sexual Assault Response Team Advisory Board.

### **Nursing Services**

- Nursing Services significantly decreased budgeted overtime allocations by approximately a quarter of a million dollars.
- Reviewed incontinent products and decreased costs by 15%; eliminated high cost products.
- Recommended wound supply providers and contracting services to significantly reduce cost.
- Replaced mattresses to maximize resident care and comfort, prevent wound development and minimize the use of air mattresses. Decreased cost of air mattresses by 40%.



- Evaluated gloves and selected product which reduced cost by \$10,000.
- Assessed MDS Department processes and facilitated productivity and improved monitoring of MDS accuracy and fiscal outcomes. Eliminated all overtime for MDS nursing staff. Restructured Utilization meetings and increased efficiency of professional staff attendance. Developed computerized systems and consolidated and eliminated multiple forms for better compliance and efficiency of department. Developed form for Case Management documentation. Revised chart requirements to include essential information in permanent record. Facilitated staff education for improved reimbursement. Revised IDC conference process and professional attendance requirements. Assigned MDS staff to each LTC unit to maximize resources and productivity of staff. Enhanced MDS monitoring of essential requirements to identify focused areas for improvement and increased revenue.
- Reinforced system changes for MDS 3.0 to maintain quality resident care and maximized reimbursement for the facility. Increased CMI scores to 1.0 or higher; increased revenue.
- Expanded Restorative Nursing Program to ensure standards and captured fiscal goals identified by CMI indicators and clinical outcomes.
- Effective transition of resident/patient therapy services to Genesis Rehab Services.
- Assessed therapy productivity and impact on revenue and revised services and monitored with positive outcomes and cost savings identified.
- Reassigned nursing tasks to ensure positive transition of contracted housekeeping and dietary services
- Reviewed Master Staffing and revised according to daily occupancy and facility trends.
- Decreased Unit Clerks and revised hours to accommodate resident needs and maximize customer service.
- Successful implementation of Nursing Department access and completion of mandatory daily calculation and data input of Nursing Home Staff Posting and Reporting Regulation Requirements on NJDHSS website based

computerized system. Monitored outcomes to identify industry trends and opportunity for staffing revisions and cost containment.

- Reassigned roles and responsibilities of licensed nursing staff due to restructuring and lay offs to maximize work force and resident outcomes.
- Flu vaccinations completed for the community and all Union County employees. Community Service health fairs and activities to maximize marketing opportunities. Decreased cost of attendance to external functions by using salaried administrative staff and decreased overtime.
- Developed Patient Safe Handling Program and policy. Evaluated equipment, purchased new lifts and implemented staff education and committee as required by legislation
- Ensure close observation and monitoring of nursing systems brought improved compliance with documentation and CDAR/MAR charting.
- Remained Restraint Free.
- Developed and revised policies and procedures for successful implementing as required.
- Continued progress and positive outcomes from the Calm Seas and Lambs Program evidenced by decreased fall rates and improved resident outcomes.
- Conducted comprehensive educational programs for all staff to maximize care and outcomes evidenced by Performance Improvement and Department of Health outcomes.
- Revised Emergency Response systems through observation and evaluation. Enhanced responder abilities of facility, completed Needs Assessment and obtained resources for successful outcomes during state weather emergencies due to emergency preparedness.
- Participating in State project for POLST (Physician's Order for Life Sustaining Treatment) as selected pilot facility.
- Reported all abuse and neglect investigations effectively as required within legal timeframes. Continued expansion of facility computerized tracking systems for particular resident/family concerns detailing communication and interventions; minimizing facility liability and monitoring of resident care.

- Able to resolve union concerns or grievances at department level.

### **Social Work**

- Social Workers continue to actively serve and participate in the following RSH Committees:
  - Comprehensive Comfort Care Committee and Team
  - Pain Committee and Team
  - Restraint Committee
  - Fall Committee
  - Monthly Resident Council meetings
  - Facilitation of Family Council programs
- Social Workers wrote articles for “The Runnells Review” the quarterly Resident Newspaper.
- One Social Worker coordinates the League of Women Voters program for residents annually and LTC Social Work staff has been actively advocating and assisting with voter registration and access for the residents who wish to participate in the process.
- Social Work continues to be responsible year round for the abuse and rights portion of the RSH New Employee Orientation program for all new facility staff.
- Provides specialized in-service training to any department requesting that service; several in-services presented on CS regarding the commitment process.

### **Specialized programs, support groups & therapeutic groups:**

- Caregivers Support Group co-sponsored with the Alzheimer’s Association.
- Cornerstone group (Family Support Group, Wellness and Recovery Groups and Community Resource groups).
- Tea and Conversation programs for LTC residents.
- Home visits to complete the P.A.S.P.
- Resource - Information Days: Alzheimer’s/Dementia, Mental Health, Advance Directives.

### **Represent RSH at different outside committees:**

- Liz Migneco: Union PAC & PACADA/SRC, Middlesex PAC & PACADA/SRC; DMHAS Central Region Advisory Committee; participated in Statewide Point in Time Survey for Union/Middlesex Counties; PAC/PACADA merger meetings (Union and Middlesex); Union County SRC Sub-Committee reviewing commitment documents.
- Anne Dobb: currently participating on the new NASW-NJ Membership/Marketing Committee and the NASW-NJ Conference/Continuing Education Committee.
- Tish Isack: represents RSH on the Coalition for Family Caregiving.

### **Continuing Education:**

- Social Work staff continue to pursue appropriate CEU programs to maintain their licensing with emphasis on Psychiatric Care for the Elderly, Mental Health Services, Co-Occurring Disorders and Alzheimer's disease.
- POLST Training.
- MDS training through Zimmet.
- Tele-conference regarding Psychiatric Transfer Form/ Standardized Medical Clearance Protocol, MDS April 2012 changes, PASRR Level I and II revisions.
- E-ARC PAS training.
- PASRR training.
- Offering of 3 Complimentary Social Work CEU Seminar programs.
- In-Service from Trinitas Regional Medical Center regarding Involuntary Outpatient Commitment (IOC).
- Completing all mandatory RSH training requirements
- Various programs presented by pharmaceutical representatives.
- Crisis Intervention Training.

### **Individual Staff:**

- Liz Migneco is serving as Chair of Union County PAC.
- Medical Social Workers received the Meada Alexander Caring Hearts Award.
- Ellen McNamara continues to be the primary Social Worker in the PASP program.
- Cornerstone Social Workers continued obtaining information regarding co-occurring diagnosis of mental illness and developmental disabilities. Cornerstone maintained contact with several agencies (DDD; UMDNJ; Trinitas Regional Medical Center; Princeton House and Statewide Clinical Consultation & Training Team/SCCAT) to continue to implement best practices for this specialized population. The CS-SW staff attended “Multicultural Perspectives in Developmental Disabilities”, “The Intersection of Culture, Mental Illness & Ethics” as well as “Advanced Assessment & Diagnosis Using the SCM-IV-TR & a Preview of the SCM-5” and the information has been helpful with the patient population. Psychiatric SW Supervisor continues to receive regular email from Union County Mental Health Administrator’s Office, as well as other various state agencies, regarding update information with this population. The NJ State DDD web site is also reviewed monthly for any updated information, which is shared with CS SW staff. The expansion of SCCAT this past year focused on the geriatric mentally ill population, not DDD. CS-SW staff had a first year MSW student from Rutgers, who finished in May 2012. CS-SW continues to monitor the Plan of Correction from our Acute Care Federal Survey (Treatment Plans and Psychosocial Assessments) and also completed the yearly in-service review of the Treatment Planning Process.

### **Performance Improvement and Education Dept.**

- Schedule, track and monitor the completion of all the state and federally mandated requirements for training including

- the newer requirements on Violence in the Workplace, Safe Patient Handling, and CNA training for dementia residents.
- Transition from Peminic to Verge Solutions, covering incidents and patient relations issues. Educate managers and staff on the use of the new platform, and begin developing reports from the system.
  - Coordinate educational efforts with the Nursing Dept through the newly implemented Education Committee.
  - Re-educate department heads and / or their designees to access employee data and reports on Silverchair, with an emphasis on how to find ID numbers and print out an employee's education profile.
  - Complete written curricula for the Nursing Orientation modules, setting the RN/LPN specific modules as the highest priority.
  - Coordinate CPR classes for the facility, and offer CPR to a wider group of staff (LPN's, AT's, PT's and OT's)

### **Activities Therapy**

- During the National Activity Professionals Week celebration, we offered a ZUMBA Class for residents and staff. This program by Serenity Fitness is now offered to residents every other month to improve physical mobility. Also during this week long celebration, the Activities Therapy Department had "Runnells T-Shirt Day," in which all facility staff wore their blue shirts in support of team work.
- Clinical staff participated in the (6) six educational lectures on Alzheimer's Disease/Dementia sponsored by the Education Dept and mandated by the NJ Dept of Health and Sr. Services.
- Educational Endeavors: The Activities Therapy Department continues to mentor Music Therapy students from Montclair State University ranging from freshman to seniors and also Graduate students. Our (3) three board certified music therapists provide opportunities for the students to practice their talents, as well as clinical skills in our long term care and behavioral health units. This year we mentored 18

students and had several students come to RSH just to observe the music therapy process. Our staff also mentored one psychology student from Kean University. Each of these students was provided with clinical supervision as they observed small group and 1-1 interventions. Discussions on how residents respond to a variety of activities were held to give the clinician the opportunity to communicate their observations, feelings and visions for the healthcare field.

- Providing community accessibility for the residents and patients of RSH is always a priority. This year residents attended Somerset Patriots games, Paper Mill Playhouse, Point Pleasant Beach, shopping at the Dollar Tree stores, movies, concerts in the part, Olive Garden and SCOOPS Ice Cream Shop just to name a few. We also arrange trips for our cognitively impaired residents through outings to Pizza Hut, SCOOPS, Concert in the Park and viewing the holiday lights throughout Union County. Getting out and socializing with the public is key to keeping residents/patients engaged in their environment. The Cornerstone patients are taken out once a month through their leisure education class. They are taught how to find cost effective activities in and around their homes such as attending the Concert in the Park, libraries, museums, bowling etc.
- This department provided several special events for the residents/patients during the year. They included Candle Light Dinners for Valentine's Day, Spring, Autumn and Thanksgiving, seasonal parties, the courtyard carnival and The Senior Prom. This year we also put on the RSH Family Fashion Show. Many staff, family members, Junior and Adult Volunteers modeled the latest fashions. The American Health Care Clothing Company graciously donated outfits for our residents to model.
- Two professional staff member members were hired: 1 Music Therapist and 1 Recreation Therapist. The Music Therapist is responsible for documentation and programming in long-term care and the Recreation Therapist is responsible for documentation and programming on the Behavioral Health Units. We now have a full complement of professional staff with varying backgrounds.

- In an effort to help reduce the county deficit, the Activities Therapy Department changed staffing of the Recreation Therapy Aides positions to Institutional Attendant positions. To date, 1 CNA has been hired. The responsibility of this individual includes assisting residents with feeding, facilitating recreational activities on weekends and evenings as well as accompanying residents on community outings. This measure will help the Nursing Department reduce their overtime budget.

### **Volunteer Services**

- Recruited 45 new volunteers to assist in the Physical Therapy and Occupational Therapy Departments, Volunteer Guild Coffee Shop and Gift Shop, Activities Therapy Department and Food & Nutrition Services.
- Purchased and programmed electronic cash register for the Volunteer Guild Coffee Shop to better assist the volunteers in organizing their funds. Trained all new and veteran volunteers on its use. Provided Infection Control education on food handling and supply inventory.
- Hosted The 49<sup>th</sup> Annual Volunteer Awards Luncheon at the L'Affaire Caterers in Garwood. Sixty-four (64) groups and 288 individual volunteers were honored. Calculated earned savings for the County of Union was \$304,569.34 (based on \$16/hr. with 19,035.35 hours of community service provided).
- The Junior Volunteers continue to provide hours on Saturday mornings and afternoons, as well as Sunday mornings. They have greatly assisted the Occupational and Physical Therapy Department with the sub-acute residents. Many of the Junior Volunteers are looking to gain experience in the healthcare field. Two other junior groups are the Key Clubs of Union High School and Jonathan Dayton Regional High School. They have assisted at the courtyard carnival, St. Patrick's Day party and the Candlelight Dinner.
- The Director of Activity Therapy spoke to one community agency and two business companies regarding the



advantages of volunteering. The Berkeley Heights Senior Citizens continue to donate bingo prizes and clothing items for those in need. The resident volunteers were taken to Berkeley Heights Senior Citizens meetings where they performed a sing-a-long. Also, the residents were taken to the Westlake School to play bingo with the students and learn about class programs.

- The Volunteer Services Office assisted the Runnells Specialized Hospital Volunteer Guild in obtaining an incorporation status for the purpose of providing raffles as a fundraising project.
- Planned, organized and solicited community organizations to donate holiday gifts for the residents/patients Annual Gift Distribution. The groups included schools, churches, Girl and Boy Scout Troops, community service organizations and businesses such as Mary Kay Cosmetics and The L'Oreal Corporation.

### **Maintenance Department**

- Renovated Beauty Parlor.
- Remodeled Physical Therapy.
- Replaced commercial water heater in Laundry.
- Completed additional emergency generator lighting.
- Rehabbed numerous 1 West resident/patient rooms.
- Solar power tie-in into hospital electrical grid.
- Replaced numerous aged HVAC incremental units with new units.
- Normal maintenance and preventative maintenance.

### **2013 Initiatives**

Improving and maintaining occupancy in the nursing facility remains a primary goal. As sub-acute services are vital to reaching financial goals, Runnells will focus considerable attention on referral sources in this area.

## **Other goals will include:**

### **Medical Services**

- Convert 25 rooms on 1West Sub Acute Unit to private rooms; redecorate and furnish as necessary and make a unit specialized in “Geriatric” rehabilitation.
- Reopen 1East 25 beds and make a unit specialized in orthopedic rehabilitation and younger patients.
- Redesign and covert nursing station on 1West and 1East to increase functionality
- A two-year plan to improve customer service to all residents and patients.
- Establish an “outside” patio on the rooftop of the facility for 2East and 2West.
- Increase occupancy.
- Increase turnover rate in Cornerstone Units.
- Maximize reimbursement.
- Search for new sources of revenue – outpatient PT/OT.
- Accountable Care Organization to reach out to Atlantic Health Services.
- Bundled payments contracted with physicians to provide services.

### **Nursing**

- Implement INTERACT clinical strategies and focus on maximizing care and services to prevent re-hospitalization and strengthen relationships with referring facilities.
- Attend external seminars and meetings to remain current with industry standards and changes in the delivery of healthcare and healthcare finance.
- Enhance relationships with referring facilities to identify needs and promote marketing opportunities.
- Identify areas to decrease expenditures and increase revenue for the facility; develop bid for VAC.
- Contract wound care supplies to reduce cost.
- Monitor equipment and resident care items such as incontinent care supplies, air mattresses quarterly for increase cost.

- Maintain post fall acute care evaluations at or below 5% and new fracture rate at or below 0.4%.
- Successful Department of Health Surveys and Compliance with all regulatory and licensure standards.
- Provide quality resident and patient outcomes that support quality of life.
- Increase Medicaid Average CMI to 1.10 thru accurate MDS Assessments. Identify hospital acuities upon readmission, in-house rehabilitative services and other acuities.

### **Social Work**

- The American Psychiatric Assoc. (APA) approved on 12/2/12 updates, revisions and changes to the Diagnostic and Statistical Manual of Mental Disorders (DSM). It is the first significant update to the DSM in nearly two decades and the revised edition will be DSM-5, and may be available as early as May 2013. Conferences and training will be explored in order to have the CS-SW staff proficient in the use of this new manual.
- Affordable Care Act (ACA) is in the process of transforming the entire health care system in this country, and CS SW staff need to be updated on these changes, including: Medicaid Transformation; Health Homes; Accountable Care Organizations (ACO) and other aspects of ACA. Training will be explored in order to continue to provide the necessary tools in order to maintain our quality of care and service.
- Obtain sufficient CEU's for licensure as per State regulations (including completion of mandatory in-services provided by Runnells).
- Complete all documentation & assignments within required timeframes.
- Complete/facilitate all group sessions as assigned; report any suggested/necessary changes to supervisor before the change occurs.
- Establish email and telephone communication a minimum 3X per day.
- Participate in PI projects/programs as requested.
- Uphold & advocate for all resident/patient rights at all times.

- Review all department policies and procedures a minimum of once a year, review all new and revised facility policies that are forwarded via email/Trove System.
- Attend all department meetings. If absent; review minutes, clarify any issues, sign and date department minutes as “reviewed” on bottom of sign-in sheet.
- Perform all duties within Federal, State and Licensure standards/statutes.
- Review NASW Code of Ethics and NASW Standards of Practice a minimum of once per year and be guided in professional conduct by these documents.

### **Performance Improvement**

- Complete the transition from Peminic to Verge Solutions. This requires a test phase and a facility wide training program on the use of the new platform for events. This will be followed by implementation of the Patient Relations module which is similar to the Events module. In addition, reports will need to be designed, using the new system.
- In conjunction with the Verge training, provide education on how to improve the quality of incident reporting.
- Manage all of the Nursing Departments orientation and education requirements, other than what occurs as part of plans of correction from state and federal surveys.
- Streamline processes related to education tracking and performance improvement activities, in order to maintain mandated Performance Improvement and Educational requirements with minimal staff.

### **Activities Therapy**

- Provide better utilization of storage space to keep residents/patients safe within the dining/recreation areas.
- Provide residents/patients with an opportunity to interact with the community utilizing public and private school programs (Adopt-A-Resident), college affiliations, and community organizations via volunteer projects.

- Continue to offer cost effective out trips for resident/patient participation to enhance their quality of life within the community and within the budgetary allotment.
- Offer and promote greater self-reliance and pursuit of leisure activities for the long term care sub-acute residents through 1-1 and small therapeutic group sessions. Assess resident's functionality to complete at least one activity/project within their length of stay.
- Re-design daily Activities Therapy programs as they relate to residents/patients needs, interdisciplinary goals and the new state and federal regulations. Monitor staff abilities to complete mandated tasks and utilize the appropriate supplies to carry out these goals.
- Train newly hired Institutional Attendants to provide a variety of group and 1-1 recreational activities covering seven days a week. Also, educate new employees on the safety factors for accompanying long term care residents on community outings.
- Provide entertainment for residents/patients special events utilizing the purchasing order system. All vendors will be subject to completing the Business Registration Certification.

### **Volunteer Services**

- Recruit volunteers to assist in Coffee Shop and Gift Shop.
- Educate new volunteers in Infection Control.
- Review Coffee Shop protocols with current and new volunteers to ensure safety and appropriate infection control measures.
- Recruit volunteers for weekend shifts.
- Reinstall security camera in the gift shop.
- Continue to circulate volunteer opportunities flyer throughout the area.
- Update Volunteer Works software as needed.
- Self-educate in new Volunteer Works software to properly utilize the program to the best of its functionality.
- Prepare and forward correspondence to all volunteers who have not fulfilled their obligation(s) as a volunteer for the past six months to one year.
- Update all necessary files in Volunteer Works to reflect current information.

- Review, revise and reorganize all files necessary within the department.
- Research possibilities of archiving volunteer files i.e. scanning documents and retaining same in computer.
- For cost effective purposes, purchase t-shirts for junior volunteers
- Provide active volunteers with rewards program in a cost effective manner.

### **Maintenance**

- Continue HVAC incremental unit replacement program.
- Complete 1 West room renovations.
- New elevators installation.
- Normal maintenance and preventative maintenance.

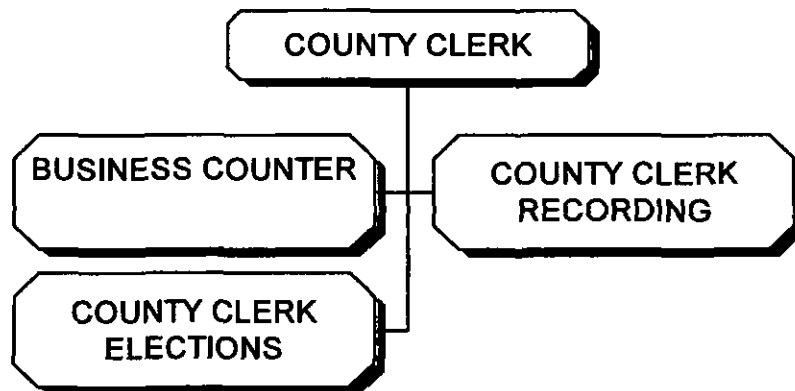
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# Office of County Clerk

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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.

## **2012 Accomplishments**

### **Recording**

The real estate market started its recovery in 2012 with property document recording volume increasing 2.5 percent. Revenues derived from property recordings increased about \$6 million dollars or 30 percent over 2012. Foreclosure Filings, which were not permitted to be filed under a court moratorium issued in 2010, were lifted from restrictions in September 2011. Courts, however, due to the signing scandal, heightened the scrutiny of these cases which has slowed the process. *Lis Pendens* or pre-foreclosures increased to 1,500 from a low of 604 in 2010 when the moratorium was initiated.

The Union County Clerk also continued active participation in the countywide Foreclosure Task Force designed to assist homeowners threatened with or facing foreclosure. Written materials designed to assist tenants and homeowners were provided via website and to each municipality. 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 recording system, begun in 2007, increased its volume for its e-filing customer base. A total 54.9 percent of all discharge recordings and assignment recordings were received through e-filing in 2012, 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. Document searches are available from 1977 to the present for title companies, banks, clients and

other interested parties. This allows for paper records, typically maintained in the Public Record Room, to be archived and/or destroyed. More than 850,000 customers accessed property records online in 2012.

As older deed and mortgage books are scanned, the books are removed from the Record Room and transferred to Archives to be preserved. In 2012 three years of books, 1987, 1986 and 1985 were scanned in house by staff and uploaded to the website bringing the total document images and years from 1985 to 2012 available for public access. In addition 78 older Mortgage Books housed in the Record Room were recreated for use by the public. The Record Room will be reconfigured to take into account the removal of the books which have been scanned, making it more customer friendly.

As part of a long range plan, the Recording Division began placing Inheritance Tax Waivers from 1996 to 2012 on the Clerk's Property Website, bringing a total of 23 document types to the site. Indexing and scanning of the Waivers was conducted in house by staff saving costs.

The imaging and e-filing functions of the office were recertified by the New Jersey Division of Archives and Records Management during the year.

The Union County Homeless Trust Fund, initiated by a Union County Board of Freeholders resolution in May 2010, continues to provide for the collection of a \$3.00 surcharge for all recorded documents in the Clerks' Office. The funds are turned over to the County for assistance to the homeless. A total of \$162,000 was collected for 2012 bringing the accumulated total to more than \$550,000 since the funds' inception.

### **Elections**

Four elections were held in 2012 including the Primary Election in June, two Special School Elections in Westfield in September and again in December and the General Election in November. There were several petition challenges in the Primary Election and the Clerk conducted a Summary Hearing in one challenge in Elizabeth which went to court where her decision was upheld.

A major change to the 2012 Election cycle year was the merger of the School Board Election, traditionally held in April, into the November General Election. Concurrently, the Clerk became the acceptance agent for

nomination petitions for the School Board and designed the non-partisan ballot to appear with the regular General Election ballot.

Two critical events occurred in the 2012 General Election: a new voting software program, the Dominion Image Cast Central (ICC) Program, was introduced for the November election which allowed Vote-By-Mail and Provisional Ballots to be determined and designed via voting target positions and produce PDF's for the ballot printer. The second event was the occurrence of Superstorm Sandy several days prior to the General Election.

The storm impacted severely on the conduct of the election due to loss of electricity, displacement of people from their homes, road closures, severe disruption of mail delivery and other unforeseen situations. The State issued several directives in an attempt to address issues arising from the storm. The Clerk's Office continued its tradition of Saturday hours for those seeking Vote-By-Mail Ballots and also opened its offices on Sunday. More than 3,200 people were assisted with ballots in the four days prior to the election.

Additionally, staff worked 24/7 to accommodate those "displaced" voters who were allowed to vote by e-mail or fax. The staff assisted more than 1600 voters with e-mail/fax ballot processing in a four-day period.

A significant advance in Elections was the expansion of the Vote-By-Mail satellite office in Westfield. Opened last year, the office serves county residents particularly those in the western portion of the county. This second location generated greater accessibility and convenience in obtaining an application and a ballot, and allowed people to vote in one location, moreover for each of the four elections held in 2012. Thousands of 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 and reached 7,168 in 2012. 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 2012. It was distributed county wide along with a 2012 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 the Primary Election also were made accessible on line.

A new initiative, a continuous tally update on the Clerk's Website, was introduced in the General Election allowing access to up to date vote results to the public and media outlets.

Using the "Walk Sequence Protocol" for mailing the sample ballots, the Clerk saved more than \$11,000 on sample ballot postage in 2012 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 filing of Veteran Discharge Papers and Issuance of Veteran Photo ID's. Along with Veterans cards, the office now is able to process Notary Publics, file Inheritance Tax Waivers, issue Trade Name Certificates, and process Passport, Passport Cards and photographs.

The Clerk's Westfield Office sponsored a Passport Fair in March in celebration of National Passport Day. The National Passport Processing Center conducted an audit of the Clerk's offices during the year. Their report commented, this office "...is a very well managed program with knowledgeable acceptance agents."

Eleven passport staff attended a rigorous one-day program conducted by the National Passport Office. The Union County Clerk's Office hosted this statewide event. Each individual was tested and all staff received their certification in passport processing. Passport outreach was conducted in October at Oratory School in Summit.

As part of its recreation program, an Oath of Office Book used by attorneys and elected officials was recreated.

The Clerk's Office also coordinated a statewide Municipal Clerks Conference in May. The Clerk taught an Ethics course at the event.

Additionally, the Clerk continued to chair the Civil War Sesquicentennial Committee which opened an exhibit in the Courthouse Rotunda and hosted an official opening and subsequent speaker on the Underground Railroad. Visitors to the courthouse have made many positive comments on the display.

## **2013 INITIATIVES**

### **Recording**

A major initiative will be the expansion of the current e-filing recording system to include more property documents. Currently, discharge and assignment documents are received through e-filing. Expanding the system to deeds, mortgages and other land documents will eliminate paper, cut postage costs, save staff time and add to the greening of the county.

A second important initiative is the upgrading of the mainframe infrastructure which will allow the office to expand the database for at least another seven years. The upgrade will be compliant with all state retention and disaster recovery requirements.

In addition, the Clerk's in-house project of backscanning documents for the property web site will continue. Documents from 1985 to 1977 will be prepared and scanned to be uploaded on the website.

The Clerk will continue to participate on the Union County Homeless Trust Fund Committee in 2013.

### **Business Office**

A project to complete the Inheritance Tax Waivers scanning back to 1977 will be completed this year. In addition, Construction Liens and Physician

Liens will be put on the website completing the document types to be accessed by the public.

The integration of the Business Office and Recording Accounting Systems will be completed in 2013.

### **Elections**

The office will inaugurate a dedicated e-mail address for voters to access voting information. In addition, all sample ballots will provide web information beginning in 2013 for easy access to voters

A staffed voting office will continue in Westfield for the Primary and General Election and any other special elections which may occur, a month prior to each event to assist voters with applications and ballots for voting by mail. The main office in Elizabeth will continue to assist voters. A 2013 Election Date brochure will be issued along with a 2013 Election calendar.

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# Office of the Prosecutor

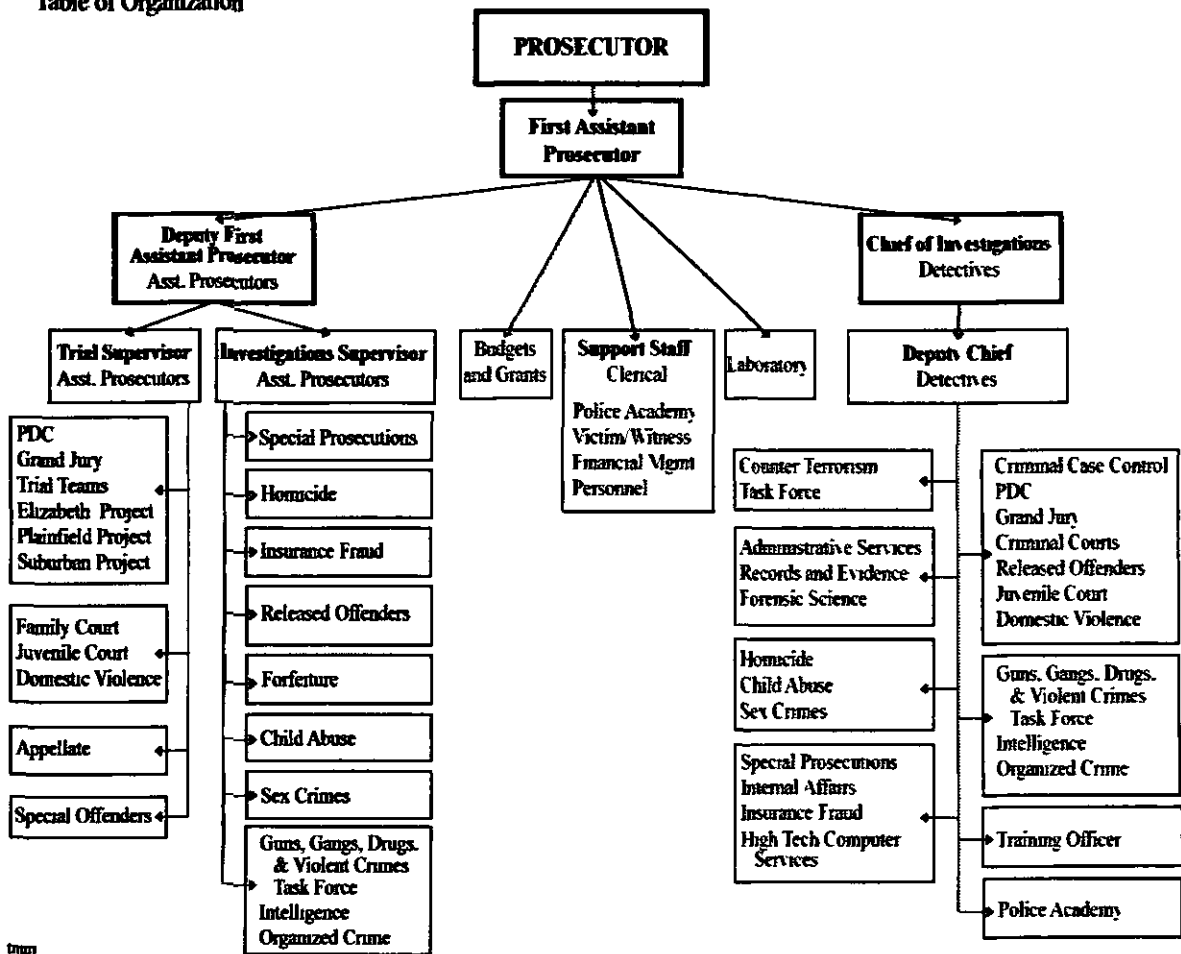


# Organizational Chart

## Office of the Prosecutor

### UNION COUNTY PROSECUTOR'S OFFICE 2013

Table of Organization



# **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.

## **2012 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 and members of municipal police departments, 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.

Among the highlights was the successful arrest and prosecution of Carlton Franklin, a then 51-year-old man who murdered his neighbor in Westfield more than 30 years earlier. Through the Cold Case Unit of the Homicide Task Force, detectives reexamined evidence and, using the forensic laboratory, were able to identify Franklin as a suspect and quickly make an arrest. It was a perfect combination of shoe leather investigating and modern investigatory methods.

The Office saw a continuation of effective policing techniques following an earlier effort with the Plainfield Police Division that shut down a dangerous unit of the MS-13 street gang. 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 opened a new Child Advocacy Center that serves the young victims of physical and sexual abuse in a modern facility. The new center brings together law enforcement, medical staff and counseling services.

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.

## **2013 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.

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.

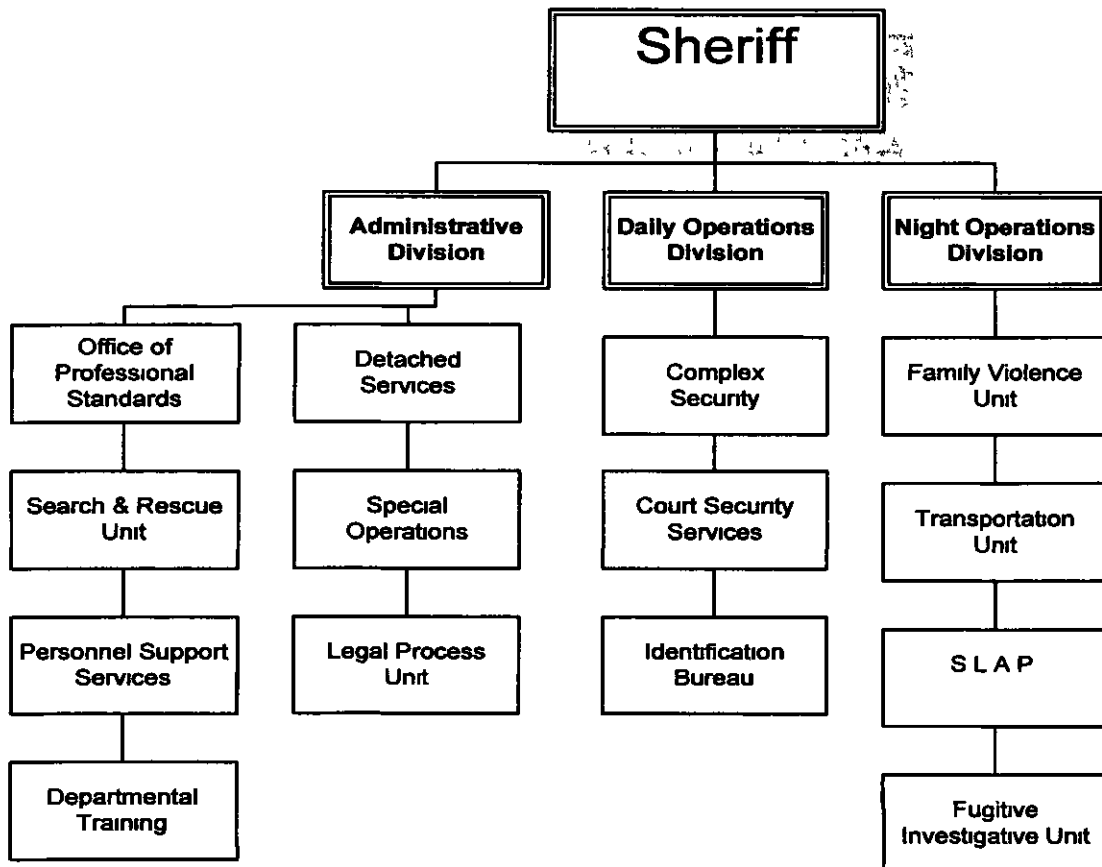
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# Office of the Sheriff

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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.
- Community education programs.
- Maintenance and responsibility of the Union County Pistol Range.
- Re-routing of non-violent offenders into S.L.A.P. (Sheriff's Labor Assistance Program).
- Provision of emergency medical response services within the Union County complex in Elizabeth.
- Support services to local, state and federal law enforcement agencies upon request.

## **2012 Accomplishments**

- Upgraded software in business office operations, making this fee generating system more efficient, absorbing the loss of clerical staff.

- Realigned staffing and personnel based on 2012 staff reductions and a wave of retirements.
- Expanded our Computer Automated Dispatch system to improve manpower allocation in required areas.
- Continued to expand the Power DMS Program reducing paperwork and moving towards paperless training and incident reports.
- Responded to Emergency efforts with a prudent use of personnel
- Partnered for development of security plan for the new courthouse on Cherry Street

## **2013 Initiatives**

- The consolidation of services throughout the various units to maximize manpower during idle periods due to the various court schedules.
- Explore the idea of developing a “Civilian Volunteer Corps” to assist the Sheriff with community assistance programs.
- To establish a “Liaison Officer” to attend the various meeting within the Law Enforcement community in an effort to advise the Sheriff on how to best assist the local departments if requested.
- The Training Unit will continue to develop supervisory staff thru training classes and seminars.
- Develop a Field Training Officer program to augment the academy training of new officers.
- Continue the process of self study and evaluation of office policies and procedures through accreditation with the New Jersey Police Chiefs
- In 2013 we will continue to participate in the Union County Foreclosure Committee to help the residents of Union County to prevent foreclosure by educating them in legitimate programs that are available to assist them.
- Participation in crime-preventing partnerships with the citizenry and information-sharing programs in an effort to deter crime.
- Development and implementation of an effective disaster response and recovery program to assist the various communities when needed.

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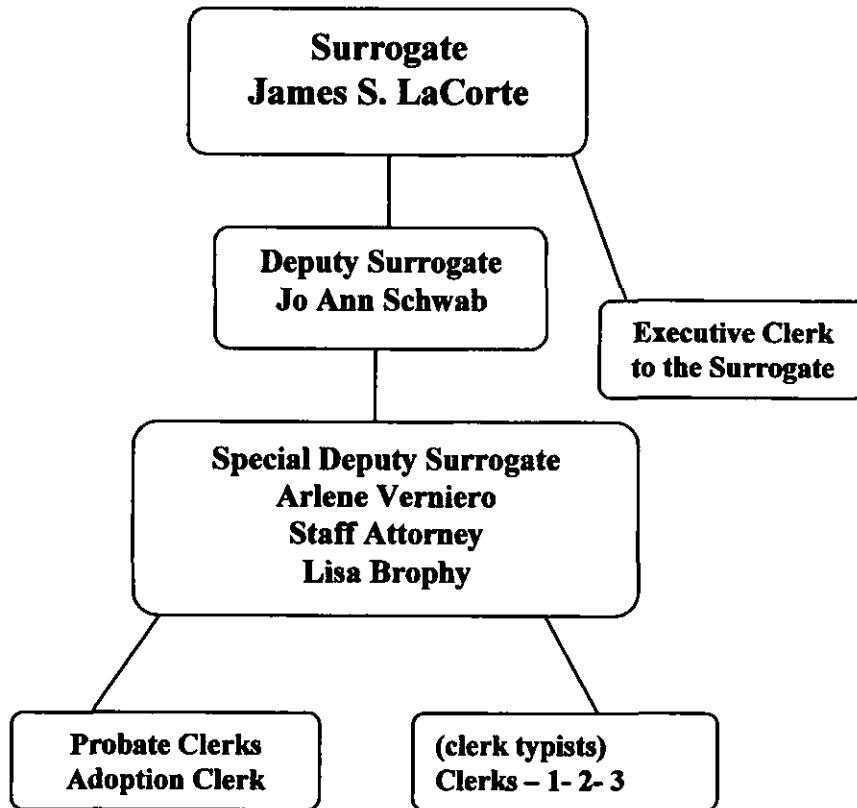
# Office of the Surrogate



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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. Filing of monthly court reports to the AOC.

- 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. Court Monitoring Program, Scanning and record retention procedures.

### **Surrogate's Court**

Clients are individually interviewed by the probate clerks. Appropriate computerized applications and related documents are prepared by these 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 2012 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.

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.

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 1993 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 in the record room as well as other clerks in the office. These individuals also provide the client with knowledgeable assistance in person and on the phone inquiries. I

have a high expectation to deliver service on a personal level so there are no answering machines or recorded messages in our office.

### **Deputy Clerk, Superior Court**

Contested wills, formal accountings, contested administrations, incapacitations, adoptions and petitions for withdrawal of funds from a minor's funds are referred to Superior Court, Chancery Division, Probate Part with the filing of the appropriate complaint in our office. The Court Clerks, attorney and Special Deputy reviews, schedules and processes the complaint through to the final judgment. Under the direction of the Special Deputy Surrogate and the Staff Attorney, motions and hearings are scheduled on a bi-monthly basis. The Staff Attorney 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 has conducted 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. Beginning the first Monday in January we are switching the Rahway location and moving to Linden. Evening hours there will be conducted at the Linden Public Library which provides comfortable conference rooms and handicapped access for our clients.

Residents who wish to conduct evening hours must set up an appointment 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 on arranged evenings.

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.

## **2012 Accomplishments**

### **New Software System**

With the new automated the staff is allowed to cross reference many cases, Superior Court, Minors, Probate and Administrations. It allows me and the Deputy the availability to carefully monitor cases in the office, the finance system, court calendars and minor accounts. The system has a detailed reporting system and can be designed to our specifications. This process has been in the work for about a year. It was installed in the office and went live in July of this year. The process took a lot of management time for the Deputy and Special Deputy to test the system and manage the migration of old case and documents with the new system.

Clerks were allowed to train and test the system for a month before the initial "go live" date. In addition to the probate part of the office the system includes Superior Court Matters, Minor's Accounts, the Financial Component, Adoptions and a reporting system.

### **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.

### **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 57 households or hospitals to take signatures on estate matters. Appointments are scheduled for the homebound for a number of reasons and it is my pleasure to serve the public in this manner.

### **Clients**

The office saw over 3200 clients this year, and handled approximately 9363 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. 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 identify 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. This year the gentlemen who was the head of the Monitors decided to retire, and we were very fortunate that our Adoption clerk, Janet Yanusz, who also retired, volunteered to take the responsibility of chairing the committee. The Court Volunteers are used to monitor a person who has been adjudicated incapacitated; these cases are selected on a random basis, Janet will come in and pull the files on these cases and assign them to the volunteers. . 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.

The State of New Jersey Administrative Office of the Courts is intending to set up their own monitoring system, however, they will be hiring accountants who will visit all 21 Counties and send letters to the guardians on a yearly basis to report on the condition of the incapacitated person. This system is different from ours; where we actually send people to check on the client, they will be seeking financial reports.

### **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. This year, in November, we have gone out for

proposals by the Administrative Office of the Courts for both the primary and secondary accounts.

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. The State has initiating a web based program for adoptions. This is in addition to the "bluestone" program that is now in our office.

## **2013 Initiatives**

#### **New Court Rules**

The Administrative Office of the Courts is now preparing to become monitors of incapacitated persons, they have been working with the company which supplies the "bluestone" program to 14 out of 21 Surrogates. With the permission of the Surrogate, and the necessary agreements in place the new system will be able to supply the State with the necessary information to conduct their audits. This information will all be captured from documents that are deemed "court documents" The responsibility of maintaining, security and training for this program lies solely with the ACO.

#### **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. The Staff Attorney, and myself must maintain certain credits in order to be able to continue to practice law and we also attend classes.

### **Renovations**

Renovation on the fire suppression system in the office, record room and vault have taken place in the office, although the work is not completed the majority of construction is out of the way.

I have expressed an interest in updating the hallway and reception area in our office. Construction took place on the staircases leading to our offices and they have refigured the hallways outside of the main office. In addition we had to make some changes to the original drawing to allow access for handicapped persons. I have asked Building Services to update the décor and thoroughly clean the floors and 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 – 2013**

Our current order with Investors Bank ends on Dec. 31, 2012. During the month of November the Administrative Office of the Courts required that we send out proposals for new services for our Minor's Accounts. This was done and returnable on December 3, 2012. Once they are returned the Assignment Judge will make the determination which banks we are required to use.

### **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.

This year we designed and printed a new brochure (enclosed) in both English and Spanish. It is titled "The Most Important Document You Can Have".

**Evening Hours:**

We anticipate the successful transition of evening hours from Rahway Recreation Center to the Linden Public Library. The Mayor and Clerk have been copied on our correspondence with the Library Director and are extremely happy to have us use this state of the art facility. The Library will provide a convenient setting with handicapped amenities that will serve our clients well.

**Training:**

With the office needing to compensate for the loss of experienced personnel, the Deputies have been training personnel to take on additional responsibilities. Since most of the work is legal documents it is necessary to have everything reviewed by the staff attorney and deputies for accuracy. These court rules and procedures are not learned overnight, it takes months to train one person to handle probate matters.

**Expand Outreach Program**

It is my intention to expand the outreach program to the communities by visiting commerce organizations like Rotary and the Optimists Clubs, whose membership in many cases are surprisingly lacking in knowledge concerning Last Wills and probate matters.

**Guardianship Monitoring Program**

We will continue the integration of our Guardianship monitoring program with one being instituted by the State while maintaining Union County's program integrity which is now one of the leaders Statewide. The Union County program takes on a more personal approach to the confined and sheltered segment of our community. The individual who now monitors the program is a retired employee with much experience about the guardianship process.

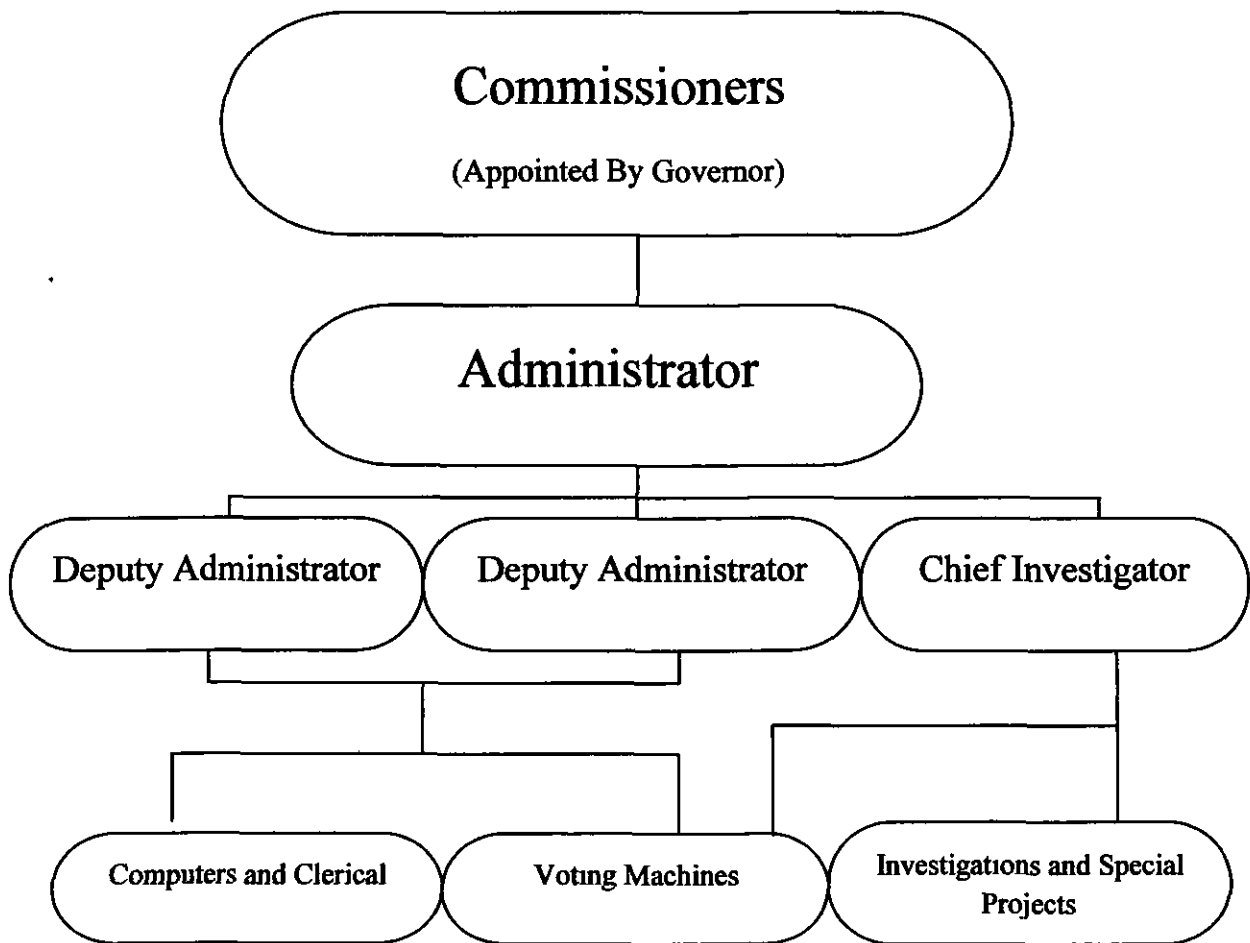
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# Board of Elections

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# Organizational Chart

## Board of Elections



# **BOARD OF ELECTIONS**

## **Mission**

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

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

## **Programs & Services**

The board provides election-related services to the 300,000 active and inactive voters registered in Union County, including:

- Processes new registrations (averages 15,000 per annum).
- Processes registration transfers both in and out of Union County (averages 40,000 — 60,000 per annum).
- Trains and assigns more than 2,000 district board workers for each election.
- Trains and assigns more than 50 election deputies to assist this office on Election Day (on a local level).
- Provides, upon request, mock elections and demonstrations of the AVC Electronic Voting Machines for students, civic groups, or any group requesting the same.
- Maintains a digitized signature verification system for poll book creation and petition verification.
- Maintains a computerized system of all active and inactive voters in Union County.

### **Voting Machine Maintenance**

As part of its responsibilities, the board maintains, services, prepares,

and coordinates the transportation of 500 voting machines for each municipal, primary, general, special school and annual school board election conducted within Union County.

### **Americans with Disabilities Act (ADA) Compliance**

The board cooperates with local, state, and federal agencies to ensure that the 193 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.

## **2012 Accomplishments**

- Updated Mail-in ballot System

## **2013 Initiatives**

- Update voting Districts

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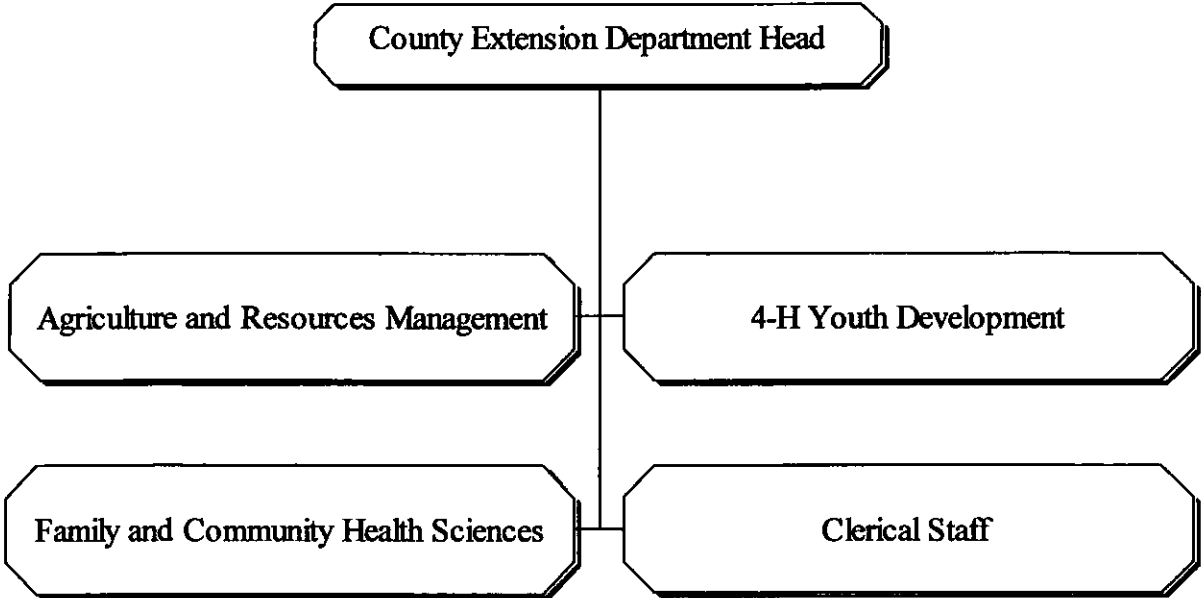
**Rutgers Cooperative Research and Extension  
of Union County**

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# Organizational Chart

## Rutgers Cooperative Extension





# **RUTGERS COOPERATIVE EXTENSION OF UNION COUNTY**

## **Mission**

Rutgers New Jersey Agricultural Experiment Station (NJAES) Cooperative Extension helps the diverse population of New Jersey adapt to a rapidly changing society and improve their lives and communities through an educational process that uses science-based knowledge. Through science-based educational programs, Rutgers Cooperative Extension enhances the quality of life for residents of New Jersey and brings the wealth of knowledge of the state university to local communities.

The mission of NJAES Cooperative Extension is to ensure healthy lifestyles; provide productive futures for youth, adults, and communities; enhance and protect environmental resources; ensure economic growth and agricultural sustainability; and improve food safety and nutrition by disseminating this science-based knowledge through outreach programs.

The program thrust areas include:

- Economic Growth and Agricultural Sustainability.
- Healthy Lifestyles.
- Human and Community Development.
- Environment and Natural Resources.
- Food Safety and Nutrition.

## **Programs & Services**

### **Agricultural & Resource Management**

The Agriculture and Resource Management Program in Union County provides educational programs and services that promote environmentally sound practices to commercial horticultural and pest management businesses, as well as county and municipal parks, and public works and health departments. Programs include Pesticide Applicator Training and Department of Environmental Protection

pesticide re-certification classes, Integrated Pest Management, Home Gardening and Lawn Care, Lyme Disease Prevention, and the use of Rain Gardens for Stormwater Management. Volunteer Master Gardeners, trained by Rutgers Cooperative Extension faculty and staff, provide teaching and consulting services to residents of Union County.

### **Family & Community Health Sciences Department**

Staying Healthy, Raising Healthy Kids, Eating Right - Living Well are the focus of Family & Community Health Sciences (FCHS) community outreach. FCHS helps people throughout the state stay healthy, enjoy life, be active, and reduce health care costs. FCHS encourages today's busy families and individuals to make choices to improve health through a variety of workshops, publications, and on-line learning opportunities. FCHS combines research and practical advice to improve health for a better tomorrow. County residents receive research-based information in several areas related to healthy lifestyle including: nutrition, health literacy, health finance, physical activity, food safety, food allergies and environmental health, mainly reducing asthma triggers.

The Supplemental Nutrition Assistance Program – Education (SNAP-Ed) grant provides federal funds to hire paraprofessional and professional staff to teach nutrition education classes to individuals and families in need in Union County. SNAP-Ed in the schools promotes fruit and vegetable consumption to pre-school students and those in grades 2-5 in 10 schools. Additional nutrition and health education is provided to Community Access Ltd, PROCEED, Bridgeway, Eastern Union County YMCA and various farm markets throughout the County, and the Abbott District Preschools. In-service education of teachers, school nurses, social workers and food service workers covers obesity prevention education and food safety.

A collaborative nutrition project with the Division on Aging provides funding to improve the nutritional support of seniors through the Congregate Meals program at 25 senior sites throughout Union County.

FCHS *Get Moving, Get Healthy, NJ* educational programs and classes emphasize the need for behavior change to improve the quality of life

of individuals and families. A class titled “Small Steps to Health and Wealth” emphasizes financial management goals along with management of health goals. The Union County Healthy Kids Coalition works to provide strategies to address the issue of childhood obesity in the County.

#### **4-H Youth Development**

The 4-H Program provides youth with the knowledge, skills, and motivation to function effectively in the economy of a global society. Youth develop positive attitudes, competencies, and skills that are critical for employment and good citizenship. 4-H programs include: 4-H clubs, the Master Tree Steward Program, the Summer Science Program, and 4-H Camping. 4-H facilitates science and horticulture training to afterschool providers in Union County and provides programming for the Union County Juvenile Detention Center, Union County Parks Department, and the Shade Tree Commission.

## **2012 Accomplishments**

### **Agricultural & Resource Management**

#### **Community Vegetable Gardens**

##### **“Come Grow with Us”**

RCE teamed up with the United Way of Union County’s “Come Grow with Us” program and Assemblywoman Annette Quijano’s office to establish three additional community vegetable gardens. The new gardens are located at the First Baptist Church of Cranford / Elizabeth, the Senior Housing Complex on Division Street and Jewish Family Service of Central NJ in Elizabeth.

These new gardens join: Roselle Day Care, the Elizabeth Housing Authority, Jefferson Park Ministries in Elizabeth, the Union YMCA, First Baptist Church, Linden, the Sonic Restaurant in Elizabeth and the New Providence Senior Center in providing fresh produce to families.

Rutgers SNAP Educators gave a presentation to the Linden Family First children on the importance of eating fresh vegetables at the Linden First Baptist Church community garden. County Agricultural

Agent Madeline Flahive DiNardo provided two training programs to the Community Garden Coordinators and Senior community gardeners. She made visits to the gardens to help solve pest and drainage issues.

#### **“Plainfield Community Garden”**

Madeline Flahive DiNardo gave a lecture on starting a community garden at City Hall that was attended by council members, the head of public works, other community leaders and interested gardeners. County Agent DiNardo visited the site and took soil samples for pH and nutrient tests.

#### **School Gardening Projects**

Mountainside School District received a grant from PSE&G to install two hobby greenhouses at Deerfield School. Madeline Flahive DiNardo, County Agricultural Agent, consulted with teachers and administrators to help them prepare the grant application. RCE is a project partner. Madeline DiNardo taught an inservice training program for teachers on greenhouse management in October and will be giving another inservice in February. 4-H Agent Jim Nichnadowicz will be offering an inservice on gardening curriculum. Master Gardeners will be helping teach students.

Tamaques School in Westfield and Christopher Columbus School in Elizabeth received technical assistance from RCE for establishing and maintaining school gardens.

#### **Awards**

Madeline Flahive DiNardo received a National Finalist Award for Sustainable Landscaping from the National Association County Agricultural Agents for her work on the “Stormwater Management in Your Backyard” rain garden education project.

#### **Rutgers Master Gardener Program**

As of December 10, 2012 Master Gardeners reported 8,262 hours of service in 2011, valued at \$211,838.00 by Independent Sector ([independentsector.org](http://independentsector.org)).

### ***Introduction to Horticultural Therapy***

Master Gardeners offer an “Introduction to Horticultural Therapy” program to Union County agencies that serve special needs populations. In 2012, the program was offered Runnels Hospital, Children’s First School in Fanwood, and with the County Parks and Community Renewal Recreation for People with Disabilities program.

The County Recreational program for children with developmental disabilities was a six week session. At each session the children completed a horticulture related project. Master Gardener Mary Roberts prepared “Stories” explaining each step of the upcoming week’s project for the children’s’ parents / guardians so they could show the children what to expect at the next gardening session. The “Stories” help children with developmental disabilities participate in projects.

In 2009, Master Gardeners coordinated and installed a handicapped-accessible children’s garden with support from local landscaping companies and 40 businesses at Children’s First School in Fanwood. To ensure that the gardens are a part of the school’s curriculum, our “Introduction to Horticultural Therapy” (IHT) committee offers a gardening program to nine classes totaling 64 students with disabilities. Master Gardeners are at the school on a weekly basis, teaching 3 classes per week. Students grow and harvest vegetables, herbs and flowers that are used for class projects. The activities are coordinated with the school’s occupational, physical and speech therapists to meet the needs of the students.

### ***“Growing Lives One Seed at a Time” Enabling Garden Project***

RCE in partnership with Rotary International embarked on a cooperative partnership to establish Enabling Gardens in five counties, including Union County. The gardens will utilize Horticultural Therapy concepts to design gardens that can be used by people with disabilities and/or special needs to grow flowers, herbs or vegetables. The Union County site is at a Community Access home in Roselle. To start the project, raised beds were installed and planted with vegetables this summer (2012).

The Rutgers University Landscape Architecture department developed plans for the site. Fundraising efforts are being lead by Rotary International.

***Demonstration Garden Summer Camp and Public Visits***

Master Gardeners provided campers from Camp Starbright, the Center for Hope Hospice's Bereavement Camp, with a morning of educational activities such as herbal crafts, coloring with flowers, identifying trees, studying insects and harvesting vegetables.

The Annual Master Gardeners Spring Garden Fair and Plant Sale in the demonstration garden had 1,346 visitors and over 300 people enjoyed the gardens during the Trailside Harvest Festival.

***The "Sharing Garden"***

The "Sharing Garden" project, in which Master Gardeners grow vegetables for local food pantries, yielded over 2,460 pounds of fresh produce as of September. Since the project began, 18,908 pounds of produce have been donated to Union County residents.

***Seeds for Hope***

Since 2007, the Master Gardeners have arranged over 1,000 bouquets of over 23,435 flowers and greens, mostly grown in the demonstration garden at Trailside. The bouquets are given to cancer survivors and families cared for by The Wellness Community of Central Jersey, Overlook Hospital Oncology Social Services and the North Jersey Branch of the Susan G. Komen Foundation. These organizations provide support, education and hope to people with cancer and their loved ones.

***Garden Helpline***

The Garden Helpline provides environmentally friendly advice for residents on lawn and landscape maintenance and home insect pest control. Master Gardener "Helpliners" answered 1,515 inquiries on the County's Garden Helpline, (908) 654-9852, as of December 10, 2012. The Master Gardeners also identify ticks for residents concerned about Lyme and other tick-borne diseases.

The Helpline volunteers answered 702 phone calls, had 444 office visitors, diagnosed or identified 275 plant and insect samples and responded to 94 emails.

### **Robinson's Branch Watershed Implementation Project**

Michele Bakacs, Environmental and Resource Management Agent, along with the Rutgers Water Resources Program, received a four year \$512,000 319 (h) Nonpoint Source Pollution Control Grant from the NJ Department of Environmental Protection to implement stormwater management and water quality improvement projects in the Robinson's Branch Watershed. The grant provides funding to install "green" infrastructure solutions such as rain barrels, rain gardens, cisterns, and porous pavement that can help prevent pollutants from reaching the waterway, in addition to reducing the threat of flooding. The township of Clark and City of Rahway are both partners on the project.

A Robinson's Branch Green Infrastructure project website has been set up at

[water.rutgers.edu/Projects/RobinsonsGreenInfrastructure/RobinsonsGI.html](http://water.rutgers.edu/Projects/RobinsonsGreenInfrastructure/RobinsonsGI.html).

In addition, a new peer-reviewed fact sheet co-authored by Michele titled "An Introduction to Green Infrastructure Practices" includes pictures of this project. The fact sheet can be viewed at <http://njaes.rutgers.edu/pubs/fs1197/intro-to-green-infrastructure.asp>.

### Township of Clark

The implementation portion of the project involved installing different green infrastructure practices on 3 municipal properties on Westfield Ave in Clark; the town hall, the public works yard, and the high school.

One project involved reducing stormwater runoff from Clark's new town hall parking lot. 650 ft<sup>2</sup> of permeable asphalt was installed in the lot. The project was installed in the spring of 2012 by a subcontractor. In order to reduce costs, conventional asphalt was used in the driving lane, and a 4" layer of permeable asphalt was used in the parking spaces and gutter. In a 1.25" rainfall event,

approximately 10,000 gallons of water will be captured for potential infiltration via the 1,233 ft<sup>2</sup> parking lot. This project demonstrates how green infrastructure practices can be utilized to reduce stormwater runoff in communities with poorly drained soils.

The second project was to install a “green” car wash that spanned the public works yard and adjacent high school property. Over 100 cars are washed at car wash fundraiser events which discharging polluted car wash runoff directly into the storm drain. In an effort to reduce polluted runoff, conserve water, and facilitate more environmentally friendly car wash events, a “green” car wash was designed and installed in the spring of 2012.

The car wash consists of:

- A 5000 gallon cistern that harvests stormwater runoff from the roof of the 4,900 ft<sup>2</sup> public works building. With the help of a booster pump, harvested stormwater will be used to wash cars and public works vehicles;
- A concrete vehicle wash pad where cars and public works vehicles are washed and a swale that discharges dirty car wash runoff to a rain garden;
- A 360 ft<sup>2</sup> rain garden located next door in the Arthur L. Johnson high school parking lot. Due to the slow draining clay soils, the rain garden was also installed with a 4” perforated underdrain that flows to a storm drain overflow and connects to a French drain in the adjacent soccer field. Pollutants that would have otherwise discharged directly to the stream are now removed by the rain garden.

#### Youth Education

Over 190, 9<sup>th</sup> grade environmental science students and 6 teachers at Arthur L. Johnson high school participated in the design and installation of the car wash rain garden. RCE County Agents spent over 20 hours in the classroom teaching students about the importance of watershed protection, sources of nonpoint source pollution, methods for reducing stormwater runoff, and rain garden



design. As part of the lessons, the students explored the Robinson's Branch watershed through a virtual watershed tour developed using Google™ earth software.

Students were given a mock "Request for Bids" and worked in teams to submit design proposals for the car wash and rain garden. They calculated the cistern size based on building dimensions, researched native plants, and created a rain garden landscape design based on national wetland indicator species, mature plant size, and seasonal interest. Over 50 design proposals were submitted by the students and the winning team's design was used to plant the rain garden.

A portion of these students completed pre and post tests to show change in knowledge from the lessons and activities. They took the same test after 6 months to determine knowledge retained. Mean percent correct knowledge increased from 27% to 76% from pre to post lesson as indicated by the data below. After 6 months, mean correct knowledge was consistent with post-lesson results at 75%.

	<b>Pre</b> n=169	<b>Post</b> n=139	<b>6 Month Post</b> n=141
<b>Questions and Answers</b>			
1. What is a watershed? An area of land that drains to a common waterbody.	25%	83%	85%
2. What is the name of the watershed we are in right now? The Robinson's Branch watershed.	4%	94%	92%
3. Stormwater runoff is: a. the number one reason our waterways are polluted. b. the water from rain or melting snow that flows over the land to a waterbody.	46%	55%	77%
4. An example of nonpoint source pollution includes oil and grease from cars on a roadway.	15%	42%	58%
5. Name the major pollutants in our watershed. Sediment, Phosphorus, Bacteria.	31%	89%	83%
6. A rain garden is a shallow landscape depression that helps manage stormwater runoff.	42%	83%	77%
7. A cistern is: a. a large container that holds rainwater, b. helps reduce stormwater runoff and conserve water.	29%	83%	55%

Michele has also been asked to present on this project by numerous municipalities including:

- Berkeley Heights Environmental Commission Stream Protection Public Meeting- May 7
- Rahway Mayor's Council Stormwater Conference in Milburn- Sept. 21
- Rahway Environmental Commission- October 11

The project was also presented at national conferences in 2012 including the National Land Grant/Sea Grant Conference in Portland, Oregon and the National Association of County Agricultural Agents Conference in Charleston, S. Carolina.

#### City of Rahway

Michele Bakacs also worked with Madison Elementary School in Rahway to install a rain garden that will drain the roof of the school building. Michele spent 2 hours teaching seven 5<sup>th</sup> graders and their teacher about the local watershed and how they can help prevent pollution. The students then helped plant 3 different native plant species in the rain garden.

#### **Build a Rain Barrel Program and Train the Trainer**

A second county-wide rain barrel workshop was held on April 25<sup>th</sup> with over 20 county residents. This popular program teaches residents about water conservation and how to reduce stormwater and pollution from their properties, in addition to how to build and install a rain barrel.

The North Jersey Rain Barrel Train the Trainer program on September 27, 2012 brought 23 Master Gardeners, teachers, and gardening club representatives from Union County and the surrounding region together to learn how to teach their communities about the environmental benefits of rain barrels. Through the Train the Trainer program, Rutgers Cooperative Extension enables communities to teach their residents about conserving water and reducing stormwater runoff from home landscapes. Since the program began in 2010, 44 trainers have provided water management education to over 1000 community

residents and built 335 rain barrels. Collectively it is estimated the program has saved close to 470,000 gallons of water.

A website was set up in 2012 about the program at [www.tinyurl.com/rainbarreltrainer](http://www.tinyurl.com/rainbarreltrainer), where the trainer manual is available for free download.

### **Awards**

The Robinson's Branch Watershed Implementation project received the 2012 New Jersey American Water Resource Association Excellence in Water Resources Award, and the 2012 New Jersey Society for Municipal Engineers Award under the category Municipal Projects Involving Intergovernmental Cooperation.

Michele received two awards from the National Association of County Agricultural Agents; a Communications Award under the Learning Module category for the "Rainwater Harvesting with Rain Barrels: Trainer Manual". The second award, an Achievement Award for an Extension Education poster titled "Organic Land Care Needs Assessment of Professional Landscapers in New Jersey", was received along with other Extension co-workers.

## **Family & Community Health Sciences Department**

### **Supplemental Nutrition Assistance Program – Education (SNAP-Ed)**

The NJ SNAP-Ed of Union County Program reached over 1,800 participants at 13 health fairs and reached 3,090 youth through 1,595 special hands-on workshops on how to make nutritious food choices. Sixty adults and 105 families were reached at 17 sites. A total of 23 one-time presentations were delivered to over 300 residents. The SNAP-Ed federal grant provides \$425,000 to support five full-time staff working at the Rutgers Cooperative Extension of Union County office. The SNAP-Ed Program collaborates with 39 agencies, including schools, shelters, Abbott preschool programs, PROCEED, Bridgeway, Community Access, Community Coordinated Child Care (4C's), Eastern Union County YMCA, International Rescue Committee, and Division on Aging. In 2012, the Registered Dietitian

Supervisor and three Community Assistants mentored 9 Dietetic Technicians and 18 Dietetic Interns from local colleges.

### **Senior Meals Program**

In a continued collaboration with the Union County Division on Aging, the FCHS Educator works with the Director of the UC Division on Aging to provide a registered dietitian to direct the Senior Meals program. A grant of \$81,000 provides funding for the position and allows for continued support of the program at 25 senior cafes throughout Union County. The RD provided nutrition training for home health aides, acted as gerontology program preceptor for dietetic interns and dietetic technicians, taught Tai Chi classes at two sites, set up Farmer's Markets to distribute produce vouchers and assisted with setting up food delivery through a catering company due to the effects of Hurricane Irene. She supervises over 20 staff at 25 congregate sites feeding 750 seniors their noon meal each week.

Over 10,000 Farmer's Market vouchers worth \$60,000 were distributed to Union County seniors for Jersey Fresh produce. SNAP-Ed staff assisted the Program Coordinator in delivering the vouchers. This program is sponsored through the federally funded USDA Women, Infants and Children (WIC) program.

### **Small Steps to Health & Wealth**

Dr. Karen Ensle, Community Health Sciences Educator/Department Head and Dr. Barbara O'Neill, Financial Specialist, co-authors of the book "Small Steps to Health & Wealth" updated the logo to include "MyPlate" and the 2<sup>nd</sup> edition to the Small Steps to Health and Wealth workbook was published in 2012. The Small Steps Program including adult and youth curriculums, webpage, challenges and webinars were cited by USDA-NIFA as "examples of Extension Programs with impact" and were added to the federal NIFA Strategic Plan in 2012. As a result of the program, consumers continue to reduce their debt, improve savings, increase healthy food consumption and decrease their weight. The site is <http://njaes.rutgers.edu/sshw/message/default.asp?p=Health>.

### **"Grow Healthy": A USDA Team Nutrition Project**

*Grow Healthy* is a collaborative \$340,000 school wellness initiative of the Family & Community Health Sciences (FCHS) Department,

Rutgers Cooperative Extension, and the New Jersey Department of Agriculture. The Queen City Academy, Plainfield, NJ was selected as one of nine New Jersey Schools and received \$ 7,500 in funding over two years to provide nutrition education that support NJ Core Curriculum Content Standards. *Grow Healthy* is a school-wide wellness program that includes: teachers, staff and administration, children, families, and volunteers all working together to make each school a healthier place. Included are classroom nutrition lessons for K-6, school and family fitness events, foodservice trainings and wellness council support. *Grow Healthy* has been refunded for 2013-2015 and promotes family health by: eating more fruits and vegetables, moving more and being active, selecting more locally grown foods, and making smart food choices.

### **Get Moving, Get Healthy NJ with FCHS**

The USDA National Institute of Food and Agriculture (NIFA) Partnership Award for Innovative Program Models was awarded to Dr. Karen Ensle and the FCHS Department. Rutgers Cooperative Extension's "Get Moving, Get Healthy NJ" programs which encourage healthier eating and physical activity behaviors in NJ families through multidisciplinary health promotion programs. Union County programs under this umbrella include: "10 Tips for Eating On-the-Run," taught to 35 members of the Wellness Center in Union. "Family Meals: Healthy Food for the Family" was taught to 55 adults in parent groups in Cranford, and Union on a small grant received from the Academy for Nutrition and Dietetics. "Choosing MyPlate for Better Health" was taught to 110 teachers and administrators at School 23, Elizabeth and to PTA groups in Cranford, Westfield, Elizabeth and Rahway to over 250 adults. Also taught to 60 parents at the Boys and Girls Club of Union. Ensle taught a "Jersey Fresh Healthy Cooking Class" to 25autistic teens, volunteers, and staff at the Scotch Plains-Fanwood YMCA and provided a similar hands-on demonstration class to 25 older youth at Community Access Unlimited, Elizabeth.

### **Health & Wellness Fairs**

Provided educational materials and education to 800 Elizabeth High School, Roselle Park High School and Roselle (Abraham Lincoln) high school students at school events. Also provided similar on 2012 *Food Day* at the Elizabeth WIC office for 150 participants. Continue

to participate on the Union County Wellness Committee and participate in the "Take Your Child to Work Day" with nutrition and wellness education for 100 youth and parents that attended.

#### **Invited Speaker**

Provided the 2012 keynote address to 18 Montclair State University dietetic graduates and their families.

#### **4-H Youth Development**

##### **4-H Traveling Science Program - *Helping students from low-income areas thrive in school***

Participating in the 2012 4-H Traveling Science Program were Camp Discovery, The King's Daughters Day Camp, Neighborhood House, and The Black United Fund, all in Plainfield; The Agape Worship Center of Rahway, along with The Rahway Housing Authority, and The JFK Community Center of Rahway; the Elizabeth Coalition to House the Homeless, The Union County Juvenile Detention Center, and the Westfield Community Center. Altogether, 350 youth participated in the 2012 Summer Science Program. Each week, for seven weeks, 4-H science teachers visited the above mentioned centers. During those visits the children learned the fundamentals of science through experiments such as building roller coasters, making paper bridges, and creating a new soft drink while experimenting with dilutions. The end-of-program evaluation showed the children were much more interested in science as a study and possible career. Other findings included:

- 90% said they can solve a problem better now.
- 86% said they can observe things better.
- 87% said they can do an experiment.
- 78% said they like science more than before.
- 78% said they would like to learn more about science.
- 73% said they would tell someone what they learned.
- 42% said they would like to become a scientist someday.

##### **Training of Afterschool Staff in Science Activities**

In 2012, 4-H trained afterschool staff from the Kings Daughters' Day School of Plainfield and The Neighborhood House, both of Plainfield;

The Elizabeth YMCA; the Rahway Housing Authority; and the Elizabethport Safe Haven Program in a variety of science activities they could use in their after-school programs. 4-H provided six 3-hour trainings during 2012.

**Elizabethport 4-H Program - *Bringing activities to low-income youth***

This 4-H program provided afterschool activities to approximately 40 youth in 2012. Working out of the Elizabethport Safe Haven Building on 1<sup>st</sup> Street, the program taught children about science and nutrition. This was accomplished through gardening and cooking activities. Previous participants in the program are now serving in the Armed Forces, have completed and/or are attending Rutgers University and Notre Dame, and are gainfully employed.

**Horticulture Therapy Program for Union County Juvenile Detention Center - *Using horticulture to generate pride and self-esteem in troubled youth***

Since the spring of 2009, 4-H has been running a horticultural therapy program for the inmates at the Juvenile Detention Center in Rahway. The youth look forward to their time nurturing their garden, started with the help of 4-H. The garden, located in the courtyard of the facility, allows the youth to experience the healing power of working with plants. By nurturing their garden, these youth learn how persistence and patience can result in success when they harvest a successful crop. This garden has become a calming place that helps them de-stress and become more receptive to instruction. The pride that this garden generates is desperately needed by these youth. Flowers from their garden are used by the inmates as gifts for their visitors.

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

140 Union County youth from grades 1 through 12 participated in 17 4-H clubs in 2012. Each club focused on a specific interest area such as small animal care, dog obedience, and horticulture. New clubs in 2012 included several new animal and science clubs. Club members developed leadership and communication skills through participation in the various club activities, community service, and serving as club officers. Some of the service activities for the year were tree planting, serving at a food bank, and volunteering at County events. Adult

Volunteer Leaders are screened and trained by the 4-H office to facilitate the clubs. Volunteers are taught how to use a hobby to teach children team-building, communication, and decision-making skills. There are currently 30 active 4-H Club leaders in Union County.

**4-H Public Presentation Night 2012 - *Improving communication skills in youth***

Presentation Night 2012 was held at the Union County Magnet High School in Scotch Plains. 40 children participated in the event. Each child gave a presentation of at least three minutes in length about their favorite hobby or interest. Using 4-H standards, each child was evaluated by a group of volunteer judges.

**Project Recognition Day - *Encouraging youth to develop mastery skills***

4-H recognizes the accomplishments of its club members every year through Project Recognition Day, held at Trailside Nature and Science Center in Mountainside. Awards and ribbons are presented for accomplishments in areas such as pet care, displays, crafts, photography, and plant care. Each club member also receives a year-pin representing the number of years they have been involved in the program. Awards are also given to deserving members who achieved perfect attendance at their club meetings.

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

4-H Camp Programs are located at the L.G. Cook 4-H Camp for Outdoor Education in Sussex County, New Jersey. In 2012, 48 Union County residents in 4<sup>th</sup> through 8<sup>th</sup> grade attended summer camp. This sleep away camp provided many new experiences for urban youth. Activities include water sports, outdoor cooking, crafts, nature study, archery, air riflery, and more. Scholarships for 15 youth were paid for by the Eddie Grey Fund of Elizabeth.

The 4-H Winter Camp Weekend took place in February. 10 Union County teens attended, along with peers from Hunterdon, Sussex and Monmouth counties. Fun activities like sleigh riding, archery, nature hiking, and preparing meals enhance the development of valuable life skills. Newly formed friendships and wonderful memories are a bonus.



**Environmental Awareness and Protection - *Educating youth about the community forest of Union County***

Educating children about trees is the job of the 4-H Master Tree Stewards. Thanks to these 20 volunteers, over 3,300 children learned about one of Union County's most precious natural resources: its trees. The Stewards visited classrooms in 19 municipalities and taught the children about tree identification, biology, and ecology. Educating our youth about trees is crucial to the future of our environment. An end-of-program evaluation showed that as a result of the Rutgers/4-H Class on Tree Appreciation:

- 71% of students said they were less likely to damage a tree.
- 90% said they were more likely to take better care of trees around their homes.
- 86% said they were more likely to take better care of the trees around their schools.
- 70% said they will observe trees more closely.
- 69% said they are more likely to plant a tree.
- 98% said they learned that there are many different kinds of trees.
- 84% said they were more likely to stop others from damaging trees.
- 78% said they want to learn more about tree care and planting.
- 83% said they will tell someone about what they learned.

Working in conjunction with the Union County Shade Tree Advisory Board, the 4-H Youth Development Program worked to make Union County the garden spot of the Garden State. Through the Union County Freeholders Arbor Day Tree Program, we have made a large step in that direction. This program provides training for school children and a tree to plant on their school grounds. 4-H played a major role by helping to create and implement this program. In 2012, 40 fourth through tenth graders and 20 adults participated in this program. Together, this group planted 75 trees at schools throughout Union County. These schools involved an additional 1,000 students in the planting and care of these trees.

**Children's Gardens – *Improved nutrition and work skills***

4-H established a children's garden at the Kings Daughters Day

School in Plainfield, the Elizabethport Safe Haven Program, and a vegetable garden in Hillside with the Victory Gardeners of Hillside. Children who participated in the programs reported eating vegetables they had never tasted before, and developed a greater appreciation for the steps involved in growing food. Training in how to start a garden was provided to the Barack Obama Academy of Plainfield.

## **2013 Initiatives**

### **Agricultural & Resource Management**

- **Greenhouse Project**

Construction of the new greenhouse at the demonstration garden at Trailside is nearly complete. The new greenhouse will provide growing space for the “Sharing Garden” and other Master Gardener projects such as the flower bouquets for cancer patients and horticultural therapy programs. The greenhouse will be used as a classroom for Master Gardener students, people with disabilities and the general public. Plans are underway for a monthly program during the growing season for children from Children’s Specialized Hospital and the county recreation program for people with disabilities program in the spring of 2012.

- **Community Gardening**

RCE will continue working with schools and community organizations to assist with establishing and maintaining community gardens. RCE will be having a “Starting a Community Garden” workshop on Saturday, February 23 at Trailside. The target audience for this program is school teachers and administrators and people interested in starting a community garden.

- **Integrated Pest Management Education Programs**

Integrated Pest Management (IPM) education programs for School IPM Coordinators, County public works, parks and golf course employees, and turf, landscape, pest control, and Health Officers will continue to be offered. These programs place an emphasis on the reduction of pesticide use on County and residential properties. A new training program for school athletic fields is being developed.

- **“Growing Lives One Seed at a Time” Enabling Garden Project**  
Union County Agricultural Agent will be co-authoring a series of Rutgers fact sheets on enabling gardens and working with the local Rotary to establish an expanded enabling garden at the Community Access home. Plans include raised vegetable and flower garden beds. Educational horticulture programs will be offered at the site.
- **The Master Gardener Program**  
The volunteer Master Gardener program will continue to offer educational services, such as gardening programs for people with disabilities and the “Garden Helpline” to county residents and provide fresh produce and flowers to local agencies.
- **Robinson’s Branch Watershed Implementation Project**  
Michele Bakacs, Environmental and Resource Management Agent, will be working with the Township of Clark to promote the use of the green car wash and provide educational materials to the public about the project.

Michele will also be working with the City of Rahway and the residents directly around Madison Elementary school to offer free rain gardens and rain barrels on their properties. The goal is to target properties that are currently connected directly to the storm drain system through downspouts and driveways and to reduce stormwater runoff from these properties. This effort will be underway in the winter and spring of 2013.

Michele will also be working with the City of Rahway to install additional green infrastructure practices to help reduce stormwater runoff from impervious surfaces. Plans are underway to retrofit parking lot island in the Rahway high school parking lot into bioretention basins (rain gardens) and possibly install permeable pavement in a portion of the parking lot.

#### **Promoting Green Infrastructure Practices**

Along with Extension co-workers, Michele received a \$10,000 Faculty Research Grant to investigate obstacles and needs for green infrastructure practices in New Jersey. Michele will be surveying Union County municipalities to determine obstacles and needs for implementing green

infrastructure practices in their towns to help reduce stormwater runoff. In addition, a one day green infrastructure conference will be held in late spring to educate municipalities about the use of rain gardens, rainwater harvesting, permeable pavement, and other green infrastructure practices.

### **Build a Rain Barrel Program**

This program will again be offered to Union County residents in April or May of 2013. The Train the Trainer program will also be offered in the late summer for communities to run their own rain barrel activities.

### **Community Gardening Conference**

Michele will be helping to organize and teach the Union County Community Gardening conference in late February, 2013. Michele will be teaching on safe practices for urban gardening.

### **Family & Community Health Sciences Department**

- **Nutrition Education & Services for Seniors**

Continue the grant collaboration with the Division on Aging to provide a Director of the Senior Nutrition Program and support nutrition education sessions through collaboration with UMDNJ, Montclair State Dietetic Internships, College of St. Elizabeth, Aramark and Middlesex County College nutrition students.

- **Get Moving, Get Healthy NJ with FCHS Initiative**

Obesity Prevention in New Jersey - The State of the State: Important Next Steps. Continue to offer "live" workshops such as "Small Steps to Eating Well and Moving More", "Choose MyPlate: Selected Consumer Messages", "Improving Family Meals". "Dietary Guidelines for Americans", "Physical Activity for Mature Adults, "10 Tips for Eating Healthy on-the-Run," "Functional Foods for Life", "Balanced Living" and "Seafood at Its Best" class series and on-line Worksite Wellness programs. Develop on-line programs for undergraduate students, agencies and the public on health topics related to obesity prevention, diabetes, food safety and reducing the risk factors for heart disease, cancer and food allergies. Provide family health programs as part of the RCE Get Moving, Get Healthy NJ statewide initiative that is supported through private and state grants.

- **“Grow Healthy” USDA TEAM Nutrition Education Grant**  
 Facilitate classroom nutrition education, training of school food service personnel and a school garden at Queen City Academy grades K-6, Plainfield Charter School in Union County. The 2-year grant from USDA/NJ Department of Agriculture has been refunded for 2013-2015. A new elementary school will be chosen and training with Early Childhood Educators and staff will be implemented in the new project in Union County. Ten counties including Union are part of another \$340,000, 2-year grant.
- **Eastern Union County YMCA Partnership**  
 Continue to collaborate with the YMCA as a board member. Provide nutrition education, “family night” and “Healthy Kids Day” participation with school-aged youth, parents and community partners at the YMCAs in Elizabeth, Rahway, Five-Points and the Wellness Center in Union. Continue to offer obesity prevention programs in nutrition, food safety and health.
- **Balancing Diet and Budget Education Programs**  
 Provide programs to consumers on “Eating a Balanced Diet on a Balanced Budget,” “Healthy Eating On-the-Run,” and “Small Steps to Health and Wealth” to assist consumers in making healthy financial and food choices for improved health and wealth.
- **Functional Foods for Life Educational Series**  
 Provide a series of programs that emphasize the research and health benefits of consuming foods and beverages high in phytochemicals such as tea, chocolate, mushrooms, coffee, berries and fruits/vegetables.
- **School Wellness Training and Education**  
 Provide educational training for teachers, school nurses, parents and aides on improving school meals, farm-to-school initiatives, healthy snacks and good nutrition for the young child. Assist schools to implement school wellness policies and obesity prevention programs. Continue to reach out to the Union County

Healthy Kids volunteers to provide direction for childhood obesity prevention activities for the Family & Community Health Sciences Program.

#### **4-H Youth Development**

- The 4-H Master Tree Steward Program will reach 3,000 youth.
- The 4-H Summer Science Program will increase the emphasis on visits from scientists and science workers to the participating day camps and involve 500 children.
- Recruit a new site to house the 4-H Summer Science Program.
- The 4-H Club Program will add an additional First Grade Pet Club and continue to recruit new leaders as needed. Leadership training meetings will be held four times per year. 4-H will coordinate at least three countywide activities for all 4-H youth.
- Youth enrollment in the 4-H Club Program will increase by 10%.
- Public Presentation Night participation will increase by 5%.
- At least 45 Union County youth will attend 4-H Summer Camp.
- Continue regional teen conference for youth.
- Recruit 10 new Master Tree Steward Volunteers.
- Involve 1,000 youth in tree planting.
- Provide assistance with Union County Shade Tree Advisory Board Poetry Contest.
- Provide assistance with Union County Shade Tree Professional Training Seminar.
- Continue to work with other groups to plan and implement Union County Freeholder Arbor Day Tree Program.
- *Continue Horticultural Therapy Program at Juvenile Detention Center.*
- Continue to search for an indoor location for the Union County 4-H Archery Club.
- Continue to assist Barack Obama Academy with development of its Community Greening Program.

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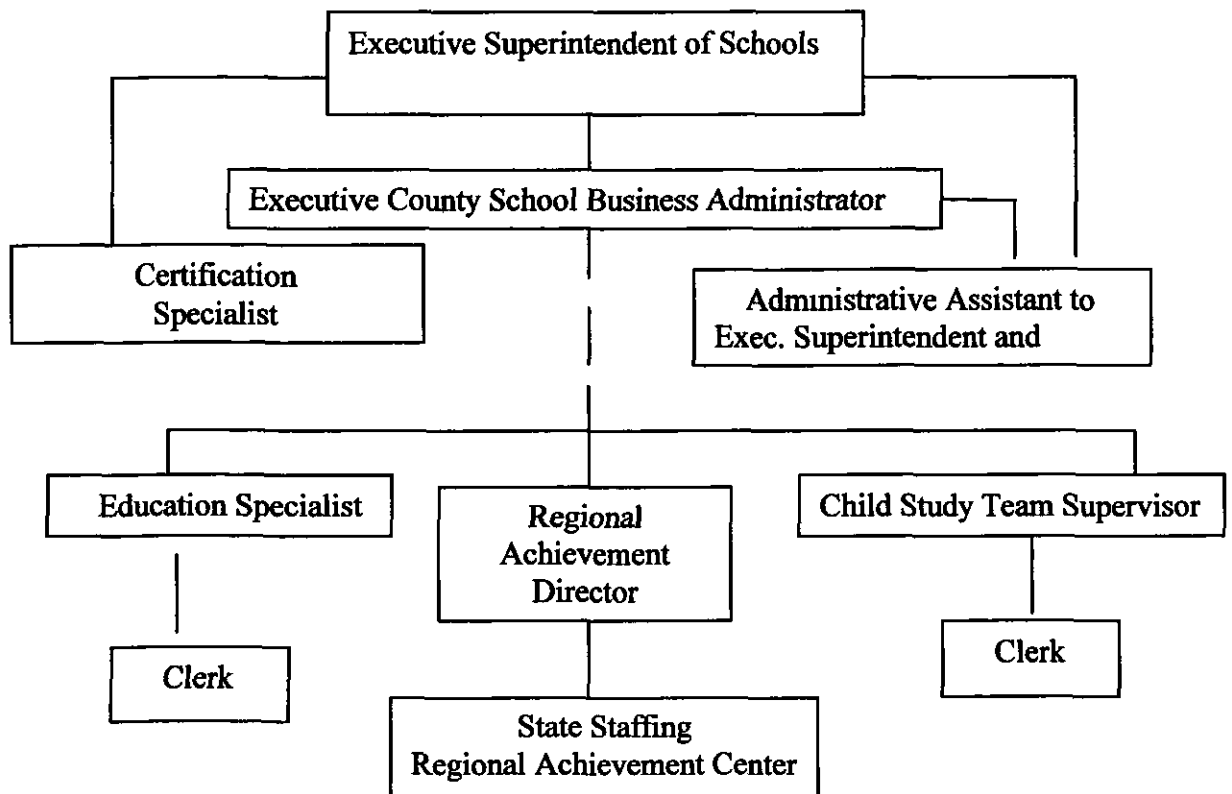
# Superintendent of Schools

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# Organizational Chart

## Superintendent of Schools

### UNION COUNTY OFFICE OF EDUCATION





# UNION COUNTY SUPERINTENDENT OF SCHOOLS

## **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 174 school buildings in Union County and 62 non-public schools. We oversee compliance with state and federal laws related to spending approximately \$627,000,000 that the 23 Union County school districts and four Charter Schools receive in state and federal aid and grant funding and \$2 billion in total expenditures. We provide assistance to school districts, the public and encourage 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.

Due to restructuring of the State Department of Education, the County Office of Education will be the new home of Regional Achievement Centers.

Through New Jersey's waiver from provisions of the Elementary and Secondary Education Act (ESEA), the Department of Education has developed a new school accountability system to replace certain

provisions of No Child Left Behind. Most importantly, schools will no longer be subject to the mandated interventions associated with failing to make Adequate Yearly Progress (AYP). Instead, the Department has identified three categories of schools based on a combination of both growth and proficiency - Priority Schools, Focus Schools, Reward Schools - in order to more fairly categorize school performance and to provide flexibility and more targeted supports and interventions where needed.

In the state's ESEA waiver application dated November 14, 2011, we developed a preliminary list of Priority, Focus, and Reward Schools for illustrative purposes using preliminary 2010-11 data. The official list of Priority, Focus, and Reward schools developed with final 2010-11 school data as well as other technical information can be found at: <http://www.nj.gov/education/reform/PFRschools/>.

As outlined in our ESEA waiver application (which can be found at: <http://www.nj.gov/education/grants/nclb/waiver/>), the Department is undergoing a fundamental shift from a system of primarily oversight and monitoring to service delivery and support. Over the past year, we have been developing seven field-based Regional Achievement Centers (RACs) staffed with expert school improvement teams that will work directly with the County Office of Education to assure Priority and Focus Schools implement proven turnaround principles and dramatically improve student achievement. These RACs are operational and have been supporting Priority and Focus Schools effective September 2012.

Reward Schools will be recognized for either high overall performance or significant growth over the prior three years. Reward Schools that received Title I funds may also be eligible for financial rewards through Title I funds.

Beyond these three categories, the vast majority of the 2,500 schools in New Jersey will not be categorized as Priority, Focus, or Reward Schools. In these schools, districts will have autonomy over the necessary investments and supports to sustain strong performance or strengthen areas for improvement. Beginning with the 2012-13 school

year, the Department has developed individual growth targets for each school and subgroups within that school and will report those targets in a new School Performance Report. These new School Performance Reports will also include measures of college readiness and comparison to peer schools across the state. School boards will be required to have public discussions on the findings of these reports to ensure transparent communication about school performance. Through these new School Performance Reports, district administrators and educators will have unprecedented actionable data to drive their improvement efforts.

This criteria for identification of Priority, Focus, and Reward Schools; the development and implementation of the RACs; and initial information for districts with Priority and Focus Schools can be found on the Department website: <http://www.nj.gov/education/rac/>.

#### Definition of Priority, Focus, or Reward Status

New Jersey's ESEA waiver application includes a detailed methodology for identifying Priority, Focus, and Reward Schools. Below is a short definition of each category.

#### Priority Schools

A Priority school is a school that has been identified as among the lowest-performing five percent of Title I schools in the state over the past three years, or any non-Title I school that would otherwise have met the same criteria. There are 75 Priority Schools. The types of Priority Schools are:

- Lowest-Performing: schools with the lowest school-wide proficiency rates in the state. Priority schools in this category have an overall three-year proficiency rate of 31.6% or lower.
- SIG schools: schools that are part of the School Improvement Grant (SIG) program.

#### Focus Schools

A Focus School is a school with significant but focused areas of concern in student performance over the past three years. As part of the process, Focus Schools will receive targeted and tailored solutions to

meet the school's unique needs. There are 183 Focus Schools. The types of Focus Schools are:

- **Low Graduation Rates:** high schools with a 2011 graduation rate lower than 75%.
- **Largest Within-School Gaps:** schools with the largest in-school proficiency gap between the highest-performing subgroup and the combined proficiency of the two lowest-performing subgroups. Schools in this category have a proficiency gap between these subgroups of 43.5 percentage points or higher.
- **Lowest Subgroup Performance:** schools whose two lowest-performing subgroups rank among the lowest combined proficiency rates in the state. Schools in this category have an overall proficiency rate for these lowest-performing subgroups of 29.2% or lower.

### Reward Schools

A Reward School is a school with outstanding student achievement or growth over the past three years. There are 112 Reward Schools. The types of Reward Schools are:

- **Highest-Performing:** schools that are the highest-performing in the state, in terms of school-wide proficiency, subgroup proficiency, and graduation rates.
- **Highest-Progress:** schools that have high levels of student growth, measured using their median Student Growth Percentiles (SGP) over time.

The Department used a number of factors in the development of these lists. They include:

### State Assessments

The proficiency rates used to determine Priority, Focus, and Reward Schools are based on 3-year averages of state assessment data, from the 2008-09, 2009-10, and 2010-11 school years. Every test-eligible student is included in all proficiency rates. A subgroup must have an average of 30 test-eligible students and make up 5% of the test-eligible student body to be included.

### Student Growth

The lists of Priority, Focus, and Reward Schools take into account that some schools or student subgroups exhibit very high levels of student growth over time. For high schools, high growth is determined using school-wide HSPA proficiency changes over time. For elementary/middle schools, high growth is based on median Student Growth Percentiles (SGP) over the past three years of assessments. Schools with high growth cannot be classified as Priority Schools. Subgroups with high growth cannot be classified as a school's lowest or second-lowest performing subgroup for purposes of Focus School designations.

### Graduation Rates

Each school's 2011 4-year cohort-adjusted graduation rate is used. The Department will report final graduation rates for the state, district, and schools in the coming weeks using the new federally mandated 4-year cohort adjusted graduation rate.

### Regional Achievement Centers (RACs) information

Seven RACs have been deployed across the state and are supported by the County Offices of Education to provide targeted support to Priority and Focus Schools have been deployed beginning in September, 2012, to provide training and support that can also be utilized by non-categorized schools. Each RAC will be led by an Executive Director for Regional Achievement, a master educator who will oversee a team of instructional and content-area specialists whose sole job will be supporting student improvement in Priority and Focus Schools.

RAC teams will partner with Priority and Focus School staff to execute comprehensive School Improvement Plans aligned to the eight turnaround principles that are widely known to drive student achievement in challenged environments:

- **School Climate and Culture:** Establishing school environments with a climate conducive to learning and a culture of high expectations;
- **School Leadership:** Ensuring that the principal has the ability to lead the turnaround effort;

- **Standards Aligned Curriculum, Assessment and Intervention System:** Ensuring teachers have the foundational documents and instructional materials needed to teach to the rigorous college and career ready standards that have been adopted;
- **Instruction:** Ensuring teachers utilize research-based effective instruction to meet the needs of all students;
- **Use of Time:** Redesigning time to better meet student needs and increase teacher collaboration focused on improving teaching and learning;
- **Use of Data:** Ensuring school-wide use of data focused on improving teaching and learning, as well as climate and culture;
- **Staffing Practices:** Developing the skills to better recruit, retain and develop effective teachers; and
- **Family and Community Engagement:** Increasing academically focused family and community engagement.

The interventions and supports necessary for Priority and Focus Schools will be different based on the individual needs of the schools. Because Priority Schools have low school-wide achievement, interventions will address school-wide concerns. By definition, Focus Schools have targeted areas of weakness in the school, such as specific subgroup performance. The state's supports and interventions in those schools will be much more targeted to the specific area of weakness.

Although the RACs will focus on schools as the main unit of change, significant collaboration and communication will take place with school districts to ensure cohesive, sustained improvement. It is the Department's intention that all School Improvement Plans will be developed and implemented collaboratively with district leadership.

If interventions are implemented faithfully, the Department believes that each Priority and Focus School should achieve sustained, positive growth in student achievement that dramatically narrows the achievement gap and sets schools on a trajectory for preparing all students for college and career.

### RAC Interventions

Quality School Reviews (QSRs) will be performed in each Priority and Focus School to evaluate the school's current performance and determine the school's needs in connection with each turnaround principle. QSRs for Priority Schools are underway and will be completed by the end of this school year. QSRs for Focus Schools will take place this fall.

Based on the findings from this review, RAC teams and the County Office of Education will work in conjunction with school and district leaders, educators, and families to develop comprehensive and individualized School Improvement Plans based on the unique needs of the school.

Specific, differentiated interventions for all eight turnaround principles have been identified. Examples of interventions include:

- Removal or reassignment of the school principal in select Priority Schools;
- Required professional development focused on the eight turnaround principles for school leaders and educators;
- Implementation of NJDOE model curriculum and unit assessments aligned to the Common Core State Standards;
- Hiring full-time specialists (e.g. culture and climate specialist, data specialist, literacy specialist, mathematics specialist) to be embedded in schools.

Interventions in Priority Schools will be closely monitored and will continue for a three-year period, providing schools the time needed to implement required changes and demonstrate improvement in student achievement. Priority Schools that fail to implement the required interventions or fail to demonstrate required improvement in student academic achievement may become subject to state-ordered closure, replacement, or other action.

Focus School interventions will continue for a minimum of two years, at which time a school could exit status if all requirements for improvement are met.

### Next steps for LEAs with Priority and Focus Schools

The Department is committed to proactively sharing information RAC and County Staff will meet with LEA leadership prior to the start of the school

year to share more information about RAC interventions and initiate conversations about Priority and Focus School Improvement Plans, which will include plans for professional development.

### Title I

Title I LEAs with Priority and Focus Schools will be required to set aside funds in an instructional programs reserve and sign an assurance that those funds will support RAC supports and interventions taking place in Priority and Focus Schools. The exact allocation of funds will be determined in collaboration with LEAs in the coming months. Funds set aside in this reserve may be used for the following items:

- Hiring of a data, climate and culture, math, or literacy leader;
- Technology upgrades to support Common Core-aligned curriculum and formative assessments;
- Other items aligned to the eight turnaround principles identified in the ESEA waiver.

LEAs will also be required to sign a preliminary assurance in September that they will faithfully implement School Improvement Plans for each Priority and Focus School. RAC staff members and County Office Staff will then work with Priority and Focus Schools and LEAs to develop individualized School Improvement Plans that will be submitted by the end of October. These plans will serve as the schools' Title I school-wide plans.

## **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 Executive County Superintendent of Schools office reviews, approves, and monitors school programs, student achievement, and school facilities. The office also processes and maintains records for both substitute and permanent certification credentials and reviews school aide job descriptions. In addition, the office oversees special education programs as well as special needs placements in both public and approved private facilities, on 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.

### **2012-13 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.

## **2013 Initiatives**

During this past calendar year, under a new administration, came many changes in the New Jersey Department of Education. This office has incorporated the role of the Regional Achievement Director and his/her staff to accommodate Federal NCLB waiver regulations. It has also focused on the changes required to code and law pursuant to the Commissioner's TASK Force Report. This office continues to make sure all districts within Union County are acting according to the Fiscal Accountability Regulations, and continues a full cycle of Quality Single Accountability Continuum.

The 2013-14 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 2013 promises to be a challenging one for the State Department of Education and respective County Offices. The integration of the Department's new reorganization, the Department's Regional Achievement Centers to the County Offices has required adjustment for all Union County Districts with the Executive County Superintendent's Office at the forefront.



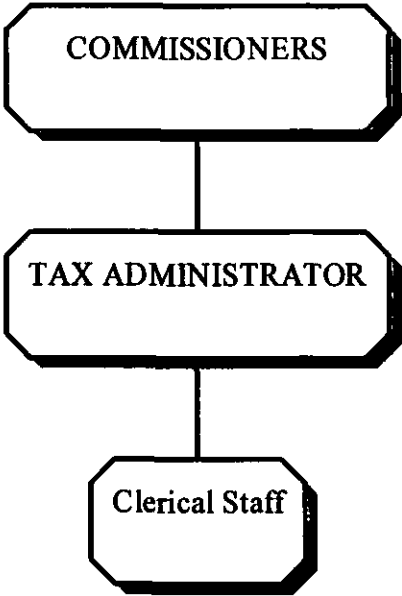
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# Board of Taxation

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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.

## **2012 Accomplishments**

In 2012 the Board of Taxation was again faced with an increase in Tax Appeal case filings. The total number of cases received in 2012 numbered 5,558. This represented a 34% increase over 2011. Moreover, it easily surpassed 2011's record setting number of appeals at 4,151.

Additionally, in 2012 the Union County Board of Taxation entered into a shared service with the County of Monmouth for the purchase of an Online Tax Appeal Filing system for use in 2013. By entering into the shared service agreement Union County was able to save over \$450,000 by utilizing the system already in place. The new software will enhance customer service, improve work flow and reduce paper and printing costs. The system also provides excellent analytic and statistical reporting functions.

As we are all aware the storm damage caused by Hurricane Sandy required the response of various County Departments. As directed by the State of New Jersey Division Taxation and the County of Union the Board of Taxation ordered a review of all properties and their property tax assessments if they received any structural or flooding damage as a result of the super storm. Inspections were carried out by each town's tax assessors and overseen by the Board of Taxation. The intention of this order was to provide tax relief to those property owners whose homes experienced any loss as a result of the storm.

The Tax Board was also able to purchase numerous new computers for various municipal Tax Assessors' offices throughout the County.

Lastly, the Tax Board processed 7,468 deeds in 2012.

## **2013 Initiatives**

In 2013 the Board of Taxation will begin use of its new Online Tax Appeal filing software. The potential for expansion within the system is great and we hope to continually improve upon the program as we

move forward. Inevitably, seeing its benefits harnessed by every Tax Board across the State of New Jersey.

The Tax Board will also be researching the possibility of utilizing an iPad or similar touch screen device for use in the field when conducting property inspections. Our current property tax software is web based and this technology could provide to be a significant time and cost saving tool.

In conclusion, the Tax Board anticipates another record setting number of tax appeals to be filed in 2013. As usual, the Tax Board and its staff will be prepared to step up to this monumental task.