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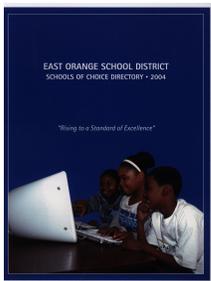
INTRODUCTION

The Community Facilities, Recreation and Recycling Plan provides an evaluation of the facility needs of the City's public schools, library, fire, and police protection. The Plan also describes the City's parks and recreation inventory, the roles and responsibilities of the Public Works Department, as well as the East Orange Water Commission.

Existing conditions have been documented through discussions with applicable officials and through review of existing facilities documents. Recommendations for facilities and/or service expansions are made at the end of this section.

EAST ORANGE SCHOOL SYSTEM

The East Orange School District is located in Essex County, NJ. The public school facilities include fourteen elementary schools, five middle schools, and four high schools. According to a March 2005 estimate, over 12,320 students were enrolled in the East Orange School District. While enrollment continues to increase, it still has yet to reach the 1978 peak of 13,297 students.



East Orange School of Choice Directory

In recent history, the East Orange School District has been the recipient of three awards. The Washington Academy of Music received the award of "Best Practices," during the 1997-1998 School Year with the program entitled, "Speak Out!" During the same year, the Dionne Warwick Institute of Economics and Entrepreneurship and the Sojourner Truth Middle School received awards indicating "Star Schools."

Since the preparation of the 1990 Master Plan, the East Orange School District has acquired the title, "Home of the Unique Schools." The schools in the City are unique due to the fact that they guide and promote the students' intellectual growth through individualized learning centers. The Board of Education focuses on excellence in education and student success. It is a goal of the Board of Education to include local businesses, community organizations, foundations, and parents in creating a more supportive learning environment and schools for students, resulting in a stronger community.

The following provides a description of each school within the East Orange School District, and any planned renovations.

Elementary Schools

George Washington Carver Institute is a Pre-K through fifth grade school, located at 410 North Grove Street. The main learning focus at the Institute is science and technology concepts. The school offers scheduled lab classes and hands-on activities with an emphasis in problem-solving. An After-School Program is offered for 3rd and 4th grade students which enhance the students' reading and math skills. An overall renovation and addition for the entire school totaling \$15.5 million has been approved and is planned as part of the East Orange School District's 2005 Long Range Facilities Plan.

Ecole Toussaint Louverture is a Pre-K through fifth grade school, located at 330 Central Avenue. Students at Toussaint Louverture develop communicative skills in the French language and cultural education related to African heritage and studies. Technology is incorporated into all aspects of the curriculum from reading and writing, to math, science and social studies. A comprehensive renovation has been approved by the East Orange School District's 2005 Long Range Facilities Plan and is estimated to cost \$12.6 million.



Fourth Avenue School

Fourth Avenue School is a kindergarten (full day) through fifth grade school, located at 199 Fourth Avenue. This elementary school focuses on hospitality, tourism, and hotel and restaurant management and is organized around the five Design Tasks: Standards and Assessments; Aligned Instructional System; High-Performance Leadership, Management and Organization; Professional Learning Community; Parent/Guardian and Community Involvement. Technology is infused into the daily instructional practices of all classrooms. The Fourth Avenue Elementary School was just recognized with an award from America's Choice School Design (ACSD) for sustained academic growth and achievement. A renovation is outlined by the East Orange School District's 2005 Long Range Facilities Plan and is estimated to cost \$12.3 million.



Mildred Barry School

Mildred Barry Garvin School is located at 1 Grove Place and instructs students from Pre-K to fifth grade. The school focuses on student-based enterprises (SBE), including a Micro-Community Banking Center and a Student Government Association. The SBE program allows students, as young entrepreneurs to set up their own real business. The Micro-Community Banking Center is a "real" bank, a subsidiary of Bank of America. The primary goal is to prepare students to become successful, productive citizens in the free enterprise system. Renovation and additions totaling \$12.9 million have been approved by the East Orange School District's 2005 Long Range Facilities Plan.



Gordon Parks School

Gordon Parks Academy of Radio, Animation, Film and Television is a Pre-K through sixth grade institution located at 92 Greenwood Avenue. The school's theme includes radio, animation, and television studies as a curriculum. Students develop academic skills through involvement in television production, radio broadcasts, animation, art, and the integration of technology. This school anticipates a facility replacement totaling \$12.5 million as indicated by the East Orange School District's 2005 Long Range Facilities Plan.

The Whitney E. Houston Academy is a Pre-K through eighth grade institution located at 215 Dodd Street. The school has a creative and performing arts theme infused into every subject area. The Academy offers special programs, such as the Gifted and Talented program, the National Junior Honor Society, Project Hope, and the Dream Academy. In 2004, Houston Academy received recognition for outstanding sustained achievement as part of the America's Choice School Design. The School District anticipates either a renovation or building replacement on the existing site. Either of these improvements are estimated to cost \$16.7 million.

Dr. John Howard Jr. Unique School of Excellence teaches students from Pre-K to fifth grade, and is located at 180 Lincoln Street. This school prepares students in bilingual education and medical skills. Students at the Unique School of Excellence have been recognized for their award winning projects at the District's Technology Fair. The school's Gifted and Talented Program has been recognized, both state-wide and internationally, as first place, grand champions for the past seven years.

J. Garfield Jackson Sr. Academy is a first through fifth grade institution located at 106 Prospect Street. At this academy, technology, humanities and global awareness are integral parts of the curriculum. Technology instruction classes, wireless computer centers in each classroom, and wireless mobile computer carts are all tools utilized to increase student achievement across each discipline. The District's 2005 Long Range Facilities Plan has identified the construction of a new school on the J. Garfield Jackson Site, expected to cost \$18.5 million.

Washington Academy of Music is located at 175 Sanford Street and is an educational facility centered on the study of music and academics for students in grades Pre-K through eighth grade. Students in the school are immersed in the basic academic areas, as well as varied grade level approaches to music on a daily basis. In December 2003, the National Center of Education and the Economy selected the Washington Academy of Music as a National Model School because of the high level of implementation of the design and the test results achieved in Literacy and Mathematics. A new middle school is expected to be built by June 2007 on the Washington Academy site, costing an estimated \$20 million.

Johnnie L. Cochran Academy of Law and Community Service is a Pre-K through fifth grade facility located at 190 Midland Avenue. The school's theme of legal studies and community service continues to grow as students learn how to apply existing laws. Every classroom in the school is involved in a community service project that is intended to promote camaraderie, goodwill, pride and commitment to the community. The Johnnie L. Cochran Academy building is scheduled for a \$7 million renovation project to be completed in January 2008. The students of Cochran Academy will move into the "New Elementary School #3" building upon completion.

Dionne Warwick Institute, located at 120 Central Avenue, includes students from Pre-K through fifth grade. The institute provides an academic curriculum that helps all students reach high standards in order to become active and self-sufficient in our market economy. The Dionne Warwick Institute was named a Star School in 1998 and in December 2003 was selected as one of twelve National Models for the Whole School Reform model, America's Choice. The current building that houses the

Dionne Warwick Institute is scheduled for demolition in order to construct a new, state of the art facility costing \$13.8 million on the existing site for current students.

Langston Hughes School is located at 181 Elmwood Avenue and offers an educational facility for students in Pre-K through grade five. This school is intended to enhance students' creative talent by encouraging their writing and artistic development. Students are offered intensive instruction on the mechanics of the writing process, combined with the use of technology to complete the publishing experience. Langston Hughes School will undergo a \$20 million project which includes the construction of a new Pre-K through fifth grade facility, and the conversion of the existing school to “swing space” after the replacement school is completed. The design of this project is nearly complete.

Whalstrom Early Childhood Center is located at 340 Prospect Street and enrolls students from Pre-K through kindergarten. Wahlstrom Early Childhood Academy provides a learning environment for a child’s intellectual, emotional, and social growth. The overall goal of Wahlstrom is to ensure that every child has the language and early literacy skills, number concepts, social skills, self-help skills, and the self-confidence necessary for success in the elementary grades. Whalstrom has recently completed a \$1.2 million renovation project.

Althea Gibson Early Childhood Educational Academy, located at 490 William Street, is designed to accommodate pre-kindergarten and full-day kindergarten programs, in compliance with the mandate of New Jersey’s 1996 Comprehensive Educational Act. The 22,500-square-foot facility includes 10 activity centers, child-study team offices, a 2,000-square-foot multipurpose room, health suite, outdoor play space and support areas.

| Table 1- Projected Enrollments in East Orange School District Grades Pre-K through Grade 5, 2005-2006 | |
|--|--------------|
| Grade Level | Enrollment |
| District Pre-K | 495 |
| Community Pre-K | 1,050 |
| Special Ed. Pre-K | 37 |
| Subtotal: | 1,582 |
| Kindergarten | 796 |
| Grade 1 | 797 |
| Grade 2 | 790 |
| Grade 3 | 730 |
| Grade 4 | 731 |
| Grade 5 | 841 |
| Subtotal: | 4,685 |
| TOTAL | 6,267 |
| <i>Source: East Orange School District Projected Enrollments 2005-2006.</i> | |

As shown in Table 1, the total students enrolled in East Orange elementary schools between 2005 and 2006 was 6,267. The amount of students enrolled in the Community Preschools and other Preschool facilities was 1,582, while enrollment in kindergarten through fifth grades was 4,685.

Middle or Junior High Schools

The students enrolled in East Orange Middle or Junior High Schools during 2005 were 2,682, however, only three of the seven schools were devoted solely to grades six through eight. Many of the middle schools in the district include elementary grades as well as high (secondary) school grade levels. For example, the Whitney E. Houston and Washington Academies include grades Kindergarten through eighth, the Gordon Parks Academy consists of students in grades Kindergarten through sixth, and the Cicely Tyson School extends from sixth grade to twelfth grades.



Costley Middle School

John L. Costley Middle School (World Languages/ International Studies) is located at 116 Hamilton Street for grades six through eight. At the John L. Costley Middle School, students are encouraged to understand the impact of law on global relations, trade, and human rights issues. Students also recognize that people and cultures of the world depend upon one another in the twenty-first century.

Patrick Healy Middle School is located at 116 Hamilton Street and is a sixth through eighth grade facility. The school serves students who are interested in developing marketable skills, including printing medias.



Healy and Truth Middle School

Sojourner Truth Middle School (Science and Technology) is also located at 116 Hamilton Street. The school's specialization is centered on a science and technology based curriculum, answering the need through computer technology and internet access for East Orange’s urban student population.

Cicely Tyson School was built in 1915 and can be found at 161 Elmwood Avenue. The school educates students from grade six through twelve, and also serves as the East Orange School District's educational center for the development of performing and fine arts for middle and high school students. The school reflects a system of intense arts curriculum; yet the academic program remains the foundation of all educational development. The Cicely Tyson School will undergo a \$20.7 million renovation that will be completed in 2008.

| School | Grade 6 | Grade 7 | Grade 8 | Special Ed. | Total |
|-----------------------------|------------|------------|------------|-------------|--------------|
| Whitney E. Houston Academy | 54 | 54 | 54 | 42 | 204 |
| Washington Academy of Music | 54 | 54 | 54 | 29 | 191 |
| Gordon Parks Academy | 27 | 0 | 0 | 8 | 35 |
| John L. Costley | 196 | 193 | 192 | 71 | 652 |
| Patrick Healey | 180 | 171 | 168 | 59 | 578 |
| Sojourner Truth | 193 | 182 | 201 | 58 | 634 |
| Cicely Tyson | 112 | 114 | 103 | 27 | 356 |
| Alternative | 0 | 20 | 12 | 0 | 32 |
| Total | 816 | 788 | 784 | 294 | 2,682 |

Source: East Orange School District Projected Enrollments 2005-2006.

High Schools

Within East Orange, there are three schools that function as a high school in one form or another. In total, roughly 20% of the total school population is enrolled within grades nine through twelve.

The Cicely Tyson School of the Performing Arts, located at 161 Elmwood Avenue, is one of the three high schools, but is also considered a middle school since it educates students from grade six through grade twelve.

East Orange Campus “9” High School is only for ninth grade. The new campus is located at 129 Renshaw Avenue, and is the home of the former Clifford J. Scott High School. The school provides a bridge between the middle and high school levels, prepares students for high school and college, and offers career support. The construction status of the new school is nearly complete with only the punch list remaining.



East Orange Campus "9" High School

East Orange Campus Main High School is located on the former campus of Upsala College at 340 Prospect Street. This school educates students in grades ten through twelve. The new facility is developed around career academies and uses the Whole School Reform model of "High Schools That Work." Students are exposed to areas of study directly related to the job market, which may serve as stepping-stones to future career choices. The previous East Orange High School facility had \$1.7 million in renovations in order to use the school as “swing space,” according to the school district’s long range facilities plan.

| School | Grade 9 | Grade 10 | Grade 11 | Grade 12 | Special Ed. | Total |
|----------------|---------|----------|----------|----------|-------------|-------|
| Cicely Tyson | 110 | 80 | 75 | 60 | 0 | 325 |
| Campus “9” HS | 888 | 0 | 0 | 0 | 79 | 967 |
| Campus Main HS | 0 | 566 | 620 | 465 | 132 | 1,783 |
| Alternative | 31 | 12 | 0 | 0 | 0 | 43 |
| Total | 1,029 | 658 | 734 | 567 | 211 | 3,118 |

Source: East Orange School District Projected Enrollments 2005-2006.

Planned Facilities Improvements

East Orange School District’s 2005 Long Range Facilities Plan has initiated a “New Schools Construction Program” to adjust with the demands of a changing city. As of December 2004, it is estimated that the approved projects will encompass fourteen schools and cost over \$247 million. Several of the schools have begun the construction process. In addition to the fourteen schools in the budget, there are four

schools that have yet to be approved. Five of the 18 projects are designated as new schools. The East Orange School district is working directly with the NJSCC to carry out the program.

The aging of the educational facilities within East Orange necessitates the need for new construction. Four of the schools listed in the project scope were built in the 1800's. The Whitney Houston Academy is one of the oldest buildings, with a construction date of 1873. Given that the cost of renovating outdated facilities is comparable to new construction, replacement is a viable option for many of the aging educational facilities.

The most expensive projects on the agenda are the New Middle School at the Cicely Tyson School site, and the new construction projects at both the Washington Academy site and the Langston Hughes Elementary schools, each estimated to cost approximately \$20 million.

| Table 4-New Schools Construction Program Projects | | | |
|--|--------------|---|--|
| Project Status | | | |
| School | Grade | Description | Status |
| George Washington Carver Institute | Pre-K - 5 | Renovation/ Addition | Awaiting Board Res. |
| Ecole Toussaint Louverture | Pre-K - 5 | Comprehensive Renovation | Bldg. assessment underway |
| Fourth Avenue School | K - 5 | Renovation for Maintenance Facility/ Replacement | Awaiting NJDOE Auth. For Site Study |
| Mildred Barry Garvin School | Pre-K - 5 | Renovation & additions | Design @ 60% |
| Gordon Parks Academy | Pre-K - 6 | Replace, District Site | Awaiting NJDOE Auth. For Site Study |
| Whitney E. Houston Academy | Pre-K - 8 | Replace, District Site | Building Assessment in Progress |
| J. Garfield Jackson Site New Elementary School #3 | 1 - 5 | Site w/ Possible Acquisition | Concept Design Site Adaptation (On-Hold) |
| Washington Academy Site | Pre-K - 8 | Renovation & New Addition | Awaiting Model Approval (On-Hold) |
| Johnnie L. Cochran Academy | Pre-K - 5 | Addition & Renovation | Bldg. Assessment to begin |
| Dionne Warwick Institute New Elementary School | Pre-K - 5 | Replace on same site | Awaiting NJDOE Auth. For Study |
| Langston Hughes School | Pre-K - 5 | New School | Design @ 100% |
| Wahlstrom Early Childhood Center | Pre-K - K | Renovations to entire school | Construction Complete |
| Cicely Tyson School | 6 - 12 | Comprehensive Renovation | Model Under Review |
| Campus 9 High School (former C.J. Scott) | 9 | Comprehensive Renovation | Construction @ 99.7% |
| East Orange High School | 10 - 12 | Roof Replacement | Construction Complete |
| New Sites Acquisitions¹ | | | |
| Glenwood Campus | NA | Site Acquisition | Construction @100% |
| New Middle School, Early Childhood Center & Admin. | NA | New School/ Acquisition | Awaiting Response to Feasibility Study |
| <i>Source: 2005 Long Range Feasibility Plan.</i> | | | |

¹ Schools #4 and #5, both proposed on South Harrison Street, have been removed from the new acquisition site list due to funding cutbacks from the state.

Schools as a Community Center

Based upon input obtained at the Ward meetings and through the community surveys, when asked what attracted residents to East Orange, many respondents indicated that the good school system ranked high on the list. However, at the same time, the majority of the participants indicated that they were not happy with the quality of the schools, and that there was a need for community centers and educational services for all age groups.

In many areas, there is a new movement growing that seeks to encourage the use and design of schools as "centers of community," serving the entire community and offering multi-purpose uses. Rather than isolating the school from the community, the school can be designed and utilized in such a way to serve as an anchor and center of the communities for all age groups. School facilities can also be a great resource and a safe haven for the entire community after regular school hours. Additional services that a community school may offer include courses for families, adult education, family counseling, and health services.

Recommendations

Other suggestions related to schools districts include:

- Maintain quality and quantity of schools.
- Reduce violence and increase safety to/from schools.
- Encourage communication between the Board of Education and City officials, especially related to long range feasibility studies and future planning projects.
- Develop relationships between Board of Education and other Citywide programs to encourage in-house connections.
- Plan for adequate facilities to serve areas of the City projected to experience residential development.
- Improve pedestrian friendly access surrounding the school sites, as well as the municipal core, including City Hall, the police headquarters, municipal court, libraries, schools, and parks.
- Improve linkages along and near school routes to encourage more walking, bicycling and safe pedestrian activity.

- Given that funding has decreased for schools across the state, in an effort to generate a level of empowerment for educational funding opportunities, the City should enter into intergovernmental cooperation agreements with contiguous locales (specifically Montclair and Newark).



LIBRARY SYSTEM

The East Orange Public Library system was founded at the turn of the century and has evolved to include the Main Library headquarters and three additional branch libraries.

Library Headquarters

The main library branch is centrally located at 21 South Arlington Avenue in East Orange. This location is considered the headquarters of the library system, and many programs and services are offered including workshops, poetry readings, book and chess clubs, teen and junior activities, tutoring and homework help for students, and free wireless internet service. The main library branch is open Monday through Saturday. The hours of operation are: Mondays, Tuesdays and Thursdays from 9AM to 9PM, Wednesdays from 9AM to 6PM, Fridays from 10AM to 6PM, and Saturdays from 9AM to 5PM. All branches are closed on Sundays.

Ward Branches

The other East Orange library branches are:

- Ampere Branch- at 39 Ampere Plaza in Ward 5 is open Monday through Friday from 10 AM to 6 PM.
- Elmwood Branch- at 317 South Clinton Street in Ward 3 is open Tuesdays, Thursdays and Fridays from 1:30 PM to 5:30 PM.
- Franklin Branch- at 192 Dodd Street in Ward 1 is open Mondays and Wednesdays from 1:30 PM to 5:30 PM.

Each library location, as well as the other community facilities and open spaces are indicated on the Community Facilities Map VIII-1.

Workshops, Programs, and Services

The East Orange Public Library system offers a multitude of workshops to service library patrons. Some workshops, programs and services utilize technology, including workshops on Microsoft Word, Excel, PowerPoint, Publisher, and Web Design. Also East Orange residents have free access to the internet and can utilize online test preparation materials. In addition to the computer workshops, the library system offers programs in creative writing, Open Mic, Poetry Live, and Family Movie Night, as well as the After School Program.

East Orange Public Library Strategic Plan

In the 2002 East Orange Public Library Strategic Plan, a series of goals and actions are identified to update and expand the public library system. The goals are as follows:

- To utilize existing facilities at the main library and at the branches at a level that will enhance service provisions to current patrons and attract new patrons.
- To ensure that the library remains an integral part of the community services and is aligned with the city of East Orange's current and future plans.
- To enhance current programs and develop new program components in order to better service the diverse populations utilizing library services.
- To increase public awareness and collaborative efforts.
- To re-design and enhance the organizational structure to maximize staff resources and volunteer participation.
- To implement a development plan that will increase funding on capital and operational levels.

Since the completion of the Library Strategic Plan in 2002, there have been some significant improvements, and several others are on-going. For example, the library is undergoing a plan to relocate and designate internal areas for their existing programs, new programs and support services. Most recently, a teen area was designated on the second floor of the main branch. In an effort to improve the appearance of the main branch, the library instituted a plan for preventative maintenance, and a maintenance repair team was hired. The New Jersey Department of Community Affairs provided a

\$50,000 grant towards library renovations, including fixing the elevator and adding a new floor and lighting at the Ampere Library Branch. The City Community Development Block Grant program (CDBG) has provided some funding towards the Main Branch roof replacement.

Map VIII-1

In order to ensure that the library remains an integral part of the community and that there is on-going communication, many of the library's employees are on other City boards and civic organizations. The library seeks to maximize the use of its staffing and funding resources, and continues to evaluate its programs and services, and its population being served. For example, new programs for specific populations, such as the Haitian and bi-lingual communities, as well as the teens, seniors, families, primary school children and toddlers are being developed. The library seeks to utilize technology such as their website to obtain feedback from the community, promote library programs and services, and increase patronage.

Several other improvements that are in the planning stages include but are not limited to, the following:

- Creation of a café and library store;
- Development of directional signage;
- Implementation of self-check-out process;
- Telephone notification of book availability and outstanding fines; and
- Web-based fine payment system.

In addition, there are many improvements that are on-going or need to be completed. The complete interior and exterior rehabilitation for the Ampere, Elmwood, and Franklin Library Branches total \$1.5 million, and physical improvements needed for the Main Library branch, alone, total \$1,410,000.

Recommendations

- Increase hours of operation for libraries, including on Sundays.
- Offer additional workshops and programs for all age groups.
- Improve ADA compliance at all library branches.
- Improve exterior lighting and maintenance at the Main Branch parking lots.
- Enhance book and audio visual display materials at all branches.
- Enhance staff training and continue to seek funding for capital improvements, and new programs.

- Increase the quantity and usage of computers at all libraries, particularly at the main library branch.

FIRE DEPARTMENT

The main headquarters of the East Orange Fire Department is located at 468 Dr. Martin Luther King Jr. Boulevard, at the corner of Ashland Avenue. The Department responds to 6,300 calls annually, including fire and other emergency requests. In addition to the headquarters, there are three other fire stations located within the City. These locations are shown on Map VIII-1 Community Facilities.



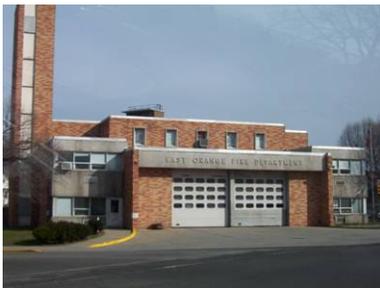
East Orange Fire Station Headquarters

The East Orange Fire Department employs seven pumper units and three aerial ladder or platform units. In addition to the emergency calls, the department distributes smoke alarms to senior and low income households, offers a Juvenile Firesetter's Intervention Program, conducts outreach on fire safety, and offers assistance in planning a fire evacuation plan. During 2004, there were over 450 separate fire safety programs.

Stations

The main headquarters, located in Ward 1, houses Engines #1 and #7, Ladder Truck #1, the communication center, the administrative staff and a rescue unit. The two pumper units (Engines #1 and #7) each hold 750 gallons of water. The heavy rescue unit (Ladder Truck #1) with thermal imaging camera was purchased in 2005 through CDBG funding.

Fire Station #2 is located at 60 Dr. Martin Luther King Jr. Boulevard, at the corner of Greenwood Avenue in Ward 4. This station contains the most equipment; housing three pumper units and one aerial ladder or platform unit. The most recent pumper unit was purchased in 2002. Each pumper unit holds 750 gallons of water and the aerial ladder unit at this station is 100 feet in length. Interior renovations at Fire Station #2 include a new conference center. Fire Station #4, previously located on Springdale Avenue, has been consolidated with Fire Station #2.



East Orange Fire Station

Fire Station #3, within Ward 1, is located at 321 Dodd Street. This station has one pumper which was purchased in 1989. This pumper unit can hold 750 gallons. The Department is looking to replace the pumper unit through a FEMA Fire grant and UEZ funding during the 2005-2006 fiscal year.

Fire Station #5, located at 205 Elmwood Avenue is within Ward 3. There is one pumper unit at the station which was purchased in 1986 and is the oldest unit in East Orange. The unit holds 750 gallons with a 1,500 gallon per minute pump size. This station also has a 100 foot aerial ladder unit purchased in 1985. The Department is looking to replace the pumper unit through CDBG funding during the 2005-2006 fiscal year.

The need to upgrade equipment is on-going since many of the stations were built in the 1970s, and much of the equipment is dated. In addition, space is limited due to combining several companies into one building, specifically at Fire Station #2.

Staffing

Staffing consists of 118 full-time firefighters, 5 full-time civilians, and 5 part-time civilians. In recent years, the City has undergone a reorganization to increase the number of civilian employees and reduce the number of captains. As a result, the Department has made a concerted effort to create as many civilian jobs as possible.

As shown in Table 5, the City’s fire department meets the staffing planning guidelines, but is deficient in the number of vehicles.

| Table 5- Fire Department Planning Requirements versus Existing Staffing Levels | | | | | |
|---|---------------------------|-----------------|----------------|----------------------|---------------------|
| Factor | Standard (per 1,000 pop.) | 2000 Population | Existing Level | Planning Requirement | Deficiency/ Surplus |
| Personnel ² | 1.65 | 69,904 | 118 | 115 | 3 |
| Vehicles | 0.2 | 69,904 | 10 | 14 | (4) |
| <i>Source: East Orange Fire Department 2005.</i> | | | | | |

² Includes full-time fire personnel only.

Fire Trends

As shown below, the number of calls to dispatch fire personnel has been steadily decreasing from 2002 to 2004. The Fire Department Chief attributes the reduction of calls to the removal of many of the City’s abandoned buildings, and the new construction and redevelopment occurring throughout the city. It should be noted however, that while the number of calls decreased, the number of fire incidents increased from 419 to 535 from 2002 to 2003. The majority of the fires (59%) were classified as structure fires, followed by non-structure automobile (27%), brush (6%), and rubbish fires.

| Table 6- Total Types of Incidents Dispatched | | |
|---|-------|-------|
| 2002 | 2003 | 2004 |
| 6,347 | 6,300 | 6,063 |
| <i>Source: East Orange Fire Department, 2005.</i> | | |

Needs

The Fire Department is divided into four categories: Board of Fire Commissioners, Fire Prevention, Fire Suppression, and Communications. The current staffing level of 118 full-time fire fighters meets the state’s requirements, yet is considered inadequate for a City as densely populated as East Orange. According to the Fire Department, the department should have an estimated 124 full-time fire fighters to service the area, but due to budget cuts the funding is not available.

As a result, there is a need to continue to hire civilian workers as dispatchers, training, payroll, secretary, and public relations staff. In addition, there is a need for additional fire alarm operators, and another mechanic.

Recommendations

- Increase staff and equipment to accommodate the needs of a growing community.
- Continue to hire civilian workers as dispatchers, training, payroll, secretary, and public relations staff, as well as additional fire alarm operators, and another mechanic.

POLICE DEPARTMENT

The East Orange Police Department serves the entire City, including residents and employees of local businesses. The Department's mission consists of the following four elements:

- To protect life and property.
- To work in partnership with the East Orange community to prevent crime, reduce fear of crime, and improve the quality of life in the city.
- To provide high quality, responsive police services.
- To maintain the public's trust and respect for the Department's role in upholding the rule of the law.

Building

The current police building is located off North Munn Avenue, behind the East Orange Post Office, next to City Hall. A new, state-of-the-art facility is under construction on South Munn Avenue and is expected to open in early 2006. The new site will offer plentiful parking, and additional facility space, including a greater number of interview, evidence and personal property rooms; meeting and conference rooms; offices and physical training rooms.

Trends

The Police Department reports that the recent and ongoing redevelopment in the City has had a profound and positive impact of stabilizing the City, its safety and decreasing the City's crime rates. Networking with school children and the new schools have also contributed to these improvements. These can be seen in the decreased arrest and incident totals, as well as the decreased number of calls for service between 2004 and 2005.

In 2004, the total number of arrests was 5,777, and as of October 2005, the total number of arrests was 4,574, a decrease of 1,203. Incident reports in 2004 totaled 20,300 and as of October 2005, the total was 15,324 reports, a decrease of 4,976. In 2004, the 911 calls totaled 52,376 and as of October 2005, the City experienced a decrease of 14,432. Total police calls for service decreased by 67,416 calls or over 30 percent between 2004 and October 2005.

The improvements the police have made in cleaning up high crime areas, fighting drug activity, arresting gang members, and intensifying police patrols to promote safety have been recognized by the press, specifically The Star-Ledger. Overall, the Police Department has seen increased effectiveness resulting in substantial decreases in crime rates, improved response times and quality of life throughout the City.

Vehicles and Equipment

A spreadsheet of the Police Department's vehicle listing can be found within the Appendix of this report. As shown in the inventory, the Department's fleet of vehicles is comprised of different makes and models, and is in varying condition. Most of the vehicles in service are at least a year or two old, however, several are over a decade old. Most recent vehicle purchases in 2005 were four motorcycles utilized by the traffic squad.

Staffing

The Police Department's staffing consists of 264 sworn personnel including 17 recruits. As indicated by the Police Chief, the Department is short 36 sworn personnel. The 2006 Fiscal Budget includes 45 immediate new hires for a total of 291 fully funded sworn positions.

Law Enforcement Initiatives and Programs

The Police Department is a community oriented police agency and offers a variety of initiatives and programs to establish positive relationships between the police and the community-at-large. Some of these programs are targeted to children of various ages while others are applicable regardless of age.

Some examples of the youth oriented programs are the Police Athletic League (PAL) program and the Drug Abuse Resistance Education (D.A.R.E.) program. The PAL program is a recreation oriented, crime prevention program while the D.A.R.E. program is a drug abuse prevention education program to teach elementary school children about drug abuse and the skills for resisting the peer pressure to experiment with drugs. The D.A.R.E. program is for 5th graders and has been ongoing since 1992.

To better serve the community-at-large, the Police Department now has confidential Tip Hotlines to report criminal activity and infractions related to the quality of life such as loud music, loitering, and so forth. The Records Bureau also assists the general public with questions about reports, restraining orders, fingerprinting, accident information, and firearm permits, among other documents. The Department would also like to increase its presence in its Neighborhood Policing program and have 20-30 neighborhood watches as well as mini-stations within residential areas. Other police programs and initiatives that serve the public and help the Department to meet its goals and responsibilities include Clean Block, Video Surveillance, Virtual Patrol, Gunshot Detectors, E.C.S.T. (safety team), Violent Crime Task Force, Directed Patrols, and the Border Patrol with the City of Newark.

Agreements with neighboring municipalities

The Police Department has standing agreements with all state and local agencies. Officers are assigned to the FBI and DEA Task Forces as well as to a standing Border Patrol with the City of Newark.

Needs

The Police Department needs to purchase additional equipment and hire more staff (as explained above) and has identified obtaining additional state and federal grants as the means to accomplish this. The Department's staffing goal is to hire 30-42 full time police officers and 20 civilians. Civilian positions include police communication operators (dispatchers) and Police Aid with parking tickets, filing, and the records bureau.

Recommendations

- Set up mini-stations within residential areas.
- Ensure safety around transit facilities.
- Coordinate with the neighborhood associations to establish neighborhood watch programs.
- Coordinate with landlords and property owners to decrease trespassing and loitering.

- Get affidavits resigned for code enforcement.
- Reestablish connection to Essex County Task Force.
- Provide outreach to the Board of Education and reestablish Cops in School program.
- Evaluate the need and identify steps needed to obtain additional staffing, equipment and vehicles.
- Continue to seek funding for law enforcement programs, including GREAT- gang resistance education program and for gun shot detectors/video cameras.

EAST ORANGE RECREATION AND CULTURAL AFFAIRS

DEPARTMENT

The Department of Recreation and Cultural Affairs is responsible for the development and implementation of recreational and cultural activities and programs throughout the city. A combination of both paid employee and volunteer staff administer the activities, although the majority of staff is paid. There is a program in effect to recruit volunteer participation, especially in community youth programs.

The Department oversees a variety of programs offered to all age groups in the City and serves as a liaison with citizen groups interested in participating in recreation programs.

For example, the following programs are offered on a first come, first served basis:

- Cultural Clubs
- Dance Troupes
- Cheerleading Squads
- Summer Track Program
- Summer Aquatic Program
- Little League Baseball
- Tee Ball
- Softball
- Summer Basketball

- T.A.V.E. (Teens Against Violence Everywhere) Youth Program

The basketball program is reported to be the most popular program in the East Orange Recreation Department and staffing for that and other programs has been an issue.

During the summer months, the Department offers a number of summer Day Camps for children and young adults including:

- Hart Middle School Day Camp
- Fellowship Civic Center (FCC) Day Camp
- Junior High Camp
- Travel Day Camp
- Cheering/ Double Dutch Camp
- Co-ed Basketball Camp

In addition, the Department operates the 18-hole East Orange Golf Course located in Short Hills.

Existing Parks, Recreation and Open Space Inventory

The City of East Orange has a number of municipal parks, recreation and open space facilities, in addition to a small portion of the overall Essex County Park system. Map VIII-1 identifies the various types of recreation and open space facilities located in the City.

County Parks

Orange Park, the County's sixth largest park, is located primarily within Orange Township, with a small portion extending into East Orange, west of South Harrison Street. The park offers football and soccer fields, a jogging path, a 1½ acre fishing pond, a lighted basketball court, softball fields, a newly refurbished playground, gardens, and open space.

Watsessing Park is located on 70 acres in Bloomfield and East Orange, within the eastern section of Essex County. It is the fourth largest park in the county system, and has been enlarged considerably since the original acquisition. The Watsessing Park is the site of athletic events sponsored by the Police Athletic League who occupy a building at the northern end of the park within Bloomfield. The park also has several

playgrounds, football, softball, and soccer fields, basketball courts, a bandstand, a lawn bowling green (one of the few in New Jersey), and a Senior Citizen Recreation Building. The Toney's Brook and Second River run through the park and have caused flood problems for the area.

Municipal Parks



Columbia Park

Columbian Park is located behind George Washington Carver Elementary School. The entrance is located on Springdale Avenue. This park contains a swimming pool with a pool house, a baseball field, two basketball courts and a playground. Little League baseball games are played at this park. The Recreation Department has recommended resurfacing and repairing the basketball and volleyball courts at this park. Other recommendations include grading and installing new sod, relocating the baseball diamond, and installing new bleachers and permanent baseball fences. The playground is in need of a major renovation, and the fieldhouse requires additional storage space.



Elmwood Park

Elmwood Park is bordered by Elmwood Avenue, Rhode Island Avenue, Freeman Avenue, and Oak Street. This park contains seven tennis courts on Rhode Island Avenue, a basketball court on the corner of Elmwood Avenue and Oak Street, a swimming pool with a pool house, a walking track, a baseball field, a softball field, and a renovated field house. The Recreation Department has recommended that the basketball, volleyball, and tennis courts be resurfaced and repaired in addition to the track surface. Other recommendations for site improvements include repairing racquetball walls, creating a skate area, grading and new sod for the playing field area, a new baseball cage, portable or permanent lighting for the playing area, and a new dual football/ soccer post.

Francis-Haire Park is located behind Dionne Warwick Elementary School and Ashland Place. This park contains a swimming pool with a pool house, a baseball field and two play areas. The Recreation Department has recommended relocating and renovating the baseball diamond. Other recommendations include rebuilding the fieldhouse, installing a basketball court, and expanding the children's play area.



Oval Park

Oval Park is located behind the Fellowship Civic Center between Greenwood Avenue and North Grove Street. The entrance into the park and parking is located on Eaton Place. This park contains a baseball field, two playground areas, a walking track, a field house, and three basketball courts. The Little League baseball games and the summer basketball league are played at this park. Summer camps are also run out of Oval Park. The Recreation Department has recommended the resurfacing and repair of the basketball and tennis courts. Other recommendations include grading and new sod for the playing field area, a new baseball/softball diamond, new permanent baseball cages, construction of a roller skating rink, new portable baseball fences, an expansion of the children's play area, a gymnasium addition to the fieldhouse, and the removal of the stone dust track.

Soveral Park is located off of Springdale Avenue, with entrances on Brighton Avenue and North Park Street. Soveral Park is the largest park in East Orange. It has two baseball fields, a softball field, a walking track, three basketball courts, seven tennis courts, two playground areas, and a field house. Senior League baseball is played on one of the baseball fields. The Recreation Department has recommended the resurfacing and repair of the basketball, volleyball, and tennis courts, in addition to grading and new sod for the playing area.

Memorial Park is located behind the East Orange Public Library on Freeway Drive East and South Walnut Street. The park contains four tennis courts, a basketball court, two play areas, parking, and a field house. The Recreation Department has recommended relocating the basketball court and resurfacing the tennis courts.

Table 7- Active Recreation Inventory

| Facility | Columbian Park | Elmwood Park | Francis-Haire Park | Oval Park | Soveral Park | Hoffman Park | Memorial Park |
|--------------------------|----------------|--------------|--------------------|-----------|--------------|--------------|---------------|
| Baseball/ Softball field | 1 | 1 | 1 | 1 | 3 | | |
| Basketball Court | 2 | 1 | | 3 | 3 | | 1 |
| Tennis Court | | 7 | | | 7 | | 4 |
| Playground | 1 | 1 | 2 | 2 | 2 | 1 | 2 |
| Pool | 1 | 1 | 1 | | | | |
| Pool house. | 1 | | 1 | | | | |
| Walking track | | 1 | | 1 | 1 | | |
| Field House | | 1 | | 1 | 1 | | 1 |
| Parking | | | | | | | 1 |

Source: East Orange Recreation Department, 2005.



Fellowship Civic Center

Fellowship Civic Center

The Fellowship Civic Center is located at 1 Fellowship Circle, and currently houses the offices for the Recreation Department. This building will be converted into a new school.

East Orange Golf Course



East Orange Golf Course

The City of East Orange also boasts an 18 Hole Golf Course as part of the Recreation Department which is located adjacent to the Short Hills Mall complex. The East Orange Golf Course is just minutes from Newark Liberty International Airport accessible by Routes 78 and 24 and the Garden State Parkway. The facilities include locker rooms/showers, banquet facilities, golf lessons, a restaurant, full-service bar, catering service, and a practice range in addition to the 18 Hole golf course. In order to continue its economic viability, the City should continue to maintain and update the golf course facility. Efforts to better utilize the golf course, including establishing a public-private partnership between the golf course facility and local businesses should be explored.

National Recreation and Park Association Standards

The National Recreation and Park Association (NRPA) general open space standards can be applied to estimate the minimum open space needed in a given community based on population.

NRPA suggests that a park system be composed of a “core” system of parkland including mini parks, neighborhood parks and playgrounds, and community parks, with a minimum of 6.25 to 10.5 acres of developed open space per 1,000 population. For the purpose of analyzing need in East Orange, an average between the two standards of 8.375 acres per thousand people was used as the standard. The exhibit below shows the results of this standard when applied to East Orange.

Table 8- NRPA Population Based Standards

| City | 1990 Pop | 2000 Pop | 1990-2000 Change | NRPA requirement | Municipal Parks (acres) | Surplus/ Deficiency |
|-------------|----------|----------|------------------|------------------|-------------------------|---------------------|
| East Orange | 73,552 | 69,904 | -5% | 585.4 | 107 | (478) |

Source: Essex County Open Space and Recreation Plan, 2003.

The New Jersey Department of Environmental Protection (DEP) utilizes several sets of standards to quantify the recreation land needs for each level of government. The standards serve as minimum guides for measuring the effectiveness of recreational open space programs being implemented by the various public sector levels. The recreation lands needs derived from these two sets of standards represent the amount of land that should be dedicated as public open space with the ability to provide direct public recreation use.

It should be noted that the DEP standards focus primarily on “recreational” lands and do not factor in open space protected solely for environmental or agricultural purposes that does not provide for direct public use.³ Although non-recreation space may protect important resources such as prime farmland, wildlife habitats, and areas with

³ 1994 N.J. Outdoor Recreation Plan, p. 97-98.

natural, scenic, cultural or historic features, they are not used for estimating the amount of open space required for recreation purposes.

Acres per Population Method

The first set of standards, “*acres per population method*,” is used to determine the amount of existing recreation open space needed to meet short term and immediate demand based on current population figures. This method generates higher recreation land requirements as the population increases. The population offers standards for the municipal and county level of government is as follows:

Acres Per Population Open Space Standards⁴

(acres per thousand)

Municipal 8

Needs Based on Population Standards

The City’s 2000 Census population of 69,904 was used to analyze the present short-term need for open space in East Orange. The total population was multiplied by the acres per population standard.

For example: 69,904 (Total municipal population/1000) x 8 (Municipal standard) = 559 acres of recommended municipally-owned active open space. As indicated earlier, the City maintains approximately 107 acres of developed or partially developed for recreation and conservation activities. It should be noted that based upon the NJTPA 2025 population projection of 76,340, the recommended municipally-owned active open space would be 611 acres. Based upon the population projection, the City would have a deficient supply of municipally-owned active open space land.

New Jersey Department of Environmental Protection Green Acres Program

The New Jersey Department of Environmental Protection Green Acres program offers financial assistance to protect environmentally sensitive open space, water resources and other significant natural and historical open space. Land purchased by Green

⁴ 1977 N.J. SCORP, p. 172; 1984 N.J. Outdoor Recreation Plan, p. 32.

Acres becomes part of the statewide system of parks and forests, wildlife management areas and natural areas. To date, more than 1.2 million acres of open space and farmland have been preserved in communities across the State.

Through the Local Assistance Program, Green Acres provides funding to county and municipal governments, and nonprofit organizations to acquire land for open space and parks. The following indicates those properties currently listed on the City’s Recreation Open Space Inventory (ROSI).

| Block | Lot | Name | Type | Green Acres Funded |
|--------------|------------|---------------|-------------|---------------------------|
| 146 | 20 | Columbian | Municipal | Yes |
| 172 | 3 | Rowley/Oval | Municipal | Yes |
| 172 | 4 | Rowley | Municipal | Yes |
| 191 | 1 | Francis Haire | Municipal | Yes |
| 250.01 | 2 | Plaza Village | Municipal | Yes |
| 360 | 2 & 24.02 | Rowley | Municipal | Yes |
| 383 | 1 | Memorial | Municipal | Yes |
| 431 | 1 | Elmwood | Municipal | Yes |
| 572 | 8 | Baldwin | Municipal | No |
| 600 | 2 | Watsessing | County | Yes |
| 754 | 11 | Orange | County | Yes |
| 832 | 6 & 20 | Soverel | Municipal | Yes |

Source: New Jersey Department of Environmental Protection Green Acres Program.

In addition, NJDEP administers the Green Acres Program which also provides funding to local governments for open space, as follows:

State Acquisition and Matching Grants: The Green Acres Program provides open space matching grants and loans to municipal and county governments, and grants to tax-exempt non-profit organizations that qualify as “charitable conservancies” (N.J.S.A. 13:88-1 et. seq.) to carry out the state’s purchase of conservation and recreation lands. Counties and municipalities can obtain grants for 25 percent of the purchase price, but local governments that have a dedicated open space funding mechanism can qualify for up to 50 percent of the purchase price.

Low-interest loans: The Green Acres Program offers loans to local governments (currently at a 2 percent interest rate, payable over 20 years) for purchase of open space and also for the development of recreational facilities.

Matching Grants to Non-Profit Organizations: Green Acres also provides matching grants to nonprofit organizations to acquire land for public recreation and conservation purposes.

Tax exemption Program: Green Acres also administers the Tax Exemption Program, which provides exemption from local property taxes to eligible nonprofit organizations that own recreation or conservation lands and permit public use of their private lands.

The City should develop an inventory of other recreation and open space parcels for designation on the Recreation and Open Space Inventory and should coordinate with the NJDEP Green Acres program for any additional funding.

Recommendations

- Continued maintenance and upkeep on existing park facilities.
- Improving the condition of playing fields.
- Monitor the need for updating equipment.
- Establish list of priority locations for open space and recreation acquisition.
- Consider nominating Marten's Park and Washington Playground to the City's ROSI list.
- Locate neighborhood parks within each Ward.
- It should be noted that a new Comprehensive Open Space and Recreation Plan will be prepared to help guide how the City can meet its open space and recreation needs. It is recommended that the Open Space and Recreation Plan incorporate existing conditions and recommendations, as documented in this plan, as part of this process.
- Rehabilitate Rowley Park, which is located off of North Arlington Avenue within the North Walnut Street Redevelopment Area, as part of the North Walnut Street redevelopment plan.

DEPARTMENT OF POLICY, PLANNING AND DEVELOPMENT

The Department of Policy, Planning & Development (PP&D) is responsible for planning duties related to land use, fiscal management, public service, redevelopment, and the administration of grant applications. This Department also serves as the technical staff for the Planning Board and Zoning Board of Adjustment. The Department is made up of four divisions which are the Community Development Block Grants, Comprehensive Planning, Economic Development, and Neighborhood Housing Divisions.

Community Development Block Grants Division

The Community Development Block Grants (CDBG) Division within the Department of Policy, Planning & Development has a multitude of responsibilities related to activities that provide direct services and physical improvements to the City's residents and neighborhoods. These activities are funded annually by the U.S. Department of Housing and Urban Development (HUD) through the CDBG Program. There are three major groupings of activities that this Division addresses. They are Public Services, Housing, and Physical and Economic Development.

The Community Development Blocks Grant Division funds a diverse range of programs and services to meet the needs in the community. Some of these programs and services are targeted to specific sub-populations, such as at-risk and low to moderate income households or to children of certain age ranges. Other programs and services are available to the community-at-large. Examples of the programs and services offered include mentoring, summer day camp, and Police Athletic League (PAL) programs for youth; employment training and placement; dental clinic services; mental health counseling; teaching library skills to the physically and mentally challenged community members; homelessness prevention; neighborhood cultural/special activities; and recreation, educational, and cultural programs for children through senior citizens.

The City receives approximately \$3 million annually from HUD to fund these various programs and services. In FY 2005, 20 percent of the City's CDBG allotment was

allocated to several City non-profit organizations for outreach and assistance to the homeless. For certain programs, the City collaborates with other organizations to provide services. For example, housing and social service providers, hospitals, and the City work together to provide homelessness prevention services. Isaiah House and the Urban Youth Development Corps are examples of collaborations where temporary shelter and social services, such as medical care, job training, and AIDS outreach, are combined.

Other programs that are part of the City's child welfare and reform outreach and education include participation in the Essex County's child welfare collaborative to reform the New Jersey Division of Youth and Family Services (DYFS) and the Weed and Seed program, a program devoted to community based leadership and positive activities.

Comprehensive Planning Division

The Comprehensive Planning Division within the Department of Policy, Planning & Development collects and analyzes data and prepares various land use related planning studies. Included among these planning studies are Redevelopment Investigation Reports and Plans and overseeing the City's Comprehensive Master Plan. Through these services the Division is able to provide sound planning information regarding growth, development, and preservation efforts.

The City's on-going redevelopment activities are a major focus for the Division which involves exploring how to balance market rate and affordable housing as a means for stabilizing the City's distressed neighborhoods, and creating and connecting the civic and arts hub with a commercial hub between Brick Church Station and Lower Main Street Redevelopment Area. The Division serves as the staff administration for two municipal boards that meet on a monthly basis – Planning Board and Board of Adjustment. Both boards are responsible for deciding land use development cases and reinforcing Master Plan objectives.

In addition to those responsibilities mentioned, the Comprehensive Planning Division oversees the site plan and subdivision application process. The City has a checklist

used for all site plan submissions, regardless of whether it is a concept plan or full site plan, as required by the Site Plan Review Advisory Committee. The Site Plan Review Advisory Committee meets on a weekly basis to accommodate growing development needs and timetables.

In order to develop stronger correlations between development projects and how they fit into the greater design of the community, it is recommended that the City add a provision to the site plan checklist for applicants to indicate how their project is or is not consistent with Master Plan recommendations and the Zoning Ordinance.

In the case of a small renovation or minor subdivision, an applicant may request waiver of the site plan review from the Site Plan Review Advisory Committee. An applicant requesting site plan review exemption must submit a request in writing indicating the stated reasons for possible exemption. While the original intent of this stipulation was to streamline the development review process, it should be noted that in most cases, site plan exemption serves as another means to circumvent implementation of master plan objectives, as well as design and administrative procedures put in place to protect the public's health, safety and welfare. It is recommended that the City revisit the site plan exemption procedures to better define when and if it is applicable, and better assurance of conformity with Master Plan objectives and design guidelines.

It is also recommended that the City strengthen its subdivision approval and deed recordation process between the following City Hall departments: Planning, Tax Assessor, and Public Works. Subdivision and deeds are not being recorded consistently amongst the three departments. As a result, different maps exist between the Public Works and Tax Assessor's Departments. In many cases, the maps are inaccurate and outdated.

While conceptual plans are not officially required under the current ordinance, the City does encourage them since they offer a way to provide general feedback and comments before an official application is submitted. It is recommended that concept plans be required for all major developments and subdivisions, and that a nominal flat

fee be assessed for all concept plan submissions. The checklist for concept plan review should reflect stronger adherence to design guidelines and state how the project does or does not relate to the goals and objectives of the Master Plan. Concept plans should be reviewed by the full Site Plan Review Advisory Committee. The roles and responsibilities of the Site Plan Review Advisory Committee should be strengthened, as opposed to just offering technical recommendations. Formal concept plan review should be charged \$200 for minor subdivisions and site plans and \$600 for major subdivisions and site plans. If an applicant chooses to proceed with their submission, then the fees would be credited toward their overall application fee.

The Department, in conjunction with the Public Works Department, collect development and escrow fees. However, there are problems with regular enforcement of the development fee ordinance. These problems stem from the following reasons: 1) limited staff capacity; 2) location of the provisions, separate from the zoning ordinance; 3) not as user friendly as it could be; and 4) limited finance capacity for recording of fees.

The heads of Policy, Planning & Development; Public Works; and Property Maintenance recently met to explore ways to amend the development fee ordinance and escrow fees charged by the city. Recommendations suggested at the meeting were to increase the amount per fee, institute a fee for redevelopment applications, and to improve fee collection. The City should ensure that all escrow fees are collected prior to the release of any Certificate of Occupancy or board approval resolution or permits. Under the current ordinance, pre-application conferences are free. It is recommended that they only be required for major developments or subdivisions, and minor development site plans, for a fee of \$75. The fees for the creation of a “property owners within 200 feet” list should be increased to reflect greater staff time allocation.

Finally, the Comprehensive Planning Division facilitates an annual Joint Board Training for Zoning Board and Planning Board members. The focus of the training was to provide cross pollination of information and ideas between the two boards, outline leadership roles and responsibilities for Board members, and review the Municipal Land Use Law and Site Plan review techniques. In addition to discussing

leadership issues, the group outlined several issues for consideration during the Master Plan Process. These include:

- Churches: concerns related to the increasing number of churches in commercial areas, and other non-permitted areas.
- Recreation and Cultural Facilities: need for additional recreation and cultural venues.
- Design Standards: concern regarding the lack of design standards.
- Auctioned Properties: Ways to better inform purchasers of the zoning ordinance provisions, including addressing substandard lots and/or non-permitted uses.

Economic Development Division

The Economic Development Division's goals include fostering the growth and retention of businesses, employment opportunities, and establishing a strong tax base for the City. To achieve these goals, the Division provides technical assistance to businesses and several economic development programs.

Recently, the Division completed a visioning project, "Bridge to Tomorrow," under the direction of the Department Director and implemented within the Economic Development Division. A copy of this visioning project is provided in the Appendix of the report. The Division is also investigating how to share essential local services with surrounding municipalities to help save costs, expanding and restructuring the East Orange General Hospital, and including 4th Avenue into the UEZ.

Currently, the Division is engaged in preparing an action plan to revitalize and market the City's inventory of vacant commercial and office space; attracting funding for commercial and neighborhood revitalization projects, exploring funding alternatives for redevelopment projects, and marketing sites that are appropriate for general types of uses and the benefits of the City's UEZ Program. To help facilitate these goals, the Division is finding ways to connect the two sides of the City through the visioning process and "branding" of parks; creating a new Business Improvement District along Central Avenue; and incorporating the arts into the City's revitalization with the creation of the Hollywood Black Box Theater and artist's work/live arrangements.



Neighborhood Housing & Revitalization Newsletter

Neighborhood Housing and Revitalization Division

The Neighborhood Housing Division within the Department of Policy, Planning & Development is responsible primarily for improving the housing stock throughout the City. This is accomplished in several ways. The Division offers assistance to developers interested in constructing new housing and rehabilitating existing housing and vacant structures. The Division oversees several state and federally funded programs to first time home buyers and to existing homeowners.

The Division is involved in or has suggested that the City’s Rent Control Ordinance be examined and improved in order to maintain affordability while upgrading living conditions, which it has not accomplished currently. Other Division initiatives include providing greater assistance to seniors to rehabilitate their homes and coordinating with PNC Bank in doing a demonstration project that provides low-interest loans over long payment schedules for seniors. The Division is also exploring how to outreach more effectively to local businesses in order to provide more housing opportunities to their employees. These outreach efforts consist of monthly home buyers workshops targeted to local employees; providing assistance to City employees in purchasing a home; finding apartment buildings for teacher housing; and development and funding of artists housing and professional housing for East Orange General Hospital employees. The six Community Housing Development Organizations (CHDO) that do work in East Orange historically have undertaken much of the infill development in the City, providing important affordable housing options. However, at this time, only two of these CHDO’s have active projects.

Recommendations

- Hire additional staff to ensure homelessness prevention programs are ongoing and to monitor the HUD funded Shelter Plus Care program.

- Hire additional staff to deal with the relocation required by some of the redevelopment projects and with the seniors.
- Improve coordination with the City's Department of Health & Human Services.
- Increase office space.
- Explore incorporating affordable housing into all new development projects.
- Plan for a mix of housing types, populations, and levels of affordability throughout the City.
- Outreach and assess issues regarding CHDO output.
- Update Rent Control Ordinance.
- Enhance assistance to tenants.
- Address the high crime rate found in the City.
- Seek to expand youth involvement in the program.
- Create a safe house.
- Use Green Acres funding to refurbish and reclaim Memorial Park from the gangs who use it inappropriately.
- Update the Zoning Ordinance Bulk Schedule to accurately reflect the permitted uses and bulk standards.
- Update the site plan checklist for applicants to indicate how their project is or is not consistent with Master Plan recommendations and the Zoning Ordinance.
- Revisit the site plan exemption procedures to better define when and if it is applicable.
- Strengthen the subdivision approval and deed recordation process between the following City Hall departments: Planning, Tax Assessor, and Public Works.
- Implement a better procedure for the filing and recording of subdivisions, and for all applications notices.
- Require concept plans for all major developments and subdivisions, and that a nominal flat fee be assessed for all concept plan submissions.

- The checklist for concept plan review should reflect stronger adherence to design guidelines and state how the project does or does not relate to the Master Plan.
- Increase the developer's fee, institute a fee for redevelopment applications, and to improve fee collection.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

The Department of Health and Human Services is responsible for a number of areas related to health and human service programs and is comprised of three divisions. These divisions are the Child and Adult Care Food Program, Employment & Training, and Health Services.

Child and Adult Care Food Program

The Child and Adult Care Food Program is reported to be the second largest program of its kind in New Jersey as well as the fastest growing program in the City. This program provides nutritious breakfasts, lunches, dinners, and/or snacks on a daily basis to State certified child care centers, pre-schools, after-school programs, and eligible summer programs in the City. In 2004, this program provided 500,000 meals to City residents. The program also offers job opportunities for children during the summer.

Employment & Training Division

The mission of the Employment & Training Division is to provide a job training system that ensures a skilled and productive workforce to support a healthy City economy. The staff's salaries are paid through the City's operational budget, and in FY 05, they received \$90,000 from the City's CDBG funding. The Division has requested \$100,000 of funding in FY 06.

The Division's customers are the general public, employees facing lay-offs, long-term unemployed or underemployed residents, youth, and employers seeking skilled workers. The Division works with the private sector, educational systems, community based organizations, and federal and state job training programs in order to prepare youth and adults for entry into the labor force, to enhance employment opportunities,

and to offer job retraining and placement to dislocated and underemployed individuals. The Division also assists employers in hiring skilled workers and offers employers space at the Division office to interview job applicants. A selection of the programs targeted to youth, adults, and employers follows below.

Youth Employment Services

Approximately 1,000 youth participate annually in the Division's youth programs. These programs include an after-school program, year round job placement, Volunteer Corps, and the Colgate Power Project the Model UN (United Nations) Youth program where 15 children participate. The youth involved in the Volunteer Corps have the opportunity to participate in National Youth Day, CDBG Week activities, and clean-up and maintenance activities.

As a result of participating in these programs, the youth learn responsibility, valuable employment skills, and service to the community-at-large.

Adult Employment Services

Approximately 350 adults annually take advantage of the Division's Adult Employment Services. The East Orange Skill Center and the Jersey Gardens Mall Skill Center offer workforce development training to approximately 100 individuals. As part of the Division's Job Fair, the Division strives to link residents to construction employment for the development and redevelopment projects occurring throughout the City. At the monthly Job Club meetings, Division staff troubleshoots various issues such as enhancing one's own marketability to employers and securing suitable employment.

General Services

The Division also offers general services to all of its customers to help market themselves most effectively, locate appropriate employment, and offer training on various topics. Some examples of these services are Resume and interview preparation assistance, typing skills tests, Career Resources library, and computer software instruction.

The Division is also undertaking new initiatives. These include offering drug testing and organizing an all-day session on sexual harassment, customer service, and overall inter-departmental cooperation for approximately 500 City staff members.

Health Services Division

The Health Services Division is comprised of and responsible for a vast array of programs and services. Some examples are environmental health services, public health education, the WIC (Women, Infants, and Children) program, and substance abuse programs.

Pregnancy and Child Care Programs

The Division’s public health programs include teen pregnancy prevention, Healthy Mothers/Healthy Babies, well baby care, parenting classes for young parents, Infants-Mothers-Families, immunizations for children who are underinsured or uninsured, and the Junior’s Closet which has donated baby clothing, car seats, and walkers. The WIC program is federally funded and is a special supplemental food program for pregnant and nursing women and for infants and children up to 5 years of age. The program serves all of Essex County except for Newark and Irvington. The Childhood Lead Poisoning Prevention Program offer community education and awareness about dealing with lead poisoning and health screenings of the City’s children.



Lead Protection Program

Although the City offers a number of programs for children, currently there is no emergency facility for pediatric services in East Orange General Hospital. Since Orange Memorial EMS closed, these children must be sent to St. Barnabus or other hospitals in neighboring municipalities. The City and the hospital should explore ways to fill this important need.



Senior Services Newsletter

Senior Services

As described previously in the CDBG Division section of this plan element, the City provides a number of senior services funded by the CDBG program. Seniors 62 years of age and older and disabled individuals of all ages are the recipients of these programs. It is the City’s second largest program with approximately 3,000 members and offers a variety of recreation, cultural, and educational programs. Seniors may

take advantage of the daily transportation services for medical appointments and shopping; obtain assistance completing applications for entitlement programs, insurance, and home energy payment and system replacement; be pre-screened for food stamps; and participate in the exercise and arts and crafts classes and intergenerational programs, among other activities. East Orange also serves its elderly residents through an Annual Senior conference and the Mayor's Senior Volunteer Corps where volunteers assist in planning events and activities.

The Senior Center is located at 7 Glenwood Avenue, but the building requires major renovations and more space is necessary for various purposes. For example, to raise additional funds, the center would like to rent out its all-purpose room, but that requires a larger kitchen and a facility manager. Currently, renovations are under way at 28 Washington Street with funding provided by the state.

Environmental Health Services Programs

The Environmental Health Services Program is responsible for the inspection and enforcement of codes related to retail food establishments, day care centers, boarding homes, nursing homes and hospitals. Investigations are also done regarding communicable diseases, nuisance complaints, swimming pools, and tobacco violations. The City contracts with Essex County for water quality and gas leak inspections. The Environmental Health Services Program coordinates with Code Enforcement to list problem properties with their violations. Enforcement of the City's codes are done by assessing fines.

Rodent control is another important responsibility for this program. The Department of Health and Human Services is attempting to include Rodent Control practices as a part of every contract for demolition and construction of new properties. Existing laws address garbage, property maintenance and litter control. New laws will be more specific to multiple dwellings, pet/animal droppings, and establishments that handle large volumes of food such as supermarkets and restaurants.

Recommendations

- Upgrade the Department of Health building by installing an elevator, ramp, and air conditioning.
- Hire additional staff that have the appropriate skills to assist the Employment Division customers most effectively.
- Hold the Job Fair annually.
- Separate administrative space from training space.
- Create a separate youth center for training purposes.
- Obtain more computers and updated software programs.
- Obtain additional funding for staffing and programs.
- Locate space for substance abuse and senior citizens, job training, and development.
- Update Rodent Control Ordinance.
- Strengthen the relationship between the City and East Orange General Hospital to collaborate on projects and share resources.
- Hire additional staff to do more outreach and maintain database and hire more summer youth employees.
- Make senior ID cards.
- Need Commercial Drivers Licensed drivers and vehicles.
- Purchase additional furniture and create a commercial kitchen for senior center.
- Network/connect with other departments.

DEPARTMENT OF PUBLIC WORKS

Introduction

The Department of Public Works has responsibility in a number of areas related to infrastructure and public amenities, maintenance, and improvement. The Department manages buildings and grounds maintenance, sanitation, streets, trees, traffic control devices, the public works garage, administration, and planning and construction. Since the 1990 Master Plan, the East Orange Department of Public Works was reorganized, and subsequently parks, water and sewer, and property maintenance/code enforcement are now under other divisions. The water, sanitary sewerage and storm water systems were transferred to the East Orange Water Commission (EOWC) in



East Orange Public Works Garage



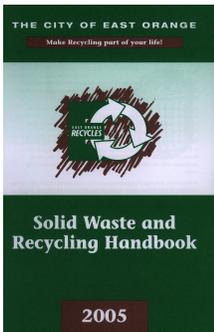
East Orange Water Commission

1996; park maintenance and development is under the Recreation Department; and property maintenance and code enforcement has its own department.

Headquarters and Divisions

The headquarters for the Public Works Department is located within City Hall; operating divisions are housed at the Central City Garage at 333 Glenwood Avenue and the Municipal Yard at 133 Midland Avenue. In total, the Department is comprised of 60 workers working within seven divisions. The divisions include:

- Plans & Construction: responsible for Public Works construction projects and maintaining the street numbering system and tax maps.
- Public Buildings: provide repairs and maintenance to City Hall, Health Department, Municipal Court, and Police Headquarters.
- Solid Waste and Recycling: supervises the collection of recyclable items and monitors solid waste, leaf and bulk removal.
- Garage: maintains the City’s motor vehicles.
- Shade Tree: maintains more than 17,000 shade trees lining the streets of East Orange.
- Street Drains & Traffic Maintenance: maintains and repairs roadways, traffic lights, and instructional signs.
- Clean & Green Center: assists in clean up and beautification projects.



East Orange Solid Waste and Recycling

Roadway Improvements

The Public Works Department, under the Street Drains and Traffic Maintenance Division, is responsible for overseeing improvements to the City’s roadways. Some recent improvement locations include:

- South Harrison Boulevard- the roadway underwent a complete reconstruction including widening, sidewalks, curbs, and trees.
- Prospect Avenue- a pedestrian mall, with landscaping, paving, and ornamental street lights was recently completed.
- Additional construction projects are also planned on Springdale Avenue and 4th Avenue, where all sections are in need of reconstruction and pavement to achieve ADA compliancy. The improvements will also include installing bike grades and NJPDES inlets.

- Construction is planned for Greenwood Avenue through NJDOT funding.

According to City of East Orange's 5 Year Plan, there are a number of planned roadway improvements that are scheduled for the 2005 and 2006 Fiscal Year budget, as indicated in the Circulation Plan Element.



On-going Roadway Improvements

As part of other identified capital improvements, the East Orange Public Works Department plans to re-lamp all traffic signs on local roadways and within each public building. Given the flooding from the Second River Channel and the erosion resulting along the embankment, the Public Works Department will be reconstructing the channel walls. Finally, the Department will be purchasing a salt storage dome which will be housed at the Midland Avenue facility.

Solid Waste Disposal

Administrative responsibility for collection and disposal of solid waste rests with the Solid Waste and Recycling Division within the Department of Public Works. Refuse collection service, however, is contracted out to private carters with 6-year terms.

Annually, the City spends between \$4.5-\$5 million in fees for hauling and dumping of the City's waste. Waste collections occur 3 times per week per location, but pickup occurs daily throughout the City. The City is responsible for waste collection at all residential buildings and apartment buildings, while most commercial establishments are responsible for their own solid waste disposal.

The amount of waste produced by the City is ever-increasing, possibly caused by the general habits of the population. Although East Orange previously shipped all waste to a transfer station in Newark to an out-of-state landfill, today currently 15-20% of the waste is taken to the landfill and the remaining waste is hauled to the incinerator. Tipping fees between the two methods vary slightly: for incinerator waste cost is \$74.70 per ton and for landfill waste cost is \$80.60 per ton.

Since the prior Master Plan, the Department is also working on a new garbage collection plan for large apartments which would substantially clean up the City.

Recycling

East Orange operates a mandatory recycling program both independently and through a private vendor. The City recently placed the 2006 Solid Waste and Recycling handbook on the City's website. The Public Works Department collects newspapers, bottles and cans, cardboard, metals and used motor oil from apartment buildings which have more than 50 units. A contractor collects newspapers, bottles and cans from all other apartment buildings and residential dwellings; cardboard from all commercial buildings; and refrigerators, air conditioners and freezers from all locations.

Residential recycling is collected every other week, and large apartment buildings and commercial buildings are collected weekly.

There is no collection fee, however all materials that are collected by the contractor are handled by the contractor. Since the last Master Plan, the Department of Public Works has developed a successful relationship with the Board of Education to help increase recycling awareness and education. In association with the Board of Education and as part of the continued outreach, the Department has held recycling and beautification projects with the schools, Chamber of Commerce, City block associations and senior citizen groups.

Recommendations

- The Public Works Department is currently looking for additional staffing to keep up with the demands.
- Property maintenance issues, as well as roadway and sidewalk improvements, are needed throughout the City.
- In cases of redevelopment, the Department should continue to oversee construction with contribution from the redeveloper.
- The Public Works Department recommended the need for additional sewerage, since during the maximum flow, the current facilities are two thirds full. A need to address the flooding within Ward 5 is also an issue.
- Improve communication about the recycling schedules and education to residents.

- Make recycling more user-friendly through the establishment of a calendar and via the City's website.
- Continue to place the annual Solid Waste and Recycling Handbook on the City's website.

EAST ORANGE WATER COMMISSION

Introduction



East Orange Water Reserve

The City of East Orange is entirely served by public water, sanitary and storm water systems. The city's water comes from 18 artesian wells in four well fields located at the 2,300-acre East Orange Water Reserve, which is located in portions of nearby communities of Millburn, Livingston and Florham Park. Ancillary facilities include a pump station located in Millburn and an 10 million gallons per day (MGD) storage reservoir in Maplewood. Commercial users account for 65 percent of water use while residential usage accounted for 35 percent. Between 1996 and 1999, the EOWC spent \$12 million to update sewer lines and perform major cleaning to facilities. These improvements have reduced emergency calls from flooding.

Goals and Objectives

The East Orange Water Commission has significant plans for the next five years which include major infrastructure improvements and capital projects. The goals of these efforts are:

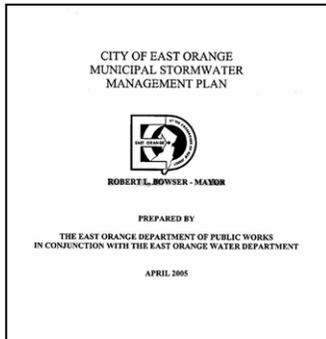
- To meet and exceed homeland security standards.
- To improve management capabilities.
- To increase productivity.
- To reduce operational expenditures.

The city analyzes three systems servicing the City of East Orange including:

- Water acquisition, treatment, and distribution system.
- Sanitary sewage collection and distribution system.
- Storm water drainage system.

Stormwater Management

The City of East Orange prepared a Municipal Stormwater Management Plan (MSWMP) in 2005 which addressed stormwater-related impacts. Performance standards are placed on new major development – defined as projects that disturb one or more acre(s) of land. These standards are intended to minimize the adverse impact of stormwater runoff on water quality and quantity and the loss of groundwater recharge. This plan describes long-term operation and maintenance measures for existing and future stormwater facilities. The plan also illustrates project designs that include low impact development techniques. The plan is a mitigation strategy for when a variance or exemption of the design and performance standards is sought.



East Orange Stormwater Management Plan

Goals of the MSWMP are to:

- Reduce flood damage to life and property.
- Minimize any increase in stormwater runoff from new development.
- Reduce soil erosion from construction.
- Assure adequacy of existing and proposed in-stream structures (bridges).
- Maintain groundwater recharge.
- Prevent any increase in non-point pollution.
- Maintain stream channels for biological functions and drainage.
- Minimize pollutants from new and existing development.
- Protect public safety through the proper design and operation of stormwater basins.

In 1997, over half of the City's land was impervious, which decreases groundwater recharge and base flows in streams during dry weather periods. In order to reduce the negative impacts, the MSWMP recommended certain changes to be applied to existing ordinances in the Land Use and Development Chapter of the City Code in order to incorporate nonstructural stormwater management strategies. These changes included:

- Section 50-88: *Off-street Parking and Loading Areas* was amended to allow the use of pervious paving materials to minimize stormwater runoff and promote groundwater recharge.

- Section 50-89: *Landscaping* of developed area is required to be sufficient to prevent erosion, enhance climate control, soil, privacy and aesthetic conditions.
- Section 50-90: *Buffer Specifications* was amended to require the use of native vegetation for site buffers in order to require less fertilization and watering than non-native species.
- Section 50-96: *Stormwater Management* states that development which necessitates enlargement of current drainage structures will pay the pro rata cost of such improvements. This section also indicated that all new drainage facilities shall be required to be NJPDES compliant.

Capital Projects

Capital improvement projects planned for the East Orange water acquisition, treatment and distribution system (WATDS) for the 2005 fiscal year totaled \$2.3 million. In the water acquisition, treatment, and distribution section of the department, seven projects are planned in order to meet Homeland Security Standards:

- Project #1 is for the acquisition and installation of a Supervisory Control and Data Acquisition system (SCADA) to more efficiently monitor water levels.
- Project #2 is for the acquisition and installation of biometric technology utilizing the fingerprint matching, identification, and verification system which will provide security to certain locations.
- Project #3 is for the acquisition and installation of an intellectual video surveillance system for added security.
- Project #4 is for the acquisition and installation of security vehicular gates and fencing with an intrusion detection system for security purposes.
- Project #5 will provide funding for the acquisition and installation of industrial standby back-up power generators for continuous supply of electric in case of power failure.
- Project #6 is associated with a voice, data, and video-over IP system which will allow for delivery of information to a central source, imperative for the security and operational effectiveness of a security system.

- Project #7 is for the upgrade of the EOWC water treatment operations.

Operational Upgrades

In total, the operational upgrades from FY 2005 through FY2010 for the following projects are estimated to cost East Orange \$20.4 million.

- Project #8 is to acquire remote radio-read water meters which would allow readings without physically assessing the location.
- Project #9 is for the installation of two new well fields to meet growing demands and the connection to the EOWC Water System.
- Project #10 is intended to provide a clean water reservoir to insure needed operational supply and backup volume of water.
- Project #11 is for an underground water connection to the remote water supply areas.
- Project #12 is planned for a replacement of EOWC's aging motor vehicle and heavy equipment fleet.
- Project #13 is to locate and acquire a building to house and properly dispose of motor vehicle related waste in order to reduce environmental pollutants from entering the air and roadways.
- Project #14 is intended for general upgrades of the EOWC system infrastructure in order to meet water quality standards with current and future demands.
- Project #15 includes funds for a GIS software system to track the flow of water throughout the city.

| Table 10 Water Acquisition, Treatment and Distribution | | | | | | | |
|--|---------------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| Project # | FY 2005 (\$) | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 | Total Cost (\$) |
| 1 | \$1.25 M | 0 | 0 | 0 | 0 | 0 | \$1.25 M |
| 2 | \$100,000 | 0 | 0 | 0 | 0 | 0 | \$100,000 |
| 3 | \$50,000 | 0 | 0 | 0 | 0 | 0 | \$50,000 |
| 4 | \$75,000 | 0 | 0 | 0 | 0 | 0 | \$75,000 |
| 5 | \$500,000 | 0 | 0 | 0 | 0 | 0 | \$500,000 |
| 6 | \$25,000 | 0 | 0 | 0 | 0 | 0 | \$25,000 |
| 7 | \$300,000 | 0 | 0 | 0 | 0 | 0 | \$300,000 |
| Total Homeland Security Funding | \$2.3 M | 0 | 0 | 0 | 0 | 0 | \$2.3 M |
| 8 | \$500,000 | \$750,000 | \$250,000 | 0 | 0 | 0 | \$1.5 M |
| 9 | 0 | \$100,000 | \$2.9 M | 0 | 0 | 0 | \$3.0 M |
| 10 | 0 | \$100,000 | \$1.9 M | 0 | 0 | 0 | \$2.0 M |
| 11 | 0 | 0 | \$100,000 | \$2.9 M | 0 | 0 | \$3.0 M |
| 12 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1.5 M |
| 13 | 0 | \$50,000 | \$300,000 | \$150,000 | 0 | 0 | \$500,000 |
| 14 | \$250,000 | \$500,000 | \$2.0 M | \$2.0 M | \$2.0 M | \$2.0 M | \$8.75 M |
| 15 | 0 | \$10,000 | \$140,000 | 0 | 0 | 0 | \$150,000 |
| Total Operational Upgrades | \$1.0 M | \$1.76 M | \$7.84 M | \$5.3 M | \$2.25 M | \$2.25 M | \$20.4 M |
| <i>Source: East Orange Water Commission 2005 Fiscal Year Budget.</i> | | | | | | | |

In the Sanitary Sewerage Collection Division of the Department, the following six upgrade projects are planned:

- Project #1 is for the design, development, construction and implementation of sanitary flow meters to monitor the collection transmitted to the Passaic Valley Sewerage Authority. This metering system is estimated to cost \$1 million.
- Project #2 is for the acquisition of a new Sanitary Sewer Jet Vacuum Vehicle to compensate for the two aging jet vacuum vehicles the city currently operates.
- Project #3 is for the continual upgrade of the Division's vehicle fleet.
- Project #4 is for the acquisition and implementation of a GIS software system to track sanitary sewerage flow and identify areas in need of improvement.
- Project #5 is budgeted for annual upgrades to the system including sewer lines, manhole access points, operational facilities, and sewer interconnections.
- Project #6 is associated with the sanitary sewerage collection for a Remote-control Portable Video Inspection Unit and related equipment operating software to allow for immediate observation of troubled areas.

The Storm Water Drainage System (SWDS) accounts for \$1.94 million of the EOWC budget through 2010. In the SWDS there are four projects planned:

- Project #1 is for a new Dump Body Catch Basin and Jetting System Vehicle, which will reduce damaging flood prone areas throughout the City.
- Project #2 is for the equipping of a new pickup to assist in fulfilling duties and assignments related to the SWDS.
- Project #3 is to implement a GIS software system to track storm water drainage flow and identify areas in need of improvement.
- Project #4 is for annual upgrades to drainage facilities.

The fiscal year with the largest budget is FY 2007, where \$8.96 million is allocated to the EOWC for capital projects. A total cost of \$28.5 million is estimated between 2005 and 2010.

Table 11 Sanitary Sewer Upgrades

| Project # | FY 2005 (\$) | FY 2006(\$) | FY 2007(\$) | FY 2008(\$) | FY 2009(\$) | FY 2010(\$) | Total Cost (\$) |
|----------------------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|
| 1 | \$1.0 M | 0 | 0 | 0 | 0 | 0 | \$1.0 M |
| 2 | \$175,000 | 0 | 0 | 0 | 0 | 0 | \$175,000 |
| 3 | \$40,000 | 0 | \$35,000 | 0 | \$35,000 | 0 | \$110,000 |
| 4 | 0 | \$10,000 | \$140,000 | 0 | 0 | 0 | \$150,000 |
| 5 | \$100,000 | \$250,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2.35 M |
| 6 | 0 | \$50,000 | 0 | 0 | 0 | 0 | \$50,000 |
| Total SSCS Upgrades | \$1.32 M | \$1.76 M | \$7.84 M | \$5.3 M | \$2.25 M | \$2.25 M | \$20.4 M |

Source: East Orange Water Commission 2005 Fiscal Year Budget.

Table 12 Stormwater Drainage Upgrades

| Project # | FY 2005(\$) | FY 2006(\$) | FY 2007(\$) | FY 2008(\$) | FY 2009(\$) | FY 2010(\$) | Total Cost (\$) |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|
| 1 | \$200,000 | 0 | 0 | 0 | 0 | 0 | \$200,000 |
| 2 | \$30,000 | 0 | 0 | \$30,000 | 0 | \$30,000 | \$90,000 |
| 3 | 0 | \$10,000 | \$140,000 | 0 | 0 | 0 | \$150,000 |
| 4 | \$50,000 | \$250,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1.5 M |
| Total SSCS Upgrades | \$280,000 | \$260,000 | \$440,000 | \$330,000 | \$300,000 | \$300,000 | \$1.94 M |

Source: East Orange Water Commission 2005 Fiscal Year Budget.

Table 13 Total Capital Budget

| | FY 2005 (\$) | FY 2006 (\$) | FY 2007 (\$) | FY 2008 (\$) | FY 2009 (\$) | FY 2010 (\$) | Total Cost (\$) |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Total | \$4,895,000 | \$2,330,000 | \$8,955,000 | \$6,130,000 | \$3,085,000 | \$3,080,000 | \$28,475,000 |

Source: East Orange Water Commission 2005 Fiscal Year Budget.

Recent Improvements

The Department has completed a number of facilities improvements intended to upgrade administrative and supply capabilities. East Orange is looking to build two new wells and a support structure for surplus water.

In 1996, East Orange formed an agreement with South Orange and Newark whereby East Orange supplies water to these municipalities.

Billing and other data has been computerized, and the Department has generated revenue through the sale of specialized software it has developed. Also, the city is installing read meters to electronically track usage more efficiently.

Recommendations

- Upgrade and maintain East Orange Water Commission building.
- Continue vehicle upgrading and equipment replacement, in accordance with the Commission's fiscal budget.

INFORMATION TECHNOLOGY

The report, "Initial Assessment of East Orange Information Technology," was prepared by Bernadette Kucharczuk as background and support for the FY 06 Data Processing Department Budget Request. Each City department was contacted individually and a meeting was conducted with key departmental staff to discuss the important challenges they face and to explore the potential ways technology may assist them in reaching their goals. This assessment examines and reports on the information technology deficiencies and needs of the various City Departments and recommendations to help the City function more effectively and efficiently – both in terms of cost and resource efficiency. This assessment was presented to the City Council in September 2005.

In conducting these Departmental interviews, it was found that several departments would have areas of common concern. The following summarizes these common concerns:

- A highly decentralized and fractured technology infrastructure.
- Lack of a solid and uniform IT infrastructure across departments.

- Lack of formal staff training in computer operations and applications.
- Need to improve functionality and integration of data between Departments.
- Lack of personnel and financial resources.
- Lack of a regular and orderly fashion of equipment turnover.

Recommendations

These recommendations are based on the Information Technology (IT) assessment. Taking into account the cost and risk of remedying each problem or concern, the assessment identifies the following as a recommended priority for addressing these important issues:

- Address security of systems and network.
- Provide access to calendaring, internal e-mail and intranet to all.
- Arrange for training of employees in various areas.
- Eliminate SPAM.
- Address telecommunication charges.
- Provide file and print sharing across departments.
- Begin standardization of forms.
- Eliminate the multi-function machines.
- Implement document management / workflow system.
- Update the City's website.
- Collaborate with the Public Works Department on the development of a full GIS database.

These recommendations fall under the three following goals for establishing the newly reconstituted Data Processing Department. These categories are infrastructure, training, equipment and licensing.

Infrastructure – The configuration of the IT infrastructure is problematic. This can be fixed either by gradually morphing the existing infrastructure with the new infrastructure or a faster process that requires more down time (over a weekend) but faster results. Each has its pros and cons. The City administration or Council should either direct which they prefer or allow the technical staff to select the method.

Training - Training employees in security, server and network operations, and productivity tips was scheduled to begin in September 2005. In addition, training in other specific business applications was also being arranged.

Equipment and Licensing – Establishing a cycle to replace and renew equipment and licensing in a way that stabilizes the costs over time is essential. The City must begin with an inventory all of its equipment, software, and other hardware. The City should explore intermunicipal collaboration to pool resources and leverage buying power into lower buying prices of all desktop applications and client access licenses. This will enable East Orange and other municipalities to access Microsoft's Enterprise Agreement. The assessment states that initiating the cycle and turnover of computer hardware will be challenging in the first few years, but cycling of computers will become a stable line item in the budget and a normal cost of doing business.