



The ORANJ TREE

ISSUE No. 18

SUMMER ISSUE

JULY 2007

"The Tree Unites the Branches; The Branches Bear the Fruit"

How do we reach out to you?

That is a question I keep asking myself, and those on the Executive Committee, at every meeting. It is not easy to understand why we are not working together. I keep hearing from residents in CCRCs across the state that they do not know what we are doing nor do they get the opportunity to make relevant input to our agenda. Surprised? I'm not. It is a fact. Your key to having a direct flow of information is your resident council president. Everything goes through that position – both ways. Ask your president to get involved in ORANJ if you feel he/she is not participating. Ask your president to connect your community to the "tree that unites the branches." Here's an idea to consider that will help.

Host a Meeting

One of the more difficult problems I have is to find locations where ORANJ plenary meetings can be held. Many CCRC resident association councils simply do not seem to want to be bothered with overseeing such an event. Another reason I frequently hear is a cry from CCRC management groups is that to host such an event stresses their staffing or creates a short-term need for extra hours of employee time. Frankly, I think both groups fail to realize the value to be gained from hosting a general meeting of ORANJ. First, let's see what's in it for the residents association. How about the fact that it is a chance for many residents to get involved in an event that is both interesting and informative? Contacts and friendships are made and information begins to flow among campuses almost immediately following our lunch where you will spend an hour with several residents from other CCRCs. For management, they often do not recognize the value they gain by advertising their product to over 120 persons living in similar facilities, who may have a friend or a family member living in the local area looking for this style of living. Oh, and we pay for our own lunch, too. My point is simple. We move our meetings around the state for a number of reasons, not the least of which is to share the workload and responsibility for making ORANJ a meaningful experience for our members. Ask your management team to invite ORANJ to your campus. We are good company!

Gary A. Baldwin, President

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|---|
| Officers |
| Gary A. Baldwin President, Seabrook |
| Trudy Brown Vice President, Meadow Lakes |
| David Hibberson Vice President, Harrogate |
| Winifred Livengood Vice President, Fellowship Village |
| David Way Vice President, Cedar Crest |
| Ann Cooper Secretary-Treas., Applewood |
| Members |
| Applewood Estates <i>Freehold</i> |
| Arbor Glen <i>Bridgewater</i> |
| Bristol Glen <i>Newton</i> |
| Cadbury <i>Cadbury</i> |
| Cherry Hill <i>Cherry Hill</i> |
| Cedar Crest <i>Pompton Plains</i> |
| Crane's Mill <i>West Caldwell</i> |
| Crestwood Manor <i>Whiting</i> |
| The Evergreens <i>Moorestown</i> |
| Fellowship Village <i>Basking Ridge</i> |
| The Fountains at Cedar Parke <i>Atco</i> |
| Franciscan Oaks <i>Denville</i> |
| Fritz Reuter Altenheim <i>North Bergen</i> |
| Harrogate <i>Lakewood</i> |
| House of the Good Shepherd <i>Hackettstown</i> |
| Keswick Pines <i>Whiting</i> |
| Meadow Lakes <i>Hightstown</i> |
| Medford Leas <i>Medford</i> |
| Monroe Village <i>Monroe Twp</i> |
| Navesink Harbor <i>Red Bank</i> |
| The Pines at Whiting <i>Whiting</i> |
| Seabrook <i>Tinton Falls</i> |
| Stonebridge <i>Skillman</i> |
| Wiley Mission <i>Marlton</i> |
| Winchester Gardens <i>Maplewood</i> |

Newsletter of The Organization of Residents Associations of New Jersey
Editor: Jack Fisher, 402 Timber Ridge, Pompton Plains, NJ 07444

Stonebridge Acquires an Ancestral Hall

Presbyterian Homes and Services are proud to announce that the unique 1860 House has been acquired, with plans to renovate the old home into a Stonebridge Bed and Breakfast. Stonebridge will greatly benefit from the new purchase as it will become an auxiliary B and B for visiting family members, friends and drop-in visitors.

Montgomery Arts Center, the former occupant, is moving to a new facility in Skillman Village. To maintain the remarkable provenance of the old Van der Veer property, furniture and paintings appropriate to the 1860's will be installed under the watchful eyes of Rhoda Isaac. The distinctive style, grace and architectural details of the estate will remain undisturbed. At one time the house was owned by a member of the Newark Ballantine beer brewing family. The owner moved the library from the Ballantine Mansion in Newark to the 1860 house, and in the future it will be supervised by Helen Dauster.

The six-bedroom and two-bath house will be managed by our own Josephine Kominek who will take over the hostess, caretaking and hospitality duties which she does so well. A full breakfast will be served each morning by the well-known culinary artist Joe Pannullo. Dr. and Mrs. Tom Evans will move into the building so that a doctor and an interpreter will always be available for the residents in case of emergency. Tea will be served every afternoon in the living room, formerly used for meetings. It is expected to be a cozy, warm place with books, magazines and puzzles to entertain the visitors and will have internet connections.

The red barn on the side of the property could be used for barn dances, karaoke or disco gatherings among the interesting Montgomery farm artifacts. The dances will be led by our dance expert, Sam Tillman and the music will end at 1 AM to ensure that residents can get some



sleep. The barn will be available to rent out for dances and other social occasions. Long-range plans include an outdoor pool to further the activity possibilities. Low voltage lights, casting a soft glow over the swimmers, will be turned off at 1 AM. Fitness director Martha Rodriguez will offer water exercise from 3:30 to 4:00 PM on alternate Tuesdays. In the winter, the pool could be frozen to allow ice-skating as long as a nurse was in attendance.

If this proves to be an income-raising program, a petting zoo could be added to the rear of the property to entertain visiting young great grandchildren. This will benefit Stonebridge as the animals will include sheep, pigs, kangaroos and cows that could eventually

find their way to the dining room. Of course, all Stonebridge residents will have a chance to offer their suggestions for the new facility.

Organization of Residents Association of New Jersey

In the December issue of "The Shore Lines," I gave you a fairly broad-brush view of The Organization of Residents Associations of New Jersey, which you often hear referred to as ORANJ. Since the article was published, several residents have asked me to try and do a better job of letting the community know what ORANJ does and how it connects to our resident population at Seabrook.

I suppose a beginning point would be to say that ORANJ is you! ORANJ is an abstract entity comprised of seniors who live in Continuing Care Retirement Communities (CCRCs) in New Jersey. The ORANJ Mission Statement simply says the organization "exists for the purpose of supporting, empowering, and bettering the life of senior citizens in New Jersey."

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The question is, what does that mean? I think I can sum that up pretty quickly by saying that ORANJ accomplishes its mission by:

Facilitating communications among member

resident associations on matters of common interest and concern.

Keeping abreast of developments in the world of senior citizens.

Coordinating action on behalf of the rights and responsibilities of residents.

Monitoring and seeking to influence the enactment and enforcement of laws and regulations that pertain to residents of CCRCs in New Jersey.

Let's move to something more substantive in this discussion. An example of how ORANJ helps keep us in tune with new innovations that affect the safety and quality of our lives as we age can be illustrated by pointing to the general meeting of ORANJ in Whiting, NJ on April 18th. Mr. Jeffrey Einbinder, Vice President, Living Independently Group, Inc., presented a program on today's advances in technology that will increase the security of residents living independently in continuing care facilities. We thought that our members would be interested in hearing a broad-brush summary of the market place serving this need. This was a very interesting and informative meeting that was worthy of attendance. Also, added to the half-day program, was a session conducted by Mr. Steven Schragis, founder of One Day University, who directed members' attention to a new and exciting program designed to challenge seniors who are interested in rekindling their zest for education and information. This is a new and developing industry that is exposing seniors who still have a quest for educational sustenance to a variety of subjects taught by Ivy League professors in a one-day setting. I am convinced that continuing education is essential for older adults and here is a new option to consider.

Another example of how members of ORANJ have put together a concerted effort to make a difference for seniors living in CCRCs is exemplified by the culmination this past few weeks of a nearly four-year endeavor to help seniors in CCRCs who are not represented on their boards of directors. At Seabrook and Cedar Crest, we have a resident director on our governance board

as do six other CCRCs in the state. However, there are 16 other campuses in New Jersey who do not have a voice in their governance. Several very determined and important steps were taken recently to rectify this situation.

On February 26th, the Senate Health, Human Services and Senior Citizens Committee voted to move a bill out of committee that would mandate the inclusion of residents on the governing boards of CCRCs in the New Jersey Senate. The full Senate voted overwhelmingly to support the legislation on March 12th in the Senate Chamber. Concurrently, on March 12th, the Health and Senior Services Committee of the New Jersey Assembly heard testimony on Bill A-3989 (companion to the Senate Bill above) and, with one abstention, voted unanimously to support the legislation. This bill will be voted on by the full Assembly in May. If successful, the bills will move to the Governor for signature.

The Assembly and Senate Committees heard testimony in support of this legislation presented by members of ORANJ. Support groups of residents came from a number of CCRC resident associations to be present in the committee chambers to show their support for these bills. It was noted most appropriately by Senator Karcher at the Senate hearing by her comment that "for seniors living in continuing care facilities, the decisions of the board of directors hold the weight of law, since compliance with the rules are a condition of continuing to live in the facility." She went on to say: "Seniors' rights to representative government do not end at the retirement home door." "The residents of these facilities should have a voice in the decision-making process, and be afforded the same right to representation as guaranteed by our nation's Constitution."

Now you have a little information about the direction and effort taken by ORANJ members to improve the quality of life for its membership. Your Residents' Council and other Seabrook residents continue to support ORANJ and participate fully in the bi-annual general meetings and as committee members on the standing committees. I again extend my thanks to these residents for donating their time and energy to strengthen the ORANJ. I invite you to consider a position on one of the standing committees or to

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petition for a leadership position on ORANJ. Our standing committees are: Health, Legislative, Financial, Bylaws and Communications. For a better understanding of ORANJ and its actions, consider visiting our website at www.oranjccrc.org. Please contact me for more information about ORANJ and it's mission.

Gary Baldwin, President
Seabrook Village
Tinton Falls, NJ

Introducing ORANJ's Resident Communities: Monroe Village

To all Fellow Members of ORANJ:

Writing as a Former President of the Monroe Village Residents Association, I am happy responding to Jack Fisher's request to explain ourselves at Monroe Village.

At last count, there were 304 of us in Independent Living apartments, 28 of us in our new Assisted Living apartments, and 56 in our (electronic records updating) Healthcare wing, all indoor accessible. We have an "Extra Service Program" in a secure section of apartments, caring for 12± not quite ready for Assisted Living but needing help with daily routines.

Our Corporate Management, "Presbyterian Homes and Services of NJ," is no longer connected with the Presbyterian Denomination, and our Residents represent a considerable variety of religious backgrounds (or none).

The Village is particularly proud of its Activities Programs, called by other CCRC Directors "The Las Vegas of the East". Our full-time Director of Activities arranges bus trips to NJ, Philadelphia, Atlantic City and various play houses, museums, concert halls and restaurants. Classical and popular concerts by NY and PA artists, current movies, educational lectures, Bingo and card games fill our auditorium and lounge schedules. Catholic, Jewish and Protestant Services are available on campus and by bus to nearby churches. We have 25 volunteer Resident Committees. Our new fully staffed Indoor Pool and Fitness Center and new Putting Green and Shuffleboard Courts are popular.

Or, if you wish, you can just relax, eat, sleep and enjoy the services and security of CCRC living.

Louis M. Blackmer
Monroe Village
Monroe Township, NJ

Introducing ORANJ's Resident Communities: Arbor Glen CCRC

Arbor Glen Continuing Care Retirement Community is located on approximately 26 acres in Bridgewater Township, Somerset county, New Jersey. It is owned and operated by Friends Retirement Concepts, Inc., a not-for-profit, Quaker-directed, Commonwealth of Pennsylvania corporation.

The Friends Corporation acquired the property in 1991. Construction began in 1996; the first residents moved into the villas in May 1997 and into the apartments in July 1997. The total population is about 300.

The Arbor Glen community includes 183 apartments in contiguous, four-story buildings and 19 one-story buildings for independent living. At the other end of the community is the Holly Center, the health center, with an assisted living unit, sub-acute and skilled nursing care, and a secured unit for dementia and Alzheimer's patients. In addition to Arbor Glen residents, Holly Center serves people from the larger community. There is accommodations for 95 people in the Holly Center. A suite of offices is available for medical specialists.

Conveniently situated between Holly Center and the independent living units is the Community Center. It houses meeting facilities for the use of residents and the larger community. There also are administrative offices, a café, the dining room, an auditorium, the fitness center, the library, banking and postal services, a beauty salon, arts and crafts rooms and a gift shop.

The Arbor Glen Residents' Association (AGRA) was organized in 1997. All permanent residents are members. There are ten elected trustees who serve two-year terms. The president serves as a member *ex officio* of the governing Friends Board.

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A very rich and active social-cultural-recreational program has been organized and is managed entirely by the residents. AGRA has twelve active committees. In addition, there are nearly thirty activity/interest groups organized by the residents, including table games, book reviews, creative writing, choral music, line dancing, etc.

Perhaps the most visible and most striking achievements of the residents has been the attractive gift shop and the 3,000-volume, well-equipped library, which they established ten years ago and continue to manage.

The "Good Life" prevails at Arbor Glen!

*William R. Miner, AGRA President
Arbor Glen
Bridgewater, NJ*

Oranj Legislative Committee

Notes of Meeting on 3-13-2007 at Navesink Harbor, Red Bank

Present: Gary Baldwin, Gordon Beckhart, Charles and Julie Germany, David Hibberson (Chair), Ellen Handler, Bill Hodes, Bob Krause, Wink Livengood, Harry Mann, Elaine Schuman, David Taylor and Dave Way.

1. Welcome: Peggy welcomed us to Navesink Harbor and gave us a brief history of this CCRC and an update on the many improvements to the facility that were taking place. It is now part of the Presbyterian Homes organization. Executive Director James Antonucci was unable to be present to welcome us.

2. Current Projects:

Bulk Purchase of Drugs: Bill Hodes reviewed the information he has obtained. More inquiries are being pursued. This project concerns the reduction in price of prescription drugs by bulk buying and repackaging prior to sale by pharmacies; bills A1904, S7240, and 1291 etc. Also PAAD and Senior Gold programs.

Divestment of Assets: No report. Refer to Senior Life Institute. This is a subject of pending Federal Legislation.

Identity Theft Issues: No report. It was agreed to discontinue any project activity.

Town Tax reduction and other Tax Issues: (Dave Way) In view of the activity in the

Legislature, it was agreed to await further developments. On the issue of Veterans Town Tax Rebates, Gary Baldwin reported that the bill in the Senate (S420, A2298 and others) would not progress through the Senate Committee chaired by Senator Rice due to other priorities. We agreed to pursue this next January (2008) with the new legislative session.

Health Issues: Gene Wachspress (liason with Health Committee) was not present. The transfer of residents to alternate accommodation for health issues was discussed. Elaine will inquire. See also "Fair Housing" issues. Federal Rehabilitation caps are still at two weeks maximum. The moratorium is again extended.

Communication: With ORANJ Tree and web site. Ellen Handler led a discussion on communication. Copies of these notes will be made available.

3. Legislative Bills: A subcommittee of four was arranged early in 2007 to deal with all the facets of progressing these bills, Gary Baldwin, Charles Germany, David Hibberson, Wink Livengood and latterly Bob Krause.

AR187 and SR27: Both these bill have now passed both houses and are with the Secretary of State. Letters and phone calls will continue to be made in an effort to persuade the Governor to act on these Resolutions, concerning the reactivation of the Governor's Advisory Committee for CCRCs.

S425 and A1148 (not replaced by A3989, a similar bill, sponsored by Assemblyman M. Panter (D)): substitute S425 was passed by committee and the full Senate by a large majority. It included some slight changes. A3989 was passed by committee and awaits a schedule for the Assembly. Some amendments were offered by NJANPHA for discussion on the floor of the Assembly when the bill is scheduled for discussion and vote. At present this bill is identical to S425. Although a great deal of effort has been put into processing these bills. Further work needs to be done by this ORANJ subcommittee to ensure that no changes are made to A3989, which would seriously delay the bill becoming law.

4. Lunch Break: was shortly before noon in the Dining Room, with a magnificent view of the Navesink River. During the meeting Bob Krause

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made comments on Boards of Directors and Board members functions. This was also discussed informally during lunch by several members. Also the need at some future date to plan a program of careful explanation to all residents what to expect with a resident as member of a Board of Trustees at a CCRC, where this is new to a facility. After lunch, we resumed at about 1:30 PM. There was little further discussion of agenda items.

5. New Business: A visit was made to the Department of community Affairs (DCA), in Trenton on Friday, March 9, to have an open discussion with the officials in the CCRC Section. We were made welcome and invited to visit them again at quarterly intervals for general discussion of mutual interest.

6. Next Meeting: is scheduled for Wednesday, May 9th. Bill Hodes offered to try to plan this meeting for Arbor Glen.

*David Hibberson
Acting Chairman*

Engineers Club urges Residents to Use CFL Bulbs

Since our first meeting five months ago, the Engineers Club has been concerned about energy conservation. One of the many possibilities we have considered is the replacement of conventional electric light bulbs with CFL bulbs. Conventional bulbs use filaments that glow with electricity and are called incandescent light bulbs. CFL stands for ***compact fluorescent light*** and CFL bulbs are fluorescent tubes that are in the form of bulbs that can be screwed onto conventional lamp sockets.

CFL bulbs draw only 25% as much electricity as conventional light bulbs for the equivalent amount of illumination, thus making an immense contribution to energy conservation.

All the lights in the public areas in all Seabrook buildings are fluorescent, and so are all the ceiling fixtures in our apartments, such as kitchen and hallway lights; but most of the lamps that we residents use in the apartments still use incandescent bulbs. There is a potential for

energy savings by replacing them with CFL bulbs. Each person's eye is sensitive to different colors of light to different degrees. The quality of light produced by CFL bulbs is different from incandescent bulbs and some of us may need a slightly stronger CFL bulb; but that would still produce considerable energy saving. The size and shape of CFL bulbs may not fit some of the lamps or fixtures.

The cost of light bulbs varies a lot depending on the manufacturer and distributor. Using the prices for bulbs made by reliable manufacturers such as GE, we found that a CFL bulb costs three times as much as an incandescent bulb, but lasts about five times as long.

As the prices of CFL bulbs have come down and the cost of energy has gone up over the last few years, the potential for significant energy savings through use of CFL bulbs is being recognized all over the world. Australia is discussing a national plan to phase out all incandescent light bulbs in the country. A coalition of industrialists and environmentalists suggests a similar phase out over ten years in the USA.

We as residents would not see the dollar value of the energy savings directly, but the electric utility bill of Seabrook would be affected favorably. Since Seabrook operations are on a non-profit basis, this would either free money for other services or permit an equivalent reduction in future monthly fees.

Energy conservation has other far-reaching consequences. Most of our electricity is generated from burning coal, gas or oil. They emit carbon dioxide, which is the major cause of global warming. Thus, by reducing the amount of electricity used, we make our modest contribution to reducing global warming. Similarly, we would also make our modest contribution to reduced oil imports since we import half of the oil we use in this country. Reducing oil imports is also important for national strategic and safety reasons. We at Seabrook are not the first among Erickson Communities to see the value of using CFL bulbs. Our friends at Riderwood (in Maryland) recognized it before us and gave us the idea to follow them. We thank them for that initiative and for communicating with us.

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| Member Association CCRCs | Independent Living | | | Assisted Living | | | Skilled Nursing / Long Term Care | | | 2006 Fees (Percentage) | | |
|-----------------------------|------------------------|---------------|--------------|-----------------|---------------|--------------|----------------------------------|---------------|--------------|-------------------------------|-------------|-------------|
| | Add'l Units | Present Units | No. of Res. | Add'l Units | Present Units | No. of Res. | Add'l Units | Present Units | No. of Res. | IL | AL | LTC |
| | (Effective dates vary) | | | | | | | | | | | |
| Applewood Estates | 70 | 240 | 254 | 20 | 30 | 30 | | 60 | 60 | 5.00 | 5.00 | 5.00 |
| Arbor Glen | | 202 | 226 | | 35 | 31 | | 59 | 55 | 4.50 | 4.50 | 4.50 |
| Bristol Glen | | 88 | 94 | | 40 | 44 | | 60 | 57 | 3.75 | 4.50 | 6.50 |
| Cadbury | 265 | 138 | 143 | | 66 | 56 | | 120 | 73 | 4.90 | | |
| Cedar Crest | | 1,249 | 1,279 | 50 | 32 | 29 | 9 | 104 | 89 | 3.30 | 5.00 | 5.00 |
| Crane's Mill | | 205 | 255 | | 60 | 51 | | 61 | 61 | 4.25 | | |
| Crestwood Manor | | 355 | 417 | 48 | 32 | 31 | | 64 | 57 | 3.50 | 6.00 | 6.00 |
| The Evergreens | | 200 | 230 | | 40 | 30 | | 60 | 59 | 6.90 | 6.90 | 6.90 |
| Fellowship Village | | 257 | 310 | | 81 | 73 | | 52 | 47 | 5.00 | 5.00 | 3.00 |
| The Fountains Cedar Park | | 252 | 209 | | 65 | 59 | | 60 | 58 | 4.50 | | 5.00 |
| Franciscan Oaks | | 286 | 303 | | 33 | 31 | | 79 | 70 | 4.00 | 5.00 | 5.00 |
| Fritz Reuter Altenheim* | | 59 | 62 | | 96 | 81 | | 60 | 44 | 3.50 | | |
| Harrogate | | 276 | 298 | 46 | 8 | 3 | -30 | 60 | 49 | 4.75 | 4.75 | 4.75 |
| House of Good Shepard | | 50 | 48 | | 64 | 56 | | 60 | 55 | 4.00 | 4.00 | 4.00 |
| Meadow Lakes | | 268 | 266 | | 44 | 38 | | 60 | 39 | 4.00 | 4.00 | 4.00 |
| Medford Leas | 125 | 456 | 578 | | 61 | 58 | | 67 | 38 | 5.00 | 5.00 | 5.00 |
| Monroe Village | | 288 | 316 | | 28 | 31 | | 60 | 60 | 4.00 | 4.00 | 4.00 |
| Navesink Harbor | 60 | 124 | 78 | | 14 | 11 | | 43 | 42 | 5.50 | | |
| Seabrook | 380 | 1,093 | 1,326 | | 87 | 85 | | 82 | 82 | 3.30 | 7.00 | 7.00 |
| Stonebridge at Montgomery | | 211 | 270 | | 60 | 57 | | 40 | 39 | 5.75 | 6.00 | 6.00 |
| The Pines at Whiting | | 232 | 270 | | 86 | 82 | | 66 | 62 | 4.00 | 5.00 | 4.00 |
| Wiley Mission | | 137 | 167 | | 48 | 47 | | 67 | 64 | 4.75 | 5.50 | 6.75 |
| Winchester Gardens | | 202 | 245 | | 115 | 97 | | 0 | 0 | 5.25 | 5.50 | 0.00 |
| Totals | 900 | 6,868 | 7,644 | 164 | 1,225 | 1,111 | 9 | 1,444 | 1,260 | Average Reported Fees: | | |
| | | | | | | | | | | 4.50 | 5.15 | 4.86 |

Grand Totals

| | |
|----------------------------------|--------|
| Present Units: | 9,537 |
| Present Residents: | 10,015 |
| Additional Units Planned: | 1,073 |

Notes

*Last year's data

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In the process of examining the pros and cons of using CFL bulbs, we made preliminary economic analysis of its implications for Seabrook with the help and cooperation of the General Services Department and active participation by Jim Pistor, Sr. Facilities Manager, here. We thank them for this help and initiative.

*Mike Tayyabkhan
The Shore Lines
Seabrook Village
Tinton Falls, NJ*

issue. Seabrook, as part of their communications program, has launched a talking bulletin board where residents can both see and hear announcements of events. They also have a call-in show in which residents have an opportunity to speak directly with their executive director.

It was clear that despite differences in approach, the common mission of the newsletters represented at the workshop was to help build a bond within the community.

*Constance Brewer
Winchester Gardens
Maplewood, NJ*

Newsletter Workshop

On November 16, Winchester Gardens hosted an all-day workshop for CCRC residents around the state who take part in newsletter production. It was the first workshop ever sponsored by ORANJ. Seven communities sent representatives, often more than one. The meetings were chaired by Ellen Handler, Jan Slepian and Dodie Younger, the founders of the WG Community Chronicle. John Blossom made the afternoon presentation on the delights and tribulations of formatting.

The purpose of the workshop was to share ideas and problems among attendees. It soon became clear that newsletters serve very different functions and therefore have very varied structures. Several of them display and elaborate on the community calendar. For example, in Seabrook, the largest of the communities represented, the newsletter is an 8-16 page product brought out monthly by an editor who is part of the management team. Many newsletters receive financial subsidies from management and, frequently, help with typing, editing, formatting and printing as well.

In several of the communities a representative of management writes a column for each newsletter, describing changes, ongoing projects and other news of interest to residents. Other communities featured unique programs described in their newsletters. For instance, "The Meadow Lark" at Meadow Lakes recently described an outstanding employee scholarship award program. In "The Millstream" at Crane's Mill a mini sermon from their chaplain is printed in each



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