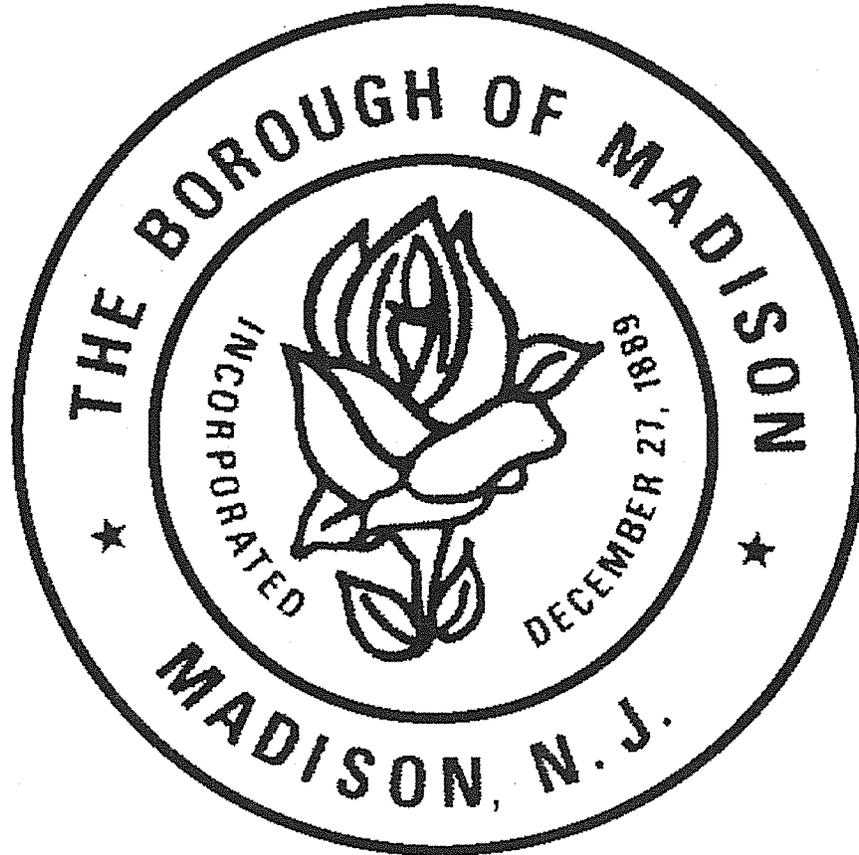


R. Kerkeslager

2004 BUDGET IN BRIEF



April 2004

MAYOR

Ellwood R. Kerkeslager

COUNCIL MEMBERS

Mary-Anna Holden

Astri J. Baillie, Council President

Donald J. Bowen

Carmela Vitale

Sam Mantone

John M. Elias

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HARTLEY DODGE MEMORIAL
BOROUGH OF MADISON
MADISON, NEW JERSEY 07940

April 12, 2004

Dear Madison Residents:

Enclosed for your review is the "Budget in Brief", a summary of the 2004 Municipal Budget. This year's budget requires appropriations of \$19,729,896 – a slight increase of \$194,679. The increase is primarily due to increased salary and wages as well as higher costs for employee health insurance and pensions. The increase is less than one cent per \$100 of assessed valuation, and results in a tax increase of 2.2 percent. Please note that this budget excludes the municipal Open Space tax of two cents which was approved by voter referendum last November; this will be included in the 2004 third and fourth quarter tax bills.

This Budget in Brief summarizes the appropriations that are required to deliver your municipal services and shows the revenues that will fund these services. An estimate is provided for the county and school property taxes since these budgets have not yet been finalized. The Council and I will conduct a budget hearing on Monday, May 10th 2004 at 8:00 p.m. and we invite you to attend.

Sincerely,

Ellwood R. Kerkeslager, Mayor
Borough of Madison

DIRECTORY OF BOROUGH OFFICIALS

The following Borough Officials are responsible for preparing and expending their Year 2004 budgets in accordance with the appropriations approved by the Governing Body:

Borough Administrator	James R. Allison
Chief Financial Officer	Robert F. Kalafut
Tax Collector	Francine DeAngelis
Borough Clerk	Marilyn Schaefer
Deputy Borough Clerk	Patricia Graham
Purchasing/Personnel Officer	Elizabeth Kowalczyk
Chief of Police	Tim Ehrenburg
Fire Chief	Douglas O. Atchison
Electric Utility Superintendent	Michael Piano
Health Officer	John Theese
Borough Engineer	Robert Vogel
Superintendent of Public Works	David Maines
Municipal Court Administrator	Emily Traversi
Recreation Director	Douglas L. Smith
Library Director	Nancy S. Adamczyk
Borough Attorney	Joseph Mezzacca, Jr.
Director of Welfare	Linda B. Durney
Senior Citizen Coordinator	Edna Terley Byrne

BUDGET RESPONSIBILITIES

Most municipal functions are under the direct policy making control of the Mayor and Council. In a few cases, such as the Public Library and the Board of Health, control lies with an autonomous appointed board which administers their functions within the limitations of the appropriation approved by the Mayor and Council. The Madison-Chatham Joint Meeting is an autonomous board comprised of the Mayor and Council members from both communities. The Joint Meeting relies on appropriations made by each of the towns in the municipal budgets.

The operation of the public schools is the responsibility of the elected Board of Education and is completely independent of the Mayor and Council. The Board of Education prepares its own budget and submits it directly to the citizens of Madison for approval by popular vote.

The Governing Body of the Borough of Madison consists of the Mayor and Council, elected by the Borough as a whole. The Mayor's term is four years. There are six Council Members, each elected for three years, with the terms arranged so that two are elected each year. The Mayor and Council serve without compensation.

Although the Council is primarily a legislative body, it also exercises some managerial functions through the Borough Administrator who coordinates the operations of the departments of the Borough. The Council has six standing committees appointed by the Mayor, who is an ex-officio member of each committee. Each Council Member is the chairperson of one committee and a member of one other. The standing committees for 2004 are as follows:

<u>Standing Committee</u>	<u>Chairperson</u>	<u>Other Member</u>
Utilities	Mr. Bowen	Mr. Mantone
Public Safety	Mr. Elias	Mrs. Holden
Public Works & Engineering	Mr. Mantone	Mrs. Vitale
Health & Public Assistance	Mrs. Baillie	Mr. Bowen
Finance & Borough Clerk	Mrs. Vitale	Mr. Elias
Community Affairs	Mrs. Holden	Mrs. Baillie

THE 2004 BUDGET PROCESS

The budget process begins in October of the year preceding the budget year. Department Heads forecast their needs and submit detailed Budget requests encompassing their department's goals and objectives. In addition, each Department Head reports on the extent to which they have met their proposals of the preceding year.

Each Budget request is reviewed by the Borough Administrator and the Department Head. The goals for the year are established. The Administrator makes adjustments during January and submits a recommended Budget to the Mayor and Council by the end of the month. For the next several weeks Mayor and Council review the Budget with the Administrator and Department Heads.

This year the Budget will be introduced on April 12th and will be published in the MADISON EAGLE on April 29th. At the introduction of the Budget, the Council sets May 10th as the date for the public hearing.

BOROUGH OF MADISON
2004 BUDGET
TOTAL TAX RATE - ESTIMATE

RFK
3/24/04

	2004	2003	DIFFERENCE	% CHANGE
REVENUES AND APPROPRIATIONS				
TOTAL SPENDING APPROPRIATIONS	\$18,417,924	\$18,070,294	\$347,630	1.9%
LESS: MUNICIPAL REVENUE	\$10,731,593	\$10,528,188	\$203,405	1.9%
NET APPROPRIATIONS FOR TAXATION	\$7,686,331	\$7,542,106	\$144,225	1.9%
ADD: SCHOOL TAXES	\$25,725,910	\$25,359,035	\$366,875	1.4%
COUNTY TAXES	\$6,150,000	\$6,142,342	\$7,658	0.1%
COUNTY OPEN SPACE TAX	\$1,100,000	\$1,082,354	\$17,646	1.6%
SUB-TOTAL TAXES	\$40,662,241	\$40,125,837	\$536,404	1.3%
BUDGETED TAX COLLECTION RATE	97%	97%		
RESERVE FOR UNCOLLECTED TAXES	\$1,311,972	\$1,261,512	\$50,460	4.0%
MUNICIPAL OPEN SPACE TAX	\$433,346	\$0	\$433,346	NA
TOTAL AMOUNT TO BE RAISED BY TAXES	\$42,407,559	\$41,387,349	\$1,020,210	2.5%
ASSESSED VALUATION	\$2,153,631,000	\$2,149,213,500	\$4,417,500	0.2%
PUBLIC UTILITY PERSONAL PROPERTY	\$13,106,354	\$15,220,720	(\$2,114,366)	-13.9%
TOTAL ASSESSED RATABLES	\$2,166,737,354	\$2,164,434,220	\$2,303,134	0.1%
TOTAL APPROPRIATIONS- INCL. RESERVE	\$19,729,896	\$19,331,806	\$398,090	2.1%
LESS: MUNICIPAL REVENUE	\$10,731,593	\$10,528,188	\$203,405	1.9%
MUNICIPAL TAX LEVY	\$8,998,303	\$8,803,618	\$194,685	2.2%
MUNICIPAL OPEN SPACE TAX	\$433,346	\$0	\$433,346	NA
ESTIMATED TAX RATE				
MUNICIPAL TAX RATE	\$0.415	\$0.407	0.009	2.1%
MUNICIPAL OPEN SPACE TAX RATE	\$0.020	\$0.000	0.020	NA
SCHOOL TAX RATE	\$1.187	\$1.172	0.016	1.3%
COUNTY TAX RATE INCL. OPEN SPACE	\$0.335	\$0.334	0.001	0.2%
TOTAL ESTIMATED TAX RATE	\$1.957	\$1.912	0.045	2.4%
AVG. RESIDENTIAL ASSESSED VALUE	\$396,200	\$395,800	\$400	0.1%
TAXES ON AVERAGE RESIDENTIAL				
MUNICIPAL TAXES	\$1,645.39	\$1,609.88	\$35.51	2.2%
MUNICIPAL OPEN SPACE TAXES	\$79.24	\$0.00	\$79.24	NA
SCHOOL TAXES	\$4,704.13	\$4,637.29	\$66.84	1.4%
COUNTY TAXES INCL. OPEN SPACE	\$1,325.70	\$1,321.15	\$4.56	0.3%
TOTAL ESTIMATED TAXES	\$7,754.46	\$7,568.31	\$186.15	2.5%

**BOROUGH OF MADISON
MUNICIPAL BUDGET
SUMMARY OF REVENUE AND APPROPRIATIONS
2004 VS. 2003**

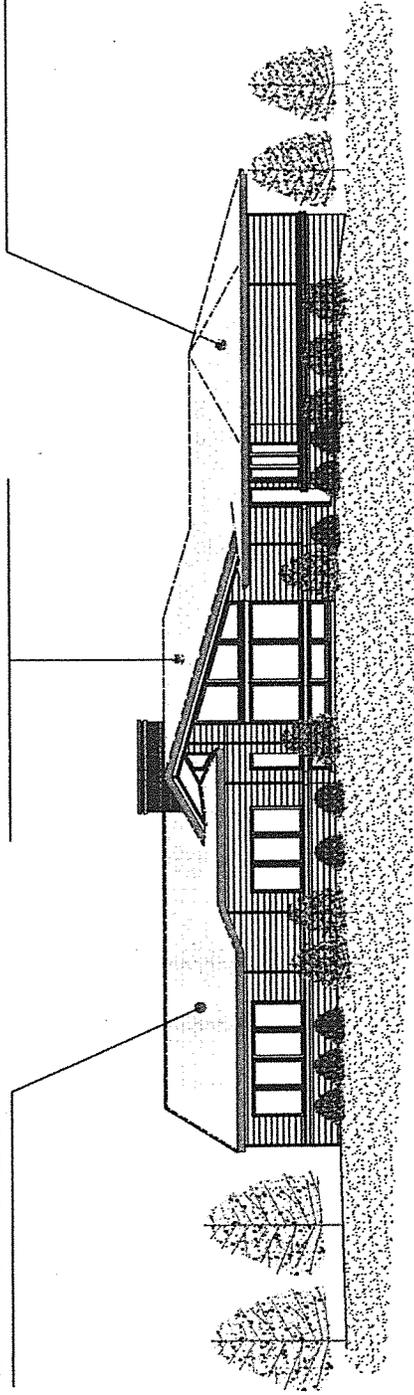
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3/19/04

REVENUE	2004	2003	INCREASE (DECREASE)	PERCENTAGE CHANGE
PRIOR YR. SURPLUS-OPERATING	3,450,000	3,350,000	100,000	3.0%
MUNICIPAL SOURCES	1,924,000	2,010,000	(86,000)	-4.3%
STATE AID & GRANTS	1,237,593	1,168,188	69,405	5.9%
ELECTRIC SURPLUS - OPER.	3,022,800	3,000,000	22,800	0.8%
ELECTRIC SURPLUS - CAPITAL	1,097,200	1,000,000	97,200	9.7%
TOTAL MUNICIPAL REVENUES	10,731,593	10,528,188	203,405	1.9%
PROPERTY TAXES	8,998,303	8,803,624	194,679	2.2%
TOTAL REVENUES	19,729,896	19,331,812	398,084	2.1%
APPROPRIATIONS				
SALARIES & WAGES	8,089,212	7,857,999	231,213	2.9%
HEALTH INSURANCE	1,289,000	1,214,000	75,000	6.2%
PENSION & SOCIAL SECURITY	555,000	480,000	75,000	15.6%
SUB-TOTAL	9,933,212	9,551,999	381,213	4.0%
EMERGENCY APPROPRIATION	0	305,000	(305,000)	NA
LEGAL	226,000	225,000	1,000	0.4%
DEPARTMENT OPERATING EXP.	1,757,029	1,612,550	144,479	9.0%
UTILITIES	352,000	346,000	6,000	1.7%
WASTE REMOVAL	1,361,260	1,413,980	(52,720)	-3.7%
LIABILITY INSURANCE	353,000	311,500	41,500	13.3%
SUB-TOTAL	4,049,289	4,214,030	(164,741)	-3.9%
CAPITAL - ELEC. SURPLUS	1,097,200	1,000,000	97,200	9.7%
CAPITAL IMPROVEMENT FUND	0	0	0	NA
DEBT SERVICE	1,218,105	1,242,216	(24,111)	-1.9%
SUB-TOTAL	2,315,305	2,242,216	73,089	3.3%
MADISON-CHATHAM JOINT MTG.	1,027,150	1,026,422	728	0.1%
PUBLIC LIBRARY	1,092,968	1,035,633	57,335	5.5%
TOTAL SPENDING	18,417,924	18,070,300	347,624	1.9%
RESERVE FOR UNCOLL. TAXES	1,311,972	1,261,512	50,460	4.0%
TOTAL APPROPRIATIONS	19,729,896	19,331,812	398,084	2.1%

2004 AVERAGE PROPERTY TAX DISTRIBUTION

ESTIMATED TAXES ON HOME ASSESSED AT \$396,200

\$ 4,704	\$ 1,724	\$ 1,326
SCHOOLS	• MUNICIPAL	• COUNTY



AVERAGE PROPERTY TAXES AND TAX RATE PER \$100 OF ASSESSMENT

	<u>DOLLARS</u>	<u>RATE</u>	<u>PERCENT</u>
SCHOOLS	\$ 4,704	\$ 1.187	60.7%
• MUNICIPAL	1,724	0.435	22.2%
• COUNTY	<u>1,326</u>	<u>0.335</u>	<u>17.1%</u>
TOTAL:	<u>\$ 7,754</u>	<u>\$ 1.957</u>	<u>100.0%</u>

• - INCLUDES OPEN SPACE TAXES

M U N I C I P A L B U D G E T

REVENUE AND APPROPRIATIONS
BY MAJOR CATEGORY
2003 vs. 2004

RFK
3/24/04

REVENUE	2003	%	2004	%
PRIOR YEAR'S SURPLUS	\$3,350,000	17.3%	\$3,450,000	17.5%
MUNICIPAL REVENUE	\$2,010,000	10.4%	\$1,924,000	9.8%
STATE AID & GRANTS	\$1,168,188	6.0%	\$1,237,593	6.3%
SPECIAL LEGISLATIVE GRANT	\$0	0.0%	\$0	0.0%
ELECTRIC SURPLUS - OPER.	\$3,000,000	15.5%	\$3,022,800	15.3%
ELECTRIC SURPLUS - CAPITAL	\$1,000,000	5.2%	\$1,097,200	5.6%
MUNICIPAL PROPERTY TAXES	\$8,803,624	45.5%	\$8,998,303	45.6%
TOTAL REVENUE	\$19,331,812	100.0%	\$19,729,896	100.0%

APPROPRIATIONS	2003	%	2004	%
SALARIES & WAGES	\$7,857,999	40.6%	\$8,089,212	41.0%
HEALTH & LIAB. INSURANCE	\$1,525,500	7.9%	\$1,642,000	8.3%
PENSION & SOCIAL SECURITY	\$480,000	2.5%	\$555,000	2.8%
EMERGENCY APPROPRIATION	305,000	1.6%	\$0	0.0%
LEGAL EXPENSES	\$225,000	1.2%	\$226,000	1.1%
DEPARTMENT OPERATING EXP.	\$1,612,550	8.3%	\$1,757,029	8.9%
UTILITIES	\$346,000	1.8%	\$352,000	1.8%
WASTE REMOVAL	\$1,413,980	7.3%	\$1,361,260	6.9%
MADISON-CHATHAM JOINT MITG.	\$1,026,422	5.3%	\$1,027,150	5.2%
CAPITAL IMPROVEMENTS	\$1,000,000	5.2%	\$1,097,200	5.6%
DEBT SERVICE	\$1,242,216	6.4%	\$1,218,105	6.2%
PUBLIC LIBRARY	\$1,035,633	5.4%	\$1,092,968	5.5%
SPECIAL LEGISLATIVE GRANT	\$0	0.0%	\$0	0.0%
TOTAL SPENDING	\$18,070,300	93.5%	\$18,417,924	93.4%
RESERVE FOR UNCOLL. TAXES	\$1,261,512	6.5%	\$1,311,972	6.6%
TOTAL APPROPRIATIONS	\$19,331,812	100.0%	\$19,729,896	100.0%

BOROUGH OF MADISON TAX COLLECTION RESULTS

	2003	2002
TAX LEVY	\$41,560,561	\$41,113,042
ADDED TAXES	82,652	58,088
<hr/>		
TOTAL TAX LEVY	41,643,213	41,171,130
CURRENT YEAR COLLECTIONS	41,063,703	40,332,890
PRIOR YEAR COLLECTIONS	306,506	294,738
TRANSFERS & CANCELLATIONS	32,893	312,816
<hr/>		
TOTAL COLLECTIONS	41,403,102	40,940,444
OUTSTANDING BALANCE	\$240,111	\$230,686
<hr/>		
PERCENTAGE OF COLLECTIONS	99.34%	98.68%
<hr/>		
BALANCE OF DELINQUENT TAXES & TAX TITLE LIENS-JAN. 1	\$315,167	\$337,104
ADDED TAXES	5,756	1,883
INTEREST, COSTS, & TRANSFERS	6,776	6,670
<hr/>		
TOTAL OUTSTANDING	327,699	345,657
DELINQUENT COLLECTIONS	247,284	261,172
CANCELLATIONS	0	3
<hr/>		
TOTAL COLLECTIONS	247,284	261,175
OUTSTANDING BALANCE	\$80,415	\$84,482
<hr/>		
PERCENTAGE OF COLLECTIONS	75.46%	75.56%
<hr/>		
SUMMARY OF CURRENT AND DELINQUENT TAXES RECEIVABLE		
<hr/>		
CURRENT YEAR	\$240,111	\$230,686
DELINQUENT TAXES & TAX TITLE LIENS	80,415	84,482
<hr/>		
TOTAL	\$320,526	\$315,168
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SUMMARY OF TAX LEVY AND RATES
2004 - 2003 - 2002

3/24/04
RFK

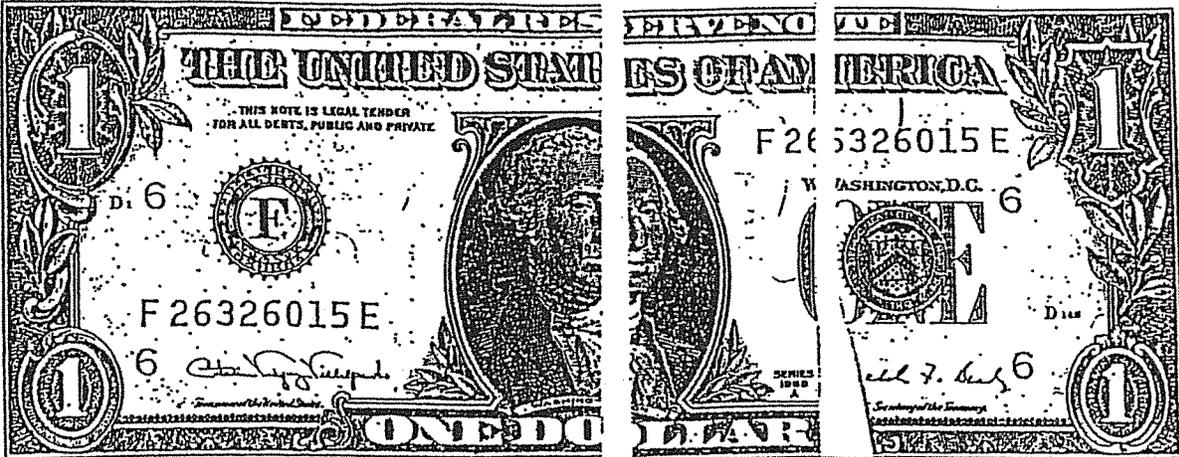
	2004 ESTIMATED			2003 ACTUAL			
	TAX LEVY	TAX RATE	TAX DOLLAR	TAX LEVY	TAX RATE	TAX DOLLAR	INCREASE
SCHOOL TAX	\$25,725,910	1.187	\$0.61	\$25,359,035	1.172	\$0.61	\$366,875
COUNTY TAX	\$7,250,000	0.335	\$0.17	\$7,224,696	0.334	\$0.17	\$25,304
BOROUGH TAX	\$9,431,649	0.435	\$0.22	\$8,803,618	0.407	\$0.21	\$628,031
TOTAL TAX LEVY	\$42,407,559	1.957	\$1.00	\$41,387,349	1.912	\$1.00	\$1,020,210

	2003 ACTUAL			2002 ACTUAL			
	TAX LEVY	TAX RATE	TAX DOLLAR	TAX LEVY	TAX RATE	TAX DOLLAR	INCREASE
SCHOOL TAX	\$25,359,035	1.172	\$0.61	\$25,108,232	1.154	\$0.61	\$250,803
COUNTY TAX	\$7,224,696	0.334	\$0.17	\$6,969,222	0.320	\$0.17	\$255,474
BOROUGH TAX	\$8,803,618	0.407	\$0.21	\$8,825,603	0.406	\$0.22	(\$21,985)
TOTAL TAX LEVY	\$41,387,349	1.912	\$1.00	\$40,903,057	1.881	\$1.00	\$484,292

SUMMARY OF ASSESSED VALUATION	2004 ACTUAL	2003 ACTUAL	2002 ACTUAL
TAX RATABLES:			
REAL PROPERTY (LAND AND IMPROVEMENTS)	\$2,153,631,000	\$2,149,213,500	\$2,159,377,500
VERIZON (BUSINESS PERSONAL PROPERTY)	\$13,106,354	\$15,220,720	\$15,693,672
TOTAL ASSESSED VALUATION	\$2,166,737,354	\$2,164,434,220	\$2,175,071,172

BOROUGH OF MADISON

Where Your 2004 Tax Dollar Goes:



Madison Schools

60.7%

Morris
County

17.1%

Borough of
Madison

22.2%

WATER UTILITY BUDGET
REVENUE AND APPROPRIATIONS
FOR 2003 AND 2004

3/23/04
RFK

REVENUES	2003	%	2004	%
	-----	---	-----	---
PRIOR YEAR'S SURPLUS	238,611	16.6%	297,238	20.4%
WATER RENTS	1,100,000	76.5%	1,100,000	75.5%
FIRE HYDRANT SERVICE	0	0.0%	0	0.0%
INTEREST INCOME	100,000	7.0%	60,000	4.1%
TOTAL	----- 1,438,611	----- 100.0%	----- 1,457,238	----- 100.0%
	=====	=====	=====	=====

APPROPRIATIONS	2003	%	2004	%
	-----	---	-----	---
SALARIES & WAGES	428,749	29.8%	448,282	30.8%
OTHER EXPENSES	501,600	34.9%	496,900	34.1%
CAPITAL IMPROVEMENT FUND	400,000	27.8%	400,000	27.4%
DEBT SERVICE	45,262	3.1%	47,656	3.3%
PENSION & SOCIAL SECURITY	63,000	4.4%	64,400	4.4%
TOTAL	----- 1,438,611	----- 100.0%	----- 1,457,238	----- 100.0%
	=====	=====	=====	=====

ELECTRIC UTILITY BUDGET
REVENUES & APPROPRIATIONS
2003 AND 2004

3/23/04
RFK

REVENUES	2003	%	2004	%
ELECTRIC TARIFFS	11,302,237	98.3%	11,193,890	98.4%
STREET LIGHTING	0	0.0%	0	0.0%
INTEREST INCOME	200,000	1.7%	180,000	1.6%
TOTAL REVENUES	11,502,237	100.0%	11,373,890	100.0%

APPROPRIATIONS	2003	%	2004	%
SALARIES & WAGES	1,067,502	9.3%	1,156,765	10.2%
OTHER EXPENSES	911,825	7.9%	942,125	8.3%
PURCHASED POWER	9,150,000	79.5%	9,150,000	80.4%
EMERGENCY APPROPRIATION	250,000	2.2%	0	0.0%
PENSION & SOCIAL SECURITY	123,000	1.1%	125,000	1.1%
TOTAL APPROPRIATIONS	11,502,327	100.0%	11,373,890	100.0%

THE 2004 CAPITAL BUDGET PROGRAM

A Capital Budget for the Borough is prepared in accordance with regulations promulgated by the Division of Local Government Services and the Local Finance Board.

Every year department heads and boards submit proposed Capital Budgets to the Borough Administrator with their Operating Budget. After review, the Capital Budget is submitted to the Council separately to determine the priorities for the year.

There is one important difference between the Operating and Capital Budget. Unlike the Operating Budget, the Capital Budget does not give the authority to spend. The Capital Budget is a plan, not the actual appropriation of funds. Each project listed must be reviewed again, introduced by ordinance and a public hearing held before any spending can take place. Once the ordinance is adopted, the project can be started.

The Housing Authority and Board of Education are the only two local agencies that have separate bonding authority and can adopt their own bonding ordinances without the approval of the Mayor and Council.

The following projects will be reviewed by the Mayor and Council in 2004 and considered for approval.

<u>MUNICIPAL CAPITAL PROJECTS</u>	<u>AMOUNT</u>
Road Improvements and Sidewalks	\$661,000
Public Works Equipment	254,000
Police & Fire Equipment	118,000
Library Projects	22,000
Civic Center Improvements	162,000
Recreation Fencing	40,000
New Computer Equipment	62,000
<u>WATER UTILITY CAPITAL PROJECTS</u>	
Water Main Replacements	\$340,000
Paint Water Tank	35,000
<u>ELECTRIC UTILITY CAPITAL PROJECTS</u>	
New Storage Building	\$175,000

2003 ACCOMPLISHMENTS

I. PUBLIC SAFETY – Court, Fire, Police

Court:

- ◆ Annual audits performed by the Administrative Office of the Courts and the Borough Auditors were favorable; we are in compliance with the State statutes regarding the Maintenance of the Court records and financial data
- ◆ Maintained the timely disposition of our caseload as required by the Administrative Office of the Courts
- ◆ Entered 8,660 transactions of new business representing criminal, motor vehicle and parking summonses issued for 2003; 9,262 cases were disposed in Court and through the Violation Bureau
- ◆ Entered 9,482 cash transactions totaling \$628,255.99 for all agencies; Madison Borough's receipts totaled \$348,253.60; this represents a 5% increase of collections over 2002
- ◆ Moved the court office to its present location in the center of the building last August; two members of the staff were able to supervise the move and keep the Violation Bureau open for business

Fire:

- ◆ Tested all ladders to NFPA specifications
- ◆ Tested all hose to NFPA specifications
- ◆ Maintained operational budget at 2001 levels
- ◆ Purchased pick-up truck for Fire Prevention Bureau
- ◆ Made associated repairs of aerial truck that failed inspection of its boom
- ◆ Completed year one of three-year upgrade of self-contained breathing apparatus to NFPA specifications
- ◆ Conducted research and made purchase of bio-remediation agents
- ◆ Introduced ordinance to reflect changes at the State level concerning the enforcement of carbon monoxide regulations
- ◆ Guided high school through the process of occupying an unsafe structure due to the malfunction of the fire alarm system

Police:

- ◆ Received approval for construction of new Police Headquarters
- ◆ Trained police department's incident command system
- ◆ Field trained new officers through recognized field training officer procedures
- ◆ Trained each officer in community policing philosophy
- ◆ Established liaison officer for communication and interaction with Drew University and Fairleigh Dickinson University Security
- ◆ Increased interaction and communication with corporate security for corporations located within the Borough of Madison

II. PUBLIC WORKS AND ENGINEERING

Public Works:

- ◆ Purchased two trucks
- ◆ Replaced roof
- ◆ Replaced 12 passenger Senior Citizen van (75% complete)
- ◆ Established inventory in Public Works (50% complete)
- ◆ Cross-train Water and Sewer Departments (50% complete)
- ◆ Rebuilt bridge on Rosedale
- ◆ Obtained \$38,000 FEMA refund
- ◆ Recycled all computers and office machines
- ◆ Built court and Violation Bureau

Engineering:

- ◆ Attended approximately 60 night meetings in order to provide advice to Council, Planning and Zoning Boards or other operating units; provided preparation for meeting (approximately 40 agenda recommendations to Council), follow-up of issues raised, and approved consultants' activities, invoicing and reimbursements at meetings during the year; provided technical advice on legal challenges to Boards and the Borough
- ◆ Specified, advertised, interviewed, recommended and hired the Planning and Zoning Administrative Official and recommended the hire of the Construction Controls Person; managed transitions of employees to provide consistent customer service
- ◆ Prepared contract drawings and bid documents for reconstruction of 2003 Road Program (Brittin, Grove, Highland, Kings, Belleau, Linden, Impound), 2003 Water Infrastructure Program (Brittin, Bruns, Seaman, Kings, Hillside), the Civic Center Interior Renovation, and advancement of design and bid documents for the 2004 Road/Infrastructure Programs
- ◆ Coordinated professional services contracts for updated design of VOC treatment, Garfield Avenue reconstruction, Civic Center structural improvement, Spring Garden Brook stabilization, construction inspection services, operations software installations and document scanning contract
- ◆ Performed construction management of projects including: 2003 Road Program (\$900,000); 2003 Water Program (\$300,000), Dodge Field Lighting (\$40,000), Violations Bureau Relocation (\$12,000), Civic Center Access Improvement (\$10,000), Civic Center Interior Renovations (\$184,000)
- ◆ Managed Borough interests in local construction projects (not funded by the Borough) sponsored by an applicant to a local Board, or other interests such as NJDOT, NJT, PSEG, Library, Museum, YMCA, Community Pool, schools etc. (of interest was AT&T Wireless Monopole/Kings Road Communication Facility); assisted with various grant applications and proposals
- ◆ Advanced the Borough GIS by implementing Land Use Services operation software for parcel-based permit and application tracking and began large/small document scanning for the Planning and Zoning Board; updated department Internet page with summer interns

III. UTILITIES – Electric, Water

Electric:

2003 Plan:

- ◆ Completed installation of 3 phase primary Woodland Road
- ◆ Began replacement of all underground primary switches and installation of additional cable (project in progress)
- ◆ Continued system re-enforcement – continued installation of fused cut-out boxes on distribution transformers; installed wildlife protectors on cut-out boxes, new poles and anchors; installed new secondary cable

Other projects not part of the 2003 Goals and Objectives:

- ◆ Constructed new three phase transformer bank at Madison Jaguar
- ◆ Constructed new pole and three phase transformer bank at Dunkin Donuts
- ◆ Constructed new three phase transformer bank at Gary's Wine & Liquor
- ◆ Began construction of 3 new riser poles at Bayley-Ellard/Sunrise and underground conversion
- ◆ Installed three phase gang switch on Verizon circuit
- ◆ Constructed new three phase bank of transformers at Medical Office building, 210 Main street
- ◆ Installed new primary feeder and riser pole at Twombly Estates, 300 Madison Avenue
- ◆ Installed new underground cables at sections of Union Hill
- ◆ Installed new transformers at E well
- ◆ Reconstructed station power cabinet and transformer bank 4B at James Park substation
- ◆ Installed spot lighting for James Madison monument
- ◆ Installed flagpole, sign and lighting at Water & Light plant

Water:

- ◆ Installed 140 water meters
- ◆ Worked on water mains with Borough Engineer

IV. PUBLIC SERVICES – Borough Clerk, Finance, Library, Purchasing/Personnel, Tax Assessor

Borough Clerk:

- ◆ Presided over School, Primary and General Elections; coordinated 56 board workers; visited polling locations on election day; staffed Borough Hall during polling hours; tabulated election results from 28 voting machine printouts at the close of the polls; followed through on mandates as to stripping/signage at polling locations; purchased new flag stands for Madison's polling places; purchased sandwich board signs identifying polling location and district number for each of Madison's 14 Voting Districts for placement at curbside of each polling place; arranged for police presence at Madison Housing Authority on Election Day (Chief Administrative Officer of Elections)

- ◆ By year end, will have prepared for and attended 23 Public Session, 22 Work Session, 21 Executive Session and 2 Budget Meetings and provided written record thereof as required by law; prepared and provided the agenda for the Mayor and Council, department heads, and the public; prepared for 2004 Reorganization meeting during the last quarter of 2003 (Secretary to the Governing Body and Secretary to the Municipal Corporation)
- ◆ Published, advertised and filed 54 ordinances and 112 resolutions according to law, integrating each into the minutes for permanent record as required by law (as of November 10)
- ◆ Published telephone directory including directory of boards and committees; initiated and completed fee comparison study, which resulted in adjustment of Borough fees charged for services/licenses/copies
- ◆ Served as the administrative officer responsible for the acceptance of applications for licenses and permits as follows as of November 10, 2003: 11 Amusement Device Machine Permits; 2 Amusement Device Premise Permit; 1 Bowling Alley License; 1 Cinema License; 34 Raffles Licenses; 9 Sidewalk Dining Licenses; 9 Street Opening Permits; 2 Towing and Storage Licenses (valid through June 2003); 20 Consumption/Distribution/Club Liquor Licenses; 12 One-day Liquor Licenses, 50 Tennis Permits (fees to Recreation); 25 Taxi/Livery Owner Licenses; 11 Taxi/Livery Driver Permits
- ◆ Collected, recorded and processed payment of Borough sales of books, maps, photocopies, fees for licenses, permits (excluding tennis permit fees), miscellaneous revenue \$38,856.72 (as of October 31, 2003)
- ◆ Collected fees (fees to Recreation Director) and arranged with Public Works for pickup of 294 white goods, 80 refrigerators and 54 air conditioners (as of October 31, 2003)
- ◆ Attended Spring Conference toward re-certification as Registered Municipal Clerk (RMC) (current certification valid from September 30, 2003 through September 30, 2004)
- ◆ Acted as Records Manager as provided by State Statute; documented records on disk as to location and content of stored files in the attic and vault; continued training of new personnel regarding posting public information on RoseNet department webs
- ◆ Provided notary service for more than 93 walk-ins in addition to notary services for the Borough
- ◆ Performed other activities such as Borough Webmaster, member of the Library RoseNet Technology Committee, hired new Office Assistant as of October 2003

Finance:

- ◆ Switched auditors to the firm of Nisivoccia & Company
- ◆ Changed our commercial bank to First Morris Bank and Trust
- ◆ Hired a new tax assessor
- ◆ Converted our automated data processing payroll system from bi-weekly to semi-monthly paychecks

Tax Collector:

- ◆ Total levy for 2003 \$41,643,212.83
- ◆ Collected 99.34% of total levy

Library:

- ◆ Enhanced the Library's collection by using grant funds received from the Geraldine R. Dodge Foundation, New Jersey State Library and Friends of the Library to implement a new program involving preschoolers, their parents and reading, purchase books and media for various departments and send historic atlases for treatment/preservation
- ◆ Improved the Library building and grounds through use of the Capital and 390 Budgets by installing a new phone system, installing new lighting in the Children's Services Department stacks, caulking all panels in the Adult Services Department, installing new outdoor sign to advertise library hours, working with an architect to discuss ADA improvements to the front door and bathrooms
- ◆ Completed a bibliography on Arthur Rushmore and the Golden Hind Press and sent to Oak Knoll Press for Publication
- ◆ Prepared an expanded plan of service for the Local History Center by collecting and indexing photographs of Madison, updating local history files, assisting patrons with local history research questions
- ◆ Strengthened the collection and information services in order to improve service to patrons by preparing, printing and distributing a brochure to patrons and Madison High school faculty explaining the Library's virtual services, assisting patrons with 52,692 inquiries as of September 30, 2003, publicizing the Library's collection of books, adding an additional 5,094 books and 439 audio visual titles to the Library's collection, supporting 7 Madison area book clubs
- ◆ Provided programs of cultural, literary and educational interest for adults such as the monthly meetings of the Library's book club, art exhibits and displays, lectures, concerts and other programs; worked with Literacy Volunteers of America in presenting ESL classes
- ◆ Provided programs of appeal to the interests and reading levels of children such as the 61 story time sessions (as of September 30, 2003) with 984 attendees, the Summer Reading Club which attracted over 572 participants, an informal playgroup called Monday Morning Moms, a support program for homeschool families, the creation of the Teen Advisory Board
- ◆ Continued development of its books and media collections of appeal to the interests and reading levels of children by using library budget funding as well as gift funds from the Friends of the Library and individuals
- ◆ Worked more cooperatively with the Madison schools by providing 55 class visits/tours involving 1055 students (as of June 30, 2003), supporting the Madison school system's Rose City Readers summer program, working with school librarians and attending periodic public school curriculum meetings
- ◆ Heightened awareness of the Library's services and collections by mailing a PR brochure to all Madison residents, participating in Bottle Hill Day, publishing and distributing a bi-monthly newsletter, sending regular press releases to the Madison Eagle, providing some library PR materials in Spanish

- ◆ Strengthened management and internal operations of the Library by conducting employee evaluations, approving a new salary range schedule, encouraging staff attendance at appropriate conferences and meetings, hiring staff to replace retirees, implementing new purchasing procedures as of December 1, 2003, receiving new library cards/keytags and distributing them

Library Technology

- ◆ Enhanced the Library's technological infrastructure by purchasing replacement PCs for public and staff access to M.A.I.N., increasing the number of online databases offered, creating a booklet outlining the Library's services accessible from home office, installing a new telephone system
- ◆ Continued development of RoseNet, Madison's Community Network, by switching to Verizon ISP services, holding monthly Technology Committee meetings; recording a total of 25,173 hits on the library's website
- ◆ Enhanced the equipment and staff expertise necessary in making the services of the Morris Automated Information Network available to the public
- ◆ Continued the digitization of Madison's history by continuing the conversion of the Madison Eagle index onto Rosenet and by featuring historic photographs of Madison on the Library's website

Purchasing/Personnel:

- ◆ Processed approximately 1,439 (through 10/27/03) Purchase Orders and 1,432 (through 10/27/03) Receiving and Inspection Forms (R&I's)
- ◆ Revised Bid Opening Sealed Bid Record for ease of use
- ◆ Accurately completed OSHA 300A Summary (incorrect for 2001)
- ◆ Completed Goals and Accomplishments Section of Budget in Brief in 3 weeks (normally given 3 months)
- ◆ Ordered computers to be utilized for Purchasing system upgrade
- ◆ Ordered Java upgrade for purchasing system
- ◆ Updated govemployees website with budget information and contracts
- ◆ Resolved numerous employee problems (medical billing, pension, insurance, deferred compensation)
- ◆ Successful completion of the Principles of Public Purchasing II class by the Purchasing/Personnel Officer
- ◆ Presented hiring procedures update to Mayor and Council
- ◆ Worked on creating a Borough of Madison employment application for on-line, as well as to save the Borough money from purchasing applications (still in the process, very near completion)
- ◆ Processed and administered twenty-one (21) Worker's Compensation claims/cases (through Nov. 3, 2003) and twenty-eight (28) General Liability/Automobile Loss/Property Loss claims (through Nov. 3, 2003) in cooperation with the Morris County Joint Insurance Fund

Tax Assessor:

- ◆ Filed the Added Assessment List with the Morris County Board of Taxation, totaling \$6,778,500

- ◆ There were six (6) State Tax Appeals filed, three (3) state judgements settled and three (3) still pending

V. COMMUNITY AFFAIRS – Recreation, Senior Center

Recreation:

- ◆ Provided a new ski program for youngsters in grades 9-12 for six Friday nights to the Sterling Forest Ski Area
- ◆ Co-sponsored with the Parks Committee an expanded Summer Nature program; four days per week for five weeks in 2003 compared with three days per week for four weeks in 2002
- ◆ Worked with the Engineering Department to have the Dodge Field lighting project started; all light bulbs were replaced, light shields were added and additional fixtures installed (project to be completed in 2004 with upgrade to panel box to provide additional power for all lights)
- ◆ Acquired grants from Waste Management -\$500 grant went toward the high school summer musical program; a 20-yard garbage dumpster valued at \$800 was provided for use on Bottle Hill Day for the garbage generated

Senior Center:

- ◆ Cooperated with local agencies including the Madison Public Library, YMCA, Health Department, Morris County Nutrition Project and NORWESCAP/RSVP to provide ongoing senior services and programs
- ◆ Continued annual tax assistance program for 250 seniors through AARP-trained tax counselors
- ◆ Observed Older Americans Month in May with Eighth Annual Photo ID Day with over 80 seniors participating, held in cooperation with Madison Police Department and funding from MAASA
- ◆ Celebrated accomplishments of Joan Holmes upon her retirement as Senior Center Coordinator
- ◆ Oversaw transportation issues caused by loss of Senior Center van, including development of volunteer driver network which provided over 50 rides through the Senior Center office and additional rides at request of individual seniors
- ◆ Updated pre-1995 policies and procedures of Trip Committee and addressed safety concerns
- ◆ Assisted Health Department for second year in processing almost 800 seniors needing flu shots
- ◆ Received \$5000 grant from Dodge Foundation toward intergenerational programs for 2004

VI. HEALTH

- ◆ As in 2002, spent many hours in 2003 preparing for our role in response to a local Bioterrorism event
- ◆ Continued to respond to a State Health Department request to be a provider of Tetanus vaccine to adults

- ◆ Worked with school nurses to ensure parent education and compliance with the Hepatitis B vaccination requirement of school age children for school admission; offered Hepatitis B vaccine at the Health Department to assist parents in meeting this new requirement; checked records of older students to see if they have caught up to this additional requirement (Public Health Nursing staff)
- ◆ Audited the immunization records of 76 schools and day care centers throughout the nine-community Madison Health District; often reviewed over 4,500 individual immunization records and followed up until that entire number was 100% compliant in meeting state regulations (Nursing staff)
- ◆ Continued partnership with Morris County RSVP and the Project Healthy Bones program
- ◆ Had another successful year with the "Madison on the Move" walks, averaging over 20 participants at the Saturday walks and about 15 walkers on Wednesday walks; this year group step totals were logged at 42.5 million steps as of mid-October; "Rose City Steppers" were chosen for a "Health Ease" award in June by the New Jersey Department of Health and Senior Services (Madison Fitness Coalition)
- ◆ MAASA continued to support drug and alcohol education and prevention programs for all ages

2004 GOALS

I. PUBLIC SAFETY – Court, Fire, Police

Court:

- ◆ Comply with New Jersey Court rules as promulgated by the New Jersey Supreme Court and local vicinage rules, as determined by the Assignment Judge for the County of Morris
- ◆ Perform duties in a professional and objective manner (Municipal Court Administrator, Deputy Court Administrator, and Violation Clerks)

Fire:

- ◆ Maintain operational budget at 2001 spending level
- ◆ Complete year two of three-year phase-in of self-contained breathing apparatus as per NFPA specification
- ◆ Phase-in new work schedule for FMBA as per agreement with Borough on a trial basis
- ◆ Phase-in pre-plan inspections for target hazards
- ◆ Begin inspections of common areas in multi-family housing and apartments
- ◆ Upgrade HDM emergency generator with remote radiator
- ◆ Conduct promotional process for Captain
- ◆ Relocate radio communication cables from underground
- ◆ Research and purchase communication headsets
- ◆ Purchase new tires for Engine 1
- ◆ Purchase new brakes for Engine 2

Police:

- ◆ Begin approval for construction on new Madison Public Safety building (primary goal)
- ◆ Reduce overtime spending from 2003 level
- ◆ Increase employee satisfaction through appropriate in-service training courses
- ◆ Comply with all rules established by the NJ Attorney Generals Office
- ◆ Comply with all policies and rules established by the Morris County Prosecutors' Office
- ◆ Ensure compliance with US and NJ Supreme Court cases
- ◆ Update computerization of patrol fleet and integrate with Info-Cop database
- ◆ Continue to improve communication/cooperation with Madison School Board through innovative programs and interpersonal communication via the school resource officer
- ◆ Research State and Federal grants in an effort to secure additional funding for the Borough
- ◆ Begin research for citizen survey, in an effort to evaluate services provided by the Madison Police Department and determine direction for new services
- ◆ Continue to work efficiently and effectively with the Governing Body and Administration of the Borough of Madison to provide the highest quality of service to the citizens of the community

- ◆ Develop and expand Madison Police Department's website with updates on new programs being offered (under construction)
- ◆ Continue to develop new programs in community policing for youths, seniors and neighborhood watch
- ◆ Update and expand Emergency Management Plan for Madison
- ◆ Revise policy and procedures for the police department

II. PUBLIC WORKS AND ENGINEERING

Public Works:

- ◆ Computerize the Public Works Department
- ◆ Continue cross-training the Water and Sewer Departments
- ◆ Replace two (2) men in the Road Department
- ◆ Work with Borough Engineer to fix or repair downtown sidewalks
- ◆ Work with Recreation Director to improve all the ballfields

Engineering:

- ◆ Attend or cover at approximately 80 night meetings in order to provide advice to Council, Planning and Zoning Boards or other operating units
- ◆ Advancement of planning documents for infrastructure improvements; design, bid, award and construct improvements to 2004 Road Program with separate contracts for water line replacements; initiate work on 2005 Road Program Improvements
- ◆ Implement local area/wide area network access to both new operations software and the GIS for Land Use Services staff in-house; investigate distribution of the operations and GIS data in a user-friendly, Internet-based system in public locations

III. UTILITIES – Electric, Water

Electric:

- ◆ Continue replacement of all underground primary switches and installation of additional feeder cable in the commercial district
- ◆ Completion of Sunrise and Bayley-Ellard projects
- ◆ Install overhead gang switches on Verizon circuits
- ◆ Perform transformer vault cover replacement
- ◆ Continue system re-enforcement
- ◆ Over the next five years, the Department plans to:
 - Continue installation of new circuit for Reckson Building
 - Paint structures at both substations
 - Install SCADA (supervisory control & data acquisition) monitoring system for both substations
 - Install walkway and bridge lighting at James Park
 - Construct new storage facility
- ◆ Ongoing and routine projects:
 - Substation testing & maintenance
 - Cable installation and removal

- Infra-red thermal scan
- New service installations
- Pole transfers as required
- Transformer replacement as required
- Mark-outs of underground circuits
- Street light and traffic light repairs
- Line clearance
- Emergency work – storms, car pole accidents, equipment failure, no power, partial power, etc. (during and after hours)
- Special projects (oil samples, transformer disposal, pole disposal, inventory, Christmas decorations, banners, Bottle Hill Day, other departments, etc.)
- Bi-annual substation maintenance (batteries, filters, breakers, etc.)
- Miscellaneous (maintain material stock, load and unload shipments, clean buildings, maintain equipment, etc.)
- Training (CPR, Right to Know, Safety, Confined space, etc.)

Water:

- ◆ Install new water meters
- ◆ Service Fire Hydrants by checking pressure
- ◆ Perform building maintenance on old buildings
- ◆ Work on Well D (Loveland Street) with contractor
- ◆ Water main on Kings Road & Hillside Avenue with Engineering Dept
- ◆ Replace curb boxes
- ◆ Move generators from Well D to North Street Sewer Pump Station

IV. PUBLIC SERVICES – Borough Clerk, Finance, Library, Purchasing/Personnel, Tax Assessor

Borough Clerk:

- ◆ Secure polling locations for 2004 elections (Administrative Officer of Elections)
- ◆ Encourage the increased use of technology for communicating with and updating the Mayor and Council and the public, where appropriate; attend conferences in the Spring and Fall for re-certification as Municipal Clerk, as required by law (Secretary to the Governing Body and Secretary to the Municipal Corporation)
- ◆ Continue assisting departments in posting public documents on RoseNet; continue in-house training of new department personnel regarding posting public information: Construction; Land Use; Police; purchase a document imaging system for records management purposes; purchase a new voice recording system for Council meetings with the goal of having Regular Meetings available on RoseNet; re-codification of Borough Code (Records Manager)
- ◆ Create, evaluate and update applications for permits and licenses (Licensing Official)

Finance:

- ◆ Select a bond counsel to assist in the financing arrangements for the Hartley Dodge Memorial Building renovations and a new police and fire facility
- ◆ Analyze and recommend rate increases in the water and electric utilities
- ◆ Prepare and review the financial estimates of the Borough's revenue and appropriations for 2005 through 2009
- ◆ Hire a new financial assistant to replace the current incumbent that will retire this year

Library:

Special Goals

- ◆ Improve the Library building and grounds by studying the drainage ditch and library entranceway, refurbishing the public bathrooms, replacing the existing Knogo security system, purchasing a new microfilm/fiche reader, developing a Young Adult department, completing ADA work on the front door and bathrooms, undergoing a facilities assessment
- ◆ Enhance the Library's Local History services by digitizing the files by scanning all documents, thereby creating a common index
- ◆ Continue the strategic planning process with the goal of responding to the community's needs in a more effective manner by surveying patrons and non-patrons regarding their public library use, improving the Library's PR to attract more people

Recurring Goals

- ◆ Prepare an expanded plan of service for the Local History Center by evaluating the current level of services and developing recommendations for improvements
- ◆ Strengthen the collection and information services in order to improve service to our patrons by reevaluating current sources of funding, weeding and updating all collections, purchasing new books and media
- ◆ Provide programs of cultural, literary and educational interest for adults by providing monthly meetings of the Library's Book Club, presenting lectures, concerts, art exhibits, displays and other general interest programs
- ◆ Provide a collection of books and media and programs of appeal to children by continual weeding and updating of information, scheduling story time sessions and programs and the Summer Reading Program
- ◆ Work cooperatively with the Madison schools to coordinate services and library needs of the teachers and students
- ◆ Heighten awareness of the Library's services and collections by distributing a bi-monthly newsletter to all contributors to the Library and Friends, publicizing the Library's collection and services
- ◆ Strengthen management and internal operations of the Library by improving employees' salaries with the approval of the 2004 budget, updating all job descriptions by December 31, 2004
- ◆ Update our patron and collection databases

Technology Goals

- ◆ Enhance the Library's technological infrastructure by replacing and upgrading equipment and software as needed
- ◆ Enhance the information and life-long learning opportunities for Madison Library patrons by offering computer training to staff and to the public
- ◆ Continue development of RoseNet, Madison's Community Network
- ◆ Enhance the equipment and staff expertise necessary in making the services of the Morris Automated Information Network (M.A.I.N.) available to the public
- ◆ Facilitate the Library's virtual services to patrons

Purchasing/Personnel:

- ◆ Upgrade all department users who do purchasing with the Edmunds Java upgrade to transition from the hard-copy purchase order system to the Edmunds and Associates Inc. Requisition System; upgrade the individual computers if necessary (in the process; very near completion)
- ◆ Train all department users who do purchasing on the proper use of the purchasing function as well as on the use of the new Edmunds system
- ◆ Update and publish a new Purchasing Manual for all departments
- ◆ Create, publish and distribute a Vendor Manual for all vendors explaining the Purchasing function within the Borough of Madison
- ◆ Complete the Rutgers University, Center for Government Services' Principles of Purchasing I by the new Purchasing Assistant
- ◆ Complete the Rutgers University, Center for Government Services' Principles of Public Purchasing III & Municipal Finance courses by the Purchasing/Personnel Officer

Tax Assessor:

- ◆ Continue to serve the public and maintain, update and file records

V. COMMUNITY AFFAIRS – Recreation, Senior Center

Recreation:

- ◆ Expand the youth basketball program to add travel teams for boys and girls in grade 5; use additional facilities for the basketball program including the YMCA Kirby Center and Community House gyms on Saturday mornings and various grammar school gyms on weekday nights
- ◆ Continue offering a variety of recreation programs and to work cooperatively with the various recreation volunteers, paid staff, and volunteer organizations in providing these programs
- ◆ Continue working cooperatively with the Public Works Department regarding the maintenance of the various town recreation facilities
- ◆ Continue working cooperatively with the Madison Board of Education regarding the use of various Board of Education facilities which are used by various recreation programs
- ◆ Continue working cooperatively with the Mayor, Council, Borough Administration, Borough Engineer, Department Heads, and recreation groups regarding the

improvements or additions to recreation facilities. The projects projected for 2004 include:

- Completion of the Dodge Field lighting project
- Improvements to fencing and backstops for the Little League ball fields
- Renovation of the Dodge Field Playground area

Senior Center:

- ◆ Continue established programs in areas of education, recreation, health, nutrition, transportation, safety and housing
- ◆ Increase senior participation in activities, volunteerism and instruction through existing and innovative programs
- ◆ Work toward healthy integration of groups using the Civic Center with primary focus on senior/teen interaction
- ◆ Communicate with local, county and state agencies to assure timely communication regarding services for seniors, and community-wide distribution of this information
- ◆ Increase attendance at senior activities in Madison through press releases, through improved communication in the Senior Prime Times newsletter, and through greater advocacy within existing groups
- ◆ Facilitate work of the Board of Trustees and Senior Advisory Committee with staff support and greater attention to mission statements and orientation of new members
- ◆ Increase client base from 15 to 20 to meet growing demand for Meals on Wheels through the Midday Friendship Center and Morris County Nutrition Project with the assistance of additional volunteers from area churches
- ◆ Support the objectives of NORWESCAP/RSVP program (Telephone Outreach, SHIP, Songsters, Knitters & Crocheters) with additional volunteer support in the areas of information and new recruits
- ◆ Co-sponsor nine programs in the 19th season of the Summer Seminar Series with the Madison Public Library
- ◆ Provide seniors and their families with immediate and accurate information through an updated and efficient referral system which includes such services as the YMCA rehabilitation group and the Health Department blood pressure screenings
- ◆ Measure senior program/activity attendance for use in development of new programs and expenditures; current statistics depend on a sign-in system which will be replaced with accurate on-site attendance figures
- ◆ Attend senior center-related regional and state conferences and workshops.

SPECIAL PROJECTS - 2003

- ◆ Develop a series of four to six intergenerational projects in conjunction with Madison elementary, junior and high schools, the Madison Library Teen Advisory group, and Teen Center following guidelines outlines in the 2004 Dodge Foundation grant; provide adequate documentation to assure future support in this endeavor

- ♦ Work cooperatively with groups using the Civic Center toward efficient utilization of existing space with attention to two existing and one additional program involving physical activity; explore with Trustee support a series of monthly drop-in lunches; see needs are met with adequate funding

VI. HEALTH

- ♦ Seek out and enter into as many inter-municipal contracts as necessary to achieve an ideal balance between contractual public health responsibilities and the public health resources required to satisfy those responsibilities
- ♦ Reach more Madison residents with our existing public health services and information through press releases and interaction with the Borough's various committees; continue to make use of the RoseNet
- ♦ Continue offering non-mandated services, such as adult Tetanus vaccinations and pneumococcal disease vaccines, to adults 65 and over
- ♦ With the specter of Bioterrorism looming over us, Public Health has been and will continue to be called upon to respond to the threat at the Federal, State and Local levels
- ♦ Continue seeking free or reduced rate programs from Morristown Memorial Hospital, the American Heart Association, the American Cancer Society, etc.
- ♦ Continue administering the NJ KidCare program, which was designed to provide health insurance for uninsured children 18 and under in low-income working families
- ♦ Determine the public health needs of the community and develop new programs that will accommodate those needs