

NJAC COUNTY BIZ

An Educational and Informative Newsletter for Counties and Businesses

New Jersey Association of Counties

ISSUE 88 - SEPTEMBER 2018

Sheriff, Prosecutor & Partners In Drug Recovery Services Announce New Path To Recovery For Inmates With Addiction

by Cynthia Scott, PIO for Monmouth County Sheriff's Office



Sheriff Shaun Golden, Prosecutor Christopher Gramiccioni, Gov. James McGreevey and certified peer recovery specialists are embarking on a new initiative for incarcerated individuals with substance use disorder called Next Step. The drug recovery program, which is the first of its kind in the state, is aimed at combatting drug addiction and reducing jail reentry by offering a new path for inmates with addiction. According to a recent published report in the American Journal of Public Health, incarcerated individuals with substance abuse disorder are among the highest at risk populations for drug overdose deaths when released from jail without a recovery support plan.

“This is a new and progressive approach which will lead the way when it comes to addressing addiction and the high rate of recidivism from drug related crimes,” said Sheriff Shaun Golden. “Addiction is a disease and while we are intent on holding people responsible for their actions, we are just as determined to secure a path to healthier living. Next Step allows substance abuse recovery specialists and clinicians to work inside the Monmouth County Correctional Institution and provide a treatment plan and recovery for inmates upon release, who, would otherwise end up on the streets, with no direction or necessary services.”

An estimated 76 percent of the individuals booked into New Jersey county correctional facilities have a substance abuse disorder. Through working at the jail three days per week, certified peer recovery specialists ensure that inmates entering the facility are screened prior to being released on bail reform. Recovery support services, treatment referrals and access to community services/resources when entering and staying in recovery are provided.

Inmates who qualify for the Next Step program includes those who are charged with drug and DUI offenses. Sentenced inmates, fugitives, individuals charged with first and second degree offenses, child abuse and child support payments will not be considered.

“The opioid crisis is a constant battle-one that necessarily requires dedicated partners and innovative ideas,” said Christopher Gramiccioni, Monmouth County Prosecutor.

INSIDE THIS EDITION:

- Pg. 1 New Path to Recovery
- Pg. 2 Get to Know Your County Official
- Pg. 4 Environmental Excellence Awards Program
- Pg. 5 Pepco Holdings Announcement
- Pg. 6 Sprint's 1 Million Project
- Pg. 7 Why Counties Can Count On GovPilot
- Pg. 8 Welcome to Our New Members
- Pg. 9 Absenteeism: What's it Costing You?
- Pg. 10 Responding to Suicidal Subjects
- Pg. 11 Manufacturing IT: 4 Ways to Better Manage, Secure, and Innovate in Your Environment
- Pg. 14 Commitment to Long Term Growth
- Pg. 15 Upcoming NJAC Events - Save the Dates!
- Pg. 16 Nationwide Economics
- Pg. 18 Credit Union of NJ – New Brand Strategy
- Pg. 18 NACo Events for 2019
- Pg. 19 NACo Webinars
- Pg. 20 From the Executive Director
- Pg. 21 What's Happening in Your County

continued on page 3

Get to know your County Official.....

How many years have you served as Somerset County Freeholder?

I began serving as Somerset County Freeholder in 2011; therefore, I have been serving for 7 years.

What was the first public position you held?

The first public position I held was Montgomery Township Committee.

Why did you choose to run for Somerset County Freeholder?

I love public service and I have always been inspired by honest, smart, hardworking politicians, and public servants who look to improve the lives of others. It's a honor and a privilege to be selected by voters to help improve your community and county and to serve others.

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

Choosing every budget season between worthy spending priorities. Taxes are already too high in New Jersey—to keep property taxes stable as a township committeeman, mayor, and freeholder I have had to say “no” to many programs to reduce spending or keep it stable. I would rather say “yes”.

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

There is not a lot be surprised about. What you see is what you get. I guess I might be pretty boring. Just ask my kids.

Who is your role model?

I have a lot of people I admire from politics. But my father, Robert Caliguire, is my hero and role model. He came from nothing, the son of immigrants. He put himself through college after serving in the Marines, took risks to start a business, and he became a success. He was the embodiment of the American dream. Former Montgomery Mayor Don Matthews is another guy I really admire for his commitment to service. He served for 20 years on the Montgomery Township Committee, he is now in his mid-80s, still serves on our Planning Board, and he is active in the local Republican Party and Rotary. I still see him working on his farm and riding his bike around town. That's the guy I want to be when I am his age - still active and still caring about my community.

Why do you love Somerset County?

Somerset County has a great combination of rural character. We have 15,000 acres of parks and open space, yet it's still accessible to New York and Philadelphia and has its own great downtowns. I love to bicycle and hike and I live five minutes from the Sourland Mountain and beautiful rural roads and vistas in the Neshanic Valley. It doesn't get much better than that.



Mark Caliguire
Freeholder
Somerset County



New Path To Recovery For Inmates With Addiction *(continued)*

“Our Office’s Opioids Diversion Program – a first of its kind - has shown success in steering low-level, non-violent offenders suffering from addiction towards life-saving treatment. This Monmouth County Sheriff’s Office initiative helps further the reach of our diversion efforts by giving recovery specialists immediate access to those struggling from addiction within hours of their being detained at MCCI. Being arrested and sent to jail for a crime is often a person’s lowest point, but also happens to be one of the best opportunities to convince them to accept necessary drug treatment. I thank Sheriff Golden, our recovery specialists, and all of our law enforcement partners in Monmouth County for helping us expand our efforts in this regard.”

Lifeline Recovery Support Services and New Jersey Reentry Corporation (NJRC) are in charge of the certified recovery specialists reporting to MCCI and provide registration for Medicaid, healthcare, legal services, referrals to sober structure housing, workplace training and employment, and addiction treatment referrals. The recovery specialists are trained and required to follow the policies and procedures of the facility. The program is operational Monday, Thursday, and Saturday between 1pm - 9pm.

Once inmates are booked into MCCI they are screened by corrections staff who will select at risk individuals to be interviewed by a certified recovery specialist. The specialists then reviews the list and requests an escort to the appropriate housing units to conduct interviews.

There are two recovery specialists per shift, one male and one female, who will work with each inmate and immediately begin to establish the Next Steps for them. If an inmate is recommended for substance use disorder detox and/or treatment, and the recovery specialist is able to have the inmate assessed by an approved treatment facility, the recovery specialist will work with staff to begin transportation approval by the assigned judge. Should an inmate be unable to be immediately placed into a detox/treatment program, active steps will be put in place for the inmate to follow upon his/her release from MCCI.

“Our intention is to help inform inmates of the benefits of treatment and recovery as well as the benefits this positive action will have in living healthy lives,” said John Brogan, CEO Lifeline Recovery Support Services. “We believe all individuals with a substance use disorder should have access to treatment.”



“Today represents a unique partnership and commitment to responsible recovery and accountability and for helping the young people of Monmouth County to restore their lives,” said Gov. James McGreevey, Chairman of the Board, NJRC. “I’m grateful for the leadership of Sheriff Golden and Prosecutor Gramiccioni’s hard work in recovery and reentry into the community, which provides the critically needed support for people to live sober and healthy lives.”

Next Step would not be made possible without the support of Hackensack Meridian Health and Carrier Clinic.

For additional information and to learn more please contact the Monmouth County Sheriff’s Office via telephone at (732) 431-6400.



DEP Announces Applications Are Available for 2018 Governor's Environmental Excellence Awards Program



New Jersey's leaders in a variety of public and private sectors are invited to submit nominations showcasing their environmental accomplishments by applying for consideration in the annual Governor's Environmental Excellence Awards program.

The excellence awards honor outstanding environmental performance, programs and projects from around the state. Awards are given to individuals, businesses, institutions, communities, organizations, educators and youth who have made significant contributions to protecting the environment in New Jersey. Since its establishment in 2000, the program has honored 170 winners for their environmental achievements.

"Honoring our environmental leaders every year reaffirms to all that New Jersey is committed to protecting the environment and setting a national example by reducing the

impacts of climate change, repairing water infrastructure and improving sustainability," Department of Environmental Protection Commissioner Catherine R. McCabe said. "The work of those nominated for excellence in protecting our environment benefits everyone."

Nominations may be submitted through Friday, Oct. 5 in these categories: Clean Air, Water Resources, Healthy Ecosystems and Habitats, Innovative Technology, Land Conservation, Healthy and Sustainable Communities, Healthy and Sustainable Businesses, and two categories in Environmental Education: Educator-Led and Student-Led Projects.

The excellence awards program is sponsored by the DEP, New Jersey Infrastructure Bank (formerly known as the New Jersey Environmental Infrastructure Trust), and the New Jersey Corporation for Advanced Technology. Award winners will be honored at a luncheon in December in Trenton, or elsewhere in Mercer County.

"The New Jersey Infrastructure Bank is proud to recognize those who honor and protect the environment through innovative conservation and sustainability efforts," Executive Director David Zimmer said. "Our winners set a very high bar every year for environmental excellence and their successes are worth recognizing and celebrating."

The New Jersey Infrastructure Bank is an independent State Financing Authority that partners with peer agencies to provide low-interest-rate financing of infrastructure projects throughout the state. The bank, in partnership with the DEP, administers the New Jersey Water Bank to make low-interest-rate loans to governmental and public water systems for wastewater, storm water and drinking water infrastructure projects to preserve and protect water quality and public health. Beginning in state fiscal year 2019 the bank will partner with the state Department of Transportation for transportation infrastructure projects. The bank also has supported sustainable economic development throughout the state.

Completed applications for the 2018 awards program are due to the DEP by 5 p.m. Friday, Oct. 5.

For a 2018 nominating application and other awards information, visit <https://www.nj.gov/dep/awards/>. To learn more about the program, call DEP employee Tanya Oznowich at (609) 984-9802 or email Tanya.Oznowich@dep.nj.gov.

For more on the Infrastructure Bank and its financing programs, visit www.njib.gov. Follow the DEP on Twitter @NewJerseyDEP.



Pepco Holdings Announces Anne Lindner as Vice President of State Legislative Affairs

by Ben Armstrong, Communications for Pepco Holdings

Lindner to oversee legislative strategy and drive priority initiatives in Delaware, Maryland and New Jersey



Anne Lindner
Vice President of State Legislative Affairs
Pepco Holdings

Pepco Holdings announced today the appointment of Anne Lindner as the company's Vice President for State Legislative Affairs. Lindner fills a new position created to consolidate the legislative affairs efforts for Atlantic City Electric, Delmarva Power, and Pepco.

In her role, Lindner will set legislative strategy and drive company priority initiatives in Trenton, Dover, and Annapolis. She also will identify public policy trends and lead forward-thinking legislative initiatives benefitting Pepco Holdings and Exelon and will serve as the lead company representative with organizations such as the National Conference of State Legislators.

"Anne's more than 20 years-experience and expertise in working with key stakeholders across the Mid-Atlantic region will be invaluable as we look to advance crucial public policies that define and support our role in this new energy future," said Melissa Lavinson, senior vice president of Governmental and External Affairs for Pepco Holdings, which includes Atlantic City Electric, Delmarva Power, and Pepco. "She will serve a critical role in our efforts to provide clean, safe, reliable and affordable energy service for our customers and the communities we serve."

Lindner comes to Pepco Holdings from parent company Exelon, where she is responsible for developing legislative and regulatory strategy for Exelon Generation and Constellation in Maryland, Delaware, and New Jersey and was also previously responsible for developing legislative and regulatory strategy in the District of Columbia and Virginia. She joined the regulatory group of Constellation in July 2010 as vice president of Energy Policy and transitioned to Exelon after the merger of Exelon and Constellation in 2012. Prior to joining Exelon, Lindner was a commission advisor at the Maryland Public Service Commission, where she provided counsel on wholesale and retail electricity policy.

Lindner serves as co-chair of the Maryland Commission on Climate Change. She received her Juris Doctor degree from Duke University School of Law and her Bachelor of Business Administration degree from University of Notre Dame.

She will assume her duties at Pepco Holdings effective August 13, 2018.

To learn more about Pepco Holdings, please click [here](#).



An Exelon Company

The Pepco Holdings utilities Atlantic City Electric, Delmarva Power and Pepco, owned by Exelon Corporation (NYSE: EXC), provide safe and reliable energy to nearly 1.9 million electric delivery customers in Maryland, the District of Columbia, Delaware and New Jersey and approximately 130,000 natural gas delivery customers in northern Delaware.

Sprint 1 Million Project

by Isabel Mejia, Client Director for Sprint Works Program

Without Internet Access At Home, Millions of America's High School Students Do Not Have The Same Opportunities To Achieve Their Full Potential

Our mission is to help 1 million high school students who do not have reliable Internet access at home reach their full potential by giving them mobile devices and free high-speed Internet access.

Why are we tackling this national problem? Because we have a serious Homework Gap in this country. 70% of America's school teachers assign homework to be completed online, but more than 5 million families with school-aged children do not have reliable internet connectivity at home. This disconnect leads to dramatically inequitable outcomes among our students. This isn't fair. It isn't right. And it doesn't need to happen.

Without access to these free devices and service, for many of these students the go-to solution is to do their homework at fast-food restaurants, where the Wi-Fi is free. Other students spend hours in restaurant parking lots. Many also wait in long lines at libraries to secure the time online to complete their homework. Again, this isn't fair, it isn't right and it doesn't need to happen.

This is why we've been proud to distribute 109,000 devices to more than 1,400 schools in 120 districts across 30 states during the first year of our program.

Here at the **1Million Project**, we believe all students are curious, want a bright future and are willing to work hard to earn it. We also believe having Internet access at home means more time to learn, imagine, create, accomplish and graduate.

Learn more about our 1Million Project at sprint.com/1millionproject



Another easy way to support the 1Million Project is by donating your old wireless phone, tablet or mobile hotspot. Devices will be recycled or resold with net proceeds benefiting the 1Million Project Foundation.

All makes and models are accepted, regardless of carrier or condition. Learn how to donate your old devices [here](#).

The Sprint Works Employee Incentive Program:

Sprint offers the program for Government & Public Safety Employees. Mention Corp ID code: **GVRT_ZZZ at the time of purchase**. Additional information may be found at this link: <http://sprint.co/2nHfydU>

Sprint offers the program for Education K-12 employees: Mention Corp ID code: **GVRT_ZZZ at the time of purchase**. Additional information may be found at this link: <http://sprint.co/2EhDJtB>

Sprint offers the program for Higher Education employees or students: Mention Corp ID code: **GVRT_ZZZ at the time of purchase**. Additional information may be found at this link: <http://sprint.co/2EhDJtB>

Sprint offers the program for Healthcare employees: Mention Corp ID code: **HVRT_ZZZ at the time of purchase**. Additional information may be found at this link: <http://sprint.co/2E4iXyi>

Sprint offers the program for Healthcare employees: Mention Corp ID code: **HVRT_ZZZ at the time of purchase**. Additional information may be found at this link: <http://sprint.co/2E4iXyi>



3 Reasons Why Counties Can Count on GovPilot

by Alannah Dragonetti, Head of Marketing for GovPilot

GovPilot proudly counts Jackson County, Mississippi and three of New Jersey's 21 counties among our clientele. What is it about our government management software that has the nation's counties clamoring to come onboard? A lot of things, actually. Join us as we count down the top three!

Successfully running a county government is no small feat. County officials turn to GovPilot for help because our cloud-based platform is:

1. Organized

With 948,406 residents, GovPilot client, Bergen County, New Jersey is the state's most populous. Each resident has their own vital records and history of interactions with local government officials. It's a lot to keep track of, but GovPilot is equipped for the task.

All resident information is stored in GovPilot's cloud-based server, where it is linked to the individual's home address for efficient and logical organization. Data can be accessed by relevant county employees at any time, through an array of devices. It can also be visualized on a geographic information system (GIS) map for further insights.

2. Adaptable

Counties are not only separated by geographic lines, but rules and regulations. For example, blue laws prohibit car dealerships in certain Colorado, Illinois, Indiana, Iowa, Louisiana, Maine, Minnesota, Missouri, Oklahoma, New Jersey, North Dakota, Pennsylvania and Wisconsin counties from making sales on Sundays. GovPilot offers a number of county-specific modules and our team can adapt functions to meet any requirement.

During the onboarding phase, GovPilot account managers work with clients to customize digital forms, automated workflows and user permissions settings to fit their administration's unique needs. After all, our goal is to streamline operations, with minimal disruption to the client's daily routine.

3. Reliable

County governments don't stop running on weekends or holidays. Neither does the GovPilot platform. Clients can rely on the GovPilot system to operate at full capacity, even, and especially in, the most trying of times.

One of GovPilot's greatest strengths is its ability to bolster emergency response and preparedness initiatives. When the mosquito-borne Zika virus arrived on United States shore in the summer of 2016, Camden County, New Jersey leveraged GovPilot to establish an efficient system for collecting and addressing citizens' Zika-related concerns. Managing a county government means thousands of people depend on you for guidance and support. GovPilot means you never have to worry about providing that.

Counties can count on GovPilot to be organized, adaptable and reliable in good times and in bad. It's no wonder so many come on board!



continued on page 8

3 Reasons Why Counties Can Count on GovPilot *(continued)*

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. 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.



WELCOME TO OUR NEW MEMBERS

Equifax is a global information solutions company that uses unique data, innovative analytics, technology and industry expertise to power organizations and individuals around the world by transforming knowledge into insights that help make more informed business and personal decisions.

Equifax is headquartered in Atlanta, Ga., and operates or has investments in 24 countries in North America, Central and South America, Europe and the Asia Pacific region.

For further information regarding Equifax please contact John Graham, Account Executive via e-mail at john.graham@equifax.com or Darrell Villaruz, Director, Government Relations via e-mail at darrell.villaruz@equifax.com.



Malvern Bank National Association is a community bank that was founded in 1887 and is headquartered in Paoli, Pennsylvania.

Led by Anthony C. Weagley, President & CEO, Malvern Bank is built on service and is known for going Beyond Your Expectations™. Malvern Bank's team of dedicated professionals bring their years of experience to local Municipalities to enhance your banking experience.

For more information on how Malvern Bank can meet your banking needs, please visit MyMalvernBank.com or email Municipal@MyMalvernBank.com to learn more.



Absenteeism: What's it Costing You?

by Jennifer Dowd, Marketing Director for Kronos, Inc.

Recently, a study on absenteeism was conducted by SHRM (Society for Human Resource Management) on the total impact employee absences have on organizations and their workforces. The study explored the many residual effects that employee absences have on an organization, including how they affect co-worker and supervisor productivity, the use of replacement workers and overtime to cover absences, direct and indirect costs of paid time off, and the importance of policies and procedures to manage employee absences.



Uncovered in the study were interesting facts on absenteeism in the U.S. including the Public Sector workforce. The total cost of paid time off as a percentage of payroll, when accounting for both direct and indirect costs, ranged from 20.9 to 22.1 percent in the U.S. This is almost a quarter of an employer's total payroll. Unplanned absences have more negative effects on organizations compared to planned absences with additional workload and disrupting work of others among the top-three perceived effects of unplanned absences. "Increases stress" rounded out the top three negative effects list.

In the U.S., unplanned absences add to workload (69 percent), increase stress (61 percent), disrupt work of others (59 percent), and hurt employee morale (48 percent). In a related "Staying@Work" study by Towers Watson and National Business Group, nearly eight out of ten organizations cited stress as the top workplace health issue – more than smoking, poor nutrition, and employee obesity. In the same survey, employees named inadequate staffing as their top source of stress.

Aside from these negative experiences for employees, the employers also have to look at how it impacts them. Take for example leave liability. Public Sector organizations continue to accept written requests via e-mail or paper form for time-off requests, and many still use homegrown systems, manual spreadsheets, or paper timesheets to manage and enforce time-off policies. Some don't even have a formal, written attendance policy in place. Visibility into these costs and trends will provide governments the ability to predict and budget for these unavoidable expenses. Is this achievable with manual workforce management systems? An assessment of current processes will quickly determine what is and is not feasible. Absenteeism is a cost worth looking into.

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.



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**

What's the Mission? Responding to Suicidal Subjects

by Sarah Graham, Field Marketing Specialist for Lexipol

Mental health resources in the U.S. are woefully inadequate, and police officers continue to be called to scenes where subjects are in crisis. Despite best intentions, officer intervention at such incidents can backfire, resulting in harm to the subject or officers.

What is an officer's legal duty to intervene in such cases? How can the agency and the officer minimize liability and safety risks? In this presentation, three law enforcement and legal professionals will discuss the risks involved in non-criminal mental health incidents and officers' obligation under the law.

You'll learn:

- Recent federal cases that shed light on the duty and authority imposed on officers intervening with suicidal subjects
- How the "state-created danger" theory applies to calls involving suicidal subjects
- Three critical elements of tactical withdrawal and effective risk mitigation when faced with a person in crisis who is not an active threat

Presented by:



Chief (Ret.) Mike Ranalli
Program Manager
Lexipol



Laura Scarry
Partner, DeAno and Scarry
Legal Support Attorney, Lexipol



Ken Wallentine
Supervisory Special Agent,
Utah Attorney General's Office
Senior Legal Advisor, Lexipol

[Register today!](#)

The webinar will be held Tuesday, September 18, 2018

Questions? Contact us: webinars@lexipol.com



Manufacturing IT: 4 Ways to Better Manage, Secure, and Innovate in Your Environment

by Dan Vargas, Cisco Solution Engineer Team Lead for SHI International Corp.

Modern factory design emphasizes security and connectivity. But a number of factors play into the success of an evolving manufacturing environment.

IT in manufacturing is unlike in any other industry. Here are four of the most important factors for success in this space.

1. Security

Ninety-five percent of the endpoints in a manufacturing environment are non-user interactive devices that either feed or ask for data on temperatures, the speed of the line, and so on.



When vendors come in to fix, update, or otherwise maintain those devices, you need to strike a balance between security, the ability of the plant to function, and the ability of vendors to do their job without overly relying on you.

Vendors can be a security risk. Probably the most famous example is the [HVAC vendor that caused Target's data breach in 2013](#). More recently, [Tesla accused an employee](#) of changing parts of the company's manufacturing operating system code to disrupt production. Obviously that's the work of an employee, not a vendor, but [the risk is the same](#). Everyone should only have access to what they absolutely need to do their job. [Thought out and deliberate segmentation](#), based on an understanding of the role and function of each vendor, provides an easy way to limit access. Devices on the packaging line might have their own virtual area, for example, and have nothing to do with the shipping area.

Most importantly, you should implement these rules in a way that doesn't drastically increase vendors' reliance on you to do their job. You also don't want to make a vendor's life so difficult that they find a way around the rules.

You can build in flexibility too, with general access to a particular segment for a particular user. If the same vendor sends Bob to your factory on Tuesday, then Joe on Thursday, you can give that vendor a single login if they're performing the same function.

2. Connectivity

Connectivity in a manufacturing environment is different than most IT folks are used to. Instead of large files and a thirst for bandwidth, there's a huge number of very small files and latency is the bigger concern.

There are new connections every few milliseconds, multiplied by hundreds or thousands of devices. Many of these connections are devices communicating to each other about what they're doing. Some talk back and forth to ensure they stay in sync, using precision time where picoseconds make a huge difference in the pace the manufacturing can maintain.

Part of ensuring connectivity is understanding the manufacturing devices deployed, how they interact in terms of their software and hardware, and how they'll work with your design and devices.

continued on page 12

Manufacturing IT *(continued)*

Manufacturing devices use a suite of protocols unique in the networking world. You may find yourself having to design support for three, four, or even more specialized protocols if the OT team requires devices that use them. You may be able to ignore the eccentricities of each one for a while but eventually they will come back to bite you.

One of the major challenges in an industry rushing into the IoT space is that manufacturing hardware vendors are just now becoming familiar with concepts that have been commonplace in the IT world for ages. As a result, you might find bugs, missing features, or sometimes completely absent features that you normally take for granted.

For example, a manufacturer was trying to utilize power over ethernet (PoE) on its device but messed up the negotiation steps so it would never actually ask for what it needed at max draw. That resulted in what seemed like random failures of the device. However, after a lot of troubleshooting and setting PoE allowances manually, it worked fine.

Another time, I had a device that simply would not maintain a connection when communication required routing (multiple VLANs). As it turns out, the manufacturer didn't code its IP implementation correctly and particular types of packets would not use the gateway when other traffic would.

Simple things like these are not really issues in IT and highlight just how far behind the curve the OT can be. Combined with the handful of specialized protocols, it really pays off to take the time to know what's there and design to support it correctly so you aren't left pointing fingers back and forth with vendors to find the mistakes.

3. Design strategies

Invest at the core level and make sure it's flexible enough to adapt to anything at the access layer. Look at how the main connectivity is set up from a core infrastructure perspective, down to the actual device, line, or energy substation. That's where it gets tricky. The key is having a core infrastructure that will allow you to change out the access layer with a reasonable amount of connectivity without altering the core level.

A common philosophy, and not just in manufacturing, is "if it ain't broke, don't fix it." That is the absolute worst philosophy you can have. Most importantly, it purposefully ignores security by delaying updates.

Design in an easily scalable, modular manner so that your network can adapt to support new technologies and business initiatives without compromising availability, performance, or security, or triggering costly redesigns before your equipment reaches end of life. Invest in key areas that will support a lot of systems for several years. Use solid, tested resiliency practices and make security part of the design from day one.

When thinking about the connectivity of uplinks and downlinks, placement, power, and physical access are crucial. Avoid mounting devices high up, for example, which makes them a lot harder to troubleshoot.

4. IT/OT relationships

IT and OT don't have an adversarial relationship, but it can come across that way because of misunderstandings about what they both do. Those misunderstandings create tension, but can also create bigger problems.

The OT side of the house makes the decisions that you need to support. So don't tell them no. Work with them to support their initiatives.

continued on page 13

Manufacturing IT *(continued)*

If you tell them no, they'll find a way to do it anyway and then you won't know about it. Instead, when OT comes to you for help, try to engage them and understand what they're trying to accomplish.

Work to understand what a particular device does, what function it plays in the plant, what its communication needs are, and help OT find ways to improve.

Empower OT to use the technology you put in place. Train them to understand the concepts and what's important, and give them tools to decrease their reliance on you when they have to troubleshoot and fix issues.

For example, I once went to a manufacturing plant where they had three [different switches for three different devices](#) because the OT person who had deployed them didn't understand the concept of VLAN. You might argue that having the three switches is more secure, but it's also three times the cost. The person deploying them just didn't know the concepts that a networking or IT person fundamentally understands.

In that sense, IT can help OT be more innovative. Don't throw up roadblocks. Help them find their way.

Manufacturing better IT

Use these four factors as a guide to prioritizing security without compromising productivity, ensuring connectivity fits the unique needs of your manufacturing plant, designing thoughtfully to best use the space available, and building and maintaining relationships with OT.

With all that in place, you can better manage, secure, and innovate in any manufacturing environment.

Ron Grohman, Sr. Network Engineer for Bush Brothers, contributed to this post. Ron has more than 10 years of experience designing, managing, and supporting large networks in the manufacturing, financial, medical, and education spaces.

To learn more about SHI, please contact John Minnella, Account Executive, NJ & PA Local Government, SHI International Corp. at john_minnella@shi.com or via telephone at (908) 421-2498.



**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.

Contact Loren Wizman, Business Development Director at

(609) 394-3467 or loren@njac.org

[Click here for an application.](#)

LAN Associates Commits to Long Term Growth with Promotions to Architectural Team

by Jen Gangeri, Director of Marketing for LAN Associates

LAN Associates' Board of Directors recently announced a series of promotions within its architectural team.

Jim Sanders, who served as the Director of LAN's architecture department in New Jersey, has been promoted to Vice President. He has been with LAN for 20 years and has been a key figure in the continued development and growth of the department. Managing a staff of approximately fifteen architects, design professionals, and draft persons, Sanders brings to the table exceptional project management experience that will further implement the creative ideas that are generated within the team.

"I look forward to continue building LAN's architectural team in New Jersey, while also developing new markets to further advance the company," said Sanders. "Our staff continues to challenge and educate themselves in the latest industry trends to expand LAN's expertise, especially in the educational and healthcare sectors.

The architecture team is working on more than \$250m in design and construction:

- A \$12m project for LEGOLAND's new state-of-the-art park in Goshen, New York;
- A [\\$50m project](#) under construction at two Woodbridge Township schools -- the Ross Street Elementary School and Woodbridge Middle School;
- Finalizing designs for a 580,000sf retirement community for Christian Health Care Center;
- An estimated \$34m addition and renovation to Goshen High School;
- A \$25m project for multiple school additions at Fair Lawn School District;
- Beginning designs for several significant projects at Haddonfield Public Schools.

"This has been a busy year, and as we go forward, it is reassuring to know that we have an exceptional team, one of the best in the industry," said Ken Karle, President of LAN Associates. "These promotions are an investment in our company because these individuals have the skills to succeed in the present and the forward thinking and innovative minds to lead our company into the future."



JAMES SANDERS
 ..
 VICE PRESIDENT



DANIELLE FARRELL
 ..
 ASSOCIATE



LAURA SCHLUGER
 ..
 ASSOCIATE



MATTHEW FINK
 ..
 ASSOCIATE



MEGHAN USEO
 ..
 ASSOCIATE

continued on page 15

LAN Associates Commits to Long Term Growth *(continued)*

The department has progressively grown by 40% over the last few years, a significant component attributing to the success of LAN. The following team members have been promoted to Associate roles:

- **Danielle Farrell** has been with LAN for 14 years in the Goshen Office. Danielle has shown great tenacity in her current role as Project Architect, managing all phases of various projects, specifically in commercial and educational work.
- **Laura Schluger** has been with LAN for 14 years in the Midland Park Office. She has extensive experience in new construction and renovation for private and public health care facilities, municipal, and commercial buildings.
- **Matthew Fink** has been with LAN for nine years, starting his career with LAN as an intern in the Midland Park Office. Matthew has shown immense creativity as a Project Architect, using his creativity and design skills to produce modern and innovative design solutions. In January, he received the [Young Architect of the Year Award](#) on behalf of the American Institute of Architects (AIA) New Jersey.
- **Meghan Useo** joined LAN eight years ago in the Goshen Office. Meghan brings an enthusiastic approach which has helped her take on all stages of project development from conceptual design through construction.

To learn more about LAN Associations, please contact Jennifer Gangeri, Director of Marketing at Jennifer.gangeri@lanassociates.com or via telephone at (201) 447-6400.



SAVE THE DATES!

DECEMBER 14, 2018

NJAC YEAR END SUMMIT

ACTIVE SHOOTER PREPAREDNESS & 911 SYSTEMS

TRENTON COUNTRY CLUB, WEST TRENTON

REGISTRATION NOW OPEN!

MAY 8 - 10, 2018

NJAC ANNUAL CONFERENCE

CAESAR'S, ATLANTIC CITY

Nationwide Economics

Weekly Economic Review & Outlook for August 27, 2018

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

Weekly Review

The housing expansion has hit a speed bump in the middle of 2018. Existing home sales edged down again in July, the fourth consecutive monthly decline. July's annualized sales pace of 5.34 million units is down by a modest 1.5 percent from a year earlier, but the level of sales is at the lowest level since February 2016.

New home sales also drifted lower in July, falling by 1.7 percent to 627,000 units, the slowest sales pace since last October. Unlike existing sales, however, new sales are up over the past year-nearly 13 percent higher than July 2017. While this growth rate is tied in part to an especially weak sales figure a year ago, new home sales for all of 2018 thus far are up by 7.5 percent from the same period in 2017. The drop in July sales came mostly from an unusually sharp drop in sales in the Northeast, which could be somewhat alleviated with revised figures next month.

Although 30-year fixed mortgage rates are up by more than 60 basis points from a year ago, the primary reason for slower sales is a lack of supply, especially for existing homes. The number of available homes for sale is up a bit from recent record lows, but inventory conditions remain extremely tight with fewer than 2 million homes on the market in July.

The low inventory problem is not quite as severe for new homes. The inventory/sales ratio for new homes was 5.9 in July, among the highest readings over the past five years. Still, relative to the number of households, the new home inventory is well under historical averages.

In addition to slowing sales, the lack of supply is causing house prices to accelerate further. The CoreLogic national house price index, for example, was up by 6.8 percent from a year earlier in June, sharply above the long-term average. Rapid house price appreciation, combined with steady increases in mortgage rates, are negatively impacting the affordability index, which fell to the lowest level in 10 years in June, indicating an increasingly difficult price environment for consumers.

Despite the weaker sales figures in recent months, the fundamentals for the housing sector continue to be solid. Job gains have accelerated this year compared to 2017, and the pace of household formations picked up in the first half of 2018. While survey data points to steady demand from homebuyers, a sharp drop in purchase applications during August bears watching for a signal of decreased demand.

Until more existing homes enter the market, it is difficult to project a meaningful rise in total sales. We expect existing sales this year to be about level with 2017, as rising mortgage rates and a solid job market roughly offset. Despite rising concerns about affordability, a sharp drop in sales activity is highly unlikely given the solid demand metrics.

New home sales, on the other hand, should continue to trend higher as builders respond to rising demand by building more single-family homes. We project that new home sales for all of 2018 will rise by about 7 percent versus 2017 for the strongest pace since 2007. We expect house price gains to remain above 6.0 percent through year-end.

continued on page 17

Nationwide Economics *(continued)*

The Week Ahead

Economic headlines will shift their focus to July data for income and spending, advance trade in goods, and core inflation. A revision to Q2 GDP will be released, although it is unlikely to be material.

Consumers are in a strong position due to low and falling unemployment rates, caused by continued above-trend economic growth, which pushes labor compensation higher. Average weekly earnings in the July employment report slipped a bit, however, as average hours worked fell-suggesting that personal income growth will slow in July to only 0.2 percent. Consumer spending is likely to grow at a faster 0.5 percent based on already reported retail sales data.

As this year's tax cuts add to economic growth, demand from consumers and businesses supports growth in imports to meet their needs, expanding the trade deficit. The advance estimate of the trade deficit in goods is likely to widen to \$69.5 billion in July, although recently enacted tariffs could create some volatility.

Inflation as measured by the price index for personal consumption expenditures (PCE), a broader index than the CPI, is the Federal Reserve's preferred measure. The overall PCE has already moved above the FOMC's 2.0 percent year-over-year (trend) target while the core PCE is just under it. We expect the July data to show a rise of 0.2 percent in core inflation, which will move the trend inflation rate to nearly 2.0 percent-supporting a rate hike at September's FOMC meeting. According to data from the CME group, financial markets have priced in a greater than 95 percent probability for another 25 basis point rate hike at that time.

For further information please contact Emanuel Mahand, Program Director Of DE/NJ/PA, at MAHANDE@nationwide.com, or Bina Kumar, Managing Director - East Region, at kumarb1@nationwide.com.



SAVE THE DATES NJAC MEETINGS AND EVENTS

September 14

Board of Directors Meeting
State House Annex, Trenton

December 14

Board of Directors Meeting & Year End Summit
Trenton Country Club - West Trenton

May 8 thru May 10, 2019

NJAC Celebration of County Government
Caesars - Atlantic City

Credit Union of New Jersey Announces New Brand Strategy

by Mark Bradley, CSME, VP, Marketing & Business Development for Credit Union of New Jersey

Credit Union of New Jersey is pleased to announce the introduction of their new brand and more focused positioning strategy. The new brand officially launched on August 15, 2018.

“Credit Union of New Jersey has had a rich history—one in which we’ve grown from serving just one core group (New Jersey Department of Transportation employees) to all State of New Jersey Employees, hundreds of employee groups and most counties and municipalities under the State of New Jersey Local Government Merit System,” says Andrew L. Jaeger, President & CEO, Credit Union of New Jersey. “As we’ve expanded our field of membership and the products and services we offer, it became evident that our existing brand no longer accurately represented the dynamic, forward-thinking financial institution we’ve become.”

As part of the new branding strategy, the credit union has introduced a new design language, color palette, logo and brand positioning statement. “The Freedom to Prosper.”

“Our new logo communicates to members and prospects alike that Credit Union of New Jersey is the place to go when you need guidance and the freedom to soar,” explains Jaeger. “Our new brand positioning statement backs that up with the promise that our entire team at Credit Union of New Jersey is ready, willing and able to help our members plan and execute short, medium and long-term financial strategies, then help them move toward prosperity.”

About Credit Union of New Jersey:

Credit Union of New Jersey provides financial services to more than 39,000 members through five full-service offices located in Mercer and Burlington Counties and an E-branch at CUNJ.org. Established in 1943, the \$348 million credit union is headquartered in Ewing Township. Membership information and current rates may be obtained by calling (609) 538-4061 or visiting CUNJ.org.



**Credit Union
of New Jersey**
The freedom to prosper.



SAVE THE DATES

LEGISLATIVE CONFERENCE

March 2 - 6, 2019

Washington Hilton
Washington, DC

ANNUAL CONFERENCE AND EXPOSITION

July 11 - 15, 2019

Clark County/ Las Vegas, Nevada
Bally's Las Vegas & Paris Las Vegas



NACo Upcoming Webinars

Local Efforts Supporting Innovation in Early Childhood Development (Part 2)

September 25, 2018, 2:00 pm – 3:30 pm

[Register](#)

The National Association of Counties (NACo) invites you to participate in a webinar highlighting local innovations and best practice models in early childhood development. Counties play a critical role in shaping early childhood systems and are instrumental in investing in core services supporting young children and families. To ensure that children are developmentally on track at age three and to improve kindergarten school readiness, communities must drive increased attention on prenatal-to-three initiatives and the critical need for early investments around programs and services that ensure a healthy start at birth, provide support to families of infants and toddlers and provide high-quality child care and early learning opportunities

Contact Tracy Steffek (202) 661-8813 tsteffek@naco.org

County-State Collaboration in Criminal Justice Planning

September 27, 2018, 2:00 pm – 3:15 pm

[Register](#)

As counties and states across the country work to make their justice systems run more fairly and effectively, many jurisdictions are realizing that intergovernmental coordination is essential. County and state justice systems are run separately in most states, but they are very intertwined and changes at the state level can have major impacts at the local level and vice versa. Join NACo and the National Criminal Justice Association for this webinar to learn how states and counties can work together to identify issues and opportunities and develop solutions that improve criminal justice at both levels of government.

Contact Kathy Rowings (202) 942-4279 krowings@naco.org

Stepping Up Four Key Measures #3: Increasing the Number of People with Mental Illnesses Connected to Treatment

October 25, 2018, 2:00 pm – 3:15 pm

[Register](#)

Part of the *Stepping Up* framework encourages counties to focus their efforts on impacting one or more of “Four Key Measures” for people with mental illnesses: jail bookings, jail length of stay, connections to treatment and recidivism. Join *Stepping Up* for the third webinar in the Four Key Measures series, which will provide strategies for increasing the number of people with mental illnesses connected to treatment in jails and in the community and describe key data points to collect and analyze to track this measure of success. Previous webinars in this series are available on the [Stepping Up toolkit](#).

Contact Nastassia Walsh (202) 942-4289 nwalsh@naco.org



FROM THE EXECUTIVE DIRECTOR



John G. Donnadio, Esq.

Special thanks to Camden County Freeholder Jonathan Young and Salem County Freeholder Melissa DeCastro for taking the time out of their busy schedules to meet with legislative leadership concerning the fact that the federal government is moving forward with plans to make New Jersey ineligible for \$115.0 million in 911 grant funding to upgrade public safety answering points (PSAPs) with Next Generation (NG911) capabilities.

In fact, on August 3rd the Federal Registry contained new regulations that will “*require all applications for grant funding to: “certify that the State has not diverted any portion of designated 911 charges imposed by the State for any purposes other than the purposes for which such charges are designated or presented,” and “that no taxing jurisdiction in the State will be a recipient of 911 grant funds if it has diverted any portion of designated 911 surcharges imposed by the taxing jurisdiction for any purpose for which such charges are designated or presented.”* In other words, and as a direct result of the State’s decade long diversion of 911 fees, county and municipal governments across the State will be ineligible to receive critical 911 monies from the federal government. Moreover, Congressman Leonard Lance (NJ-7) is the co-sponsor of recently introduced federal legislation that would prevent states from diverting fees collected from consumers on their cell phone bills. In summary, H.R. 6424 would direct the Federal Communications Commission (FCC), in consultation with public safety organizations, and state and local governments, to determine the appropriate use of the 911 fees collected from consumers. Current federal law authorizes states to establish their own definitions of eligible 911 expenses, which has led to the wide spread diversion of fees across the nation with New Jersey as the number one offender.

As has been well documented, the State diverts an estimated 89.0% of the \$120.0 million in surcharges it collects each year as 911 System and Emergency Response Fees (Fees) and of which it deposits into the 911 System and Emergency Trust Fund Account (Fund). In fact, the State has collected approximately \$1.3 billion in fees since 2006 with only 11% of Fund monies being spent on eligible expenses as recently reported by the FCC. Moreover, the State has failed to provide any funding for eligible expenses to local 911 centers operated by counties and municipalities; and, has instead diverted Fund dollars to cover general operating expenses in the Department of Law and Public Safety. Importantly, counties and municipalities as first responders handle the vast majority of the State’s public safety service requests through local PSAPs and have come to inequitably rely on the collection of local property taxpayer dollars to improve, operate, and maintain 911 systems. County governments alone spent approximately \$300.0 million over the last five years in capital improvements for facility upgrades, telephone systems, computer aided dispatch, location mapping technology, voice recording technology, data analytics, and NG911 upgrades. Counties also spent an estimated \$100.0 million in 2016 on operating expenses for salaries, staff training, system maintenance, network security, and IT consulting services. On the average, county governments provide some level of 911 dispatch services for approximately of 73% of the municipalities located within their borders. For these reasons, NJAC will continue to urge State leaders to restore critical Fund dollars, comply with federal guidelines for grant funding, and adopt the best practices outlined in the “New Jersey 911 Consolidation Study” published in 2006, which in part, calls for reducing the number of local 911 centers to streamline operations and save taxpayer dollars.

WHAT'S HAPPENING IN YOUR COUNTY?

| SUN | MON | TUES | WED | THURS | FRI | SAT |
|--|---|--|--|---|---|---|
| SEPTEMBER | | | | | |  <p>1 Tomato Festival Wilbraham Park 9a.m. - 5p.m. West Cape May Cape May County</p> |
| <p>2 34th Annual Scandinavian Festival Vasa Park Budd Lake Morris County</p> |  <p>4</p> | <p>5</p> | <p>6  6p.m. - 11p.m. 09/06 - 09/07 11a.m. - 11p.m. 09/08 - 09/09 Waterfront - Hoboken Hudson County</p> | <p>7 25th Annual Cruisin' Main St. 5:30p.m. - 9p.m. Hammonton Atlantic County</p> | <p>8  Riverside Jazz Villa Milagro 2p.m. - 5p.m. Phillipsburg Warren County</p> | |
| <p>9 14th Annual Autism Beach Bash 9a.m. - 4p.m. Belmar Monmouth County</p> | <p>10</p> | <p>11  8:30a.m. Chestnut Branch Park Mantua Gloucester County</p> | <p>12</p> | <p>13  9a.m. - 5p.m. Indian Head Rd. Toms River Ocean County</p> | <p>14 Jazz Festival 6p.m. - 10p.m. Historic Courthouse Flemington Hunterdon County</p> | <p>15  09/15 12p.m. - 10 p.m. 09/16 12p.m. - 8p.m. National Guard Army Teaneck Bergen County</p> |
| <p>16  12p.m. Middlesex County</p> | <p>17  2018 GOLF CLASSIC 12p.m. Running Deer Golf Club Pittsgrove Cumberland County</p> | <p>18  6:30p.m. - 8:30 p.m. Old York Cellar's Wine Bar Bridgewater Somerset County</p> | <p>19</p> | <p>20  5p.m. - 9p.m. Farnsworth Ave. Bordentown Burlington County</p> | <p>21 Morven Museum & Garden Tour 11a.m. Princeton Mercer County</p> | <p>22  3p.m. - 10p.m. Garret Mountain Reservation Boat House Woodland Park Passaic County</p> |
| <p>23 Camden County Fair 12p.m. - 5 p.m. County Fairgrounds Lakeland Camden County</p> | <p>24 Harvest Moon Night Hike Kittatinny Valley State Park 7p.m. - 8:30p.m. Newton Sussex County</p> | <p>25</p> | <p>26</p> | <p>27  6:30p.m. - 9:30p.m. Wilshire Grand Hotel West Orange Essex County</p> | <p>28</p> | <p>29  Giant Pumpkin Carve of Meals on Wheels 4p.m. - 9p.m. Pilesgrove Salem County</p> |
| <p>30  SUNDAY, SEPTEMBER 30TH - 9AM JONATHAN DAYTON HIGH SCHOOL 139 Mountain Ave. Springfield NJ Union County</p> | | | | | | |