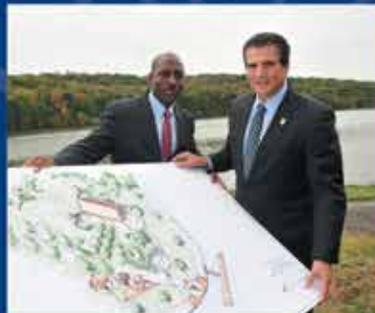


MAYOR  
DWAYNE D. WARREN, ESQ.  
PRESENTS

100+

**DAYS OF PROGRESS  
MOVING ORANGE FORWARD**





THE CITY  
of  
ORANGE TOWNSHIP, NEW JERSEY  
Honorable Mayor Dwayne D. Warren, Esq.

Dear Neighbors and Friends:

On behalf of my Administration, I am submitting the attached report, "*100 Days of Progress: Moving Orange Forward*", to the citizens of Orange Township. This progress report is a summary of our administration's achievements during the early months of my time in office. Residents throughout the city will have the opportunity to review this report in the form of a printed document, as well as a downloadable Adobe Acrobat pdf file on our City website.

The City of Orange Township is a vibrant place, filled with people committed to making it even better. Our mission is, and will continue to be, Moving Orange Forward. The first 100 days of our Administration have demonstrated a real commitment to the residents of Orange in the areas of housing, public safety, cleaner streets, infrastructure enhancements and an overall improvement in their quality of life.

In our first 100 days in office, we reorganized our government in order to deliver citizen services more effectively and efficiently. We have "right-sized" our city government by consolidating city departments by eliminating unnecessary waste and contractors. We are pursuing inter-agency contracts, and collaborating with surrounding towns to improve public safety and save tax dollars. When it comes to job opportunities, we make every effort to hire Orange residents first to help move our City forward. Our Administration has focused on bringing responsible development to Orange. In one instance, we have partnered with L&M Group for the South Essex Avenue Urban Renewal Project. This project will include 64 market moderate-income residential units, eight unrestricted, and over 10,000 square feet of retail space. We negotiated a leasing agreement with Essex County, leasing our Orange Reservoir to the County for \$1.6 million. Our property will be beautified and will remain Orange Township's greatest natural resource.

I believe the first 100 days of this administration have set the tone for a new relationship based on open, responsive government that puts you, the residents of Orange, first. There is still much more to do, but we are off to a great beginning that everyone—staff and residents—can be proud of.

Yours In Service,

Hon. Mayor Dwayne D. Warren, Esq.

City of Orange Township

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CITY OF ORANGE TOWNSHIP, NEW JERSEY  
MISSION STATEMENT

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The people of Orange Township, New Jersey are the only reason we are here. We are committed to serving our family and neighbors by providing ethical and responsible local government, so that everyone can enjoy the benefits of living and working in our City.

# 100+ DAYS OF PROGRESS

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## MOVING ORANGE FORWARD



**Willis Edwards III**  
Deputy Director  
Business Administration

—  
Bachelor of Arts,  
William Paterson  
University

Masters Degree,  
Finance & Advance  
Business Management,  
Columbia University

### Department of Administration

Under the leadership of Deputy Business Administrator Willis Edwards III, the Department of Business Administration has launched several successful initiatives to make the City of Orange Township a great place to live, work and do business. Mr. Edwards has navigated through a tough economic climate, to fulfill a mandate to make Orange a destination City and a challenging leadership transition. He has “right-sized” government to make it more efficient and brought a positive customer service culture to city hall. The milestones Mr. Edwards’ office has achieved include:

- A comprehensive fiscal audit and collection effort to recoup over one million dollars’ worth of improperly dispersed payments to former city employees
- Saving the municipality \$500,000 by replacing a contractor with in-house staff, without compromising services to residents
- Consolidation of the departments of Public Works and Planning to reduce the city payroll by \$100,000 and increase efficiency
- Saving \$125,000 by replacing a full-time engineer with a part-time position—with no reduction of service to citizens
- The creation of a Communications and Information Technology department to keep the public informed with the use of traditional and new media with upcoming online bill paying services
- The establishment of shared service agreements to cut costs and maximize city-wide resources, such as the Orange Township Library, Public Works equipment, FEMA/Hurricane Sandy reimbursement as well as an in-house mechanic and carpenter



**Adrian Mapp**  
Director, Finance  
Department

—  
Bachelor of Science,  
Accounting, Rutgers  
University;  
Masters Degree,  
International Business,  
Farleigh Dickerson  
University; Certified  
Public Accountant;  
Certified Municipal  
Finance Officer

### Finance Department

Mayor Warren has tasked Finance Director Adrian Mapp with the responsibility of restructuring the finance department, using processes and procedures that ensure an efficient, affective and transparent operation with enhanced controls leading to better outcomes.

During the first few months of the Warren Administration the Finance department has made significant progress in streamlining and strengthening the operations of the Township by doing the following:

- Developed Warning Trends to present information on the fiscal strength of the City of Orange. This will help the administration and the general public understand the City’s financial condition and how it has changed over time
- Discontinued the practice of confirming orders, eliminating over expenditures—bringing the Township into state compliance
- Provided monthly fiscal reports to the governing body
- Reduced the number of items advertised for tax sale—indicating an improved tax collection rate

- Transitioned from a handwritten general ledger system to a reliable financial reporting system which allows for maintenance of all funds in the general ledger in accordance with Technical Accounting Directive # 3, a state requirement
- Trained city personnel on appropriation processing through the requisition and purchase order system that allowed for all back data to the beginning of the year to be entered, making it possible to produce budget status reports that at a minimum reflect accurate, up-to-date information for salary, wages and other expenses in each department
- Implemented a standardized four-part receipt process that provides efficient reporting of funds collected by all municipal departments



**Dan Smith**  
City Attorney

—  
Bachelor of Arts,  
University of Detroit;  
Master of Legal Letters,  
Temple University;  
Jurist Doctorate,  
Howard University

## Law Department

Over the last 100 days, Mayor Warren appointed Dan Smith as City Attorney. Under Mr. Smith's leadership, the Law Department has continued to resolve labor matters and other issues. Notably, Mr. Smith engaged in hard-line negotiations for a lease agreement for the Orange Reservoir which was approved by City Council. Additionally, several ordinances were drafted to address drug zones, dumpsters, and parking. As it resolved residual, ongoing litigation against Orange, the Law Department also offered legal advice and counsel to City departments.

## Department of Community Services

Over the last 100 days, Mayor Warren appointed Wendy Sykes as Director of the Department of Community Services. With the support of the Warren administration, Ms. Sykes has worked tirelessly with the Department of Community Services to build stronger families and communities through evidence-based health initiatives and information exchange, including:

- Implementation of a Strategic Task Force
- Organizational restructuring to streamline services
- New adult health clinic
- Community Health Fair
- Senior vaccine program in collaboration with the Orange Health Department
- Pet health outreach initiative in collaboration with Animal Control and the Associated Humane Society
- Flu and pneumonia clinics for children and seniors

*Free transportation to many public events, and coordination of wellness programs are just some of the services The Department of Community Services provides Orange residents.*





**Wendy M. Sykes, MHS**

Director, Community Services  
Health and Human Services

—

Bachelor of Arts,  
Upsala College;  
Master of Human Services,  
Lincoln University

In reaching out to the Orange community, the Department of Community Services has also held and collaborated on several events throughout Orange, including:

- **National Night Out:** 32-vehicle caravan consisting of law enforcement agencies, elected and public officials, community groups and other agencies visited block parties throughout Orange to promote nonviolence and crime prevention.
- **Family Fun Day:** Promoted community awareness of available services, while promoting healthy families and communities. Participating vendors included: the Salvation Army, the New Jersey Department of Education, Loving Care, Premier Adult Day Care Center and East Orange General Hospital.
- **Stop the Violence Basketball Game:** Played in memorial to the son of one of Orange’s Councilmembers to prevent future violence.
- **Community Softball Game:** Orange Police Department v. Orange Fire Department
- Annual Senior Wellness Day
- Sponsored senior outing to the play, *For Colored Girls*
- Orange Board of Education’s “The Black Star Project Million Father March”

### Division Of Community Affairs

Mayor Warren appointed Deputy Director Adrienne Wooten to serve the children, young adults and senior community of Orange through the Division of Community Affairs. The Division’s mission is to enhance residents’ quality of life by promoting good physical and mental health, preventing illness and injury, protecting the environment, and providing recreational services to residents of all ages. Since July 1, the department has:

- Effected graffiti repair in Central Playground
- Performing a detailed analysis of each sports program budget in order to make necessary adjustments to run each program efficiently
- Approved an ordinance to amend Chapter 88, entitled fees of the code of the City of Orange Township



**Adrienne Wooten**

Deputy Director,  
Division of Community Affairs

—

Bachelor of Arts,  
Kean University

*Despite budget constraints, The City of Orange Township was able to sponsor events and still hold the line on spending.*

*(Pictured from left to right: Councilmember Donna K. Williams, Mayor Dwayne D. Warren and Councilmember Elroy A. Corbitt)*



*Community events, like the Mayor's Senior Picnic, were held throughout the summer of 2012.*



- Establishment of a master plan for the maintenance of the city's parks.
- Pooled resources with the Police and Fire departments to successfully organize and execute a National Night Caravan of 32 vehicles including two bus loads of senior citizens.
- Partnered with various departments to successfully organize the Senior Picnic, which was attended by over 360 seniors
- Coordinated a city-wide effort to successfully organize and execute a Caribbean Festival. An estimated 2,500 people attended the event
- Worked with the Italian community to successfully organize and execute an Italian festival. An estimated 2,500 people attended the two day festival.
- Pooled resources with the Police, Fire and other City departments to successfully organize and execute a National Night Caravan of 32 vehicles—including two bus loads of senior citizens.



**Hakim Sims**  
Director, Orange Police  
Department

—  
CE, Criminal Justice,  
University of Virginia;  
Graduate,  
Federal Bureau of  
Investigations (FBI)  
Executive Leadership  
Program

## Orange Police Department

Over the last 100 days, Mayor Warren appointed Hakim Sims as Director of the Orange Police Department. Mr. Sims has worked to fulfill Orange Police Department's commitment to providing essential and professional services to all who live, work, and travel throughout Orange. Through vigilant monitoring and evaluation of their methods, the Orange Police Department began making changes that have placed it on track to becoming one of Essex County's premiere police forces.

Specifically, the Orange Police Department accomplished the following:

- New computer-aided dispatch system
- Prioritization of a City-wide camera system
- Re-configured personnel to maximize efficiency
- Renewed working relationships with external law enforcement agencies

In an effort to maximize efficiency, the Orange Police Department continues to monitor its operations and has identified goals and objectives designed to move the Police Department and the City of Orange forward.



**Todd Warren**  
Deputy Director,  
Orange Police  
Department

—  
Bachelor of Arts,  
Political Science,  
University of  
Massachusetts Amherst

—  
Internal Affairs,  
Essex County  
Department  
of Public Safety;  
Former Warden,  
Essex County Youth  
Detention Center;  
Former Director,  
Essex County Youth  
Detention Center



**Michael R. Dowd**  
Fire Director

—  
Kean University;  
Certification,  
United States Fire  
Academy

## PAL

The Orange Police Department recognizes the importance of the Police Athletic League (PAL) and intends to establish an Orange PAL that is designed to provide young people with a safe space to participate in athletic, social, cultural, and educational programs. The Orange PAL will provide structure, discipline, and a forum in which young people may express themselves.

## Gang Intervention and Prevention Program

To combat gang activity within the City of Orange Township, the Orange Police Department is establishing a Gang Intervention and Prevention Program that will be based on a city-wide gang assessment to identify gang leadership and organizational structures in Orange. Armed with this information, the Orange Police Department will collaborate with Gang Units at the Essex County Jail, Essex County Prosecutor's Office, New Jersey State Police, and the New Jersey Department of Corrections. A key factor in this initiative is collaboration between Orange Police Department and Saving Our Selves (S.O.S.), a non-profit organization dedicated to decreasing gang violence through preventive educational programs, direct intervention, and mediation, while mobilizing the community in a broad-based, grassroots coalition.

## Chaplains Program

To serve those in need of spiritual support during emergencies, the Orange Police Department will re-establish its Chaplains Program. Participating clergy will be on-call to provide assistance in the following areas:

- Domestic disturbances
- Alcohol and drug abuse
- Lonely and/or despondent people
- Bereavement counseling
- Suicide attempts
- Death notifications

## Orange Fire Department

Faced with massive budget and manpower cuts by the prior administration, the Orange Fire Department has struggled to rebuild itself. With the support of Mayor Warren, Fire Director Michael R. Dowd has ensured that Orange Police Department is moving forward. Notably, Mayor Warren has equipped the Orange Fire Department with more personnel and resources to ensure that the safety of Orange residents remains a top priority.

Over the last 100 days, the Orange Fire Department has:

- Worked with unions to reduce overtime
- Revised organizational structure
- Improved maintenance program for aging fire vehicles
- Assigned a new Community Relations Officer
- Assigned Fire Prevention Deputy Chief to the Board of Education Facility Committee
- Appointed a new Office of Emergency Management Coordinator
- Intensive research on federal funding



**Marty Mayes**  
Director, Planning  
& Economic  
Development

—  
Bachelor of Arts,  
Urban Studies,  
Rutgers University;  
Master of City and  
Regional Planning,  
Rutgers University



**Raymond Wingfield**  
Deputy Director,  
Public Works

—  
Certification, Public  
Works Management  
Program, Rutgers  
University



**Laquana Best**  
Deputy Director,  
Planning and Economic  
Development

—  
Bachelor of Arts,  
Political Science  
Temple University;  
Master of Public  
Administration,  
Kean University

## Planning & Economic Development

During its first 100 days, the Warren administration appointed Marty Mayes as Director of Planning & Economic Development. Mr. Mayes has worked with Mayor Warren and City Council to bring more businesses to Orange, eliminate unnecessary or duplicative expenditures, and increase revenue. Specifically, the Planning & Economic Development Department has:

- Received the Transportation, Community, and System Preservation Program (TCSP) Grant in the amount of \$248,400 to establish safe pedestrian and bicycle linkages across I-280 and Freeway Drives and along Main Street
- Received \$90,000 of a \$5 million grant from the North Jersey Sustainable Communities Consortium to investigate rail stations and improve connectivity between pedestrians, mass transit services, and shopping centers
- Worked with developers interested in expanding Orange's Transit Village area to create a vibrant, safe environment for Orange residents
- Finalized plans with L&M Group for the South Essex Avenue Urban Renewal Project which will include 64 market and moderate-income residential units, eight unrestricted, and over 10,000 square feet of retail space
- Collaborated with Rutgers University to offer an internship to students interested in public policy and planning

## Orange Reservoir

Under the direction of Mayor Warren and the City Council, the Orange Reservoir will be leased to Essex County for \$1.6 million. Under the lease, the county is responsible for renovation and maintenance; renovation plans include a dock, paddle boats, an outdoor patio and fireplace, and lighted walkways around the water. The partnership between Orange and Essex County will allow the Orange Reservoir to be renovated at no cost to the residents of Orange.



*Officials gathered to witness a historic agreement between The City of Orange Township and Essex County. (Pictured from left to right: Essex County Sheriff Armando Fontoura, Freeholder Brenden Gill and Carol Clarke, Assemblyman Tom Giblin and Surrogate Ted Stevens, Mayor Dwayne D. Warren and Essex County Executive Joseph N. DiVincenzo, Jr. )*



**Keith Royster**  
Deputy Director,  
Communications  
& Information  
Technology

—  
BS, Sociology  
Georgetown University;  
Certificate  
of Completion,  
Web Design  
ProData, Inc.

*In addition to  
traditional and online  
communications,  
The City of Orange  
Township also utilizes  
social media platforms  
such as Facebook and  
YouTube to keep citizens  
informed.*

## Communications & Information Technology

The Warren administration believes that openness and transparency of government are key pillars of democracy. More than ever, municipalities like Orange require a comprehensive communications department to keep citizens and stakeholders informed. Efficiently managing this communication process is essential to effective governance.

During the first 100 days of his administration, Mayor Warren appointed Keith Royster as Deputy Director of the Office of Communications and Information Technology. Thus far, Mr. Royster has ensured that information and messages to Orange residents and stakeholders are delivered in a comprehensive manner, using print, broadcast, and internet media.

The Warren administration continues to utilize Channel 35 to broadcast City Council meetings and advertise the community bulletin board so that Orange residents may have access to the latest news, weather, and information on upcoming community events. Every message on Channel 35 is coordinated with the City’s website and social media outlets.

Soon, Orange residents will be able to do business with the City online. Citizens will be able to pay water and tax bills and complete forms and applications with user-friendly web pages. Residents who want to know what their



representatives are doing and what new projects are underway in Orange will be able to track the City’s progress online. Residents may also check the Orange Jersey Facebook page for information on community events, news, and employment information. In addition, the City’s IT infrastructure is being revamped to align our servers and network with citizens’ expectations, making communicating with the public faster and easier.

Mayor Warren’s Moving Orange Forward initiative touches every facet of communication in Orange. Print materials from Orange, once disjointed, now carry a consistent feel and a clear message to residents of Orange. The tagline is a reminder of the mayor’s commitment to progress in Orange.

# 100+ DAYS OF PROGRESS

## ADMINISTRATION ACCOMPLISHMENTS



This architectural plan for the Orange Reservoir symbolizes an historic agreement between the Township and Essex County. The reservoir will be leased to Essex County for \$1.6 million over 20 years. The partnership between Orange and Essex County will allow the Orange Reservoir to be renovated at no cost to the residents of Orange.

- A comprehensive fiscal audit and collection effort to recoup over one million dollars' worth of improperly dispersed payments to current and former city employees
- Consolidating the departments to reduce the city payroll by and increase efficiency
- Saving \$125,000 by replacing a full-time engineer with a part-time position—with no reduction of service to citizens
- The creation of a Communications and Information Technology department to keep the public informed with the use of traditional and new media
- The establishment of shared service agreements to cut costs and maximize city-wide resources, such as the Orange Township Library
- Implementation of a Strategic Task Force to eliminate blighted areas
- Organizational restructuring to streamline services
- New adult health clinics
- Community Health Fairs
- Senior vaccine program in collaboration with the Orange Health Department
- Pet health outreach initiative in collaboration with Animal Control and the Associated Humane Society
- Flu and pneumonia clinics for children and seniors
- New computer-aided dispatch system
- Prioritization of a City-wide camera system
- Re-configured law enforcement personnel to maximize efficiency
- Renewed working relationships with external law enforcement agencies
- Working with unions to reduce overtime
- Improved maintenance program for aging fire vehicles
- A new Community Relations Officer
- Assigned Fire Prevention Deputy Chief to the Board of Education Facility Committee
- A new Office of Emergency Management Coordinator
- Intensive research on federal funding
- Worked with developers interested in expanding Orange's Transit Village area to create a vibrant, safe environment for Orange residents
- Finalized plans with L&M Group for the South Essex Avenue Urban Renewal Project which will include 64 market and moderate-income residential units, eight unrestricted, market rate units, and over 10,000 square feet of retail space
- Collaborated with Rutgers University to offer an internship to students interested in public policy

City of Orange Township  
29 North Day Street  
Orange, NJ 07050



## City of Orange Township

29 N. Day Street • Orange, NJ 07050

(973) 266-4000

[www.ci.orange.nj.us](http://www.ci.orange.nj.us)



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