

# NJAC COUNTY BIZ

An Educational and Informative Newsletter for Counties and Businesses

New Jersey Association of Counties

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## Unsung Heroes: Including Non-Sworn Employees in the Peer Support Process

by Shirl Tyner, Management Services Representative for Lexipol

It's 1702 on a Friday afternoon. Suddenly, the call of "officer down" blares across my police radio. I am several miles away from the incident, having dinner with some officers. We drop everything and run out the door.

As a non-sworn employee, I know it's not my place to respond immediately, but I also know I'll be needed. I don't want the scene jeopardized in any way. So my trainee and I drive as fast as we can to get there. Traffic is a nightmare. At one point, we drive on the sidewalk; it's the only way to get through, and nothing is more important than getting there. I know the officer; he's on my team. He's a friend.

Despite my lack of lights and siren, I arrive just after the officers from my group. The suspect is gone; he's taken the officer's gun and car. A manhunt is underway. The scene is secure and the officer has been transported. We lock down the crime scene and wait, knowing we will be spending the next 8 to 10 hours there. At first, I think the worst part is not knowing whether the officer has survived. But then word spreads that he has died, and I discover the worst part has just begun. For the next several hours we work the most difficult scene I have ever faced. The emotions are overwhelming. Many times we have to stop to find a private place to cry before continuing.

Well after midnight, we return to the station, exhausted mentally, physically and emotionally. We had been told peer support and the counseling team would be available for anyone who needed someone to talk to. But when we inquire, we're told they have all gone home.

How could we have been forgotten? Everyone was exhausted no doubt, but how could they forget those of us who just spent several hours at such a difficult crime scene? I wanted them to care about what I had just been through. I wanted someone to listen to what I was feeling about the things I'd seen, smelled and heard. I had touched his blood, seen the evidence of a struggle - I had visions I knew I would never forget. But instead, I had to go home, alone, with it all built up inside me.

I'm sure my department did not intentionally forget about us. Perhaps it was the "out of sight, out of mind" perspective, or maybe everyone was so exhausted they just weren't thinking clearly. I knew they cared about us, but I felt lost and very unattached. Unfortunately, my experience is repeated all too often in departments across the country. Even

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# Get to know your County Official.....

## How many years have you served as Union County Clerk?

I have served as Union County Clerk for 21 years.

## What was the first public position you held?

My first public service position was a member of the Springfield Board of Education.

## Why did you choose to run for Union County Clerk?

I chose to run for Clerk because I believed it was a great vehicle in which to serve the public.

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

I thrive on challenges and like to find resolutions to issues so to me there is never a "difficult" decision only a challenging one.

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

Readers may be surprised to know that I am the author of three non-fiction books; two on the Civil War.

## Who is your role model?

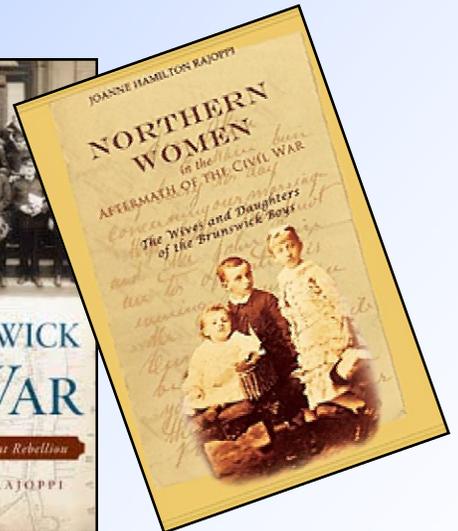
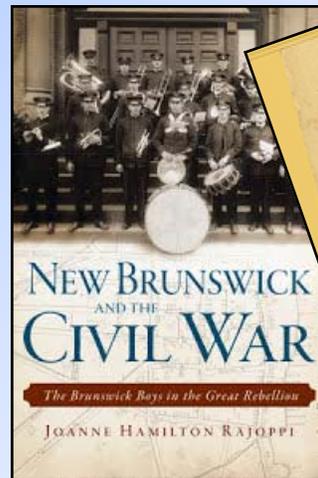
My role model is my father Raleigh Rajoppi who was a New Jersey labor leader, early environmentalist, and innovator in the public and private sectors.

## What do you love about Union County?

I love Union County for the diversity of its interesting people and its rich history dating to the early settlement of our country.



Joanne Rajoppi  
Clerk  
Union County



17th Century Clark House



Rahway Performing Arts Center



## Unsung Heroes *(continued)*



Even as law enforcement continues to improve critical incident stress management for sworn officers, we are in danger of letting all our other employees fall through the cracks.

### **Trauma Affects All Personnel**

It's easy to understand why peer support responds after an officer-involved shooting, a serious firefighter injury or a fatal collision. But what about the effects on members who were not on scene but knew the personnel involved? What about those unsung heroes who wait on the sidelines doing whatever they can to help, but feel helpless just the same? What of the dispatcher who is trying desperately to get assistance to an

officer struggling with an assailant? Or the evidence technician who is processing the scene in which an officer she knows was critically injured or killed? What of the clerk or custodian who was a close friend of the firefighter killed in a fire? Or the records clerk who must process reports and photos of a child abuse victim or department employee? Or the volunteers pressed into service to direct traffic at a grizzly crime scene involving an officer they know?

These and many other incidents occur all too frequently. And just as frequently, many non-sworn personnel are left out of the peer support process as well as the incident debriefing.

Sometimes, we create divisions between sworn and non-sworn that seem to make sense, but can have unintended painful repercussions. A few years after the incident that began this article, an officer at a neighboring city committed suicide. As a supervisor, I encouraged my team to attend the funeral if they wanted to, and I went with them. I had been through a police funeral and I knew all too well the feelings of loss and heartache at losing a fellow officer.

In the church, I noticed the non-sworn members from the agency were not sitting with the sworn officers in the front row. When I asked one of them why, she told me they were not allowed to walk in with the other officers and sit with them because they were not sworn.

My heart sank. The employee went on to tell me their department did not treat the non-sworn the same way; they were routinely left out. She expressed the feeling of being forgotten or not as important. The officer who had committed suicide was a friend of hers. She was devastated he had taken his own life and that even as a close friend she had been unaware he was so sad. The feelings of guilt and shame overwhelmed her—and here she was in the back of the room, feeling as though she didn't matter.

Although I had only met her a few moments earlier, I felt connected because I knew these emotions all too well. I told her how my department had grown so much in how they treated their non-sworn and I encouraged her to speak to someone to let them know how she felt. These situations are usually the product of leadership being oblivious, rather than intending to hurt someone. Until someone speaks up, things will never change.

There is definitely a brotherhood among officers, firefighters, paramedics and the like. But those in a support role are part of that brotherhood because every day they are there beside them. Just because their role is different does not mean traumatic events don't impact them in the same way. Non-sworn employees aren't looking for recognition or special treatment; they just want to belong because they are part of the team.

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## Unsung Heroes *(continued)*

### What You Can Do

What can your agency do to ensure all affected personnel are taken care of following a tragic event? Here are a few practical suggestions:

Ensure your critical incident checklists include identifying non-sworn employees involved in the incident. Critical incidents are chaotic and complex; it's easy to overlook those who are not first responders or who were not directly involved. Providing incident commanders with a simple checklist to jog their memory can go a long way to ensuring non-sworn employees have access to the same post-incident resources as sworn employees.

- Include a non-sworn employee on your peer support team. Diversity of perspective is important in peer support. Incorporating a civilian employee on the team will help you better address the mental health needs of both sworn and non-sworn members.
- Ensure non-sworn employees know how to contact peer support and mental health resources. Reach out to employees who can't attend debriefings or support sessions to let them know how to access hotlines and other resources. Better yet, consider all employees when planning such sessions, and hold multiple sessions until everyone is reached.
- Follow up with chaplains and peer support team members. Helping your colleagues deal with mental and emotional stress takes a tremendous toll. Who cares for the caregivers?

We are becoming much better at taking care of our civilian employees and volunteers, but we still have a long way to go. We need to look out for one another. Critical incidents affect us all. If we value our co-workers and we are serious about the investment we have made in their lives, we need to be serious about providing them care following trauma. Let us commit to leave *no one* behind.

To learn more about Lexipol, please contact Mark Bedard, Lexipol Business Development Executive, at [Mbedard@lexipol.com](mailto:Mbedard@lexipol.com) or via telephone at (978) 571-8105.

**Lexipol**  
PREDICTABLE IS PREVENTABLE®

## WELCOME TO OUR NEW MEMBER



Alkermes is a leader in innovative medicines that address the unmet needs and challenges of people living with debilitating diseases. As a fully integrated global biopharmaceutical company, Alkermes applies our scientific expertise, proprietary technologies and global resources to develop products that are designed to make a meaningful difference in the way patients manage their disease.

Please contact Tammy Cravener, Director of Policy and Government Affairs, at [tammy.cravener@alkermes.com](mailto:tammy.cravener@alkermes.com) or telephone (610) 585-5492 to learn more.

## NJAC Summit on Opioid Crisis and Resources for Recovery



Verizon Fios 1 interviewing John Donnadio, NJAC Executive Director. Click [here](#) to view the interview.

The New Jersey Association of Counties (NJAC) hosted an educational and informative one day Summit on Opioid Crisis and Resources for Recovery this past Friday, December 8th, from 10 a.m. to 2 p.m. at the Trenton Country Club. Over 250 government officials, with representatives from all 21 counties, and business leaders turned out for this event.

There were two panel discussions which were moderated by Eric Scott of Townsquare Media & NJ 101.5 radio. The first set of panelists examined the State's alarming opioid epidemic and presented viable strategies for combating this public health crisis. Additionally, the second set of panelists discussed resources for recovery and recommended new approaches for providing vital support to those in need.

Our guest panelists were:

- Frederic Knapp, Esq., *Morris County Prosecutor*
- Shaun Golden, *Monmouth County Sheriff*
- Juan Colon, *New Jersey State Police Major*
- Dr. Jim Baird, *Jefferson Washington Township Hospital*
- Louise Habicht, *Parent-to-Parent Founder*
- Louis Capelli, Jr., *Camden County Freeholder Director*
- Angelo Valente, *Partnership for a Drug Free New Jersey Executive Director*
- Lisa Gladwell, Esq., *NJ Recovery Advocates Founder and Chairperson*
- Michael Litterer, *RWJBarnabas Health Institute of Prevention Director*
- Dr. Michael W. Shore, *The Malvern Institute Recovery Center—Medication Assistance Recovery Program Director*

Dr. Baird of Jefferson Washington Township Hospital and Rowan University Emergency Medicine remarked, "This epidemic does not discriminate and has no boundaries." He continued to say, "We had an 11-year old overdose. He saw his father snorting this white stuff off the coffee table. He wanted to be just like his dad, so he did it and overdosed."

Law enforcement officials say arresting their way out of the epidemic is not a viable option. Instead, they're looking toward attacking the demand. "It is daily effort, really 24-7 in public safety. A multiple prong approach, some of which we'll hear today when we talk about education, enforcement, recovery, and treatment - both short-term and long-term," says Monmouth County Sheriff Shaun Golden.

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# NJAC Summit on Opioid Crisis *(continued)*



Vance Johnson sharing his story of addiction and recovery with guests.

The event closed out with a few key notes from Vance Johnson remarking on his addiction and recovery. Vance Johnson is now the Marketing Liaison for Futures of Palm Beach and Super Bowl Champion & Former NFL Broncos Wide Receiver. He is a recovering addict and now celebrating three years of sobriety. Mr. Johnson offers hope to the struggling addict and their families by sharing his own journey from addiction through treatment and the strength of his faith. During his career with the Denver Broncos, Mr. Johnson began drinking to escape the pressures and reality of his life. The tragic and untimely loss of his son caused his alcohol addiction to worsen, sending him down a desperate and self-destructive spiral which eventually culminated in a 26 day coma. Even after waking from the coma, he had a series of failed recovery attempts, and alcoholism took over his life. Finally, he sought help from a friend and began treatment at Futures of Palm Beach where he learned from the experiences of others and had a successful recovery. Since completing his recovery, Mr. Johnson has been instrumental in helping patients overcome their addiction and reclaim their lives.

NJAC would like to thank its speakers, sponsors, vendors, and all that showed their support during this event. A special thanks to the BCIT Academy of Performing Arts Junior Vocal Majors Quartet who performed the National Anthem at the beginning of the Summit.



BCIT Academy of Performing Arts Junior Vocal Majors Quartet: Jasmine McCormick (alto), Cassidy Outlaw (soprano), Danielle Knouzi (alto), Justin Ross (bass) and Dr. Pamela Turowski, Instructor.



Eric Scott of Townsquare Media & NJ 101.5 radio taking questions from audience members.

# Public Service in the Age of Popcorn Brain

by Alannah Dragonetti, Head of Marketing for GovPilot

You wake-up in the morning and wrap your arm around your significant other...to reach your smartphone on the other side of the bed. You tune-out of conversations with family members to view the thoughts of your Facebook friends. *How do we know this?* you wonder in between glances at your Apple watch. Because these behaviors are symptoms of popcorn brain.



Coined by researcher, David Levy, in 2011, the term, “popcorn brain” refers to the impact heavy technology use has on cognition. You see, each new email, direct message and hyperlink offers a new piece of information that we are eager to process. Over time, our brain rewires to seek fresh information at every turn, leading to shortened attention spans and heightened expectations for delivery time.

With the average American spending 10 hours a day immersed in the online world, popcorn brain has escalated from epidemic to evolutionary development. Government at all levels has discovered that the best way to connect with the public is through a screen. Cold Wars have given way to Twitter wars and campaign slogan buttons have been replaced with hashtags. Join the revolution! GovPilot can help.

## Once You Pop...

GovPilot offers a number of public-facing tools that popcorn-minded constituents will appreciate. Sharon Abramski, Clerk/Treasurer of GovPilot client, Manorhaven, New York, is one of the many satisfied government users kind enough to review GovPilot on online software directory, Capterra. In her review, Ms. Abramski remarks that constituents have “very little trouble” completing and submitting the GovPilot digital forms located on Manorhaven’s official website. This is a common sentiment. GovPilot digital forms are easy to access, present fields in a logical order and can be submitted directly through constituents’ desktop, laptop or mobile device on any day, at any time.

Our mobile app, GovAlert, offers constituents an even higher level of convenience. Available for both Android and iOS, GovAlert, sits on the home screen of users’ smartphones, beside Instagram, Facebook Messenger and other popular apps. In the time it takes to shoot a text message, users can craft a comprehensive non-emergency concern report, complete with images, and route it to the appropriate government official.

Submissions that come through GovPilot’s digital forms and GovAlert mobile app are handled by an upgraded, automated backend that smooths processing and cuts response time, like butter—great for popcorn minded constituents who hate to wait.

Commonly requested data sets can be published on GovPilot’s public-facing geographic information system (GIS) map. Accessible via the client’s official website, the GIS map becomes a font of civic information for residents curious about their area’s infrastructure and other resources.

Adopt GovPilot and adapt to a changing government landscape.

## About GovPilot

GovPilot is a cloud-based Government Management Platform. GovPilot allows governments to replace antiquated paper processes with digital automation. By incorporating a digital environment, local governments can operate at increased efficiency levels.

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## Public Service in the Age of Popcorn Brain *(continued)*

GovPilot unifies fragmented departments and data to facilitate better communication between elected officials, employees and the public to promote more informed decision-making. The platform offers local governments approximately 100 plus digital, automated processes to choose from. Governments can select digital FOIA, Building & Construction Permitting, Code Enforcement and other processes. GovPilot offers its customers unlimited user licenses, allowing data to be managed and shared by stakeholders 24/7, from the office, the field, or the comfort of their home.

For more information about this topic, please contact Alannah Dragonetti by telephone at 201.222.1155 or via email at [alannah@govpilot.com](mailto:alannah@govpilot.com)



## Primepoint Named Business of the Year by NJBiz

NJBiz, a New Jersey statewide business publication, announced that their panel of independent judges selected Primepoint HRMS & Payroll a Human resource management and payroll processing company based out of Mount Holly, Burlington County to be named Business of the Year.

The NJBIZ Business of the Year award recognizes the state's most dynamic businesses and business leaders who share a commitment to professional excellence, business growth and the community.



David Bothwell,  
Chairman of the Board and CTO

Primepoint was first named as a finalist along with 5 other companies in the category of companies with 51-100 employees. The announcement that Primepoint had been named the winner in that category was made on December 4, 2017 at an awards dinner with about 300 NJ business women and men in attendance.

Dave Bothwell, Chairman of the Board and CTO, said "I'm honored to accept this award on behalf of the entire Primepoint staff, who work every day as a team to exceed customer expectations. I'm also very grateful for our loyal customers who support us with their business and help us to keep our services and technology relevant in the marketplace."



***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](mailto:loren@njac.org).**

# Human Resource Needs

by Jennifer Dowd, Marketing Director for Kronos, Inc.

## What HR Leaders Need for an Ever-Changing Workforce

Human resources (HR) leaders today need a better understanding of human capital trends within their organization; to empower employees to take even more ownership of their work schedules through mobile self-service; and to further mitigate compliance risk associated with complex and often challenging labor laws.

## Making Data-driven Decisions: Advanced HR Reporting Tools Help Identify Workforce Trends Before Problems Arise

To help organizations of all sizes develop and retain the most engaged workforce possible, organizations need advanced HR reporting capabilities that will make it simple for HR leaders to use workforce data related to performance, hiring, turnover, and other areas to make people-centric decisions.

Access to dashboards, which provide at-a-glance, detailed visualizations, shine a spotlight on undiagnosed problems that may be lurking in heaps of data is crucial. For example, turnover analysis will help HR leaders better understand why employees may be leaving, allowing them to proactively create programs that address specific areas of concern.

Imagine being able to intuitively build your own dashboards or leverage reports used to see new hire analysis or average annual pay by tenure. More informed compensation decisions, number of new hires by department to identify potential retention issues, and top candidate sourcing options to optimize recruiting spend all creates a more transparent environment.

## Self-service Platform of Choice: Employees Now Use Mobile Solutions to Strike Better Work-Life Balance, Enable More Control of Schedules

Organizations should tailor the mobile experience an employee receives by location or device. For example, employers should identify specific features and information employees can access using mobile solutions while they are outside of the workplace – such as their work schedule, time-off bank, and/or shift-swapping tools – reinforcing there is no expectation to handle other work-related matters while off the clock.

What if a mobile punch alerts employees and managers of a missed punch so issues can be resolved before too much time has passed, while partial timecard approvals provide greater flexibility by allowing employees to approve timecards at their convenience. This level of visibility can cut down on a variety of payroll errors and compliance risk.

Keeping your workplace modern will contribute to recruitment and retention strategies. Employee engagement is a top priority for all HR leaders.

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](mailto:wesley.witherington@kronos.com) or via telephone at (973) 331-5465.



# Keep the Season Bright with the Atlantic City Electric Gift of Energy

by Frank Tedesco, Media Relations for Atlantic City Electric

## *Help Keep Someone Safe and Warm This Holiday Season*

Looking for a unique gift this holiday season? With Atlantic City Electric's Gift of Energy, you can make the holiday brighter for someone special by giving a gift of any amount towards an Atlantic City Electric customer's electric bill. The Gift of Energy amount will appear on the recipient's future bill as a credit. And, if you purchase your Gift of Energy by January 15, 2018, you will receive a holiday greeting card to give to your Gift of Energy recipient, compliments of Atlantic City Electric.

### How to provide the Gift of Energy to someone special this holiday season:

- Visit [atlanticcityelectric.com/gift](http://atlanticcityelectric.com/gift) and submit a Gift of Energy request
- Or visit one of the following Atlantic City Electric Customer Service Centers:
  - ⇒ **Atlantic City Customer Service Center**, 2430 Atlantic Avenue, open 9 a.m. to 4:30 p.m. Monday through Friday
  - ⇒ **Cape May Court House Customer Service Center**, 420 Route 9, open 9 a.m. to 4:30 p.m. Monday through Friday
  - ⇒ **Egg Harbor Township Customer Service Center**, 6814 Tilton Road, open 8 a.m. to 4:30 p.m. Monday through Friday
  - ⇒ **Millville Customer Service Center**, 1101 Route 47 (Delsea Drive) Reema Plaza, open 9 a.m. to 4:30 p.m. Monday through Friday
  - ⇒ **Turnersville Customer Service Center**, 5101 Route 42 (Priscilla Town Center), open 9 a.m. to 4:30 p.m. Monday through Friday
- Gift of Energy payments can be made via cash, check or by using a credit or debit card.

Readers are encouraged to visit [The Source](#), Atlantic City Electric's online news room.

For more information about Atlantic City Electric, visit [atlanticcityelectric.com](http://atlanticcityelectric.com). Follow us on Facebook at [facebook.com/atlanticcityelectric](https://facebook.com/atlanticcityelectric) and on Twitter at [twitter.com/aceleconnect](https://twitter.com/aceleconnect). Our mobile app is available at [atlanticcityelectric.com/mobileapp](http://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 approximately 550,000 customers in southern New Jersey.*

# Cape May County's Veterans Cemetery Renamed as the Gerald M. Thornton Veterans Cemetery

by Diane Wieland, Director for Cape May County NJ Department of Tourism and Public Information



*l to r.:* Virginia Tomlin, Veteran's Bureau Director; Michael Laffey, Director of Operations; Beth Bozzelli, Clerk of the Board; Leonard Desiderio, Freeholder Vice Director; Gerald M. Thornton, Freeholder Director; Jeffrey Pierson, Freeholder; E. Marie Hayes, Freeholder; and Will Morey, Freeholder.

Cape May County's Veterans Day Ceremony observed on Saturday, November 11th, took on further meaning for Freeholder Director Gerald M. Thornton. In honor of Thornton's career-long dedication to the nearly 8,000 Veterans currently living in Cape May County, the Freeholder Board has rededicated and renamed the Cape May County Veterans Cemetery as the Gerald M. Thornton Veterans Cemetery.

Thornton, a U.S. Air Force Veteran, was recognized by the Board of Chosen Freeholders for his leadership and dedication to the creation of the cemetery. Freeholder Vice-Director Leonard Desiderio, Freeholders E. Marie Hayes, Will Morey and Jeffrey Pierson, joined by the Clerk of the Board Beth Bozzelli, Director of Operations Michael Laffey, and Veteran's Bureau Director Virginia Tomlin celebrated the occasion by presenting a framed copy of the original Resolution authorizing the creation of the Cape May County Veterans Cemetery.

"I am really taken with this honor. I want to thank my fellow Veterans. Anything that I have done to receive this honor, I have done to acknowledge your sacrifice," Thornton said.

"I would also like to thank the current and former Freeholder Boards. Without their support, the creation of the Veterans Cemetery and the Veterans' Bureau would not have been possible," he added.

The Veterans Cemetery, which was first dedicated in 1980, has been serving as the final resting place for the County's Veterans and their spouses for 37 years. When the 17.6-acre cemetery was officially opened in Cape May County, it was the second burial site for veterans in the state and one of two counties in the nation with a local cemetery for its veterans.

Thornton's work to create a cemetery dedicated to the service of our local men and women began in 1977. At the time, as the Freeholder Liaison of the Department of Health, Welfare and Charities, he worked with local veterans and proposed the County owned land to the Freeholder Board. With a unanimous vote to move forward, Thornton met with local veterans who requested a Veterans Cemetery in the County because the nearest federal Veterans burial sites were in Long Island and western Pennsylvania. When the cemetery plan was announced, there were 8,500 County veterans and their spouses who would have access to free burial plots.

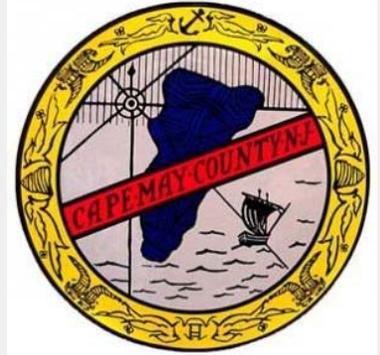
History was made in May of 1980 when the Cape May County Veterans Cemetery was opened with room for 6,300 grave sites. On the opening day of the Veterans Cemetery, Thornton considered his work with the Veterans' Organizations in establishing the County's Veterans Cemetery "as one of his most rewarding accomplishments of my career."

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## Gerald M. Thornton Veterans Cemetery *(continued)*

Thornton expressed the same sentiment on Veterans Day when he told the audience that “the creation of the Veterans Cemetery is my proudest accomplishment.” “Every time I hear the Pledge of Allegiance, I feel such pride; and when I hear taps, I feel such sadness for the sacrifice that it represents.”

For more information about Cape May County please contact Diane Wieland, Public Information Official, by telephone at (609) 463-6415 .



**January 19, 2018**

10:00 a.m.

**NJAC Conference Committee Meeting**

*Chemistry Council Conference Room - 3rd Floor  
150 West State Street, Trenton NJ 08608*

**January 26, 2018**

11:00 a.m.

**NJAC Reorganization Meeting & Ceremony**

*Senate Chambers - NJ State House  
125 West State Street, Trenton NJ 08625*

**Annual Conference Seminar Proposals Due**

*Email your seminar proposals to Loren Wizman at [loren@njac.org](mailto:loren@njac.org) by close of business.*

**March 23, 2018**

10:00 a.m.

**NJAC Board of Directors Meeting**

*State House Annex Building - Room to be announced  
125 West State Street, Trenton NJ 08625*

**May 9 - 11, 2018**

**NJAC Annual Conference**

*Caesar's Hotel and Resort  
Atlantic City, NJ 08401*

## Matthew Fink Awarded AIA Young Architect of the Year

by Jennifer Gangeri, Marketing Coordinator for LAN Associates

The American Institute of Architects (AIA) New Jersey recently announced the winners of the AIA New Jersey Service Awards. LAN Design Architect, Matthew A. Fink, was recognized as AIA NJ's 2017 Young Architect of the Year.

Matthew has worked with LAN for more than eight years, where his internship turned into a full-time position with the company. In 2016, Matthew completed the seven Architectural Registration Exams within ten months and earned his architecture license in multiple states. As Design Architect, he contributes to designing some of LAN's largest projects, while also providing photorealistic renderings and virtual reality images, which ultimately allow clients to preview a space before construction begins.



Matthew A. Fink,  
LAN Design Architect

"I'm honored to receive this year's AIA New Jersey Young Architect of the Year Award," said Matthew Fink, LAN Design Architect, "I'm thankful for the countless opportunities LAN, AIA, and my community have provided me to best use my architectural and design skills to make positive impacts on the places we learn, work, and play."

Matthew is a member of the Architects League of Northern New Jersey (ALNNJ), where he has sat on the Board of Trustees since 2014. He was honored with the Trustees Award by ALNNJ in 2015 and 2017 for his work and contributions made to the architecture industry. Additionally, Matthew is a Section Director and Vice Chair of the AIA New Jersey Emerging Professionals Community (EPIC), which provides emerging professionals with the latest industry trends, and networking opportunities to further build relationships within their career. Matthew also is an active community volunteer in his hometown of Waldwick, NJ. He

assists the Waldwick School District with STEAM (Science, Technology, Engineering, Art, Mathematics) competitions for middle and high school students, as well as annually contributing designs, plans, 3D models and art pieces to the Waldwick Graduation Ball.

"We are honored to present the 2017 AIA Young Architect of the Year Award to Matthew Fink," said Ben Lee, AIA President. "He is an integral member of AIA New Jersey who continues to push new methodologies, while also creatively providing innovative designs that benefit our industry and the community."

The New Jersey Service Awards are awarded once a year to those that have shown architectural accomplishments regarding professional, technical, and community-based attributes. The AIA judging panel is composed of three members from Connecticut, Pennsylvania, and New Jersey. Each candidate is judged on their professionalism, extensive backgrounds, diverse involvements, and commitments to the community.

To learn more about LAN Associates, please contact Jennifer Gangeri, Marketing Coordinator at [Jennifer.gangeri@lanassociates.com](mailto:Jennifer.gangeri@lanassociates.com) or via telephone at (201) 447-6400.



*LAN Associates is a full-service engineering, planning, architecture, and surveying firm that services federal, state, county and municipal governments, housing authorities, boards of education, Fortune 500 companies, religious facilities and private clients. The firm was founded in 1965, and is based in Midland Park, NJ, with offices in Goshen, NY, and Philadelphia, PA.*

## 10 Ways to Lose Police Lawsuits

Even if you know you did everything right, having to defend yourself in civil courts is an inherently uncomfortable experience. Unfortunately, many officers complicate the situation by clinging to beliefs that, when brought out in court, can have disastrous repercussions.

[This webinar](#) will help you understand how to strengthen your defense and avoid common mistakes when involved in civil litigation-from before the incident even happens to the day in court.



WEBINAR

### 10 Ways to Lose Police Lawsuits

Monday, Jan. 15 | 1 pm ET / 10 am PT

[Register Now](#)

to attend live or get the recording

#### *You'll learn:*

- Common mistakes officers make, from report writing to social media, that can negatively impact civil cases.
- Key differences in the challenges officers face when testifying in civil vs. criminal cases.
- The role policy and training play in creating a solid civil defense.



*Presented by:*

Bruce Praet  
Partner, Ferguson, Praet & Sherman  
Co-founder, Lexipol

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(609) 394-3467 or [loren@njac.org](mailto:loren@njac.org)

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## Nationwide Economics

# Weekly Economic Review & Outlook for December 4, 2017

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

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### Weekly Review

After struggling in the wake of the sharp drop in domestic oil production in 2014-15, the manufacturing sector has bounced back sharply this year. While the ISM manufacturing index slipped in November to 58.2 (values over 50 indicate expansion for the sector), the survey has been the strongest since 2011 over the past four months. November's reading suggests continued solid expansion for manufacturing heading into the first half of 2018.

A surge in orders for U.S. manufactured goods has led the way for faster sector production and growth. Although durable goods orders can be swung wildly by commercial and defense aircraft orders, the trend in total orders has been upward. Moreover, year-over-year growth in core orders (excluding defense and aircraft orders) was over 8.0 percent as of October-nearly double the long-term median.

Improved domestic economic activity and rising confidence by U.S. consumers and businesses has helped to boost demand for manufactured goods. Stronger international growth and a weaker dollar has increased foreign demand for U.S. goods, as well. Exports of goods through September were up by 6.4 percent compared with the same period in 2016.

The positive fundamentals for manufacturing growth are not expected to be disrupted anytime soon. The latest sector data point to further strength in total production and more gains in manufacturing employment ahead.

Despite an extremely low number of homes for sale, strong housing demand continues to push sales higher. New Home sales rose by 6.2 percent in October, climbing to a 10-year high at an annualized pace of 685,000 units. New builds continue to sell rapidly with a median of only 3.2 months between completion and purchase.

Pending home sales also surged in October, jumping by 3.5 percent to the highest level in four months. This increase suggests that November existing home sales will also rise, given the usual lag between contract signings (as measured by pending sales) and contract closings (as measured by existing sales). Pending sales are slightly below levels from a year ago, indicating that supply constraints are likely holding sales activity down a bit.

Light vehicle sales in November were lower than the hurricane-influenced figures from September and October. Still, the sales pace of 17.5 million units remains stronger than the average prior to the storms. Excluding the impact of hurricane care replacement, demand for vehicles continues to be solid, especially for light trucks and SUVs.

Finally, job and income drivers of near-term consumer spending continue to be upbeat. Personal income rose by 0.4 percent in October and is up by 3.4 percent over the past year. Moreover, consumer confidence climbed to the highest reading since 2000 in November-a leading signal of further spending growth ahead.

### The Week Ahead

The highlights include the monthly employment report, ISM nonmanufacturing survey, and the trade deficit.

Following post-hurricane gyrations over the past two months, the November employment report should show a return to recent trends. We expect that nonfarm payrolls will expand by about 170,000-about in line with the average month figure so far this year.

*continued on page 16*

## Nationwide Economics *(continued)*

The unemployment rate should be little changed at 4.1 percent, below the CBO's estimate for natural unemployment. Additionally, average hourly earnings should grow by 0.2 percent for the month, after pausing in October as a result of the mix of jobs created in the recovery from the hurricanes.

Overall economic activity has expanded at a modestly faster pace in recent months, and we expect this to continue for November. While the ISM manufacturing survey showed a small dip in November-mostly from hurricane effects-the NFIB's Small Business Optimism Index remains at elevated levels. This suggests that the service sector is continuing to expand at a rapid clip. Accordingly, we project a small rise in the ISM nonmanufacturing survey index to 60.3 for November, the highest level since mid-2005.

The October advanced estimate of trade in goods points to a widening in this month's overall trade deficit. Economic growth generally supports a widening of the trade deficit because increasing demand from consumers and businesses drives a greater level of imports. The already released figures on the goods deficit were larger than expected. Based on this prior release, and a small change in the service sector's contribution, the trade balance is likely to worsen to a deficit of \$47.4 billion for November.

For further information please contact Emanuel Mahand, Program Director Of DE/NJ/PA, at [MAHAND@nationwide.com](mailto:MAHAND@nationwide.com), or Bina Kumar, Managing Director - East Region, at [kumarb1@nationwide.com](mailto:kumarb1@nationwide.com).



## CONGRATULATIONS



John G. Donnadio, Esq.

NJAC Executive Director John G. Donnadio, Esq. was named to Power List 2017 by PolitickerNJ.com as one of the top movers and shakers in New Jersey politics for the big role he has been playing in some of the state's biggest policy debates, such a criminal justice reform.

Mr. Donnadio has served as NJAC Executive Director since 2010. He graduated from Saint Peter's University with a Masters in Business Administration, and received his Law Degree from The New York Law School. He resides in Hillsborough, NJ with his wife, Chantal and their five children.



Allen Arthur Weston, Jr., NJAC Legislative Director most recently received an award from the New Jersey Association of County and City Health Officials (NJACCHO) for his outstanding collaboration and partnership on NJACCHO legislative efforts for 2017.

*Pictured at the left are Allen Weston and Lisa Gulla, President of NJACCHO*

# The Importance of Stretching

by John Gallucci Jr., MS, ATC, PT, DPT, President and CEO for JAG Physical Therapy

It is widely accepted across the world of athletics, to include soccer, that stretching or a flexibility program is the main component of one's warm-up and cool-down. It's the reason why we ask our athletes to show up to practice thirty minutes early and the reason why they stay are asked to stay fifteen minutes after the last minute ticks of the game clock, right? However, in my days as a physical therapist, athletic trainer, coach and parent I have had the opportunity to stand on the sideline and watch how flexibility programs are being conducted and although everyone is running through the motions I am not sure if they understand the importance of what they are doing

## Why is stretching important?

Simply put, stretching and flexibility programs are just as important as a strength and conditioning program and should not be taken lightly or skipped over due to a shortage of time in the schedule. Think about your team's stretching program... Do you break a sweat? Are you focused rather than catching up with friends about the day's events? Are the motions similar to that of the activity that you are doing on the field? If you answered no to any of these questions, then it is time to re-vamp that program and to understand the benefits (see below) of a properly executed program.

## Benefits

- Improves athletic performance due to increased muscle readiness
- Decreases risk of traumatic or overuse injuries
- Helps joints move through their full range of motion
- Enables muscles to work most effectively

## Why do we stretch?



Daily stretching is the only way to ensure that we are keeping our muscles strong, long, lean, and flexible. Without stretching, muscles can shorten, tighten and are more susceptible to tearing. Soccer athletes due to the repetitive nature of their sport are at an increased risk of sustaining a muscular injury, especially if they are not focused on flexibility. Think about it, soccer athletes ask their body to perform at a high level for 90 minutes where they run, cut, jump and backpedal on average 7 miles per game, which does not include the time they spend on the practice field. This strenuous workload that is placed on the soccer athletes muscles causes' muscular damage and breakdown and ultimately pain

and tightness due to new cellular growth. To combat the pain and tightness that is felt following soccer activities our cool-down sessions should gradually lower the heart rate back to normal and should include static, or stationary, stretches that focus on the muscle groups utilized during the activity.

In terms of a proper-warm up, it is important that we are readying the body for the motions and actions that we will soon be asking our body to perform. Think of your muscle as a rubber band; if it is warm outside and you pull a rubber band it stretches very easily. If you stick the rubber band in a freezer and try to stretch it, it will break beyond repair. The same rules apply to the muscles in the body.

*continued on page 18*

## The Importance of Stretching *(continued)*

Performing a dynamic, or active, warm-up prepares the body by getting the blood pumping to the muscles, which in turn warms them up (temperature wise) and leads to a decreased risk of muscle tears during activity.

### How can I improve my flexibility?

In order to increase one's level of flexibility, I recommend that every athlete perform some sort of flexibility workout every day. However, it is important to note that flexibility does not happen overnight and that the athlete must stay committed to the process. During static stretching, which is typically performed following activity, each major muscle group should be stretched slowly and with control, holding each stretch for **1 to 3 sets of 30 to 60 seconds**. Hold each stretch at the point of mild tension or tightness, not to the point of pain. Static stretching should not be done as a warm-up to an activity as you could injure your muscles if stretching them when they are cold.

During dynamic stretching, which is typically performed prior to athletic activity, the athlete should be actively engaged in activities such as jogging, sprinting, cutting and jumping as a means to increase their heart rate and get the blood pumping to the muscles. An example of a dynamic warm-up program that is currently utilized at the youth, recreation, club and professional level is the FIFA 11+. This program generally takes no longer than 20 minutes and consists of 15 dynamic exercises of running, strength, plyometrics and balance. The FIFA 11+, when performed properly and consistently, has been proven to reduce injury risk in the youth soccer athlete by 30-45 percent and the severity of injuries by 20-30 percent.

For more information in regards to stretching and flexibility, please be sure to check out *Soccer Injury Prevention and Treatment: A Guide to Optimal Performance for Players, Parents, and Coaches* and contact Stuart Schwerner, ATC, Administrative Director by telephone (973) 669-0078 or via e-mail [sschwerner@jagpt.com](mailto:sschwerner@jagpt.com) to learn more about JAG Physical Therapy.



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## NACo Upcoming Webinars

### **Becoming a Destination Employer: County Insights from Gallagher's 2017 Benefits Strategy and Benchmarking Survey**

*December 19, 2017, 3:00 pm – 4:00 pm*

[Register](#)

Join Gallagher for an informative webinar highlighting county-specific results from their 2017 Benefits Strategy and Benchmarking Survey. During this session we will highlight best practices for human capital management within the public sector, and discuss the value to your county of participating in Gallagher's 2018 survey through partnership with NACo.

Contact Linda Langston (202) 942-4231 [llangston@naco.org](mailto:llangston@naco.org)



### **County Roles and Opportunities in Advancing Safety and Justice Through Collaboration**

*January 25, 2018, 2:00 pm – 3:15 pm*

[Register](#)

Counties are uniquely positioned to lead efforts to advance safety and justice, as they run 91 percent of all jails with nearly 11 million people admitted every year. NACo for a three-part webinar series will focus on key areas of local criminal justice systems that most affect counties and offer strategies counties can employ to address these issues, make their justice systems work more effectively and efficiently, and ultimately lead to safer and healthier communities. This webinar will highlight ways counties can develop and enhance collaboration and improve information sharing within the justice system, with other systems and between community-based service providers to enhance public safety and improve individual and community outcomes.

Contact Kathy Rowings (202) 942-4279 [krowings@naco.org](mailto:krowings@naco.org)

### **County Roles and Opportunities in Opioid Treatment for Justice-Involved Individuals**

*February 8, 2018, 2:00 pm – 3:15 pm*

[Register](#)

Counties are uniquely positioned to lead efforts to advance safety and justice, as they run 91 percent of all jails with nearly 11 million people admitted every year. Join NACo for a three-part webinar series will focus on key areas of local criminal justice systems that most affect counties and offer strategies counties can employ to address these issues, make their justice systems work more effectively and efficiently, and ultimately lead to safer and healthier communities. Counties face many challenges in trying to treat opioid misuse and addiction in justice-involved individuals. This webinar will explore strategies counties can take to address this issue, including community-based treatment, treatment within the justice systems and reentry planning.

Contact Kathy Rowings (202) 942-4279 [krowings@naco.org](mailto:krowings@naco.org)

## FROM THE EXECUTIVE DIRECTOR

NJAC and the New Jersey Association of County Finance Officers (NJACFO) are advocating for the passage legislation that would permit local units and school districts to invest in local government investment pools managed in accordance with applicable Governmental Accounting Standards Board (GASB) guidelines. NJAC and NJACFO support this legislation as it would authorize local governing bodies to use safe and liquid investments with competitive interest rates.

In 2014 the Securities and Exchange Commission (SEC) promulgated new rules that took effect in April of 2016, which forced money market funds to abandon the stable Net Asset Value (NAV) for a floating Net Asset Value (NAV). The rule changes also imposed penalties and early redemption fees for the premature withdrawal of funds often used to meet liquidity needs. NJAC objected to these untimely corrections to the capital markets as they will ultimately impair a county governments' ability to manage cash reserves and obtain low cost financing for critical infrastructure projects. Prior to the SEC's rule changes, county governments relied on the stability of managing cash with a consistent principal value, and will now be forced to either limit the scope of vital projects or risk spending additional taxpayer dollars on financing.



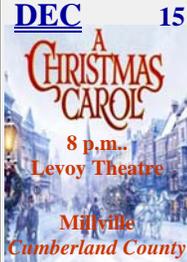
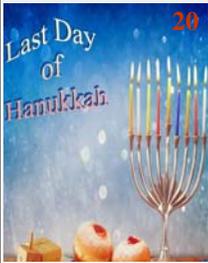
**John G. Donnadio, Esq.**

In response to the SEC's rule changes to the structure of money markets, GASB published comprehensive guidelines in 2015 to establish criteria for external investment pools that will measure investments by amortizing cost for reporting purposes, provided that the pools use a stable NAV and meet all GASB requirements concerning investment, maturity, quality, diversification, and liquidity. The GASB guidelines also require investment pools and pool participants to disclose any limitation on participant withdrawals. GASB is an independent private-sector organization that establishes accounting and financial reporting standards for national, state, and local governments that follow Generally Accepted Accounting Principles (GAAP).

**ASSEMBLY, NO. 4404/SENATE, NO. 2978** (*Greenwald D-6*)(*Beach D-6*) is Second Reading in the General Assembly, which is expected to pass the measure at one of its upcoming voting sessions. The Senate passed the bill in June, and is expected to concur the amendments, which would expand local unit and school districts investment options into municipal, county, local authority, and school district short-term debt obligations (notes with a term not exceeding 397 days); require that government money market mutual funds and local government investment pools cannot impose barriers or penalties to withdrawing local government investment funds; and permit, rather than mandate, the Local Finance Board to promulgate rules for local government investment pools pertaining to accounting and disclosure as GASB's requirements are more than sufficient with respect to these areas.



# WHAT'S HAPPENING IN YOUR COUNTY?

SUN	MON	TUES	WED	THURS	FRI	SAT
					 <p><b>DEC 15</b> A CHRISTMAS CAROL 8 p.m. Levoy Theatre Millville Cumberland County</p>	<p><b>16</b> Jingle Bell 5K &amp; 1 Mile Run 9:30 a.m.. Rock the BBQ Festival Hoboken Hudson County</p>
<p><b>17</b> The Santa Land Diaries 3 p.m. - 5 p.m. Skyline Theatre Co. Hackensack Bergen County</p>	<p><b>18</b> Rudolph the Red-Nosed Reindeer - Musical 3 p.m. State Theatre New Brunswick Middlesex County</p>	<p><b>19</b> Holiday Lights Spectacular FREE 5 p.m. - 9 p.m. Turtle Back Zoo West Orange Essex County</p>	 <p><b>20</b> Last Day of Hanukkah</p>	<p><b>21</b> A Christmas Carol 7:30 p.m. McCarter Theatre Center Princeton Mercer County</p>	<p><b>22</b> Santa Express 1:45 p.m. Tuckahoe Village Train Station Tuckahoe Cape May County</p>	<p><b>23</b> The Nutcracker Ballet 2 p.m. &amp; 7 p.m. Axelrod Performing Arts Center Deal Park Monmouth County</p>
<p><b>24</b> Winterfest Ice Skating 12 p.m. - 6 p.m. Jack Curtis Stadium Pennsauken Camden County</p>	 <p><b>25</b> CHRISTMAS DAY</p>	 <p><b>26</b> HAPPY KWANZAA ends Jan 1 2018</p>	<p><b>27</b> Candlelight Tour of the Mansion 7 p.m. - 8 p.m. Smithville Mansion Eastampton Burlington County</p>	<p><b>28</b> Christmas Light Show 4:30 p.m. - 10 p.m. Skylands Stadium Augusta Sussex County</p>	<p><b>29</b> The Rat Pack: Together Again 8 p.m. Broadway Theatre Pitman Gloucester County</p>	 <p><b>30</b> Join Salem Boating Club Pennsville Salem County</p>
 <p><b>NEW YEAR'S EVE GALA</b></p> <p>7:00 p.m. &amp; 9:30 p.m. Villagers Theatre Somerset Somerset County</p>	<p><b>JAN 1</b></p>	<p><b>2</b> Winter Workshop 4:30 p.m. - 7:30 p.m. Mill Ballet School Lambertville Hunterdon County</p>	<p><b>3</b></p>	 <p><b>Red Hots</b> 10:00 p.m. Gypsy Bar - Borgata Atlantic City Atlantic County</p>	<p><b>5</b></p>	<p><b>6</b> Model Railroad Show 1 p.m. - 5 p.m. Garden State Model Railway Club North Haledon Passaic County</p>
<p><b>7</b> Ice Skating 12:45 p.m. - 2:45p.m.. Warinanco Sports Center Roselle Union County</p>	<p><b>8</b></p>	<p><b>9</b></p>	<p><b>10</b></p>	<p><b>11</b></p>	<p><b>12</b> Manhattan Comedy Night 8 p.m. Community Theatre - NJ Morristown Morris County</p>	<p><b>13</b> TUSK: A Tribute to Fleetwood Mac 8 p.m. Strand Center for the Arts Lakewood Ocean County</p>
<p><b>14</b> Freda Payne: A Tribute to Ella Fitzgerald 2:00 p.m. Sitnik Theatre LPAC Hackettstown Warren County</p>	<p><b>9</b></p>					