

NJAC COUNTY BIZ

An Educational and Informative Newsletter for Counties and Businesses

New Jersey Association of Counties

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Are You Complying with the New Procurement Standards Under Uniform Guidance?

by Digesh Patel, CPA, MBA, CGMA, Director of Government Services for The Mercadien Group

For all state, local and nonprofit entities that receive federal awards, whether direct or pass through, Uniform guidance took effect with fiscal years that began after December 26, 2014. Procurement standards is one of the many areas that management and staff at all state, local and nonprofit entities need to review and understand, to be in compliance with the Uniform Guidance.

In the new uniform guidance, there are five general procurement standards:

- Every organization receiving federal awards must maintain written policies and procedures that meet the federal law, Uniform Guidance and state imposed regulations.
- Cost incurred must be necessary and cost effective.
- All procurement transactions must provide full and open competition.
- Every organization must have a written conflict of interest policy.
- Organizations must maintain documentation addressing cost and price analysis, and vendor selection, as applicable for selected method of procurement. There are five methods of procurement:



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- 1) Micro-purchases-
 - Less than \$3,000 (\$2,000 for procurement subject to Davis Bacon Act)
 - No competitive quotes required
 - Spread purchases out among qualified suppliers
- 2) Small purchases-
 - Between \$3,000 and \$150,000
 - Rate quotes must be obtained from suppliers or public websites
- 3) Sealed bids-
 - More than \$150,000
 - Formal solicitation is required
 - Lowest bidder for the fixed prices wins the contract
- 4) Competitive proposals-
 - More than \$150,000
 - Written policy for conducting technical evaluations of reviewing proposals and selecting the supplier
 - Most advantageous bid wins, price and other factors considered

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Get to know your County Official.....

How many years have you served as Essex County Executive?

I am entering my 15th year as Essex County Executive, having started my first term in January 2003.

What was the first public position you held?

The first public position I held was Democratic District Leader in Newark during the 1970s. I became a Freeholder in Essex County in 1990 to fill an unexpired term and won my first county-wide election in 1991.

Why did you choose to run for County Executive?

While I was serving as a Freeholder, I always knew that I wanted to take the next step and run for County Executive because it would give me broader decision-making responsibilities. I chose to run for public office because I wanted to help people and, as County Executive, you have so many opportunities to positively impact the community and the residents' quality of life.

What has been the most difficult decision you have had to make while serving as County Executive?

When I first took office in 2003, we were faced with a \$64 million budget deficit. I knew that to be successful in the future and to get Essex County back on the right track, we had to get our financial house in order. One of the most difficult decisions we had to make was laying off employees, which we did during my first year in office. It was difficult because we knew people would be put out of work and families would be affected. However, because of our budget practices, we have restored fiscal health, transformed our deficit into a surplus, improved our bond rating to Aa2 and have not needed to consider layoffs since that first year.

What would our readers be most surprised to learn about you?

I always say that I am the County Executive 24/7. However, I am devoted to my family and always made time for my children. And now that I'm a grandparent, I have even greater joy spending time with my grandchildren, Hailey and Cameron.

Who is your role model?

Of course it's my parents. They taught me about life and helped set my values. Beyond that, I would say legendary football coach Vince Lombardi. My staff would say it's because I adhere to "Lombardi time," which is you are only on time for a meeting if you're 15 minutes early. But the coach was a person who commanded respect and knew that in order to be successful you needed to be surrounded by a good team. As County Executive, I know that to best serve our constituents we need a great team and my Department and Division Directors are the best.

What do you love about Essex County?

Essex County is where I was born and raised, and I really enjoy living here. I grew up in Newark, and Branch Brook Park was like my backyard and my family's vacation spot. Now as County Executive, I brag about the diversity of our population, the different foods, music and cultures, which we celebrate throughout the year. I am also grateful for our recreational and cultural opportunities. I always say that people don't have to leave our County for leisure experiences and, today, there are plenty of diverse activities for families to enjoy right here in Essex.



Joseph N. DiVincenzo, Jr.
Executive
Essex County



Procurement Standards Under Uniform Guidance *(continued)*

5). Noncompetitive proposals-

- Sole source procurement for any amount
- Must meet specific criteria such as:
 - Good/service available from single source
 - Competition is deemed inadequate, after attempts through one of the other methods mentioned above
 - Public emergency does not allow for the time for competitive proposal process
 - Written pre-approval from the federal awarding agency

As mentioned above, this is just one of the many areas that Uniform Guidance has incorporated significant changes, which are important for all entities to understand.

Mr. Patel is a member of Mercadien's Government Services Group and can be reached at dpatel@mercadien.com or (609) 689-9700.



Connected Citizens Program-Free Method to Reduce Traffic

by Patrick Alexander, Public Information Officer for Passaic County

Allows the county and its citizens better communication on traffic and accidents

The Passaic County Board of Chosen Freeholders has partnered with the WAZE - the free, real-time, crowdsourced traffic and navigation app powered by drivers. Passaic County's participation in the WAZE Connected Citizens Program will extend beyond helping individuals avoid traffic, as it also establishes a data stream that WAZE will use to get the big picture of traffic flow in the North Jersey area.



Theodore "TJ" Best
Freeholder

"One of the most valuable tools Waze provides is the two-way exchange of information between the Freeholders and our citizens," said Freeholder Director TJ Best. "Our staff cannot be everywhere at once, WAZE allows citizens to inform us of accidents, traffic jams, and other obstacles to commuters, which allows us to address these issues more efficiently."

The new partnership between WAZE and the Board of Chosen Freeholders was created to help mitigate the impact of traffic caused by road construction, accidents, and other various obstacles. The Connected Citizens Program, developed by WAZE, is free to government entities and provides them with aggregate data that can be used to improve policies and planning.

Pennsylvania, for example measured traffic during on the third weekend in September in 2014. That same weekend in 2015, Pope Francis visited Philadelphia. Despite the influx of motorists, traffic was reduced by 20% compared to the same weekend a year before. This was the result of enhanced communication and planning that could not be achieved without Waze. In other cities, Waze has been used by emergency call centers to notify them of accidents before 911 was ever called, enabled traffic engineers to optimize the timing of traffic signals, and informed people of shelter locations during hurricanes and floods.

"New Jersey is the most densely populated state in country, and its proximity to New York City has a real impact on traffic," said Freeholder Bruce James. "With this new technology, provided by Waze at no cost, the Freeholders

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Connected Citizens Program *(continued)*

can make it easier for citizens to navigate traffic, as well as streamline policies and procedures used by the county.”

This new partnership will enable Passaic County to address a real quality of life issue in the most efficient manner possible. For residents who do not have a smart phone, a live traffic map can be placed on your website by using this link. <https://www.waze.com/livemap> .



Construction Begins for Hudson County School of Technology's New Site, with MAST as Construction Manager

by Michelle Obligado, Impact PR & Communications, Ltd. for MAST Construction

Project's Design-Build Method a First for the State

[MAST Construction Services](#), Inc., an award-winning, Little Falls, New Jersey-based owner's representative, project and construction management services firm, today announced that construction is underway on the Hudson County School of Technology High Tech High School campus in Secaucus, New Jersey, with completion slated for June 2018.



The 340,000-square-foot project, for which MAST is serving as construction manager for the Hudson County Improvement Authority, is budgeted at \$160 million, 59 percent of which is being funded through the state. The project is the first one being done by an improvement authority in the state through a design-build method, following the New Jersey State Legislature's 2015 change to governing laws, whereby an improvement authority can forego the traditional design-bid-design practice for a project and, instead, engage in a design-build method.

“The design-build method allows for a best value selection of a design/builder and facilitates efficient communications between involved parties and shortens the project's timeline by streamlining the conventional mode of project delivery,” said Ted Domuracki, founder and president of MAST Construction Services. “This project opens the way for others to be executed similarly.”

Currently located in North Bergen, New Jersey the new school, which is owned by the Hudson County Improvement Authority, will feature four vocational-education academies consisting of architecture and engineering; applied and environmental sciences; performing arts, including telecommunications, musical arts, TV production and radio broadcasting; and culinary arts, on its Laurel Hill site. There also will be a three-story hub building consisting of shared spaces and resources, including a cafeteria, 350-seat theater, administrative offices, and a garage. In addition to serving its student body, the school will be available for night classes and county-wide events during non-school hours.



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Construction Begins for Hudson County School *(continued)*

The project team also included the bridge documents team, RSC Architects and the design builder, Terminal Construction Corporation + DMR Architects.

About MAST Construction Services, Inc.

Founded by real estate and construction professional Ted Domuracki, MAST Construction Services, Inc. is an award-winning owner's representative, project and construction management and distressed projects firm. The Little Falls, NJ-based company, which recently celebrated its 15th anniversary, has completed more than \$1.5 billion worth of projects on behalf of its public and private sector clients, including work on World Trade Center Downtown Restoration Program in Manhattan and the Prudential Center in Newark. MAST specializes in working in several sectors, including institutional, educational, recreational, governmental, commercial, mixed-use residential and continuing care communities. For more information on MAST, visit <http://mastconstruction.com/> or call (973) 837-1515.



12 tips to Uplift Your Mood During the Holidays

by Janie Feldman, PsyD, Chair of the Public Education Committee for New Jersey Psychological Association

While there are those folks who blissfully embrace the holidays and all the festivities, traditions, and aggravations, there are others who struggle with feelings of loneliness, inadequacy, shame and sadness. These negative emotions can worsen during the holiday, much as others seem to embrace the celebrations of the season. It might be that the abundance of joy seems to make some people feel worse! If this happens, here are some suggestions for making the holidays less stressful and more pleasant.



1. Make a donation of your time, money, or old belongings.
2. Prioritize your time to include personal time for yourself, exercise, and quiet time to balance the obligations and events.
3. Set a budget and stick to it.
4. Send donations in lieu of gifts or holiday cards. It will be much more rewarding for everyone.
5. Too many invites? It's ok to decline some invites as long as you maintain healthy connections and leave the hibernating for the bears.
 1. Easy on the egg nog.
 7. Get back to the meaning of it all.
 8. Pet your dog, or visit a shelter and walk a dog.
1. Take a time out to relax in the middle of the holiday hustle.
 2. Pick up the phone.
 11. Mend some fences.
12. Do something special just for you.

When you take charge of your emotions, you can make plans that suit your personal needs and give yourself the space that you need. You can navigate more successfully between the holiday parties, shopping, and other social obligations that might become unnecessarily stressful.

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12 tips to Uplift Your Mood During the Holidays *(continued)*



Janie Feldman, PsyD is a Certified School Psychologist and licensed psychologist. She conducts psychotherapy, evaluations, and consultations for children, adolescents, adults, families, and couples and specializes in providing individual, group and family psychotherapy, assessment, and consultation. Read Dr. Feldman's [credentials](#).

About NJPA

The New Jersey Psychological Association (NJPA) is recognized as one of the strongest state psychological associations in the country. NJPA is an indispensable network of resources for the public and media, a staunch advocate for psychologists in the state, and an influential presence helping shape mental health policies in New Jersey.

Janie Feldman, PsyD

Visit us at www.PsychologyNJ.org to locate a psychologist or to find the most current news, articles, and events that may be of interest to you. Follow us on Twitter [@njpsychasn](#), [connect with us on Linked In](#), and [subscribe to our quarterly newsletter!](#)

For more information, contact Executive Director Keira Boertzel-Smith, JD or Christine Gurriere, Communications Manager, at 973-243-9800.



Wasted Money and Productivity on Unnecessary Administrative Work

by Jennifer Dowd, Marketing Manager for Kronos Public Sector

Treating employees as an asset rather than a commodity is essential for true workforce engagement. It's a critical factor in attracting and retaining the best talent possible in a competitive job market. However, manual administrative tasks unrelated to employees' core job roles creates a time-consuming burden can lead to disengagement.

According to a recent study, U.S. businesses waste \$687 billion per year on unnecessary administrative work while the workforce is hindered by low productivity and poor-performing technology. The research was conducted by The Workforce Institute at Kronos and Coleman Parkes Research, and included a survey as well as extensive interviews with HR professionals, operations/line of business managers, and employees. 20% of these respondents were from the public sector. Results show a broader engagement strategy may support an employer's attracting and retaining efforts.

***Bridging the engagement gap:** Technology can be turned into an advantage, but out-of-date solutions will only add more unnecessary complexity.

- Manual processes are burdensome, with 78 percent of respondents citing this as a cause of lost productivity.
- Nearly three-quarters (72 percent) of business managers report that outdated systems/technology are the biggest workforce management challenge.

**THE \$687B DOLLAR QUESTION:
IS EMPLOYEE ENGAGEMENT THE
DRIVER OF BUSINESS
SUCCESS?**

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Wasted Money and Productivity *(continued)*

***Productivity and employee engagement should go hand-in-hand:** Employees see themselves as contributors, not liabilities.

- Shockingly, only 12 percent of all respondents surveyed rate employee engagement as very strong within their organization.
- Only 31 percent of HR professionals surveyed rated their people among the top three assets of their organization.

***Stuck in the middle:** People are torn between meeting customer needs and manager expectations.

- Sixty-five percent of respondents find it difficult to complete all of their tasks in a typical work day.
- Management demands, internal politics, unrealistic workloads, lack of staff availability, and poor technology support create a perfect storm of complexity that detracts from providing high levels of customer service, according to respondents.

***Small changes create big rewards:** Reducing just one hour of wasted time per employee adds up to billions of dollars.

- By reducing the burden of admin work by one hour per week, U.S. organizations would save \$1,518 per employee, for a total of \$229 billion annually.
- According to the study, respondents average 3.1 hours per week on administrative tasks unrelated to their core job roles.

***Employee motivations are evolving:** Monetary rewards are no longer the sole motivator for employees, which is why organizations should focus on communication, collaboration, and culture to keep employees engaged.

- Communication continues to be a barrier, as nearly three out of every four respondents (73 percent) said better communication with management will help them feel more engaged.
- When it comes to reasons to leave their job, compensation is seventh on the list, with respondents stating they are more likely to resign due to lack of direction, lack of focus, not feeling valued, not feeling understood, and not getting along with their manager.
- Still, 58 percent admitted that rewards and incentives would likely increase productivity.

To learn more about Kronos, please contact Wesley Witherington, Kronos Sales Executive State of New Jersey, Public Sector and Education, at wesley.witherington@kronos.com or via telephone at (973) 331-5465.



SAVE THE DATE

NJAC CELEBRATION OF COUNTY GOVERNMENT
CAESARS *in* ATLANTIC CITY, NJ
MAY 10 - 12, 2017

Special Holiday Discount - Two Grant Training Opportunities Coming to Lakewood and Sicklerville, NJ

by Jodi McDowell, Marketing Consultant for Grant Writing USA

Grant Writing USA along with its esteemed local hosts will present two grant writing workshops in NJ this January. This training is for grant seekers across all disciplines. Attend this class and you'll learn how to find grants and write winning grant proposals.

If you're one of the first 10 people to register and enter the coupon code "Holiday", you'll get an instant \$50 off the regular tuition cost of \$455. Your tuition includes everything: two days of terrific instruction, workbook, and access to our Alumni Forum that's packed full of tools, helpful discussions and more than 200 sample grant proposals.

Lakewood, NJ - January 9-10, 2017

Join us when The Ocean County Police Academy host our two day grant writing workshop in Lakewood [Click here for full event details.](#)

Sicklerville, NJ - January 26-27, 2017

We have the same grant writing program on January 26-27, 2017, presented in partnership with The Winslow Township Police Department. [Click here for full event details.](#)

Beginning and experienced grant writers from city, county, and state agencies as well as nonprofits, K-12, colleges and universities are encouraged to attend. Attend this class and you'll learn how to find grants and write winning grant proposals.

The holiday discount cannot be used in combination with other offers except one: If you are part of a group of 5 or more registered for this class, you'll each receive the \$50 holiday discount AND an additional \$50 discount each. That means everyone in your group of 5 or more gets \$100 off their tuition!

All holiday discount offers expire December 31, 2016 but will most likely be gone much sooner. Don't delay to ensure you receive our best pricing of the year! Payment is not required at the time of registration. Cards and checks accepted.



Atlantic City Electric Encourages Customers to Give the Gift of Energy

by Frank Tedesco, Media Relations for Atlantic City Electric



The holiday season is here and you can help your fellow Atlantic City Electric customers by giving the *Gift of Energy*. Atlantic City Electric customers may select a dollar amount to give to someone special toward their electric bill to make their home truly joyful and bright for the holidays.

"The spirit of the holiday season is giving and sharing," said Vince Maione, Atlantic City Electric region president. "We are offering an opportunity to share a very important gift — the gift of energy — to people in our community who need financial assistance."

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Atlantic City Electric Encourages Customers to Give the Gift of Energy *(continued)*

How to provide the *Gift of Energy*:

- Visit www.atlanticcityelectric.com/gift, and submit a *Gift of Energy* form
- The *Gift of Energy* can also be purchased in person at the following Customer Service Centers:
 - ***Atlantic City Customer Service Center:** 8 a.m. to 4:30 p.m., Monday through Friday, 2430 Atlantic Ave
 - ***Cape May Court House Customer Service Center:** 9 a.m. to 4:30 p.m., Monday through Friday, 420 Route 9
 - ***Egg Harbor Township Customer Service Center:** 8 a.m. to 4:30 p.m., Monday through Friday, 6814 Tilton Road
 - ***Millville Customer Service Center:** 9 a.m. to 4:30 p.m., Monday through Friday, 1101 Route 47 (Delsea Drive) Reema Plaza
 - ***Turnersville Customer Service Center:** 9 a.m. to 4:30 p.m., Monday through Friday, 5101 Route 42 (Priscilla Town Center)
- Through Jan. 15, 2017, participants will receive a holiday greeting card to give to *Gift of Energy* recipients, compliments of Atlantic City Electric
- *Gift of Energy* payments can be made via cash, check or by using a credit/debit card

For more information about Atlantic City Electric, visit www.atlanticcityelectric.com. Follow us on Facebook at www.facebook.com/atlanticcityelectric and on Twitter at www.twitter.com/aceleconnect. Our mobile app is available at www.atlanticcityelectric.com/mobileapp.



Atlantic City Electric, a public utility owned by Exelon Corporation (NYSE: EXC), provides safe, reliable and affordable regulated electric delivery services to more than 547,000 customers in southern New Jersey.

Do you have educational or informational articles you would like published in the NJAC COUNTY BIZ?

Contact Loren Wizman, Director of Business Development, at (609) 394-3467 or loren@njac.org.

JOB VACANCY ANNOUNCEMENT

SUSSEX COUNTY ADMINISTRATOR

Application deadline: January 15, 2017



The **County of Sussex** has a position opening for the County Administrator. This is a statutory position for a term authorized by NJSA 40A:9-42. The County Administrator shall be qualified by administrative and executive experience and ability to serve as the administrative officer or chief executive of the County. An interested applicant should possess the education, training and experience, as well as have the skills and abilities necessary to fulfill the requirements and responsibilities of the position.

For details, visit the Sussex County website at www.sussex.nj.us or contact the Clerk of the Board's office at (973) 579-0240. You may also email Cathy Williams at cwilliams@sussex.nj.us. Submit your letter of interest and resume by January 15, 2017 to cwilliams@sussex.nj.us or:

Sussex County Administrative Center
Office of the Clerk of the Board
One Spring Street
Newton, NJ 07860

WELCOME TO OUR NEW MEMBERS



United Healthcare Group is a healthcare insurance provider. Our mission is to help people live healthier lives and to help make the health system work better for everyone. We seek to enhance performance of the health system and improve the overall health and well-being of the people we serve and their communities. We work with health care professionals and other key partners to expand access to quality health care so people get the care they need at an affordable price, and we support the physician/patient relationship and empower people with the information, guidance and tools they need to make personal health choices and decisions. To obtain more information about United Healthcare Group then please contact Greg Acquaviva at greg_acquaviva@uhc.com.



DMR Architects is a full service architectural and professional planning service. DMR specializes in a diverse range of project types and services, including architecture, urban planning, landscape architecture, sustainable design, interior design and construction administration for all market sectors including public, education/higher education, corporate, residential/mixed-use and healthcare. DMR's experience includes capital improvement projects, renovations, additions and new construction. If you would like to learn more then please contact Lloyd A. Rosenberg, AIA, President & CEO, at Lloyd@dmrarchitects.com or Colleen Mahr, Director of Business Development, at colleenm@dmrarchitects.com.

Zika Continues to Threaten, GovPilot Continues to Evolve

by Alannah Dragonetti, Content Creator for GovPilot

When GovPilot last discussed Zika in late summer, vector mosquitoes had just been detected in Miami, Florida and Camden County, New Jersey's Mosquito Commission was doing everything in its power—including implementing GovPilot—to ensure that it wasn't next. Camden County succeeded, but local governments' work to prevent the spread of the Zika virus throughout the United States is far from over.

A Grim Forecast

As temperatures cooled and mainstream news coverage turned toward the presidential election, the medical community continued its dogged quest to learn all it could about the Zika virus. After weeks of research, its brightest luminaries emerged with a grim forecast.



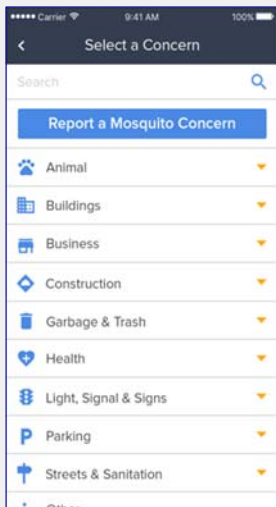
A recent episode of *60 Minutes* featured an interview with Dr. Anthony Fauci. As Head of Infectious Diseases at the National Institute of Health, Dr. Fauci has tracked every virus to threaten the American people since the 1980s. With its surreptitious transmission (a bite from a vector mosquito, sexual contact with an infected, sometimes symptom-free partner) and devastating potential outcomes (microcephalic babies, paralysis) Dr. Fauci considers Zika to be one of the most vicious. The medical community still has much to learn about Zika. By optimistic estimates, a vaccine is over one year away.

The bad news continues to trickle in. Speaking at CityLab's 2016 conference, Thomas Friedan, Director of the Center for Disease Control and Prevention (CDC), announced that "Zika and other diseases spread by (the *Aedes aegypti* mosquito) are really not controllable with current technologies."

Friedan went on to predict that the virus will "become endemic in the hemisphere."

The future of Zika in the United States, Friedan maintains, rests on local government. He urges mayors and city officials to bolster Mosquito Control divisions, public health budgets and to educate citizens about the looming threat.

GovAlert: The Silver Lining



Through its convenient digital forms and efficient automated workflows, the GovPilot platform helped local governments across the nation mitigate the damage of Zika's US debut. While GovPilot is saddened to hear that the virus still poses a huge threat to the American people, we wholeheartedly believe in local governments' power to quell the virus' spread as well as the panic surrounding it. GovPilot's new app should help.

Now available for Android and iOS, the free GovAlert mobile app empowers citizens to inform government officials of local instances of mosquito infestation in the time it takes to send a text message.

The app prompts users to snap pictures and write descriptions of neglected swimming pools, heaps of garbage and other potential Zika breeding grounds. Once submitted, device location settings ensure that the mosquito-related concern is directed to the local government official responsible.

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Zika Continues to Threaten *(continued)*

If the administration is already a GovPilot client, the concern is addressed through the same efficient GovPilot process that made Camden County's Zika prevention program such a success.

If the administration does not use GovPilot, officials are still notified. They are invited to adopt GovPilot and effectively prevent the spread of mosquito-borne illness and quell the anxiety surrounding it

GovPilot CEO and founder, Michael Bonner, believes that the crowdsourced information collected by the GovAlert app, "will go a long way in helping to prevent the spread of Zika." He adds that, "It is up to government to spread the word about GovAlert."

GovPilot is offering custom website buttons to cities and counties looking to advertise the GovAlert app on their official websites.



The Zika pandemic is winding its way to your community, but local government holds the power to change its course. Harness it with GovPilot and GovAlert.

About GovAlert

GovAlert is developed by GovPilot, a leading government management software company. GovPilot's knowledge of local governments' practices and chain of command informs the design of the GovAlert mobile app. GovAlert ensures that issues are effectively reported, acknowledged and addressed.

About GovPilot

GovPilot is a web-based Management Platform developed exclusively for local government. GovPilot optimizes workflow and revenue streams by replacing antiquated paper processes with digital automation. GovPilot unifies fragmented data and facilitates communication between employees and departments to promote informed decision-making. The platform offers 100+ templated processes, which can be used "off the shelf" or modified to fit a department's specifications. GovPilot grants unlimited users the ability to manage and share data 24/7, from the office, the field, or the comfort of home.

For more information about this topic, please contact Alannah Dragonetti by telephone at 201.222.1155 or via email at alannah@govpilot.com



BECOME A MEMBER *of the* NEW JERSEY ASSOCIATION OF COUNTIES

Learn about the benefits of being a part of NJAC and how you can join by contacting Loren Wizman, Business Development Director, at (609) 394-3467 or loren@njac.org.

[Click here for an application.](#)

Nationwide Economics

Weekly Economic Review & Outlook for December 5, 2016

by Ben Ayers, Senior Economist of Nationwide Mutual Insurance Company and
Ankit Gupta, CFA, Junior Economist of Nationwide Mutual Insurance Company

Weekly Economic Review

November provided another solid jobs report as labor market conditions continue to tighten. Job growth for the month was in line with expectations at 178,000 in payroll gains. While the trend rate of job gains continues to slow as the economic expansion ages, the current pace is more than sufficient to offset additions to the labor force.

The unemployment rate dropped to 4.6 percent, the lowest level since mid 2007, as the pool of job applicants dwindles. The U-6 unemployment rate (including underemployed workers), also fell to an expansion low of 9.3 percent. While down significantly from the peak, the current level shows that there is still a reserve of workers ready to join the job market or to move to full-time employment.

In an otherwise positive update, average hourly earnings (AHE) surprisingly declined for the first time this year, causing 12-month wage growth to retreat to a meager 2.4 percent. The November drop runs counter to the sharp gains shown by the Atlanta Fed's wage growth tracker in recent months. Declines in the AHE occasionally occur even during an upward trend, so the November figure is not a cause for concern yet.

Positive job and unemployment data for November should be the last hurdle for a rate hike at the December meeting of the Federal Open Market Committee (FOMC). Financial markets would be very surprised by a hold by the Fed, pricing in a 95 percent chance of tighter monetary policy after the jobs release last Friday.

Moreover, manufacturing data showed improvement in November with the ISM manufacturing index rising to a five-month high-suggesting stronger order activity and modest expansion in the near term. Light vehicle sales remained elevated in November with annual sales set to reach 17.5 million units, surpassing last year's record high.

While relatively stable this week, long-term interest rates are poised to end 2016 higher than they started after the spike in rates in response to the election results. The 10-year Treasury rate moved to around 2.50 percent intraday last week, more than 60 bps above pre-election levels. This level of rates would have been viewed as improbable when long-term rates touched all-time lows in July.

Although actual policy changes remain highly uncertain, markets expect faster economic growth and higher inflation as a result of expected tax cuts and fiscal stimulus-with inflation also boosted by increased chances of higher tariffs. Moreover, the market now views faster Fed tightening as more likely.

After being depressed for much of the year by foreign investor flows and ongoing uncertainty, current interest rate levels are more in line with economic fundamentals. Positive economic growth, rising inflation, and tightening by the Fed should push long-term rates up further-although less quickly than in the past month.

Weekly Outlook

This will be highlighted by a few important indicators including the ISM nonmanufacturing (services) survey, the foreign trade deficit, and factory orders.

Service sector activity levels continue to be strong and the main driver of U.S. economic growth. We expect the ISM nonmanufacturing survey index to move higher to 57.0 in November-close to the highest level of the year-

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Nationwide Economics *(continued)*

on the basis of stronger overall economic growth and increases in consumer expenditures, of which two-thirds go to the service sector.

The U.S. trade deficit is likely to expand for October given advance estimates of trade in goods, which show that imports rose while exports pulled back. This should not be a surprise given that the dollar has been strengthening rapidly since 2014 with stronger growth in the U.S. than in much of the rest of the world, which creates an environment of greater imports, fewer exports, and also holds back inflation measures by taming the price growth of imported goods. We expect that the trade deficit expanded to -\$39.5 billion for October.

Factory orders, which are a leading indicator of manufacturing activity, are expected to show a decent level of growth after being in contractionary territory (on a 12-month basis) for much of the last two years. Durable goods, which are approximately one-half of all factory orders, have already been reported as up by 4.3 percent, and nondurable goods are expected to have also risen, although not nearly as strongly. Taken together, we expect growth of about 2.7 percent for October.

If you are interested in providing a social security or healthcare workshop for your employees, please contact your local Nationwide Retirement Specialist or Emanuel Mahand (Program Director) at Cell:609-923-8859 or mahande@nationwide.com.



Save the Dates

2017 NJAC Meetings and Events

January 20	Annual Conference Committee Meeting - <i>Trenton</i>
January 27	Reorganization Meeting & Swearing-In Ceremony of President and Executive Officers - <i>Trenton</i>
March 10	Board of Directors Meeting - <i>Trenton</i>
May 10 - 12	Annual Celebration of County Gov't at Caesars in Atlantic City
May 11	Board of Directors Meeting at Caesar's in Atlantic City
May 12	Board of Directors Meeting at Caesar's in Atlantic City
June 23	Board of Directors Meeting - <i>Trenton</i>
July 20	7 th Annual Night of Baseball & Fireworks <i>Trenton Thunder vs. New Hampshire Fisher Cats</i>
September 22	Board of Directors Meeting - <i>Trenton</i>
December 8	Board of Directors Meeting & Year End Summit <i>Trenton Country Club - West Trenton</i>

Federal Grants

Justice for Families

Deadline: January 12, 2017
Available: \$700,000 over a period of 3 years
Number of Awards: 23
Funding Opportunity Number: OVW-2017-11923
<https://www.justice.gov/ovw/page/file/914806/download>



High Priority Grant Program

Deadline: January 13, 2017
Available: \$2,000,000
Number of Awards: 125
Funding Opportunity Number: FM-MHP-17-001
<https://www.grantsolutions.gov/gs/preaward/previewPublicAnnouncement.do?id=58472>



Body-Worn Camera Policy and Implementation Program

Deadline: February 16, 2017
Available: \$17,000,000
Number of Awards: 63
Funding Opportunity Number: BJA-2017-11221
<https://www.bja.gov/funding/BWCPIP17.pdf>



The Coastal Program

Deadline: September 30, 2017
Available: \$500,000 award ceiling
Number of Awards: 500
Funding Opportunity Number: F17AS00014
<http://www.grants.gov/web/grants/search-grants.html>



Summit on Pension and Health Benefits



Keynote Luncheon Speaker

Ford M. Scudder, Treasurer of the State of New Jersey



State Pension Systems Panelists

l to r: Gov. Florio, Tom Byrne, Rob Nixon, and Eric Richard



Gubernatorial Candidate Series

Honorable Jack Ciattarelli, Assemblyman for New Jersey Legislative District 16



Shamel Flores, student vocalist from Middlesex County Vocational and Technical Schools—East Brunswick Campus

Summit on Pension and Health Benefits



l to r: Louis Imhof, Passaic County, engaged in a demonstration of **MRA International's** products and services provided by its President & CEO, Bruno Tirone



County and business leaders focused on the remarks of the Health Benefits panelists



Questions & Answers Session
Warren County Freeholder Director Ed Smith



Networking
Burlington County Administrator Eve Cullinan



Dave Norton & Mike North
of **AETNA**

*with Brandon Lodics of
Perma Risk Management*

and

*Courtney Nelson of
American Heart Association &
American Stroke Association*

Eastern DataComm Awarded 2016 Circle of Excellence

by Lisa Valladares, Marketing Manager for Eastern DataComm

ShoreTel recognizes achievement in sales, growth and customer satisfaction

[Eastern DataComm](#) recently announced that it has received the ShoreTel 2016 Circle of Excellence Award. ShoreTel, Inc., the leading provider of brilliantly simple IP phone systems with fully integrated Unified Communications (UC), announced the winners of sales and customer satisfaction achievement awards during the 2016 Annual Champion Partner Conference in Orlando, FL.

The Circle of Excellence award is the highest honor ShoreTel bestows upon a partner. “Eastern DataComm is extremely proud to be included in this exclusive group of ShoreTel partners,” said Al Harnisch, President of Eastern DataComm. “We continually strive to be a best-in-class partner for our school district, library, municipality, healthcare and business customers through designing, implementing and supporting the best and most appropriate communications, business phone system and emergency notification solutions. This award is a testament to our almost 30-year commitment to carrying out that mission.”

Only the top 10 partners in the country earn this distinction, which recognizes outstanding success among a large group of ShoreTel partners.

“The entire team at Eastern DataComm is dedicated to providing ShoreTel business communication solutions to many more customers across the tri-state area, as well as supporting our existing customers with the highest levels of satisfaction.”

“We are thrilled to award Eastern DataComm,” said Michael Bellezza, Director, US Channels East for ShoreTel. “They have earned this honor through outstanding achievements – especially in the New Jersey K-12 school district market - demonstrating great revenue success while maintaining best practices for high customer satisfaction. We are pleased to recognize their accomplishments and acknowledge how they have helped ShoreTel excel as the leading global provider of IP-based business communication solutions.”

About Eastern DataComm

Since 1988, Eastern DataComm continues to provide end-to-end solutions for a broad range of voice communications and data networking solutions including IP telephone systems, data networking, HD video conferencing, school safety solutions and cabling. As a gold partner with ShoreTel, they provide solutions to over 1,000 small-to-medium businesses, school districts and libraries in New Jersey and the New York Metro area.

With achievement in exceeding the “World-Class” Customer Experience threshold in customer loyalty from ShoreTel, Eastern DataComm delivers effective, understandable solutions that help you work faster and easier, on time and within budget.

About ShoreTel

ShoreTel, Inc. is a leading provider of brilliantly simple IP phone systems and unified communications solutions powering today's always-on workforce. Its flexible communications solutions for on site, cloud and hybrid environments eliminate complexity, reduce costs and improve productivity. Recognized for its industry-leading customer experience and support, ShoreTel's innovative business phones, application integration, collaboration tools, mobility, and contact center applications enable users to communicate and collaborate no matter the time, place or device, with minimal demand on IT resources. ShoreTel is headquartered in Sunnyvale, Calif., and has regional offices and partners worldwide. For more information, visit www.shoretel.com.



NACo Upcoming Webinars



Water Infrastructure Investments: Strategies to Improve Your County's Resilience

December 19, 2016, 2:00 pm – 3:15 pm

[Register](#)

Join us on this interactive webinar to learn how counties are innovating to improve the resilience of their county infrastructure, both by building new and retrofitting old. County officials and professional staff will discuss the strategies and tools they are using to prepare their counties for future disasters and every day wear and tear. This discussion will give county elected officials and staff members an idea of next steps they can take to make their county's infrastructure more resilient to changing physical and environmental conditions.

Contact Jenna Moran (202) 942-4224

jmoran@naco.org

NEOW: Newly Elected Official Webinar

January 18, 2017, 2:00 pm – 3:30 pm

[Register](#)

Designed specifically for newly elected officials, this webinar will give you an overview of legislative, leadership and solutions that will be valuable to you from day one. Hear from fellow officials about their perceptions with plenty of time for Q & A.

Contact Andrew Goldschmidt (202) 942-4221

agoldschmidt@naco.org

Leadership Development Series: Instrument Training for Integrity Pilots

January 25, 2017, 2:00 pm – 3:15 pm

[Register](#)

The term Instrument training is used to highlight the role of procedures and skills—what we have been calling “discernment”—to navigate the foggy skies of decision-making. Just as pilots have to trust their instruments during bad weather, public servants must steer their way through the temptations of instinctual judgment, and trust their instruments.

This will be an exciting culmination to NACo's four-part series on Integrity and Civility, featuring Stu Brody, Founder of Integrity Intensive. A slide show will be featured to portray the flaws of common notions of integrity, and how to overcome them, and add quality to our decision-making as public officials. Mr. Brody will offer the hidden lessons of the practice of integrity that lies in the smallest of our actions. In this unique presentation on the Law of Small Things Mr. Brody will develop the principle that integrity cannot be practiced on the biggest level, unless it is practiced on the smallest level. The implications for this Presidential year will be discussed.

The series probes beyond common understandings of integrity and civility and teaches distinct skills—a “practice”—for tackling the complex ethical and interpersonal challenges of public life.

Contact Akera Gamble (202) 942-4225

agamble@naco.org





2017 Seminar & Conference

NJAC is now accepting seminar proposals for its May 10-12, 2017 Annual Conference.

Deadline: January 27, 2017

See details on page 22



REGISTER TODAY



**FEBRUARY 25—MARCH 1, 2017
WASHINGTON, D.C.**

**MARRIOTT WARDMAN PARK HOTEL
WASHINGTON, D.C.**

FROM THE EXECUTIVE DIRECTOR



John G. Donnadio, Esq.

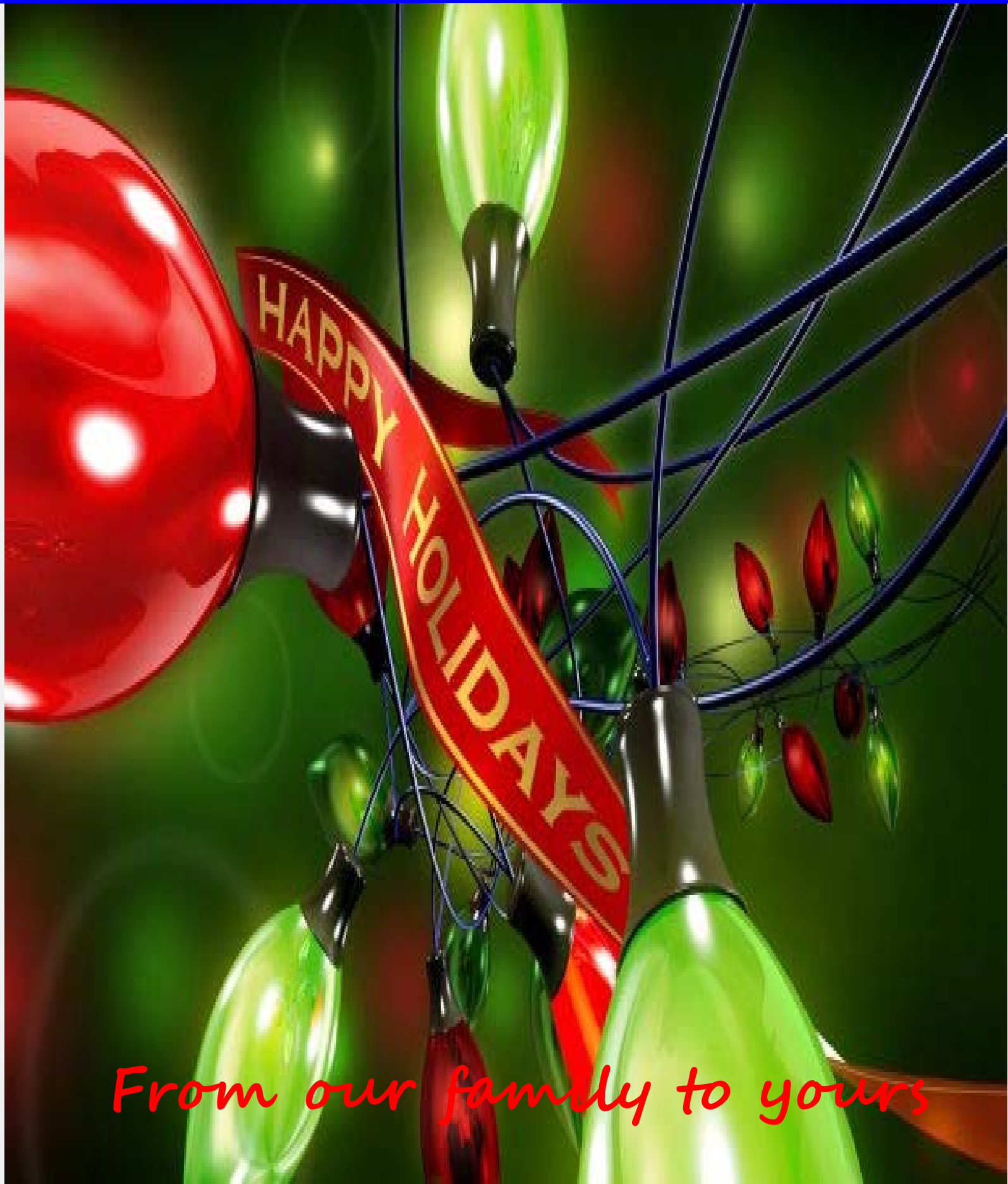
Thank you to everyone that participated in NJAC's Summit on Pension and Health Benefits. The panel discussions were terrific, and it was a pleasure to kick-off our **Gubernatorial Candidate Series** with Assemblyman Jack Ciattarelli and to hear from State Treasurer Ford M. Scudder. Believe it or not, we've already begun planning for a very busy January, so please take a moment to review the information below, which provides important details about our annual conference committee meeting, conference workshop proposals due date, and NJAC's annual reorganization meeting.

CONFERENCE COMMITTEE - Don't miss the opportunity to serve on NJAC's conference committee as we begin planning for our 67th annual celebration of county government from May 10th through May 12th at Caesars in Atlantic City. The Committee is hosting a kick-off meeting at 10:00 a.m. on **January 20, 2017** at NJAC's office located at 150 West State Street in Trenton. Please contact Kim Nolan, kim@njac.org, if you're interested in helping us prepare for county government's premiere event of the year.

CONFERENCE SEMINARS – We're also accepting proposals for conference seminars/workshops. Space is very limited, so please **submit your proposal no later than January 27, 2017** to Loren Wizman by email at loren@njac.org. To make sure that our elected officials, administrators, finance officers, purchasing officials, planners, engineers, attorneys, public works employees, and other county officials actively participate in our conference, the Conference Committee will give priority consideration to workshops approved for continuing education credits by the appropriate State agencies and the Rutgers University Center for Local Government Services.

1. Workshop sessions should be 50-60 minutes long.
2. Proposals should include the name, title, and company information of those presenting.
3. Proposals should be typewritten in Garamond font Pitch 9.
4. Proposals should contain a title and one-page informative summary of the workshop, so that we may include these details in our conference journal.
5. Proposals should include handouts, power point presentations, and other similar materials.
6. Proposals should be submitted by *January 27, 2017*.
7. We will notify you in writing of the time, location, and other important details concerning your workshop well in advance of the conference.

NJAC REORGANIZATION MEETING – Please make sure to join us at 11:00 a.m. on **January 27, 2017** in the Senate Chambers of the State House for NJAC's Reorganization Meeting where Gloucester County Freeholder Heather Simmons will become our 76th President. Following the ceremony, students from the Gloucester County Institute of Technology will provide a fantastic lunch to guests at the New Jersey State Museum



From our family to yours

WHAT'S HAPPENING IN YOUR COUNTY?

SUN	MON	TUES	WED	THURS	FRI	SAT
				DEC 15 Stevie Wonder & Aretha Franklin 8 p.m. Harrah's Resort Atlantic City <i>Atlantic County</i>	16 Winter Wonderland The Nutcracker 7 p.m. Scottish Rite Auditorium Collingswood <i>Camden County</i>	17 Bergen's Holiday Concert 7:30 p.m. Community Theatre Community College Paramus <i>Bergen County</i>
18 It's a Wonderful Life 2 p.m. Union County PAC Rahway <i>Union County</i>	19 39th Annual Festival of Trees 9 a.m. - 4 p.m. Environmental Education Center Basking Ridge <i>Somerset County</i>	20 Photos with Santa 10 a.m. - 9 p.m. Cumberland Mall Vineland <i>Cumberland County</i>	21 A Christmas Carol 7:30 p.m. McCarter Theatre Center Princeton <i>Mercer County</i>	22 Candlelight Village Tour FREE 6 - 9 p.m. Smithville Village Park Mt. Holly <i>Burlington County</i>	23 Hope Concert 9 8 p.m. Count Basie Theatre Red Bank <i>Monmouth County</i>	24
 25 CHRISTMAS DAY	26 WOBM Christmas Classic 12/26-12/30 Pine Belt Arena Toms River <i>Ocean County</i>	27 The Winter Express 11 a.m. Tuckahoe Village Train Tuckahoe <i>Cape May County</i>	28 Curious George Comes to Visit 11 a.m. - 1 p.m. 12/28 & 12/29 Liberty Science Center Jersey City <i>Hudson County</i>	29 Lambertville-New Hope Winter Festival 2 p.m. Lambertville Station Inn Lambertville <i>Hunterdon County</i>	30 John Denver Tribute 8 p.m. Broadway Theatre Pitman <i>Gloucester County</i>	31 First Night Morris 4:45 p.m. MAYO PAC Morristown <i>Morris County</i>
 JAN 1	2 Woodstown by Candlelight 4 p.m. - 10 p.m. Woodstown <i>Salem County</i>	3	4	5	6	7
8 59th Annual Model Railroad Show 1 - 5 p.m. 1/7 & 1/8 Garden State Model Railway Club Haledon <i>Passaic County</i>	 9 VS. FL Panthers 7 p.m. Prudential Center Newark <i>Essex County</i>	10	11 Cirque Eloize Saloon 7:30 p.m. 1/11 & 1/12 State Street Theatre New Brunswick <i>Middlesex County</i>	12	13 Jim Breuer 8 p.m. The Newton Theatre Newton <i>Sussex County</i>	14 January Thaw Music Fest 8 p.m. Sitnik Theater of the Lackland Center Hackettstown <i>Warren County</i>