



IMPROVEMENT AUTHORITY  
MIDDLESEX COUNTY ♦ NJ

# 2021 Annual Report







## LETTER FROM THE Chairman

Middlesex County Residents,

These are truly exciting times for the Middlesex County Improvement Authority (MCIA). Working together with the Board of County Commissioners over the last two years, we have successfully changed the role of the MCIA from an agency providing general County services to one focused on all aspects of economic development.

**From design to financing to construction, the MCIA is at the helm of the County's largest economic development projects.**

In continuing our focus on economic development, the MCIA is a key agency helping to implement the County's vision of Destination 2040, our strategic economic plan to make Middlesex County a thriving, attractive destination to live, work, and play for generations to come. In 2021, progress on the County's largest projects forged ahead as we continued work on our existing projects and explored new and innovative ways to serve our municipalities and provide economic relief wherever possible.

As the designated redevelopment entity, the MCIA oversaw the official groundbreaking for the new Rutgers Cancer Institute of New Jersey Cancer Pavilion as well as the new Blanquita B. Valenti Community School in New Brunswick located on the site of the former Lincoln Annex School. Once complete, the school will serve students in kindergarten through 8th grade.

Conceptual design and preliminary engineering has begun on the North Brunswick Train station project with the selection of a consultant as we continue to work with all partners on the much anticipated Transit Village. The MCIA is serving as the project manager in a first-of-its-kind partnership with NJ Transit and coordinating with the New Jersey Department of Transportation; North Brunswick Township; the Middlesex County Board of County Commissioners; and Amtrak.



By adding a Division of Parking in 2021, it is anticipated that the MCIA will own, finance, maintain, and manage the parking deck associated with the Morris Cancer Center. This new division will also manage parking at the North Brunswick Train Station and the Carteret Parking Garage which services the Carteret Performing Arts & Events Center. By taking a regional approach to managing and maintaining these parking facilities, we will help reduce the costs associated with maintenance and operations, which makes this a win for our municipalities and customers.

Our continued strong partnership with Middlesex County has also enabled us to continue to support municipalities with shared services such as our Capital Leasing Equipment Program, and our Curbside Recycling Program. The recycling market remains volatile, however, our municipalities have taken advantage of our multi-year disposal agreement with stable and lower rates than could be obtained on their own.

Our coordinated approach to economic development and shared services to aid and assist our municipalities underscores our brand belief that innovation and collaboration create opportunity. As Middlesex County continues to grow and become a premier destination, the MCIA stands ready to meet the needs of our residents, businesses, and visitors.

**James P. Nolan**  
*Chairman, MCIA*



# INNOVATING for an even brighter future.

### MCIA BOARD

**James P. Nolan**, *Chairman*

**Anthony Raczynski**, *Vice-Chairman*

**Paul Abbey**, *Secretary-Treasurer*

**Christine D'Agostino**, *Member*

**Sam Delgado**, *Member*





## LETTER FROM THE Director

Middlesex County Residents,

In the midst of a global pandemic, the Middlesex County Improvement Authority (MCIA) continued to implement a visionary change in our functions. As an agency that provided general County services, we transformed and reinvented ourselves to focus on economic development in Middlesex County.

In 2021, we continued our visionary transformation, shifting golf operations, managed by Billy Casper Golf, to the County Department of Infrastructure Management. As we emerge from the pandemic, the MCIA continues to offer cost-sharing shared services including our Curbside Recycling Program; and pooled equipment financing through the Capital Equipment Lease Program which helps municipalities obtain equipment they otherwise might not have been able to afford.

**Continued development portfolio growth will provide hundreds of construction and permanent jobs, while producing new tax revenues for our municipalities.**

Now, as we approach nearly \$1 billion in economic development projects, we are prepared to implement Destination 2040, the County’s master economic roadmap. The MCIA has taken the lead on the County’s largest economic development projects with the ultimate goal of making our community a thriving, attractive destination to live, work, and play for generations to come. These projects include:

- The \$750 million Morris Cancer Center, expected to be completed in 2024, will bring life-changing cancer care to the heart of NJ.
- The Blanquita B. Valenti Community School, which will be a brand-new, state-of-the-art K-8 school in New Brunswick.
- The management of the Carteret parking garage which offers parking to the city’s downtown and new Carteret Performing Arts Center.



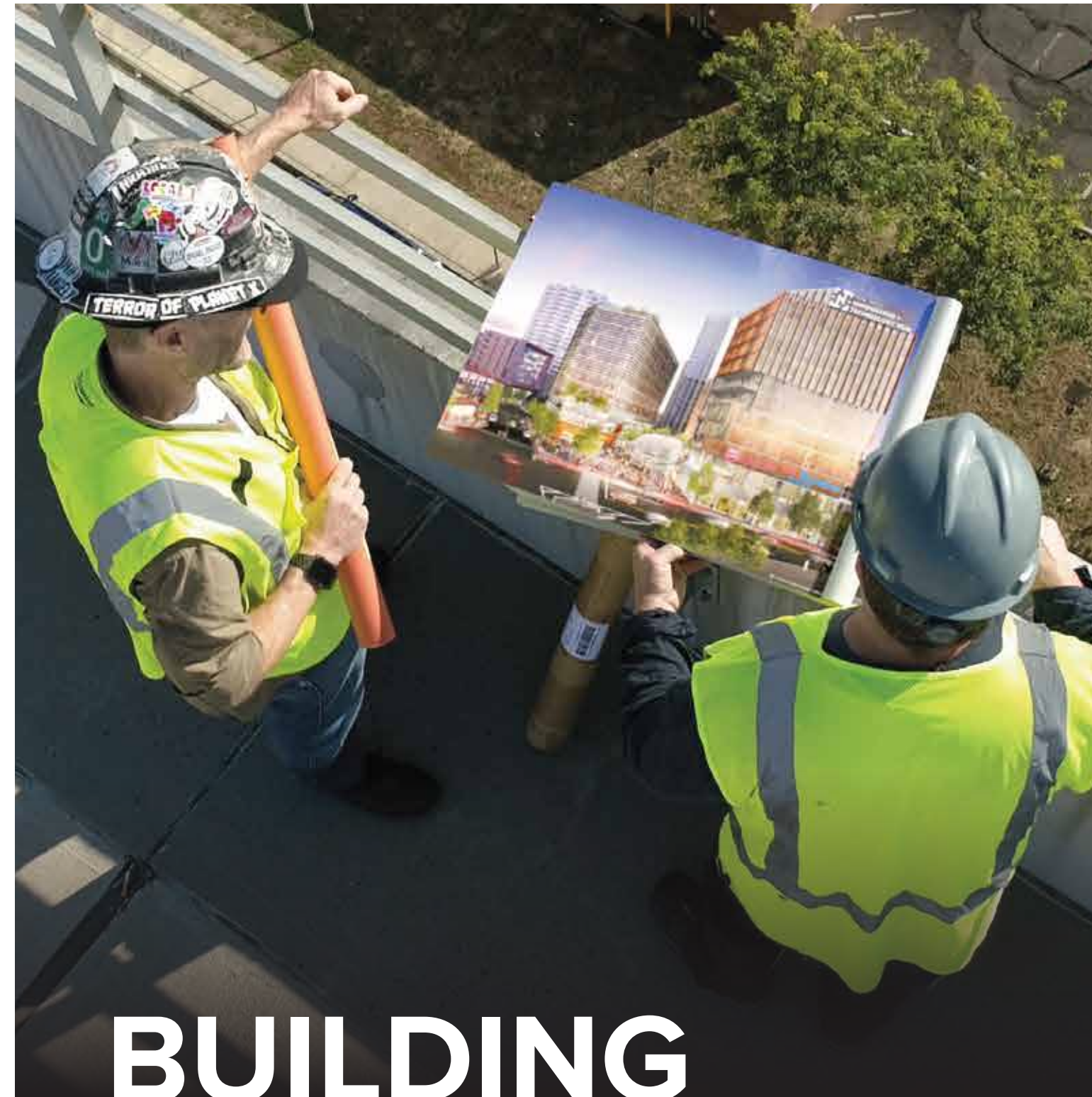
- The design and construction of the North Brunswick Train Station which will bring relief to the Northeast Corridor Line and other major thoroughfares.

As part of its role in managing the Carteret Parking Garage, the MCIA also expanded its services by creating a Division of Parking. This new division is consistent with the evolution of the MCIA as a financial engine of the County and will create a revenue stream to support future economic growth in the Middlesex County region.

The 2021 Annual Report reflects our continued transformation and recognizes COVID-19 heroism that helped to drive our mission. Much of what we do involves you, the residents of Middlesex County. From the doctors, nurses, and technicians at our Roosevelt Care Centers to our recycling inspectors and town coordinators to our development partners at DEVCO and all the professional staff and the employees at the MCIA, everyone worked to keep serving the public and provide the care and level of professionalism you count on day in and day out. These everyday heroes kept the MCIA moving forward and helped our residents when it was needed most.

Together, with the continued support of Middlesex County and its residents, the MCIA stands ready to meet the demands of a challenging world economy. These economic development initiatives will change the face of Middlesex County by bringing greater prosperity and opportunity to our residents and businesses.

**H. James Polos**  
Executive Director, MCIA



# BUILDING for an even brighter future.





# MCIA

## ECONOMIC DEVELOPMENT INITIATIVES

### **North Brunswick Train Station**

The long-awaited North Brunswick Train Station Project began to move forward with funding and design contracts in place. The MCIA is at the helm of this project as the project manager with a first-of-its-kind partnership with NJ TRANSIT. All partners, including AMTRAK, New Jersey Department of Transportation, and Middlesex County contributed to help put in place a structure that would streamline an otherwise cumbersome and lengthy process.

Funding for the project has been provided by the New Jersey Transportation Trust Fund (NJTTF) in the amount of \$50 million. In October 2021, design and preliminary engineering work began with the award of the design contract to WSP. It is anticipated that the conceptual design direction will be submitted in early 2022.

Reduced road congestion, quicker commute times, and the addition of construction and permanent jobs, as well as an opportunity for new ratables in North Brunswick, are just a few of the many benefits of this public-private partnership. The train station will also help ensure that we meet the transportation needs of Middlesex County which continues to grow and become a premier destination.

The MCIA will continue to work with all its partners to advance this project in the most efficient and cost-effective way possible to realize the economic development goals of this region and create new opportunities for residents, businesses, and commuters. The North Brunswick Train station project is part of Middlesex County's 2040 strategic vision, which will benefit generations to come.

### **Rutgers Cancer Institute of New Jersey Cancer Pavilion**

The new \$750 million Jack & Sheryl Morris Cancer Center encompasses the development of New Jersey's first freestanding oncology inpatient hospital. The new 520,000-square-foot comprehensive cancer center will consolidate key cancer services into a single building providing inpatient and outpatient care, research laboratories, radiological services, surgical facilities, wellness, administrative, and support space.

The project represents an extraordinary partnership of Rutgers Cancer Institute of New Jersey, RWJBarnabas Health, Robert Wood Johnson University Hospital, and Middlesex County. The MCIA is the designated redevelopment entity and has designated the New Brunswick Development Corporation (DEVCO) as the redeveloper for the Cancer Center. Adjacent to the Cancer Center is the development of a new public parking garage that will accommodate 975 cars, providing parking for patients, staff, and visitors to the new Cancer Center.

In 2021, partners celebrated the official groundbreaking for the new cancer hospital. Significant progress was quickly accomplished on the Cancer Center and parking garage sites, including the completion of project design as well as the completion of demolition and excavation.

Excavation of the 120,000-square-foot basement footprint across both sites got underway in 2021, and work on footings and foundations commenced with over 2,300 cubic yards of concrete and 208 tons of rebar put in place.

During the construction period, over 1,000 construction jobs will be created and once complete, an additional 500 to 600 new ongoing, permanent positions will be created in the medical field and in daily operations such as security, housekeeping, food preparation, administrative support, etc.







### **Blanquita B. Valenti Community School**

The development of the new Cancer Center on the site of the former Lincoln Annex School has provided the New Brunswick Public School District with the opportunity to build a larger school facility on a nearby site that will provide modern teaching spaces and accommodate a full K-8 student body for the district.

As with the Morris Cancer Center, the MCIA serves as the designated redevelopment entity for the project and has designated DEVCO as the redeveloper for the new school.

The official groundbreaking of the new school occurred in 2021 and was named for the late Blanquita Valenti, a former New Brunswick School Board Member, New Brunswick City Council Member, and Middlesex County Commissioner. Demolition and site preparation was completed to ready the 4.5-acre site for construction. 2021 also saw the start of construction work on site, with the commencement of the underground stormwater detention system and building foundations.

It is anticipated that the new 126,000-square-foot school will be completed by August 2023. The \$55 million needed for the development of the project is being provided by RWJBarnabas Health as part of the Cancer Center project.

The new school will include traditional and specialty classrooms, as well as a cafeteria, gymnasium, multi-purpose room, media center, technology lab, and makers' space.



### **Creation of the Division of Parking**

The newly created Division of Parking within the MCIA is a revenue-generating function that was added in 2021. This new division is consistent with the evolution of the MCIA as a financial engine of the County as it dovetails with the overall vision of Destination 2040, the County's strategic economic plan. The Division of Parking will produce revenue that will fund and enable ongoing and future economic development initiatives throughout Middlesex County.

It is anticipated that the MCIA will own, finance, maintain, and manage the parking deck featuring nine floors of 975 parking spots for the Morris Cancer Center.

In addition to the Cancer Pavilion parking deck, the Division of Parking will also be charged with managing and maintaining the parking structure to be constructed as part of the North Brunswick Train Station Project. In addition, they will maintain the Carteret parking facility, purchased by the MCIA, which services the Carteret Performing Arts & Events Center along with the forthcoming residential community and ferry port development. The MCIA will manage and maintain these parking facilities with a regional approach, which will help reduce the costs associated with overall operations.





# MCIA

## POOLING RESOURCES TO SAVE MONEY

### Recycling Program

Recycling has been a shared service offered by the MCIA to all municipalities in Middlesex County for well over a decade. Education and awareness programs have been integrated into the overall recycling program, contributing to Middlesex County consistently having one of the best recycling rates in the State of New Jersey. This has translated into savings for our taxpayers. The Curbside, Yard Waste, and Book Recycling Programs have become vital to municipalities as we all look for ways to deliver quality services while protecting taxpayers.

The MCIA continues to offer municipalities fiscal stability while making sure residents recycle smartly through the **Curbside Recycling Program**. The Central Jersey Waste (Solterra Recycling Solutions) contract was entered into in 2020, securing fixed recycling costs for municipalities for three years in a market that has seen recycling costs more than double for many municipalities who sign a contract independently. In 2021, 17 municipalities participated in the MCIA Curbside Program. By pooling resources, the MCIA is able to pass the savings in recycling disposal costs to taxpayers. This benefit exists as long as residents continue to follow the guidelines on proper recycling and understand what is and is not acceptable to be recycled.

Staying on the cutting edge of education and awareness programs regarding what can and cannot be recycled –including the use of new tablets by recycling coordinators in the field to remediate recycling issues and increase compliance through email and pictures – has enabled the MCIA to receive the benefit of a stable and lower cost of disposal than many municipalities could obtain on their own.

We've been taught to recycle.  
Now it's time to learn to recycle correctly.

## Download the Recycle Coach app for program reminders.

Download on the App Store | GET IT ON Google Play

### Curbside and Drop-off Recycling Tonnage

	2020	2021
<b>Total Tons:</b>	<b>25,547</b>	<b>25,417</b>

The second annual **Curbside Recycling Coordinator of the Year Award** was presented to Elyse Barone of Sayreville.

The MCIA's **Yard Waste Recycling Program** is a shared service offered countywide and has been in operation for 25 years. In both 2020 and 2021, 23 municipalities participated in the MCIA Yard Waste Recycle Program. Leaves, brush and grass are disposed of in an environmentally sound manner and in a central location: The Middlesex County Landfill, located on Edgeboro Road in East Brunswick. In 2021, a new three-year yard waste contract was executed ensuring this program will continue until 2024.

### Yard Waste Recycle Program Tonnage

	2020	2021
Leaves	15,099	11,834
Brush	11,800	8,896
Grass	4,136	4,245
<b>Total Tons:</b>	<b>31,035</b>	<b>24,975</b>

### Recycling Book Dumpster Tonnage

	2020	2020
<b>Total Tons:</b>	<b>13.29</b>	<b>18.2</b>

Due to continued COVID-19 concerns, just one school participated each year.





**Roosevelt Care Center**

Operated by the MCIA and managed by RWJBarnabas Health in conjunction with Complete Care Management, the Roosevelt Care Centers at Edison and Old Bridge serve the region with exceptional long-term, dementia/Alzheimer’s, subacute, respite, and hospice care. This partnership, which was finalized in 2020, brings the most medically advanced care available to our residents. With state-of-the-art facilities, highly-trained staff, and innovative approaches in service delivery, it is comforting to know our residents have this care close to home when most needed.

**Capital Equipment and Improvement Program (CEIP)**

Created in 2008, the Capital Equipment and Improvement Program (CEIP) finances both equipment and capital improvements throughout Middlesex County. Annually, the CEIP provides financing for equipment and capital improvements for municipalities with lower interest rates than those that would be accrued through the bonds they secured. This helps our municipalities buy equipment such as police cars, ambulances, computers, dump trucks, etc., at a much lower cost.

<b>2021 CEIP Participants</b>	<b>Par Amount of Bond</b>
Carteret	\$250,000
Helmetta	\$140,000
Highland Park	\$460,000
Middlesex County	\$10,000,000
New Brunswick	\$3,052,544
South Brunswick	\$391,685



**MCIA attorneys, advisors, consultants, and other person, firm, business, partnership, corporation or other organization which received any remuneration of \$17,500 or more during 2021.**

- Acrisure, LLC d/b/a NAIMC
- AT&T
- Central Jersey Waste & Recycling
- CME Associates
- Complete Care Management LLC
- Delta Dental
- Edison Township Sewer Dept.
- Elizabethtown Gas
- Hoagland, Longo, Moran, Dunst & Doukas
- Hodulik & Morrison, P.A.
- Inservco Insurance Services
- Interchange Plaza, LLC
- International Healthcare Services
- Jersey Central Power Light
- Keyword Strategies, LLC
- MedPro Group
- Middlesex County Division of Insurance
- Middlesex County Joint Health Insurance Fund
- Middlesex Water Company
- Middlesex County Utility Authority
- Nature’s Choice Corporation
- Old Bridge Municipal Utilities Authority
- Public Service Electric & Gas Co.
- Rainone Coughlin Minchello, LLC
- Robert Half International Inc.
- T.M. Fitzgerald & Associates, Inc.
- Verizon



**Administrative Office**

101 Interchange Plaza, Suite 202  
Cranbury, NJ 08512  
609-655-5141  
mciadmin@mciauth.com

H. James Polos, *Executive Director*  
james.polos@mciauth.com

William Brennan, *Chief Financial Officer*  
william.brennan@mciauth.com

Kevin McQueeney, *Purchasing Agent, QPA*  
kevin.mcqueeney@mciauth.com

John DeLorenzo,  
*Economic Development Director*  
john.delorenzo@mciauth.com

Paul Maticera, *Director of Recycling*  
paul.maticera@mciauth.com  
Recycling Hotline: 800-488-MCIA

**MCIA Facilities**

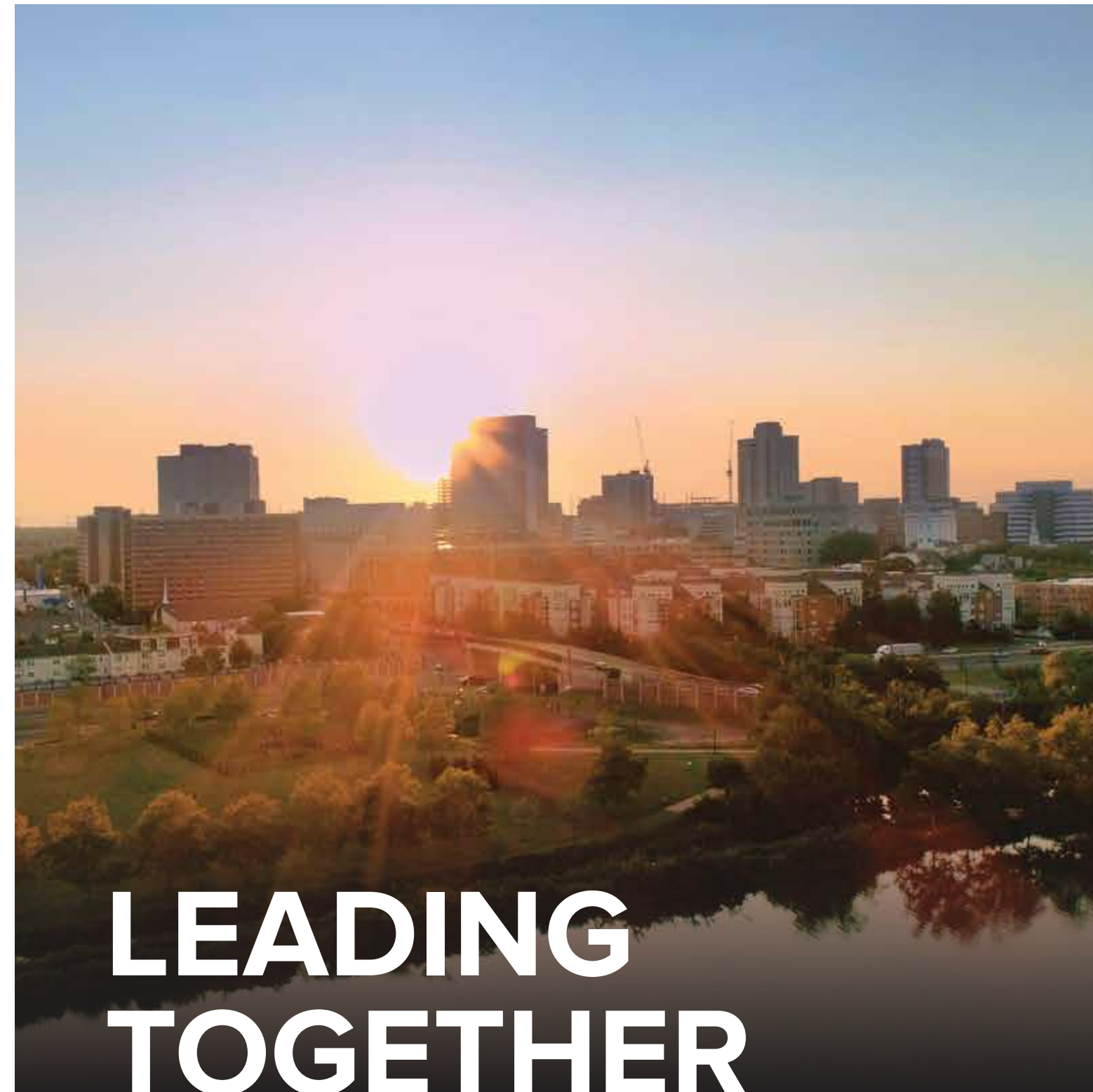
ROOSEVELT CARE CENTER IN EDISON  
118 Parsonage Road  
Edison, NJ 08837  
732-321-6800  
www.rooseveltcarecenter.com

ROOSEVELT CARE CENTER AT OLD BRIDGE  
118 Marlboro Road  
Old Bridge, NJ 08857  
732-360-9830  
www.rooseveltcarecenter.com

TAMARACK GOLF COURSE  
97 Hardenburg Lane  
East Brunswick, NJ 08816  
732-821-8881  
www.middlesexcountygolf.com

THE MEADOWS GOLF COURSE  
70 Hunters Glen Drive  
Plainsboro, NJ 08536  
609-799-4000  
www.middlesexcountygolf.com

RARITAN LANDING GOLF COURSE  
491 Sidney Road  
Piscataway, NJ 08854  
732-885-9600  
www.middlesexcountygolf.com



**LEADING  
TOGETHER**  
**for an even  
brighter future.**





**STATEMENTS OF NET POSITION**  
**December 31, 2021 and 2020**

	<u>DEC. 31, 2021</u>	<u>DEC. 31, 2020</u>
<b>ASSETS</b>		
Current Assets:		
Unrestricted Assets:		
Cash and Cash Equivalents	\$ 11,455,862	\$ 10,301,841
Accounts Receivable	312,896	338,770
Due from Municipalities and Participants	1,436,850	1,668,159
Total Current Unrestricted Assets	<u>13,205,608</u>	<u>12,308,770</u>
Restricted Assets:		
Cash and Cash Equivalents	66,854,888	16,139,106
Investments	5,855,245	8,083,024
Accounts Receivable	6,853,183	3,760,435
Patient Fees Receivable	4,941,075	4,182,290
Interest Receivable	545,345	543,346
Loans Receivable	7,295,000	6,080,000
Net Investment in Perth Amboy Utility Franchise Lease	742,595	609,706
Net Investment in Capital Lease and Improvement Programs	24,107,205	26,304,182
Total Current Restricted Assets	<u>117,194,536</u>	<u>65,702,089</u>
Total Current Assets	<u>130,400,144</u>	<u>78,010,859</u>
Noncurrent Assets:		
Restricted Assets:		
Investments	4,040,292	4,040,292
Loans Receivable	112,960,000	69,890,000
Net Investment in Perth Amboy Utility Franchise Lease	12,873,418	13,616,013
Net Investment in Capital Lease and Improvement Programs	58,869,573	62,705,645
Total Restricted Assets	<u>188,743,283</u>	<u>150,251,950</u>
Noncurrent Assets:		
Capital Assets (Net)	66,442,544	69,709,353
Total Noncurrent Assets	<u>255,185,827</u>	<u>219,961,303</u>
Total Assets	<u>385,585,971</u>	<u>297,972,162</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Pension Deferrals	1,618,363	4,295,234
OPEB Deferrals	26,101,801	33,364,502
Total Deferred Outflows of Resources	<u>27,720,164</u>	<u>37,659,736</u>
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	<b><u>\$ 413,306,135</u></b>	<b><u>\$ 335,631,898</u></b>



**STATEMENTS OF NET POSITION**  
**December 31, 2021 and 2022**

	<u>DEC. 31, 2021</u>	<u>DEC. 31, 2020</u>
<b>LIABILITIES</b>		
Current Liabilities Payable from Unrestricted Assets:		
Accounts Payable	\$ 4,517,189	\$ 4,882,651
Accrued Expenses	107,900	216,775
Total Current Liabilities Payable from Unrestricted Assets	<u>4,625,089</u>	<u>5,099,426</u>
Current Liabilities Payable from Restricted Assets:		
Revenue Bonds Payable	36,363,104	32,993,878
Accrued Expenses	266,377	306,379
Reserve for Special RCC Funds	644,737	598,987
Prepaid Lease Payments	381,690	394,650
Accrued Interest on Bonds	545,317	594,199
Accounts Payable	7,274,486	2,816,102
Unearned Revenue	-	1,518,420
Total Current Liabilities Payable from Restricted Assets	<u>45,475,711</u>	<u>39,222,615</u>
Total Current Liabilities	<u>50,100,800</u>	<u>44,322,041</u>
Noncurrent Liabilities Payable from Unrestricted Assets:		
Compensated Absences	65,364	98,287
Reserve for COBRA/Workers Comp Insurance	907,488	394,453
Total Noncurrent Liabilities Payable from Unrestricted Assets	<u>972,852</u>	<u>492,740</u>
Noncurrent Liabilities Payable from Restricted Assets:		
Revenue Bonds Payable	264,242,196	232,495,478
Loan Payable-CRDA	20,000,000	20,000,000
Compensated Absences	293,554	296,421
Accrued Post-Employment Health Benefits Liability	203,313,471	196,487,561
Net Pension Liability	22,985,491	36,285,947
Reserve for Proceeds, Acq. Funds and Refunding Escrows	51,522,204	297,357
Funds Held for Other Purposes:		
Heldrich Hotel/Conference Ctr. Project	10,372,307	10,369,507
South Plainfield Housing Project	292,203	264,165
North Brunswick Senior Citizen Housing Project	1,882,873	1,777,126
New Brunswick Cultural Center Project	44,304	45,549
Middlesex County Educational Services Commission	49,837	49,255
Perth Amboy Lease & Franchise Ext. Project	3,234,598	2,993,766
Total Noncurrent Liabilities Payable from Restricted Assets:	<u>578,233,038</u>	<u>501,362,132</u>
Total Noncurrent Liabilities	<u>579,205,890</u>	<u>501,854,872</u>
Total Liabilities	<u>629,306,690</u>	<u>546,176,913</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>		
Pension Deferrals	22,494,803	20,915,352
OPEB Deferrals	37,084,368	49,720,998
Total Deferred Inflows of Resources	<u>59,579,171</u>	<u>70,636,350</u>
<b>NET POSITION</b>		
Net investment in Capital Assets, Net of Related Debt	(33,541,410)	(29,951,153)
Unrestricted	(242,038,316)	(251,230,212)
Total Net Position	<u>(275,579,726)</u>	<u>(281,181,365)</u>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>	<b><u>\$ 413,306,135</u></b>	<b><u>\$ 335,631,898</u></b>



**STATEMENTS OF REVENUE, EXPENSES AND CHANGES IN NET POSITION**  
**For the Years Ended December 31, 2021 and 2020**

	<u>2021</u>	<u>2020</u>
Operating Revenues:		
Financing/Administrative Fees	\$ 313,232	\$ 211,789
Roosevelt Care Center Facilities	39,607,712	35,577,192
Curbside/Yardwaste Pick Up	8,328,951	7,111,040
Recycling Operations	3,878,471	3,884,199
Golf Course Operations	-	214
Total Operating Revenues	<u>52,128,366</u>	<u>46,784,434</u>
Operating Expenses:		
Administrative	8,876,759	9,084,144
Cost of Providing Services	49,951,673	54,246,749
Depreciation	963,351	2,036,438
Total Operating Expenses	<u>59,791,783</u>	<u>65,367,331</u>
Operating Loss	<u>(7,663,417)</u>	<u>(18,582,897)</u>
Non-Operating Revenues (Expenses):		
Provider Relief Funds COVID-19 Federal Grant	2,895,757	1,841,592
Coronavirus Relief Fund grant - pass-through County of Middlesex	-	15,235,296
Interest Income	98,286	76,388
Lease Revenues	10,385,000	9,055,000
Local Subsidy & Donations	11,000,000	458,675
Interest on Bonds	(10,902,939)	(9,563,867)
Loss on Sale of Assets	(16,217)	-
Depreciation-Heldrich Hotel/Conference Ctr. Proj.	(2,337,241)	(2,335,992)
Payment to County-CELP	-	(304,943)
Miscellaneous	2,142,410	2,023,428
Net Non-Operating Revenues	<u>13,265,056</u>	<u>16,485,577</u>
Net Income (Loss) Before Special Items	5,601,639	(2,097,320)
Special Items:		
Net Loss on Transfer of Golf Course - County of Middlesex	-	(8,419,176)
Total Special Items	<u>-</u>	<u>(8,419,176)</u>
Change in Net Position	5,601,639	(10,516,496)
Total Net Position - Beginning	<u>(281,181,365)</u>	<u>(270,664,869)</u>
Total Net Position - Ending	<u>\$ (275,579,726)</u>	<u>\$ (281,181,365)</u>





**Board of County Commissioners**

Ronald G. Rios, *Director*  
Shanti Narra, *Deputy Director*  
Claribel A. Azcona-Barber  
Charles Kenny  
Leslie Koppel  
Chanelle Scott McCullum  
Charles E. Tomaro

**MCIA Board**

James P. Nolan, *Chairman*  
Anthony Raczynski, *Vice Chairman*  
Paul Abbey, *Secretary/Treasurer*  
Christine D'Agostino  
Sam Delgado

