

2017 Annual Report

MIDDLESEX COUNTY IMPROVEMENT AUTHORITY



Middlesex County Residents,

For more than 25 years the Middlesex County Improvement Authority has been focused on the development of programs to better the lives of the residents of this great County. Long term care for the elderly, recycling, project financing, golf, and the distribution of food to the food pantries thought the County are a few of the programs we work on each and every day.

Our recycling program continues to grow each year and has become a model for the state with an 81% recycling rate. This has made Middlesex County the highest rated county in the state for the eighth time. We serviced more than 100,000 locations for curbside pickup and are proud of our growing yard waste program, school book recycling program, and the educational program utilizing our robot, MC Blue©. We want to thank our residents for their continued compliance with our recycling guidelines.

At the Roosevelt Care Centers of Old Bridge and Edison, we continue to work hard at providing our residents with the highest level of care. Our recent technology upgrades allows for a direct connection to pharmacies which in turn generates a greater level of quality control and increases our internal efficiencies. Our newly initiated Antibiotic Stewardship Program focuses on our commitment to reduce adverse events from antibiotic use.

One of the hallmarks of our County is our top-notch recreational facilities. Some of the best examples are our three beautiful public golf courses in Piscataway, Plainsboro and East Brunswick which are operated by the MCIA. Each of these courses provides an opportunity for golfers of all ages to practice their swing or enjoy a round within one of our leagues. Improvements can be seen in the increase of equipment, staff and capital provided to improve our courses and service.

As the County hub for food distribution, MCFOODS continues to expand the network of food pantries it serves. With the addition the new refrigeration trailer, MCFOODS is able to receive perishable donations along with their deliveries at the warehouse and large quantities of food from corporate donations and state and federally funded programs.

These are some brief highlights of the outstanding programs MCIA provides to the municipalities of the County and its residents. As I look back at the year and the growing list of accomplishments, I know our staff did a remarkable job and I believe that our future is even brighter. It remains an honor and privilege to serve as Chairman of the Board. I'd like to thank my fellow Board Members, both past and present for their dedication in setting policy for this authority and being a part of the implementation of each program.

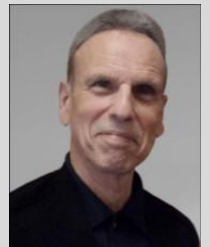
Leonard Roseman



Leonard J. Roseman
Chairman



Anthony Raczynski
Secretary-Treasurer



Paul Abbey
Board Member



Charles E. Tomaro
Freeholder Liason

MCIA ADMINISTRATION & PROFESSIONALS

Lory L. Cattano
Chief Financial Officer

CME Associates
Engineers

Daria Anne Venezia
General Counsel

Hodulik & Morrison, P.A.
Auditors

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

EDUCATIONAL SERVICES COMMISSION OF NJ

NuView Academy Annex (formerly Raritan Valley Academy)

In 2016, the program was functioning at a 90% occupancy. The commission determined it necessary build a 50,000 sq. ft. addition onto the existing school reduce the stress that would be put onto taxpayers if more classroom space was not made available. The project consists of 12 new classrooms, a new gymnasium and a 300 seat conference room.



\$13,170,000



Maturity Date: July 15, 2037

NEW BRUNSWICK CULTURAL CENTER PROJECT

George Street Playhouse, Crossroads Theater & the Tower

This project is part of the larger Redevelopment Project consisting of design, development and construction of the multi-story, mixed use building known as the Tower and Cultural Center. This will include two state-of-the-art theaters and rehearsal space in the lower portion of the Tower and approximately 200 rental apartments (including an affordable component in the upper portion).

The Tower will also include approximately 30,000 sq. ft. of flexible space for the County. The building is expected to be completed by July 2019.



\$28,430,000

Maturity Date: January 1, 2030

COUNTY-GUARANTEED CAPITAL EQUIPMENT & IMPROVEMENT PROGRAMS

Issued for the financing the undertaking, acquisition and installation of certain improvements and/or items of equipment for the municipalities as part of the Capital Equipment and Improvement Financing Program. Borough of Carteret, Borough of Dunellen, Borough of Highland Park, County of Middlesex, Township of Monroe and the MCIA participated.



\$10,915,000

Maturity Date: September 1, 2027



CURBSIDE RECYCLING COLLECTION

16 MUNICIPALITIES PARTICIPATED

91,509 SINGLE-FAMILY HOMES
7,909 MULTI-FAMILY HOMES
732 BUSINESSES

100,150 UNITS SERVICED

DISTRIBUTED

2,101 Round Bins
1,546 Square Bins

CRANBURY
DUNELLEN
HELMETTA
JAMESBURG
MIDDLESEX
MILLTOWN
MONROE
NEW BRUNSWICK

OLD BRIDGE
PISCATAWAY
PLAINSBORO
SAYREVILLE
SOUTH AMBOY
SOUTH PLAINFIELD
SOUTH RIVER
SPOTSWOOD

23,395 TONS COLLECTED

Current Contractor: Central Jersey Waste & Recycling / Solterra Recycling Solutions
Term: 3rd Year of Three-Year Contract

81%
RECYCLING RATE
(NJDEP, 2015)
HIGHEST COUNTY IN NEW JERSEY FOR 8TH TIME



YARD WASTE PROGRAM – OPERATED FOR 23 YEARS

31,462 TONS COLLECTED

14,875 TONS OF LEAVES

11,342 TONS OF BRUSH

5,246 TONS OF GRASS

Current Contractor: Nature's Choice Corporation
Contract Commenced on September 1, 2015



23 MUNICIPALITIES PARTICIPATED

BOOK RECYCLING

**16.16
TONS
GENERATED
IN 2017**



The Division of Recycling originally began The Book Recycling Program in 2006 as a joint venture between the MCIA and the Middlesex County Division of Solid Waste Management. Its objective is to provide county school districts with an environmental sound method of recycling outdated hard and soft covered books.

FIVE SCHOOLS PARTICIPATED IN 2017

SINCE 2006, 196.9 TONS HAVE BEEN RECYCLED

RECYCLING EDUCATION WITH MC BLUE®

**THE STUDENTS
LOVE ME!**

**SINCE 1995, OVER
257,000 PEOPLE
HAVE ATTENDED AN EVENT
WITH MC BLUE®**

MC Blue® continues to be in great demand and has made appearances at about 40 different presentations throughout the County in 2017 including public, private and day cares/preschools, as well as, Cub Scout and Girl Scout groups, community fairs and summer camps.

Children and adults alike throughout the county have been entertained and educated by MC Blue's performances.



CONTRACTED WITH GOLFNOW TO MARKET COURSES THROUGHOUT THEIR NETWORK

NEW EQUIPMENT

GREEN ROLLERS
FAIRWAY MOWERS
TORO 648
LEAF BLOWERS

LEAF VACUUM
GREEN MOWERS
SPRAYERS

INITIATED A TRACKING
FEATURE TO ENHANCE
PROMOTIONAL OPTIONS
WITH CHELSEA

PLAY 20 ROUNDS, GET ONE FREE

48,820 ROUNDS

- CLUBHOUSE IMPROVEMENTS
- REBUILD TEE SURROUNDS AT HOLE #2 AND HOLE #12 ON TAMARACK WEST
- NEW BUNKER SAND TO ALL BUNKERS
- USGA & RUTGERS UNIVERSITY WERE CONTRACTED TO PROVIDE INSIGHTS INTO AGRONOMIC IMPROVEMENTS BEYOND NORMAL CHEMICAL & CULTURAL PRACTICES
 - REMOVAL OF HAZARDOUS TREES
 - EXTEND GOOSE CONTROL COMPANY
 - PARTNERED WITH MIDDLESEX COUNTY MOSQUITO COMMISSION
 - INCREASE AERIFICATION TO IMPROVE PLANT VIGOR
 - PREPARED COURSE FOR NEW EFFICIENT PUMP STATION



15,243 ROUNDS

- INSTALLED TWO DRIVING NETS
- COMPLETED RECONSTRUCTION AND SEAL COATING OF CART PATH
- DRILLED & FILLED



15,919 ROUNDS

- CONTRACTED FOR ENERGY SAVINGS IMPROVEMENTS FUNDING BPU PROGRAM
- NEW BUNKER SAND TO ALL BUNKERS



ANTIBIOTIC STEWARDSHIP PROGRAM

Antibiotic Stewardship refers to a set of commitments and

actions designed to “**optimize the treatment of infections while reducing the adverse events associated with antibiotic use.**”

The Centers for Disease Control and Prevention (CDC) recommends that all acute care hospitals implement an Antibiotic Stewardship Program (ASP) and outlined the seven core elements which are necessary for implementing successful ASPs. This includes the suggestion for all nursing homes to take the necessary steps to improve antibiotic prescribing practices and reduce inappropriate use.

As a result, the Roosevelt Care Centers have improved the level of care and better managed this level of care under the direction of Dr. Vasilios Velmahos, *Infectious Disease Specialist and Medical Director* and the seven core elements.

LEADERSHIP COMMITMENT

ACCOUNTABILITY

DRUG EXPERTISE

ACTION

TRACKING

REPORTING

EDUCATION



DIRECT PHARMACY INTERFACE

The Roosevelt Care Centers developed a direct connection computer interface with the Pharmacy Vendor which has improved efficiency among the medial staff. In addition, this functions as an immediate quality control in medication management and frees up time for the staff to better provide hands on care to the residents.



QUALITY IMPROVEMENT PROGRAM

Roosevelt Care Center began a new Quality Improvement Program which has defined the overall continual improvement of care for residents. As a result of this initiative, there is an established new process which encompasses the following;

Roosevelt Care Center is a unique, community-based public resource for health care services. Operated by the Middlesex County Improvement Authority, our mission is to create comprehensive continuums for personalized care designed to rehabilitate and maximize physical function, ease pain, slow the progression of debilitating conditions and disease and maximize each individual's quality of life, satisfaction and independence.

Dedicated to meeting the increasingly diverse care needs of Middlesex County and its residents, we embrace our heritage of community service and will vigorously pursue programs of excellence that promote opportunity and access. These programs will go forward with state-of-the-art facilities, highly trained staff and innovative approaches in service delivery and management. We accept the challenge of forging strong professional relationships that reflect our values, foster fiscal responsibility and yield progressive, sophisticated solutions to public health issues.

CLINICAL CARE AREAS

MEDICATIONS

RESIDENT SATISFACTION

CAREGIVER SATISFACTION

HOSPITALIZATION AND SERVICE USE

IMPLEMENTATION OF CARE PLANS

MEDICAL RESIDENT ASSESSMENTS

BUSINESS AND ADMINISTRATIVE

PROCESSES





EDUCATION PROGRAM

Roosevelt continues to use its facility as a training center for new clinicians in a variety of areas. In 2017, Roosevelt Care Center offered internships for LPN's, RN's, Physician Assistants, Nurse Practitioners, Certified Nursing Assistants, and High School Capstone Programs in healthcare.

WELLNESS PROGRAM

In 2017, Roosevelt Care Center created a new program which focuses on providing residents with an additional level of care. The facilities developed the position of an assistant to Certified Nursing Assistants. These individuals help the residents to adapt to their daily activities in the facility and functions as hospitality making sure that residents incidental needs are met. They occasionally function as companions for residents and transport them to activities in the facility. They allow the Certified Nursing Assistant to spend more time in doing hands-on care for the residents.



1.8 MILLION POUNDS COLLECTED AND DISTRIBUTED

Received from a variety of sources – schools, businesses, clubs, groups, Community Food Bank of NJ & Farmers Against Hunger.

260,000 LBS. OVER 2016

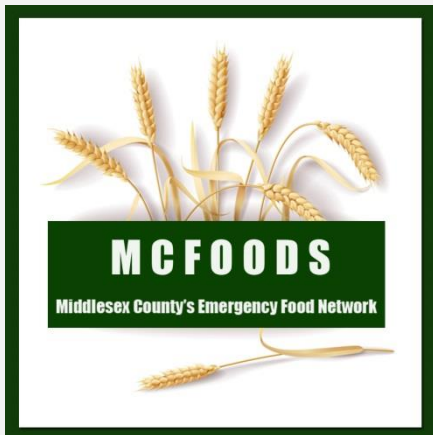


MCIA PURCHASED A 20' REFRIGERATED TRAILER

Enables MCFOODS to purchase and receive donations of refrigerated and frozen products including fresh produce, dairy & meats for a healthier and more nutritious meal.

2nd ANNUAL DINE BELOW THE LINE

Dine Below the Line, a hunger awareness dinner, was held at Aldersgate United Methodist Church in East Brunswick in June. This partnership dinner was attended by approximately 125 guests and they experienced a casual, elegant gourmet meal on a food pantry budget.



FEEDING MIDDLESEX COUNTY

This new partnership with Feeding Middlesex County (FMC), a 501C3 nonprofit, was incorporated in June to financially support MCFOODS and organizations that feed the hungry in the County.

- 1st Board of Directors met in August
- Members worked with the Rutgers Collaborative Center and Advancing Community Development students during the Fall Semester to build a website, social media pages & brochures
- Purchased \$5,000 worth of food to restock shelves

1 IN 7 PEOPLE IN MIDDLESEX COUNTY ARE FOOD INSECURE

NORWESCAP (Food Bank of Hunterdon, Sussex and Warren Counties)

MCFOODS and FMC visited this food bank to see how their operation works. NORWESCAP was able to share numerous pallets of excess product with us. We partnered with the Middlesex County Health Department who assisted in picking up the 19,132 pounds of food from their facility in Philipsburg. This partnership will continue where excess product can be mutually shared.

RUTGERS COLLABORATIVE CENTER FOR COMMUNITY BASED RESEARCH AND SERVICE

Students completed five service projects on behalf of MCFOODS and the Feeding New Brunswick Network (FNBN) including website development and key messaging for FNBN, as well as food and hygiene drives on campus and within the community.

At the year-end celebration on April 20th, Jennifer Apostol, on behalf of MCFOODS, was named “Community Partner of the Year” for her work with the Advancing Community Development students over the last 2 years.

CHOICE FOOD AND RESOURCE CENTER IN NEW BRUNSWICK

MCFOODS is part of a planning committee that worked with Mayor Cahill and the Feeding New Brunswick Network on fulfilling their collective vision to build and sustain a Choice Food & Resource Center, based on the client choice food pantry model. The center will host a variety of other resources and social services to provide assistance to New Brunswick residents. The committee researched and visited similar models, developed building specifications and proposed capital and operating budgets. The city of New Brunswick is committed to this project and will continue to work with the committee on finding an appropriate location and funding to facilitate this center.



**WEEKLY DELIVERIES FROM
COMMUNITY FOOD
BANK OF NJ
TOTALING
947,670 POUNDS
271,000 POUNDS
MORE THAN 2016**



FRANKLIN FOOD BANK

MCFOODS participated in Franklin Food Bank’s vision conversation in May as part of their strategic planning process. It was a great opportunity to learn what our largest neighboring pantry is doing and how their efforts coincide with progress being made in Middlesex County, specifically in New Brunswick.

We share many of the same goals for improving services to the residents in our respective communities and are looking at ways we can collaborate our efforts and share ideas for achieving our goals.

FOOD DRIVE HIGHLIGHTS

Annual Spring School Food Drive

The Middlesex County Spring School Food Drive coordinated by MCFOODS with the Support of Middlesex County Roads, Public Property and Parks Departments generated **96,550 POUNDS** of food (48 tons).

Annual Fall Harvest Food Drive in Monroe

More than 40 volunteers helped distribute bags and flyers to the residents of Clearbrook and Concordia on October 14th to help promote the food drive. The Monroe Department of Public Works picked up donations from these communities on 2 designated days and delivered them to the MCFOODS warehouse. 6 other adult communities also participated in the food drive. MCFOODS picked up those donations every Friday throughout the month. Through the generosity of the residents of all 8 adult communities in the township of Monroe we received **15,000 POUNDS** of food (7.5 tons).

Old Bridge High School ROTC

Donated **9,050 POUNDS** of food in the fall. Over 100 Cadets participated in the food drive and partnered with several local retailers to collect food throughout the community.

St. Bartholomew Church in East Brunswick

Held collections for us in April and November and donated a total of **4,100 POUNDS** of food.

East Brunswick Youth Council

Held collections in May, September and December and donated **3,550 POUNDS** of food.

Rutgers Advancing Community Development

Students held collections in April and November and donated a total of 3,500 pounds of food. The FCCLA of JP Stevens High School held their annual conference in November and asked all participants to bring a donation. Through their annual collection they donated **3,500 POUNDS** of food.



Foresters Financial

Celebrated Customer Service Week in October with each department creating a unique CAN-struction project. Through this and several other collections during the year we received **3,300 POUNDS** of foods and necessities. (See image)

Lisa Chippendale and Youths from Middlesex Borough

Coordinated a fall food drive in their neighborhoods, passing out flyers picking up donations. They donated **3,000 POUNDS** of food.

FINANCIAL REPORT
FOR THE YEARS ENDED DECEMBER 31, 2017 AND 2016

<u>ASSETS</u>	BALANCE DEC. 31, 2017	BALANCE DEC. 31, 2016
Current Assets:		
Cash and Cash Equivalents	\$ 3,886,495.93	\$ 3,286,796.87
Accounts Receivable	843,705.92	850,883.79
Due from Municipalities and Participants	852,475.28	783,021.73
Interest Receivable	466.34	382.26
Prepaid Expenses	<u>3,416.88</u>	<u>3,416.88</u>
Total Current Assets	<u>5,586,560.35</u>	<u>4,924,501.53</u>
Noncurrent Assets:		
Restricted Assets		
Cash and Cash Equivalents	60,683,366.38	22,665,905.28
Investments	57,306,874.08	58,814,120.74
Accounts Receivable	6,736,799.80	7,503,344.36
Patient Fees Receivable	4,972,873.49	4,855,325.18
Interest Receivable	888,727.97	943,668.31
Loans Receivable	88,430,000.00	49,905,000.00
Inventory	137,943.86	139,339.85
Net Investment in Perth Amboy Utility Franchise Lease	14,922,260.35	15,055,490.45
Net Investment in Capital Lease and Improvement Programs (Unearned Income of \$3,934,503.47 and \$2,909,188.10, respectively)	<u>122,570,862.28</u>	<u>133,684,248.43</u>
Total Restricted Assets	356,649,708.21	293,566,442.60
Capital Assets (Net)	<u>87,657,377.36</u>	<u>88,659,307.22</u>
Total Noncurrent Assets	<u>444,307,085.57</u>	<u>382,225,749.82</u>
TOTAL ASSETS	<u>\$ 449,893,645.92</u>	<u>\$ 387,150,251.35</u>

FINANCIAL REPORT
FOR THE YEARS ENDED DECEMBER 31, 2017 AND 2016

<u>LIABILITIES</u>	BALANCE DEC. 31, 2017	BALANCE DEC. 31, 2016
Current Liabilities		
Accounts Payable	\$ 1,263,891.21	\$ 1,026,385.81
Accrued Expenses	130,333.11	950,519.48
Deferred Revenue	80,000.00	-
Total Current Liabilities	1,474,224.32	1,976,905.29
Non-Current Liabilities		
Reserve for COBRA/Workers Comp Insurance	440,804.43	515,008.56
Total Non-Current Liabilities	440,804.43	515,008.56
Current Liabilities Payable from Restricted Assets		
Revenue Bonds Payable	31,153,798.65	29,886,637.80
Accrued Expenses	1,487,264.62	1,189,795.38
Reserve for Special RCC Funds	526,066.36	527,130.15
Prepaid Lease Payments	159,775.00	174,875.00
Deferred Revenue	1,770.00	4,345.00
Reserved for Future Projects	-	560,105.65
Accrued Interest on Bonds	888,727.97	995,996.02
Accounts Payable	2,847,929.45	4,203,315.57
Total Current Liabilities Payable from Restricted Assets	37,065,332.05	37,542,200.57
Noncurrent Liabilities:		
Revenue Bonds Payable	284,312,443.97	260,641,065.25
Loan Payable-CRDA	20,000,000.00	20,000,000.00
Due to County-CIP Participation	1,272,773.51	1,341,862.89
Reserve for Proceeds, Acq. Funds and Refunding Escrows	21,061,175.36	21,472,197.64
Reserve for Deferred Revenue - Bond Funds	1,117.60	1,080.66
Funds Held in Trust:		
Heldrich Hotel/Conference Ctr. Project	8,728,587.83	7,360,819.90
South Plainfield Housing Project	202,971.08	257,341.06
North Brunswick Senior Citizen Housing Project	1,579,462.11	1,522,171.86
New Brunswick Cultural Center Project	24,095,785.37	-
Middlesex County Educational Services Commission	45,200,171.44	31,443,395.51
Perth Amboy Lease & Franchise Ext. Project	2,411,534.94	2,539,535.92
Total Noncurrent Liabilities	408,866,023.21	346,579,470.69
Total Liabilities	447,846,384.01	386,613,585.11
<u>NET POSITION</u>		
Invested in Capital Assets, Net of Related Debt	(8,995,046.31)	(9,488,864.90)
Restricted for:		
Unemployment Insurance	4,128.08	2,683.92
Unrestricted for:		
Accrued Post-Employment Health Benefits Liability	100,734,000.00	92,506,000.00
Net Pension Liability	59,415,817.00	81,330,171.00
Unrestricted	(149,111,636.86)	(163,813,323.78)
Total Unrestricted	11,038,180.14	10,022,847.22
Total Net Position	2,047,261.91	536,666.24
TOTAL LIABILITIES AND NET POSITION	\$ 449,893,645.92	\$ 387,150,251.35

STATEMENT OF REVENUES AND EXPENSES
FOR THE YEARS ENDED DECEMBER 31, 2017 AND 2016

	YEAR ENDED DEC. 31, 2017	YEAR ENDED DEC. 31, 2016
Operating Revenues:		
Financing/Administrative Fees	\$ 217,386.94	\$ 316,163.35
Roosevelt Care Center Facilities	35,961,576.99	36,493,909.00
Curbside/Yardwaste Pick Up	3,912,723.13	3,682,911.56
Recycling Operations	3,868,698.77	3,849,999.92
Golf Course Operations	2,228,135.41	2,348,777.31
Open Space Reimbursement	<u>399,196.46</u>	<u>877,932.01</u>
 Total Operating Revenues	 <u>46,587,717.70</u>	 <u>47,569,693.15</u>
Operating Expenses:		
Administrative	9,840,323.13	10,283,567.77
Cost of Providing Services	45,894,434.73	47,001,700.69
Depreciation	<u>1,288,299.77</u>	<u>1,088,905.71</u>
 Total Operating Expenses	 <u>57,023,057.63</u>	 <u>58,374,174.17</u>
 Operating Income (Loss)	 <u>(10,435,339.93)</u>	 <u>(10,804,481.02)</u>
Non-Operating Revenues (Expenses):		
Interest Income	44,742.89	35,194.05
Lease Revenues	11,600,000.00	12,240,000.00
Local Subsidy & Donations	13,630,534.09	12,406,965.27
Reserve for SUI	(4,128.08)	(2,683.92)
Account Receivables-Cancelled	(3,900.88)	(10,011.50)
Reserves Cancelled	953,979.96	-
Accounts Payable-Cancelled	12,287.67	-
Interest on Bonds	(12,168,398.52)	(12,836,036.51)
Sale of Assets	-	19,237.50
Depreciation-Heldrich Hotel/Conference Ctr. Proj.	(2,332,242.08)	(2,330,992.08)
Payment to County-CELP	-	(44,307.00)
Miscellaneous	<u>213,060.55</u>	<u>532,378.13</u>
 Net Non- Operating Revenues (Expenses)	 <u>11,945,935.60</u>	 <u>10,009,743.94</u>
 Income (Loss) Before Contributions and Transfers	 <u>1,510,595.67</u>	 <u>(794,737.08)</u>
 Total Net Position - Beginning	 <u>536,666.24</u>	 <u>1,331,403.32</u>
 Total Net Position - Ending	 <u>\$ 2,047,261.91</u>	 <u>\$ 536,666.24</u>

ADMINISTRATIVE OFFICE

101 Interchange Plaza, Suite 202
Cranbury, NJ 08512
Phone: (609) 655-5141
Fax: (609) 655-4748
Email: mciaadmin@mciauth.com
www.mciauth.com

DIVISION OF RECYCLING

101 Interchange Plaza, Suite 202
Cranbury, NJ 08512
Recycling Hotline: (800) 488-MCIA

**ROOSEVELT CARE CENTER
AT EDISON**

118 Parsonage Road
Edison, NJ 08837
Phone: (732) 321-6800
Fax: (732) 321-1452
www.rooseveltcarecenter.com

**ROOSEVELT CARE CENTER
AT OLD BRIDGE**

1133 Marlboro Road
Old Bridge, NJ 08857
Phone: (732) 360-9830
Fax: (732) 360-9831
www.rooseveltcarecenter.com

KEEP MIDDLESEX MOVING

100 Bayard Street, 2nd Floor
New Brunswick, NJ 08901
Phone: (732) 745-4465
Fax: (732) 745-7482
Email: KMM@KMM.org

TAMARACK GOLF COURSE

97 Hardenburg Lane
East Brunswick, NJ 08816
Phone: (732) 821-8881/8884
Fax: (732) 821-3191

**THE MEADOWS AT MIDDLESEX
GOLF COURSE**

70 Hunters Glen Drive
Plainsboro, NJ 08536
Phone: (609) 799-4000
Fax: (609) 799-1576

RARITAN LANDING GOLF COURSE

491 Sidney Road
Piscataway, NJ 08854
Phone: (732) 885-9600
Fax: (732) 885-9604

**2017 Middlesex County
Improvement Authority Board**

Leonard J. Roseman, *Chairman*
Anthony Raczynski, *Secretary-Treasurer*
Paul Abbey
Charles E. Tomaro, *Freeholder Liason*

**2017 Middlesex County
Board of Chosen Freeholders**

Ronald G. Rios, *Freeholder Director*
Charles E. Tomaro, *Deputy Freeholder Director*
Kenneth Armwood
Charles Kenny
Shanti Narra
Leslie Koppel
Blanquita B. Valenti