



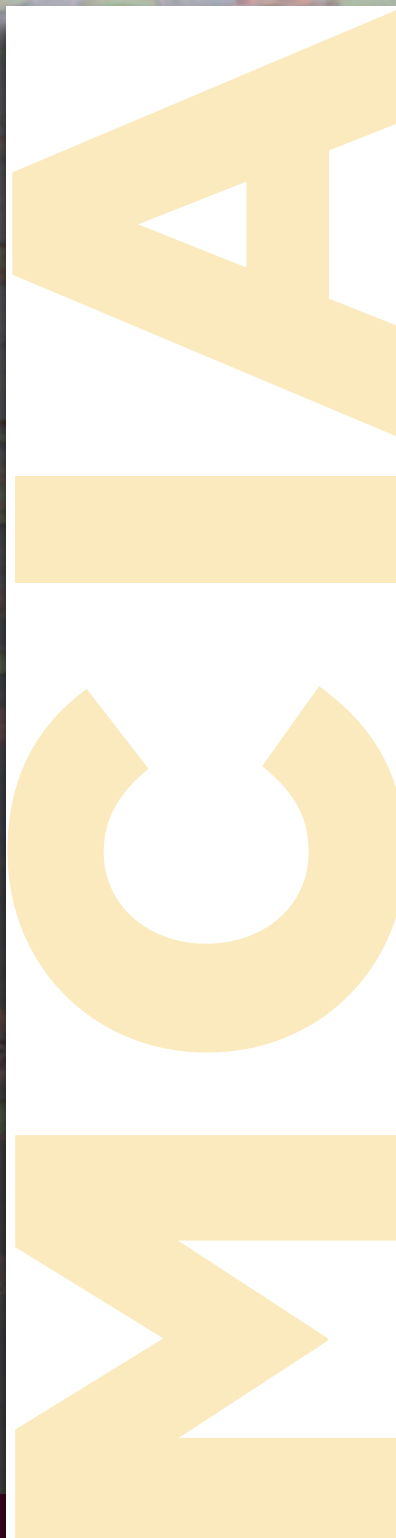
MCLA

2013A

ANNUAL REPORT



Thanks to all the hardworking volunteers, who, day by day, show us the true value of community service.



Dear Middlesex County Residents,

Reflecting back on the past year, it occurred to us that the Middlesex County Improvement Authority's various programs shared a number of similarities, the most prevalent of which was their respective growth and development.

Take for instance our financing for the 2013 Capital Equipment and Improvement Program. It assisted four municipalities and the County with purchasing an assortment of much-needed equipment and even advanced several capital improvement projects. In that same vein, our Curbside and Yard Waste Recycling Programs continued to contribute to an impressive Middlesex County recycling rate. The release of "The New Reuse-It Book" reinforced those efforts by introducing residents to the many benefits of freecycling.

Even when Mother Nature presented her fair share of challenges over at the Middlesex County golf courses, staff was able to sustain their routines. The MCIA also introduced new discounted rates to disabled players this year.

Restructuring over at our two long-term and subacute care centers, Roosevelt Care Center at Edison and at Old Bridge, has led to improved program efficiencies. Meanwhile, in our Economic Development division, environmental assessments of properties in Perth Amboy and Woodbridge progressed during the year under the auspices of a U.S. Environmental Protection Agency Brownfield Assessment Coalition grant.

We added nearly 100 acres of land to our open space inventory, contracting for, closing on and ultimately preserving a total of seven properties in 2013. Last, but certainly not least, in the face of growing demands for food and personal products, MCFOODS, the County's official food bank, discovered new avenues for collections and encouraged burgeoning partnerships among the network's numerous stakeholders.

Typically, these Middlesex County Improvement Authority programs, managed and implemented by qualified professionals, are augmented by the efforts of dedicated volunteers, who share their time, expertise and experience for the public good. Their involvement has been pivotal in this past year's successes. That being said, the MCIA's 2013 annual report is dedicated to these hardworking volunteers, who, day by day, show us the true value of community service.

Leonard J. Roseman
Chairman

Carol Barrett Bellante
Freeholder Deputy Director and Liaison
To the MCIA

BOARD MEMBERS 2013



Carol Barrett Bellante
Freeholder Liaison



Leonard J. Roseman
Chairman



Robert J. Mantz



Jacque Eaker



Anthony Raczynski



Camille Fernicola



Richard Pucci
Executive Director

MCIA PROFESSIONALS

Richard Pucci
Executive Director

Lory L. Cattano
Chief Financial Officer

Jane S. Leal
Director of Administration/
Communications

Daria Anne Venezia
General Counsel

Wilentz, Goldman & Spitzer, P.A.
Bond Counsel

CME Associates
Engineer

Hodulik & Morrison, P.A.
Auditor



FINANCING PROJECTS

Capital Equipment & Improvement Financing Program

In 2013, the Middlesex County Improvement Authority (MCIA) financed its sixth series of Capital Equipment and Improvement Revenue Bonds in the amount of \$13.84 million. Four municipalities, along with Middlesex County, participated in the issuance of revenue bonds intended for acquiring capital equipment and for making capital improvements in and by these governmental entities.

Financing Participants & Equipment

In November, the MCIA closed the financing for the 2013 program. This year's participants included Middlesex County, Carteret, Highland Park, Middlesex Borough and Monroe. Items financed within that time frame ranged from police cars and other passenger vehicles to ambulances, computer hardware and software, vehicles used within respective public works departments, a radio apparatus, a sewer jet truck, municipal road and park improvements, various other equipment and municipal capital projects.

The sixth year of this low-cost financing program has saved taxpayers considerable sums based on the low tax-exempt rates achieved on bonds, a direct result of the Middlesex County's AAA-rated guarantee and an advantageous bond market.

Over the past six years, the MCIA has financed more than \$72 million worth of equipment and improvements, enabling local municipalities to save millions when compared to financing on their own. Furthermore, it's



assisted a number of communities with both the launch and the sustainability of worthwhile community endeavors and programs.

The speed and accuracy with which the MCIA is able to orchestrate such large financial undertakings can sometimes downplay what a time-consuming and intricate process it is as a whole.

The history of the original financing program spans from 1992 to 2007, when the Capital Equipment Lease Program Revenue Bonds were issued annually. Amendments to State regulations advanced a new series of issuances from 2008 through 2013.

The Financing Process

The first step in this process begins with a municipality identifying specific equipment or capital projects and then estimating the costs of those items or endeavors. This list is forwarded on to the Authority and forms the basis for the MCIA issuing a portion of the bonds to the municipality.

From there, the municipal governing body must adopt a loan or a lease ordinance, which would authorize the financing and the form of the loan or lease agreements to be executed with the Authority. The municipality must forward a record of the authorization proceedings for the ordinances to the MCIA's Bond Counsel for review.

The next phase involves the municipality executing agreements and closing documents, including paperwork setting forth the equipment or project, the loan or lease payment amortization schedules and other forms generated during the course of the financing.

At the time of the closing, the MCIA is also responsible for executing and delivering, as applicable, various certificates, a loan agreement, a lease, a range of opinions from general counsel and bond counsel related to the proposed items or projects.

Generally, the financing program spans three-to-four months starting with the MCIA receiving Local Finance Board approval, followed by the pricing and closing of the bonds, before a municipality receives their funds – usually by fall.

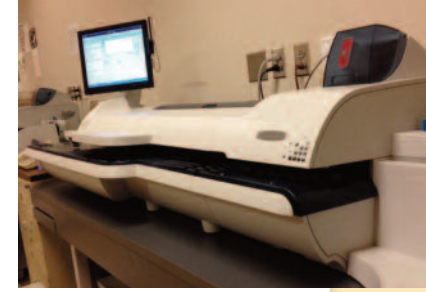
Post closing, and according to the Internal Revenue Service's Code, each participant must spend 15 percent of the bond proceeds within six months, 60 percent in the first year and 100 percent by 18 months.

During that timeframe, a trustee will supply a municipality with quarterly statements showing the money that remains in the Acquisition Fund and an annual statement, outlining funds that are still owed. Meanwhile, each participating municipality must supply the Authority with current financial statements, including a budget with a line item indicating plans for repayment. If that budget is revised, the MCIA, the County and the trustee must receive notice.



volunteer FACT:

Between 2008 and 2013, the MCIA has financed more than \$72 million worth of equipment and improvements for local municipalities. Middlesex Borough was a 2013 participant for which the MCIA bonded \$2.025 million to be used toward the purchase of two fire trucks. This assisted the Middlesex Fire Department, made up of 75 volunteers, with their response to 281 calls in that same year.



ECONOMIC DEVELOPMENT

Throughout 2013, the Assist Program provided economic development services to Middlesex County municipalities and outreached to local communities and stakeholders. The Middlesex County Improvement Authority (MCIA) helps move economic development plans and programs forward with a number of assistance tools, such as devising strategies, providing technical information, promoting sustainable land-use practices, identifying resources, suggesting partnership opportunities and pointing out funding and financing options. In 2013, the MCIA worked with East Brunswick, Highland Park, New Brunswick, Perth Amboy, Piscataway and Woodbridge in a variety of ways.

Days of Fun

Days of Fun on Our Raritan River: Things to Do, Learn and Share was a development program focus for the year. The effort included an array of local volunteers, officials and staff, who made themselves available to the riverfront towns on the Lower Raritan River for discussions, exhibitions, crafts and activities. The central tenet of Days of Fun was that through enhanced public interest in and enjoyment and knowledge of the river, the programs might inspire river stewardship, expand tourism, recreation, development and open space opportunities and improve quality of life.

More than a dozen events for adults and youth were held in Piscataway, New Brunswick, Highland Park, East Brunswick and Perth Amboy. These were hosted by local groups and departments such as the Piscataway Drug Abuse Resistance Education (D.A.R.E.), the New Brunswick Recreation Department and City Market, Sustainable Highland Park, the Highland Park Environmental Commission, Friends of the East Brunswick Environmental Commission and the Perth Amboy Recreation Department. Activities included lessons on skipping stones and the history of the Raritan in the American Revolution. Stream assessments, painting classes and games dealing with fishing and wildlife Olympics were also held. Program concepts were promoted at these events and at multiple local fairs.

In addition to in-person education, many educational materials were developed and distributed. In collaboration with the Middlesex County Planning Office, municipal stream maps were created. The maps were designed for continued environmental education and stewardship efforts by schools and organizations of all types. More elaborate municipal stream and river-use maps were constructed as well. These maps describe the recommended uses of the river and each stream, which were determined by any localized bacterial and contaminant levels or impairments. Interpretive information, recommendations for river and stream care and many contacts for more information were included on the maps.

The Days of Fun program and stream maps project were supported by a funding agreement awarded to the MCIA by the United States Environmental Protection Agency (USEPA) to the New England Interstate Water Pollution Control Commission in partnership with the New York-New Jersey Harbor Estuary Program.

Brownfields Program

The MCIA's \$1 million Brownfields Assessment Coalition Grant from the USEPA continued to advance environmental evaluation plans in Perth Amboy and Woodbridge. Some of the focus in Perth Amboy became the 2nd Street and Sayre Avenue redevelopment areas, as well as a property along the southern waterfront. Woodbridge continued to redefine eligible properties within its target area. A request for qualifications (RFQ) was issued in 2013 with the intention of awarding a contract for environmental engineering services in Woodbridge. An RFQ had previously been completed in 2013, and a contract was awarded for the Perth Amboy services.

Middlesex County Transportation Advisory Committee

The Middlesex County Transportation Advisory Committee (MCTAC) conducts strategic planning for

major transportation projects in Middlesex County. Besides the MCIA, the committee members are representatives from the Middlesex County Engineering and Planning Offices and the Middlesex County Utilities Authority. MCTAC monitored funding opportunities through the State of New Jersey and the federal government and tracked transportation legislation and policy. In particular, the MCIA coordinated the Committee's activities.

Discussions continued throughout 2013 on projects previously deemed priorities such as: the East Coast Greenway development, the expansion of the Middlesex County Greenway into South Plainfield and Perth Amboy, a number of Route 1 improvements, the North Brunswick Transit Village, the New Brunswick Bikeway and the New Jersey Turnpike Exit 8A-County Road 555-Route 130 improvements.

Together North Jersey

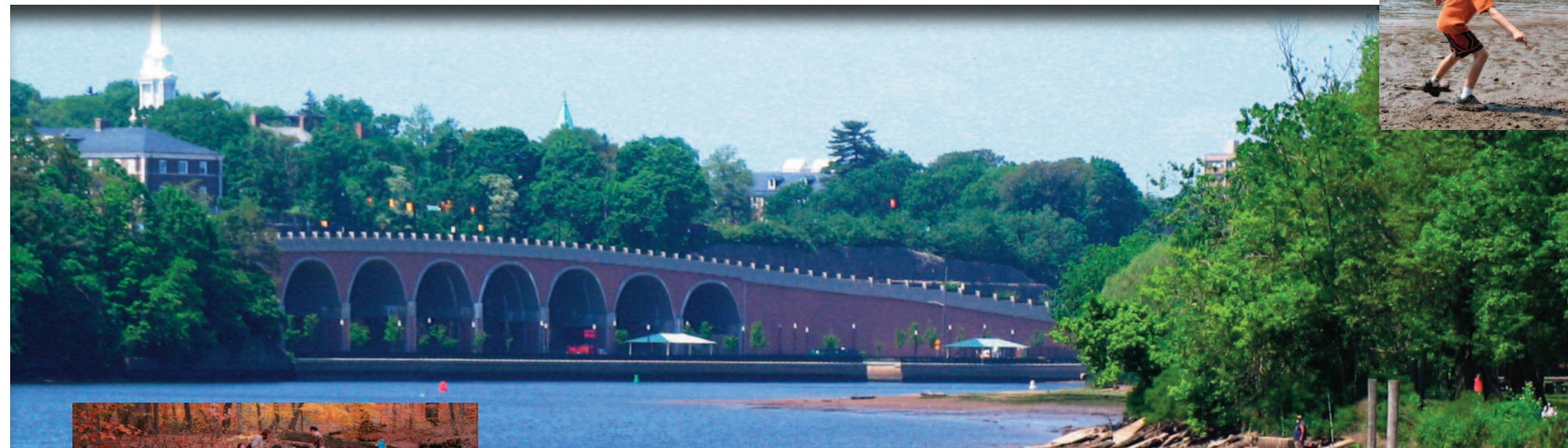
This marked the second year of the MCIA's participation in Together North Jersey, an entity dedicated to regional strategic planning. Funding for Together North Jersey consists of a \$5 million grant from the U.S. Housing and Urban Development Agency, as well as substantial funds from Rutgers University and the New Jersey Transportation Planning Authority. Information about resources was gathered at meetings and then shared with MCTAC.

The MCIA served on the Steering Committee for the Perth Amboy Local Demonstration Grant Program. Substantial input was provided for the funding and implementation portion of the program report. The Bay City Transit District Strategy proposes constructing new public space around the main entrance of the train station, adapting upper levels of Smith Street commercial buildings for new uses, rezoning to maximum densities on the blocks between Market Street and New Brunswick Avenue while applying for Transit Village status, updating parking regulations and management and capitalizing upon the concentration of ethnic food businesses as a regional destination.



Keep Middlesex Moving

The focus of Keep Middlesex Moving (KMM) continued to be pedestrian and bicycle safety in 2013. Safe-Routes-to-School, Walk-to-School Day, Golden Sneaker Awards, updates to the County Transit Guide and pedestrian safety education were some of the active programs. KMM aided the Borough of Metuchen in developing a pedestrian flag safety program. KMM continues to receive funding for its programs from the North Jersey Transportation Authority.



volunteer FACT:

- 2013 Volunteers for Days of Fun on Our Raritan River: Things to Do, Learn and Share
- Allan Williams, The Role of the Raritan River in the American Revolution
- Terry Jover, Mike Keller and Irene Marx, Wildlife Olympics and River Art
- Alan DiGaetano, River Art II
- Doug Aumack, Crossroads of the American Revolution
- Liti Haramaty, Stream Critters
- Laura Arp, Stone Skipping 101



OPEN SPACE

The Middlesex County Board of Chosen Freeholders, with the assistance of the Middlesex County Open Space Advisory Committee and with the MCIA acting as the County's agent, has acquired or contracted for 7,595 acres of property under the Open Space Preservation Program. The 2013 Middlesex County Improvement Authority (MCIA) open space activities include:

Hoffman Station Road Property, Monroe (37.95 acres)

In February 2013, the Freeholder Board approved an agreement to purchase a parcel of vacant land consisting of 37.95 acres along Hoffman Station Road in Monroe Township. The property is located in close proximity to a municipally-owned recreation facility, the Monroe Township Softball Complex. The site had previously been approved as a nine-unit residential subdivision.

Foerter Farm, East Brunswick (26.7 acres)

Early on in 2013, a closing took place on the Foerter Farm, a 26.7-acre parcel of land in East Brunswick Township. The property is located on Riva Road near Farrington Lake and was slated for the development of 10-single-family homes. The Freeholders entered into a Participation Agreement with the Township with both contributing toward the purchase price.

Greenway Extension, Woodbridge Township (.18 acres)

In July 2013, the Freeholder Board approved an agreement to purchase a .18-acre vacant property located within Woodbridge Township. The parcel is bordering an unused rail line and situated between the

Middlesex Greenway and the Township's East William Street Park. The purchase will allow that section of the Middlesex Greenway to end at East William Street Park. The completed acquisition will enable the County to build a boardwalk that would connect the Greenway to the park.

Bozza Property, East Brunswick (.17 acres)

In August 2013, the County closed on the Bozza property, a small parcel of land containing .17 acres located within the County's Jamesburg Park Conservation Area. This purchase is consistent with the goals outlined in the County's Open Space Master Plan, which includes the pursuit of properties in cases where the parcel is located adjacent to existing parkland.

Visco Property, Edison Township (22.75 acres)

In August 2013, the Freeholder Board approved an agreement to purchase 22.75 acres located within the Dismal Swamp Conservation Area at the outskirts of Edison Township and South Plainfield Borough. Many environmental organizations supported the preservation of this land, emphasizing that it is a significant natural area which will preserve wildlife, provide flood protection and add public access to



green space for County residents. There has been an active application, on behalf of the owner, to develop this site for the past several years now.

Cottrell Farm Extension, Old Bridge Township (6.5 acres)

In November 2013, the County closed on the Cottrell Farm Extension, a 6.5-acre parcel of vacant land located in Old Bridge Township. This property is located adjacent to Cottrell Farm, a 21.15-acre tract of open space newly acquired by Middlesex County within close proximity to an additional 36.5 acres of open space. That recent County purchase is known as the Whitney Property.

Papaianni Park Extension, Edison Township (1.33 acres)

Also in November 2013, a closing took place on 1.33 acres of vacant land located north of Edison Township's Papaianni Park. The property had the potential for development of either a commercial or office building. The Freeholders entered into a Participation Agreement with the Township with both entities contributing toward the purchase price. The Township will own and maintain the parcel as part of the Participation Agreement.

In addition, the MCIA is currently performing various stages of due diligence for potential open space purchases in the following municipalities: City of Perth Amboy, Monroe Township, Borough of Metuchen and South Brunswick Township.

Farmland Preservation

In spring of 2013, Middlesex County entered into an agreement with the Middlesex County Improvement Authority, whereby the MCIA would perform certain

services in support of the County's Farmland Preservation Program. These services are similar in nature to those already performed by the MCIA for the County's Open Space Program. Under the Farmland Preservation Program, the County has preserved approximately 50 farms totaling 4,652 acres.

Current farmland properties that the MCIA is assisting with include:

- Reinhardt Farm, Cranbury Township (39 acres)
- Indyk Farm, Monroe Township (37 acres)
- Voight Farm, South Brunswick Township (36 acres)
- EJJG Farm, Monroe Township (16.4 acres)

open S.P.A.C.E.S

In 2013, the MCIA continued its production of open S.P.A.C.E.S, a quarterly newsletter focusing on various facets of land preservation, both from a local and regional perspective.

With upwards of 7,500 acres of open space in Middlesex County alone, the objective was to provide residents with updates on acquired parcels, environmental impacts, the wide array of outdoor hobbies and activities, procedural and policy insight, fun nature facts, quotes and more.

This year's content covered a broad range of topics, everything from the former corridor of the "Black Diamond Express" on the Middlesex County Greenway to the guidelines for the Great Backyard Bird Count and Superstorm Sandy's impact on preserved properties.



volunteer FACT:

The volunteers of the Middlesex County Youth Conservation Corps have built and marked approximately 24 miles of trails in Middlesex County since the group's first inception in the fall of 2006.





CURBSIDE RECYCLING PROGRAM

In 2013, the Middlesex County Improvement Authority's (MCIA) recycling program marked its 19th year of service to Middlesex County communities. In that time, the program has diverted more than 504,240 tons of household recyclables from County landfills.

This year, 14 municipalities, including Cranbury, Dunellen, Helmetta, Jamesburg, Middlesex, Monroe, New Brunswick, Old Bridge, Piscataway, Plainsboro, Sayreville, South Amboy, South River and Spotswood continued their participation. Collectively, they have generated 21,813 tons of material, consisting of 6,377 tons of commingled plastic, aluminum, steel and glass containers, 7,192 tons of mixed paper, junk mail and cardboard, 5,141 tons of newspaper and 3,103 tons of mixed recyclable material collected in single-stream fashion. Unlike residential curbside collection, where materials are required to be separated prior to pick-up, single-stream collection allows generators to place all materials in the same container. Presently, the MCIA provides single-stream collections to schools and multi-family dwelling units such as apartments, townhomes and condominium complexes, where dumpster and tote service is required.

As of December, the program was servicing 81,072 single-family homes, 7,827 multi-family units and 653 small businesses, in addition to schools, public buildings and houses of worship. Due to regional development, the program saw an uptick of 159 single-family homes in 2013. Recycling services also include 20-and-30-cubic-yard roll-off containers for municipalities that maintain community recycling drop-off centers for residents.

The MCIA continued to provide recycling collection containers to new residents in participating communities. During the year, the program distributed 1,912 20-gallon round containers for commingled glass, plastic, steel and aluminum cans and 1,503 14-gallon rectangular containers and lids for mixed paper, junk mail and newspaper.

More recently, residents may have noticed that their recyclables are lighter than they once were, a byproduct

of the market's shift to plastic containers and thinner aluminum, online media replacing newspapers and manufacturers' declining usage of cardboard packaging.

New Jersey was the first state in the nation to enact legislation that created statewide recycling mandates for solid waste. Between 1995 and 2011, Middlesex County has had the sole distinction of surpassing that benchmark - a 60-percent or more recycling rate - 15 times. It upheld that reputation with a 63 percent rate in 2011, the most recent data available.

Yard Waste Recycling Program

In the first quarter of 2013, the MCIA Yard Waste Recycling Program continued Super Storm Sandy clean-up, processing vast quantities of brush and tree parts. County and municipal yard waste drop-off facilities, operations coordinated by the MCIA, received almost 5,000 tons of material, which twice exceeds the typical amount. For the remainder of the year, 23 towns recycled a total of 36,479 tons of yard waste, a sum made up of 17,158 tons of leaves, 4,999 tons of grass clippings and 14,322 tons of brush and tree parts.

Each municipality's Department of Public Works or designated contractor collects residentially generated yard waste at the curb, delivering these loads to one of the County's yard waste drop-off sites. A regional drop-off point in East Brunswick adds to the host of municipal sites in Dunellen, Plainsboro, South Brunswick and South Plainfield.

Through an agreement with the Middlesex County Parks Department, the MCIA directly managed the Quarry Lane leaf composting facility in North Brunswick. Its processed leaf compost and wood mulch were made available to municipalities for internal landscaping projects or for distribution to residents. During the spring and fall, some 1,105-cubic yards of leaf compost were distributed for these purposes.

In late 2013, the New Jersey Department of Environmental Protection granted the Quarry Lane facility a five-year permit renewal, an approval allowing incoming leaves and brush to be processed on location through December 2018.



Following a public bidding process in July, the MCIA Board awarded a two-year contract to Nature's Choice Corporation for yard waste recycling and marketing services. That contract will run from August 1 until the end of July 2015.

As stipulated under the New Jersey Statewide Mandatory Source Separation and Recycling Act of 1987, leaves and brush are required to be recycled and banned from disposal at landfills and waste incinerators.

Book Recycling Program

Seven schools elected to participate in the MCIA's 2013 Book Recycling Program: Dunellen High School, Our Lady of Lourdes Catholic Elementary School in Milltown, Middlesex Borough High School, Sayreville Upper Elementary School, Cardinal McCarrick High School in South Amboy and Spotswood High School. In many instances, one school is designated as the district's central receiving location. This year, the program yielded close to 21 tons of hard and soft cover books and mixed paper for recycling.

For collections, the MCIA furnished program participants with a secured 20-cubic-yard container, provided by Waste Management, Inc. Once the dumpster is full or the project completed, materials are transported to a recycling facility for processing into other paper products. Marketing revenues for the sale of those materials are returned to the school districts. In eight years, more than 114 tons of books and mixed paper have been recycled in this way, generating approximately \$3,500 in marketing revenue for schools.

Reuse-It Book

The MCIA updated its freecycling guide in 2013, making additions, deletions and changes to text that's been in place for several years now. In its fourth edition, hundreds of copies of the "The New Reuse-It Book" are presently circulating Middlesex County. The book has connected residents with area locations where they can donate unwanted goods for reuse. This, in turn, takes some pressure off of municipal waste streams and provides businesses and organizations with community support.

volunteer FACT:

Since 2006, Middlesex County school administrators and student volunteers have collected 114.38 tons of hard and soft cover books for recycling.

The collection history of the volunteer school book recycling program is as follows:

2006 - 4.21 tons	2010 - 12.51 tons
2007 - 16.34 tons	2011 - 15 tons
2008 - 12.50 tons	2012 - 21.72 tons
2009 - 11.15 tons	2013 - 20.95 tons



GOLF

The Middlesex County Improvement Authority (MCIA) has been delivering recreation at its best, serving the public with quality golf at some of the state's most affordable prices for upwards of two decades.

Within that time span, the MCIA has managed the operations of four local golf courses on three separate sites, making a beloved pastime available to Middlesex County residents with its oversight of The Meadows at Middlesex Golf Course in Plainsboro, Raritan Landing Golf Course in Piscataway and Tamarack Golf Course in East Brunswick.

One of the more fulfilling endeavors that the MCIA has been involved with is the First Tee of Raritan Valley, a 501C3 that leverages volunteer golfers to teach area youth character-building instruction through the game of golf. Since the program's first inception at Tamarack, dozens of children, ages 5-to-18 years old, have benefited from the life lessons that have been infused into every swing and every game by this nonprofit's volunteers.

In 2013, winter came late with temperatures only dipping into seasonal lows well into November. However, when it finally arrived, it packed a heavy punch, as staff reported consistent closures due to heavy snowfall from thereon out. The winter hiatus for players presented employees with an opportunity to carry out landscaping duties and equipment maintenance – everything from blade sharpening to engine tune-ups to oil changes.

Tamarack Golf Course

With two widely praised, 18-hole courses, the ever popular Tamarack Golf Course accommodated a sundry of avid golfers – from the newcomers to the old timers, from the amateurs to the skilled.

Between the west and east courses, Tamarack collectively saw 59,668 rounds of golf played on the property in 2013.

These centrally located, championship courses, made available at some of the most competitive rates in New Jersey, drew in golfers from around the state.

The Meadows at Middlesex

In total, The Meadows at Middlesex reported 21,184 rounds of golf at Plainsboro's premiere 18-hole golf

course. This course, lauded for its bent-grass greens, is strategically interwoven between the community's surrounding townhouses and condos.

Ten leagues made up the Meadows' roster this year, and boys and girls teams at regional high schools, such as Edison, Sayreville War Memorial and Old Bridge, held regular matches at the course.

Several worthwhile organizations made their way onto The Meadows, promoting their respective causes by sponsoring outings in 2013. This includes the Second Annual Mayor's Cup to benefit the Plainsboro Public Library Foundation, Honesty Unity Brotherhood and Services, the Frank Vasfalo III Memorial Golf Outing, the Flatbush YMCA and the Sayreville Knights of Columbus.

Raritan Landing

In 2013, golfers' play added up to 19,453 rounds at Raritan Landing. This par-58, 18-hole executive-style course also



hosted three golf leagues in 2013: the Ladies at Raritan League, Piscataway Senior Mixed League and Telcordia Corporate League.

As for high school matches and practices, Piscataway, Perth Amboy, Edison, Woodbridge, Sayreville and Bishop Ahr high schools all made their way out to Raritan's greens this year.

As in years past, Raritan Landing held its annual club championships in 2013, awarding trophies to players in nine various championship categories: the Men's Champion to Michael Maglione, the Men's Net Champion to Shaunnessy Walks, the Senior Champion to Ken Darrow, the Senior Net Champion to Rodney Reid, the Super Senior Champion to Ronald Winter, the Super Senior Net Champion to Fred Rebadavia, the Women's Champion to Joan Titzell, the Women's Net Champion to Gay Belknap and the Boys' Champion to Ciaran Byrne.



volunteer FACT:

Each year, The First Tee of Raritan Valley teaches some 40,000 students. More than 500 donors and 250 dedicated volunteer coaches make this possible. Spring, summer and fall programs at Tamarack Golf Course help Middlesex County youth "build character, instill life enhancing values and promote healthy choices through the game of golf."





ROOSEVELT CARE CENTER

For more than 75 years, Roosevelt Care Center has served Middlesex County's healthcare needs. While its early 20th-Century identity was that of a hospital embattled in a local tuberculosis outbreak; today, Roosevelt's Old Bridge and Edison campuses provide the region's aging population with a myriad of services. These include long-term, subacute, hospice and respite care. Roosevelt, operated by the Middlesex County Improvement Authority, has successfully been able to do so through the support of the communities it serves and through members of the public, who carry on a legacy of volunteerism. In 2013, both facilities underwent a number of changes, all of which are expected to bring about a more effective and streamlined operation.

Embracing Change

The administration began transitioning residents from the historic Edison building to the Parsonage Road and Old Bridge facilities later in the year. This also marks the first year that Roosevelt Care Center at Old Bridge, which only opened its doors in October 2011, reached full occupancy levels.

Celebrations honoring residents, 90-years-of-age and older, were held at the Parsonage Road and historic facilities in Edison and by Middlesex County in Old Bridge. There, the public and local officials paid tribute to this revered group, acknowledging their immeasurable value to modern-day society.

While naming a preferred provider at its Barbara E. Cheung Memorial Building in 2012, Roosevelt hospice staff continued to provide grief support programs, in addition to other helpful resources that would assist families as they navigate palliative treatments and end-of-life care for their loved ones.

Community Outreach

High on Roosevelt's list of priorities is remaining an integral part of the community. The public plays the most crucial role in all of this, rising above any expectations year in and year out. Aside from the daily volunteers who devote their time to feeding, entertaining or just listening to residents, organizations like The Rugby School of Wall, the local Rotary Clubs and the U.S. Department of Veteran Affairs - among so many others - have also given of their time and energies for the betterment of all involved.



Staff Development

In 2013, administrators established uniform programming at the two sister campuses and regulations from the Centers for Medicare and Medicaid Services became central to staff development.

Employees also made great strides in identifying appropriate resident placement. In some cases, Roosevelt staff might refer a stable Medicaid patient opting for independent living to an assisted living residence.

Upcoming changes to the healthcare system led to a number of program adjustments as did a wave of retirements. Roosevelt responded by condensing management and incorporating the latest and most effective techniques into its employee instruction.

Training Mecca

Over the course of several years, Roosevelt has emerged as a highly sought-after training center. In 2013, its partnerships, facilities, equipment and staff were utilized for the purposes of rehabilitation, dietary service and research and development at the university level. Those affiliated organizations and representatives ranged from Dr. Grigor Burda with Rutgers University to Elijah's Promise, New Jersey Workforce Development and more.

volunteer FACT:

The Volunteer of Volunteers, Peggy Schmerker, began volunteering for Roosevelt Care Center at Edison in 1997, one year after her husband Bob signed up for the program at Middlesex County's long-term care center. After a short stint in the speech department Peggy was assigned to the volunteer program which is overseen by the Recreation Director. She's been there ever since.

She's handled everything from new volunteers to initial inquiries to the application process, background checks, orientation, scheduling, record keeping and more.

A retired fifth-grade teacher, Peggy notes that her previous experience with students and parents has lent itself to her current volunteer work.

Administrator Frank Damiani and Recreation Director Joanne Franklin credit Roosevelt's vigorous and well-received recreation program to Peggy's dedication and contributions.

"The transition that took place in 2013 on the Edison Campus of Roosevelt involved some challenging changes to the utilization of volunteers and rescheduling of certain activities and worship services," Damiani said. "Peggy and her fellow volunteers made this process seamless."

More than 200 people and 35-plus organizations volunteer at the Roosevelt Care Center's two campuses annually. These organizations range from religious institutions to schools to civic organizations and scouts. These individuals and groups are an asset to the facility and their work a benefit to Roosevelt's residents.





COMMUNITY AFFAIRS

MCFOODS

In 2013, the Middlesex County Improvement Authority (MCIA) collected and distributed an estimated 529 tons of food through the Middlesex County Food Organization and Outreach Distribution Services (MCFOODS) – up from the previous year's 434 tons. With approximately 80 local food pantries, soup kitchens and other emergency food providers utilizing the MCFOODS distribution site, these supplies were extended to needy residents across the County.

Twenty-five agencies, such as residential facilities, shelters, social service agencies, programs for women and children, senior citizen housing facilities and other outreach services are also inclusive to the network. All have access to routine distributions held at the MCFOODS New Brunswick warehouse, which sees a weekly average of 40 organizations.

Through these channels, the MCIA reaches low-income families, the homeless, the mentally and physically challenged, youth and senior citizens.

Communication & Coordination Local Coalitions

MCFOODS worked with local coalitions in New Brunswick and Perth Amboy to better stretch resources, eliminate duplicate efforts and paperwork and more efficiently provide food to those communities. The We Care Coalition in Perth Amboy implemented a uniform registration process for all pantries. This year, the New Brunswick Coalition organized a client focus group, seeking feedback about: access to pantries, food selections and pre-packaged allotments versus a shopping experience. Participants' responses will be used to improve local client services.



Site Visits

MCFOODS visited in-network food pantries, soup kitchens



and social service agencies to ensure all organizations were operating in line with membership criteria. MCFOODS also took the opportunity to update its emergency food reference directory.

Website

The MCFOODS web page, located on the MCIA site, is a platform for up-to-date information and resources for emergency food providers.

Network Meeting

MCFOODS hosted a network meeting on March 26, giving more than 50 representatives from outside entities a platform to discuss emerging and relevant issues affecting the hungry and disenfranchised.

Community Presentations

MCFOODS presented the various facets of its operation at the January 25 McKinney-Vento Partnership training. This event allowed MCFOODS leadership to address emerging issues pertaining to the wellbeing of youth and families of Middlesex County.

MCFOODS representatives attended a Middlesex County Women's Council of Realtors meeting March 15 to accept the group's \$750 donation.

On March 18, MCFOODS was invited to the Women's Club at the Ponds in Monroe to accept a 200-pound donation of nonperishables and make a presentation on local food emergency needs.

Middlesex High School's Do Something Club came to MCFOODS March 21 to deliver 113 jars of peanut butter and jelly, which were collected during their "Peanut Butter and Jam Slam" drive. A video of that delivery will be used as part of a nationwide promotional campaign for the Club.

At the August 20 County Organizations Active in Disaster (COAD) meeting, MCFOODS gave an update on its activities, growth and changes, as well as a review of Superstorm Sandy's impacts on area pantries.

Volunteers

MCFOODS had several groups volunteer their time to sort donations. Among them were the Girl Scout troop from South Plainfield, employees of Silver Line, students of the Middlefields Program and youth from the Workforce Development Program.

Spring School Food Drive

The largest single annual MCFOODS drive is the "Middlesex County Spring School Food Drive." In 2013, 139 public and private schools participated, collecting 52 tons of food donations.

Top collectors included Randolphville School in Piscataway with 4,850 pounds of donations and Monroe Township Middle School, which donated 4,200 pounds of food.

For the first time in 12 years as donors, the Cranbury School became a top collector with 1,200 pounds of food through a "Canstruction" service learning project.

Summer Needs

MCFOODS struggled to keep its shelves stocked with low donation rates and increasing needs between June and August. On June 19, MCFOODS saw a record high of 49 agencies picking up supplies. During this period, a few collections had a tremendous impact on the operation:

East Brunswick High School Football Team, led by Junior Sean O'Sullivan, sponsored a food drive that amounted to 3,250 pounds of donations. On December 5, the Middlesex County Board of Freeholders formally recognized the players' outstanding efforts.

The U.S. Environmental Protection Agency in Edison participated in the "Feds Feeds" Program, garnering 2,650 pounds of supplies from employees.



volunteer FACT:

"I enjoy seeing the people and I think this is worth something. The need is there – an absolute need – and we get more and more agencies, so there's always more for us to do."

– Lillian Kozla, a volunteer with MCFOODS for more than a decade.



The East Brunswick Division of Recreation Summer Camp Program sponsored their annual "Camp Cares" food drive and donated more than 1,550 pounds of food.

The Knights of Columbus of South Plainfield sponsored a food drive in July and donated 1,000 pounds of food; Columbia Bank Branches in Middlesex County contributed 700 pounds and the East Brunswick Soccer Club offered up 650 pounds.

Fall Harvest Food Drive

The 13th annual "Fall Harvest Food Drive" in eight of Monroe's adult communities brought in approximately 6.8 tons of food - its highest rate since 2009. Many communities also held clubhouse collections throughout the month of October.

Hurricane Sandy

Middlesex County residents are still recovering from the devastating October 2012 Superstorm Sandy. MCFOODS has partnered with the Middlesex County Organizations Active in Disaster (COAD) and Long Term Recovery Group (LTRG) to provide victims with 30 tons of supplies and address any other unmet needs and in preparation for any future catastrophes.

Business Food Drives

A total of 167 organization and business-sponsored food drives collected 60 tons of food in 2013. Some of the larger donations included: United Way of Central Jersey with 16,050 pounds, Hess with 9,100 pounds, Rutgers Against Hunger with 4,800 pounds and Our Savior Lutheran Church with 3,700 pounds.

Monetary Contributions

Many donors found alternative ways to give as MCFOODS received \$2,120.00 in grocery store gift certificates, \$18,925.77 in checks and \$21,045.77 in cash in 2013. These donations enabled the MCI to purchase various foods and necessities during shortages.

Proceeds of \$10,000, as well as 900 pounds of non-perishables, from Rutgers's fifth annual Run for RAH, on October 27 were donated to MCFOODS.

Product Donations

An anonymous baking company within the County made 64.6 tons of weekly donations, consisting of bread and other baked items nearing their expiration to MCFOODS.

In fall 2013, the Fresh Grocer in New Brunswick began providing MCFOODS with weekly donations of damaged or misbranded items, which totaled 2,850 pounds.

Franklin Township Food Bank and MCFOODS shared everything from canned and packaged goods to produce and excess products. MCFOODS received more than 8 tons of supplies through this partnership.

The New Brunswick-based Five Loaves Food Pantry referred its affiliate, Summit Inc., which allotted 10 tons of sardines and mackerel to MCFOODS.

Hands of Hope Food Pantry in Edison gave MCFOODS 1.5 tons of cookies from Gallant & Wein and 1.5 tons of soda from Foodtown.

Coca Cola of South Brunswick donated over 59 tons of beverage products to MCFOODS.

Community Food Bank of NJ

In 2013, the Community FoodBank of NJ and MCFOODS continued to collaborate, making some 424,000 pounds of food available for needy Middlesex County residents. For a \$5,200 delivery fee, the FoodBank dropped off five-to-seven pallets of dry bulk food items and fresh produce to MCFOODS each week.

Ongoing Collections

Donations are also made consistently throughout the year from various faith-based organizations, groups, clubs and communities.

Additionally, MCFOODS pulled in 14 tons of food from permanent drop-off sites including the libraries in East Brunswick, Edison, Metuchen, Milltown, Monroe, North Brunswick, Perth Amboy, Piscataway, Plainsboro, South Amboy, South Brunswick, South River, South Plainfield, Spotswood and Woodbridge. Some libraries promoted programs in which residents brought in a food donation in exchange for fine forgiveness.

2013 Friends of Middlesex County Charity Golf Classic

The 18th annual Middlesex County Charity Golf Classic, held on September 18, 2013 at Tamarack Golf Course, attracted 192 golfers and raised \$17,500.

Of that amount, \$15,000 was donated to the Cerebral Palsy Association of Middlesex County, which uses proceeds for programs that benefit



disabled children and their families. This year's contribution brought the total Cerebral Palsy donations to \$245,000.

A second portion of \$2,500 was donated to the Middlesex County College Veterans Services to provide assistance to local veterans.

The great success of this charity tournament is due to the overwhelming response from many concerned businesses and individuals, including the main sponsor, Provident Bank. The Golf Classic remains the only fundraising event held at Tamarack Golf Course.

2013 Spotlight on Middlesex County

Spotlight on Middlesex County, the monthly MCI-produced cable television program, has been introducing the public to local people, issues and an array of relevant topics for nearly two decades. The program, sponsored and routinely hosted by the Middlesex County Freeholder Director and other members of the Board, has attracted guests that range from scientists to elected officials to nonprofit organizers since 1994. With more than 200 shows to its credit, last year's programming covered activities at the Rutgers Cooperative Exchange, regional efforts to combat pancreatic cancer, economic development initiatives and more.

2013 Recycling Education Programs - M.C. BLUE SHOWS

Since 1997, the MCI's recycling education robot, M.C. Blue, has educated and entertained more than 238,000 County residents. M.C. Blue continues to be in great demand with 10,335 people viewing one of his 73 presentations in 2013. In that time frame, M.C. Blue visited 21 of the 25 municipalities in Middlesex County.



SUMMARY OF AUDIT REPORT
FOR THE YEARS ENDED DECEMBER 31, 2013 AND 2012
AS REQUIRED BY N.J.S.A. 40A:5A-16

C O M P A R A T I V E S T A T E M E N T O F N E T P O S I T I O N

ASSETS	BALANCE DEC. 31, 2013	BALANCE DEC. 31, 2012
Current Assets:		
Cash and Cash Equivalents	\$ 5,109,073.17	\$ 6,404,348.04
Accounts Receivable	782,723.16	739,909.45
Due from Municipalities and Participants	1,114,475.73	1,312,670.81
Interest Receivable	798.67	916.08
Prepaid Expenses	4,440.33	46,868.73
Total Current Assets	7,011,511.06	8,504,713.11
Non-Current Assets:		
Restricted Assets:		
Cash and Cash Equivalents	42,992,153.31	53,185,427.46
Investments	17,467,141.45	18,550,363.50
Accounts Receivable	2,791,443.49	1,454,014.49
Patient Fees Receivable	7,209,612.26	7,818,917.21
Interest Receivable	65,980.60	1,701,051.50
Loans Receivable	58,440,000.00	60,950,000.00
Due from Municipalities and Participants	512,625.81	341,311.38
Prepaid Lease Expense	58,926.00	562,484.00
Inventory	264,180.71	244,281.52
Net Investment in Perth Amboy Utility Franchise Lease	15,482,974.15	15,609,411.35
Net Investment in New Brunswick Aprts. Resid. Rental Hsg. Proj.	6,796,885.22	6,998,586.00
Net Investment In Middlesex County Adm. Bldg. Housing Proj.	12,006,774.08	12,352,592.69
Net Investment in Capital Lease and Improvement Programs (Less Unearned Income of \$20,140,368.38 and \$22,806,988.79 Respectively)	147,050,112.01	198,164,295.74
Total Restricted Assets	311,138,809.09	377,932,736.84
Capital Assets (Net)	104,013,719.10	107,541,609.74
Total Non-Current Assets	415,152,528.19	485,474,346.58
TOTAL ASSETS	\$ 422,164,039.25	\$ 493,979,059.69

LIABILITIES	BALANCE DEC. 31, 2013	BALANCE DEC. 31, 2012
Current Liabilities:		
Accounts Payable	\$ 1,140,770.88	\$ 1,298,833.64
Accrued Expenses	673,279.28	426,789.76
Total Current Liabilities	1,814,050.16	1,725,623.40
Non-Current Liabilities:		
Reserve for COBRA/Workers Comp Insurance	274,392.59	386,915.29
Total Non-Current Liabilities	274,392.59	386,915.29
Current Liabilities Payable from Restricted Assets:		
Revenue Bonds Payable	27,856,502.50	28,081,437.20
TFN Payable	—	773,332.00
Accrued Expenses	1,231,543.99	1,055,088.63
Reserve for Special RCC Funds	517,319.19	593,684.83
Prepaid Lease Payments	256,120.62	284,193.13
Deferred Revenue	1,476,321.90	1,824,645.39
Reserved for Future Projects	3,754,146.18	4,009,827.63
Accrued Interest on Bonds	1,658,402.56	1,124,013.42
Accounts Payable	4,552,035.80	5,597,509.29
Total Current Liabilities Payable from Restricted Assets	41,302,392.74	43,343,731.52
Non-Current Liabilities:		
Revenue Bonds Payable	322,455,547.85	378,812,050.35
Loan Payable-CRDA	20,000,000.00	20,000,000.00
Due to County-CIP Participation	1,891,132.70	1,934,999.58
Reserve for Proceeds and Acquisition Funds	5,306,725.37	6,246,843.76
Reserve for Deferred Revenue - Bond Funds	20,774.24	47,544.36
Funds Held in Trust:		
Heldrich Hotel/Conference Ctr. Project	6,065,445.92	3,903,522.65
South Plainfield Housing Project	268,351.58	293,700.87
North Brunswick Water Project	—	49,421.49
George Street Student Housing Project	—	8,088,204.12
North Brunswick Senior Citizen Housing Project	1,504,413.19	1,497,253.50
Middlesex County Educational Services Commission	61,232.13	61,216.44
Perth Amboy Safety Complex	131,165.58	—
Perth Amboy Lease & Franchise Ext. Project	2,535,033.63	2,741,295.43
Total Non-Current Liabilities	360,239,822.19	423,676,052.55
Total Liabilities	403,630,657.68	469,132,322.76
DEFERRED INFLOWS OF RESOURCES		
Unamortized Bond Discounts	11,541,272.28	10,393,246.07
Total Deferred Inflows Of Resources	11,541,272.28	10,393,246.07
NET POSITION		
Invested in Capital Assets, Net of Related Debt	1,786,580.28	5,436,105.49
Restricted for:		
Unemployment Insurance	10,631.35	2,275.08
Unrestricted for:		
Accrued Post-Employment Health Benefits Liability	63,798,000.00	55,405,000.00
Unrestricted	(58,603,102.34)	(46,389,889.71)
Total Unrestricted	5,194,897.66	9,015,110.29
Total Net Position	6,992,109.29	14,453,490.86
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 422,164,039.25	\$ 493,979,059.69

STATEMENT OF REVENUE, EXPENSES AND CHANGES IN NET POSITION
FOR THE YEARS ENDED DECEMBER 31, 2013 AND 2012

	YEAR ENDED DEC. 31, 2013	YEAR ENDED DEC. 31, 2012
Operating Revenues:		
Financing/Administrative Fees	\$ 334,701.44	\$ 298,381.52
Roosevelt Care Center Facilities	47,511,034.75	46,198,909.70
Curbside/Yardwaste Pick Up	3,505,647.72	3,626,353.67
Recycling Operations	3,853,931.60	3,851,331.70
Golf Course Operations	2,873,063.92	3,328,799.58
Marketing Revenues (Net of Market Share Distribution)	544,836.25	556,849.75
Open Space Reimbursement	1,087,890.06	827,439.76
Total Operating Revenues	59,711,105.74	58,688,065.68
Operating Expenses:		
Administrative	9,709,350.14	12,252,588.37
Cost of Providing Services	62,017,871.53	55,534,175.01
Depreciation	1,453,070.76	1,474,089.72
Total Operating Expenses	73,180,292.43	69,260,853.10
Operating Income (Loss)	(13,469,186.69)	(10,572,787.42)
Non-Operating Revenues (Expenses):		
Interest Income	28,409.39	16,947.36
Lease Revenues	12,570,000.00	11,475,000.00
Local Subsidy & Donations	8,856,115.11	9,601,727.88
Reserve for SUI	(10,631.35)	(198.05)
Accounts Receivables-Cancelled	(67,568.17)	—
Accounts Payable-Prior Years	(45,757.40)	77,317.24
Reserves Cancelled	24,854.91	—
Interest on Bonds	(13,463,636.09)	(12,176,722.25)
Depreciation-Heldrich Hotel/Conference Ctr. Proj.	(2,318,492.08)	(2,318,492.08)
Payment to County-CELP	(34,850.72)	(34,851.00)
Miscellaneous	469,361.52	370,986.61
Net Non-Operating Revenues (Expenses)	6,007,805.12	7,011,715.71
Income (Loss) Before Contributions and Transfers	(7,461,381.57)	(3,561,071.71)
Total Net Position - Beginning (Restated - 1/1/12)	14,453,490.86	18,014,562.57
Total Net Position - Ending	\$ 6,992,109.29	\$ 14,453,490.86



Middlesex County



Improvement Authority

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118 Parsonage Road
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ROOSEVELT CARE CENTER AT OLD BRIDGE

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Special thanks to Jim Bullard for providing some of the photos included in this report.