

BOROUGH of CHATHAM

ANNUAL REPORT

2013

Office of the Borough Administrator

Robert J. Falzarano, Administrator

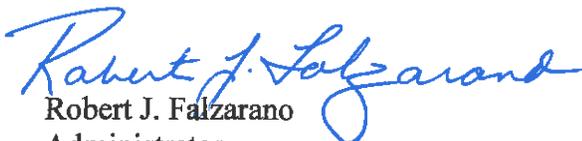
ADMINISTRATOR'S REPORT FOR THE YEAR 2013

The year 2013 was a very positive year with many accomplishments. The year 2013 began with the preparation of the 2013 budget. The municipal tax rate increase for 2013 was 1.41%. The new IT shared services agreement with Madison reduced service interruptions which improved efficiency. The joint construction department and the court have all operated without any disruption of service.

The new sidewalk ordinance was adopted. The new ordinance combined four different ordinances that governed sidewalks. The time limit parking on Main Street was increased from sixty minutes to ninety minutes. The community garden was relocated to the Woodland Park property. The Planning Board checklist and Administrative forms ordinance was adopted. The mutual aid and hazmat cost recovery ordinance was also approved. The Affordable Housing ordinance was approved and the Recreation Field fee ordinance was amended.

The administrative staff has been reduced from sixty-six fulltime employees in 2008 to forty-nine employees in 2013. Two fulltime positions have been reduced to part time positions. Although the staff has been reduced, the services provided to the residents have not been reduced or eliminated. The quality and types of services provided has not changed. Utilization of new technologies and the dedication of the staff is the reason that the types and quality of the services provided has not changed. The employees of the Borough of Chatham continually strive for excellence which translates to efficient and effective delivery of services to the public. The department heads worked cooperatively with the Mayor and Borough Council to reduce expenses while maintaining the level of services that are necessary to continue the high quality of life that the residents of Chatham Borough appreciate.

The goals established for 2014 are very well thought out and build on the improvements that we accomplished in 2013. Chatham Borough will continue to be recognized for excellence. The 2014 goals will continue to improve infrastructure, efficient delivery of services, quality employee service and responsive transparent government.


Robert J. Falzarano
Administrator

2013 GOALS, OBJECTIVES AND ACCOMPLISHMENTS

1. **Goal:** Prepare and submit for approval the 2013 budget.

Objectives:

- Compile the budget that was submitted by each department head.
- Schedule at least one finance committee meeting.
- Revise the budget; develop multi-year forecast for both operating & capital.
- Discuss the budget with the Auditor.
- Submit the budget for first reading during the month of March 2013.
- Adopt the budget in April 2013.
- Receive state approval before June 1, 2013.
- Issue department budgets to each department head, board and commission chairs.

Accomplishment: The 2013 Municipal budget was approved on April 8, 2013.

2. **Goal:** Initiate preparation of the 2014 budget by August 1, 2013.

Objectives:

- Send requests to the department heads, board and commission chairs to prepare and submit their 2014 budgets before September 1, 2013.
- From October 2013 - January 2014, discuss the 2014 budget with the Finance Committee.
- During the month of January 2014, meet with the Auditor.
- Provide written summary of the budget to the Mayor and Council.
- Initiate budget hearings at the first February 2014 Council meeting.
- Complete budget hearings before March 1, 2014.
- Introduce the budget during the month of March 2014.
- Adopt the budget during the month of April 2014.

Accomplishment: The 2014 budget process began on July 13, 2013 with the memo from the Finance Director that the department budgets are due on September 18, 2013. The Finance Committee had several meetings in October and November.

- 3. Goal: Complete the sidewalk maintenance program and install new sidewalks before September 1, 2013.**

Objectives:

- Request the engineer to complete the sidewalk improvement list before May 1, 2013 and prepare bid specifications to include the following locations:
 - Watchung Avenue.
 - Kings Road.
 - Lafayette – front path.
 - Passaic – Fuller path.
- Advertise for bids during the month of May 2013.
- Award the contract at the first meeting in June 2013.
- Complete the project before August 15, 2013.

Accomplishment: The 2013 sidewalk maintenance bid was awarded on May 28, 2013. The project was completed in August.

- 4. Goal: Schedule ten monthly department head meetings.**

Objectives:

- Prepare written agendas for each meeting.
- Invite the Mayor and one or two Borough Council members to attend each meeting.
- Develop professional development lectures. Guest speakers will be scheduled.

Accomplishment: There were twelve department head meetings held.

5. Goal: Revise the table of organization for the Borough of Chatham.

Objectives:

- Before February 1, 2013, revise the Borough Table of Organization.
- February 1, 2013, distribute for comment the revised Table of Organization to the Borough staff and elected officials.
- Distribute the revised Table of Organization before February 1, 2013.

Accomplishment: The revised table of organization was distributed on January 1, 2013.

6. Goal: Renovation of Shepard Kollock Park.

Objectives:

- The Borough Engineer will discuss the path/trail plan options with the Mayor and Borough Council.
- Advertise for bids after the Borough Council approves the project scope of work, March 2013
- Award the contract at first April 2013 Borough Council meeting.
- Complete the project before November 2013.

Accomplishment: The project was presented to the Mayor and Borough Council on May 28th. The project started in August and was completed in September.

7. Goal: Develop a new Borough Administrative Code.

Objectives:

- Before April 1, 2013, the Borough Council will authorize the initiation for the preparation of a new Administrative Code.
- Before June 1, 2013, the Borough Attorney will complete the first draft of the Administrative Code and send it to the Mayor and Borough Council for review and comments.

- Before July 1, 2013, the Mayor and Borough Council will send the comments to the Borough Attorney.
- Before August 1, the proposed Administrative Code will be placed on the Borough web site for comments from the public.
- The discussion will be scheduled for the September Borough Council meeting.
- The first reading of the ordinance will be scheduled for the October 2013 Borough Council meeting.

Accomplishment: Due to increased legal expenses, this project will be moved to 2014.

8. Goal: Continue to review and revise the Affordable Housing Plan.

Objectives:

- The Administrative Agent will continue discussions with potential developers and property owners.
- The Administrative Agent will evaluate grant possibilities to augment developer fees to use for rehabilitation.
- The Administrative Agent will evaluate sites for future development or redevelopment for age-restricted and other low & moderate income housing.
- The Administrative Agent will revise the plan as required.
- Before June 1, 2013, the Affordable Housing Committee will make recommendations on the next step that the Borough should take with respect to a rehabilitation plan and new housing.

Accomplishment: The Affordable Housing Committee met on four separate occasions. The Affordable Housing Ordinance was adopted on June 10, 2013. The plan for housing rehabilitation was developed and posted on the Borough web page. On June 10, 2013, the Borough Council approved the amended Affordable Housing ordinance.

9. **Goal:** Continue to investigate and implement green initiatives and implement energy audit recommendations.

Objectives:

- The Borough Engineer will discuss recommendations with the Borough Council before April 2013.
- The Borough Engineer will prepare a budget and submit to the Administrator before June 1, 2013.
- If funding is approved, implement recommendations before January 1, 2014.
- Continue to obtain grant funding.
- Before June 2013, the Environmental Commission will identify and investigate green initiatives shared services opportunities with other towns.
- The Environmental Commission will present the green initiatives shared services recommendations including grant opportunities to the Borough Council before September 2013.
- If approved by the Borough Council, the green initiatives shared services implementation schedule will be scheduled for completion during 2014.
- Investigate joint solar opportunities with the Joint Meeting.

Accomplishment: The tier one energy audit recommendations were completed in 2012. The motion sensor lights in the restrooms at Borough Hall were installed in August 2013. The Shade Tree Chairman was briefed about the Shade Tree items that would qualify for Sustainable Jersey certification. Cindy Steffens did invite Madison and Chatham Township to participate in the monthly public education series at the Chatham Library. Two green team grants for 2,000 and \$20,000 were submitted. The \$20,000 grant is for electric charging stations. The \$2,000 grant is for Green Team capacity building. The grants were approved on October 15, 2013.

10. Goal: Identify shared services opportunities and discuss with other municipalities.

Objectives:

- Before April 1, 2013, the Shared Services Committee will identify further shared service opportunities.
- Before June 1, 2013, contact other municipalities to identify shared service opportunities.
- Before August 15, 2013, develop plans and submit the plans to the governing body for review.
- Before October 15, 2013, prepare shared service agreements and submit to the governing body.
- Before January 1, 2014, implement the shared services agreements.
- The Shared Services Committee and the Borough Administrator will evaluate the effectiveness of existing shared services agreements: Joint Meeting, Joint Recreation, Board of Health, Joint Court and Construction.

Accomplishment: On May 13, 2013, the Borough Council approved the IT shared services agreement with Madison.

11. Goal: Review options to make Woodland Park accessible and implement a plan.

Objectives:

- Form a joint advisory committee with Chatham Township & Chatham Borough to include the Environmental Commission and the Open Space & Historic Trust Conservancy Advisory Committee.
- Schedule meetings with Chatham Township officials to discuss the options.
- Present the Woodland Park Access Plan recommendations to the governing bodies. Provide written summary of the budget to the Mayor and Council.

- If approved, implement the plan for the park.

Accomplishment: The Borough and Township approved the plan to locate the Community Garden at Woodland Park. The site preparation work started in September. The plantings are on schedule for early 2014. Chatham Borough and Chatham Township approved resolutions to form the Joint Garden Committee and the committee members were appointed.

12. Goal: Update the Historic Preservation Property Inventory.

Objectives:

- Before June 1, 2013, the Historic Preservation Commission will review and update the current property inventory list and identify new properties.

Accomplishment: This goal was moved to 2014.

13. Goal: Review and prepare recommendations for improving parking in the downtown area.

Objectives:

- Before March 2013, The Long Range Traffic and Pedestrian Safety Planning Committee will schedule meetings to identify specific parking problems by location.
- Before June 2013, The Long Range Traffic and Pedestrian Safety Planning Committee will develop options to resolve the parking problems that the Committee identified.
- Before June 1, 2013, develop parking solutions at the Library.

Accomplishment: On October 28th, the Long Range Traffic and Pedestrian Safety Planning Committee presented the plan to establish uniform parking time limits on Main Street and the intersecting streets: Fairmount, North Passaic, South Passaic and Center. The new time limit is ninety minutes. The ordinance to amend time limit parking on the streets listed to 90 minutes was approved. Also, parking enforcement

in the downtown area was increased and the use of the Bowers Lane parking lot increased. Main Street parking space availability improved.

14. Goal: Develop a long range strategic plan for economic stability.

Objectives:

- Before March 31, 2013, the Finance Committee will identify economic options that will maximize Borough assets and stabilize property taxes for multiple year cycles.
- Based on the economic options that are identified, the Finance Committee will prepare a draft strategic planning document that will be circulated to the Mayor and Borough Council before June 1, 2013.
- After the review process is completed, the strategic plan recommendations will be presented to the public for review and comments.
- The final plan will be presented to the Mayor and Borough Council before October 1, 2013.

Accomplishment: The Finance Committee met several times to develop, plan, review and revise the ten year strategic financial management plan. The department heads submitted 10 year plans that the Finance Committee reviewed and revised. On January 27, 2014, the strategic financial management plan was presented to the Mayor and Borough Council.

15. Goal: Identify and review options for the expansion of the Community Garden.

Objectives:

- During the first six months of 2013, the Community Garden Advisory Committee shall create a sub-committee tasked with developing a plan to identify and review new sites.
- Continue to evaluate the River Road site.
- In the Fall of 2013, the Committee will present the options to the Borough Council.

- The Engineer will continue to review, evaluate and advise the Borough Council about the property encroachments that are identified in the property survey.
- The sites that are approved will be scheduled for development for the 2014 growing season

Accomplishment: The Community Garden was relocated to Woodland Park.

16. Goal: Expand the trail system.

Objectives:

- Before May 1, 2013, the Environmental Commission will identify new trail sites.
- Before May 1, 2013, the Environmental Commission will explore new grant funding opportunities.
- When new grant opportunities are identified, the Environmental Commission will work with Mrs. Piccolo to prepare and submit grant applications.
- The Environmental Commission will work with surrounding towns, such as Summit and New Providence, in identifying new trail sites.
- Before June 1, 2013, identify specific trails:
 - Passaic loop with Summit.
 - River Road Trail.
 - Investigate improvements to:
 - (1) Jackson/Milton path.
 - (2) Lafayette/Washington path.
 - (3) South Passaic/Fuller path.
 - (4) Weston path.
 - (5) Duchamp/Center path.
 - (6) Hedges/Roosevelt path.

Accomplishment: On June 3, 2013, the interns began the mapping process. On June 20, 2013, the first draft of the Summit trail loop was sent to Mayor Harris. In

September, the cost estimates were submitted by the Chatham Borough and Summit engineers. The following paths were paved: Hedges to Cornell, Hedges to Wilson and Coleman to Milton.

17. Goal: Continue to transition Chatham Joint Recreation sports to a club model.

Objectives:

- The Recreation Liaisons, Joint Recreation Committee and the Recreation Director will identify the sports that will transition to the club model and develop a timeline for each sport that is identified to transition from the current program to a club model.
- The transition will be completed before December 31, 2013.

Accomplishment: On June 10, 2013, the Borough Council authorized football and cheerleading to transfer from recreation to clubs.

18. Goal: Remove excess lighting on Main Street.

Objectives:

- Request lighting level standard from the New Jersey Department of Transportation.
- Conduct lighting level readings of the existing lighting and compare to the Department of Transportation's Standards.
- Work with Jersey Central Power and Light to remove excess lighting before October 1, 2013.

Accomplishment: On March 11, 2013, the Borough Council approved the contract for Maser Engineering to survey the area and submit recommendations. On May 23, 2013, the overhead lights between Fairmount and Hillside were surveyed by Maser Engineering. The survey did not identify any lights that could be removed..

19. Goal: Renovate the Council Chambers to include alternate Emergency Management Operations.

Objectives:

- Before February 1, 2013, identify electronic boards and pricing.
- Before February 1, 2013, identify phone locations and obtain price quotes.
- Before March 1, 2013, prepare renovation and equipment purchase plan. Discuss the costs with the Finance Committee before March 15, 2013.
- Develop an implementation plan and set timelines for completion.
- Before June 1, 2013, relocate the Emergency Operating Center from room 216 to the Borough Council Chambers.
- Before March 1, 2013, the Emergency Management Coordinator will update the Emergency Operations plan and resident preparedness plan as outlined in the November 16, 2012 debriefing action plan.

Accomplishment: The Borough Council approved \$60,000 in the 2013 capital budget for the purchase of equipment for the Emergency Operating Center. The equipment was installed in August at a cost of \$21,000. The phone lines for each department were installed.

20. Goal: Evaluate new monthly reports.

Objectives:

- Before March 1, 2013, receive feedback from the Mayor and Borough Council.
- Before April 1, 2013, discuss the feedback from the Mayor and Borough Council with the department heads.
- Before May 1, 2013, submit revised monthly reports.
- Before July 1, 2013, request feedback from the Mayor and Borough Council.

Accomplishment: The department reports were standardized with a cover page that details the statistical comparative information and backup information about

department operations. Before the 15th of each month, the reports are all submitted to the Clerk. The Clerk has a check off list to ensure that all reports have been submitted. The Clerk sends a complete set of monthly reports to the Mayor and Borough Council before the second monthly Borough Council meeting. The Mayor and Borough Council members were provided with notebooks to file each set of monthly reports.

21. Goal: Work with Madison and the Joint Meeting to develop a long range capital infrastructure plan.

Objectives:

- Before February 1, 2013, review the project list.
- Before March 1, 2013, develop a schedule for bonding the projects.
- Review the project list with the Finance Committee, Madison and the Joint Meeting.
- Schedule a discussion with the Borough Council.

Accomplishment: Meetings were held with Chris Manak, the Administrators, Engineers and Chief Financial Officers. The Edmunds System was installed in May. The five year capital plan was presented and reviewed by the engineers. The plan was revised and submitted to the Joint Meeting.

22. Goal: Continue the evaluation of the industrial zones.

Objectives:

- Before February 1, 2013, prepare a written report that identifies encroachments and the corrective actions initiated.
- Before April 1, 2013, develop recommendations and submit the recommendations to the Borough Council.
- Schedule a discussion with the Borough Council in May 2013.

Accomplishment: The River Road area was surveyed. The encroachments identified were brought to the attention of each property owner. The Planner, Engineer and

Council Member Fife inspected the area, and discussions with the Planning Board are underway. On July 17, 2013, the business owners were invited to attend an open house information fair about the rezoning. On November 13, 2013, the Planning Board approved an amendment to the Master Plan.

23. Goal: Work towards increasing Chatham Borough's overall residential recycling percentages.

Objectives:

- Before March 1, 2013, follow up from last year with Morris County's Solid Waste Division to see if any revisions have been made in recording and reporting of solid waste tonnage in the area of differentiating between bulk TYPE 13 and TYPE 10 solid waste.
- In September 2013, hold an "America Recycles Day Event" during the Farmers' Market in November and be available to answer residents' questions regarding the Borough's Recycling Program. In addition, send invitations to businesses and multifamily property owners by mail prior to event to get them more involved with recycling. If possible, purchase items for event from Clean Communities Grant to hand out.

Accomplishment: "America Recycles Day" was held in November at the Farmers' Market. The tonnage reports will not be available until next year. The most current report indicates that recycling tonnage increased from 54.7% in 2010 to 62.6% in 2011.

24. Goal: Increase the recycling tonnage reported by private contractors serving the Borough's commercial sector.

Objectives:

- Establish a working address list file of all businesses and multifamily dwellings that are not presently using the Borough's Recycling Contractor.

- Draft a letter and mail by January 15, 2013, requiring them to submit the name of their present recycling hauler and a copy of their 2012 recycling tonnage report to the Borough of Chatham by February 15, 2013.
- Track and follow up with assistance, to businesses and multi-family units for non-compliance.
- Expand the amount of materials that can be recycled: rigid bulky plastics, carpeting, egg cartons and wire hangers.

Accomplishment: Stan Serbanica and Janice Piccolo implemented a plan to capture the commercial recycling tonnage. The new program increased recycling tonnage from 6,714 tons to 12,097 tons.

25. Goal: Implement the Communications Technology Committee's Recommendations with respect to Borough IT.

Objectives:

- Before January 15, 2013, approve NJIT to review the draft plan to move e-mail services to the Cloud and assist with the selection of a part time IT person.
- Before February 15, 2013, discuss the part time IT selection with the Borough Council.
- Before March 1, 2013, the Borough Council will approve the selection of the IT person.
- Initiate the transition of the e-mail system to the Cloud by April 1, 2013 and train all Borough personnel.
- Complete the transition to the Cloud and have all systems operational before May 1, 2013.

Accomplishment: The contract with NJIT was approved on January 28, 2013. The final report was submitted on April 1, 2013. The Borough Council approved the shared services IT agreement with Madison on May 13, 2013.

The e-mail function was transferred to the Cloud on July 5, 2013. The Borough e-mail service transitioned to the Cloud on July 8, 2013.

26. Goal: Advertise and award the recycling contract.

Objectives:

- Before March 15, 2013, distribute the recycling contract to the Mayor and Borough Council for review and comments.
- Review contract comments with the Mayor & Borough Council before May 15, 2013.
- Submit the draft contract to the Mayor and Borough Council before June 1, 2013.
- Before July 1, 2013, meet with the Borough Attorney to review the contract and bid documents.
- Advertise for bids during the month of July.
- Award the bid before October 2013.

Accomplishment: The Mayor and Borough Council discussed the contract on April 22nd and May 13th. The bid for the contract was advertised in August. The bid opening was held on October 22, 2013. The three year contract with two additional years was awarded to the Morris County Utility Authority on November 25, 2013.

27. Goal: Develop, distribute to the staff and complete the Emergency Management post Hurricane Sandy action plan.

Objectives:

- Develop an action plan by January 4, 2013.
- Distribute the action plan to the Mayor, staff and governing body before January 15, 2013.
- Require weekly progress submissions to the Borough Administrator.
- Complete all the action items including the revisions to the Emergency Management Plan before June 1, 2013.

Accomplishment: The action plan was distributed to the staff in January. The plan was updated weekly. The plan was completed on August 15, 2013.

- 28. Goal: Circulate the annual Police Department Internal Affairs summary report.**

Objectives:

- The annual internal affairs summary report that is prepared in January will be distributed to the Mayor, Borough Council and Appropriate Authority before February 1, 2013.
- The annual internal affairs summary report that is prepared in January will be distributed to the press before February 1, 2013.
- The annual internal affairs summary report that is prepared in January will be posted in the Police Department section of the Borough's web page, the Police Department lobby and the main floor bulletin board of Borough Hall before February 1, 2013.

Accomplishment: The annual internal affairs summary report was sent to the Mayor and Borough Council in January and posted on the web page. The information for filing an internal affairs complaint was centralized in the Police lobby and a conspicuous sign that directs the public to the information is posted.

- 29. Goal: Continue to develop the Borough web site.**

Objectives:

- The Communications Technology Advisory Committee will continue to develop and propose recommendations to further improve the web site.
- Discuss improvements with the Borough Council.
- Implement improvements.

Accomplishment: The emergency notification box for AlertChathamBorough messages was added. The frequently asked questions will be updated for 2014.

30. Goal: Continue to develop the long range capital infrastructure plan.

Objectives:

- Identify and prepare a list of projects that were completed from 2002 – 2012.
- Identify and develop a ten year infrastructure project list.
- Review the project list with the Finance Committee.
- Schedule a discussion with the Borough Council.

Accomplishment: The Finance Committee included the capital plan with the ten year strategic financial management plan. The plan was presented to the Mayor & Borough Council on January 27, 2014.

31. Goal: Initiate the process for the implementation of the recommendations listed in the report that was prepared by the Long Range Traffic and Pedestrian Safety Planning Committee.

Objectives:

- Before April 1, 2013, initiate and distribute the police monthly safety reminders via the Borough web page, community bulletin board, local media, and schools for distribution to the students and parents.
- Before April 1, 2013, the Police Department will develop an annual program schedule about bicycle safety; participate in the back to school night program and the other school safety programs.
- Before December 31, 2013, the Police Department will develop and deliver educational programs for school age and adult drivers that address the dangers of texting and cell phone use while driving a motor vehicle.
- Before June 2013, the Long Range Traffic and Pedestrian Safety Planning Committee will submit recommendations to the Mayor and Borough Council for one new sidewalk ordinance.
- The Borough Engineer will work with the NJ Department of Transportation to install the new pedestrian crossing signal at Main Street and Coleman

Avenue. After the current pedestrian crossing warning device is removed from Main Street and Coleman Avenue, it will be installed at the railroad underpass on Fairmount Avenue.

- Before June 1, 2013, the Long Range Traffic and Pedestrian Safety Planning Committee will submit an ordinance change to the Mayor and Borough Council to amend the parking time limit on Main Street from sixty minutes to ninety minute parking.
- Before September 1, 2013, the Long Range Traffic and Pedestrian Safety Planning Committee will develop a plan to increase the use of the Bowers Lane parking lot.
- Before June 1, 2013, the Long Range Traffic and Pedestrian Safety Planning Committee will submit recommendations to the Mayor and Borough Council to remove the unnecessary overhead lighting on Main Street (between Fairmount and Hillside).
- Continue to install solar powered pedestrian crossing signals
- The Borough Council should consider adopting a resolution asking the State Legislature to increase the penalty for operation of a motor vehicle while the driver is texting or using a cell phone.
- Before June 1, 2013, the Police Department will expand the frequency of police officer assignments to walking the downtown Main Street business area. This will not only provide for a more visible deterrence, but it will increase enforcement of pedestrian, parking and motor vehicle violations.
- The Police Department should continue to develop and implement the Police Sergeant Zone Officer Assignment Plan before June 1, 2013.
- The Engineer and Traffic Safety Officer should work with representatives from Chatham Township to coordinate the preferred routes to schools plan and implement the recommendations identified that are listed in the plan.
- The Mayor and Borough Council should encourage the Chatham Township Committee to establish an advisory committee that will work jointly with this Committee to develop plans for sharing the cost for crossing guards that are necessary at the locations that are traversed by Chatham Borough and Chatham Township school children.

Accomplishment: The Police safety bulletin program was implemented in April. The revised sidewalk ordinances were presented to the Mayor and Borough Council on May 28th. The ordinances were adopted on June 24th. The Main Street and Coleman pedestrian crossing signal was installed in October. The pedestrian crossing signal on Fairmount will be scheduled for installation in 2014. The Police Sergeant Zone Assignment Program was implemented during the month of April. The Main Street ninety minute time limit parking ordinance was approved by the Borough Council on June 10th. The plan to eliminate overhead lighting between Fairmount and Hillside was submitted to the Mayor and Borough Council in May. The analysis does not support the removal of any existing lighting fixtures. In April, the Chief of Police implemented a written policy and procedures for the regular assignment of a foot patrol officer on Main Street. The program began after the new police officer hires were released from training for full duty. Officer assignments to Main Street started in November. Mayor Harris, Council Member Collander and Mr. Falzarano met with Mayor Hagner and Mr. Ciccarone to discuss sharing the cost for crossing guards. The financial information was submitted to Mr. Ciccarone on May 21st. The decision of the Chatham Township Committee was that the cost for the Borough's crossing guards is the responsibility of the Borough.

2014 GOALS AND OBJECTIVES

1. Goal: Prepare and submit for approval the 2014 budget.

Objectives:

- Compile the budget that was submitted by each department head.
- Schedule at least one finance committee meeting.
- Revise the budget; develop multi-year forecast for both operating & capital.
- Discuss the budget with the Auditor.
- Submit the budget for first reading during the month of March 2014.
- Adopt the budget in April 2014.
- Receive state approval before June 1, 2014.
- Issue department budgets to each department head, board and commission chairs.

2. Goal: Initiate preparation of the 2015 budget by August 1, 2014.

Objectives:

- Send requests to the department heads, board and commission chairs to prepare and submit their 2015 budgets before September 1, 2014.
- From October 2014 - January 2015, discuss the 2015 budget with the Finance Committee.
- During the month of January 2015, meet with the Auditor.
- Provide written summary of the budget to the Mayor and Council.
- Initiate budget hearings at the first February 2015 Council meeting.
- Complete budget hearings before March 1, 2015.
- Introduce the budget during the month of March 2015.
- Adopt the budget during the month of April 2015.

- 3. Goal: Complete the sidewalk maintenance program and install new sidewalks before September 1, 2014.**

Objectives:

- Request the engineer to complete the sidewalk improvement list before March 1, 2014 and prepare bid specifications to include the following locations:
 - Lafayette – Front path
 - Passaic / Fuller path
 - Dellwood/Washington path
 - Weston paper street
- Advertise for bids during the month of April 2014.
- Award the contract at the first meeting in May 2014.
- Complete the project before August 15, 2014.

- 4. Goal: Schedule ten monthly department head meetings.**

Objectives:

- Prepare written agendas for each meeting.
- Invite the Mayor and one or two Borough Council members to attend each meeting.
- Develop professional development lectures. Guest speakers will be scheduled.

- 5. Goal: Revise the table of organization for the Borough of Chatham.**

Objectives:

- Before February 1, 2014, revise the Borough Table of Organization.
- February 1, 2014, distribute for comment the revised Table of Organization to the Borough staff and elected officials.
- Distribute the revised Table of Organization before February 1, 2014.

6. Goal: Continue to transition Chatham Joint Recreation sports to a club model.

Objectives:

- The Recreation Liaisons, Joint Recreation Committee and the Recreation Director will identify the sports that will transition to the club model and develop a timeline for each sport that is identified to transition from the current program to a club model.
- The transition will be completed before December 31, 2014.

7. Goal: Develop a new Borough Administrative Code.

Objectives:

- Before April 1, 2014, the Borough Council will authorize the initiation for the preparation of a new Administrative Code.
- Before June 1, 2014, the Borough Attorney will complete the first draft of the Administrative Code and send it to the Mayor and Borough Council for review and comments.
- Before July 1, 2014, the Mayor and Borough Council will send the comments to the Borough Attorney.
- Before August 1, the proposed Administrative Code will be placed on the Borough web site for comments from the public.
- The discussion will be scheduled for the September Borough Council meeting.
- The first reading of the ordinance will be scheduled for the October 2014 Borough Council meeting.

8. Goal: Continue to review and revise the Affordable Housing Plan.

Objectives:

- The Administrative Agent will continue discussions with potential developers and property owners and report to the Affordable Housing Advisory Committee the status at the committee meetings.

- Before April 1, 2014, the Administrative Agent will evaluate grant possibilities to augment developer fees to use for rehabilitation and present the recommendations to the Affordable Housing Advisory Committee.
- Before April 1, 2014, the Administrative Agent will evaluate sites for future development or redevelopment for age-restricted and other low & moderate income housing and present a report to the Affordable Housing Advisory Committee.
- The Administrative Agent will revise the plan as required and present the changes to the Affordable Housing Advisory Committee.
- Before May 1, 2014, the Affordable Housing Committee will identify alternative approaches that the Borough could take with respect to a rehabilitation plan and new housing.
- The spending plan will be prepared and approved when the revised housing plan is submitted and approved.

9. Goal: Continue to expand the trail system.

Objectives:

- Before April 1, 2014, the Borough Engineer will determine if the Weston Avenue trail towards the Triborough Bridge would qualify for improvements. This may qualify for a Scout project.
- Before May 1, 2014, the Environmental Commission will explore new grant funding opportunities.
- When new grant opportunities are identified, the Environmental Commission will work with Mrs. Piccolo to prepare and submit grant applications.
- The Environmental Commission will work with surrounding towns, such as Summit and New Providence, in identifying new trail sites.
- Before April 15, 2014, the Borough Engineer will submit a project plan with cost estimates and timelines for the completion of the following:
 - Chatham /Summit loop
 - River Road Trail
 - Garden Avenue/Middle School

- Paving of the Weston Avenue paper street, Front Street path, Lafayette path and Fuller to South Passaic path. (if the paving of the 2013 path paving materials is positive)

10. Goal: Pave the PSE&G parking lot on Division Avenue.

Objectives:

- Negotiate the lease before February 1, 2014.
- Advertise for bids before February 15, 2014.
- Initiate the project before March 15, 2014.
- Complete the project before April 1, 2014.

11. Goal: Install the pedestrian signal on Fairmount Avenue.

Objectives:

- Include the cost in the 2014 capital budget.
- Before February 1, 2014, receive authorization from Morris County to install the signals.
- Before February 15, 2014, the engineer will obtain price quotes for the electrical installation.
- Before February 25, 2014, the engineer will schedule the installation.
- Complete the project before April 1, 2014.

12. Goal: Implement the phone payment application for train station parking.

Objectives:

- Complete the application installation before January 10, 2014.
- Perform and complete testing before January 15, 2014.
- Post signage at all parking lots that advise the public about the new phone application.
- During the week of January 20th, hand out wallet size instruction cards to the commuters.

- During the week of January 27th, interview the commuters about their experience with the new application.

13. Goal: Complete the Post Office Plaza improvements.

Objectives:

- The Borough Engineer will present the plan to the Mayor and Borough Council before February 1, 2014.
- Before March 1, 2014, the final plan will be approved by the Mayor & Borough Council.
- Before April 1, 2014, advertise the project for bids.
- Award the contract before May 15, 2014.
- Initiate the project before June 15, 2014.
- Complete the project before September 1, 2014.

14. Goal: Replace the Lum Field baseball sections.

Objectives:

- Include the expense in the 2014 capital budget.
- Before February 15th, advertise for bids.
- Award the contract before March 15th.
- Complete the project before April 15th.

15. Goal: Lease vacant Borough Hall office space to CPS.

Objectives:

- Before December 15, 2013, negotiate a contract with CPS for the lease of vacant Borough Hall office space.
- At the January 6th Borough Council meeting, approve the contract.

- 16. Goal: Revise the Land Development Ordinance to reflect the Master Plan Amendment regarding the Industrial Districts.**

Objectives:

- Before April 1, 2014, Mrs. Fife will ask that the amendments be introduced.
- Before June 1, 2014, present the LDO amendments for approval.

- 17. Goal: Revise the Land Development Ordinance to reflect historic preservation oriented modifications.**

Objectives:

- Before October 1, 2014, Mrs. Kass and Mr. Helfrich will ask that the amendments be introduced.
- Before December 31, 2014, present the LDO amendments for approval.

- 18. Goal: Continue to develop the Borough web site.**

Objectives:

- The Communications and Technology Advisory Committee will continue to develop and propose recommendations to further improve the web site.
- Develop and implement the following:
 - The department heads will develop “Frequently Asked Questions” – Before February 1, 2014
 - Add volunteer opportunities page – Before April 1, 2014
 - Doing Business in Chatham Page – Before June 1, 2014
 - General update and improved posting guidelines – Before March 1, 2014
 - Add Chatham Gateway
- The committee will explore social networking applications for Borough services.
- The committee will discuss social networking applications with the Borough Council.

- The Madison IT services team will implement the improvements that the Borough Council has approved.

19. Goal: Plan and prepare for the Train Station 100th Anniversary.

Objectives:

- The plan will be submitted to the Borough Council before March 1, 2014 and discussed at the March 10, 2014 Borough Council meeting.
- At the March 10th Borough Council meeting, the Borough Council will authorize the event by resolution.

20. Goal: Review the progress of the new Community Garden.

Objectives:

- At the March 10th Borough Council meeting, the Community Garden Committee will provide the Mayor and Borough Council with the progress and plans for the new garden and the planting schedule.

21. Goal: Investigate and determine the different sustainability areas that need to be updated.

Objectives:

- Open Space Plan. (Environmental Commission to review and advise)
- Environmental Resource Inventory. (Environmental Commission to review and advise)
- Plan and prepare for Silver Sustainability recertification by the June 15, 2015 deadline.
 - Water conservation education. (Film series, displays at Fishawack, Green Fair, Eco film series & Farmers Market)
 - Prepare the Community Forestry Plan to include the tree canopy goal, the tree hazard inventory & assessment and the tree planting program. (Shade Tree Commission must complete before December 31, 2014)

- Energy Tracking Management Plan portfolio updates. (Currently underway and will be continued for 2014 by the Finance Department)
- Expand the anti-idling program in the Borough
- Maintain the Borough web site that explains the Sustainability Program
- Direct Install Program for local businesses. (Environmental Commission will decide to schedule an information workshop for business owners)
- The Borough must continue to use 30% post consumer recycled content paper that equals 25% of all the paper purchased by the Borough
- Mayor's Wellness Campaign. (Mayor's Wellness Campaign Advisory Committee to provide healthful activities for the community, Borough employees, youth under 18 years of age and senior citizens)
- Grass Cut It and Leave It program. (letters will be sent by the Green team to local landscapers about the Cut It and Leave It Program)
- Integrate the construction and demolition ordinance information with the permit applications that are issued by Madison. (The Borough Engineer will implement the process with Madison)
- Continue the annual Green Fair and "greening the Green Fair." (Borough Council resolution to be scheduled for the June Borough Council meeting)
- Create a task force to review and recommend changes to the existing animal control ordinance. (to be presented to the Borough Council by the Green team)
- Energy Audit the Library. (the Green Team will discuss the audit with the Library Director, and if approved the Green Team will coordinate the energy audit)

22. Goal: Identify the River Road Conservation Land that need clean up.

Objectives:

- Before April 1, 2014, the Borough Engineer will identify the locations and types of materials for clean-up.
- Develop the plan and schedule for the clean-up.

- 23. Goal: Continue the process for the implementation of the recommendations listed in the report that was prepared by the Long Range Traffic and Pedestrian Safety Planning Committee.**

Objectives:

- The Engineer and Traffic Safety Officer should continue to work with representatives from Chatham Township to coordinate the preferred routes to schools plan and implement the recommendations identified that are listed in the plan.
- The Mayor and Borough Council should encourage the Chatham Township Committee to establish an advisory committee that will work jointly with this Committee to develop plans for sharing the cost for crossing guards that are necessary at the locations that are traversed by Chatham Borough and Chatham Township school children.
- Before February 1, 2014, develop a plan to expand parking at the library. Submit the plan to the Borough Council before March 1, 2014.
- Identify and recommend the installation of gateway signs. Before March 1, 2014, submit the plan to the Borough Council.

- 24. Goal: Continue to research “Cloud” applications.**

Objectives:

- The Communications and Technology Committee will identify and recommend the office applications that could be transferred to the “Cloud”.
- Upgrade all users to the same platform.

- 25. Goal: Increase volunteer support**

Objectives:

- Before March 1, 2014, the Borough Attorney and the Administrator will develop a guide for what volunteers need to know.

- Starting for the month of January 2014, the Director of Finance will send monthly budget reports to the Board/Commission Chairs that detail the actual budget and the current expenses.
- Starting for the month of January 2014, the Municipal Clerk will send the Board/Commission chairs the Borough Council meeting agendas and approved minutes.
- Minutes Clerk will begin taking minutes for the Shade Tree Commission and Historic Preservation Commission in addition to the Environmental Commission, Planning Board and Zoning Board of Adjustment.

26. Goal: Update the Water Capital Management Plan.

Objectives:

- Before February 1, 2014, the Borough Engineer will review the current plan and submit recommendations to the Borough Administrator.
- The Borough Engineer will present the plan changes to the Mayor & Borough Council at the March 10, 2014 Borough Council meeting.
- The Borough Engineer will complete the revised plan and submit the plan to the Borough Council for approval at the April 14, 2014 Borough Council meeting.
- Include the upgrades in the 2015 Water Utility capital project plan.

27. Goal: Continue increasing the multifamily, businesses and commercial sector recycling and tonnage reporting.

Objectives:

- Before January 30, 2014, the recycling coordinator will mail letters and the tonnage reporting forms to the multifamily, business and commercial owners.
- Before April 1, 2014, the recycling coordinator will visit the locations that did not respond to the 2014 recycling tonnage letters and assist the owners with the completion and submission of the reports.

- Develop a plan to increase the recycling of metal tonnage. Before April 1, 2013, the recycling coordinator will visit auto body repair shops, auto repair shops and plumbers located in the Borough. The recycling coordinator will develop a working contact list of haulers or end locations where the materials are recycled.
- Continue holding the annual “America Recycles Day Event” during the Farmers’ Market in November.

28. Goal: Address how to strengthen volunteer community groups like Kiwanis, Jaycees, Rotary and Friends of the Library.

Objectives:

- Before April 2014, the Borough Council will discuss options.

29. Goal: Apply for Certified Local Government status.

Objectives:

- Update the 1986 inventory of historic buildings.
- Complete the application before April 1, 2014.

30. Goal: Schedule an informational seminar for the Boards & Commissions.

Objectives:

- Before February 1, 2014, schedule an informational seminar for all the Boards & Commissions.
- Prepare the agenda and sent invitations to the Board & Commission Chairs.