

SUMMIT

NEW JERSEY



2018 Municipal Budget



City of Summit



New Jersey

Mayor

Nora G. Radest (2019)

Common Council

President

B. David Naidu (2018)

President *Pro Tempore*

Matthew J. Gould (2020)

First Ward

Mike McTernan (2019)

Second Ward

Stephen E. Bowman (2019)

Mary Ogden (2018)

Marjorie Fox (2020)

Council Member-At-Large

Beth Little (2019)

City of Summit



New Jersey

City Officials

City Administrator

Michael F. Rogers

Fire Chief

Eric Evers

Police Chief

Robert K. Weck

City Treasurer/CFO

Margaret V. Gerba

City Clerk

Rosemary Licatese

Director of Community Programs

Judith Leblein Josephs

Director of Community Services

Paul Cascais

Parking Services Manager

Rita M. McNany

Chief Communications Officer

Amy Cairns

MUNICIPAL GOALS



2018 Municipal Goals & Objectives

The Summit City Administrator sets the strategic vision for our municipality. During the budget development process, city department directors formulate operational goals and objectives that reflect this vision and guide decision-making at all levels of city government. In the goal setting process, senior management works with Common Council to build a consensus on policies and projects that impact Summit residents, businesses and the community as a whole. City administration uses these goals to set priorities, direct work activities and allocate staff and financial resources.

The City of Summit is working to develop, adapt, and improve the capacity and delivery of quality city services. In 2018, our municipality will continue to transform the delivery of basic city services and usher in a wave of municipal innovation to effectively manage and meet changing constituent needs.

Goal 1: Demonstrate fiscal responsibility and sound financial management

Strategic Objectives

- Sustain a healthy and balanced financial condition.
- Work to ensure stable city tax rates and fees.
- Maintain a fiscal model that effectively balances short and long-term needs.
- Apply strategies to reduce the cost of current and future city services.
- Promote and recommend private/public partnerships when appropriate.
- Maximize the efficacy of the Joint Insurance Fund liability and worker's compensation management, providing training to improve service and minimize claims.

Key Actions

- Create and present 2018 city operating budget with a stable municipal tax rate.
- Maintain the city's 'AAA' credit rating, and secure long and short-term financing through general serial bonds and bond anticipation notes.
- Implement formal financial management policies adopted at the end of 2017 to maintain strong long-term fiscal health.
- Utilize new Prime Point software modules, such as auto feeds, time and attendance and basic human resources functions, as well as integrate with Edmunds Financial System.
- Investigate the feasibility of a procurement card program and ACH vendor payments for select vendors.
- Oversee implementation of a new shared service agreement with New Providence and Berkeley Heights to combine municipal courts in New Providence location.
- Work with city Joint Insurance Fund representative to make city processes more efficient and effective.



2018 Municipal Goals & Objectives

- Successfully negotiate labor contracts with FMBA Local 54 and PBA Local 55.
- Compile a processing and procedures manual for the finance department, and update the city's purchasing manual.
- Activate "positive pay" and remote capture for all checks issued by the city.
- Identify new revenue sources and partners for collaboration.

Goal 2: Expand the application of technology to create business opportunity and increase customer convenience

Strategic Objectives

- Utilize technology to improve efficiency of city systems, including the timeliness and accuracy of service delivery from all departments, including police, clerk's office, community services and parking.
- Adopt a paperless policy to streamline delivery of essential city services and to conserve vital resources.
- Become a "smart city" by creating a strategic planning approach to improve citizen quality of life and safety, facilitate economic growth, and advance environmental and fiscal resilience.

Key Actions

- Enhance features and functionality of Spatial Data Logic (SDL) platform technology for processing of licenses, construction and zoning permits and tracking.
- Further apply license plate technology to facilitate consistent parking payment systems citywide, Transfer Station access, and strategic monitoring and high-volume data gathering by police.
- Continue implementation of a body-worn camera system for all patrol officers to better serve community and increase transparency into police interactions.
- Initiate an assessment of current fiber network in central business district and develop a strategic plan and procurement process for conduit use.
- Upgrade and maintain the city's Geographic Information System (GIS) and look for ways for technology to be utilized to enhance service across departments.
- Relay and provide information electronically for agenda packets, application forms, and internal and external correspondence.
- Seek recommendations for improvements in meeting room technology and equipment in Council Chamber and the Whitman Community Room.
- Identify, acquire and implement new citywide VoIP telephone system.
- Provide employee training to maximize technology investment; train and test employees to ensure a high-level of security.
- Assess technology profile and risk maturity.



2018 Municipal Goals & Objectives

- Expand ability to process and promote online payments and use of the Parkmobile™ app.
- Replace remaining street meters with on-street payment kiosks on the north side of train station within the downtown business district.

Goal 3: Maintain and upgrade critical city assets and infrastructure, and promote safety

Strategic Objectives

- Identify areas for improvement throughout the city to enhance transportation and public safety options, including safe walking and biking routes.
- Conduct routine, scheduled preventative maintenance to ensure safety and preserve value of city assets including city streets, parking lots and garages, parks and recreation areas, city buildings and properties, athletic fields and over 8,000 city trees.
- Reduce criminal activity and increase ability to respond in emergency situations.

Key Actions

- Complete various infrastructure improvements related to sewers, drainage and roads that are approved capital budget projects.
- Execute fleet maintenance and implement a replacement program for all city and Board of Education vehicles.
- Working together, police and engineering will identify areas where traffic and pedestrian access improvements are needed.
- Identify additional outreach opportunities for the Summit Police Department to engage with and serve citizens, and in particular those with mental and physical challenges.
- Schedule and complete maintenance on city garages, lots and other city assets.
- Proceed with additional renovation and replacement projects for parking (Tier and Broad Street garages) and community services assets.
- Evaluate new firehouse feasibility study and plan for facility relocation and project development.
- Make field house improvements at Memorial, Long, Tatlock and Wilson fields.
- Initiate improvements to Tatlock field, including repairs to basketball court and replacing artificial turf on Upper Tatlock field.
- Initiate Americans with Disabilities compliance plan for all facilities and increase the number of participating TryCan communities.
 - Complete ADA upgrades at Cornog field house.
- Obtain needed equipment across departments, including:
 - Turnout gear, apparatus warning lights with LED and emergency lighting, training library, radios and pagers, new records management system and breathing air cylinders for the fire department.



2018 Municipal Goals & Objectives

- Body cameras, weapon replacement and license plate recognition software for the police department.
- City Hall HVAC chiller and other maintenance projects.
- Replace aging mechanical and shade equipment, men's room LED lighting and basketball court at Summit Family Aquatic Center.
- Complete the construction of the new community center.
- Begin construction of a permanent Summit Free Market building at the Transfer Station.

Goal 4: Increase emphasis on smart planning and redevelopment

Strategic Objectives

- Initiate planning work on Broad Street west redevelopment area through a community-focused approach to new development and multi-use functions.
- Create incentives for investment and reinvestment through enhanced land use controls.
- Facilitate safe, compliant land development and economic growth in a balanced environment.
- Prioritize development of data, studies, guidelines and policy priorities according to the goals and objectives of the Master Plan Re-examination.
- Ensure recommendations from the Master Plan Re-examination are accessed during decision-making across all departments and integrated into existing project work.
- Increase opportunities to partner with community corporations to develop programs, purchase equipment and develop infrastructure.
- Capture talent and creativity from external partners to further city planning and initiatives.
- Seek out joint training and partnership opportunities for police and fire departments with nearby municipalities and local organizations.

Key Actions

- Identify opportunities for department training for mutual aid and shared services with municipal and community partners for police, fire and DCS.
- Continue to develop fire department partnership agreements with Overlook Medical Center and Celgene Corporation.
- Work closely with representatives from city Planning and Zoning boards, and developers to advance Master Plan objectives.
- Encourage shared use parking where possible.
- Continue efforts in developing a community-focused plan for Broad Street west redevelopment, providing access to and promotion of in-person workshop meetings and an online channel for input during formative stages of research process.



2018 Municipal Goals & Objectives

- Conduct significant outreach to residential and business communities.
- Implement an affordable housing plan to create new low and moderate income housing opportunities as part of future development and redevelopment efforts.
- Conduct citywide analysis of current/future athletic fields.
- Continue fundraising efforts for Community Center Improvement Project.
- Increase revenue for Summit Family Aquatic Center and Summit Municipal Golf Course through corporate memberships and partnership with local organizations to develop and support programs.
- Solicit corporate donations and sponsorships for programs and projects across departments, and research firms to develop corporate advertising on a commission basis (DCP specifically).

Goal 5: Build community connectedness and expand communications effort

Strategic Objectives

- Reinforce messages that establish and promote the City of Summit as the official source for general and emergency information for our municipality.
- For each department, identify and promote specific brand value in all internal and external messaging.
- Continue to enhance strong community relationships with police, fire and all city departments.
- Further develop video capabilities on the city website and through social media channels highlighting service benefit.
- Promote the efforts of the governing body, appointed commissions and committees to better leverage council and volunteer contributions.
- Emphasize projects and events that promote cultural diversity.
- Enhance senior services and programs for young residents with special needs.

Key Actions

- Working with the communications office, create and reinforce key departmental brand messaging that is reinforced through a coordinated marketing effort.
 - For example, highlight recent adoptions of technology and service improvements by parking services that will allow residents and visitors to "enjoy Summit." Brand marketing efforts will be initiated for all departments.
- Review and enhance citywide communications protocol guidelines through the communications office for use in distributing public information and handling media inquiries.



2018 Municipal Goals & Objectives

- Develop, refine and promote work being done by Mayor and Common Council, and other community volunteers.
- Augment website and social media strategy to best reach all segments of the Summit community.
- Pursue mentoring, partnership, fundraising and grant opportunities for TryCAN, the Senior Connections bus and senior programs.
- Expand Community Programs internal and external outreach to employees and allied organizations through special events and targeted content development.

Goal 6: Leverage the talent, ideas and creativity of Summit's municipal workforce

Strategic Objectives

- Across departments and divisions, encourage city workers to share and develop ideas on how to improve services and proactively address the needs of a complex and demanding constituency.
- Develop and implement specialized divisions to initiate public safety, education and services.
- Build a culture of openness with a focus on mentoring and staff development, and sharing of internal information.
- Continue to initiate a centralized human resources management plan.

Key Actions

- Implement a software-focused human resources program to better develop personnel functionality citywide.
- Designate staff person for human resources role and responsibility across departments to be a central point of contact to handle personnel policy and procedural issues, track department training and development, maintain employee time and attendance and ensure organizational compliance as it relates to federal and state regulations.
- Create avenues for collaboration among manager-level and supervisory employees through monthly meetings.
- Field quarterly surveys to gather employee input on key department initiatives and generate new ideas.
- Provide support for the effective management of active and archived records.
- Promote and support an enhanced community policing and traffic safety unit within the police department.
- Share information being publicly distributed to keep internal staff informed.
- Develop an employee intranet for sharing of customer service best practices, human resource information and internal communications outreach.



2018 Municipal Goals & Objectives

- Create opportunities for staff development and training, particularly in the areas of technology and human resources management, with an emphasis on cross-training and mentoring.
- Conduct monthly workshops to facilitate comprehension and mastery of citywide applications, including See Click Fix, website, SDL and time/attendance.

Goal 7: Offer innovative solutions to ongoing municipal challenges

Strategic Objectives

- Ensure that strategic branding goals reflect the needs, cultures and interests of diverse populations and are being supported in all collaborations, policy recommendations and public investment decisions.
- Reduce the incidence of crime, as well as traffic collisions, injuries and fatalities.
- Pursue new and expand existing innovative solutions to alleviate existing parking congestion and facilitate infrastructure improvements.
- Seek partnership opportunities and promote the installation of public Wi-Fi in public facilities and spaces.
- Enhance coordination efforts with county and other agency partners for routine service delivery and during emergency incidents.
- Coordinate with Union County to align long-term goals for county owned assets and infrastructure.
- Protect and enhance the quality of natural resources, parks and public spaces.

Key Actions

- Unify and consolidate all branding, communications and publicity efforts to the city communications office.
- Continue outreach of police department Traffic and Patrol units dedicated to improving traffic, pedestrian and bicycle safety in all areas throughout town.
- Expand the existing ridesharing initiative by allowing for additional resident commuters from the current waiting list to join the pilot program.
- Develop a ridesharing program for residents who work in the central retail business district.
- Identify technology platforms that allow for push notifications on available parking, road closures and other city updates with GPS and Wi-Fi capabilities.
- On a monthly or quarterly basis, schedule outreach to agency partners.
- Promote use of See Click Fix to obtain necessary feedback for service and infrastructure-related issues.



2018 Municipal Goals & Objectives

- Increase marketing efforts to promote sign-up for push notifications on the City of Summit websites as a primary channel of information for citizens.
- Expand use of valet service and stackable car technology as a way to ease municipal parking congestion.
- Investigate further opportunities for shared services across all departments.

Goal 8: Retain and reinitiate improved customer service and accessibility

Strategic Objectives

- Ensure courteous, professional and respectful interactions with the community.
- Within each department, provide expanded and enhanced customer service training opportunities.
- Develop additional services and programming to meet the need of seniors, young residents and residents with disabilities.
- Manage public safety programs related to criminal activity and traffic safety.

Key Actions

- Increase staff development and focus on customer service improvements.
- Hold monthly meetings with front-line personnel to discuss strategies for better service and problem solving, including specific examples of best practices.
- Enhance strong community relationships across departments through outreach efforts and sharing of information.
- Respond to police emergencies and calls for service quickly and efficiently.
- Hold monthly meetings with front-line personnel to identify strategies for better service and problem solving.
- Evaluate and approve staffing request within the City Clerk's Office.

BUDGET REPORT

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2018 Municipal Budget

TO: Citizens of the City of Summit
Mayor Nora Radest
Common Council Members

FROM: Michael F. Rogers
City Administrator

DATE: March 20, 2018

As mandated by New Jersey Local Budget Law, and in accordance with the City of Summit Code, I am submitting Summit's 2018 Municipal Budget (Municipal Budget) to the Common Council for consideration, authorization and adoption.

The Common Council Finance Committee carefully examined the 2018 annual operating budget and capital improvement project requests submitted by city department heads and division managers. After extensive review and discussion, the Finance Committee and key city staff formulated an annual financial plan that sufficiently balances operational needs with prudent stewardship of public monies. To this end, the proposed Municipal Budget reflects the city's commitment of preserving its sound financial position and quality of life through efficient allocation and management of limited resources while being mindful of its long-range fiscal capacity and strategic debt management practices. Further, the Municipal Budget reinforces the city's high level of service delivery goals and provides significant funding for capital improvements to rebuild, repair and improve the city's infrastructure and facilities to meet community needs.

Thus, I respectfully present the 2018 Municipal Budget as a policy document that establishes a strong operational plan to provide essential public services and responsibly meet other financial obligations. While competing interests and scarce resources always present challenges in balancing the city's annual budget, taxpayers will be pleased to know the 2018 municipal tax rate will require no increase from last year's rate.

The 2018 financial totals, which includes the City's proposed Sewer Utility and Parking Services Agency operating and capital budgets, balance revenues and appropriations of \$63.86 million compared with the 2017 financial total of \$63.84 million. This is a 0.03% total financial plan increase. Moreover, the 2018 municipal tax levy amount that provides revenues to support the city budget is estimated to increase by 0.9%.

BUDGET REPORT

Summary points of 2018 revenue projections are as follows:

- The municipal tax levy is \$242,690 more than last year.
- General fund balance anticipated (surplus) revenue will be \$6.9 million, a decrease by \$200,000 from the prior year.
- Total local revenues will increase this year by nearly \$1 million, \$795,400 of which is attributed to the annual community service support agreement with Overlook Medical Center.
- State aid revenue amounts (energy receipts taxes and school debt service funds) mirror receipts from the State of New Jersey in 2017 except for a small reduction in school state aid.
- Enterprise fund and contribution revenue sources are down modestly by \$58,404, primarily due to a \$436,000 decrease in sewer, parking and general capital surplus contributions, collectively.

Key appropriation highlights include:

- Total salary and wages will remain flat in the General Fund (\$17.48 million total), which includes the approved PBA (1.50%), FMBA (2.00%) and Teamsters (1.50%) contract salary adjustments for its members. An additional \$90,000 is included in the reserve for salary adjustment line item account to fund a 2.0% increase for non-union employees.
- Combined other expense appropriation line items for all municipal departments show an increase of \$364,901, or 3.64%. Approximately \$250,000 is attributed to the city's shared court agreement with New Providence and annual contract costs. Last year, this amount was included in the salary and wages line item but now is stated in the municipal court budget as an other expense.
- Pension obligations (PERS and PFRS) will increase this year by \$184,324, or 5.5%.
- Healthcare insurance premiums will slightly decrease by 1.1%, or \$44,581. Current city employees will contribute approximately \$1.18 million toward health insurance premium costs, about \$113,000 more than last year.
- Municipal debt service payments in the general fund budget will increase by \$858,416, or 23.6%. In the sewer utility budget, debt service payments are down \$18,188 from last year. Debt service obligations for the Parking Services Agency are up slightly from 2017 by \$12,098.
- General liability and workers compensation costs combine for a total net decrease of \$60,239 from what was budgeted last year.

The proposed 2018 Capital Improvement Plan (CIP) estimates \$5.08 million to be budgeted for various capital project needs, including those in the sewer and parking services utilities. Approximately \$2.27 million of this total amount is for investment in infrastructure such as roads, sidewalks and streetscapes throughout the city. The CIP also includes a Parking Services Agency request for \$100,000 to be used for parking lot maintenance and parking space capacity signage equipment at Springfield Tier and Broad Street garages. Lastly, every few years, pursuant to a Joint Meeting of Essex & Union Counties Agreement (JMEUC), the city is obligated to fund their share of capital improvement costs related to the entire sewer operations infrastructure. Over

BUDGET REPORT

\$940,000 was budgeted last year. However, the JMEUC is requiring an additional \$250,000 this year to support their capital project needs. Overall, the Sewer Utility capital budget plan will be \$990,00, which is about \$313,000 lower than 2017. Despite the challenges to meet increasing service delivery demands and community needs, the municipal budget will direct its constrained resources to achieve strategic operational priorities and investments in streets, sidewalks, buildings and park facilities while maintaining a strong fiscal position.

The budget report provides a brief overview of the city's profile and economic condition, with an assessment of where revenues come from and how money is spent. Additional details are included about city debt and pension obligations, insurance and tax base insight. Further, a more detailed and complete picture of each municipal service area, respective departmental goals, objectives and staff are contained within the municipal budget document. The comprehensive budget document was compiled with the assistance of the Chief Financial Officer, department heads, division managers and other key administrative staff. It is the goal of city administration for this financial and managerial document to provide transparency and guidance for the Mayor, Common Council and Summit citizens to understand how past budget policies and decisions impacted the financial health of its municipality, and how the 2018 budget provides for a sufficient level of financial resources to meet spending obligations and service responsibilities this year.

CITY PROFILE & ECONOMIC CONDITION

SUMMIT DEMOGRAPHICS

Population (July 2016)	22,019
Population % change from 2010	2.6%
Land area (sq. miles)	6.0
Housing Units (April 1, 2010)	8,190
Owner-occupied housing unit rate, 2012-16	71.8%
Median value of owner-occupied housing units, 2012-16	\$822,000
Median gross rent, 2012-16	\$1,706
Persons per household, 2012-16	2.81
High school graduate or higher, percent of persons age 25 years+, 2012-2016	93.9%
Bachelor's degree or higher, percent of persons age 25 years+, 2012-2016	70.3%
In civilian labor force, total, percent of population age 16 years+, 2012-2016	66.9%
Median household income (in 2016 dollars), 2012-2016	\$136,491
Per capita income in past 12 months (in 2016 dollars), 2012-2016	\$79,044

Source: US Census Bureau <https://www.census.gov/quickfacts/table/PST045216>
2012-2016 American Community Survey 5-year Estimates

BUDGET REPORT

The City of Summit is a premier suburban community in the metropolitan area, consisting of six (6) square miles in Union County, New Jersey. Twenty miles west of New York City, Summit is a 15-minute drive from Newark Liberty International Airport. With a population of 22,019, Summit is the 118th most populated municipality out of 565 municipalities in the State of New Jersey. It is a thriving regional transportation hub with a centrally-located train station, an integral transfer point on the Morris & Essex line of the New Jersey Transit railway, providing direct service to New York Penn Station. For these attributes and others, the New Jersey Department of Transportation has designated Transit Village status to the city, creating incentives for economic development in areas adjacent to the train station and transit. Also, two major highways on the municipal borders lie to the north and east, providing convenient access for people and commerce to circulate in and out of the city.

Summit is a walkable community and has a vibrant, pedestrian-friendly central business district, employing thousands of people in more than 200 retail stores, restaurants, businesses and professional offices. According to recent census figures, our pedestrian and bike-friendly city is ranked 16 in the state for highest median household income. In 2016, the median household income in Summit was \$136,491, compared with the rest of Union County at \$70,476 and the State of New Jersey at \$73,702.

Summit's corporate residents and employees are an integral aspect of city life. Our city employs approximately 17,000 people each day in more than 200 retail stores, restaurants, businesses and corporate offices. With a workday population change that is over 36% greater than our residential population, there is significant potential for economic activity to increase in the near future.

Summit is home to two major corporate employers: Atlantic Health Overlook Medical Center and Celgene Corporation.

Overlook Medical Center is a recognized leader in neuroscience care and home to some of the top doctors in New Jersey. On its Summit campus in 2017, the 504 licensed-bed hospital employed 3,683 people, and offered 1,560 physicians and providers, and 95 medical residents. In 2017, Overlook Medical Center had 100,393 emergency visits, 258,341 outpatient visits and 24,480 patient admissions. There were 2,733 births this past year.

Summit is the global headquarters for biopharmaceutical giant Celgene, a corporation committed to improving the lives of patients worldwide. Celgene Corporation hosts a total of 2,281 employees on its two Summit campuses along with 500 associated contracted employees. By year-end 2018, Celgene projects a 12.2% increase in job growth. Additionally, Celgene will create approximately 500 new jobs over the next two years related to CAR-T manufacturing and processing.

Summit public schools are consistently rated superior, not only academically but also for their music, art, athletics and other cultural programs. The Summit Free Public Library is one of the finest enrichment centers in New Jersey.

BUDGET REPORT

NET ASSETS

Net assets of the General Fund are the equivalent of unassigned fund balance, or surplus. Surplus is necessary for adequate cash flow to either anticipate as current year budget revenue and/or provide funds for emergencies and unforeseen events. In the State of New Jersey, certain amounts of surplus must be used for receivables such as taxes, interfunds and other revenues that have not yet been collected. Unassigned fund balance increases when these receivables are realized in cash.

GENERAL FUND					
	2013	2014	2015	2016	2017
Assets	\$ 14,807,208	\$ 15,252,183	\$ 15,651,316	\$ 14,131,760	\$ 39,282,110
Liabilities	4,332,468	4,559,610	6,077,932	4,191,224	29,156,026
Reserves	742,293	621,292	825,609	1,856,966	722,261
Net Assets	\$ 9,732,447	\$ 10,071,281	\$ 8,747,775	\$ 8,083,570	\$ 9,403,823

The city's sewer and parking services utilities are enterprise funds. Accounting in enterprise funds incorporates certain principles that are similar to commercial enterprises, such as accruing expenses. The most important aspect of enterprise funds is that they are required to be self-liquidating. In other words, each utility fund must realize sufficient revenues to cover operational costs.

SEWER UTILITY FUND					
	2013	2014	2015	2016	2017
Assets	\$ 1,388,444	\$ 1,268,982	\$ 1,235,112	\$ 1,262,110	\$ 1,171,102
Liabilities	320,553	257,837	220,629	179,561	248,363
Reserves	113,511	84,297	60,731	88,875	48,288
Net Assets	\$ 954,380	\$ 926,848	\$ 953,752	\$ 993,674	\$ 874,451

PARKING SERVICES UTILITY FUND					
	2013	2014	2015	2016	2017
Assets	\$ 1,854,574	\$ 2,314,149	\$ 2,533,655	\$ 2,687,299	\$ 2,640,938
Liabilities	637,699	757,778	1,163,009	1,371,296	1,080,560
Reserves	0	0	0	0	0
Net Assets	\$ 1,216,875	\$ 1,556,371	\$ 1,370,646	\$ 1,316,003	\$ 1,560,378

BUDGET REPORT

CAPITAL ASSETS

According to CBIZ Valuation and its property valuation report dated May 20, 2017, as of December 31, 2016, the city's investment in capital assets is more than \$102 million. This investment in capital assets includes land, outdoor improvements, buildings, machinery, equipment, furnishings and licensed vehicles. Assets such as equipment and furnishings were inventoried utilizing the capitalization threshold selected by the city at \$500 per unit cost with the exception of computer equipment. Major expenditures for capital assets and improvements made in 2017 will be analyzed and reported on later this year. Below is an account summary of the city's assets valued and owned at year end 2016.

City of Summit Capital Assets - Summary Report				
Asset	# of Assets	Original Cost	Accumulated Depreciation	Book Value
Land Parcels	55	\$ 52,289,000	\$ 0	\$ 52,289,000
Outdoor Improvements	136	4,925,381	4,005,015	920,366
Buildings	53	28,764,681	13,149,755	15,614,926
Infrastructure	3	68,932	945	67,987
Construction in Progress	2	19,200	0	19,200
Machinery & Equipment	657	7,734,739	4,871,820	2,862,919
Licensed Vehicles	118	8,236,396	5,987,627	2,248,769
TOTALS	1,024	\$102,038,329	\$28,015,162	\$74,023,167

The total number of city assets increased by 46, increasing the capital asset value by over \$946,000 from 2015. Asset categories Licensed Vehicles and Infrastructure grew over the last year by \$419,937 and \$52,932, respectively. The cost value of machinery and equipment increased the most of any asset class by approximately \$431,604. Yearly change in accumulated depreciation was nearly \$1.84 million. From 2015, book value decrease was slightly under \$900,000.

BUDGET REPORT

2017 OPERATING RESULTS

Budget Funds Statement of Operations (Unaudited)	General Fund	Sewer Utility	Parking Services Utility
Revenues & Other Income Realized:			
Fund balance/operating surplus	\$ 7,100,000	\$ 630,000	\$ 314,148
Miscellaneous revenues anticipated	10,083,960		
Receipts from delinquent taxes	508,626		
Receipts from current taxes	136,369,082		
User charges		3,377,714	3,055,023
Miscellaneous	1,184,388	276,192	36,914
Other*	1,584,965	53,221	121,922
SUBTOTAL	\$ 156,831,021	\$ 4,337,128	\$3,528,007
Expenditures:			
Operating	\$ 31,836,704	\$ 2,968,103	\$ 2,217,919
Capital improvements	300,000		30,000
Debt service	3,540,336	496,582	697,679
Deferred charges & statutory expenditures	4,122,302	121,665	78,050
Surplus (to General Fund)		240,000	500,000
Local school district purposes	5,265,129		
Refund prior year revenue	6,512		
Interfunds advanced	11,943		
County tax	40,007,414		
Local school district tax levy	63,061,441		
Special district taxes	260,000		
SUBTOTAL	\$ 148,411,781	\$ 3,826,350	\$ 3,523,648
Statutory excess to surplus	\$ 8,419,240	\$ 510,777	\$ 4,359
Fund balance January 1, 2017	8,084,583	993,674	1,870,167
SUBTOTAL	\$ 16,503,823	\$ 1,504,451	\$ 1,874,526
Utilized as anticipated revenue	(7,100,000)	(630,000)	(314,148)
Fund Balance	\$ 9,403,823	\$ 874,451	\$ 1,560,378
December 31, 2017			

* Sewer - Joint Meeting Surplus; Parking - unexpended balance of appropriation reserves;
General - Unexpended balance of appropriation reserves, accounts payable cancelled, miscellaneous receivables returned, grant reserves cancelled, interfunds returned.

2018 FINANCIAL BUDGET OVERVIEW

City government accounts for all of its revenues and appropriations within a system of "funds" based on a modified accrual accounting method. Its main fund is the General Fund. The majority of financial resources for services provided by the city, such as police, fire and trash collection, are received into and spent from this general fund. The city maintains other funds - capital, trust and utility. To be in accordance with state budget laws, the city must ensure revenues from utility and trust use charges (fees) are spent on costs associated with providing sewer and parking services within their utility funds and Uniform Construction Code (building and construction) within its dedicated trust. Given that utility and trust funds are separate from the General Fund, any annual costs to provide these service activities are only funded from their respective user fees, and not from municipal property taxes.

The financial summary totals for 2018 approximates \$63.8 million and includes appropriations for the General Fund operations, sewer and parking services utility funds and their respective annual capital budgets. Compared with 2017, the total 2018 financial budget represents a \$17,184, or 0.03% increase. The proposed 2018 municipal budget will rise by roughly \$1.36 million, or 2.73%. The total combined capital budgets for all three funds will require \$5.07 million to fund various infrastructure, facility and equipment needs. The 2018 total capital budget request is 21.7% lower than the approved 2017 capital budget plan.

	Financial Summary Totals		<i>Variance</i>
	<i>2018</i>	<i>2017 (Adopted)</i>	
<u>General Fund</u>			
Municipal Budget	\$ 51,373,916	\$ 50,006,897	2.73%
Capital Budget	<u>3,989,200</u>	<u>4,785,546</u>	(16.64%)
Subtotal	\$ 55,363,116	\$ 54,792,443	1.04%
<u>Sewer Utility Fund</u>			
Operations Budget	\$ 3,850,000	\$ 3,826,351	0.62%
Capital Budget	<u>990,000</u>	<u>1,303,357</u>	(24.04%)
Subtotal	\$ 4,840,000	\$ 5,129,708	(5.65%)
<u>Parking Services Utility Fund</u>			
Operations Budget	\$ 3,559,867	\$ 3,523,648	1.03%
Capital Budget	<u>100,000</u>	<u>400,000</u>	(75.00%)
Subtotal	\$ 3,659,867	\$ 3,923,648	(6.72%)
Total Financial Budgets	\$ 63,862,983	\$ 63,845,799	0.03%

BUDGET REPORT

GENERAL FUND (OPERATING BUDGET) – PROPERTY TAX IMPACT

- **Municipal Tax Rate:** The estimated 2018 municipal tax rate is \$0.844, the same as last year's rate. The formula to determine the municipal tax rate is as follows:

Total Appropriations is equal to the estimated total tax levies (county, local school district and library) plus the municipality's total appropriations amount (excluding reserve for uncollected taxes).

Municipal Tax Rate = **Step 1:** Total appropriations minus anticipated non-tax general revenues
Anticipated tax collection rate

Step 2: Step 1 amount (total amount to be raised by taxes) minus total county, school and library tax levies

Step 3: Step 2 amount (municipal tax levy) divided by the municipality's net assessed valuation

Here is how the estimated Municipal Tax Rate for Summit property owners was calculated:

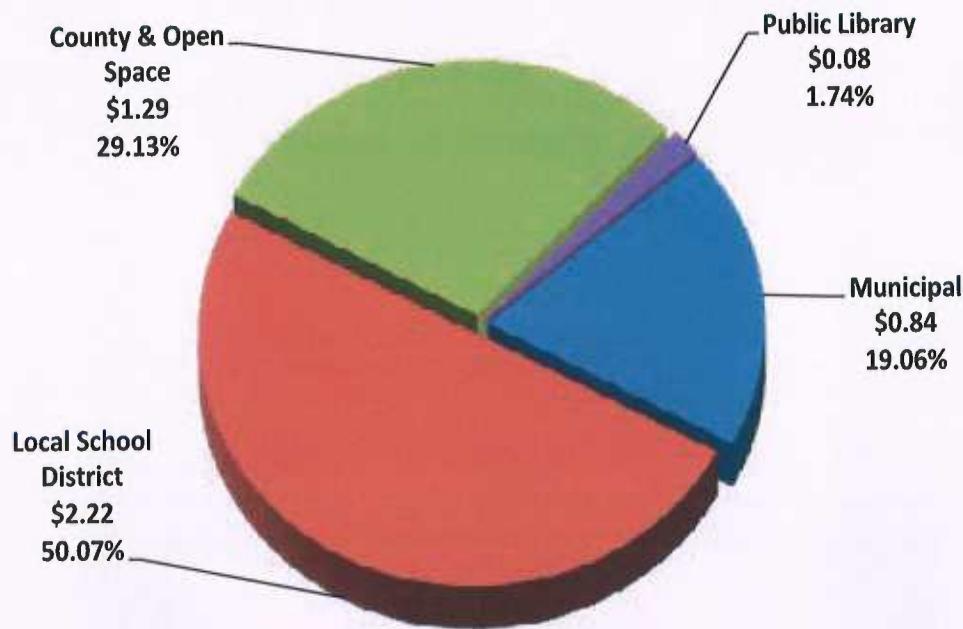
$$\begin{aligned} \text{2018 Summit Tax Rate} &= \$151,361,918 - \$17,842,177 / 0.9612 \\ &= \$138,906,536 - \$112,449,730 \\ &= \$26,456,806 / \$3,133,257,826 \\ &= \underline{\$0.844 \text{ per } \$100 \text{ of Assessed Valuation}} \end{aligned}$$

Municipal Tax Rate Comparison		
	2018	2017
Municipal budget appropriations	\$ 38,912,187	\$ 38,052,063
<i>Less: (General Revenues)</i>		
Fund balance (surplus)	6,900,000	7,100,000
Local revenues	3,543,900	2,562,500
State aid	3,513,257	3,551,257
Grants	193,812	81,959
Enterprise funds/contributions	3,201,208	3,259,612
Prior year tax receipts	<u>490,000</u>	<u>500,000</u>
<i>General Revenues total</i>	<u>(\$ 17,842,177)</u>	<u>(\$ 17,055,328)</u>
Sub-total	\$ 20,070,010	\$ 20,996,735
Add: Reserve for Uncollected Taxes	<u>5,386,796</u>	<u>5,217,371</u>
Amount to be raised by taxes	\$ 26,456,806	\$ 26,214,106
<i>Divided by net assessed valuation</i>	\$3,133,257,826	\$3,108,245,396
Municipal Tax Rate (per \$100 of AV)	\$0.844	\$0.844

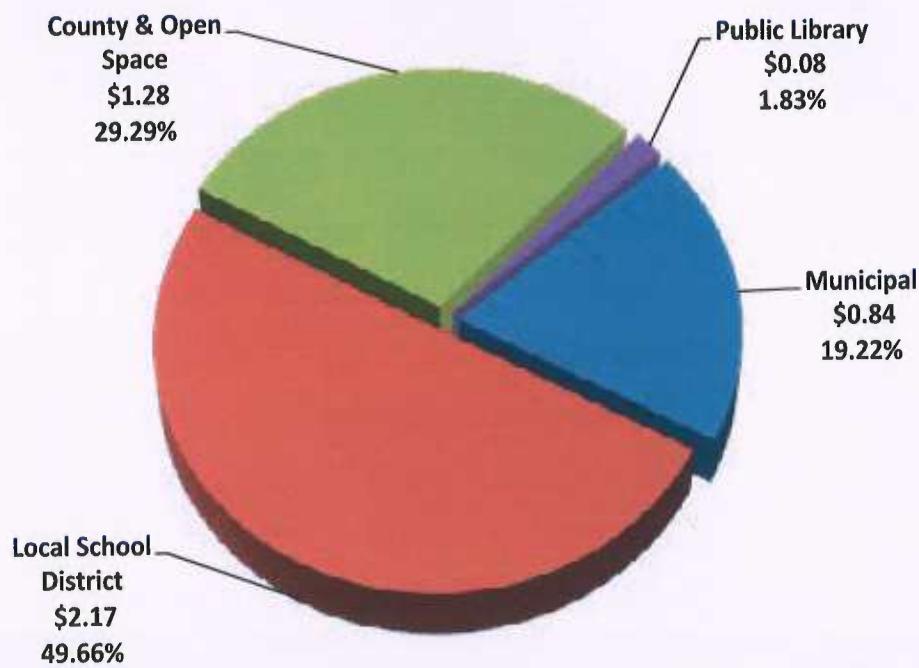
BUDGET REPORT

The property tax rates pie charts depict each tax rate and its respective percentage of the total tax rate amount vis-a-vis other applicable public entity tax rates estimated for 2018 and levied in 2017.

2018
PROPERTY TAX RATES (Estimated)



2017
PROPERTY TAX RATES



BUDGET REPORT

In 2018, one cent (\$0.01) of the municipal tax rate is equal to \$313,325, which is based on the city's net assessed valuation amount of \$3,133,257,826. In the previous year, one cent was equal to \$310,824. Fortunately, the city's tax base increase of \$25 million in 2018 accounts for nearly \$1.1 million in total tax revenue gain (municipal tax revenue gain of \$211,000). As a result of this tax base growth, the \$211,000 of new municipal tax revenues significantly reduces the city's tax levy need of \$242,700 in additional funds to balance the budget. Overall, the impact to the municipal tax rate is 0.80%, or nearly three quarters of one cent (\$0.007).

- **Total Property Tax Rates:** The chart below delineates each component of the total property tax rate amount for the last five years (plus estimated 2018).

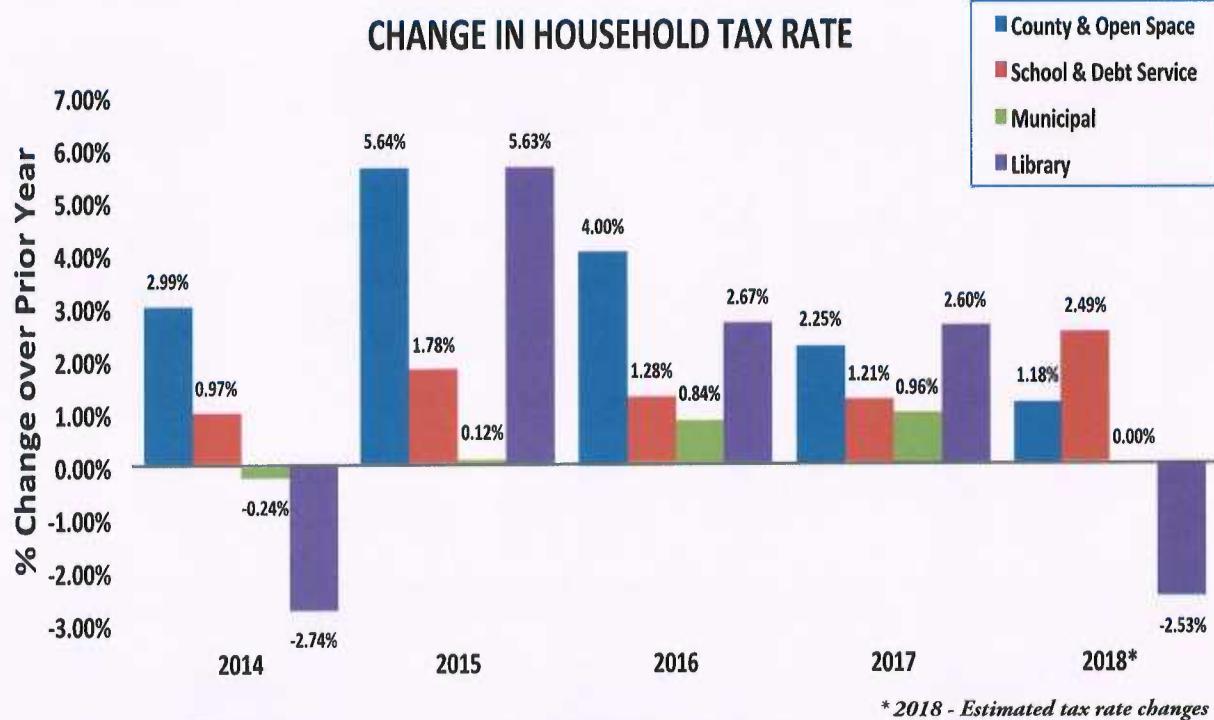
2013 - 2018 PROPERTY TAX RATES						
	2018*	2017	2016	2015	2014	2013
Municipal	\$0.844	\$0.844	\$0.836	\$0.829	\$0.828	\$0.830
Local School District	2.221	2.167	2.141	2.114	2.077	2.057
County & Open Space	1.290	1.275	1.247	1.199	1.135	1.102
Public Library	0.077	0.079	0.077	0.075	0.071	0.073
TOTAL	\$4.432	\$4.365	\$4.301	\$4.217	\$4.111	\$4.062

*2018 - Estimated Tax Rates

Since 2013, on average, the municipal tax rate has increased slightly by 0.34%. The public library rate has incrementally grown by 2.14%. As evidenced in the chart above, the local school district and county tax rates have risen, on average, by 1.54% and 3.21%, respectively. Overall, Summit property owners have experienced an average total property tax rate increase of 1.74% per year. Moreover, the percentage change from 2013 to 2018 for all four (4) tax rates are the following:

- Municipal: 1.69% increase;
- Local school district: 7.97% increase;
- County and open space: 17.06% increase; and
- Public library: 5.48% increase.

The following graph illustrates the percentage change in the tax rate year-to-year since 2014.



For Summit's average assessed residence of \$413,000, the following table shows a total tax bill breakdown comparison looking back at last year and what an estimated total tax bill might look like in 2018. Given 2018 estimates, Summit property owners will likely see their total tax bills increase 1.54% above last year.

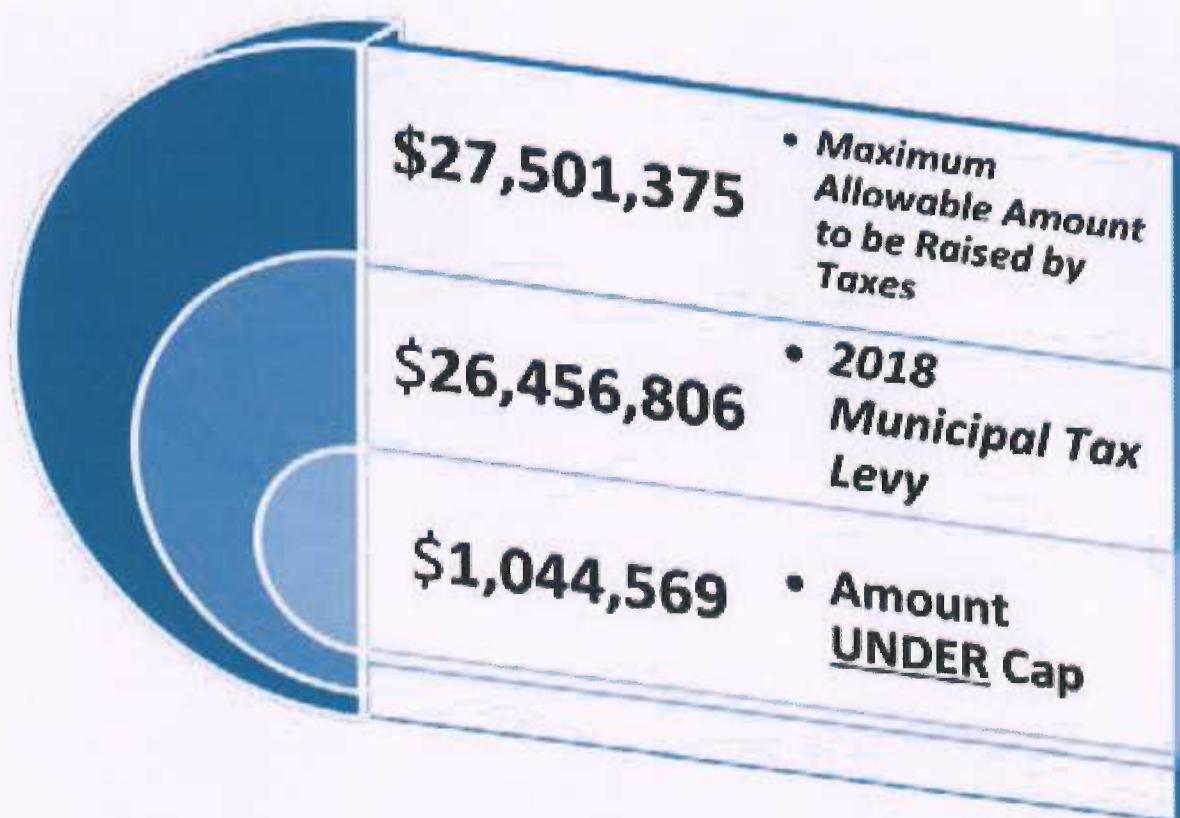
<i>Total Property Tax Bill Comparison</i> <i>Average Residential Assessed Valuation (\$413,000)</i>		
	2018*	2017
City of Summit Taxes	\$ 3,485.72	\$ 3,485.72
Local School District Taxes	9,172.73	8,949.71
Union County & Open Space Taxes	5,327.70	5,265.75
Public Library Taxes	318.01	326.27
TOTAL TAX BILL AMOUNT	\$ 18,304.16	\$ 18,027.45
2018 Estimated Total Property Tax Effect	\$ 276.71 for year* or, 1.54% Increase	
	* 2018 - Estimated	

Another way to think about the tax impact is that for every \$100,000 of assessed valuation, a property owner should anticipate an estimated \$67.00 increase in their total tax bill. The breakdown of this \$67.00 total tax increase per \$100,000 assessed valuation is as follows:

• <u>Municipal Taxes:</u>	\$ 0.00	No Increase
• <u>Local School District Taxes:</u>	\$ 54.00	Increase
• <u>County & Open Space Taxes:</u>	\$ 15.00	Increase
• <u>Public Library Taxes:</u>	(\$ 2.00)	Decrease

TOTAL PROPERTY TAXES: **\$ 67.00 annual increase per \$100,000 AV**

- **\$ 1,044,569 UNDER property tax levy cap:** The 2018 municipal budget is well under the 2% property tax levy cap.



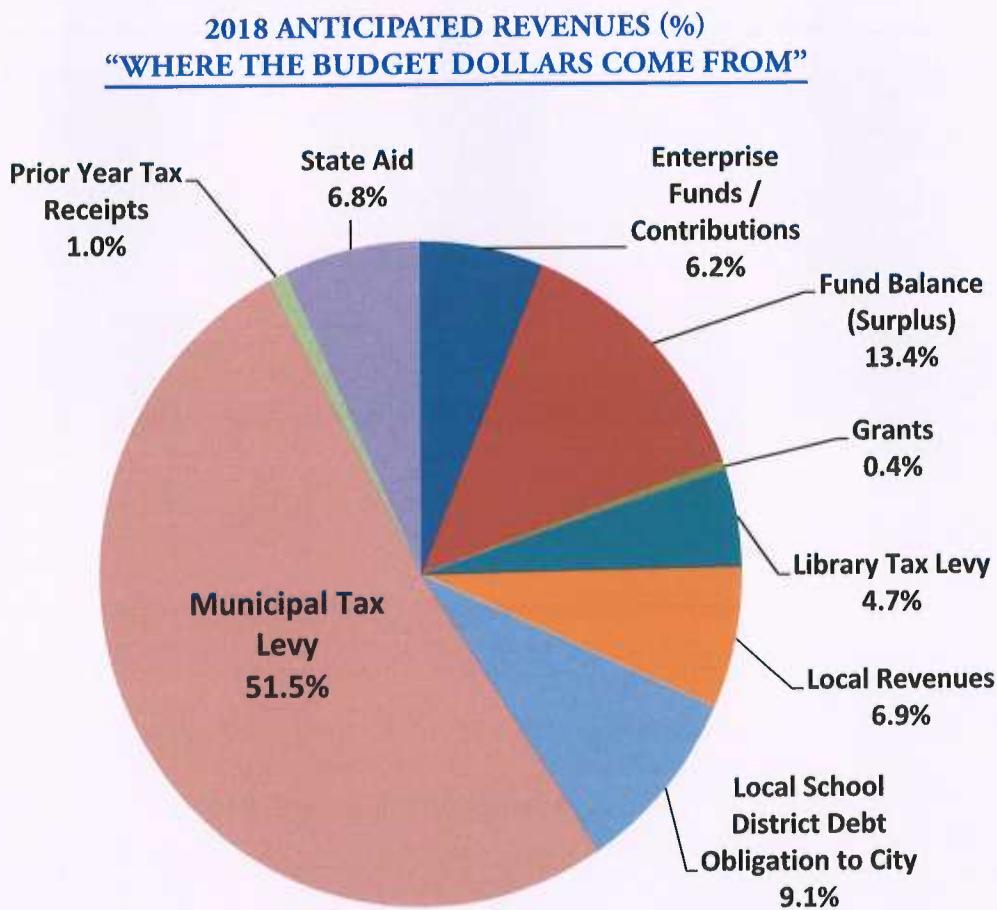
BUDGET REPORT

As calculated through the property tax levy cap formula, the maximum allowable amount to be raised through the city's municipal levy is \$27.5 million. However, the 2018 municipal budget requires \$26.46 million in property tax revenues this year to balance total appropriations proposed. In 2018, the city budget is \$1.04 million under the tax levy cap. The 2018 tax levy cap amount is permitted under state law to "bank" for three budget years (2019-21). Given the 2018 municipal budget is under cap again this year, no prior year levy cap bank amounts are required. For the 2019 budget, over \$2.44 million of prior year amounts under the levy cap will be banked and available, if necessary.

REVENUES

2018 GENERAL REVENUES SYNOPSIS

The municipal budget authorizes annual appropriations for service provision (staffing and other resources needed), programs and other financial obligations for Summit citizens. State and local laws authorize the city to raise revenues to fund these appropriations. There are several main revenue categories containing monetary sources for the city to support its operations. The following illustrates "where the budget dollars come from" to fund city budget appropriations.



BUDGET REPORT

Expenses paid from the General Fund are supported primarily from municipal taxes. As the 2018 Anticipated Revenues graph illustrates, the most significant budget revenue source is derived from taxes levied on real property assessed valuations. Municipal tax revenue accounts for 51.5% of total revenues this year, a decrease of 1.0% (2017: 52.50%). In 2018, total projected non-tax revenues are \$17.84 million, projected to be higher by approximately \$227,950 from 2017 realized revenues. State aid revenues are anticipated as lower due to a reduced school debt service amount of \$38,000 from 2017 aid numbers. Municipal energy receipts tax revenues are expected to be the same as 2017 amounts. Local revenue sources are projected to be substantially higher than 2017 anticipated amounts mainly due to the new \$795,400 AHS/Overlook community support revenue source. Anticipated enterprise funds and contributions are expected to be approximately \$58,000 lower than anticipated last year. Overall, in 2018, city administration conservatively expects most revenue sources to remain stable and meet projections.

The Common Council Finance Committee and its municipal budget team recommend using \$6.9 million of General Fund balance (surplus) as a revenue source to stabilize the municipal budget. The General Fund balance amount anticipated in the 2018 municipal budget is \$200,000 below what was required last year. By credit rating agency standards, the city's use of fund balance as a budget revenue source, which is approximately 13.4% of total operating appropriations this year, is considered low and qualifies as a 'very strong' financial indicator. The following comparative schedule of fund balances show all three (3) fund balances for years 2011 to 2017 and the amounts utilized in succeeding years.

Comparative Schedule of Fund Balances						
	General Fund		Sewer Utility Fund		Parking Services Utility Fund	
	<i>Balance Ending December 31st</i>	<i>Utilized in Succeeding Year</i>	<i>Balance Ending December 31st</i>	<i>Utilized in Succeeding Year</i>	<i>Balance Ending December 31st</i>	<i>Utilized in Succeeding Year</i>
2017*	\$9,403,823	\$6,900,000	\$874,451	\$463,000	\$1,560,378	\$329,000
2016	8,083,571	7,100,000	993,674	630,000	1,870,167	193,148
2015	8,747,775	7,100,000	953,753	355,700	1,370,646	54,643
2014	10,071,282	7,600,000	926,849	325,000	1,556,371	386,000
2013	9,732,447	6,300,000	954,381	350,000	1,216,876	0
2012	8,072,954	6,300,000	1,251,482	346,000	731,436	0
2011	7,852,969	6,250,000	1,277,500	150,000	582,326	114,794

* 2017 - Unaudited Fund Balance amounts

Some unassigned funds in the General Fund balance will be used to offset discretionary appropriation reserve line items such as \$300,000 in the reserve for tax appeals and \$90,000 in the reserve for salary adjustments. Recognizing the need for additional non-tax revenues to keep pace with annual appropriation demands, city administration will continue to focus on developing new revenue options to stabilize or reduce the municipal tax levy amount. The following chart categorically outlines revenues with anticipated total amounts to fund the city's 2018 municipal budget (see general revenue section, Page 4-1 for more details).

BUDGET REPORT

General Fund Revenues			
	2018 Anticipated	2017 Anticipated	Dollar Change from 2017
Fund balance	\$ 6,900,000	\$ 7,100,000	(\$ 200,000)
Local revenues	3,543,900	2,562,500	981,400
State aid	3,513,257	3,551,257	(38,000)
Interlocal agreements	0	0	0
Grants	193,812	81,959	111,853
Enterprise funds/contributions	3,201,208	3,259,612	(58,404)
Prior year tax receipts	490,000	500,000	(10,000)
Municipal tax levy	26,456,806	26,214,106	242,699
School district debt obligation	4,664,313	4,287,129	377,184
Library tax levy	2,410,620	2,450,334	(39,714)
TOTAL REVENUES	\$ 51,373,916	\$50,006,897	\$1,367,019

Property taxes are the main source of financing for Summit's city services and public library as well as for the local school district and Union county government and open space. Even though the city bills and collects all property taxes levied during the calendar year, it retains only 19 cents of every tax dollar collected. The chart below outlines what the city billed and collected during 2017.

2017 PROPERTY TAX BILLING & COLLECTION		
TAX BILLING		
Municipal	\$ 26,214,106	
Local School District	67,348,570	
County	38,548,845	
County Open Space	1,104,641	
Public Library	2,450,334	
Total Levy	\$ 135,666,496	
Excess Collections	\$ 8,416	
Special Improvement District	260,269	
Added & Omitted	1,221,042	
Reduction Due to Tax Appeals	(326,924)	
Total Taxes Billed	\$ 136,829,299	
TAX COLLECTION		
Collected in 2017	\$ 134,708,053	
Prepaid in 2016	1,159,880	
Senior & Veteran Deductions	71,500	
Homestead Benefit Credit	407,894	
Total Taxes Collected	\$ 136,347,327	
Percentage of Taxes Collected		99.65%

BUDGET REPORT

The table below shows total property tax levy amounts for years 2014 to 2018 along with the percentage change from 2014 to 2018. Since 2014, the city has stabilized its municipal tax needs, averaging a 0.46% increase per year.

PROPERTY TAX LEVIES

	2018*	2017	2016	2015	2014	% Change from 2014
Municipal	\$ 26,456,806	\$ 26,214,106	\$ 25,991,437	\$ 25,754,936	\$ 25,863,525	2.29%
Local School District	69,592,555	67,348,570	66,610,925	65,668,713	64,792,969	7.41%
County	39,319,822	38,548,845	37,756,816	36,222,615	34,500,481	13.97%
County Open Space	1,126,733	1,104,641	1,082,611	1,044,760	1,015,173	10.99%
Library	2,410,620	2,450,334	2,394,420	2,328,031	2,247,435	7.26%
TOTAL	\$138,906,536	\$135,666,496	\$133,836,309	\$131,019,055	\$128,419,583	8.17%

* 2018 - Estimated Tax Levies

LOCAL & ENTERPRISE/CONTRIBUTION REVENUES

Most local revenue sources remain consistent this year except for a new \$795,400 revenue item from the city's 2017 community support service agreement with AHS/Overlook Medical Center. This new revenue source reversed a several year trend of local revenue stagnation. In fact, during the five year period of 2012 to 2016, total local revenues realized minimally fluctuated between \$2.56 and \$2.60 million until 2017 when it jumped to \$2.83 million. Taking a conservative approach, the 2018 municipal budget provides for estimated local revenue amounts lower than realized last year in various line items.

In the enterprise/contribution revenue section, the municipal budget continues to benefit from healthy Sewer and Parking Services Utility fund balances providing \$560,000 in revenue support. However, utility contributions are down by \$180,000 from last year. Moreover, general capital surplus anticipated is lower by \$256,476. The anticipated general capital surplus amount of \$324,524 includes the premium on the sale of 2017 notes in the amount of \$218,744. Lastly, the city's cell tower utility lease agreement with Verizon will provide at least \$45,000 in revenue this year, up \$15,000 from 2017.

BUDGET REPORT

PRIOR YEAR TAXES

In 2017, the city exceeded its anticipated tax collection rate (96.1%) by 3.5% (99.6%). Indeed, this is the city's highest collection rate in the last seven years (see below).

Tax Collection			
Year	Levy	Levy \$ Collected	% of Levy Collected
2017	\$136,829,299	\$136,347,327	99.65%
2016	134,552,884	134,035,881	99.61%
2015	131,274,416	130,724,249	99.58%
2014	129,117,692	128,445,645	99.47%
2013	127,551,901	126,560,574	99.22%
2012	124,051,783	122,815,294	99.00%
2011	120,008,514	118,810,144	99.00%

The average quarterly delinquency rate percentage last year was 0.63%, down 0.09% from last year. Additionally, the average quarterly delinquency amount was \$436,869, down approximately \$60,000 from 2017. At the end of December 2017, delinquent taxes owed to the city were \$485,939. As of February 28, 2018, outstanding property taxes billed in prior years but still uncollected are \$357,387. Lastly, the first quarter 2018 taxes billed (\$34.29 million) but uncollected are \$749,065, or 2.18% of the total amount.

PROPERTY TAX LEVY CAP

The property tax levy cap law strictly limits a municipality to a 2.0% increase over the previous year's municipal tax levy. The levy cap law does provide for several exclusions to the formula, which are as follows: (1) change in debt service; (2) allowable increases in health care insurance; (3) pension costs; and (4) capital improvements. In addition, the property tax levy cap, similar to the total appropriations cap, has an allowable increase for new construction value (new values x the previous year municipal tax rate). In 2018, the municipal budget is \$1.04 million under the 2% property tax levy cap (see levy cap calculation summary below).

Prior year amount to be raised by taxation for municipal purposes	\$ 26,214,106
<i>Less: Prior year deferred charges to future taxation</i>	<i>(\$ 100,000)</i>
Plus: 2% cap increase	\$ 522,282
Plus: Exclusions	\$ 491,830
Plus: New ratable adjustment to levy	<u>\$ 373,157</u>
Maximum allowable amount to be raised by taxation	<u>\$ 27,501,375</u>
2018 amount to be raised by taxation for municipal purposes	<u>\$ 26,456,806</u>
2018 municipal levy amount UNDER 2% cap	<u>\$ 1,044,569</u>

BUDGET REPORT

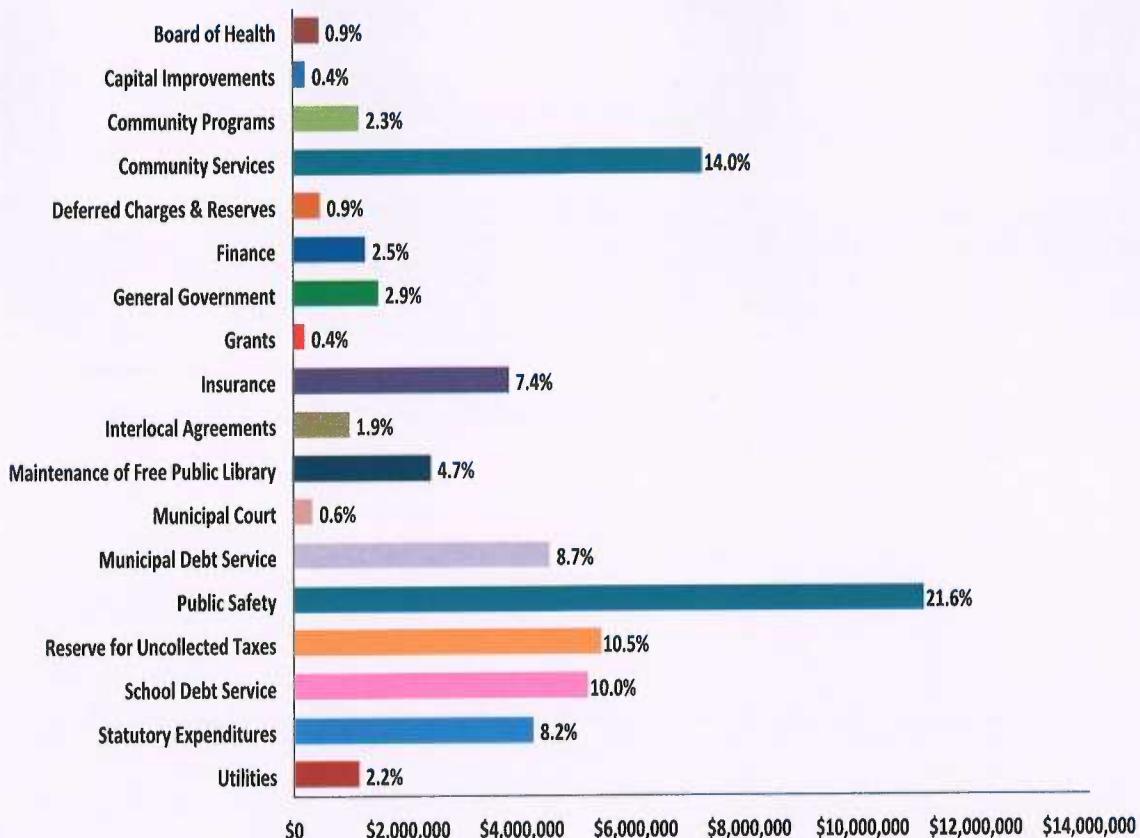
APPROPRIATIONS

2018 GENERAL APPROPRIATIONS SYNOPSIS

The 2018 municipal budget projects total appropriations (excluding reserve for uncollected taxes) to be \$45.9 million, approximately \$1.12 million more than 2017 adopted budget appropriations. Total appropriations needed to fund municipal services are projected to increase by \$541,615, a 1.72% increase compared with 2017 municipal operation costs (\$31.85 million). Major cost drivers within General Fund municipal operations include salaries and wages (\$17.48 million), healthcare insurance (\$2.65 million) and pension obligations (\$3.39 million). Other appropriations, such as municipal debt service payments, interlocal agreements and reserves total \$5.94 million and account for 11.6% of total appropriations. These appropriations total \$784,656 above 2017 appropriated amounts mainly due to debt service (\$858,416 increase) and interlocal agreement for the Joint Dispatch Center (\$86,240 increase). Discretionary costs, such as salaries and wages and municipal operation other expenses account for 34.0% and 20.2%, respectively, of total appropriations. The reserve for uncollected taxes line item represents 10.5% of total appropriations, down slightly by 0.1% from last year.

The total percentage breakdown of 2018 municipal budget appropriations is shown below. A substantial part of each property tax dollar goes to pay public safety (21.6%) and total debt service (18.7%).

2018 PROPOSED APPROPRIATIONS (%) “HOW THE BUDGET REVENUES ARE ALLOCATED”



2018 Total Appropriations Breakdown - \$51,373,916			
Board of Health	\$ 447,290	Interlocal Agreements	\$ 981,640
Capital Improvements	210,000	Maintenance of Free Public Library	2,410,620
Community Programs	1,156,950	Municipal Court	324,955
Community Services	7,187,110	Municipal Debt Service	4,494,753
Deferred Charges & Reserves	465,000	Public Safety	11,086,830
Finance	1,264,710	Reserve for Uncollected Taxes	5,386,796
General Government	1,489,850	School Debt Service	5,154,313
Grants	193,812	Statutory Expenditures	4,199,026
Insurance	3,785,761	Utilities	1,134,500

MUNICIPAL SERVICE COSTS

Of total appropriations proposed in the city's 2018 municipal budget, municipal service costs comprise 62.4%, down 0.7% from last year. Based on the average valuation assessment of a Summit residential property, the table below, broken down by municipal service category (excluding school debt service, public library, reserves and deferred charges), illustrates how municipal property taxes are allocated for the provision of each service area and its respective budgetary cost.

Municipal Service Cost Breakdown						
Average Residential Home Assessment (\$413,000)						
	2018	% of Total	2017	% of Total	2016	% of Total
Municipal Service Cost Total	\$ 37,763,375		\$36,367,104		\$35,638,297	
Municipal Taxes	\$ 3,486		\$ 3,486		\$3,453	
Public Safety	\$ 1,023	29.4%	\$ 1,046	30.0%	\$ 1,053	30.5%
Community Services	663	19.0%	677	19.4%	674	19.5%
Statutory Expenditures	388	11.1%	386	11.1%	381	11.0%
Insurance	349	10.0%	371	10.7%	380	11.0%

BUDGET REPORT

Municipal Service Cost Breakdown Average Residential Home Assessment (\$413,000)							
Municipal Debt Service	415	11.9%	348	10.0%	313	9.1%	
General Government	138	3.9%	146	4.2%	141	4.1%	
Utilities	105	3.0%	111	3.2%	115	3.3%	
Finance	117	3.3%	113	3.2%	112	3.2%	
Community Programs	107	3.1%	107	3.1%	101	2.9%	
Interlocal Agreements	91	2.6%	86	2.5%	85	2.5%	
Board of Health	41	1.2%	36	1.0%	35	1.0%	
Capital Improvements	19	0.6%	29	0.8%	31	0.9%	
Municipal Court	30	0.9%	31	0.9%	31	0.9%	
		100.0%		100.0%		100.0%	

The following tables highlight the projected 2018 municipal budget's top five (5) largest appropriation line items compared with 2017; the percentage change from 2014 in these same categories; and the five (5) largest appropriation increases and decreases this year.

5 LARGEST APPROPRIATION LINE ITEMS				
	2018	% of Total Appropriations	2017	% of Total Appropriations
Salary & Wages (General Fund)	\$17,485,340	34.15%	\$17,485,350	34.97%
Debt Service				
* Municipal	\$ 4,494,753	8.78%	\$3,636,337	7.27%
* School	<u>5,112,513</u>	<u>9.98%</u>	<u>5,256,129</u>	<u>10.53%</u>
	\$ 9,607,266	18.76%	\$8,901,466	17.80%
Pension Obligations				
* PERS	\$ 1,041,459	2.03%	\$1,005,796	2.01%
* PFRS	<u>2,342,567</u>	<u>4.57%</u>	<u>2,206,006</u>	<u>4.41%</u>
	\$ 3,384,026	6.61%	\$3,211,802	6.42%
Health Insurance	\$ 2,650,000	5.18%	\$2,620,000	5.24%
General Liability/ Workers Compensation	\$ 1,033,760	2.02%	\$1,094,000	2.19%
Total Appropriations	\$51,373,916		\$50,006,897	

BUDGET REPORT

5 LARGEST APPROPRIATION LINE ITEMS			
	2014	2018	% Change from 2014
Salary & Wages (General Fund)	\$ 16,944,200	\$ 17,485,340	3.2%
Debt Service			
* Municipal	\$ 3,043,154	\$ 4,494,753	47.7%
* School	<u>4,707,057</u>	<u>5,112,513</u>	<u>8.6%</u>
	\$ 7,750,211	\$ 9,607,266	24.0%
Pension Obligations			
* PERS	\$ 817,955	\$ 1,041,459	27.3%
* PFRS	<u>1,887,969</u>	<u>2,342,567</u>	<u>24.1%</u>
	\$ 2,705,924	\$ 3,384,026	25.1%
Health Insurance	\$ 2,728,900	\$ 2,650,000	(2.9%)
General Liability Insurance/ Workers Compensation	\$ 1,108,600	\$ 1,033,760	(6.8%)

5 LARGEST APPROPRIATION INCREASES		
	2018 Appropriation Amount	Increase Over 2017 Appropriations
Municipal Debt Service	\$ 4,494,753	\$ 858,416
Other Expenses (General Fund)	10,392,616	364,901
Pension Obligations - PFRS	2,342,567	136,561
Interlocal Agreement (Joint Dispatch Center)	981,640	86,240
Pension Obligations - PERS	1,041,459	35,663

5 LARGEST APPROPRIATION DECREASES		
	2018 Appropriation Amount	Decrease Under 2017 Appropriations
School Debt Service	\$ 5,154,313	(\$ 110,816)
Capital Improvement Fund	210,000	(90,000)
Insurance	3,785,761	(88,239)
Utilities	1,134,500	(27,000)
Reserve for Tax Appeals	300,000	(25,000)

BUDGET REPORT

The tables below depict the projected ten (10) largest Other Expense category appropriations in 2018 compared with 2017 in addition to projected five (5) largest professional service appropriation line items.

10 LARGEST OTHER EXPENSE CATEGORIES <i>(Excludes Professional Service Line Items)</i> <i>2017 and 2018 Comparison</i>		
	2018	2017
Transfer Station Disposal Charges	\$ 875,000	\$ 850,000
Fuel	361,000	373,000
Electricity	345,000	372,000
Fire Hydrant Service	280,000	275,000
Municipal Shared Court Agreement	268,655	19,800
Recycling Curbside Collection	250,000	230,000
Telephone	200,000	200,000
Street Lighting	162,000	153,000
Technology & Software Licenses	147,500	143,300
Board of Health Shared Service Agreement	110,000	76,000

5 LARGEST PROFESSIONAL SERVICE APPROPRIATIONS		
	2018	2017
Legal General & Misc. Services	\$ 220,000	\$ 220,000
Legal Tax Appeals	200,000	225,000
Land Use Planning Services & Special Projects	170,000	130,000
Tax Assessor - Appraisers	100,000	100,000
Information Technology	92,000	90,000

SALARIES & WAGES

The total 2018 salaries and wages amount for all city employees, which includes base salary, longevity, and step increases for full- and part-time union and non-union employees and temporary/seasonal appropriations, is \$19.4 million. This is an increase of nearly \$133,000 from what was appropriated in 2017. Within each respective fund, total salary and wages for this year and last are shown in the following chart:

BUDGET REPORT

TOTAL SALARIES & WAGES <i>(includes Temporary/Seasonal Employee Wages & Overtime)</i>		
FUND	2018	2017
General	\$ 17,485,340	\$ 17,485,350
Sewer Utility	329,000	303,000
Parking Services Utility	765,000	671,269
Uniform Construction Code (Dedicated Trust Fund)	820,500	807,240
Totals	\$ 19,399,840	\$ 19,266,859

Total overtime line items increased by roughly \$64,600, or 9.0% above 2017 amounts (2018 total overtime is \$732,800). Overall, total overtime appropriations are 3.8% of the total salary and wages amount. Public safety overtime accounts for 65.5% (Police: 33.5%, Fire: 31.9%) of total overtime appropriations, as the fire department budget accounts for 81.9% of the total proposed overtime increase this year.

The chart below shows the impact from salary adjustments budgeted in 2018, which is broken down by non-union employees and collective negotiation units. The PBA Local 55 and Teamsters Local 469 collective negotiation units are each contracted to receive a 1.50% cost-of-living adjustment (COLA) increase this year. Further, the FMBA Local 54 contract was recently settled to provide for a 2.00% adjustment to firefighter salaries. For non-union employees, 2.00% is allocated in the salary adjustment reserve line item to fund compensation increases. Total salary amounts vary from 2017 to 2018 due to retirements, resignations, new employees and/or annual salary step increases.

2018 SALARIES & WAGES ADJUSTMENT (excludes Overtime)

GROUPS	TOTAL FT & PT EMPLOYEES	2018 TOTAL SALARIES	2017 TOTAL SALARIES	S&W % Adjustment in 2018	COLA Increase	Step Increase	Longevity Increase
Non-Union Employees	76	\$ 6,133,546	\$6,169,456	2.00%	\$73,001	\$78,759	\$5,231
Teamsters Local 469	48	3,415,510	3,382,500	1.50%	38,389	12,070	8,595
PBA Local 55	45	4,649,338	4,700,793	1.50%	57,420	80,909	11,041
FMBA Local 54	30	3,276,686	3,118,610	2.00%	51,700	34,101	9,716
TOTAL	199	\$17,475,080	\$17,371,359		\$220,510	\$205,839	\$34,582

OTHER EXPENSES

For General Fund municipal operations, total Other Expenses (\$10,392,616) will increase this year by nearly \$365,000. In addition to the various large appropriations previously mentioned, other notable appropriation increases are as follows:

- \$256,655 in Municipal Court for the city's shared court agreement with the Borough of New Providence, which includes agreed upon costs for salaries, healthcare benefits, pension and social security, court security and other per diem needs in addition to approximately \$25,000 for the court office/room renovation project.
- \$69,500 in Land Use (special projects and planning legal services) for anticipated costs associated with the Broad Street west redevelopment area process and planning/legal work product.
- \$44,000 in Department of Community Services (software maintenance) for annual subscription agreement for SDL licensing and permit technology platform.
- \$35,000 in Board of Health for the city's shared services agreement with Town of Westfield to provide part-time public health nurse services, which was previously provided by Overlook Medical Center at no cost.
- \$33,500 in City Clerk (temporary staffing and contract services) operating costs for temporary part-time staffing and other office service needs.
- \$25,000 in Police Department (contract services) for annual body camera data storage and maintenance service agreement.
- \$18,700 in Family Aquatic Center (various line items combined), for example, \$5,300 in general maintenance material and \$4,500 in equipment costs.
- \$13,200 in Administration (contract services) to cover annual subscription cost for Primepoint human resource platform modules.
- \$13,000 in Fire Department (tuition reimbursement) to fund additional firefighter enrollment in university education programs that are eligible for reimbursement in accordance with the FMBA collective negotiation contractual terms.

Some notable other expense line item decreases are as follows:

- \$36,200 in Department of Community Services (licenses and certifications)
- \$25,000 in Tax Assessment (legal services) as tax appeal litigation costs have decreased mainly due to the settlement agreement with AHS/Overlook Medical Center.
- \$20,000 in Administration (physical exams) due to new FMBA collective negotiations agreement eliminating annual mandatory physical examinations.

Another important budget change pertaining to Other Expenses is various division unit equipment and vehicle maintenance line items are reduced to zero dollars and moved to a separate Fleet Maintenance and Equipment section within the budget. Costs for each division unit are clearly identified with respective vehicle and maintenance areas.

INSURANCE

In 2018, the city's net healthcare insurance premium line item of \$2,650,000 will increase by \$30,000 from last year. The city participates in the state health benefit plan for the provision of medical/prescription drug insurance coverage. In addition, the city will continue to use Delta Dental as its dental insurance provider and will not incur any increase in its premium cost this year. Of the 185 eligible employees, 16 employees waive their insurance benefits for which there is no compensation to do so. As a result of 16 employees opting-out of healthcare insurance coverage, the estimated annual cost savings for the city is approximately \$390,000.

MEDICAL INSURANCE PLAN PREMIUMS

Insurance Plans	# of Employees	Category	2018	2017	\$ Increase (Decrease)	% Increase (Decrease)
NJ Direct 10	13	Single	\$ 935.24	\$ 935.24	\$ 0.00	0.00%
	4	Member & Spouse	1,870.49	1,870.49	0.00	0.00%
	3	Parent & Child	1,674.09	1,674.09	0.00	0.00%
	25	Family	2,609.34	2,609.34	0.00	0.00%
<i>Subtotal</i>	<i>45</i>	<i>Averages</i>	<i>\$1,772.29</i>	<i>\$1,772.29</i>	<i>\$ 0.00</i>	<i>0.00%</i>
Aetna HMO	6	Single	\$ 926.33	\$ 926.33	\$ 0.00	0.00%
	10	Member & Spouse	1,852.67	1,852.67	0.00	0.00%
	10	Parent & Child	1,658.14	1,658.14	0.00	0.00%
	17	Family	2,584.47	2,584.47	0.00	0.00%
<i>Subtotal</i>	<i>43</i>	<i>Averages</i>	<i>\$1,755.40</i>	<i>\$1,755.40</i>	<i>\$ 0.00</i>	<i>0.00%</i>
NJ Direct 15	16	Single	\$ 890.57	\$ 890.57	\$ 0.00	0.00%
	11	Member & Spouse	1,781.15	1,781.15	0.00	0.00%
	4	Parent & Child	1,594.11	1,594.11	0.00	0.00%
	15	Family	2,484.68	2,484.68	0.00	0.00%
<i>Subtotal</i>	<i>46</i>	<i>Averages</i>	<i>\$1,687.63</i>	<i>\$1,687.63</i>	<i>\$0.00</i>	<i>0.00%</i>

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Insurance Plans	# of Employees	Category	2018	2017	\$ Increase (Decrease)	% Increase (Decrease)
Aetna Freedom 10						
	4	Single	\$ 986.35	\$ 986.35	\$ 0.00	0.00%
	3	Member & Spouse	1,972.71	1,972.71	0.00	0.00%
	0	Parent & Child	1,765.57	1,765.57	0.00	0.00%
	9	Family	2,751.93	2,751.93	0.00	0.00%
<i>Subtotal</i>	<i>16</i>	<i>Averages</i>	<i>\$1,869.14</i>	<i>\$1,869.14</i>	<i>\$ 0.00</i>	<i>0.00%</i>
Aetna Freedom 15						
	2	Single	\$ 948.14	\$ 948.14	\$ 0.00	0.00%
	2	Member & Spouse	1,896.28	1,896.28	0.00	0.00%
	1	Parent & Child	1,697.17	1,697.17	0.00	0.00%
	5	Family	2,645.31	2,645.31	0.00	0.00%
<i>Subtotal</i>	<i>10</i>	<i>Averages</i>	<i>\$1,796.73</i>	<i>\$1,796.73</i>	<i>\$ 0.00</i>	<i>0.00%</i>
Aetna Freedom 2030						
	2	Single	\$ 822.36	\$ 822.36	\$ 0.00	0.00%
	0	Member & Spouse	1,644.69	1,644.69	0.00	0.00%
	0	Parent & Child	1,472.02	1,472.02	0.00	0.00%
	0	Family	2,294.37	2,294.37	0.00	0.00%
<i>Subtotal</i>	<i>2</i>	<i>Averages</i>	<i>\$1,558.36</i>	<i>\$1,558.36</i>	<i>\$ 0.00</i>	<i>0.00%</i>
Aetna Liberty						
	1	Single	\$ 693.45	\$ 693.45	\$ 0.00	0.00%
	0	Member & Spouse	1,386.87	1,386.87	0.00	0.00%
	0	Parent & Child	1,241.26	1,241.26	0.00	0.00%
	1	Family	1,934.70	1,934.70	0.00	0.00%
<i>Subtotal</i>	<i>2</i>	<i>Averages</i>	<i>\$1,314.07</i>	<i>\$1,314.07</i>	<i>\$ 0.00</i>	<i>0.00%</i>

BUDGET REPORT

Insurance Plans	# of Employees	Category	2018	2017	\$ Increase (Decrease)	% Increase (Decrease)
Aetna Freedom 1525	0	Single	\$ 866.71	\$ 866.71	\$ 0.00	0.00%
	0	Member & Spouse	1,733.40	1,733.40	0.00	0.00%
	1	Parent & Child	1,551.42	1,551.42	0.00	0.00%
	1	Family	2,418.13	2,418.13	0.00	0.00%
	2	<i>Averages</i>	\$1,642.42	\$1,642.42	\$ 0.00	0.00%
Omnia Health Plan	0	Single	\$ 693.45	\$ 693.45	\$ 0.00	0.00%
	2	Member & Spouse	1,386.87	1,386.87	0.00	0.00%
	0	Parent & Child	1,241.26	1,241.26	0.00	0.00%
	1	Family	1,934.70	1,934.70	0.00	0.00%
	3	<i>Averages</i>	\$1,314.07	\$1,314.07	\$ 0.00	0.00%

Workers compensation and general liability insurance policy coverage will decrease by \$60,240 to the total premium amount of \$1.03 million. Unemployment insurance and other insurances total a combined \$102,000, a \$58,000 decrease from last year. Overall, the city's total cost for these insurance policies and potential unemployment claims is decreasing 2.3% this year.

PENSION OBLIGATIONS

The city's 2018 pension obligations will increase again this year, its total equaling \$3.57 million. Overall, total annual pension payments for PERS and PFRS have risen \$184,324, or 5.5% above 2017 obligations.

The following table depicts eight (8) years of PERS & PFRS pension obligations, and annual percentage change from the previous year. Since 2011, on average, total pension obligations have increased by 5.9%.

PENSION OBLIGATION PAYMENTS

Year	PERS	PFRS	Year-to-Year % Change
2018	\$ 1,224,459	\$ 2,342,567	5.5%
2017	1,176,696	2,206,006	3.0%
2016	1,151,400	2,134,000	6.3%
2015	1,074,137	2,018,053	6.3%
2014	1,020,821	1,887,969	(6.0%)
2013	1,027,957	2,066,877	2.5%
2012	1,040,526	1,977,771	(10.5%)
2011	1,030,389	2,339,321	22.6%

RESERVE FOR UNCOLLECTED TAXES

Last year's tax collection rate was 99.65%. Historically, the city takes a very conservative approach by anticipating a lower annual collection rate. In 2017, \$5.217 million was appropriated in the budget based on a 96.1% collection rate. Given the city's consistently high annual collection rate, the 2018 municipal budget reflects the same 96.1% collection rate that, in turn, maintains the reserve for uncollected taxes appropriation amount at \$5.386 million.

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TOTAL APPROPRIATIONS CAP

Under the total appropriations cap law, the State allows exclusions, or cap base adjustments, to appropriation limits. Some of these exclusions are debt service, reserve for uncollected taxes and tax appeals, capital improvements, deferred charges and interlocal service agreements. The State of New Jersey has promulgated the cap index to be 2.5% this year with the option to increase it another 1.0% to 3.5% with the adoption of a cap bank ordinance. Nevertheless, even if the city does not exercise this cap increase option, it will be well-under the allowable total appropriation limit in 2018 by \$3,066,364.

APPROPRIATIONS CAP FORMULA

Total general appropriations for calendar year 2017 \$ 50,006,897

Less: Exclusions from "caps" = (18,271,530)

Amount on which % cap is applied = \$ 31,735,367

Allowable cost of living adjustment:

0.5% cap = \$ 158,676 added to above equals \$ 31,894,043

2.5% cap = \$ 793,384 added to above equals

3.5% cap = \$1,110,737 added to above equals \$ 32,846,104

Add:

Value of new construction and improvements = \$ 373,157

(Assessed value of new construction x municipal tax rate per \$100 value)
(\$44,212,900 x 0.00844)

2016 cap bank = \$ 1,076,329

2017 cap bank = \$ 937,755

Total cap bank \$ 2,014,084

Total allowable 2018 appropriations within caps = \$ 35,233,346

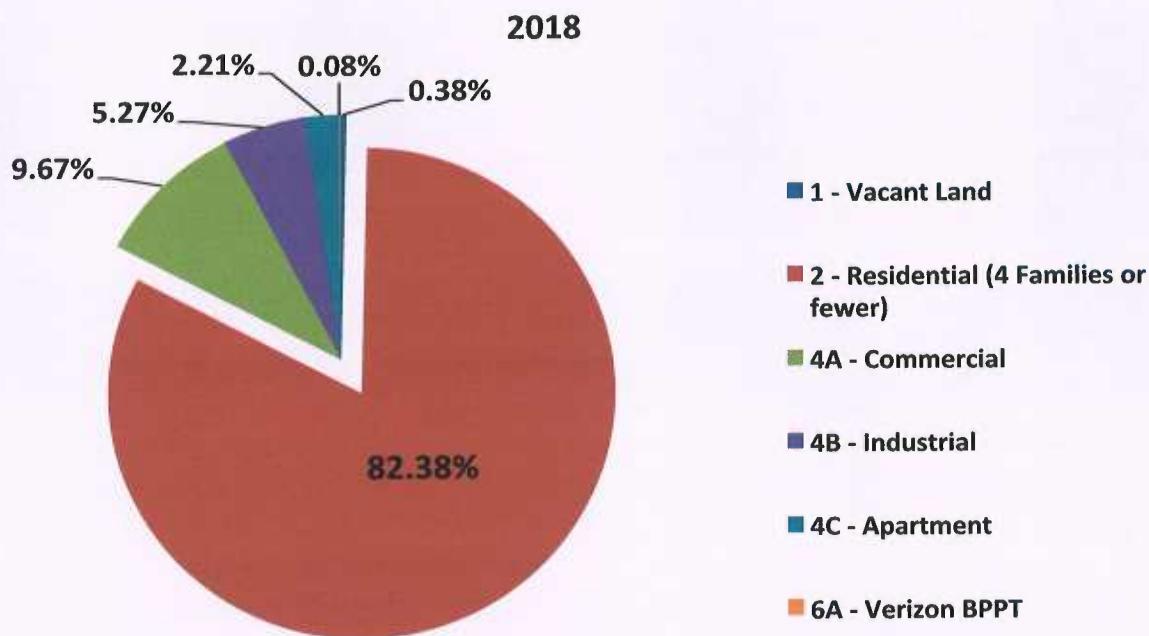
Total proposed 2018 appropriations within caps = 32,166,982

Amount Under (Over) cap = \$ 3,066,364

TAX BASE

The city's operating position relies on its ability to: (1) balance its budget; (2) maintain emergency reserves; and (3) have adequate liquidity to pay its current liabilities in a timely manner. As statutorily mandated, the city must balance its budget every year. However, contending with a multitude of fiscal mandates and service demands with fluctuating tax base valuations, marginal revenue growth and ascending operational costs engender a greater burden on property owners to balance the city budget each year. The city annually evaluates its reserve funds to ensure an adequate amount exists for emergency or unforeseen costs that may occur at any point in the year to avoid a potential operational budget deficit. Lastly, during any given budget year, the city often receives revenue in small or large installments, at infrequent periods of time. Therefore, for cash flow purposes, it is imperative the city make every effort to stabilize and increase its taxable base, experience high, consistent tax collection rates and realize anticipated quarterly non-tax revenues to provide sufficient liquidity.

The city's property tax base generates approximately 52.0% of municipal budget revenues through its tax levy. As evident in the graph below, the city's residential properties, comprising of 82.4% of the total tax base this year, are the primary funding source of municipal tax revenues. The percentage of residential assessment vis-a-vis total net assessed valuation has been expanding over the past several years.



For this primary reason, it is essential for the city to make every effort to preserve existing real estate valuation, and intelligently plan new development to maximize economic utilization of its six square miles of land.

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The following chart depicts the city's net assessed valuation (NAV) in 2018 and the previous four years.

ASSESSMENT VALUATIONS (LAND IMPROVEMENTS BY CLASS)

Class & Type	2018	2017	2016	2015	2014
1-Vacant Land	\$ 12,040,500	\$ 15,270,400	\$ 11,306,200	\$ 12,823,900	\$ 11,933,500
2-Residential (4 families or fewer)	2,581,194,700	2,558,372,600	2,548,081,600	2,528,788,100	2,520,174,500
4A-Commercial	302,951,600	283,665,000	282,815,800	283,374,300	294,329,000
4B-Industrial	165,104,200	183,080,676	202,970,900	219,667,400	236,570,200
4C-Apartment	69,373,700	65,339,600	64,694,800	60,314,800	60,534,000
6A-Verizon Business Personal Property Telephone (BPPT)	2,593,126	2,517,120	2,545,696	2,487,837	2,560,736
TOTAL	\$3,133,257,826	\$3,108,245,396	\$3,112,414,996	\$3,107,456,337	\$3,126,101,936

Compared with 2017, the city's 2018 NAV rose by over \$25 million, or 0.81%. When comparing the 2018 and 2017 valuations, the city's residential, apartment and commercial NAVs expanded last year by \$46.2 million with gains offset by a \$21.2 million loss of vacant and industrial NAV ratables. The industrial value loss is directly attributed to the city's tax appeal settlement with Celgene and its west campus property. Finally, total tax exempt properties (240) are valued at \$465.7 million, approximately 14.9% of total properties in the city. Of the total tax exempt property valuation, over \$117 million is owned by Overlook Medical Center, and nearly \$190 million is owned by either the city, county or state governments.

REAL ESTATE TREND & IMPACT ON CITY RATABLE BASE

In recent years, Summit's real property trend has been a demand for significantly updated homes or new construction. Rising market prices and a shortage of vacant land to meet demand has produced a run on sub-market value homes. Typically, structures on donor properties are demolished leaving a vacant lot for a new home to be brought to market. The short term effect is that the land assessment may be moved to vacant (Class 1) for an interim time period. Once the home is complete, the property reverts back to residential (Class 2). In the long-term, this kind of development activity further solidifies the residential class as the driving force of ratable increase.

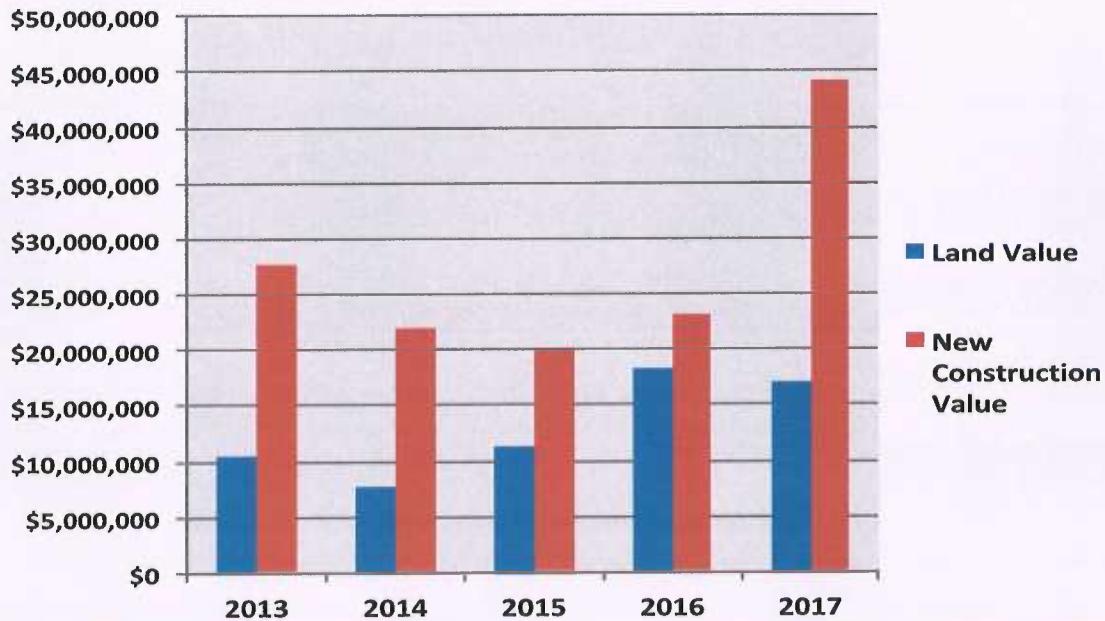
Focusing on residential properties, the following chart provides the number of parcels for assessed valuation ranges in years 2017 and 2018. This year, the average residential property assessment is \$413,000, or a market value of \$961,400.

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Assessed Valuation Breakdown - Residential Homes (Includes up to 4 Family Units)

Valuation Range (\$)	2018		2017	
	Number of Parcels	Percent of Total	Number of Parcels	Percent of Total
\$0 to \$400,000	3,849	61.6%	3,869	62.1%
\$400,001 to \$800,000	1,832	29.3%	1,799	28.9%
\$800,001 to \$1,200,000	403	6.5%	401	6.4%
\$1,200,001 to \$1,600,000	119	1.9%	119	1.9%
\$1,600,001 and Up	44	0.7%	42	0.7%
TOTAL	6,247	100.0%	6,230	100.0%

In the graph and table below, construction not yet completed is missing from new construction market value totals (count per year depicted below – 16 remain to be valued).



Year	Land Market Value	New Construction Market Value	Structures Demolished	Listed on Tax Record w/ New Valuation
2013	\$ 10,442,731	\$ 27,536,000	14	14
2014	7,691,200	21,886,999	11	11
2015	11,298,750	19,771,000	13	8
2016	18,199,800	23,038,000	21	10
2017	17,136,680	44,006,334	20	20
Total	\$64,769,161	\$136,238,333	79	63

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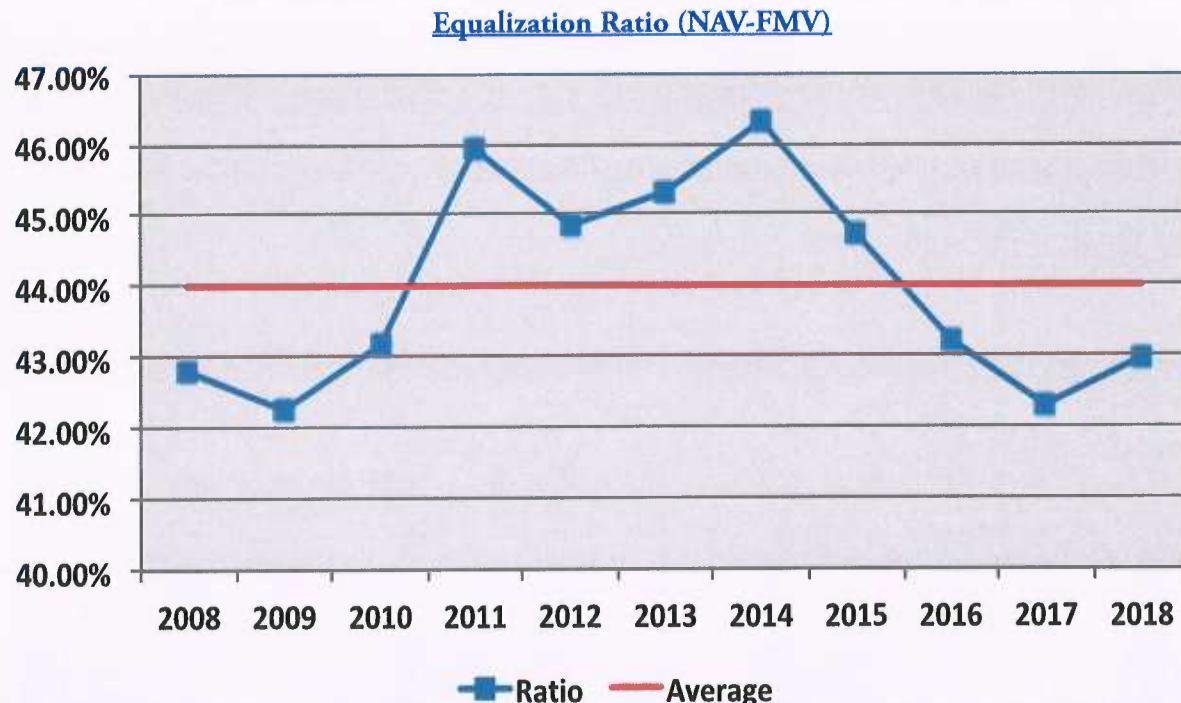
In 2017, close to \$23 million in residential property assessment value was added to the city tax base. The Tax Assessor's office estimates that approximately \$27 million of new assessment valuation could amass on the tax records this year from the type of residential work mentioned above as well as various other improvement work planned or in progress involving all real property classifications.

While an increasing residential tax base valuation provides for a more stable financial condition overall, there is a direct impact on what a homeowner ultimately pays in property taxes. The following chart sheds light on current market and assessed value for residential property owners and, on average, one pays in total property taxes annually.

Number of Residential Properties	% of Total Number of Properties	Assessed Valuation Range	NAV-to-Fair Market Valuation Ratio	Fair Market Valuation Range Cap	Total Taxes by Valuation Range	Average Total Taxes per Property (2017 Total Tax Rate - \$4.365)
1,850	29.61%	\$0-\$229,100	42.96%	\$ 533,284	\$13,610,074	\$ 7,357
1,999	32.00%	\$229,100 - \$400,000	42.96%	\$ 931,099	\$26,239,333	\$ 13,126
1,832	29.33%	\$401,000 - \$800,000	42.96%	\$1,862,197	\$44,874,710	\$ 24,495
403	6.45%	\$801,000 - \$1,200,000	42.96%	\$2,793,296	\$16,887,635	\$ 41,905
119	1.90%	\$1,200,000 - \$1,600,000	42.96%	\$3,724,395	\$ 7,110,332	\$ 59,751
44	0.70%	\$1,600,000+	42.96%	\$7,947,300	\$ 3,947,064	\$ 89,706
Total: 6,247	100.00%				\$112,669,149	Average \$18,028

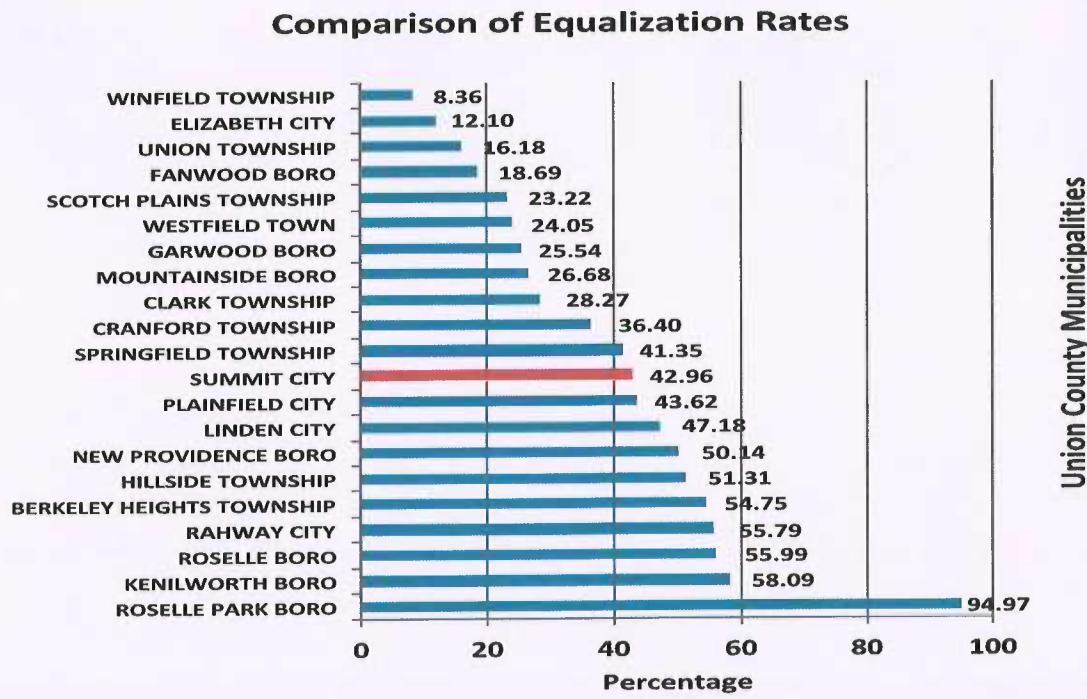
TAX APPEALS

The city's NAV-to-Fair Market Valuation (FMV) ratio (or ratio) is a primary factor used in tax appeal litigation, and determines whether a property owner has a likelihood of success under state tax law. Annually, the county tax board issues a ratio for every municipality in the state by the month of October. The ratio is a lagging indicator. Property sales data are used from a period dating back one year from when the annual ratio is issued. A weighted average of property sales data is also gathered for two years preceding the first year, and factored into a formula to produce a municipality's ratio. For example, the city's 2018 ratio is based on weighted sales data from July 2014 to June 2016, and from selected sales between July 2016 through June 2017. The following graph illustrates the city's ratio for 2018, and the preceding 10 years.



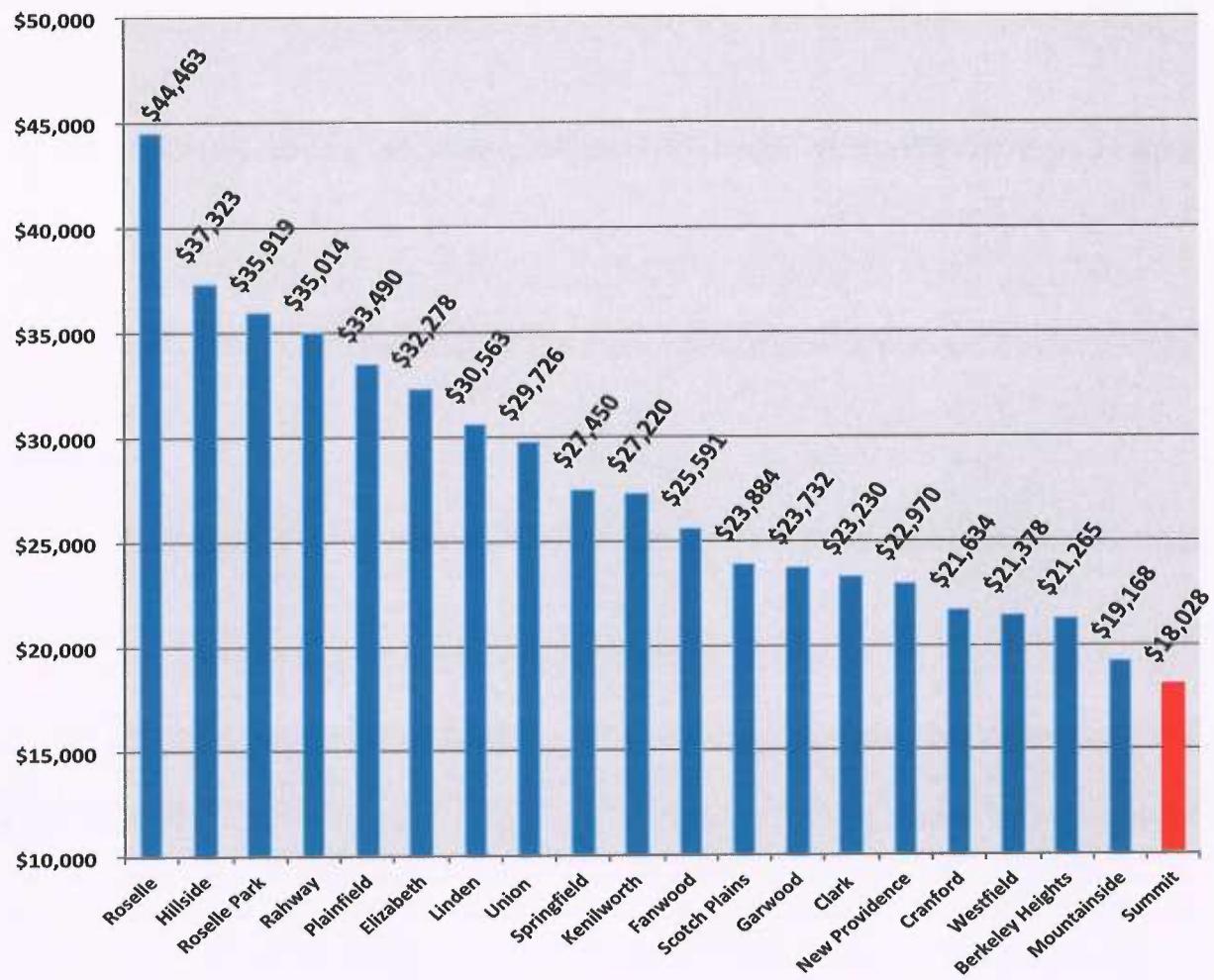
As evidenced in the preceding graph, the city's ratio has trended downward over the last several years as FMV real estate sales data increased vis-a-vis NAV. The relatively small ratio move from 43.20% in 2010 to 42.96% this year indicates Summit continues to experience sustained valuation in its real estate market.

The following graph is a comparison of Summit's 2018 ratio to all other Union County municipalities.



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For the comparative purpose of tax rates, the effective tax rate is used, which is a statistical study that enables the comparison of one municipal tax district to another district (based on the assumption that all districts are at 100% valuation). For example, the average home assessment value in Summit is \$413,000, which represents a market value of \$961,400. Using the 2017 total tax rates for all Union County municipalities, the following graph depicts the average total tax bill for the average market value home in the respective community. In Summit, the total tax bill for its average residential property value is \$18,028, the lowest effective tax bill in Union County.



The table below shows the highest and lowest effective tax rate municipalities along with two communities that represent the average within the county.

Effective Tax Rate & Tax Bill Comparison (2018 Equalization Ratios & 2017 Total Tax Rates - Avg. Residential Home Value of \$961,400)				
Municipality	2017 Tax Rate	2018 Ratio	Effective Tax Rate	Total Tax Bill
Roselle	\$ 8.26	55.99	\$ 4.62	\$ 44,463
Kenilworth	4.87	58.09	2.83	27,220
Fanwood	14.24	18.69	2.66	25,591
Summit	4.36	42.96	1.87	18,028

BUDGET REPORT

Total tax appeal applications for 2017 were 151, which comprised of 52 filed with the state tax court, and 99 with the county tax board (excludes AHS tax exempt appeals - seven filed with the county and 33 with the state). Of the 52 appeal applications filed in 2017 with the state tax court, there were 25 new applications as the others were re-filings on properties that have pending appeals from prior years. The county tax appeal filings were down approximately 28% from 2016 when 138 applications were submitted. Total assessment valuation lost was \$4.18 million of nearly \$75 million under appeal.

With regard to total state court appeals carried for 2017, the following table shows the type of property classification under appeal, total number of appeals filed in that respective classification, the number of appeals adjudicated and/or settled, and pre- and post-adjudication/settled NAV amounts. Ultimately, of the 54 state court appeals settled and/or adjudicated last year, total NAV lost in 2017 was \$2.44 million (post-adjudication NAV variance), or 1.1%.

2017 Tax Appeal Summary State Court					
Class	# of Appeals	2017 NAV Under Appeal	# of Appeals Adjudicated/ Settled	Pre-Adjudication NAV	Post-Adjudication/ Settled NAV
Vacant Land	3	\$ 318,500	3	\$ 318,500	\$ 318,500
Residential	69	70,765,900	30	26,221,500	25,041,600
Commercial	32	62,772,800	15	28,954,400	28,954,400
Industrial	6	165,436,300	6	165,436,300	165,436,300
Apartment	3	9,509,400	0	0	0
TOTAL	113	\$308,802,900	54	\$220,930,700	\$218,487,300

RESERVES

City administration recommends reducing appropriations in its reserve for tax appeal line item as the city continues to actively settle prior year tax appeals with property owners who may be entitled to tax refunds. Upon recommendation from city tax appeal professionals, the reserve amount requested in 2018 is \$300,000, a \$25,000 reduction from what was budgeted in 2017. There are 17 total pending commercial property tax appeal cases (12 properties), including prior year cases, that could result in tax revenue refunds or credits to property owners. Total valuation still under appeal amounts to \$78.3 million. Last year, the city refunded \$104,823 to property owners as a result of tax appeal settlement/adjudications.

The municipal budget also includes a new reserve for a salary adjustment line item that, upon Common Council approval, provides funding of a 2.0% salary increase for non-union employees in 2018. An amount of \$90,000 is allocated for this reserve.

BUDGET REPORT

DEBT STRUCTURE

The city appropriates debt service funds for the principal and interest costs associated with capital projects approved annually by Common Council. Borrowing monies allows payments for major infrastructure improvements or large equipment purchases to be spread over multiple years in order to minimize annual budget impact and require future taxpayers that benefit from the use of this asset to pay a share of the cost. In any given budget year, capital budget costs authorized by Common Council are typically financed with 12-month short-term bond anticipation notes (BANs). The city will only incur interest costs at the end of the 12-month period in the following budget year unless a particular note has been rolled over more than two years. If such occurs, a principal payment will be required in the third year.

The city's statutory borrowing power (1) as of December 31, 2017 is as follows:

Statutory Equalized Valuation (2)	\$ 7,252,863,172
Statutory Borrowing Power (3)	253,850,211
Statutory Net Debt	55,549,571
<i>Remaining Statutory Borrowing Power</i>	<i>198,300,640</i>
Net Debt to Statutory Equalized Valuation	0.766%

(1) Unaudited; (2) Average of the immediately preceding 3 years (2015-2017) as calculated by state;
(3) 3 1/2% of the equalized valuation.

At the end of 2017, the city had a net total of \$55.55 million in municipal purpose bonds and notes outstanding. In 2018, the city's municipal debt service is \$4.49 million, an increase of approximately \$858,416. Additionally, as of December 31, 2017, the outstanding debt for the sewer utility is \$8.27 million; parking services debt owed is \$5.25 million. Debt service payments for sewer will decrease by \$18,188, and for parking services will increase by \$12,098.

In the capital debt market, the city continues to benefit from its 'AAA' credit rating (highest and best) given by the three main credit rating agencies (Fitch, Moody's and Standard & Poors). In March 2017, the city issued new short-term BANs totaling \$22.94 million at an interest rate of 1.129%, consisting of \$20.67 million in general notes, \$476,000 in sewer notes, and \$1.8 million in parking notes. In addition, \$1.63 million in school temporary notes were sold at the same interest rate. Then, in November 2017, the city issued refunding bonds of existing debt totaling \$11.8 million, consisting of \$2.5 million in general bonds, \$1 million in sewer bonds and \$8.3 million in school bonds. The market rate interest result of this bond refunding was 1.739%, which netted the city a present value savings of \$550,614.

The following chart presents a summary of the city's overall general obligation long-term bond issuances. Further, within this debt structure section, municipal, sewer and parking services utility bond schedules are shown. While municipal debt service payments are funded by revenue sources (including tax levy dollars) in the General Fund budget, sewer and parking services utility debt obligations are funded solely by user fees within their respective budgets.

BUDGET REPORT

SUMMARY OF LONG-TERM DEBT OBLIGATIONS

		Original Issuance Amount	Principal Outstanding 12/31/2017	2018 Principal Payment Due	2018 Interest Payment Due	Maturity Date
<i>Municipal Debt</i>						
2008	Refunding Bonds	7,290,000	370,000	370,000	7,400	2018
2006	General Bonds	\$ 5,925,000	\$ 420,000	\$ 420,000	\$ 16,800	2018
2011	Refunding Bonds	2,618,000	10,000	10,000	200	2018
2014	General Bonds	7,400,000	6,280,000	470,000	152,750	2028
2016	General Bonds	10,800,000	10,155,000	1,055,000	179,138	2026
2017	Refunding Bonds	6,633,000	4,050,000	460,000	55,125	2026
<i>Municipal Debt Service Totals</i>		\$ 40,666,000	\$ 21,285,000	\$ 2,785,000	\$ 411,413	
<i>Sewer Utility Debt</i>						
2016	Sewer Bonds	\$ 4,071,000	\$ 3,870,000	\$ 240,000	\$ 71,925	2031
2017	Sewer Bonds	2,200,000	1,415,000	140,000	16,950	2026
<i>Sewer Utility Debt Service Totals</i>		\$ 6,271,000	\$ 5,285,000	\$ 380,000	\$ 88,875	
<i>Parking Services Utility Bonds</i>						
2014	Parking Bonds	\$ 2,200,000	\$ 1,785,000	\$ 145,000	\$ 43,260	2028
2016	Parking Bonds	1,161,000	1,100,000	75,000	20,313	2030
<i>Parking Utility Debt Service Totals</i>		\$ 3,361,000	\$ 2,885,000	\$ 220,000	\$ 63,573	

DEBT STRUCTURE TRENDS

Total Net Debt has risen steadily over the last five years from 0.57% to 0.77% (see debt structure analysis: Page 2-22). As of December 31, 2017, the city's total net debt, which excludes local school, sewer and parking services utility debt but does include short-term bond anticipation notes (BAN's), is \$55,549,571. For the year 2017, the city's annual equalized valuation (EV) is \$7.23 billion. The annual EV amount is equal to the net assessed valuation (NAV) multiplied by the municipality's NAV-to-FMV ratio in its respective year. However, to calculate the EV basis, the city's total net debt is divided by the average amount of the city's last three (3) years of annual equalized valuations. At the end of last year, the percentage of the total net debt to equalized valuation basis amount over the years 2015 to 2017 (\$7,252,863,172) is 0.766%.

BUDGET REPORT

In 2017, the city's net debt service expense (long-term general obligation debt minus long-term utility debt) as a percentage of total revenues increased slightly from 15.69% to 15.91%. Indeed, this indicator reflects how increased spending on capital projects over the last five years has driven its net debt and corresponding debt service payments upward each year. In 2018, the city's debt service amount is 23.6% higher than last year. However, even though the city's 2018 debt service payment is higher than 2017, it would have been \$3.61 million but for an additional principal note payment of \$885,000 to be applied toward note debt outstanding on the community center renovation/expansion project. As the city continues to take in community center donation commitments, these monies will be annually applied to note principal debt service. Nevertheless, this year's municipal debt service amount is \$1.45 million higher than what was appropriated in 2014.

The data below sets forth the city's existing general bond debt service schedule from 2018 to 2028. As depicted in the general bond debt service schedule table, debt service payments will significantly decline next year by nearly \$800,000.

General Bond Debt Service Schedule

Budget Year	Total General Bond Debt Service	Principal	Interest	\$ Change from Prior Year
2018	\$3,196,413	\$2,785,000	\$411,413	\$ (406,125)
2019	2,402,275	2,055,000	347,275	(794,138)
2020	2,395,263	2,090,000	305,263	(7,012)
2021	2,398,363	2,140,000	258,363	3,100
2022	1,895,756	1,680,000	215,756	(502,607)
2023	1,889,750	1,710,000	179,750	(6,006)
2024	1,892,274	1,750,000	142,274	2,524
2025	1,893,163	1,790,000	103,163	(889)
2026	1,896,408	1,835,000	61,408	3,245
2027	674,969	645,000	29,969	(1,221,439)
2028	670,065	660,000	10,065	(4,904)
TOTAL	\$24,807,234	\$ 22,105,000	\$ 2,702,234	

Debt reduction will continue to be the city administration's top priority. The key to this effort will be to conservatively manage and limit new debt for capital expenditures vis-a-vis existing principal debt payments during that same year. In 2018, the city's proposed capital budget plan (\$3.98 million), which excludes the proposed utility capital budgets, will be approximately \$500,000 lower than total debt service payment obligations.

BUDGET REPORT

The table below provides a six (6) year look at the city's outstanding balance (excludes sewer and parking services utility debt) at the beginning and end of each year, annual principal paydown, new capital budget dollars approved and debt authorized and issued during that year.

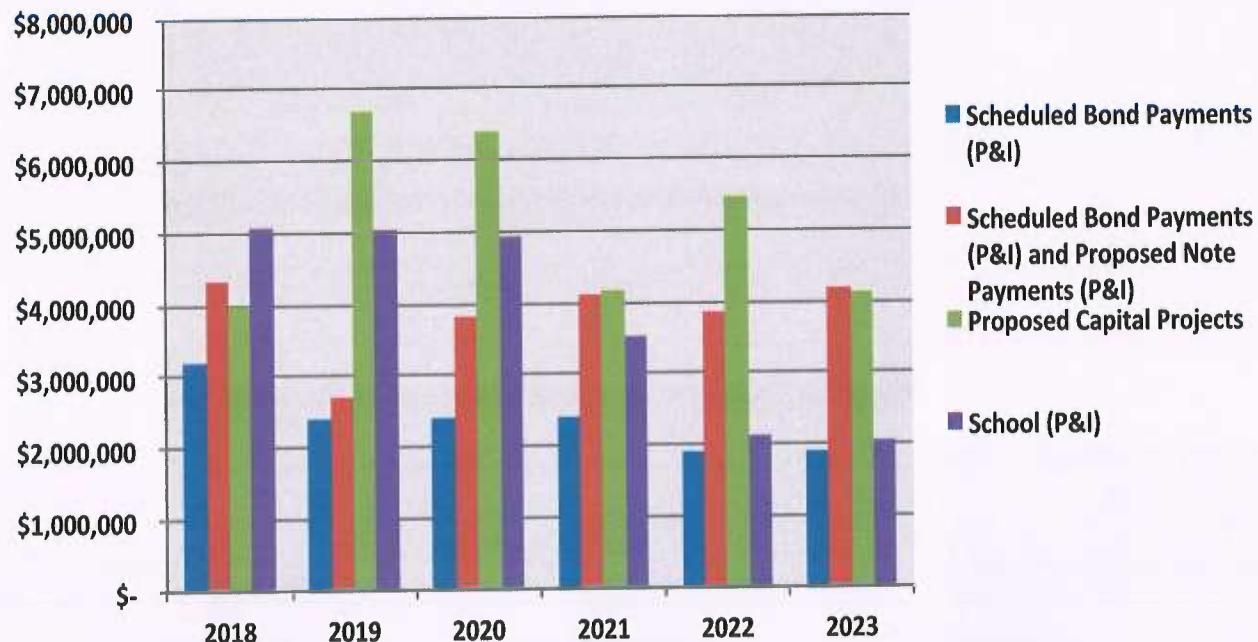
SIX YEAR MUNICIPAL DEBT SNAPSHOT

Budget Year	Net Debt January 1	Annual Principal Paid	Capital Budget Approved	Debt Authorized	New Debt Issued	Net Debt December 31
2017	\$47,733,211	\$2,965,000	\$4,785,546	\$10,077,000	\$10,781,360	\$55,549,571
2016	47,018,282	2,260,000	5,904,800	5,642,000	2,974,929	47,733,211
2015	41,376,286	2,640,600	11,025,000	8,650,000	360,404	47,018,282
2014	38,920,147	2,280,600	7,692,828	8,085,000	3,348,261	41,376,286
2013	36,898,235	2,460,100	8,653,000	6,634,800	2,152,788	38,920,147
2012	35,062,307	2,320,300	7,834,000	5,674,000	1,517,772	36,898,235

The city's debt burden remains modest in the medium term due to cautious planning to maintain level debt service. Looking forward, the city will continue to manage its six-year capital plan annually and take on new debt obligations only if level debt service payments can be maintained.

The following table and graph depicts scheduled annual principal and interest (P&I) payments on existing municipal, assessment and school district long term bonds as well as debt level projections that factor in proposed municipal capital project financing amounts over the next five years (2019-2023). Capital budget plans directly impact the city's annual debt service payment obligations. As the graph illustrates, future capital budget plans will need serious evaluation as to what the city deems absolutely necessary to preserve and maintain its existing infrastructure and provide adequate support of municipal services. If future capital budget plans are approved, projected debt service payments will consistently rise above \$4 million annually after 2020 along with correlated net debt levels increasing as well.

6 Year Municipal & School Debt Service



	2018	2019	2020	2021	2022	2023
Scheduled Bond Payments (P&I)	\$3,196,412	\$2,402,275	\$2,395,262	\$2,398,363	\$1,895,757	\$1,889,750
School District Debt Payments (P&I)	\$5,079,912	\$5,034,337	\$4,911,012	\$3,531,025	\$2,125,925	\$2,054,075
Proposed Capital Projects	\$3,989,200	\$6,683,500	\$6,399,168	\$4,161,000	\$5,474,500	\$4,145,000
Scheduled Bond Payments (P&I) and Proposed Note Payments (P&I)	\$4,314,742	\$2,705,950	\$3,815,889	\$4,090,834	\$3,830,867	\$4,153,318

BUDGET REPORT

The next two tables illustrate the sewer and parking services utilities debt service schedules until the final principal payments on respective long-term debt issuances are paid off.

Sewer Utility Debt Service Schedule

Budget Year	Total Sewer Utility Debt Service	Principal	Interest	\$ Change from Prior Year
2018	\$ 468,875	\$ 380,000	\$ 88,875	(\$ 27,708)
2019	470,963	390,000	80,963	2,088
2020	472,450	400,000	72,450	1,487
2021	467,775	405,000	62,775	(4,675)
2022	315,000	260,000	55,000	(152,775)
2023	314,750	265,000	49,750	(250)
2024	314,400	270,000	44,400	(350)
2025	313,950	275,000	38,950	(450)
2026	313,400	280,000	33,400	(550)
2027	317,700	290,000	27,700	4,300
2028	316,850	295,000	21,850	(850)
2029	320,850	305,000	15,850	4,000
2030	324,650	315,000	9,650	3,800
2031	328,250	325,000	3,250	3,600
TOTAL	\$ 5,541,146	\$ 4,796,000	\$ 745,146	

BUDGET REPORT

Parking Services Utility Debt Service Schedule

Budget Year	Total Parking Services Utility Debt Service	Principal	Interest	\$ Change from Prior Year
2018	\$ 283,573	\$ 220,000	\$ 63,573	\$ 7,201
2019	279,548	220,000	59,548	(4,025)
2020	280,473	225,000	55,473	925
2021	281,110	230,000	51,110	637
2022	281,266	235,000	46,266	156
2023	280,923	240,000	40,923	(343)
2024	285,210	250,000	35,210	4,287
2025	284,110	255,000	29,110	(1,100)
2026	287,354	265,000	22,354	3,244
2027	285,140	270,000	15,140	(2,214)
2028	287,698	280,000	7,698	2,558
2029	97,950	95,000	2,950	(189,748)
2030	101,000	100,000	1,000	3,050
TOTAL	\$ 3,315,355	\$ 2,885,000	\$ 430,355	

BUDGET REPORT

MUNICIPAL PERSONNEL

In 2017, city organization staff decreased by three (3) full-time employees with a net total 199 permanent positions (174 full-time and 25 part-time). Of the 199 total city employees, 10 full-time and 9 part-time positions are located in the sewer utility and parking services utility, whose budgets are funded by user fees. The following table depicts all full-time and part-time municipal employees (excluding seasonal or temporary workers and elected officials), broken down by department, division and office for years 2015-2018.

MUNICIPAL EMPLOYEES
(PERMANENT FULL-TIME & PART-TIME)
2015- 2018

Departments	2018		2017		2016		2015	
	FT	PT	FT	PT	FT	PT	FT	PT
GENERAL GOVERNMENT								
City Administration	2	1	2	1	2	1	2	1
City Clerk	2	1	3	1	3	1	3	1
Legal	0	1	0	1	0	1	0	1
Sub-Total	4	3	5	3	5	3	5	3
FINANCE								
Financial Administration	5	0	4	0	4	0	3	1
Tax Collection	1	1	1	1	1	1	1	1
Tax Assessment	2	1	2	1	2	1	2	1
Sub-Total	8	2	7	2	7	2	6	3
PUBLIC SAFETY								
Police Department	52	0	52	0	51	0	54	0
Fire Department	32.5	0	32.5	0	32.5	0	35.5	2
Sub-Total	84.5	0	84.5	0	83.5	0	89.5	2
COMMUNITY SERVICES								
DCS Administration	5	0	5	0	5	0	5	0
Engineering	2	1	2	1	2	1	2	1
Roads Unit	9	0	9	0	9	0	9	0
Public Works Maintenance	4	0	4	0	7	2	7	0
Garbage & Trash	9	0	9	0	9	0	9	0
Recycling	1	0	1	0	1	0	1	0
Transfer Station	3	0	3	0	3	0	3	0
Compost Area	2	0	2	0	2	0	2	0
Fleet Maintenance	3	0	3	0	3	0	3	0

BUDGET REPORT

Departments	2018		2017		2016		2015	
	FT	PT	FT	PT	FT	PT	FT	PT
Buildings & Grounds	11	3	11	3	8	0	8	0
Code Enforcement	2	1	2	1	2	1	2	1
Uniform Construction Code	6.5	4	6.5	4	6.5	4	6.5	4
Sub-Total	57.5	9	57.5	9	57.5	8	57.5	6
Community Programs								
Community Programs	6	1	6	1	5	2	5	2
Golf Course	1	0	1	0	1	0	1	0
Family Aquatic Center	0	0	0	0	0	0	0	0
Sub-Total	7	1	7	1	6	2	6	2
Board of Health	3	0	3	0	3	0	2	2
Sub-Total	3	0	3	0	3	0	2	2
Municipal Court	0	1	3	1	3	1	3	1
Sub-Total	0	1	3	1	3	1	3	1
Sewer Utility	4	0	4	0	4	0	4	0
Sub-Total	4	0	4	0	4	0	4	0
Parking Services Utility	6	9	6	9	6	9	6	10
Sub-Total	6	9	6	9	6	9	6	10

City Personnel	2018	2017	2016	2015
Full Time	174	177	175	179
Part Time	25	25	25	29
TOTAL	199	202	200	208

HEALTH CARE INSURANCE PLANS & COST SHARE

MEDICAL AND DENTAL PREMIUM COST SHARING

In accordance with the State Health Benefits Reform Law, Chapter 78, P.L. 2011, a city employee's health care insurance contribution is determined as a specified percentage of the medical/dental coverage plans premium within a salary range expressed in the law, but not less than 1.5% of an employee's current pensionable salary. Employees who were hired prior to the effective date of Chapter 78 were subject to a four (4) year phase-in of the full contribution amount. Various circumstances prescribed in the law may affect whether the phase-in applies to certain employees. For example, an employee who is hired on or after the statute's effective date shall contribute at the highest level (Year 4) appropriate to their salary range, or at 1.5% of pensionable salary.

BUDGET REPORT

whichever is greater. Currently, all city employees are now at Year 4, and will contribute approximately \$1.18 million toward healthcare insurance premium costs, approximately \$113,000 more than last year.

In total, gross medical and dental insurance appropriations are \$4.09 million. For medical/prescription insurance coverage, the 2018 premium is \$3.87 million; and for dental insurance, the premium is approximately \$216,800.

As mentioned above, the net appropriation cost in the municipal budget is significantly lower because of other city agency cost allocations and employee cost sharing of annual healthcare premiums. Below outlines all employee cost sharing reductions from gross healthcare insurance appropriations, including employer costs shared by the sewer utility and parking services utility, and the Uniform Construction Code (U.C.C.) Division.

Healthcare Insurance Cost Share Breakdown

Group	2018	2017	% Change from 2017
City of Summit (Medical & Dental Gross Premium Costs)	\$ 4,091,757	\$ 4,136,338	(1.08%)
<i>City Government</i>			
• Employer Healthcare Cost Share	\$ 2,811,464	\$ 2,446,116	14.94%
• Employee Medical Premium Cost Share	(1,063,481)	(951,222)	11.80%
• Employee Dental Premium Cost Share	(126,080)	(125,406)	0.54%
<i>Employee Cost Share Sub-Total</i>	(\$ 1,189,561)	(\$ 1,076,628)	10.49%
<i>Sewer Utility</i>			
• Employer Healthcare Cost Share	(\$ 72,030)	(\$ 72,094)	(0.09%)
• Employee Medical Premium Cost Share	(23,027)	(20,992)	9.69%
• Employee Dental Premium Cost Share	(1,897)	(1,897)	0.00%
<i>Sub-Total</i>	(\$ 96,954)	(\$ 94,983)	2.07%

BUDGET REPORT

Group	2018	2017	% Change from 2017
<i>Parking Services Utility</i>			
• Employer Healthcare Cost Share	(\$ 88,268)	(\$ 102,708)	(14.06%)
• Employee Medical Premium Cost Share	(25,343)	(22,357)	13.36%
• Employee Dental Premium Cost Share	(4,182)	(4,182)	0.00%
<i>Sub-Total</i>	<i>(\$ 117,793)</i>	<i>(129,247)</i>	<i>(8.86%)</i>

EMPLOYEE BENEFITS AS A PERCENTAGE OF SALARY

Employee wages and benefits can represent a significant cost to a municipality. Increasing benefits as a percent of salaries and wages is certainly a warning trend to carefully monitor. As shown below, total general fund benefits as a percent of salaries and wages have ranged from 40.35% to 41.66% from 2016-2018. The salaries and wages amount used in this table covers only full-time and part-time employees who are eligible for healthcare insurance and pension contribution. Unfortunately, annual healthcare insurance premiums and pension contribution costs are mainly determined by outside entities. However, the city does control one primary factor of these cost drivers - employee staffing levels. The table below covers all 199 current city employees, including sewer, parking services and U.C.C. staff. However, given that utility and trust budget costs are outside the municipal operating budget, the city is permitted under local budget law to charge these budgets as an offset for these respective employee healthcare and pension-related costs within the municipal budget.

Total Benefits as a Percentage of Salaries and Wages - General Fund (excludes Overtime)			
	2018	2017	2016
Salaries and wages	\$ 17,475,080	\$ 17,371,359	\$ 17,329,186
Total benefits	7,279,482	7,105,224	6,993,050
% of benefits to Salaries and Wages	41.66%	40.90%	40.35%
% Annual Change	0.76%	0.10%	0.09%
Total employees	199	202	200
Average cost of benefits per employee	\$ 36,580	\$ 35,174	\$ 34,965

5-YEAR TREND ANALYSIS

City of Summit Five Year Financial Trend Report

*For the Five Year period
2013 through 2017*



INTRODUCTION

Summit's annual Financial Trend Report (FTR) is adapted from the Financial Trend Monitoring System (FTMS) developed by the International City/County Management Association (ICMA) which "identifies the factors that affect financial condition and arranges them in a rational order so that they can be more easily analyzed and measured." The city's sound financial condition depends on its ability to balance the demands for service with available financial resources. The FTR is a management tool that gathers pertinent information from the city's budgetary and financial reports, includes certain economic and demographic data, and creates city-specific financial indicators that, when graphed over a period of time, can be used to monitor changes in fiscal condition. Effective monitoring allows for city officials to identify existing and emerging financial problems and develop solutions in a timely manner. It also provides Common Council additional insight for the annual budget process, giving them a broader context for decision making and setting financial policies.

FINANCIAL INDICATORS

The ICMA's FTMS provides for over 40 standard indicators that can be used to evaluate the financial condition of any municipality. For Summit's annual FTR, seventeen indicators are used and organized as follows:

- Revenue indicators
- Expenditure indicators
- Operating position
- Debt structure

The financial indicators selected for use in Summit's FTR are graphically presented through the following pages to illustrate its respective trend. Also shown is the formula for computing and interpreting the indicator, and some background and analysis of the five-year trend.

METHODOLOGY

Summit's FTR covers the period of January 1, 2013 through December 31, 2017. Actual data is taken from the city's annual financial and debt statements as well as its audit reports unless otherwise indicated in the report.

Constant dollars are nominal dollars adjusted for inflation using data from the US Department of Labor, Bureau of Labor Statistics. The conversion from actual dollars to constant dollars allows for considering the appearance of growth that may be due to inflation. The Consumer Price Index base year is 2012 (229.59), which is also used for comparative purposes with year 2013.

Population data used in the per capita computations is sourced from the US Census Bureau (July 1, 2016).

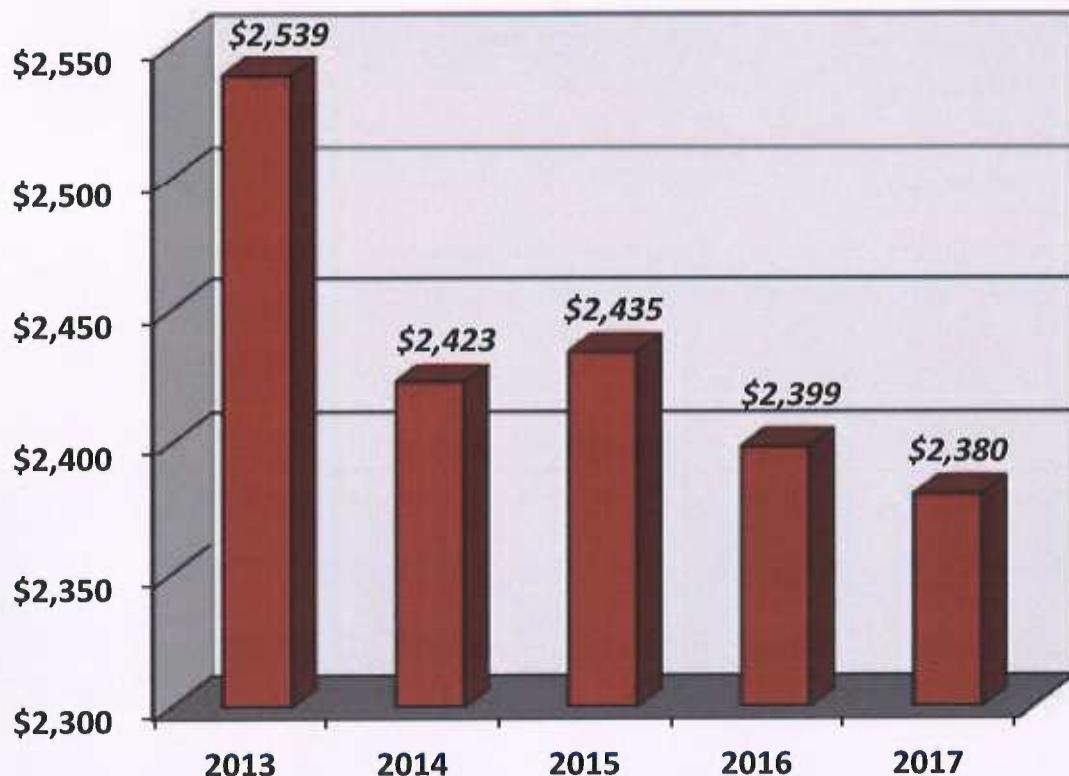
REVENUE INDICATORS

OPERATING REVENUE PER CAPITA

Warning Trend: Decreasing operating revenue per capita. (Summit: NEGATIVE)

Formula:

$$\frac{\text{Net Operating Revenue (constant dollars)}}{\text{Population}}$$



YEAR END	2013	2014	2015	2016	2017
Operating Revenue (Realized)*	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196	\$55,950,185
CPI Index	233.0	236.7	237.0	240.0	245.1
CPI (constant)	0.99	0.97	0.97	0.96	0.94
CPI (in decimals)	0.985	0.970	0.969	0.957	0.937
Net Operating Revenue (constant)	\$54,488,192	\$51,987,608	\$53,747,286	\$52,952,644	\$52,411,924
Population	21,457	21,457	22,074	22,074	22,019
Operating Revenue Per Capita	\$2,539	\$2,423	\$2,435	\$2,399	\$2,380
Dollar Change	\$63	\$(117)	\$12	\$(36)	\$(19)
Percent Change	2.53%	-4.59%	0.50%	-1.48%	-0.77%

*Audited figures that include miscellaneous revenues not anticipated (MRNA).

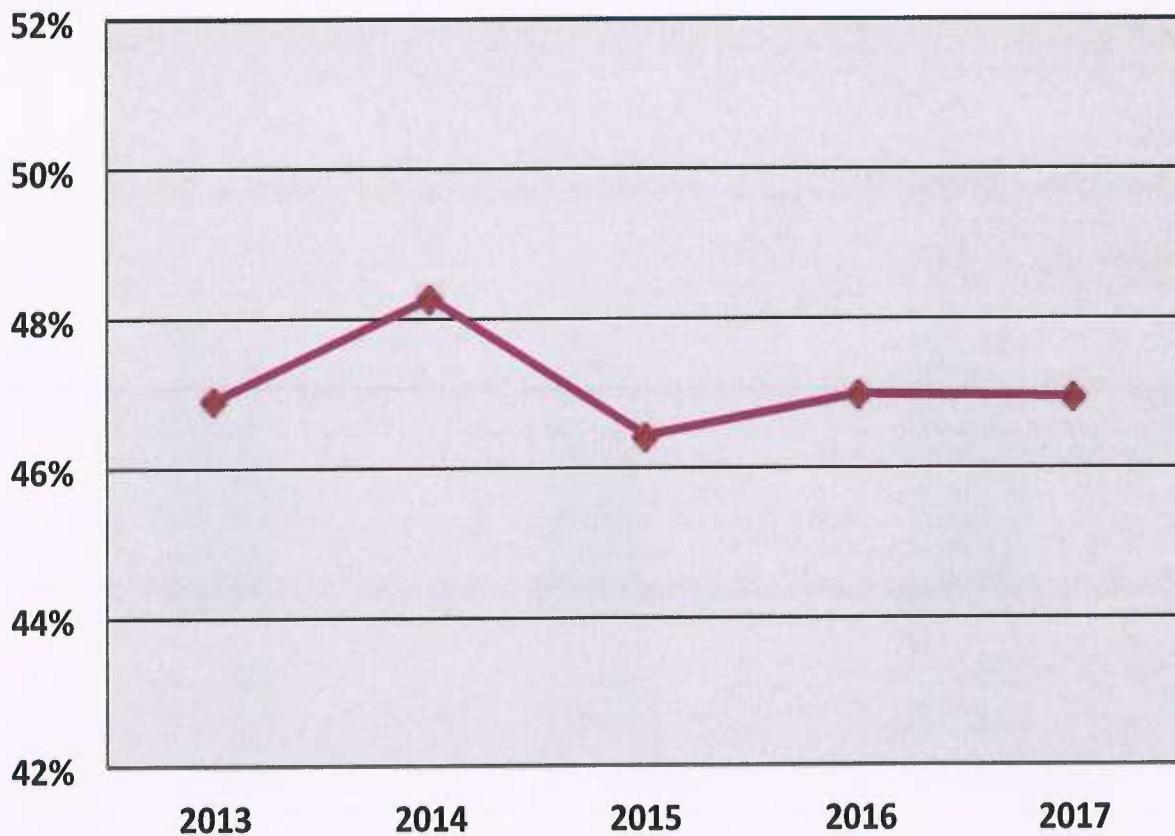
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita revenue shows changes in revenue relative to population. For a municipality to remain financially stable, revenue per capita should remain at least constant and be relative to expenditure per capita.

PROPERTY TAX REVENUE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

Warning Trend: Steady increase in the reliance of property tax revenue to balance the municipal budget.
(Summit: NEUTRAL)

Formula:

$$\frac{\text{Property Tax Revenue}}{\text{Total Operating Revenue}}$$



YEAR END	2013	2014	2015	2016	2017
Operating Revenue (Realized)*	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196	\$55,950,185
Property Tax Revenue	\$25,925,905	\$25,863,525	\$25,754,936	\$25,991,437	\$26,257,102
Percent of Total	46.89%	48.26%	46.42%	46.96%	46.93%

* Audited figures that include miscellaneous revenues not anticipated (MRNA).

This indicator shows changes in revenue structure. Strong shifts in the percentage of any revenue source may be a warning of financial problems.

STATE AID REVENUE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

Warning Trend: Decreasing amount of state aid revenue as a percentage of total operating revenue.
(Summit: NEGATIVE)

Formula:

$$\frac{\text{State Aid Revenue}}{\text{Total Operating Revenue}}$$



YEAR END	2013	2014	2015	2016	2017
Operating Revenue (Realized)*	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196	\$55,950,185
State Aid Revenue	\$3,672,839	\$3,533,434	\$3,575,789	\$3,568,257	\$3,527,887
Percent of Total	6.64%	6.59%	6.45%	6.45%	6.31%

* Audited figures that include miscellaneous revenues not anticipated (MRNA).

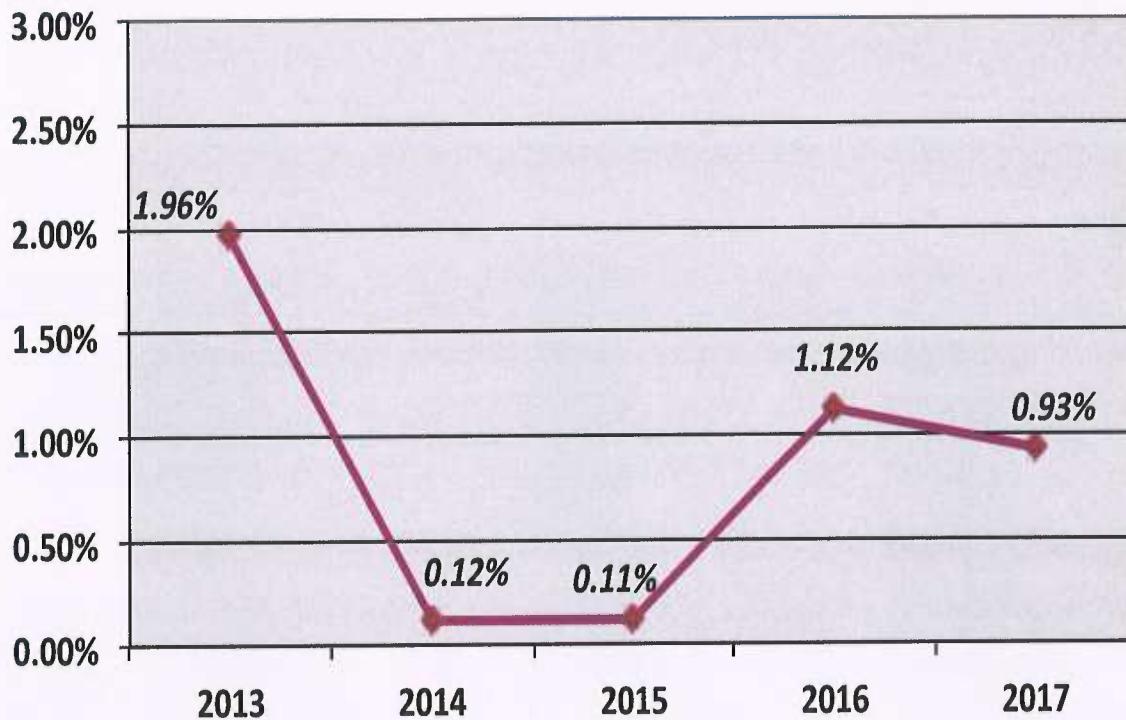
State aid includes: Energy receipts tax (ERT) and school debt aid. ERT revenue is not earmarked and may be allocated towards any purpose. Decreasing state aid revenue and over-dependence on its use to balance budget may create financial inflexibility and signal immediate financial vulnerability. Summit, like all other NJ municipalities, is highly dependent on State aid as an essential revenue source to reduce its municipal tax burden. Fortunately, municipal State aid has been steady over the last several years.

**GRANT REVENUE
AS A PERCENTAGE OF TOTAL OPERATING REVENUE**

Warning Trend: Decreasing amount of grant revenue as a percentage of total operating revenue.
(Summit: **NEGATIVE**)

Formula:

$$\frac{\text{Grant Revenue}}{\text{Total Operating Revenue}}$$



YEAR END	2013	2014	2015	2016	2017
Operating Revenue (realized)*	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196	\$55,950,185
Grant Revenue (realized)*	\$1,084,280	\$63,496	\$61,922	\$618,315	\$517,545
Percent of Total	1.96%	0.12%	0.11%	1.12%	0.93%

* Audited figures that include miscellaneous revenues not anticipated (MRNA).

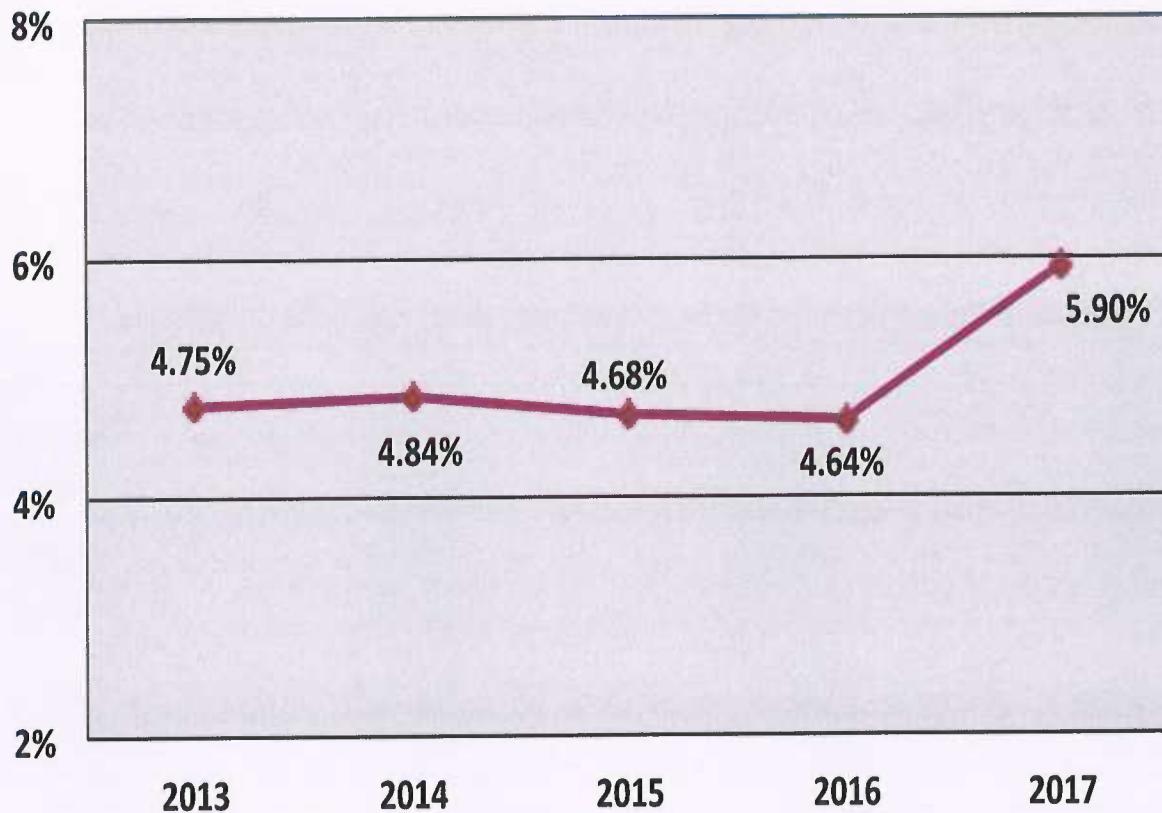
Grants include NJ DOT municipal aid, Greening Union County, Clean Communities, Recycling Tonnage, Drunk Driving, and Body Armor Replacement program. The grants are earmarked for specific purposes, often to implement state or federal programs. Decreasing grant revenue places a greater burden on municipal resources to fund operating expenditures or capital projects.

LOCAL REVENUE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

Warning Trend: Decreasing amount of local revenue as a percentage of total operating revenue.
(Summit: **POSITIVE**)

Formula:

$$\frac{\text{Local Revenue}}{\text{Total Operating Revenue}}$$



YEAR END	2013	2014	2015	2016	2017
Operating Revenue (realized)*	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196	\$55,950,185
Local Revenue*	\$2,626,081	\$2,592,584	\$2,594,227	\$2,566,821	\$3,302,500
Percent of Total	4.75%	4.84%	4.68%	4.64%	5.90%

* Audited figures that include miscellaneous revenues not anticipated (MRNA).

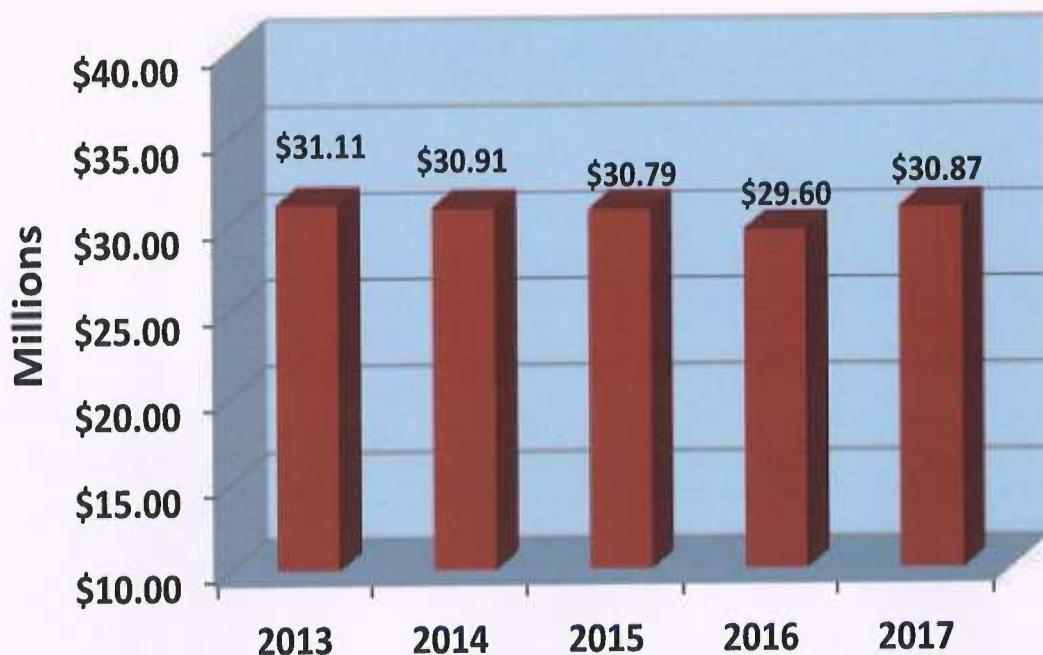
Local revenues have been consistently flat over the last five years shifting more reliance on enterprise contributions and other special revenue items to balance the municipal budget. In 2017, the city entered into a community support service agreement with Overlook Medical Center that will provide approximately \$795,400 each year through 2023. This annual revenue amount was not anticipated in the municipal budget, and was recognized as MRNA, which accounted for the large increase in local revenue.

PROPERTY TAX REVENUE

Warning Trend: Decline in property tax revenue (in CPI constant dollars).
 (Summit: **POSITIVE**)

Formula:

$$\frac{\text{Property Tax Revenue (constant)}}{\text{CPI (in decimals)}}$$



YEAR END	2013	2014	2015	2016	2017
Property Tax Revenue (Realized)*	\$31,573,842	\$31,870,726	\$31,784,549	\$30,940,826	\$32,957,569
CPI Index	233.00	236.70	237.00	240.00	245.10
CPI (constant)	0.99	0.97	0.97	0.96	0.94
CPI (in decimals)	0.99	0.97	0.97	0.96	0.94
Property Tax Revenue (constant)	\$31,113,108	\$30,914,739	\$30,792,120	\$29,600,057	\$30,873,349
Dollar Change	\$40,607	\$(198,369)	\$(122,619)	\$(1,192,063)	\$1,273,292
Percent Change	0.13%	-0.64%	-0.40%	-3.87%	4.30%

* Property tax revenues are audited figures that include prior year delinquencies.

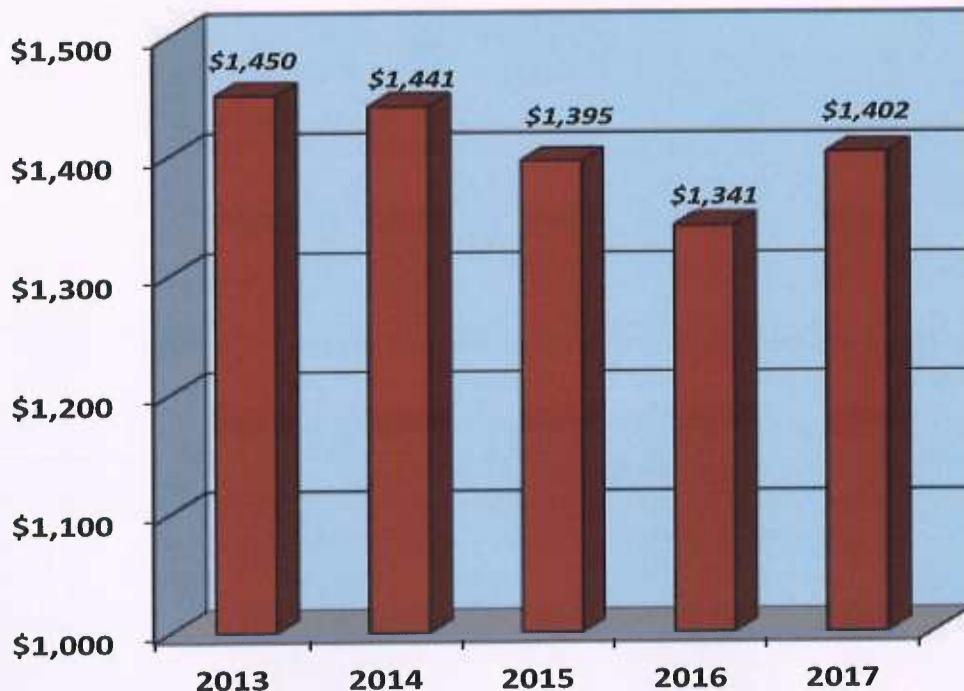
Fluctuations in property tax revenue can be caused by many factors including new development, decline or rise in property values, age of property or a general decline in the regional economy. Cities that rely heavily on property tax revenue are susceptible to serious economic disruption. For Summit's municipal budget purposes, property tax levy revenue required to balance its appropriation needs has remained relatively consistent since 2013.

PROPERTY TAX REVENUE PER CAPITA

Warning Trend: Decreasing property tax revenue per capita. (Summit: **POSITIVE**)

Formula:

$$\frac{\text{Property Tax Revenue (constant)}}{\text{Population}}$$



YEAR END	2013	2014	2015	2016	2017
Property Tax Revenue (Realized)*	\$31,573,842	\$31,870,726	\$31,784,549	\$30,940,826	\$32,957,569
CPI Index	233.0	236.7	237.0	240.0	245.1
CPI (constant)	0.99	0.97	0.97	0.96	0.94
CPI (in decimals)	0.985	0.970	0.969	0.957	0.937
Property Tax Revenue (constant)	\$31,113,108	\$30,914,739	\$30,792,120	\$29,600,057	\$30,873,349
Population	21,457	21,457	22,074	22,074	22,019
Property Tax Revenue Per Capita	\$1,450	\$1,441	\$1,395	\$1,341	\$1,402
Dollar Change	\$2	\$(9)	\$(46)	\$(54)	\$61
Percent Change	0.13%	-0.64%	-3.18%	-3.87%	4.56%

* Property tax revenues are audited figures that include prior year delinquencies.

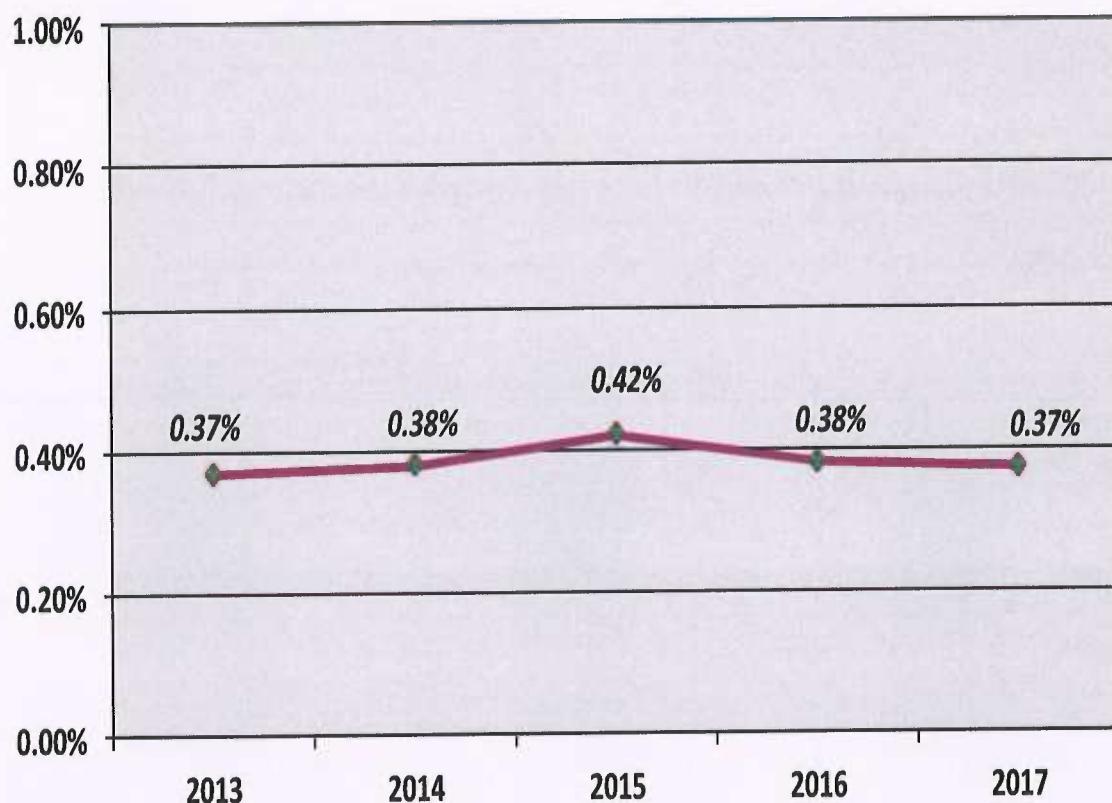
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita property tax shows changes relative to population. For the city to remain financially stable, losses in property tax should be offset by increases in other forms of revenue.

OUTSTANDING PROPERTY TAXES

Warning Trend: Increasing outstanding property tax revenue as a percentage of property tax levy. (Summit: **POSITIVE**)

Formula:

$$\frac{\text{Outstanding Property Taxes}}{\text{Total Tax Levy}}$$



YEAR END	2013	2014	2015	2016	2017
Total Tax Levy	\$127,551,901	\$129,107,822	\$131,966,268	\$134,782,147	\$135,935,313
Outstanding Property Taxes	\$466,976	\$485,730	\$550,917	\$510,880	\$503,945
Percent of Total	0.37%	0.38%	0.42%	0.38%	0.37%

* Includes added and/or omitted tax assessed billings made in the fourth quarter of 2017 and not due until first quarter, 2018.

Increases in the percentage of property tax not collected indicates a serious financial problem. High levels of outstanding uncollected property tax decreases liquidity and the ability for the city to meet its current bills and liabilities. Historically, Summit has an exceedingly high tax collection rate and, as a result, outstanding property tax revenue is very low vis-a-vis annual total tax levy.

EXPENDITURE INDICATORS

EXPENDITURE PER CAPITA

Warning Trend: Increase in expenditures per capita. (Summit: **POSITIVE**)

Formula:

$$\frac{\text{Total Expenditures (Constant)}}{\text{Population}}$$

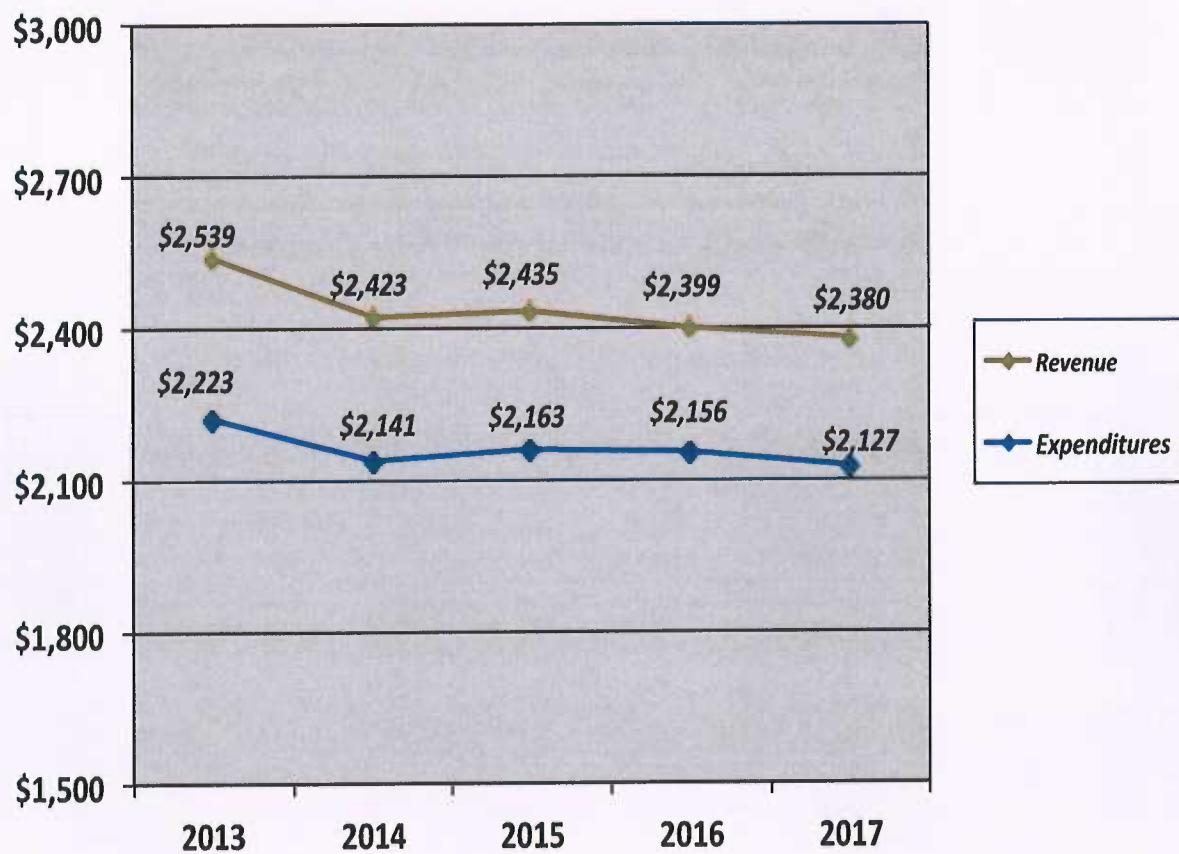


YEAR END	2013	2014	2015	2016	2017
Total Expenditures (Actual)*	\$48,409,274	\$47,367,749	\$49,292,602	\$49,740,147	\$50,006,897
CPI Index	233.0	236.7	237.0	240.0	245.1
CPI (constant)	0.99	0.97	0.97	0.96	0.94
CPI (in decimals)	0.985	0.970	0.969	0.957	0.937
Total Expenditures (constant)	\$47,702,873	\$45,946,917	\$47,753,508	\$47,584,741	\$46,844,486
Population	21,457	21,457	22,074	22,074	22,019
Expenditure Per Capita	\$2,223	\$2,141	\$2,163	\$2,156	\$2,127
Percent Change	1.14%	-3.68%	1.03%	-0.35%	-1.31%

* Final budget amounts spent in respective municipal budget year differ from adopted budget amounts because of grant Chapter 159's approved. Fluctuations in expenditures can be caused by many factors including personnel costs, debt service, contractual obligations, changes in health and/or liability insurance. Summit's expenditure per capita continues to fluctuate, which last year headed upward. Summit should monitor this indicator closely to ensure the cost of providing services and funding its municipal budget does not exceed the community's ability to pay.

REVENUE & EXPENDITURE PER CAPITA

Warning Trend: Expenditure per capita greater than revenue per capita. (Summit: **POSITIVE**)



YEAR END	2013	2014	2015	2016	2017
OPERATING REVENUE PER CAPITA	\$2,539	\$2,423	\$2,435	\$2,399	\$2,380
EXPENDITURES PER CAPITA	\$2,223	\$2,141	\$2,163	\$2,156	\$2,127

Revenues and expenditures per capita show changes relative to population. For further analysis, revenues and expenditures per capita charted together provide a method to measure both sides of the municipal budget. As population increases it might be expected that revenues and the need for services would increase proportionately and therefore the level of per capita revenues would remain constant. If per capita revenues are decreasing, the municipality may not be able to maintain existing service levels unless cost savings or new revenue sources are found. Changes in per capita expenditures that reflect an increase may indicate that the cost of providing municipal services is outpacing the community's ability to pay for those services, especially if spending is greater than can be accounted for by inflation or the addition of new services.

OPERATING POSITION

CHANGE IN FUND BALANCE

Warning Trend: Decreasing year end fund balance amounts. (Summit: **POSITIVE**)

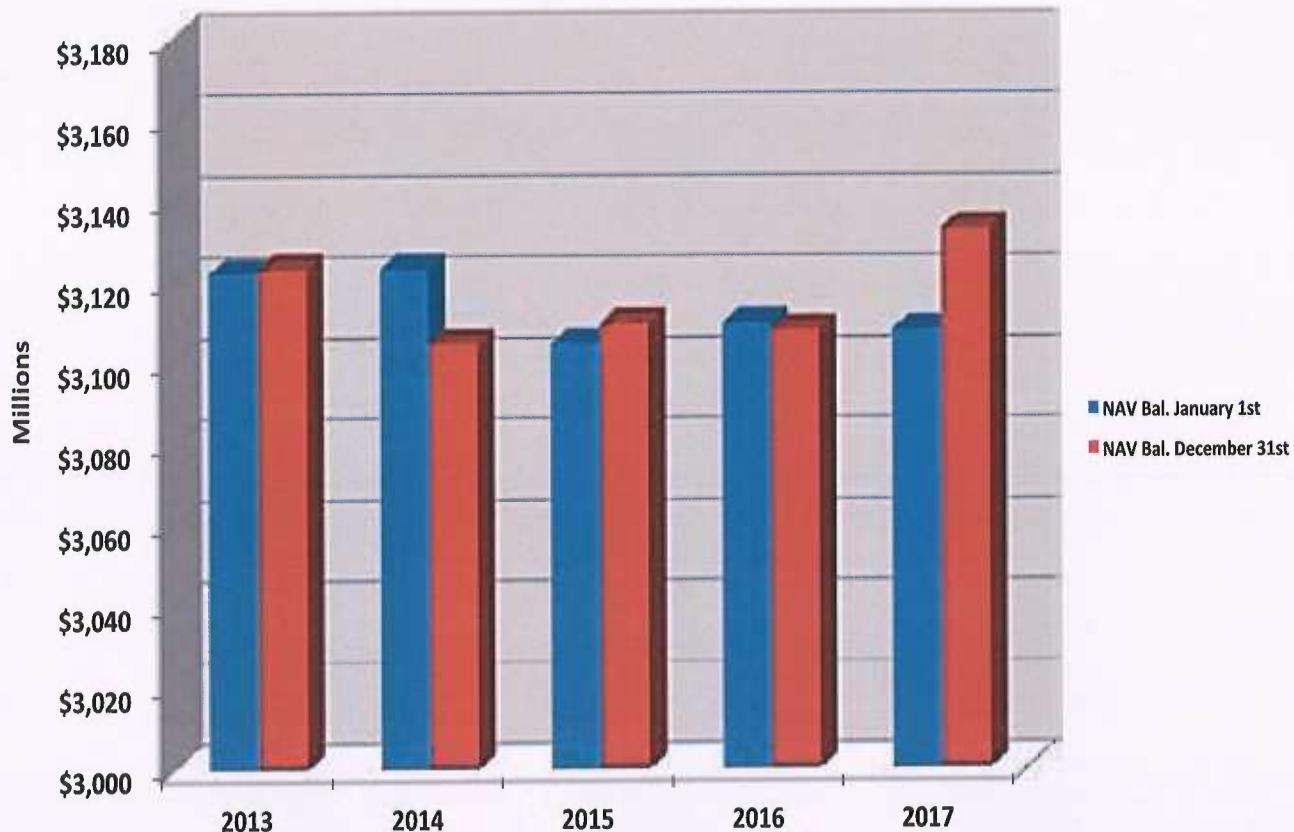


YEAR END	2013	2014	2015	2016	2017
Fund Balance - January 1	\$8,072,954	\$9,731,947	\$10,071,232	\$8,747,775	\$8,083,571
Fund Balance - December 31	\$9,731,947	\$10,071,232	\$8,747,775	\$8,083,571	\$9,403,823
Change in Fund Balance	\$1,658,993	\$339,285	\$1,323,457	\$664,204	\$1,320,252
Percentage Change	20.55%	3.49%	-13.14%	-7.59%	16.33%

The financial health of the city is partly determined by the level of fund balance available to cushion revenue shortfalls caused by economic downturns, emergencies, or uneven cash flows. A declining or insufficient level of fund balance is a warning trend. The city's operating fund balance declined significantly in 2015 due to the decision to use \$1.3 million more in surplus anticipated to balance its budget. In 2016, the city decreased its anticipated surplus revenue amount by \$500,000 (from \$7.6 million to \$7.1 million) in order to mitigate further decline of its year end fund balance. However, in 2017, the city's community service support agreement with Overlook Medical Center provided an unanticipated revenue source that contributed significantly to the \$1.3 million increase in its fund balance. The city should monitor this trend and seek to stabilize its current fund balance level by generating new revenue sources and cost saving strategies to increase its future fund balance.

CHANGE IN NET ASSESSED VALUATION

Warning Trend: Decrease in net assessed valuation (NAV).
(Summit: **POSITIVE**)

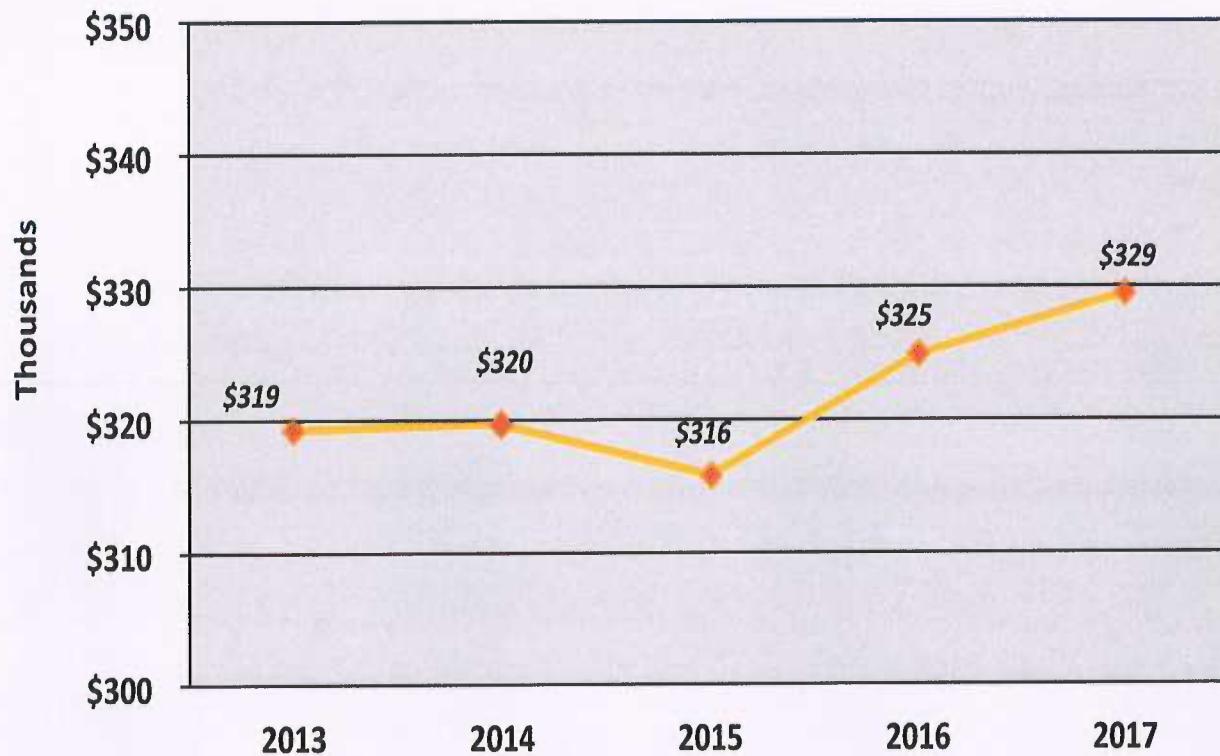


YEAR END	2013	2014	2015	2016	2017
NAV Balance - Jan. 1	\$3,122,368,000	\$3,123,541,200	\$3,104,968,500	\$3,109,869,300	\$3,108,245,396
NAV Balance - Dec. 31	\$3,123,541,200	\$3,104,968,500	\$3,109,869,300	\$3,108,245,396	\$3,133,257,826
Change in NAV (\$)	\$1,173,200	\$(18,572,700)	\$4,900,800	\$(1,623,904)	\$25,012,430
Percentage Change	0.04%	-0.59%	0.16%	-0.05%	0.80%

The residential portion of the city's total net assessed valuation (NAV) is approximately 82.4%. Since 2013, the city's residential tax base has increased by roughly 2.8%, or approximately \$70 million. However, due to sizeable industrial valuation decreases on the former Merck property (over \$70 million), which was purchased by Celgene Corporation in October 2015, the city's total NAV had been declining until 2017 when it realized a net increase of over \$25 million. Overall, the five year NAV net gain is a modest \$9.7 million.

EQUALIZED VALUE PER CAPITA

This indicator is used for comparison purposes only.
(Summit: **POSITIVE**)



YEAR END	2013	2014	2015	2016	2017
Equalized Valuation (3-Year Average)	\$6,847,916,262	\$6,858,202,025	\$6,967,242,421	\$7,170,260,367	\$7,252,863,172
Population	21,457	21,457	22,071	22,074	22,019
Equalized Value Per Capita	\$319,146	\$319,625	\$315,674	\$324,828	\$329,391

Property values reflect the overall strength of a community's real estate market. Changes in property value are important because the city depends on the property tax to help support core services such as police, fire and public works. Fortunately, Summit's equalized property valuation (the ratio of assessed valuation to market value) is very strong with an equalized ratio of 42.32% in 2017.

CASH FLOW

Warning Trend: Decline in cash balance.
(Summit: **POSITIVE**)

Formula:
Cash Balance as of December 31



YEAR END	2013	2014	2015	2016	2017
Cash Balance - Jan. 1	\$13,416,808	\$14,064,916	\$14,630,891	\$14,825,707	\$14,103,860
Cash Balance - Dec. 31	\$14,064,916	\$14,630,891	\$14,825,707	\$14,103,860	\$38,559,849
Change in Cash Balance	\$648,108	\$565,975	\$194,816	(\$721,847)	\$24,455,989
Percentage Change	4.83%	4.02%	1.33%	-4.87%	173.40%

One measure of a municipality's short-term financial condition is its cash position. Cash position includes cash, as well as other assets such as short-term investments that can be easily converted to cash. The level of this type of cash position, referred to as liquidity, measures a municipality's ability to pay its short-term obligations. Low or declining liquidity can indicate that the city has overextended itself in the long term. Due to major revisions in the 2017 federal tax reform law, the city experienced a vast influx of prepaid tax revenues that resulted in over \$24 million in additional cash inflow at the end of the year.

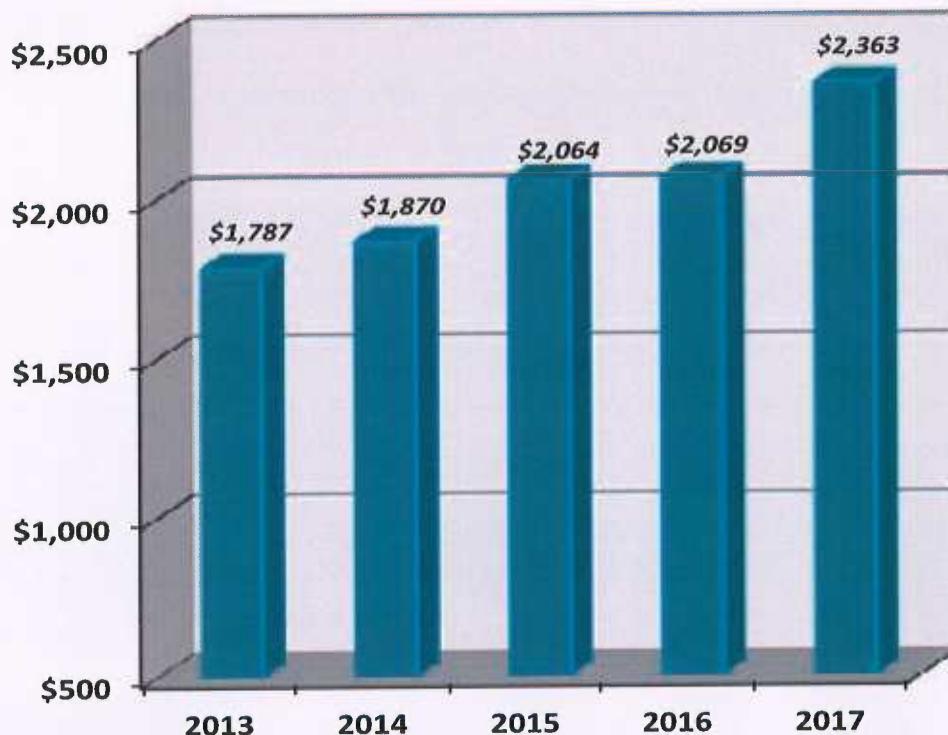
DEBT STRUCTURE

NET DEBT PER CAPITA

Warning Trend: Increasing bonded long-term debt per capita. (Summit: **NEGATIVE**)

Formula:

$$\frac{\text{Net Debt (Constant)}}{\text{Population}}$$



YEAR END	2013	2014	2015	2016	2017
Total Net Debt	\$38,920,147	\$41,376,286	\$47,018,282	\$47,733,211	\$55,549,571
CPI Index	233.0	236.7	237.0	240.0	245.1
CPI (constant)	0.99	0.97	0.97	0.96	0.94
CPI (in decimals)	0.985	0.970	0.969	0.957	0.937
Net Debt (constant)	\$38,352,214	\$40,135,172	\$45,550,201	\$45,664,772	\$52,036,644
Population	21,457	21,457	22,074	22,074	22,019
Net Debt per Capita	\$1,787	\$1,870	\$2,064	\$2,069	\$2,363
Dollar Change	\$166	\$83	\$193	\$5	\$295
Percent Change	10.24%	4.65%	10.32%	0.25%	14.24%

Summit has a 'AAA' bond rating from the three major credit rating agencies. Similar to total debt service, rating agencies look at long-term debt per capita. Increased debt per capita presents a threat to the ability of property owners to pay taxes. This may lead to increasing pressure on the municipal property tax burden that, in turn, could negatively affect its credit rating.

NET DEBT AS A PERCENTAGE OF EQUALIZED VALUATION

Warning Trend: Increasing net debt as a percentage of average equalized valuation.
(Summit: NEGATIVE)

Formula:

$$\frac{\text{Net Debt}}{\text{Equalized Valuation}}$$



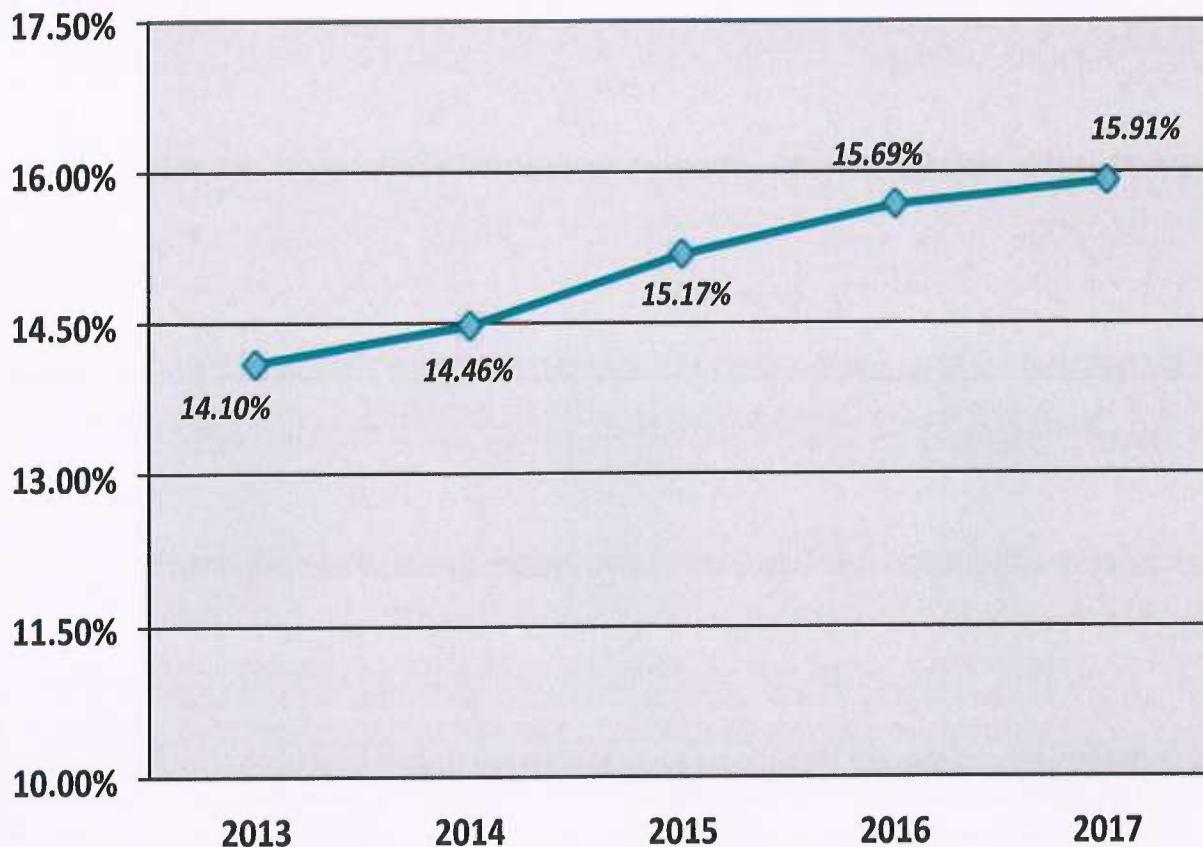
YEAR END	2013	2014	2015	2016	2017
Equalized Valuation (3-Year Average)	\$6,847,916,262	\$6,858,202,025	\$6,967,242,421	\$7,170,260,367	\$7,252,863,172
Net Debt per Annual Debt Statement	\$38,920,147	\$41,376,286	\$47,018,282	\$47,733,211	\$55,549,571
Percentage Change	0.57%	0.60%	0.67%	0.67%	0.77%

DEBT SERVICE EXPENSE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

Warning Trend: Increasing debt service expense as a percentage of operating revenue.
(Summit: NEGATIVE)

Formula:

$$\frac{\text{Debt Service Expense}}{\text{Total Operating Revenue}}$$



YEAR END	2013	2014	2015	2016	2017
Operating Revenue (Realized)*	\$55,295,073	\$53,595,239	\$55,479,559	\$55,351,196	\$55,950,185
Debt Service Expense**	\$7,798,330	\$7,750,209	\$8,417,836	\$8,682,701	8,901,466
Trend	14.10%	14.46%	15.17%	15.69%	15.91%

* Audited figures that include miscellaneous revenues not anticipated (MRNA).

**Increasing debt service decreases expenditure flexibility by adding to fixed cost obligations of a municipality (including interest on BANs). The annual debt service expense equals the combined municipal and school total payments. When debt service reaches 20% of operating revenue, credit rating agencies consider it a potential problem.

BUDGET SNAPSHOT

BUDGET SNAPSHOT

REVENUES	Anticipated 2018	Anticipated 2017	Realized as of 12/31/17	% Change 2017
General Revenues				
Fund Balance (Surplus)	\$ 6,900,000	\$ 7,100,000	\$ 7,100,000	-2.8%
Local Revenues	3,543,900	2,562,500	2,837,912	38.3%
State Aid	3,513,257	3,551,257	3,527,887	-1.1%
Interlocal Agreements	0	0	0	0.0%
Grants	193,812	81,959	517,544	136.5%
Enterprise Funds/ Contributions	3,201,208	3,259,612	3,130,432	-1.8%
Prior Year Tax Receipts	490,000	500,000	500,452	-2.0%
<i>General Revenues Subtotal</i>	\$ 17,842,177	\$ 17,055,328	\$ 17,614,227	4.6%
Tax Levy Revenues				
Municipal Tax Levy	\$ 26,456,806	\$ 26,214,106	\$ 26,214,106	0.9%
Local School District Debt Obligation to City	4,664,313	4,287,129	4,287,129	8.8%
Library Tax Levy	2,410,620	2,450,334	2,450,334	-1.6%
<i>Tax Levy Subtotal</i>	\$ 33,531,739	\$ 32,951,569	\$ 32,951,569	1.8%
Total Revenues	\$ 51,373,916	\$ 50,006,897	\$ 50,565,796	2.7%
APPROPRIATIONS	Proposed 2018	Appropriated 2017	Expended as of 12/31/17	% Change 2017
Municipal Operations (within "CAPS")				
General Government	\$ 1,489,850	\$ 1,518,450	\$ 1,375,889	-1.9%
Finance	1,264,710	1,175,200	1,109,803	7.6%
Public Safety	11,086,830	10,910,820	10,825,389	1.6%
Community Services	7,187,110	7,058,200	6,415,568	1.8%
Community Programs	1,156,950	1,114,500	1,088,044	3.8%
Board of Health	447,290	373,595	372,738	19.7%
Municipal Court	324,955	326,800	316,983	-0.6%
Utilities	1,134,500	1,161,500	1,096,628	-2.3%
Insurance	3,785,761	3,874,000	3,874,000	-2.3%
Statutory Expenditures	4,199,026	4,022,302	3,942,374	4.4%
<i>Municipal Operations Subtotal</i>	\$ 32,076,982	\$ 31,535,367	\$ 30,417,416	1.72%
Other Appropriations (excluded from "CAPS")				
Maintenance of Free Public Library	\$ 2,410,620	\$ 2,450,334	\$ 2,355,612	-1.6%
Grants	193,812	81,958	452,905	136.5%
Interlocal Agreements	981,640	895,400	895,399	9.6%
Capital Improvements	210,000	300,000	300,000	-30.0%
Municipal Debt Service	4,494,753	3,636,337	3,636,337	23.6%
School Debt Service	5,154,313	5,265,129	5,265,129	-2.1%
Deferred Charges & Reserves	465,000	625,000	425,000	-25.6%
<i>Other Appropriations Subtotal</i>	\$ 13,910,138	\$ 13,254,158	\$ 13,330,381	4.9%
Reserve for Uncollected Taxes	\$ 5,386,796	\$ 5,217,372	\$ 5,217,372	3.2%
Total Appropriations	\$ 51,373,916	\$ 50,006,897	\$ 48,965,169	2.7%

BUDGET OVERVIEW

GENERAL REVENUES**Fund Balance**

Fund Balance (Surplus)

	Anticipated 2018	Anticipated 2017	Realized as of 12/31/17
	\$ 6,900,000	\$ 7,100,000	\$ 7,100,000

Local Revenues

Alcoholic Beverage Control Licenses
 Other Licenses
 Municipal Court
 Interest & Costs on Taxes
 Interest on Investments
 Old Town Hall Rent
 Community Services Fees
 Drainage & Grading Fees
 Briant Park - Emergency Services
 Health Fees
 Zoning Board Fees
 Municipal Golf Course Fees
 Family Aquatic Center Fees
 Cable TV Franchise Fees (Verizon)
 Cable TV Franchise Fees (Comcast)
 Sale of Recyclable Materials
 Police Off Duty Administration Fees
 Hotel/Motel Occupancy Fees
 AHS/Overlook Community Support Services
 Utility Income Cell Tower

TOTAL LOCAL REVENUES

\$ 40,000	\$ 40,000	\$ 40,460
73,000	66,000	78,378
480,000	392,000	515,128
150,000	175,000	158,498
240,000	68,000	240,306
33,500	33,500	33,546
110,000	118,000	110,616
24,000	28,000	24,300
12,000	12,000	12,000
175,000	170,000	186,325
26,000	30,000	27,738
190,000	205,000	192,601
475,000	505,000	479,744
221,000	218,000	218,373
126,000	128,000	128,119
85,000	74,000	102,060
88,000	110,000	88,515
154,000	160,000	154,366
795,400	0	0
46,000	30,000	46,840
\$ 3,543,900	\$ 2,562,500	\$ 2,837,912

State Aid

School Debt Service Aid
 Energy Receipts Tax

TOTAL STATE AID

\$ 490,000	\$ 528,000	\$ 504,630
3,023,257	3,023,257	3,023,257
\$ 3,513,257	\$ 3,551,257	\$ 3,527,887

Interlocal Agreements**TOTAL INTERLOCAL AGREEMENTS**

\$ 0	\$ 0	\$ 0
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Grants Revenues - Offset by Appropriations

NJ Recycling Tonnage Grant
 NJ DLPS Tarentino Community Day
 NJ Body Armor Replacement Fund
 Investors Foundation for Community Center
 Union County Clean Communities
 Greening Union County
 Union County Infrastructure
 Union County Kids Recreation Grant
 Union County Senior Focus Grant
 Union County EMAA
 NJ DOT Municipal Aid - Ashwood
 NJ DOT Municipal Aid - Hospital Roads
 ANJEC Open Space Stewardship
 NJ ROID Grant

TOTAL GRANTS REVENUES

\$ 36,812	\$ 31,959	\$ 31,958
0	0	0
0	0	4,276
0	0	30,000
0	0	41,489
7,000	0	0
100,000	0	100,000
50,000	0	50,000
0	50,000	0
0	0	10,000
0	0	165,000
0	0	62,500
0	0	722
0	0	21,600
\$ 193,812	\$ 81,959	\$ 517,544

	Anticipated 2018	Anticipated 2017	Realized as of 12/31/17
Enterprise Funds/ Contributions			
Summit Housing P.I.L.O.T.	\$ 48,000	\$ 52,000	\$ 48,900
Parking Utility Share of Debt Service	408,154	421,307	421,307
Parking Utility Share of Various Services	250,000	250,000	250,000
Parking Utility Share of Pension Costs	55,000	55,000	55,000
Parking Utility Contribution	360,000	500,000	500,000
Sewer Utility Share of Pension Costs	40,000	35,105	35,105
Sewer Utility Share of Various Services	115,000	115,000	115,000
Sewer Utility Contribution	200,000	240,000	240,000
U.C.C. Share of Pension & Health/Dental Costs	49,000	46,700	46,700
General Capital Surplus	324,524	581,000	581,000
SDI Share of Debt Service	10,187	29,500	29,313
Uniform Safety Act	42,000	40,000	45,648
Reserve for Municipal Debt Service	0	118,434	118,434
Reserve for School Debt Service	0	78	78
Reserve for Insurance Settlement from General Capital	0	304,964	304,964
Reserve for State Aid Debt Service Current Fund	0	137,809	0
Reserve to Pay Debt General Capital	885,000	331,173	337,442
Reserve Refunding Bond Costs	39,343	0	0
Reserve for Sale Of Municipal Assets	375,000	1,542	1,542
TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS	\$ 3,201,208	\$ 3,259,612	\$ 3,130,432
PRIOR YEAR TAX RECEIPTS	\$ 490,000	\$ 500,000	\$ 500,452
General Revenues Sub-Total	\$ 17,842,177	\$ 17,055,328	\$ 17,614,227
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	\$ 26,456,806	\$ 26,214,106	\$ 26,214,106
<i>Local School District Obligation to City (School District Levy)</i>	4,664,313	4,287,129	4,287,129
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	2,410,620	2,450,334	2,450,334
TAX LEVY TOTAL	\$ 33,531,739	\$ 32,951,569	\$ 32,951,569
TOTAL GENERAL REVENUES	\$ 51,373,916	\$ 50,006,897	\$ 50,565,796

GENERAL APPROPRIATIONS
OPERATIONS WITHIN "CAPS"

Proposed 2018	Adopted Budget 2017	Final w/ Transfers 2017 as of 12/31/17	Paid or Charged as of 12/31/17	Appropriation Reserves
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General Government**Administrative & Executive**

Salaries & Wages	\$ 364,800	\$ 351,100	\$ 356,900	\$ 356,643	\$ 257
Other Expenses	75,500	74,800	72,800	64,572	8,228
Subtotal	\$ 440,300	\$ 425,900	\$ 429,700	\$ 421,215	\$ 8,485

Employee Assistance Program

Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 0
Subtotal	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 0

Postage

Other Expenses	\$ 57,200	\$ 57,200	\$ 57,200	\$ 41,028	\$ 16,172
Subtotal	\$ 57,200	\$ 57,200	\$ 57,200	\$ 41,028	\$ 16,172

Physical Examinations - Municipal Employees

Other Expenses	\$ 10,000	\$ 30,000	\$ 30,000	\$ 9,877	\$ 20,123
Subtotal	\$ 10,000	\$ 30,000	\$ 30,000	\$ 9,877	\$ 20,123

Technology - Other Expenses

Other Expenses	\$ 239,500	\$ 233,300	\$ 233,300	\$ 186,584	\$ 46,716
Subtotal	\$ 239,500	\$ 233,300	\$ 233,300	\$ 186,584	\$ 46,716

HomeTowne TV Service Agreement

Other Expenses	\$ 86,750	\$ 86,700	\$ 86,700	\$ 86,623	\$ 77
Subtotal	\$ 86,750	\$ 86,700	\$ 86,700	\$ 86,623	\$ 77

Employee Appreciation Events

Other Expenses	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0
Subtotal	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0

Clerk's Office

Salaries & Wages	\$ 220,000	\$ 284,000	\$ 284,000	\$ 277,409	\$ 6,591
Other Expenses	151,800	122,600	122,600	84,488	38,112
Codification of Ordinances	10,000	10,000	10,000	8,540	1,460
Subtotal	\$ 381,800	\$ 416,600	\$ 416,600	\$ 370,437	\$ 46,163

Legal Services

Municipal Prosecutor - Salaries & Wages	\$ 35,200	\$ 34,650	\$ 35,250	\$ 35,161	\$ 89
Other Expenses - Legal Professional Contracts	220,000	220,000	220,000	210,875	9,125
Public Defender	8,500	8,500	8,500	8,489	11
Subtotal	\$ 263,700	\$ 263,150	\$ 263,750	\$ 254,525	\$ 9,225

GENERAL GOVERNMENT TOTAL

\$ 1,489,850	\$ 1,518,450	\$ 1,522,850	\$ 1,375,889	\$ 146,961
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	Proposed 2018	Adopted Budget 2017	Final w/ Transfers 2017 as of 12/31/17	Paid or Charged as of 12/31/17	Appropriation Reserves
Department of Finance					
Financial Administration					
Salaries & Wages	\$ 403,100	\$ 310,000	\$ 321,400	\$ 318,187	\$ 3,213
Other Expenses	79,420	87,600	87,600	86,087	1,513
Subtotal	\$ 482,520	\$ 397,600	\$ 409,000	\$ 404,274	\$ 4,726
Municipal Purchasing					
Other Expenses	\$ 16,000	\$ 0	\$ 0	\$ 0	\$ 0
Subtotal	\$ 16,000	\$ 0	\$ 0	\$ 0	\$ 0
Audit Services					
Other Expenses	\$ 42,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0
Subtotal	\$ 42,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0
Contingent					
Other Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 0	\$ 1,500
Subtotal	\$ 1,500	\$ 1,500	\$ 1,500	\$ 0	\$ 1,500
Tax Collection					
Salaries & Wages	\$ 158,100	\$ 149,500	\$ 149,500	\$ 147,874	\$ 1,626
Other Expenses	18,790	19,800	19,800	16,903	2,897
Subtotal	\$ 176,890	\$ 169,300	\$ 169,300	\$ 164,777	\$ 4,523
Tax Assessment					
Salaries & Wages	\$ 226,400	\$ 222,400	\$ 224,000	\$ 222,981	\$ 1,019
Other Expenses	319,400	344,400	344,400	277,771	66,629
Subtotal	\$ 545,800	\$ 566,800	\$ 568,400	\$ 500,752	\$ 67,648
FINANCE DEPARTMENT TOTAL	\$ 1,264,710	\$ 1,175,200	\$ 1,188,200	\$ 1,109,803	\$ 78,397
Public Safety					
Police					
Salaries & Wages	\$ 5,862,185	\$ 5,916,000	\$ 5,916,000	\$ 5,892,236	\$ 23,764
Other Expenses	373,800	344,810	344,810	303,912	40,898
Crossing Guards - Salaries & Wages	236,300	236,300	236,300	226,069	10,231
Crossing Guards - Other Expenses	4,000	4,000	4,000	1,618	2,382
Police Vehicles	0	0	0	0	0
Subtotal	\$ 6,476,285	\$ 6,501,110	\$ 6,501,110	\$ 6,423,835	\$ 77,275
Fire					
Salaries & Wages	\$ 3,990,300	\$ 3,797,400	\$ 3,833,800	\$ 3,833,717	\$ 83
Other Expenses	290,200	287,810	269,810	238,974	30,836
Uniform Fire Safety Act - Salaries & Wages	36,545	36,000	36,000	36,000	0
Fire Hydrant Service	280,000	275,000	275,000	280,184	(5,184)
Subtotal	\$ 4,597,045	\$ 4,396,210	\$ 4,414,610	\$ 4,388,876	\$ 25,735
Emergency Management					
Other Expenses	\$ 13,500	\$ 13,500	\$ 13,500	\$ 12,679	\$ 821
Subtotal	\$ 13,500	\$ 13,500	\$ 13,500	\$ 12,679	\$ 821
PUBLIC SAFETY TOTAL	\$ 11,086,830	\$ 10,910,820	\$ 10,929,220	\$ 10,825,389	\$ 103,831

	Proposed 2018	Adopted Budget 2017	Final w/ Transfers 2017 as of 12/31/17	Paid or Charged as of 12/31/17	Appropriation Reserves
Department of Community Services					
Community Services Administration					
Salaries & Wages	\$ 557,000	\$ 553,000	\$ 514,400	\$ 434,450	\$ 79,950
Other Expenses	90,000	91,000	91,000	71,177	19,823
Downtown Maintenance	8,500	8,500	8,500	8,442	58
Subtotal	\$ 655,500	\$ 652,500	\$ 613,900	\$ 514,068	\$ 99,832
Engineering					
Salaries & Wages	\$ 357,300	\$ 346,000	\$ 346,000	\$ 345,767	\$ 233
Other Expenses	25,700	26,850	26,850	17,053	9,797
Subtotal	\$ 383,000	\$ 372,850	\$ 372,850	\$ 362,820	\$ 10,030
Roads Unit					
Salaries & Wages	\$ 920,000	\$ 932,500	\$ 932,500	\$ 802,385	\$ 130,115
Other Expenses	224,600	287,200	287,200	174,286	112,914
Subtotal	\$ 1,144,600	\$ 1,219,700	\$ 1,219,700	\$ 976,671	\$ 243,029
Public Works Maintenance Unit					
Salaries & Wages	\$ 354,310	\$ 351,000	\$ 389,200	\$ 388,829	\$ 371
Other Expenses	62,500	77,000	77,000	54,479	22,521
Subtotal	\$ 416,810	\$ 428,000	\$ 466,200	\$ 443,308	\$ 22,892
Garbage & Trash Unit					
Salaries & Wages	\$ 724,000	\$ 709,000	\$ 709,000	\$ 686,848	\$ 22,152
Other Expenses	10,100	27,800	27,800	26,342	1,458
Subtotal	\$ 734,100	\$ 736,800	\$ 736,800	\$ 713,190	\$ 23,610
Recycling Unit					
Salaries & Wages	\$ 76,900	\$ 75,000	\$ 76,000	\$ 75,780	\$ 220
Other Expenses	252,900	240,500	240,500	217,392	23,108
Subtotal	\$ 329,800	\$ 315,500	\$ 316,500	\$ 293,172	\$ 23,328
Transfer Station					
Salaries & Wages	\$ 285,200	\$ 285,000	\$ 294,600	\$ 294,582	\$ 18
Other Expenses	55,075	91,300	91,300	63,429	27,871
Disposal Charges	875,000	850,000	850,000	762,399	87,601
Subtotal	\$ 1,215,275	\$ 1,226,300	\$ 1,235,900	\$ 1,120,411	\$ 115,489
Compost Area					
Salaries & Wages	\$ 160,800	\$ 153,000	\$ 158,700	\$ 158,636	\$ 64
Other Expenses	5,075	16,000	16,000	8,877	7,123
Subtotal	\$ 165,875	\$ 169,000	\$ 174,700	\$ 167,514	\$ 7,187

BUDGET OVERVIEW

GENERAL APPROPRIATIONS 4 OF 7

	Proposed 2018	Adopted Budget 2017	Final w/ Transfers 2017 as of 12/31/17	Paid or Charged as of 12/31/17	Appropriation Reserves
Buildings & Grounds Unit					
Salaries & Wages	\$ 264,000	\$ 254,500	\$ 254,500	\$ 216,817	\$ 37,683
Other Expenses	\$ 143,850	\$ 154,200	\$ 150,200	\$ 123,136	\$ 27,064
Subtotal	\$ 407,850	\$ 408,700	\$ 404,700	\$ 339,953	\$ 64,747
Fleet Maintenance Unit					
Salaries & Wages	\$ 278,400	\$ 269,000	\$ 344,500	\$ 343,170	\$ 1,330
Other Expenses	\$ 225,950	\$ 42,200	\$ 46,200	\$ 27,429	\$ 18,771
Subtotal	\$ 504,350	\$ 311,200	\$ 390,700	\$ 370,599	\$ 20,101
Shade Trees Unit					
Salaries & Wages	\$ 558,000	\$ 587,000	\$ 587,000	\$ 574,331	\$ 12,669
Other Expenses	\$ 219,250	\$ 253,400	\$ 253,400	\$ 215,121	\$ 38,279
Subtotal	\$ 777,250	\$ 840,400	\$ 840,400	\$ 789,452	\$ 50,948
Land Use					
Salaries & Wages	\$ 16,500	\$ 11,500	\$ 13,400	\$ 12,502	\$ 898
Other Expenses	\$ 196,750	\$ 137,150	\$ 137,150	\$ 85,255	\$ 51,895
Subtotal	\$ 213,250	\$ 148,650	\$ 150,550	\$ 97,757	\$ 52,793
Board of Adjustment					
Salaries & Wages	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0
Other Expenses	\$ 33,300	\$ 29,950	\$ 29,950	\$ 27,762	\$ 2,188
Subtotal	\$ 38,300	\$ 29,950	\$ 29,950	\$ 27,762	\$ 2,188
Code Enforcement					
Salaries & Wages	\$ 197,900	\$ 195,400	\$ 197,900	\$ 197,818	\$ 82
Other Expenses	\$ 3,250	\$ 3,250	\$ 3,250	\$ 1,075	\$ 2,175
Subtotal	\$ 201,150	\$ 198,650	\$ 201,150	\$ 198,893	\$ 2,257
DEPARTMENT OF COMMUNITY SERVICES TOTAL	\$ 7,187,110	\$ 7,058,200	\$ 7,154,000	\$ 6,415,568	\$ 738,432
Department of Community Programs					
Community Programs					
Salaries & Wages	\$ 602,000	\$ 592,100	\$ 600,600	\$ 600,507	\$ 93
Other Expenses	\$ 74,700	\$ 67,200	\$ 69,200	\$ 69,200	\$ 0
Subtotal	\$ 676,700	\$ 659,300	\$ 669,800	\$ 669,707	\$ 94
Golf Course					
Salaries & Wages	\$ 129,900	\$ 127,500	\$ 127,500	\$ 121,801	\$ 5,699
Other Expenses	\$ 61,000	\$ 59,500	\$ 59,100	\$ 51,289	\$ 7,811
Subtotal	\$ 190,900	\$ 187,000	\$ 186,600	\$ 173,090	\$ 13,510
Family Aquatic Center					
Salaries & Wages	\$ 158,000	\$ 156,000	\$ 147,500	\$ 132,674	\$ 14,826
Other Expenses	\$ 131,350	\$ 112,200	\$ 112,600	\$ 112,573	\$ 27
Subtotal	\$ 289,350	\$ 268,200	\$ 260,100	\$ 245,247	\$ 14,853
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL	\$ 1,156,950	\$ 1,114,500	\$ 1,116,500	\$ 1,088,044	\$ 28,456

	Proposed 2018	Adopted Budget 2017	Final w/ Transfers 2017 as of 12/31/17	Paid or Charged as of 12/31/17	Appropriation Reserves
<u>Board of Health</u>					
Salaries & Wages	\$ 242,400	\$ 235,000	\$ 233,000	\$ 232,671	\$ 329
Other Expenses	121,400	85,600	87,600	87,071	529
Dog Regulation	40,000	10,000	10,000	10,000	0
Social Services - S.A.G.E.	35,600	35,105	35,105	35,105	0
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	7,890	0
Subtotal	\$ 447,290	\$ 373,595	\$ 373,595	\$ 372,738	\$ 857
<u>Municipal Court</u>					
Salaries & Wages	\$ 56,300	\$ 307,000	\$ 307,000	\$ 303,052	\$ 3,948
Other Expenses	268,655	19,800	19,800	13,931	5,869
Subtotal	\$ 324,955	\$ 326,800	\$ 326,800	\$ 316,983	\$ 9,817
<u>Utilities</u>					
Electricity	\$ 345,000	\$ 372,000	\$ 372,000	\$ 337,852	\$ 34,148
Street Lighting	162,000	153,000	153,000	161,389	(8,389)
Telephone	200,000	200,000	200,000	192,024	7,976
Water	66,500	63,500	63,500	62,629	871
Fuel	361,000	373,000	373,000	342,734	30,266
Subtotal	\$ 1,134,500	\$ 1,161,500	\$ 1,161,500	\$ 1,096,628	\$ 64,872
<u>Insurance</u>					
General Liability	\$ 471,928	\$ 569,000	\$ 569,000	\$ 569,000	\$ 0
Workers Compensation	561,833	525,000	525,000	525,000	0
Employee Group Health	2,650,000	2,620,000	2,620,000	2,620,000	0
Unemployment Insurance	50,000	50,000	50,000	50,000	0
Other Insurance	52,000	110,000	110,000	110,000	0
Subtotal	\$ 3,785,761	\$ 3,874,000	\$ 3,874,000	\$ 3,874,000	\$ 0
<u>Summary Details:</u>					
Salaries & Wages	\$ 17,485,340	\$ 17,485,350	\$ 17,634,950	\$ 17,277,385	\$ 357,565
Other Expenses	\$ 10,392,616	\$ 10,027,715	\$ 10,011,715	\$ 9,197,656	\$ 814,059
Total Operations within "CAPS"	\$ 27,877,956	\$ 27,513,065	\$ 27,646,665	\$ 26,475,042	\$ 1,171,623

Statutory Expenditures within "CAPS"	Proposed 2018	Adopted Budget 2017	Final w/ Transfers 2017 as of 12/31/17	Paid or Charged as of 12/31/17	Appropriation Reserves
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Pensions/ Social Security

Public Employees Retirement System (PERS)
 Police Fire Retirement System (PFRS)
 Defined Contribution Retirement System (DCRP)
 Social Security

Subtotal

\$ 1,041,459	\$ 1,005,796	\$ 1,005,796	\$ 988,872	\$ 16,924
2,342,567	2,206,006	2,206,006	2,206,006	0
15,000	10,500	10,500	11,279	(779)
800,000	800,000	800,000	736,217	63,783
\$ 4,199,026	\$ 4,022,302	\$ 4,022,302	\$ 3,942,374	\$ 79,928

Total General Appropriations within "CAPS"

\$ 32,076,982	\$ 31,535,367	\$ 31,668,967	\$ 30,417,416	\$ 1,251,551
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GENERAL APPROPRIATIONS**OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"*****Maintenance of Free Public Library***

Salaries & Wages
 Other Expenses
Subtotal

\$ 1,551,604	\$ 1,551,000	\$ 1,551,000	\$ 1,507,394	\$ 43,606
859,016	899,334	899,334	848,217	51,117
\$ 2,410,620	\$ 2,450,334	\$ 2,450,334	\$ 2,355,612	\$ 94,722

Grants Appropriations - Offset by Revenues

NJ Recycling Tonnage Grant
 NJ DLPS Tarentino Community Day
 NJ Body Armor Replacement Fund
 Investors Foundation for Community Center
 Union County Clean Communities
 Greening Union County
 Union County Infrastructure
 Union County Kids Recreation Grant
 Union County Senior Focus Grant
 Union County EMAA
 NJ DOT Municipal Aid - Ashwood
 NJ DOT Municipal Aid - Hospital Roads
 ANJEC Open Space Stewardship
 NJ ROID Grant
Subtotal

\$ 36,812	\$ 31,958	\$ 31,958	\$ 31,958	\$ 0
0	0	10,000	10,000	0
0	0	4,276	4,276	0
0	0	30,000	30,000	0
0	0	41,489	41,489	0
7,000	0	0	0	0
100,000	0	0	0	0
50,000	50,000	50,000	50,000	0
0	0	25,000	25,000	0
0	0	10,000	10,000	0
0	0	165,000	165,000	0
0	0	62,500	62,500	0
0	0	1,083	1,083	0
0	0	21,600	21,600	0
\$ 193,812	\$ 81,958	\$ 452,905	\$ 452,905	\$ 0

Interlocal Agreements

Joint Meeting - NPSM Emergency Dispatch Center
Subtotal

\$ 981,640	\$ 895,400	\$ 895,400	\$ 895,399	\$ 1
\$ 981,640	\$ 895,400	\$ 895,400	\$ 895,399	\$ 1

Capital Improvements

Capital Improvement Fund
Subtotal

\$ 210,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 0
\$ 210,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 0

	Proposed 2018	Adopted Budget 2017	Final w/ Transfers 2017 as of 12/31/17	Paid or Charged as of 12/31/17	Appropriation Reserves
Municipal Debt Service					
Bond Principal	\$ 2,785,000	\$ 2,965,000	\$ 2,965,000	\$ 2,965,000	\$ 0
Bond Anticipation Notes Principal	885,000	0	0	0	0
Interest on Bonds	411,413	637,537	637,537	637,537	0
Interest on Bond Anticipation Notes	413,340	0	0	0	0
Downtown Business Improvement Loan	0	33,800	33,800	33,800	0
Subtotal	\$ 4,494,753	\$ 3,636,337	\$ 3,636,337	\$ 3,636,337	\$ 0
School Debt Service					
Bond Principal	\$ 4,255,000	\$ 3,940,000	\$ 3,940,000	\$ 3,940,000	\$ 0
Bond Anticipation Notes Principal	41,800	0	0	0	0
Interest on Bonds	824,913	1,310,948	1,310,948	1,310,948	0
Interest on Bond Anticipation Notes	32,600	14,181	14,181	14,181	0
Subtotal	\$ 5,154,313	\$ 5,265,129	\$ 5,265,129	\$ 5,265,129	\$ 0
Deferred Charges & Reserves					
Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Deferred Charges (Capital Expenses Unfunded)	75,000	100,000	100,000	100,000	0
Reserve for Tax Appeals	300,000	325,000	325,000	325,000	0
Reserve for Salary Adjustments	90,000	200,000	66,400	0	0
Subtotal	\$ 465,000	\$ 625,000	\$ 491,400	\$ 425,000	\$ 0
Total General Appropriations excluded from "CAPS" Subtotal	\$ 13,910,138	\$ 13,254,158	\$ 13,491,505	\$ 13,330,381	\$ 161,124
<i>Reserve for Uncollected Taxes</i>	<i>\$ 5,386,796</i>	<i>\$ 5,217,372</i>	<i>\$ 5,217,372</i>	<i>\$ 5,217,372</i>	<i>\$ 0</i>
TOTAL GENERAL APPROPRIATIONS	\$ 51,373,916	\$ 50,006,897	\$ 50,377,844	\$ 48,965,169	\$ 1,412,675

TAX LEVIES
&
RATES

Tax Levies and Rates	2018 Amounts	2018 Estimated Tax Rates	Estimated % of Total Tax Rate	2017-2018 % Tax Rate Change	2017 Amounts	2017 Tax Rates	2017 % of Total Tax Rate
Local School Tax Levy	\$ 69,592,555	\$ 2.221	50.11%	2.51%	\$ 67,348,570	\$ 2.167	49.64%
County Tax Levy	39,319,822	1.255	28.31%	1.19%	38,548,845	1.240	28.41%
County Open Space Levy	1,126,733	0.035	0.79%	1.22%	1,104,641	0.035	0.79%
Library Tax Levy	2,410,620	0.077	1.74%	-2.41%	2,450,334	0.079	1.81%
Municipal Appropriations (excludes R.U.T.)	38,912,187				38,123,758		
TOTAL APPROPRIATIONS	\$ 151,361,918				\$ 147,576,148		
Less : Anticipated General Revenues	17,842,177				17,055,328		
CASH REQUIRED TO SUPPORT BUDGET	\$ 133,519,741				\$ 130,520,820		
/ Anticipated Tax Collection Rate	0.9612				0.9617		
TOTAL AMOUNT TO BE RAISED BY TAXES	\$ 138,906,536				\$ 135,666,496		
Less: Total School, County & Library Tax Levies	112,449,730				109,452,390		
MUNICIPAL PURPOSE TAX LEVY	\$ 26,456,806				\$ 26,214,106		
MUNICIPAL TAX RATE		\$ 0.844	19.05%	0.00%		\$ 0.844	19.35%
Total Tax Rate (per \$100 assessment)		\$ 4.432	100.00%	1.55%		\$ 4.365	100.00%
Municipal Net Assessed Valuation (Total Land & Improvements)	\$ 3,133,257,826				\$ 3,108,245,396		

TAX LEVIES & RATES

5-YEAR PROJECTIONS

	Adopted 2017	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Avg. % Change
TAX LEVY PROJECTIONS								
Appropriations								
Municipal Operations	\$ 31,535,367	\$ 32,076,982	\$ 32,718,522	\$ 33,372,892	\$ 34,040,350	\$ 34,721,157	\$ 35,165,580	2.00%
Other Appropriations	\$ 13,254,158	\$ 13,910,138	\$ 14,188,341	\$ 14,472,108	\$ 14,761,550	\$ 15,056,781	\$ 15,107,916	2.00%
<i>Less: Library Appropriations</i>	<i>(\$ 2,450,334)</i>	<i>(\$ 2,410,620)</i>	0.00%					
<i>Less: School District Debt Obligations</i>	<i>(\$ 4,287,129)</i>	<i>(\$ 4,664,313)</i>	<i>(\$ 4,560,638)</i>	<i>(\$ 4,464,941)</i>	<i>(\$ 3,084,208)</i>	<i>(\$ 1,678,347)</i>	<i>(\$ 1,605,727)</i>	0.00%
Municipal Appropriations	\$ 38,052,062	\$ 38,912,187	\$ 39,935,605	\$ 40,969,439	\$ 43,307,072	\$ 45,688,971	\$ 46,257,149	1.00%
Tax Levy Totals	\$ 109,452,390	\$ 112,449,730	\$ 115,095,453	\$ 117,805,958	\$ 120,582,895	\$ 123,427,958	\$ 126,942,888	0.00%
TOTAL APPROPRIATIONS	\$ 147,504,452	\$ 151,361,917	\$ 155,031,058	\$ 158,775,397	\$ 163,889,966	\$ 169,116,929	\$ 173,200,037	0.50%
Non-Tax General Revenues	\$ (17,055,328)	\$ (17,842,177)	\$ (17,851,098)	\$ (17,860,023)	\$ (17,868,953)	\$ (17,877,888)	\$ (17,886,827)	0.05%
Cash Needed to Support Budget	\$ 130,449,124	\$ 133,519,740	\$ 137,179,961	\$ 140,915,374	\$ 146,021,013	\$ 151,239,041	\$ 155,313,210	0.28%
Reserve for Uncollected Taxes	\$ 5,217,372	\$ 5,386,796	\$ 4,754,725	\$ 4,634,051	\$ 4,472,229	\$ 4,148,084	\$ 3,531,761	2.00%
Total Tax Levy	\$ 135,666,496	\$ 138,906,536	\$ 141,934,686	\$ 145,549,425	\$ 150,493,243	\$ 155,387,125	\$ 158,844,971	2.20%
TAX LEVY BREAKDOWN								
Municipal Tax Levy	\$ 26,214,106	\$ 26,456,806	\$ 26,987,239	\$ 27,528,306	\$ 28,080,221	\$ 28,643,201	\$ 29,717,469	2.00%
Local School District Tax Levy	\$ 67,348,570	\$ 69,592,555	\$ 70,987,816	\$ 72,411,051	\$ 73,862,820	\$ 75,343,696	\$ 77,154,261	2.00%
County Tax Levy	\$ 38,548,845	\$ 39,319,822	\$ 40,499,417	\$ 41,714,399	\$ 42,965,831	\$ 44,254,806	\$ 45,782,450	3.00%
County Open Space Tax Levy	\$ 1,104,641	\$ 1,126,733	\$ 1,149,268	\$ 1,172,253	\$ 1,195,698	\$ 1,219,612	\$ 1,344,004	2.00%
Library Tax Levy	\$ 2,450,334	\$ 2,410,620	\$ 2,458,953	\$ 2,508,255	\$ 2,558,545	\$ 2,609,844	\$ 2,662,172	2.00%
Total Tax Levy	\$ 135,666,496	\$ 138,906,536	\$ 142,082,692	\$ 145,334,264	\$ 148,663,115	\$ 152,071,159	\$ 156,660,356	2.20%
TAX RATE BREAKDOWN								
Municipal Tax Rate	\$ 0.844	\$ 0.844	\$ 0.861	\$ 0.879	\$ 0.896	\$ 0.914	\$ 0.932	2.00%
Local School District Tax Rate	2.167	2.221	2.266	2.311	2.357	2.405	2.453	2.00%
County Tax Rate	1.240	1.255	1.293	1.331	1.371	1.412	1.455	3.00%
County Open Space Tax Rate	0.035	0.035	0.036	0.036	0.037	0.038	0.039	2.00%
Library Tax Rate	0.079	0.077	0.078	0.080	0.082	0.083	0.085	2.00%
Total Tax Rate	\$ 4.365	\$ 4.432	\$ 4.534	\$ 4.637	\$ 4.744	\$ 4.852	\$ 4.964	2.20%
NET VALUATION TAXABLE	\$ 3,108,245,396	\$ 3,133,257,826	0.00%					
MUNICIPAL TAX POINT INCREASE	\$ 0.000	\$ 0.017	\$ 0.017	\$ 0.018	\$ 0.018	\$ 0.018	\$ 0.018	
MUNICIPAL TAX % INCREASE	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	

**RESERVE FOR
UNCOLLECTED
TAXES
(R.U.T.)**

2018
Reserve for Uncollected Taxes

Local School Taxes (estimated)	\$ 69,592,555
County Taxes (estimated)	39,319,822
County Open Space Levy (estimated)	1,126,733
Library Taxes	2,410,620
Municipal Appropriations (excludes R.U.T.)	38,912,187
 TOTAL APPROPRIATIONS	 \$ 151,361,918
<i>Less: Anticipated General Revenues</i>	<i>\$ 17,842,177</i>
 CASH REQUIRED TO SUPPORT BUDGET	 \$ 133,519,741
<i>/ Anticipated Tax Collection Rate</i>	<i>0.9612</i>
 TOTAL AMOUNT TO BE RAISED BY TAXES	 \$ 138,906,536
<i>Less: Cash Required to Support Budget</i>	<i>\$ 133,519,741</i>
 RESERVE FOR UNCOLLECTED TAXES (R.U.T.)	 \$ 5,386,796

**REVENUES
&
APPROPRIATIONS**

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

GENERAL REVENUES	Realized 2014	Realized 2015	Realized 2016	Realized 2017	Anticipated 2018	Annual % Change From 2017
Fund Balance						
Fund Balance (Surplus)	\$ 6,300,000	\$ 7,600,000	\$ 7,100,000	\$ 7,100,000	\$ 6,900,000	-2.8%
Local Revenues						
ABC Licenses	\$ 40,380	\$ 40,860	\$ 40,158	\$ 40,460	\$ 40,000	-1.1%
Other Licenses	72,872	66,204	71,144	78,378	73,000	-6.9%
Municipal Court	583,929	475,482	392,387	515,128	480,000	-6.8%
Interest & Costs on Taxes	185,272	181,371	179,782	158,498	150,000	-5.4%
Interest on Investments	18,111	61,313	72,914	240,306	240,000	-0.1%
Old Town Hall Rent	33,546	33,546	33,546	33,546	33,500	-0.1%
Community Services Fees	112,552	136,791	118,805	110,616	110,000	-0.6%
Drainage & Grading Fees	22,200	25,400	30,000	24,300	24,000	-1.2%
Briant Park - Emergency Services	12,000	12,000	12,000	12,000	12,000	0.0%
Health Fees	155,419	173,888	173,421	186,325	175,000	-6.1%
Zoning Board Fees	17,833	31,198	30,226	27,738	26,000	-6.3%
Municipal Golf Course Fees	188,629	214,314	206,954	192,601	190,000	-1.4%
Family Aquatic Center Fees	434,958	450,285	509,768	479,744	475,000	-1.0%
Cable TV Franchise Fees (Verizon)	173,803	195,811	210,869	218,373	221,000	1.2%
Cable TV Franchise Fees (Comcast)	141,830	133,813	130,927	128,119	126,000	-1.7%
Sale of Recyclable Materials	84,844	77,714	74,032	102,060	85,000	-16.7%
Police Off-Duty Administration Fees	135,559	118,232	110,385	88,515	88,000	-0.6%
Hotel/Motel Occupancy Fees	159,878	165,780	169,127	154,366	154,000	-0.2%
AHS/Overlook Community Support Service	0	0	0	0	795,400	100.0%
Utility Income Cell Tower	0	0	0	46,840	46,000	-1.8%
TOTAL LOCAL REVENUES	\$ 2,573,614	\$ 2,594,002	\$ 2,566,445	\$ 2,837,912	\$ 3,543,900	24.9%
State Aid						
School Debt Service Aid	\$ 510,177	\$ 552,532	\$ 545,000	\$ 504,630	\$ 490,000	-2.9%
Energy Receipts Tax	2,857,198	3,023,257	3,023,257	3,023,257	3,023,257	0.0%
Supplemental Energy Receipts	166,059	0	0	0	0	0.0%
TOTAL STATE AID	\$ 3,533,434	\$ 3,575,789	\$ 3,568,257	\$ 3,527,887	\$ 3,513,257	-0.4%
Interlocal Agreements						
Millburn Twp. Joint Dispatch	\$ 164,590	\$ 41,000	\$ 0	\$ 0	\$ 0	0.0%
TOTAL INTERLOCAL AGREEMENTS	\$ 164,590	\$ 41,000	\$ 0	\$ 0	\$ 0	0.0%
Grants						
Grants	\$ 63,496	\$ 239,681	\$ 622,015	\$ 517,544	\$ 193,812	-62.6%
TOTAL GRANT REVENUES	\$ 63,496	\$ 239,681	\$ 622,015	\$ 517,544	\$ 193,812	-62.6%

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

Realized 2014	Realized 2015	Realized 2016	Realized 2017	Anticipated 2018	Annual % Change From 2017
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Enterprise Funds/ Contributions

Summit Housing P.I.L.O.T.	\$ 46,121	\$ 50,502	\$ 50,000	\$ 48,900	\$ 48,000	-1.8%
Parking Utility Share of Debt Service	460,768	447,614	210,684	421,307	408,154	-3.1%
Parking Utility Share of Various Services	201,100	201,100	201,100	250,000	250,000	0.0%
Parking Utility Share of Pension Costs	48,900	48,900	48,900	55,000	55,000	0.0%
Parking Utility Contribution	250,000	250,000	450,000	500,000	360,000	-28.0%
Sewer Utility Share of Pension Costs	25,548	23,729	30,000	35,105	40,000	13.9%
Sewer Utility Share of Various Services	50,000	55,000	112,000	115,000	115,000	0.0%
Sewer Utility Contribution	125,000	125,000	225,000	240,000	200,000	-16.7%
U.C.C. Share of Pension & Health/Dental Costs	26,000	26,000	26,000	46,700	49,000	4.9%
General Capital Surplus	545,000	523,500	450,000	581,000	324,524	-44.1%
General Capital Premium on Sale of Notes	63,950	40,413	29,700	0	0	0.0%
SDI Share of Debt Service	44,706	38,952	38,000	29,313	10,187	100.0%
Uniform Safety Act	84,609	0	0	45,648	42,000	-8.0%
Reserve for Municipal Debt Service	0	31,000	250,000	118,434	0	-100.0%
Reserve for School Debt Service	0	349,000	667,000	78	0	-100.0%
Reserve for Insurance Settlement from General Capital	0	0	0	304,964	0	100.0%
Reserve to Pay Debt General Capital	0	0	0	337,442	885,000	162.3%
Reserve Refunding Bond Costs	0	0	0	0	39,343	100.0%
Reserve for Sale Of Municipal Assets	0	0	0	1,542	375,000	100.0%
0	0	0	0	0	0	100.0%
TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS	\$ 1,971,702	\$ 2,210,710	\$ 2,788,384	\$ 3,130,432	\$ 3,201,208	2.3%

Prior Year Tax Receipts

Prior Year Tax Receipts	\$ 466,000	\$ 485,515	\$ 475,000	\$ 500,452	\$ 490,000	-2.1%
TOTAL PRIOR YEAR TAX RECEIPTS	\$ 466,000	\$ 485,515	\$ 475,000	\$ 500,452	\$ 490,000	-2.1%

GENERAL REVENUES SUBTOTAL

	\$ 15,072,836	\$ 16,746,697	\$ 17,120,101	\$ 17,614,227	\$ 17,842,177	1.3%
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Amount To Be Raised By Taxes (Municipal Tax Levy)

\$ 25,863,525	\$ 25,754,936	\$ 25,991,438	\$ 26,214,106	\$ 26,456,806	0.9%	
4,196,880	4,449,262	4,244,133	4,287,129	4,664,313	8.8%	
2,247,435	2,328,031	2,394,420	2,450,334	2,410,620	-1.6%	
TAX LEVY TOTAL	\$ 32,307,840	\$ 32,532,229	\$ 32,629,991	\$ 32,951,569	\$ 33,531,739	1.8%

TOTAL GENERAL REVENUES

	\$ 47,380,676	\$ 49,278,926	\$ 49,750,092	\$ 50,565,796	\$ 51,373,916	1.6%
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REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"

	Adopted 2014	Adopted 2015	Adopted 2016	Adopted 2017	Proposed 2018	Annual % Change From 2017
General Government						
Administrative & Executive						
Salaries & Wages	\$ 356,500	\$ 375,700	\$ 342,627	\$ 351,100	\$ 364,800	3.9%
Other Expenses	31,250	31,250	51,850	74,800	75,500	0.9%
Subtotal	\$ 387,750	\$ 406,950	\$ 394,477	\$ 425,900	\$ 440,300	3.4%
Employee Assistance Program						
Other Expenses	\$ 5,400	\$ 5,400	\$ 5,600	\$ 5,600	\$ 5,600.00	0.0%
Subtotal	\$ 5,400	\$ 5,400	\$ 5,600	\$ 5,600	\$ 5,600.00	0.0%
Postage						
Other Expenses	\$ 35,000	\$ 45,000	\$ 50,000	\$ 57,200	\$ 57,200	0.0%
Subtotal	\$ 35,000	\$ 45,000	\$ 50,000	\$ 57,200	\$ 57,200	0.0%
Physical Examinations - Municipal Employees						
Other Expenses	\$ 17,000	\$ 42,000	\$ 30,000	\$ 30,000	\$ 10,000	-66.7%
Subtotal	\$ 17,000	\$ 42,000	\$ 30,000	\$ 30,000	\$ 10,000	-66.7%
Technology - Other Expenses						
Other Expenses	\$ 222,500	\$ 220,000	\$ 236,500	\$ 233,300	\$ 239,500	2.7%
Subtotal	\$ 222,500	\$ 220,000	\$ 236,500	\$ 233,300	\$ 239,500	2.7%
HomeTowne TV Service Agreement						
Other Expenses	\$ 60,585	\$ 82,403	\$ 82,500	\$ 86,700	\$ 86,750	0.1%
Subtotal	\$ 60,585	\$ 82,403	\$ 82,500	\$ 86,700	\$ 86,750	0.1%
Employee Appreciation Events						
Other Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,000	0.0%
Subtotal	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,000	0.0%
Clerk's Office						
Salaries & Wages	\$ 307,000	\$ 289,100	\$ 272,000	\$ 284,000	\$ 220,000	-22.5%
Other Expenses	107,800	107,900	116,000	122,600	151,800	23.8%
Codification of Ordinances	5,000	10,200	8,200	10,000	10,000	0.0%
Subtotal	\$ 419,800	\$ 407,200	\$ 396,200	\$ 416,600	\$ 381,800	-8.4%
Legal Services						
Municipal Prosecutor - Salaries & Wages	\$ 34,000	\$ 34,510	\$ 34,641	\$ 34,650	\$ 35,200	1.6%
Other Expenses - Legal Professional Contracts	380,000	380,000	220,000	220,000	220,000	0.0%
Public Defender	8,500	8,500	8,500	8,500	8,500	0.0%
Subtotal	\$ 422,500	\$ 423,010	\$ 263,141	\$ 263,150	\$ 263,700	0.2%
GENERAL GOVERNMENT TOTAL						
	\$ 1,570,535	\$ 1,631,963	\$ 1,458,418	\$ 1,518,450	\$ 1,489,850	-1.9%

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

	Adopted 2014	Adopted 2015	Adopted 2016	Adopted 2017	Proposed 2018	Annual % Change From 2017
Department of Finance						
Financial Administration						
Salaries & Wages	\$ 291,500	\$ 321,100	\$ 306,000	\$ 310,000	\$ 403,100	30.0%
Other Expenses	67,000	67,000	96,000	87,600	79,420	-9.3%
Subtotal	\$ 358,500	\$ 388,100	\$ 402,000	\$ 397,600	\$ 482,520	21.4%
Municipal Purchasing						
Other Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 16,000	0.0%
Subtotal	\$ 0	\$ 0	\$ 0	\$ 0	\$ 16,000	0.0%
Audit Services						
Other Expenses	\$ 32,700	\$ 33,400	\$ 35,000	\$ 40,000	\$ 42,000	5.0%
Subtotal	\$ 32,700	\$ 33,400	\$ 35,000	\$ 40,000	\$ 42,000	5.0%
Contingent						
Other Expenses	\$ 1,500	\$ 1,600	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Subtotal	\$ 1,500	\$ 1,600	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Tax Collection						
Salaries & Wages	\$ 127,000	\$ 135,300	\$ 142,700	\$ 149,500	\$ 158,100	5.8%
Other Expenses	23,100	21,000	22,200	19,800	18,790	-5.1%
Subtotal	\$ 150,100	\$ 156,300	\$ 164,900	\$ 169,300	\$ 176,890	4.5%
Tax Assessment						
Salaries & Wages	\$ 207,000	\$ 194,100	\$ 220,000	\$ 222,400	\$ 226,400	1.8%
Other Expenses	66,000	82,050	333,400	344,400	319,400	-7.3%
Subtotal	\$ 273,000	\$ 276,150	\$ 553,400	\$ 566,800	\$ 545,800	-3.7%
FINANCE DEPARTMENT TOTAL	\$ 815,800	\$ 855,550	\$ 1,156,800	\$ 1,175,200	\$ 1,264,710	7.6%
Public Safety						
Police						
Salaries & Wages	\$ 5,760,000	\$ 5,816,300	\$ 5,984,000	\$ 5,916,000	\$ 5,862,185	-0.9%
Other Expenses	344,500	337,500	329,000	344,810	373,800	8.4%
Crossing Guards - Salaries & Wages	220,000	223,300	223,300	236,300	236,300	0.0%
Crossing Guards - Other Expenses	2,500	2,500	2,500	4,000	4,000	0.0%
Police Vehicles	73,000	90,000	0	0	0	0.0%
Subtotal	\$ 6,400,000	\$ 6,469,600	\$ 6,538,800	\$ 6,501,110	\$ 6,476,285	-0.4%
Fire						
Salaries & Wages	\$ 3,760,700	\$ 3,816,801	\$ 3,743,000	\$ 3,797,400	\$ 3,990,300	5.1%
Other Expenses	260,500	269,000	263,000	287,810	290,200	0.8%
Uniform Fire Safety Act - Salaries & Wages	40,000	36,000	36,000	36,000	36,545	1.5%
Fire Hydrant Service	271,000	271,500	271,500	275,000	280,000	1.8%
Subtotal	\$ 4,332,200	\$ 4,393,301	\$ 4,313,500	\$ 4,396,210	\$ 4,597,045	4.6%
Emergency Management						
Other Expenses	\$ 17,500	\$ 17,500	\$ 13,500	\$ 13,500	\$ 13,500	0.0%
Subtotal	\$ 17,500	\$ 17,500	\$ 13,500	\$ 13,500	\$ 13,500	0.0%
PUBLIC SAFETY TOTAL	\$ 10,749,700	\$ 10,880,401	\$ 10,865,800	\$ 10,910,820	\$ 11,086,830	1.6%

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

	Adopted 2014	Adopted 2015	Adopted 2016	Adopted 2017	Proposed 2018	Annual % Change From 2017
Department of Community Services						
Community Services Administration						
Salaries & Wages	\$ 568,000	\$ 577,000	\$ 520,000	\$ 553,000	\$ 557,000	0.7%
Other Expenses	33,900	35,500	36,500	91,000	90,000	-1.1%
Downtown Maintenance	8,600	8,600	8,800	8,500	8,500	0.0%
Subtotal	\$ 610,500	\$ 621,100	\$ 565,300	\$ 652,500	\$ 655,500	0.5%
Engineering						
Salaries & Wages	\$ 286,000	\$ 299,100	\$ 342,000	\$ 346,000	\$ 357,300	3.3%
Other Expenses	38,400	33,800	26,150	26,850	25,700	-4.3%
Subtotal	\$ 324,400	\$ 332,900	\$ 368,150	\$ 372,850	\$ 383,000	2.7%
Roads Unit						
Salaries & Wages	\$ 755,100	\$ 851,450	\$ 950,000	\$ 932,500	\$ 920,000	-1.3%
Other Expenses	366,500	374,500	284,000	287,200	224,600	-21.8%
Subtotal	\$ 1,121,600	\$ 1,225,950	\$ 1,234,000	\$ 1,219,700	\$ 1,144,600	-6.2%
Public Works Maintenance Unit						
Salaries & Wages	\$ 452,800	\$ 486,225	\$ 525,000	\$ 351,000	\$ 354,310	0.9%
Other Expenses	48,200	49,500	47,300	77,000	62,500	-18.8%
Subtotal	\$ 501,000	\$ 535,725	\$ 572,300	\$ 428,000	\$ 416,810	-2.6%
Garbage & Trash Unit						
Salaries & Wages	\$ 682,600	\$ 715,000	\$ 745,000	\$ 709,000	\$ 724,000	2.1%
Other Expenses	20,500	20,700	20,600	27,800	10,100	-63.7%
Subtotal	\$ 703,100	\$ 735,700	\$ 765,600	\$ 736,800	\$ 734,100	-0.4%
Recycling Unit						
Salaries & Wages	\$ 69,000	\$ 72,000	\$ 75,000	\$ 75,000	\$ 76,900	2.5%
Other Expenses	155,800	214,100	239,400	240,500	252,900	5.2%
Subtotal	\$ 224,800	\$ 286,100	\$ 314,400	\$ 315,500	\$ 329,800	4.5%
Transfer Station						
Salaries & Wages	\$ 262,100	\$ 268,390	\$ 277,000	\$ 285,000	\$ 285,200	0.1%
Other Expenses	82,700	111,500	93,900	91,300	55,075	-39.7%
Disposal Charges	925,000	825,000	850,000	850,000	875,000	2.9%
Subtotal	\$ 1,269,800	\$ 1,204,890	\$ 1,220,900	\$ 1,226,300	\$ 1,215,275	-0.9%
Compost Area						
Salaries & Wages	\$ 142,100	\$ 145,015	\$ 147,000	\$ 153,000	\$ 160,800	5.1%
Other Expenses	15,700	17,200	14,600	16,000	5,075	-68.3%
Subtotal	\$ 157,800	\$ 162,215	\$ 161,600	\$ 169,000	\$ 165,875	-1.8%

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

	Adopted 2014	Adopted 2015	Adopted 2016	Adopted 2017	Proposed 2018	Annual % Change From 2017
Buildings & Grounds Unit						
Salaries & Wages	\$ 62,000	\$ 0	\$ 0	\$ 254,500	\$ 264,000	100.0%
Other Expenses	210,150	199,200	215,750	154,200	143,850	-6.7%
Subtotal	\$ 272,150	\$ 199,200	\$ 215,750	\$ 408,700	\$ 407,850	-0.2%
Fleet Maintenance Unit						
Salaries & Wages	\$ 265,100	\$ 269,105	\$ 272,000	\$ 269,000	\$ 278,400	3.5%
Other Expenses	37,400	42,000	40,800	42,200	225,950	435.4%
Subtotal	\$ 302,500	\$ 311,105	\$ 312,800	\$ 311,200	\$ 504,350	62.1%
Shade Trees Unit						
Salaries & Wages	\$ 575,000	\$ 593,300	\$ 611,000	\$ 587,000	\$ 558,000	-4.9%
Other Expenses	250,000	252,700	250,200	253,400	219,250	-13.5%
Subtotal	\$ 825,000	\$ 846,000	\$ 861,200	\$ 840,400	\$ 777,250	-7.5%
Land Use						
Salaries & Wages	\$ 12,000	\$ 13,900	\$ 11,500	\$ 11,500	\$ 16,500	43.5%
Other Expenses	85,750	111,800	132,050	137,150	196,750	43.5%
Subtotal	\$ 97,750	\$ 125,700	\$ 143,550	\$ 148,650	\$ 213,250	43.5%
Board of Adjustment						
Salaries & Wages	\$ 18,700	\$ 0	\$ 0	\$ 0	\$ 5,000	0.0%
Other Expenses	2,350	21,000	24,200	29,950	33,300	11.2%
Subtotal	\$ 21,050	\$ 21,000	\$ 24,200	\$ 29,950	\$ 38,300	27.9%
Code Enforcement						
Salaries & Wages	\$ 188,000	\$ 193,100	\$ 196,000	\$ 195,400	\$ 197,900.00	1.3%
Other Expenses	2,250	2,250	2,750	3,250	3,250	0.0%
Subtotal	\$ 190,250	\$ 195,350	\$ 198,750	\$ 198,650	\$ 201,150	1.3%
DEPARTMENT OF COMMUNITY SERVICES TOTAL						
	\$ 6,621,700	\$ 6,802,955	\$ 6,958,500	\$ 7,058,200	\$ 7,187,110	1.8%

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

Adopted 2014	Adopted 2015	Adopted 2016	Adopted 2017	Proposed 2018	Annual % Change From 2017
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Department of Community Programs

Community Programs

Salaries & Wages	\$ 472,000	\$ 488,000	\$ 531,918	\$ 592,100	\$ 602,000	1.7%
Other Expenses	\$ 32,900	\$ 47,200	\$ 61,200	\$ 67,200	\$ 74,700	11.2%
Subtotal	\$ 504,900	\$ 535,200	\$ 593,118	\$ 659,300	\$ 676,700	2.6%

Golf Course

Salaries & Wages	\$ 116,500	\$ 121,500	\$ 127,000	\$ 127,500	\$ 129,900	1.9%
Other Expenses	\$ 48,820	\$ 58,500	\$ 58,500	\$ 59,500	\$ 61,000	2.5%
Subtotal	\$ 165,320	\$ 180,000	\$ 185,500	\$ 187,000	\$ 190,900	2.1%

Family Aquatic Center

Salaries & Wages	\$ 146,000	\$ 146,000	\$ 151,000	\$ 156,000	\$ 158,000	1.3%
Other Expenses	\$ 95,500	\$ 103,200	\$ 109,200	\$ 112,200	\$ 131,350	17.1%
Subtotal	\$ 241,500	\$ 249,200	\$ 260,200	\$ 268,200	\$ 289,350	7.9%

DEPARTMENT OF COMMUNITY PROGRAMS TOTAL

	\$ 911,720	\$ 964,400	\$ 1,038,818	\$ 1,114,500	\$ 1,156,950	3.8%
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Board of Health

Salaries & Wages	\$ 224,000	\$ 229,100	\$ 231,000	\$ 235,000	\$ 242,400	3.1%
Other Expenses	\$ 76,152	\$ 77,600	\$ 85,600	\$ 85,600	\$ 121,400	41.8%
Dog Regulation	\$ 10,000	\$ 10,000	\$ 5,000	\$ 10,000	\$ 40,000	300.0%
Social Services - S.A.G.E.	\$ 34,000	\$ 34,100	\$ 34,587	\$ 35,105	\$ 35,600	1.4%
Prevention of Drug & Alcohol Abuse	\$ 7,890	\$ 7,890	\$ 7,890	\$ 7,890	\$ 7,890	0.0%
Subtotal	\$ 352,042	\$ 358,690	\$ 364,077	\$ 373,595	\$ 447,290	19.7%

Municipal Court

Salaries & Wages	\$ 355,000	\$ 370,000	\$ 304,000	\$ 307,000	\$ 56,300	-81.7%
Other Expenses	\$ 19,725	\$ 19,800	\$ 19,800	\$ 19,800	\$ 268,655	1256.8%
Subtotal	\$ 374,725	\$ 389,800	\$ 323,800	\$ 326,800	\$ 324,955	-0.6%

Utilities

Electricity	\$ 320,000	\$ 356,800	\$ 372,000	\$ 372,000	\$ 345,000	-7.3%
Street Lighting	\$ 170,000	\$ 166,800	\$ 153,000	\$ 153,000	\$ 162,000	5.9%
Telephone	\$ 215,000	\$ 219,300	\$ 220,000	\$ 200,000	\$ 200,000	0.0%
Water	\$ 66,000	\$ 66,990	\$ 67,500	\$ 63,500	\$ 66,500	4.7%
Fuel	\$ 435,000	\$ 412,000	\$ 375,000	\$ 373,000	\$ 361,000	-3.2%
Subtotal	\$ 1,206,000	\$ 1,221,890	\$ 1,187,500	\$ 1,161,500	\$ 1,134,500	-2.3%

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

Adopted 2014	Adopted 2015	Adopted 2016	Adopted 2017	Proposed 2018	Annual % Change From 2017
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Insurance

General Liability	\$ 460,600	\$ 474,200	\$ 502,000	\$ 569,000	\$ 471,928	-17.1%
Workers Compensation	648,000	648,700	648,000	525,000	561,833	7.0%
Employee Group Health	2,728,900	2,654,400	2,615,000	2,620,000	2,650,000	1.1%
Unemployment Insurance	45,000	45,000	45,000	50,000	50,000	0.0%
Other Insurance	123,361	118,000	110,000	110,000	52,000	-52.7%
Subtotal	\$ 4,005,861	\$ 3,940,300	\$ 3,920,000	\$ 3,874,000	\$ 3,785,761	-2.3%

Summary Details:

Salaries & Wages	\$ 16,755,700	\$ 17,080,396	\$ 17,320,686	\$ 17,485,350	\$ 17,485,340	0.0%
Other Expenses	9,852,383	9,965,533	9,953,027	10,027,715	10,392,616	3.6%
Total Operations within "CAPS"	\$ 26,608,083	\$ 27,045,929	\$ 27,273,713	\$ 27,513,065	\$ 27,877,956	1.3%

Statutory Expenditures within "CAPS"

Pensions/ Social Security

Public Employees Retirement System (PERS)	\$ 817,955	\$ 934,372	\$ 990,065	\$ 1,005,796	\$ 1,041,459	3.5%
Police Fire Retirement System (PFRS)	1,887,969	2,018,053	2,134,000	2,206,006	2,342,567	6.2%
Defined Contribution Retirement System (DCRP)	2,600	5,850	9,000	10,500	15,000	42.9%
Social Security	712,000	748,050	800,000	800,000	800,000	0.0%
Subtotal	\$ 3,420,524	\$ 3,706,325	\$ 3,933,065	\$ 4,022,302	\$ 4,199,026	4.4%
Total General Appropriations within "CAPS"	\$ 30,028,607	\$ 30,752,254	\$ 31,206,778	\$ 31,535,367	\$ 32,076,982	1.7%

GENERAL APPROPRIATIONS

OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"

Maintenance of Free Public Library

Salaries & Wages	\$ 1,451,205	\$ 1,490,000	\$ 1,518,000	\$ 1,551,000	\$ 1,551,604	0.0%
Other Expenses	796,230	838,031	876,420	899,334	859,016	-4.5%
Subtotal	\$ 2,247,435	\$ 2,328,031	\$ 2,394,420	\$ 2,450,334	\$ 2,410,620	-1.6%

Grants Appropriations - Offset by Revenues

Grants	\$ 63,496	\$ 52,350	\$ 202,361	\$ 81,958	\$ 193,812	136.5%
Subtotal	\$ 63,496	\$ 52,350	\$ 202,361	\$ 81,958	\$ 193,812	136.5%

REVENUES & APPROPRIATIONS

5-YEAR HISTORICAL DATA

	Adopted 2014	Adopted 2015	Adopted 2016	Adopted 2017	Proposed 2018	Annual % Change From 2017
<u>Interlocal Agreements</u>						
Joint Meeting - NPSM Emergency Dispatch Center	\$ 180,000	\$ 589,882	\$ 879,950	\$ 895,400	\$ 981,640	9.6%
Subtotal	\$ 180,000	\$ 589,882	\$ 879,950	\$ 895,400	\$ 981,640	9.6%
<u>Capital Improvements</u>						
Capital Improvement Fund	\$ 325,000	\$ 325,000	\$ 325,000	\$ 300,000	\$ 210,000	-30.0%
Subtotal	\$ 325,000	\$ 325,000	\$ 325,000	\$ 300,000	\$ 210,000	-30.0%
<u>Municipal Debt Service</u>						
Bond Principal	\$ 1,796,000	\$ 2,168,000	\$ 2,260,000	\$ 2,965,000	\$ 2,785,000	-6.1%
Bond Anticipation Notes Principal	302,300	302,300	288,500	0	885,000	100.0%
Interest on Bonds	508,390	511,594	597,113	637,537	411,413	-35.5%
Interest on Bond Anticipation Notes	403,164	52,000	47,655	0	413,340	100.0%
Downtown Business Improvement Loan	33,300	33,300	33,300	33,800	0	-100.0%
Subtotal	\$ 3,043,154	\$ 3,067,194	\$ 3,226,568	\$ 3,636,337	\$ 4,494,753	23.6%
<u>School Debt Service</u>						
Bond Principal	\$ 3,200,000	\$ 3,340,000	\$ 3,345,000	\$ 3,940,000	\$ 4,255,000	8.0%
Bond Anticipation Notes Principal	0	847,000	667,000	0	41,800	0.0%
Interest on Bonds	1,318,057	1,098,794	1,353,753	1,310,948	824,913	-37.1%
Interest on Bond Anticipation Notes	189,000	65,000	90,380	14,181	32,600	129.9%
Subtotal	\$ 4,707,057	\$ 5,350,794	\$ 5,456,133	\$ 5,265,129	\$ 5,154,313	-2.1%
<u>Deferred Charges & Reserves</u>						
Prospective Assessments Canceled	\$ 74,000	\$ 37,000	\$ 0	\$ 0	\$ 0	0.0%
Deferred Charges (Capital Expenses Unfunded)	75,000	100,000	0	100,000	75,000	-33.3%
Reserve for Tax Appeals	200,000	200,000	350,000	325,000	300,000	-7.7%
Reserve for Salary Adjustments	0	0	95,000	200,000	90,000	-55.0%
Subtotal	\$ 349,000	\$ 337,000	\$ 445,000	\$ 625,000	\$ 465,000	-25.6%
Total General Appropriations excluded from "CAPS" Subtotal	\$ 10,915,142	\$ 12,050,251	\$ 12,929,432	\$ 13,254,158	\$ 13,910,138	4.9%
Reserve for Uncollected Taxes	\$ 6,300,000	\$ 6,300,000	\$ 5,184,281	\$ 5,217,372	\$ 5,386,796	3.2%
TOTAL GENERAL APPROPRIATIONS	\$ 47,243,749	\$ 49,102,505	\$ 49,320,491	\$ 50,006,898	\$ 51,373,916	2.7%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

General Revenues	Adopted Budget 2017	Realized 2017 as of 12/31/17	Anticipated 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
Fund Balance									
Fund Balance (Surplus)	\$ 7,100,000	\$ 7,100,000	\$ 6,900,000	\$ 6,762,000	\$ 6,626,760	\$ 6,494,225	\$ 6,364,340	\$ 6,237,053	-2.00%
TOTAL FUND BALANCE	\$ 7,100,000	\$ 7,100,000	\$ 6,900,000	\$ 6,762,000	\$ 6,626,760	\$ 6,494,225	\$ 6,364,340	\$ 6,237,053	-2.00%
Local Revenue									
ABC Licenses	\$ 40,000	\$ 40,460	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.00%
Other Licenses	66,000	78,378	73,000	73,730	74,467	75,212	75,964	76,724	1.00%
Municipal Court	392,000	515,128	480,000	484,800	489,648	494,544	499,490	504,485	1.00%
Interest & Costs on Taxes	175,000	158,498	150,000	151,500	153,015	154,545	156,091	157,652	1.00%
Interest on Investments	68,000	240,306	240,000	242,400	244,824	247,272	249,745	252,242	1.00%
Old Town Hall Rent	33,500	33,546	33,500	33,835	34,173	34,515	34,860	35,209	1.00%
Community Services Fees	118,000	110,616	110,000	111,100	112,211	113,333	114,466	115,611	1.00%
Drainage & Grading Fees	28,000	24,300	24,000	24,240	24,482	24,727	24,974	25,224	1.00%
Briant Park - Emergency Services	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0.00%
Health Fees	170,000	186,325	175,000	176,750	178,518	180,303	182,106	183,927	1.00%
Zoning Board Fees	30,000	27,738	26,000	26,260	26,523	26,788	27,056	27,326	1.00%
Municipal Golf Course Fees	205,000	192,601	190,000	191,900	193,819	195,757	197,715	199,692	1.00%
Family Aquatic Center Fees	505,000	479,744	475,000	479,750	484,548	489,393	494,287	499,230	1.00%
Cable TV Franchise Fees (Verizon)	218,000	218,373	221,000	223,210	225,442	227,697	229,973	232,273	1.00%
Cable TV Franchise Fees (Comcast)	128,000	128,119	126,000	126,000	126,000	126,000	126,000	126,000	0.00%
Sale of Recyclable Materials	74,000	102,060	85,000	85,000	85,000	85,000	85,000	85,000	0.00%
Police Off-Duty Administration Fees	110,000	88,515	88,000	88,880	89,769	90,666	91,573	92,489	1.00%
Hotel/Motel Occupancy Fees	160,000	154,366	154,000	155,540	157,095	158,666	160,253	161,856	1.00%
AHS/Overlook Community Support Service	0	0	795,400	795,400	795,400	795,400	795,400	795,400	1.00%
Utility Income Cell Tower	30,000	46,840	46,000	46,460	46,925	47,394	47,868	48,346	1.00%
TOTAL LOCAL REVENUE	\$ 2,562,500	\$ 2,837,912	\$ 3,543,900	\$ 3,568,755	\$ 3,593,859	\$ 3,619,213	\$ 3,644,821	\$ 3,670,685	0.71%
State Aid									
School Debt Service Aid	\$ 528,000	\$ 504,630	\$ 490,000	\$ 490,000	\$ 490,000	\$ 490,000	\$ 490,000	\$ 490,000	0.00%
Energy Receipts Tax	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	3,023,257	0.00%
TOTAL STATE AID	\$ 3,551,257	\$ 3,527,887	\$ 3,513,257	0.00%					
Grants									
Grants	\$ 81,959	\$ 517,544	\$ 193,812	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
TOTAL GRANT REVENUES	\$ 81,959	\$ 517,544	\$ 193,812	\$ 0	0.00%				

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

	Adopted Budget 2017	Realized 2017 as of 12/31/17	Anticipated 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Avg. % Change
Enterprise Funds/ Contributions									
Summit Housing P.I.L.O.T.	\$ 52,000	\$ 48,900	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	0.00%
Parking Utility Share of Debt Service	421,307	421,307	408,154	408,154	408,154	408,154	408,154	408,154	0.00%
Parking Utility Share of Various Services	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	0.00%
Parking Utility Share of Pension Costs	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	0.00%
Parking Utility Contribution	500,000	500,000	360,000	360,000	360,000	360,000	360,000	360,000	0.00%
Sewer Utility Share of Pension Costs	35,105	35,105	40,000	40,000	40,000	40,000	40,000	40,000	0.00%
Sewer Utility Share of Various Services	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	0.00%
Sewer Utility Contribution	240,000	240,000	200,000	200,000	200,000	200,000	200,000	200,000	0.00%
U.C.C. Share of Pension & Health/Dental Costs	46,700	46,700	49,000	49,000	49,000	49,000	49,000	49,000	0.00%
General Capital Surplus	581,000	581,000	324,524	324,524	324,524	324,524	324,524	324,524	0.00%
SDI Share of Debt Service	29,500	29,313	10,187	10,187	10,187	10,187	10,187	10,187	0.00%
Uniform Safety Act	40,000	45,648	42,000	42,000	42,000	42,000	42,000	42,000	0.00%
Reserve for Municipal Debt Service	118,434	118,434	0	0	0	0	0	0	0.00%
Reserve for School Debt Service	78	78	0	0	0	0	0	0	0.00%
Reserve for Insurance Settlement from General Capital	304,964	304,964	0	0	0	0	0	0	0.00%
Reserve for State Aid Debt Service Current Fund	137,809	0	0	0	0	0	0	0	0.00%
Reserve to Pay Debt General Capital	331,173	337,442	885,000	885,000	885,000	885,000	885,000	885,000	0.00%
Reserve Refunding Bond Costs	0	0	39,343	39,343	39,343	39,343	39,343	39,343	0.00%
Reserve for Sale Of Municipal Assets	1,542	1,542	375,000	375,000	375,000	375,000	375,000	375,000	0.00%
TOTAL ENTERPRISE FUNDS/CONTRIBUTIONS	\$ 3,259,612	\$ 3,130,432	\$ 3,201,208	0.00%					
Prior Year Tax Receipts	\$ 500,000	\$ 500,452	\$ 490,000	0.00%					
TOTAL PRIOR YEAR TAX RECEIPTS	\$ 500,000	\$ 500,452	\$ 490,000	0.00%					
General Revenues Subtotal	\$ 17,055,328	\$ 17,614,227	\$ 17,842,177	\$ 17,535,220	\$ 17,425,083	\$ 17,317,902	\$ 17,213,626	\$ 17,112,204	-0.83%
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	\$ 26,214,106	\$ 26,214,106	\$ 26,456,806	\$ 26,721,374	\$ 26,988,588	\$ 27,258,474	\$ 27,531,058	\$ 27,806,369	1.00%
<i>Local School District Obligation to City (School District Levy)</i>	4,287,129	4,287,129	4,664,313	4,757,599	4,852,751	4,949,806	5,048,802	5,149,778	2.00%
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	2,450,334	2,450,334	2,410,620	2,434,726	2,459,073	2,483,664	2,508,501	2,533,586	1.00%
TAX LEVY TOTAL	\$ 32,951,569	\$ 32,951,569	\$ 33,531,739	\$ 33,913,700	\$ 34,300,413	\$ 34,691,944	\$ 35,088,362	\$ 35,489,733	1.14%
TOTAL GENERAL REVENUES	\$ 50,006,897	\$ 50,565,796	\$ 51,373,916	\$ 51,448,919	\$ 51,725,496	\$ 52,009,847	\$ 52,301,988	\$ 52,601,937	0.47%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

GENERAL APPROPRIATIONS

OPERATIONS WITHIN "CAPS"	Adopted 2017	Final w/ Transfers 2017 as of 12/31/17	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
General Government									
Administrative & Executive									
Salaries & Wages	\$ 351,100	\$ 356,900	\$ 364,800	\$ 371,184	\$ 377,680	\$ 384,289	\$ 391,014	\$ 397,857	1.75%
Other Expenses	74,800	72,800	75,500	77,010	78,550	80,121	81,724	83,358	2.00%
Subtotal	\$ 425,900	\$ 429,700	\$ 440,300	\$ 448,194	\$ 456,230	\$ 464,410	\$ 472,738	\$ 481,215	1.79%
Employee Assistance Program									
Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062	\$ 6,183	2.00%
Subtotal	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,712	\$ 5,826	\$ 5,943	\$ 6,062	\$ 6,183	2.00%
Postage									
Other Expenses	\$ 57,200	\$ 57,200	\$ 57,200	\$ 58,344	\$ 59,511	\$ 60,701	\$ 61,915	\$ 63,153	2.00%
Subtotal	\$ 57,200	\$ 57,200	\$ 57,200	\$ 58,344	\$ 59,511	\$ 60,701	\$ 61,915	\$ 63,153	2.00%
Physical Examinations - Municipal Employees									
Other Expenses	\$ 30,000	\$ 30,000	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	2.00%
Subtotal	\$ 30,000	\$ 30,000	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	2.00%
Technology - Other Expenses									
Other Expenses	\$ 233,300	\$ 233,300	\$ 239,500	\$ 244,290	\$ 249,176	\$ 254,159	\$ 259,243	\$ 264,427	2.00%
Subtotal	\$ 233,300	\$ 233,300	\$ 239,500	\$ 244,290	\$ 249,176	\$ 254,159	\$ 259,243	\$ 264,427	2.00%
HomeTowne TV Service Agreement									
Other Expenses	\$ 86,700	\$ 86,700	\$ 86,750	\$ 88,485	\$ 90,255	\$ 92,060	\$ 93,901	\$ 95,779	2.00%
Subtotal	\$ 86,700	\$ 86,700	\$ 86,750	\$ 88,485	\$ 90,255	\$ 92,060	\$ 93,901	\$ 95,779	2.00%
Employee Appreciation Events									
Other Expenses	\$ 0	\$ 0	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	2.00%
Subtotal	\$ 0	\$ 0	\$ 5,000	\$ 5,100	\$ 5,202	\$ 5,306	\$ 5,412	\$ 5,520	2.00%
Clerk's Office									
Salaries & Wages	\$ 284,000	\$ 284,000	\$ 220,000	\$ 223,850	\$ 227,767	\$ 231,753	\$ 235,809	\$ 239,936	1.75%
Other Expenses	122,600	122,600	151,800	154,836	157,933	161,091	164,313	167,599	2.00%
Codification of Ordinances	10,000	10,000	10,000	10,200	10,404	10,612	10,824	11,041	2.00%
Subtotal	\$ 416,600	\$ 416,600	\$ 381,800	\$ 388,886	\$ 396,104	\$ 403,457	\$ 410,947	\$ 418,576	1.86%
Legal Services									
Municipal Prosecutor - Salaries & Wages	\$ 34,650	\$ 35,250	\$ 35,200	\$ 35,816	\$ 36,443	\$ 37,081	\$ 37,729	\$ 38,390	1.75%
Other Expenses - Legal Professional Contracts	220,000	220,000	220,000	224,400	228,888	233,466	238,135	242,898	2.00%
Public Defender	8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
Subtotal	\$ 263,150	\$ 263,750	\$ 263,700	\$ 268,886	\$ 274,174	\$ 279,567	\$ 285,065	\$ 290,672	1.97%
GENERAL GOVERNMENT TOTAL	\$ 1,518,450	\$ 1,522,850	\$ 1,489,850	\$ 1,518,097	\$ 1,546,882	\$ 1,576,215	\$ 1,606,106	\$ 1,636,567	1.90%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

	Adopted 2017	Final w/ Transfers 2017 as of 12/31/17	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
Department of Finance									
Financial Administration									
Salaries & Wages	\$ 310,000	\$ 321,400	\$ 403,100	\$ 410,154	\$ 417,332	\$ 424,635	\$ 432,066	\$ 439,628	1.75%
Other Expenses	87,600	87,600	79,420	81,008	82,629	84,281	85,967	87,686	2.00%
Subtotal	\$ 397,600	\$ 409,000	\$ 482,520	\$ 491,163	\$ 499,961	\$ 508,916	\$ 518,033	\$ 527,314	1.79%
Municipal Purchasing									
Other Expenses	\$ 0	\$ 0	\$ 16,000	\$ 16,320	\$ 16,646	\$ 16,979	\$ 17,319	\$ 17,665	2.00%
Subtotal	\$ 0	\$ 0	\$ 16,000	\$ 16,320	\$ 16,646	\$ 16,979	\$ 17,319	\$ 17,665	2.00%
Audit Services									
Other Expenses	\$ 40,000	\$ 40,000	\$ 42,000	\$ 42,840	\$ 43,697	\$ 44,571	\$ 45,462	\$ 46,371	2.00%
Subtotal	\$ 40,000	\$ 40,000	\$ 42,000	\$ 42,840	\$ 43,697	\$ 44,571	\$ 45,462	\$ 46,371	2.00%
Contingent									
Other Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	2.00%
Subtotal	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	2.00%
Tax Collection									
Salaries & Wages	\$ 149,500	\$ 149,500	\$ 158,100	\$ 160,867	\$ 163,682	\$ 166,546	\$ 169,461	\$ 172,426	1.75%
Other Expenses	19,800	19,800	18,790	19,166	19,549	19,940	20,339	20,746	2.00%
Subtotal	\$ 169,300	\$ 169,300	\$ 176,890	\$ 180,033	\$ 183,231	\$ 186,486	\$ 189,800	\$ 193,172	1.78%
Tax Assessment									
Salaries & Wages	\$ 222,400	\$ 224,000	\$ 226,400	\$ 230,362	\$ 234,393	\$ 238,495	\$ 242,669	\$ 246,916	1.75%
Other Expenses	344,400	344,400	319,400	325,788	332,304	338,950	345,729	352,643	2.00%
Subtotal	\$ 566,800	\$ 568,400	\$ 545,800	\$ 556,150	\$ 566,697	\$ 577,445	\$ 588,398	\$ 599,559	1.90%
FINANCE DEPARTMENT TOTAL	\$ 1,175,200	\$ 1,188,200	\$ 1,264,710	\$ 1,288,035	\$ 1,311,792	\$ 1,335,990	\$ 1,360,635	\$ 1,385,738	1.84%
Public Safety									
Police									
Salaries & Wages	\$ 5,916,000	\$ 5,916,000	\$ 5,862,185	\$ 5,964,773	\$ 6,069,157	\$ 6,175,367	\$ 6,283,436	\$ 6,393,396	1.75%
Other Expenses	344,810	344,810	373,800	381,276	388,902	396,680	404,613	412,705	2.00%
Crossing Guards - Salaries & Wages	236,300	236,300	236,300	236,300	236,300	236,300	236,300	236,300	0.00%
Crossing Guards - Other Expenses	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
Police Vehicles	0	0	0	0	0	0	0	0	0.00%
Subtotal	\$ 6,501,110	\$ 6,501,110	\$ 6,476,285	\$ 6,586,429	\$ 6,698,520	\$ 6,812,591	\$ 6,928,679	\$ 7,046,818	1.70%
Fire									
Salaries & Wages	\$ 3,797,400	\$ 3,833,800	\$ 3,990,300	\$ 4,070,106	\$ 4,151,508	\$ 4,234,538	\$ 4,319,229	\$ 4,405,614	2.00%
Other Expenses	287,810	269,810	290,200	296,004	301,924	307,963	314,122	320,404	2.00%
Uniform Fire Safety Act - Salaries & Wages	36,000	36,000	36,545	37,093	37,650	38,214	38,788	39,369	1.50%
Fire Hydrant Service	275,000	275,000	280,000	285,600	291,312	297,138	303,081	309,143	2.00%
Subtotal	\$ 4,396,210	\$ 4,414,610	\$ 4,597,045	\$ 4,688,803	\$ 4,782,394	\$ 4,877,853	\$ 4,975,219	\$ 5,074,530	2.00%
Emergency Management									
Other Expenses	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,770	\$ 14,045	\$ 14,326	\$ 14,613	\$ 14,905	2.00%
Subtotal	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,770	\$ 14,045	\$ 14,326	\$ 14,613	\$ 14,905	2.00%
PUBLIC SAFETY TOTAL	\$ 10,910,820	\$ 10,929,220	\$ 11,086,830	\$ 11,289,002	\$ 11,494,959	\$ 11,704,771	\$ 11,918,511	\$ 12,136,253	1.90%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

Department of Community Services

Community Services Administration

Salaries & Wages

Other Expenses

Downtown Maintenance

Subtotal

Adopted 2017	Final w/ Transfers 2017 as of 12/31/17	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
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\$ 553,000	\$ 514,400	\$ 557,000	\$ 566,748	\$ 576,666	\$ 586,757	\$ 597,025	\$ 607,473	1.75%
91,000	91,000	90,000	91,800	93,636	95,509	97,419	99,367	2.00%
8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
\$ 652,500	\$ 613,900	\$ 655,500	\$ 667,218	\$ 679,145	\$ 691,286	\$ 703,645	\$ 716,225	1.79%

Engineering

Salaries & Wages

Other Expenses

Subtotal

\$ 346,000	\$ 346,000	\$ 357,300	\$ 363,553	\$ 369,915	\$ 376,388	\$ 382,975	\$ 389,677	1.75%
26,850	26,850	25,700	26,214	26,738	27,273	27,819	28,375	2.00%
\$ 372,850	\$ 372,850	\$ 383,000	\$ 389,767	\$ 396,653	\$ 403,661	\$ 410,794	\$ 418,052	1.77%

Roads Unit

Salaries & Wages

Other Expenses

Subtotal

\$ 932,500	\$ 932,500	\$ 920,000	\$ 933,800	\$ 947,807	\$ 962,024	\$ 976,454	\$ 991,101	1.50%
287,200	287,200	224,600	229,092	233,674	238,347	243,114	247,977	2.00%
\$ 1,219,700	\$ 1,219,700	\$ 1,144,600	\$ 1,162,892	\$ 1,181,481	\$ 1,200,371	\$ 1,219,569	\$ 1,239,078	1.60%

Public Works Maintenance Unit

Salaries & Wages

Other Expenses

Subtotal

\$ 351,000	\$ 389,200	\$ 354,310	\$ 359,625	\$ 365,019	\$ 370,494	\$ 376,052	\$ 381,692	1.50%
77,000	77,000	62,500	63,750	65,025	66,326	67,652	69,005	2.00%
\$ 428,000	\$ 466,200	\$ 416,810	\$ 423,375	\$ 430,044	\$ 436,820	\$ 443,704	\$ 450,698	1.58%

Garbage & Trash Unit

Salaries & Wages

Other Expenses

Subtotal

\$ 709,000	\$ 709,000	\$ 724,000	\$ 734,860	\$ 745,883	\$ 757,071	\$ 768,427	\$ 779,954	1.50%
27,800	27,800	10,100	10,302	10,508	10,718	10,933	11,151	2.00%
\$ 736,800	\$ 736,800	\$ 734,100	\$ 745,162	\$ 756,391	\$ 767,789	\$ 779,360	\$ 791,105	1.51%

Recycling Unit

Salaries & Wages

Other Expenses

Subtotal

\$ 75,000	\$ 76,000	\$ 76,900	\$ 78,054	\$ 79,224	\$ 80,413	\$ 81,619	\$ 82,843	1.50%
240,500	240,500	252,900	257,958	263,117	268,380	273,747	279,222	2.00%
\$ 315,500	\$ 316,500	\$ 329,800	\$ 336,012	\$ 342,341	\$ 348,792	\$ 355,366	\$ 362,065	1.88%

Transfer Station

Salaries & Wages

Other Expenses

Subtotal

\$ 285,000	\$ 294,600	\$ 285,200	\$ 289,478	\$ 293,820	\$ 298,227	\$ 302,701	\$ 307,241	1.50%
91,300	91,300	55,075	56,177	57,300	58,446	59,615	60,807	2.00%
850,000	850,000	875,000	892,500	910,350	928,557	947,128	966,071	2.00%
\$ 1,226,300	\$ 1,235,900	\$ 1,215,275	\$ 1,238,155	\$ 1,261,470	\$ 1,285,231	\$ 1,309,444	\$ 1,334,119	2.00%

Compost Area

Salaries & Wages

Other Expenses

Subtotal

\$ 153,000	\$ 158,700	\$ 160,800	\$ 163,212	\$ 165,660	\$ 168,145	\$ 170,667	\$ 173,227	1.50%
16,000	16,000	5,075	5,177	5,280	5,386	5,493	5,603	2.00%
\$ 169,000	\$ 174,700	\$ 165,875	\$ 168,389	\$ 170,940	\$ 173,531	\$ 176,161	\$ 178,830	1.52%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

	Adopted 2017	Final w/ Transfers 2017 as of 12/31/17	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
Buildings & Grounds Unit									
Salaries & Wages	\$ 254,500	\$ 254,500	\$ 264,000	\$ 267,960	\$ 271,979	\$ 276,059	\$ 280,200	\$ 284,403	1.50%
Other Expenses	154,200	150,200	143,850	146,008	148,198	150,421	152,677	154,967	1.50%
Subtotal	\$ 408,700	\$ 404,700	\$ 407,850	\$ 413,968	\$ 420,177	\$ 426,480	\$ 432,877	\$ 439,370	1.50%
Fleet Maintenance Unit									
Salaries & Wages	\$ 269,000	\$ 344,500	\$ 278,400	\$ 282,576	\$ 286,815	\$ 291,117	\$ 295,484	\$ 299,916	1.50%
Other Expenses	42,200	46,200	225,950	230,469	235,078	239,780	244,576	249,467	2.00%
Subtotal	\$ 311,200	\$ 390,700	\$ 504,350	\$ 513,045	\$ 521,893	\$ 530,897	\$ 540,059	\$ 549,383	1.73%
Shade Trees Unit									
Salaries & Wages	\$ 587,000	\$ 587,000	\$ 558,000	\$ 566,370	\$ 574,866	\$ 583,489	\$ 592,241	\$ 601,124	1.50%
Other Expenses	253,400	253,400	219,250	223,635	228,108	232,670	237,323	242,070	2.00%
Subtotal	\$ 840,400	\$ 840,400	\$ 777,250	\$ 790,005	\$ 802,973	\$ 816,158	\$ 829,564	\$ 843,194	1.64%
Land Use									
Salaries & Wages	\$ 11,500	\$ 13,400	\$ 16,500	\$ 16,748	\$ 16,999	\$ 17,254	\$ 17,512	\$ 17,775	1.50%
Other Expenses	137,150	137,150	196,750	200,685	204,699	208,793	212,969	217,228	2.00%
Subtotal	\$ 148,650	\$ 150,550	\$ 213,250	\$ 217,433	\$ 221,697	\$ 226,046	\$ 230,481	\$ 235,003	1.96%
Board of Adjustment									
Salaries & Wages	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
Other Expenses	29,950	29,950	33,300	33,966	34,645	35,338	36,045	36,766	2.00%
Subtotal	\$ 29,950	\$ 29,950	\$ 38,300	\$ 38,966	\$ 39,645	\$ 40,338	\$ 41,045	\$ 41,766	1.75%
Code Enforcement									
Salaries & Wages	\$ 195,400	\$ 197,900	\$ 197,900	\$ 201,363	\$ 204,887	\$ 208,473	\$ 212,121	\$ 215,833	1.75%
Other Expenses	3,250	3,250	3,250	3,315	3,381	3,449	3,518	3,588	2.00%
Subtotal	\$ 198,650	\$ 201,150	\$ 201,150	\$ 204,678	\$ 208,268	\$ 211,922	\$ 215,639	\$ 219,421	1.75%
DEPARTMENT OF COMMUNITY SERVICES TOTAL									
	\$ 7,058,200	\$ 7,154,000	\$ 7,187,110	\$ 7,309,062	\$ 7,433,121	\$ 7,559,323	\$ 7,687,707	\$ 7,818,310	1.70%
Department of Community Programs									
Community Programs									
Salaries & Wages	\$ 592,100	\$ 600,600	\$ 602,000	\$ 612,535	\$ 623,254	\$ 634,161	\$ 645,259	\$ 656,551	1.75%
Other Expenses	67,200	69,200	74,700	76,194	77,718	79,272	80,858	82,475	2.00%
Subtotal	\$ 659,300	\$ 669,800	\$ 676,700	\$ 688,729	\$ 700,972	\$ 713,434	\$ 726,117	\$ 739,026	1.78%
Golf Course									
Salaries & Wages	\$ 127,500	\$ 127,500	\$ 129,900	\$ 131,849	\$ 133,826	\$ 135,834	\$ 137,871	\$ 139,939	1.50%
Other Expenses	59,500	59,100	61,000	62,220	63,464	64,734	66,028	67,349	2.00%
Subtotal	\$ 187,000	\$ 186,600	\$ 190,900	\$ 194,069	\$ 197,291	\$ 200,567	\$ 203,899	\$ 207,288	1.66%
Family Aquatic Center									
Salaries & Wages	\$ 156,000	\$ 147,500	\$ 158,000	\$ 160,370	\$ 162,776	\$ 165,217	\$ 167,695	\$ 170,211	1.50%
Other Expenses	112,200	112,600	131,350	133,977	136,657	139,390	142,177	145,021	2.00%
Subtotal	\$ 268,200	\$ 260,100	\$ 289,350	\$ 294,347	\$ 299,432	\$ 304,607	\$ 309,873	\$ 315,232	1.73%
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL									
	\$ 1,114,500	\$ 1,116,500	\$ 1,156,950	\$ 1,177,145	\$ 1,197,695	\$ 1,218,608	\$ 1,239,889	\$ 1,261,546	1.75%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

Adopted 2017	Final w/ Transfers 2017 as of 12/31/17	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
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Board of Health

Salaries & Wages
Other Expenses
Dog Regulation
Social Services - S.A.G.E.
Prevention of Drug & Alcohol Abuse
Subtotal

\$ 235,000	\$ 233,000	\$ 242,400	\$ 246,642	\$ 250,958	\$ 255,350	\$ 259,819	\$ 264,365	1.75%
85,600	87,600	121,400	123,828	126,305	128,831	131,407	134,035	2.00%
10,000	10,000	40,000	40,800	41,616	42,448	43,297	44,163	2.00%
35,105	35,105	35,600	36,312	37,038	37,779	38,535	39,305	2.00%
7,890	7,890	7,890	8,048	8,209	8,373	8,540	8,711	2.00%
\$ 373,595	\$ 373,595	\$ 447,290	\$ 455,630	\$ 464,126	\$ 472,781	\$ 481,598	\$ 490,581	1.86%

Municipal Court

Salaries & Wages
Other Expenses
Subtotal

\$ 307,000	\$ 307,000	\$ 56,300	\$ 57,285	\$ 58,288	\$ 59,308	\$ 60,346	\$ 61,402	1.75%
19,800	19,800	268,655	274,028	279,509	285,099	290,801	296,617	2.00%
\$ 326,800	\$ 326,800	\$ 324,955	\$ 331,313	\$ 337,796	\$ 344,407	\$ 351,146	\$ 358,019	1.96%

Utilities

Electricity
Street Lighting
Telephone
Water
Fuel
Subtotal

\$ 372,000	\$ 372,000	\$ 345,000	\$ 351,900	\$ 358,938	\$ 366,117	\$ 373,439	\$ 380,908	2.00%
153,000	153,000	162,000	165,240	168,545	171,916	175,354	178,861	2.00%
200,000	200,000	200,000	204,000	208,080	212,242	216,486	220,816	2.00%
63,500	63,500	66,500	67,830	69,187	70,570	71,982	73,421	2.00%
373,000	373,000	361,000	368,220	375,584	383,096	390,758	398,573	2.00%
\$ 1,161,500	\$ 1,161,500	\$ 1,134,500	\$ 1,157,190	\$ 1,180,334	\$ 1,203,940	\$ 1,228,019	\$ 1,252,580	2.00%

Insurance

General Liability
Workers Compensation
Employee Group Health
Unemployment Insurance
Other Insurance
Subtotal

\$ 569,000	\$ 569,000	\$ 471,928	\$ 481,367	\$ 490,994	\$ 500,814	\$ 510,830	\$ 521,047	2.00%
525,000	525,000	561,833	573,070	584,531	596,222	608,146	620,309	2.00%
2,620,000	2,620,000	2,650,000	2,795,750	2,949,516	3,111,740	3,282,885	3,463,444	5.50%
50,000	50,000	50,000	50,500	51,005	51,515	52,030	52,551	1.00%
110,000	110,000	52,000	53,040	54,101	55,183	56,286	57,412	2.00%
\$ 3,874,000	\$ 3,874,000	\$ 3,785,761	\$ 3,953,726	\$ 4,130,147	\$ 4,315,473	\$ 4,510,178	\$ 4,714,762	4.49%

Summary Details:

Salaries & Wages
Other Expenses
Subtotal

\$ 17,485,350	\$ 17,634,950	\$ 17,485,340	\$ 17,787,201	\$ 18,094,397	\$ 18,407,021	\$ 18,725,171	\$ 19,048,945	1.73%
\$ 10,027,715	\$ 10,011,715	\$ 10,392,616	\$ 10,679,249	\$ 10,989,450	\$ 11,311,221	\$ 11,645,089	\$ 11,991,608.45	2.90%
\$ 27,513,065	\$ 27,646,665	\$ 27,877,956	\$ 28,466,450	\$ 29,083,847	\$ 29,718,242	\$ 30,370,260	\$ 31,040,554	2.17%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

Statutory Expenditures within "CAPS"	Adopted 2017	Final w/ Transfers 2017 as of 12/31/17	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
Pensions/ Social Security									
Public Employees Retirement System (PERS)	\$ 1,005,796	\$ 1,005,796	\$ 1,041,459	\$ 1,093,532	\$ 1,148,209	\$ 1,205,619	\$ 1,265,900	\$ 1,329,195	5.00%
Police Fire Retirement System (PFRS)	2,206,006	2,206,006	2,342,567	2,459,695	2,582,680	2,711,814	2,847,405	2,989,775	5.00%
Defined Contribution Retirement System (DCRP)	10,500	10,500	15,000	15,750	16,538	17,364	18,233	19,144	5.00%
Social Security	800,000	800,000	800,000	812,000	824,180	836,543	849,091	861,827	1.50%
Subtotal	\$ 4,022,302	\$ 4,022,302	\$ 4,199,026	\$ 4,380,977	\$ 4,571,606	\$ 4,771,340	\$ 4,980,628	\$ 5,199,941	4.37%
Total General Appropriations within "CAPS"	\$ 31,535,367	\$ 31,668,967	\$ 32,076,982	\$ 32,847,428	\$ 33,655,453	\$ 34,489,582	\$ 35,350,888	\$ 36,240,495	2.47%
GENERAL APPROPRIATIONS									
OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"									
<i>Maintenance of Free Public Library</i>									
Salaries & Wages	\$ 1,551,000	\$ 1,551,000	\$ 1,551,604	\$ 1,574,878	\$ 1,598,501	\$ 1,622,479	\$ 1,646,816	\$ 1,671,518	1.50%
Other Expenses	899,334	899,334	859,016	876,196	893,720	911,595	929,827	948,423	2.00%
Subtotal	\$ 2,450,334	\$ 2,450,334	\$ 2,410,620	\$ 2,451,074	\$ 2,492,221	\$ 2,534,073	\$ 2,576,642	\$ 2,619,941	1.68%
<i>Grants Appropriations - Offset by Revenues</i>									
Grants	\$ 81,958	\$ 452,905	\$ 193,812	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Subtotal	\$ 81,958	\$ 452,905	\$ 193,812	\$ 0	0.00%				
<i>Interlocal Agreements</i>									
Joint Meeting - NPSM Emergency Dispatch Center	\$ 895,400	\$ 895,400	\$ 981,640	\$ 1,001,273	\$ 1,021,298	\$ 1,041,724	\$ 1,062,559	\$ 1,083,810	2.00%
Subtotal	\$ 895,400	\$ 895,400	\$ 981,640	\$ 1,001,273	\$ 1,021,298	\$ 1,041,724	\$ 1,062,559	\$ 1,083,810	2.00%
<i>Capital Improvements</i>									
Capital Improvement Fund	\$ 300,000	\$ 300,000	\$ 210,000	\$ 214,200	\$ 218,484	\$ 222,854	\$ 227,311	\$ 231,857	2.00%
Subtotal	\$ 300,000	\$ 300,000	\$ 210,000	\$ 214,200	\$ 218,484	\$ 222,854	\$ 227,311	\$ 231,857	2.00%
<i>Municipal Debt Service</i>									
Bond Principal	\$ 2,965,000	\$ 2,965,000	\$ 2,785,000	\$ 2,055,000	\$ 2,090,000	\$ 2,140,000	\$ 1,680,000	\$ 1,710,000	-8%
Bond Anticipation Notes Principal	0	0	885,000	0	0	94,492	92,890	91,316	19%
Interest on Bonds	637,537	637,537	411,413	347,275	305,263	258,363	215,756	179,750	-15%
Interest on Bond Anticipation Notes	0	0	413,340	73,860	206,850	201,850	188,170	181,680	53%
Downtown Business Improvement Loan	33,800	33,800	0	0	0	0	0	0	0%
Subtotal	\$ 3,636,337	\$ 3,636,337	\$ 4,494,753	\$ 2,476,135	\$ 2,602,113	\$ 2,694,705	\$ 2,176,816	\$ 2,162,746	-11.23%

REVENUES & APPROPRIATIONS

5-YEAR PROJECTIONS

Adopted 2017	Final w/ Transfers 2017 as of 12/31/17	Proposed 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022	Projected 2023	Annual Average % Change
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School Debt Service

Bond Principal	\$ 3,940,000	\$ 3,940,000	\$ 4,255,000	\$ 4,340,000	\$ 4,360,000	\$ 3,105,000	\$ 1,780,000	\$ 1,770,000	-13.91%
Bond Anticipation Notes Principal	0	0	41,800	0	27,628	27,159	26,699	26,196	18.94%
Interest on Bonds	1,310,948	1,310,948	824,913	694,338	551,013	426,025	345,925	284,075	-19.17%
Interest on Bond Anticipation Notes	14,181	14,181	32,600	16,300	16,300	16,024	15,723	15,456	-11.05%
Subtotal	\$ 5,265,129	\$ 5,265,129	\$ 5,154,313	\$ 5,050,638	\$ 4,954,941	\$ 3,574,208	\$ 2,168,347	\$ 2,095,727	-14.89%

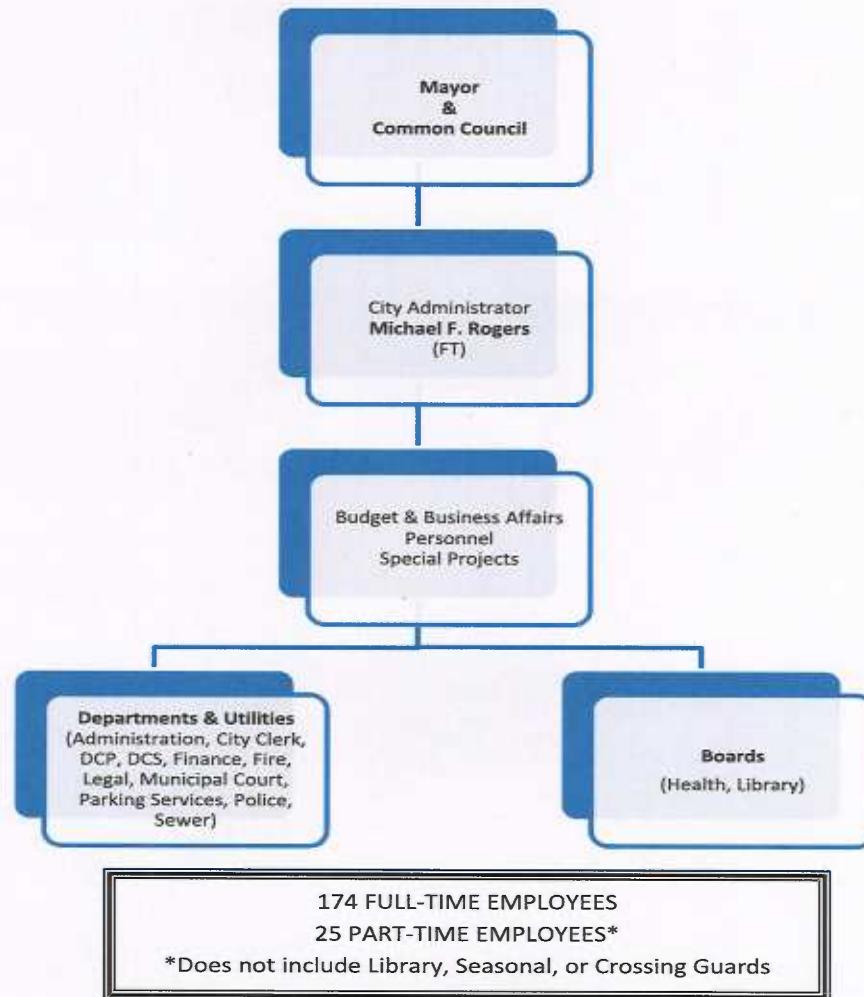
Deferred Charges & Reserves

Prospective Assessments Canceled	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Deferred Charges (Capital Expenses Unfunded)	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	0.00%
Reserve for Tax Appeals	325,000	325,000	300,000	300,000	300,000	300,000	300,000	300,000	0.00%
Reserve for Salary Adjustments	200,000	66,400	90,000	90,000	90,000	90,000	90,000	90,000	0.00%
Subtotal	\$ 625,000	\$ 491,400	\$ 465,000	0.00%					
Total General Appropriations excluded from "CAPS" Subtotal	\$ 13,254,158	\$ 13,491,505	\$ 13,910,138	\$ 11,658,320	\$ 11,754,057	\$ 10,532,564	\$ 8,676,675	\$ 8,659,081	-8.72%
<i>Reserve for Uncollected Taxes</i>	\$ 5,217,372	\$ 5,217,372	\$ 5,386,796	\$ 5,494,532	\$ 5,604,423	\$ 5,716,511	\$ 5,830,841	\$ 5,947,458	2.00%
TOTAL GENERAL APPROPRIATIONS	\$ 50,006,897	\$ 50,377,844	\$ 51,373,916	\$ 50,000,279	\$ 51,013,932	\$ 50,738,657	\$ 49,858,405	\$ 50,847,034	-0.19%

ORGANIZATIONAL STRUCTURE

CITY ORGANIZATIONAL STRUCTURE

CITY OF SUMMIT



ADMINISTRATION

Office of the City Administrator

Michael F. Rogers, City Administrator



WHAT WE DO

The Office of the Administrator is responsible for the overall management of the municipal workforce and the development and oversight of the operating and capital budgets, personnel administration, communications and public information, as well as the development and management of special projects.

The City Administrator is appointed by the Mayor and Common Council to implement the policies established by the governing body.

Administration supports all municipal staff by providing the needed technology with which to perform their jobs in an efficient manner.

OUR MISSION

The mission of the City of Summit is to deliver municipal services that meet the vital health, safety and general welfare needs of citizens, and sustain and improve quality of life for all.

We strive to create mutual trust and understanding between the municipality and the community, and apply good and transparent corporate governance to promote continued community prosperity.

We will employ a motivated and representative municipal workforce that is empowered to render optimal services to the community.

As city administration works to achieve this mission, we will demonstrate fiscal discipline, continuous improvement, first-rate customer service, and straight-forward communications.

2017 ACCOMPLISHMENTS

Considerable progress has been made toward helping city agencies and departments to fulfill workforce needs, and more effectively manage/operate resources.

- Negotiated a community support service agreement with Atlantic Health Systems (Overlook Medical Center) that will provide the city \$5.56 million over seven years, \$795,400/year.
- Developed a plan and commenced implementation process to develop a centralized approach to human resources management.
- Assistant to the City Administrator completed a human resource management training program and obtained certification, including a course on behavioral competencies, risk management, talent acquisition, ethical practice, conflict resolution, staff development, performance appraisals and compliance issues.

- Held city organization staff development training that focused on customer service improvements.
- Identified and selected a human resources software solution (Primepoint) that offers applicant tracking, payroll and benefits administration, time and attendance tracking and performance management functionality.
- Negotiated a collective negotiations agreement with the Teamsters Local 469 that achieved a three-year average net cost under two percent (2%).
- Working with Parking Services Agency manager, oversaw two years of ridesharing solution to help alleviate parking congestion. Partnered with Uber Technologies for first year to provide customized technology software. Service enabled resident long-term commuters to connect with a registered group of drivers to share rides using mobile communication technology.
- In 2017, after one year in partnership with Uber Technologies, city administration conducted a second request for proposal as part of the competitive contracting process. Ultimately, Lyft Inc. was awarded a one-year contract for its dynamic technology to allow for up to 200 Summit resident commuters to participate in the ridesharing program.
- Bestowed the 2017 Innovation in Governance award from the NJ League of Municipalities, NJ Department of Community Affairs, and Municipal Management Association of New Jersey for this technology-focused approach to a public-private partnership ridesharing program.

2018 PERFORMANCE GOALS

Goal 1 *Continue to initiate centralized human resources management plan.*

- City administration staff is tasked with implementing a software-focused human resources program to better develop HR functionality citywide.
- Increase staff development and focus on customer service improvements.

Goal 2 *Continue to provide employees with technology applications to enhance efficiency and communications, which will enable them to perform their jobs effectively, productively and with an increased level of satisfaction.*

- Develop a city intranet for use in communications, employee relations and human resource functions.
- Provide employee training to maximize existing technology investment.

Goal 3 *Develop more proficient technology management.*

- Assess technology profile and risk maturity.
- Train and test employees to ensure a high level of security.

Goal 4 *Successfully negotiate labor contracts with FMBA Local 54 and PBA Local 55.*

Goal 5 *Oversee Broad Street west redevelopment planning process and ensure timelines are met.*

- Establish a community-focused process where citizens are given an opportunity to provide feedback and share ideas for the designated area in need of redevelopment.
- Conduct significant outreach to members of the residential and business community.
- Provide access to and promotion of in-person workshop meetings and an online channel for input during formative stages of the research process.

Goal 6 *Ensure that recommendations from the Master Plan re-examination are accessed during decision-making across all departments and integrated into existing project work.*

- Work closely with representatives from the city Planning and Zoning boards, as well as developers to put forward objectives developed during the Master Plan process.

Goal 7 *Work with the Common Council and relevant city commissions/advisory committees, to create a strategic approach to develop a smart city planning framework to improve citizen quality of life and safety, facilitate economic growth, and advance environmental and fiscal resilience.*

- Identify issues and opportunities with key internal constituents to put forward a vision that best serves the interests of the community.

Goal 8 *Initiate an assessment of current fiber network in central retail business district and develop a strategic plan and procurement process for conduit use.*

Goal 9 *Maximize the efficacy of the Joint Insurance Fund liability and worker's compensation management, providing training to improve service and minimize claims.*

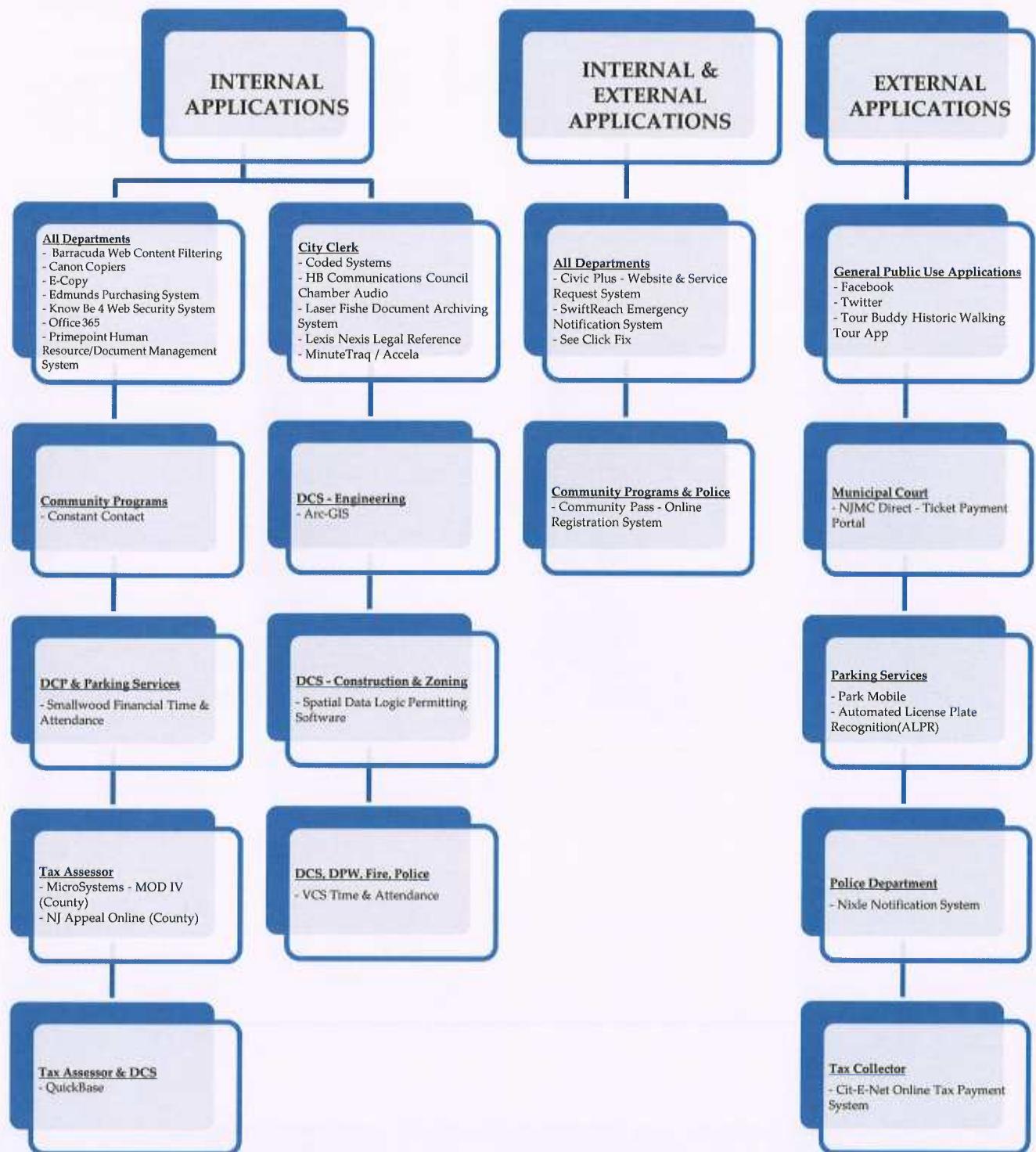
- Work closely with the Risk Manager and the Assistant to the City Administrator, who is the city's JIF representative, to make city processes more efficient and effective.

Goal 10 *Upgrade City Hall telephone system to a platform that will inter-connect all City departments and sites.*

- Identify, acquire and implement a new City-wide VoIP telephone system.

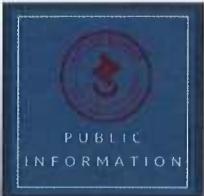
CITY TECHNOLOGY SNAPSHOT

The city organization uses various software platforms and systems to provide employees with technological tools to increase service delivery effectiveness and external accessibility and efficiency with the public. Below provides a visual chart of the technology systems used in our city operations.



Communications Office

Amy Cairns, Chief Communications Officer



2017 Accomplishments

Clearly and consistently convey general and emergency information about City projects, events, initiatives, and incidents.

• • •

Develop messaging and vehicles for communications.

- 147 news releases in 2017.
- 198,765 citizens visited cityofsummit.org in 2017; 16,564 (average) website sessions monthly.
- 31,344 page views monthly, 2,428 monthly
- 3,868 Facebook likes; weekly reached 20,000+ sometimes as high as 30,000+; some videos receive 4K+ views.
- 1,752 twitter City of Summit followers, consistent retweets; manage Parking Services twitter account.
- You Tube Channel with 53 videos has a total of 7,736 views
- 4,882 Civic Send subscribers for targeted website content by category.
- 150+ key stakeholder contacts in email distribution channels includes civic groups, non-profits, businesses and other organizations.
- 6,000+ registered Swift Reach users for distribution of emergency information.

Recipient of the Best Web/Social Media (Class C Municipality) in Municipal Public Information Contest sponsored by Rutgers for Government Services, New Jersey Municipal Management Association and the New Jersey League of Municipalities.

Relay timely information on projects and other events through enhanced outreach efforts.

- Met with individual department heads weekly, and members of the governing body and Board of Education as needed.
- Attended pre-construction meetings, participated in community organization initiatives.
- Maintain relationships with leadership and communications staff from business and community organizations and non-profit groups.
- Developed increased opportunities for Mayor and Common Council to share information on city initiatives and outreach.

"Striving for new and enhanced forms of citizen engagement"

The Communications Office supports the City Administrator, Mayor, and members of Common Council in cultivating, building, and nurturing strategic relationships and alliances that are essential for advancing and successfully achieving established City goals.

Ensure implementation of programs and publicity of priority messages and activities.

Monitors and analyzes current events, public opinion and press, identifies issues and trends, and advises management on appropriate action and responses.

Provide ongoing strategy, recommendations and support.

• • •

2018 Performance Goals

Goal 1 *Introduce new initiatives for the benefit of staff and citizenry.*

- Expand outreach to emphasize communications connections and push content.
- Develop video content for use on website and social media.

Goal 2 *Further develop website to improve content offerings.*

- Integrate video from internal and external sources.
- Establish intranet and an internal portal for communications and human resources use.

Goal 3 *Continue to establish dialogue with other department heads and division managers to assess and understand current and future objectives, and support department/divisional leaders with all aspects of communication plans and service goals.*

- Make recommendations for website updates and enhancements.
- Develop opportunities for video and print media to deliver key messaging.

Goal 4 *Increase interaction with Mayor and Common Council to better convey ongoing work and issues being handled by governing body.*

- Inform council on communications protocols and function of communications office.
- Initiate periodic meetings with Common Council President to facilitate delivery of key messages.
- Enhance website to include Common Council bios and information on key priorities/initiatives.

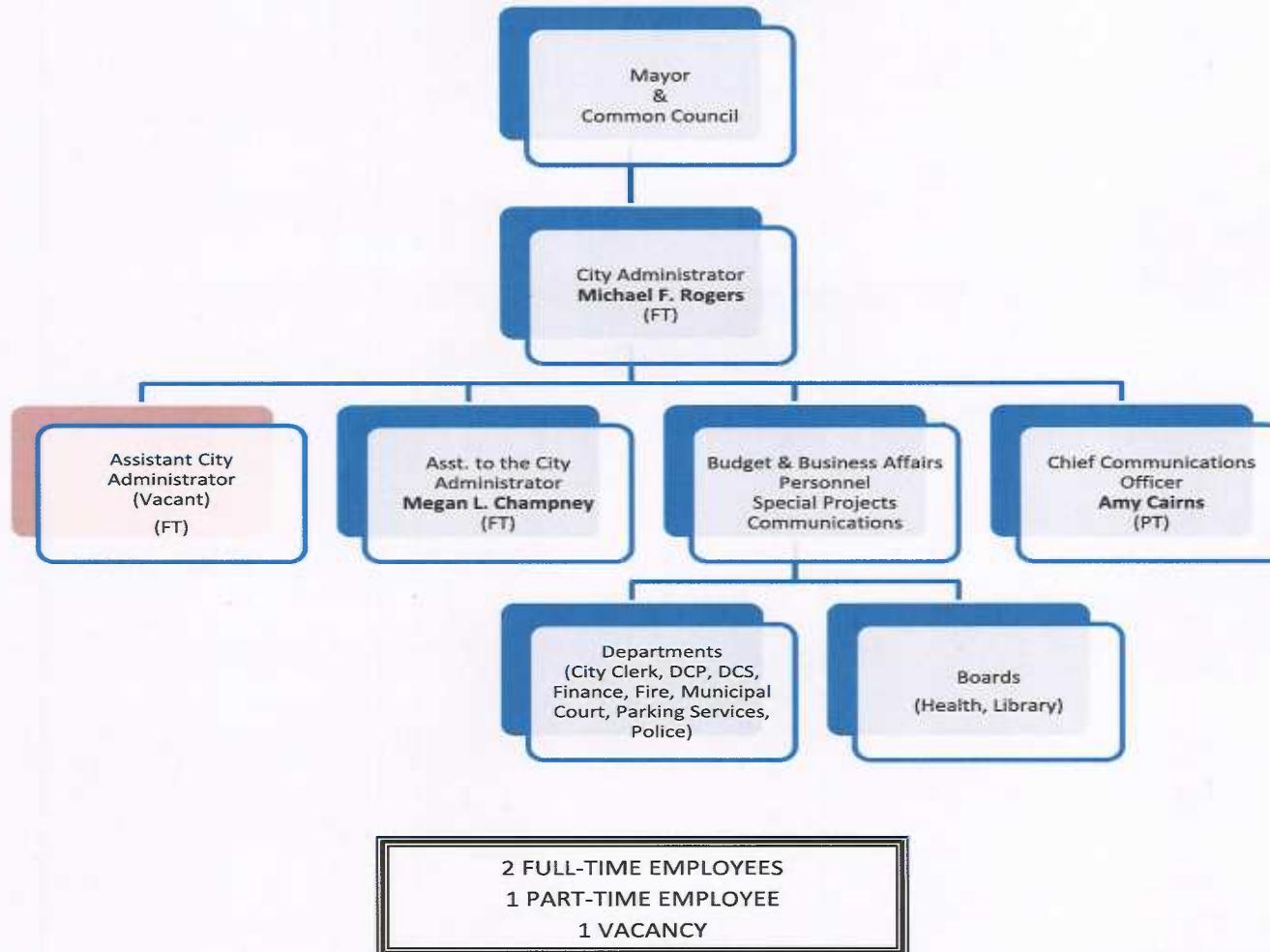
Goal 5 *Represent the city and its interests at various professional, industry, and community associations to further enhance positive relationships and partnerships.*

- Establish county-wide group of communications professionals as a resource for sharing of information and professional development.
- Communicate through email updates on city services and initiatives to key community contacts.

Goal 6 *Ongoing development of communications department staff.*

- Identify workshops and/or onsite development opportunities for Public Information Associate.
- Chief Communications Officer will identify an opportunity for further development either by attending a conference or by taking a class.

OFFICE OF THE CITY ADMINISTRATOR



		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 266,300 *	\$ 266,750	\$ (450)	\$ 264,100	\$ 264,100	\$ (2,200)	-0.83%
102	Part-Time	82,600	81,892	708	80,700	80,700	(1,900)	-2.30%
103	Temporary Part-Time	8,000	8,000	0	20,000	20,000	12,000	150.00%
Total Salary & Wages		\$ 356,900	\$ 356,643	\$ 257	\$ 364,800	\$ 364,800	\$ 7,900	2.21%
* \$5,800.00 transferred in from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 7,000	\$ 7,188	\$ (188)	\$ 7,000	\$ 7,000	\$ 0	0.00%
301	Printing	7,000	5,285	1,715	7,000	7,000	0	0.00%
309	Miscellaneous Services	1,500	1,250	250	1,500	1,500	0	0.00%
500	Contract Services	42,000	42,000	0	42,000	42,000	0	0.00%
804	Training & Seminars	7,500 *	772	6,728	10,000	10,000	2,500	33.33%
806	Memberships	3,000	2,886	114	3,000	3,000	0	0.00%
807	Subscriptions	300	396	(96)	500	500	200	66.67%
809	Conference & Meetings	4,500	4,475	25	4,500	4,500	0	0.00%
999	Miscellaneous	0	321	(321)	0	0	0	0.00%
Total Other Expenses		\$ 72,800	\$ 64,572	\$ 8,228	\$ 75,500	\$ 75,500	\$ 2,700	3.71%
Department Total								
		\$ 429,700	\$ 421,215	\$ 8,485	\$ 440,300	\$ 440,300	\$ 10,600	2.47%

* \$2,000.00 transferred to Community Programs Other Expenses

100-000 ADMINISTRATION & EXECUTIVE

LINE-ITEM BUDGET

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
100-001								
200	<u>Employee Assistance Program</u>	\$ 5,600	\$ 5,600	\$ 0	\$ 5,600	\$ 5,600	\$ 0	0.00%
100-002	<u>Postage - Other Expenses</u>							
201	Postage	\$ 35,000	\$ 20,426	\$ 14,574	\$ 35,000	\$ 35,000	\$ 0	0.00%
202	Postage Meter	17,400	16,177	1,223	17,400	17,400	0	0.00%
203	Postage Machine	4,800	4,424	376	4,800	4,800	0	0.00%
	Total Other Expenses	\$ 57,200	\$ 41,028	\$ 16,172	\$ 57,200	\$ 57,200	\$ 0	0.00%
100-003								
200	<u>Physical Exams - Municipal Employees</u>	\$ 30,000	\$ 9,877	\$ 20,123	\$ 10,000	\$ 10,000	\$ (20,000)	-66.67%
100-004								
	<u>Technology - Other Expenses</u>							
200	Other Expenses	\$ 500	\$ 0	\$ 500	\$ 0	\$ 0	\$ 500	100.00%
210	Operation Support (Shared Svcs Agreement)	90,000	90,000	0	92,000	92,000	(2,000)	-2.22%
230	Equipment & Hardware	20,000	9,184	10,816	15,000	15,000	5,000	25.00%
240	Supplies & Materials	6,000	439	5,561	2,500	2,500	3,500	58.33%
250	Tech & Software Licenses	110,000	85,161	24,839	110,000	110,000	0	0.00%
500	Contract Services	1,800	1,800	-	15,000	15,000	13,200	733.33%
804	Training & Seminars	5,000	0	5,000	5,000	5,000	0	0.00%
	Total Other Expenses	\$ 233,300	\$ 186,584	\$ 46,716	\$ 239,500	\$ 239,500	\$ 6,200	2.66%
100-005								
200	<u>HomeTowne TV Service Agreement</u>	\$ 86,700	\$ 86,623	\$ 77	\$ 86,750	\$ 86,750	\$ 50	0.06%
30-420-000								
210	<u>Employee Appreciation Events</u>	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	100.00%
	Overall Admin. & Exec. Total	\$ 842,500	\$ 750,927	\$ 91,573	\$ 844,350	\$ 844,350	\$ 1,850	0.22%

100-000 ADMINISTRATION & EXECUTIVE

EMPLOYEE SALARY & WAGES

Status	Title	2017 Base + Longevity	2018				2018 Total
			Base	Grade	Step	Longevity	
Cairns, Amy	Part-Time	Chief Communications Officer \$ 70,600	\$ 80,663	13	18	\$ 0	\$ 80,663
Champney, Megan	Full-Time	Assistant to the City Administrator 82,465	82,465	11	19	0	82,465
Rogers, Michael	Full-Time	City Administrator 181,570	181,570	21	19	0	181,570
<i>Salaries & Wages Total</i>		\$ 334,635	\$ 344,698			\$ 0	\$ 344,698

CITY CLERK

OFFICE OF THE CITY CLERK

Rosemary Licatese, City Clerk



WHAT WE DO

The City Clerk serves as the secretary to the municipal corporation and the governing body. The office administers local elections and provides a number of administrative and community relations services.

As secretary to the governing body, the City Clerk coordinates and attends all meetings of the Common Council, prepares the agendas, minutes, a majority of the ordinances and resolutions, and maintains official city files and records. The office is the keeper of the official city seal.

The City Clerk receives, distributes and assigns all correspondence on behalf of the Mayor and Common Council.

The Office of the City Clerk processes and issues licenses and permits including, but not limited to, restaurants, raffles, liquor, taxi/limo, peddlers, etc.

The City Clerk also acts as general liaison to all city volunteer boards.

OUR FOCUS

The City Clerk's Office is diverse in its responsibilities from preparing and processing ordinances and resolutions of the governing body, coordinating regular and special meetings for council, processing and issuing permits and licensing, complying with state mandates, to overseeing local elections. It is the "hub" of city government, working with all city departments in the day-to-day operation of the city.

OUR SERVICES & GOALS

SERVICE 1 Assist City Departments with Operational Needs

Goal 1A Assist departments in obtaining the necessary permissions, authorizations and approvals needed for purchasing, contracting and regulatory purposes through ordinances and resolutions.

Goal 1B Ensure timely response to requests for information and provide prompt and efficient retrieval of archived records.

SERVICE 2 Provide Exemplary Customer Service

Goal 2A Provide efficient and timely assistance to applicants in the processing of licenses and permits issued by the City Clerk's Office. Continue to provide courteous and efficient service to customers. For many, the Office of the City Clerk is the first point of contact and many times the first experience a visitor or caller has with the city.

SERVICE 3 Reduce Paper

Goal 3A Use technology wherever it provides an equal or more efficient way of relaying or providing information in lieu of paper for items such as agenda packets, application forms, internal and external correspondence, licenses and permits.

Goal 3B Implement software to process license and permit applications, as well as accept transactions through the city website for application fees.

SERVICE 4 Records Management/Access to Public Records

Goal 4A Assist city departments in the management of its active and archived records.

Goal 4B Streamline OPRA request process to create centralized database for all requests received by all city departments (excluding Police and Court requests).

SERVICE 5 Council Chamber WCR Equipment Upgrade

Goal 5A Explore the need to create one integrated audio/visual system in the Council Chamber and feasibility of improving presentation capability in the Whitman Community Room.

Performance Goals Review

SERVICE 1 Assist City Departments with Operational Needs

Goal 1A *Assist departments in obtaining the necessary permissions, authorizations and approvals needed for purchasing, contracting and regulatory purposes through ordinances and resolutions.*

Goal 1B *Ensure timely response to requests for information and provide efficiency in retrieval of archived records.*

While the number of ordinances and resolutions varies from year to year, in 2017, the City Clerk's Office processed 519 resolutions, 28 regulatory ordinances, four (4) bond ordinances, approximately 128 contracts and 23 bids. A majority of these items require significant follow-up by City Clerk staff, such as placement of legal advertisements, processing of contracts, reviewing bid documents, conducting research of state regulations, resolution and ordinance creation and follow-up with municipal, county and state agencies.

In 2018, the Clerk's Office will continue to work with all departments in the processing of its requests for regulation through resolutions and ordinances. With the designation of a full-time Qualified Purchasing Agent, all bid-related processes and documents will follow the QPA into the Finance Department in January 2018.

SERVICE 2 Customer Service

Goal 2A *Provide efficient and timely assistance and response to the public, including support for applicants who need to obtain licenses or permits issued by the City Clerk's Office.*

In 2017 the City Clerk's Office processed 32 property use applications for 44 events held on city property; 289 licenses, consisting of restaurant/food establishments licenses; sidewalk café permits, peddler's licenses, taxi and limousine driver licenses; taxi & limo vehicle licenses, raffles and liquor licenses, etc. All applicants are treated with respect and cooperation. Understanding that many of these licenses are their livelihood, the City Clerk staff goes to great lengths to process such applications as efficiently as possible, which many times requires multiple follow-ups with the applicant and/or city departments.

In 2018, the City Clerk's Office will continue to explore ways to streamline processes and provide exemplary service to the public.

SERVICE 3 Reduce Paper

Goal 3A *Use technology wherever it provides an equal or more efficient way of relaying or providing information in lieu of paper, such as agenda packets, application forms, internal and external correspondence, licenses and permits.*

Goal 3B *Implement software to accept transactions through the city website for license and permit fee applications.*

Before the introduction of technology, the City Clerk's Office produced approximately 27-30 paper agenda packets for each council meeting. These packets used several different colors of paper and were provided to each member of the governing body, department heads, the press; copies were also made available for public inspection at city hall and at the public library. Due to staff reduction in 1998, the City Clerk's Office sought to maintain its high level service delivery to meet governing body, city staff and public expectations with less manpower. One option was to reduce the number of paper agenda packets being produced. In 2017, the total number of packets was reduced to 11. In 2018 the total number will be further reduced to just three packets (file copy and two public copies). In lieu of paper packets, the full public packet is available to all on the city website. While posting the full agenda in pdf format has been a practice for at least 10 years, the commitment to providing a paperless packet to the aforementioned groups is now realized in 2018.

By installing touch screen technology (iPads or tablets) at city hall and at the library for use by the public to view pdf formatted agenda packets, the total number of packets could be reduced by another two. Not only does this reduction significantly reduce the amount of paper being consumed, it also allows more time for staff to attend to other duties, thereby increasing employee production in areas such as archive scanning, customer service and other similar duties.

In 2017 the City Clerk's Office also did its part in significantly reducing paper consumption by sharing/forwarding documents to elected officials and department staff by emailing scanned images, rather than providing paper copies.

The Clerk's Office will continue the above procedures in 2018.

SERVICE 4 Records Management/Access to Public Records

Goal 4A *Assist city departments in best practices for the management of active and archived records.*

Goal 4B *Streamline OPRA request process to create centralized database for all requests received by all city departments (excluding Police and Court requests).*

Records Management - As the Custodian of Records, the City Clerk manages both active and archived records. The Clerk is responsible for maintaining public records and knowing when to purge records as well as the procedure for obtaining necessary permission from the State of New Jersey once certain records have reached their mandatory retention period.

One way that the City Clerk's Office continually strives to optimize on its limited physical storage space is by staying on top of the regular purging of records. The Clerk's Office routinely scans all permanent council-related records such as agendas, minutes, resolutions and ordinances into a digital database imaging system, which has been certified by the State of New Jersey since 1999.

In 2017, the Clerk's Office met with the city-established Records Management Committee, a group that is comprised of representatives from each city department. During that year, the City Clerk's Office assisted city departments in processing records disposal requests. The Clerk's Office arranged for a state records management representative to provide on-site training of city hall staff regarding the processing of records disposal requests through the state ARTEMIS system. The Clerk's Office also provided one-on-one training for those who requested it.

In 2018, the Clerk's office will continue to meet with the city departments to discuss and implement best practices for proper records management, which is a critical part of efficient storage and successful retrieval of records, especially important when responding to OPRA requests.

Access to Public Records OPRA Requests - In 2017 the City Clerk's Office received and processed approximately 278 OPRA requests. In 2018, the number of requests processed by the City Clerk's Office is expected to decrease with public accessibility to the city's new construction permit software system recently launched in the Department of Community Services.

In 2018, the City Clerk's Office will take steps, in cooperation with DCS and the city's Communications Office to raise public awareness of this new system to further encourage the public to access public records online, reducing the number of OPRA requests process by city staff.

Archiving – Since 1999 the City Clerk's Office has been archiving permanent documents, such as resolutions, ordinances, agendas, minutes, etc. into its state-certified imaging system. In 2018, the goal of the City Clerk's Office is to continue scanning archived documents into the imaging system as well as work with other city departments to implement a scanning procedure similar to the Clerk's Office. Archiving has played an integral part in the retrieval of records in response to OPRA requests.

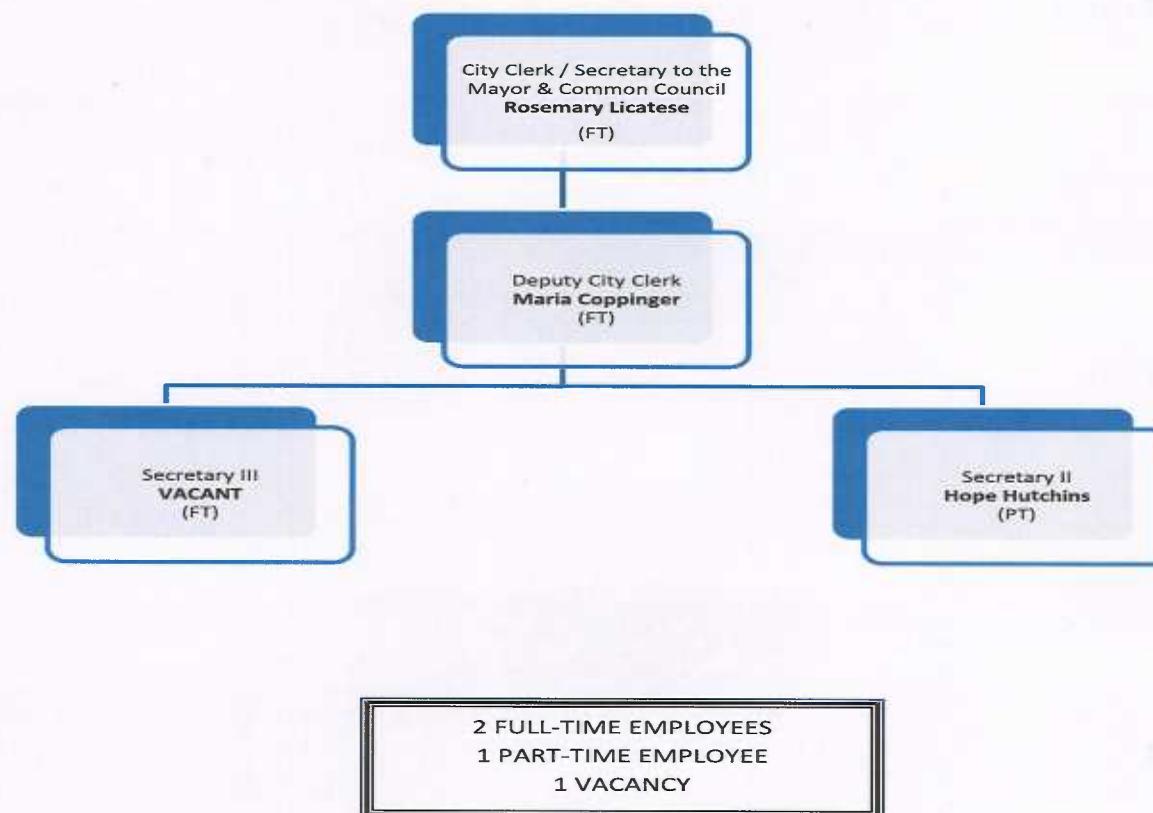
SERVICE 5 Council Chamber & WCR Presentation Equipment

Goal 5A *Explore need to either upgrade broadcasting equipment in Council Chamber or acquire new equipment to enhance presentation capability in the Whitman Community Room.*

In early 2017, the Clerk's Office initiated and managed a project to replace existing presentation equipment in the Council Chamber. Previous equipment consisted of an overhead projector and laptop, with images projected onto one of the walls in the room. In the first quarter of 2017, the City Clerk's Office purchased and supervised the installation of four flat screen TVs in the Council Chamber. The upgrade of presentation equipment, along with the addition of a second lectern has improved overall presentation capability and quality of the presentations by maximizing viewing ability from different angles -- the dais, the chamber seating and television audience.

In 2018 the Clerk's Office plans to explore ways to integrate all audio/visual equipment in the Council Chamber to provide one combined state-of-the-art-system. The Clerk's Office will also explore a similar system for the Whitman Community Room.

OFFICE OF THE CITY CLERK



		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 247,000	\$ 242,492	\$ 4,508	\$ 182,000	\$ 182,000	\$ (65,000)	-26.32%
102	Part-Time	32,000	31,066	934	33,000	33,000	1,000	3.13%
114-115	Election Expenses	5,000	3,850	1,150	5,000	5,000	0	0.00%
	Total Salary & Wages	\$ 284,000	\$ 277,409	\$ 6,591	\$ 220,000	\$ 220,000	\$ (64,000)	-22.54%
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 25,000	\$ 13,711	\$ 11,289	\$ 19,000	\$ 19,000	\$ (6,000)	-24.00%
202	Mayor Expenses	1,000	331	669	1,000	1,000	0	0.00%
209	Miscellaneous Services	3,500	549	2,951	3,500	3,500	0	0.00%
210	Advertising	9,000	4,390	4,610	9,000	9,000	0	0.00%
212	Dues	1,900	1,935	(35)	2,000	2,000	100	5.26%
213	Miscellaneous Boards	1,000	0	1,000	1,000	1,000	0	0.00%
214	Election Expense	21,000	17,505	3,495	21,500	21,500	500	2.38%
403	Equipment Service	10,000	7,102	2,898	13,500	13,500	3,500	35.00%
429	Lease Equipment	8,200	8,184	16	7,300	7,300	(900)	-10.98%
500	Contract Service	21,000	18,996	2,004	32,000	32,000	11,000	52.38%
700	Equipment	3,000	851	2,149	3,000	3,000	0	0.00%
808	Travel/Personal Expenses	500	320	180	500	500	0	0.00%
809	Conference & Meetings	10,000	4,466	5,534	7,500	7,500	(2,500)	-25.00%
810	Temporary Staffing	7,500	6,149	1,351	30,000	30,000	22,500	66.67%
811	Conference & Meetings Elected Officials	0	0	0	1,000	1,000	1,000	100.00%
	Total Other Expenses	\$ 122,600	\$ 84,488	\$ 38,112	\$ 151,800	\$ 151,800	\$ 29,200	23.82%
	Department Total	\$ 406,600	\$ 361,897	\$ 44,703	\$ 371,800	\$ 371,800	\$ (34,800)	-8.56%
120-001								
200	<u>Codification of Ordinances</u>	\$ 10,000	\$ 8,540	\$ 1,460	\$ 10,000	\$ 10,000	\$ 0	0.00%
	Overall City Clerk Total	\$ 416,600	\$ 370,437	\$ 46,163	\$ 381,800	\$ 381,800	\$ (34,800)	-8.35%

Status	Title	Base + Longevity	2017			2018			2018	
			Base	Grade	Step	Longevity			Total	
Coppinger, Maria	Full-Time	Deputy City Clerk	\$ 60,211	\$ 60,675	9	10	\$ 0	\$ 60,675		
Hutchins, Hope	Part-Time	Secretary II	31,818	32,691	5	19	0	32,691		
Licatese, Rosalia	Full-Time	City Clerk/Sec. to Mayor & Council	117,962	109,793	17	10	10,979	120,772		
Caputo, Michelle (Transferred to Finance Dept./Purchasing)			70,516	0			0	0		
			—————	—————			—————	—————		
<i>Salaries & Wages Total</i>		<i>\$ 280,507</i>	<i>\$ 203,159</i>			<i>\$ 10,979</i>		<i>\$ 214,138</i>		

LEGAL SERVICES

LEGAL SERVICES

Prosecutor
Michael Mitzner

(PT)

1 PART-TIME EMPLOYEE

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Payroll	\$ 35,250 *	\$ 35,161	\$ 89	\$ 35,200	\$ 35,200	\$ (50)	-0.14%
	Total Salary & Wages	\$ 35,250	\$ 35,161	\$ 89	\$ 35,200	\$ 35,200	\$ (50)	-0.14%
* \$600.00 transferred in from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
500	Contract Services	\$ 210,000	\$ 208,595	\$ 1,405	\$ 210,000	\$ 210,000	\$ 0	0.00%
509	Miscellaneous Services	10,000	2,280	7,720	10,000	10,000	0	0.00%
	Total Other Expenses	\$ 220,000	\$ 210,875	\$ 9,125	\$ 220,000	\$ 220,000	\$ 0	0.00%
	Department Total	\$ 255,250	\$ 246,036	\$ 9,214	\$ 255,200	\$ 255,200	\$ (50)	-0.02%
43-495-000								
101	<u>Public Defender</u>	\$ 8,500	\$ 8,489	\$ 11	\$ 8,500	\$ 8,500	\$ 0	0.00%
	Overall Legal Services Total	\$ 263,750	\$ 254,525	\$ 9,225	\$ 263,700	\$ 263,700	\$ (50)	-0.02%

	Status	Title	2017		2018			2018	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Mitzner, Michael	Part-Time	Prosecutor	\$ 35,161		\$ 35,161			\$ 0	\$ 35,161
			<hr/>		<hr/>			<hr/>	<hr/>
		<i>Salaries & Wages Total</i>	\$ 35,161		\$ 35,161			\$ 0	\$ 35,161
			<hr/>		<hr/>			<hr/>	<hr/>

FINANCE

FINANCE DEPARTMENT

Margaret V. Gerba, City Treasurer/CFO



WHAT WE DO

The Finance Department consists of four offices:

The Office of the Tax Collector is responsible for the collection of city tax levies. In 2017 the total tax levy was over \$135 million, with an additional sewer utility levy of over \$3 million. The office consistently maintains a collection rate of over 99%.

The Office of the Tax Assessor maintains the property assessment records and is responsible for the fair valuation of all properties within the city. The assessor also handles appeals to property assessed values, interacting with property owners and county and state tax courts as needed.

The Office of the Purchasing Agent ensures that the city's purchasing functions are in compliance with current procurement laws and assists staff and vendors with purchasing related issues.

The Office of the City Treasurer maintains the financial records for the city. It manages cash flow, issues payroll, reconciles all bank accounts, records deposits and pays bills. Interfacing with all other city departments, it assists and supports staff operations on a daily basis.

OUR FOCUS

The Finance Department administers city tax and revenue laws fairly, transparently and efficiently to instill public confidence and encourage compliance while providing exceptional customer service.

All three areas of this department strive to consistently provide information, assistance and support to our residents, the general public and all city employees.

OUR SERVICES & GOALS

Provide Excellent Service

All three areas of this department strive to consistently provide information, assistance and support to our residents, the general public and all city employees.

Fiscal Responsibility

Provide stable municipal tax rate and secure existing AAA rating. Examine bank accounts on a daily basis to ensure adequate balances are maintained. Reconcile accounts monthly verifying department deposit reports and accounting for all payments issued. Prepare and file all fiscal reports as required by statute. Improve internal control system. Strive to improve customer payment options.

Financial Management

Maintain financial model that balances long and short-term needs. With input from bond counsel, financial managers and with advice from municipal auditors, financial plans are prepared and submitted to Common Council for approval. These plans, and any debt service associated with them, are reviewed and evaluated. The resulting decisions always take into consideration both the effect on the city's budget and the need, welfare and safety of the community.

Performance Goals Review

Office of Tax Collector

Outstanding customer service is one of its main priorities. Taxpayers are treated with patience and respect whether provided service at the counter or over the phone. The tax collector also researches tax payments for attorneys and title/tax search companies. The primary responsibility of this office is the timely billing and collection of property taxes, processing of delinquent notices as needed, daily recording and depositing of city funds, and timely filing of all statutory reports to the governing body and the State of New Jersey.

2017

- ***Tax Levy - \$135,935,196***
- ***Added & Omitted - \$1,221,042***
- ***Tax Collection Rate - 99.65%***

- Domestic sewer utility billing resulted in a levy of \$2,569,380 for Summit, and a levy of \$709,225 for New Providence.
- Special assessments billed and recorded for 37 confirmed open assessments.
- Tax sale had three parcels sold with a premium collected of \$89,600.
- Processed 12 tax court and 57 county board judgments.

Office of the Tax Assessor

In 2017, the office of the Tax Assessor processed over 1,900 permits received from the building department. The results were that 287 properties had been evaluated with 205 of them receiving an additional assessment and 82 of them without an assessment change.

In 2017, Union County Tax Appeals showed a stable increase in the number of cases filed at 113. This includes 100 regular appeals, 10 added appeals and three cross appeals. Impressively, only 14 cases chose to continue to State Tax Court with only seven new cases. The remaining seven cases are pending from previous years.

On the State Tax Court level, 50 cases were resolved last year encompassing 25 properties. There are currently 49 open cases with approximately eight settlements pending for early 2018. With only one open case left from tax year 2015 and a further reduction of cases being carried (60 last year), the office continues to show its effectiveness in resolving the city's property assessment appeals.

Office of the Purchasing Agent

The Purchasing Agent is responsible for overseeing the purchasing activities of the city in accordance with applicable laws and assisting staff and vendors (with navigating the complexities of public procurement laws) to identify the most efficient, cost effective purchasing solutions for the taxpayer dollar. Since appointed in 2017, by meeting with each department and maintaining open communication, the Purchasing Agent has been able to assess the needs of individual departments as well as evaluate city-wide needs on an ongoing basis. As a result, by the end of 2017, several multi-year on-call services contracts were awarded, such as plumbing, electrical, and landscaping services, providing a standard pricing system and saving city staff time and resources by accommodating the city's needs without needing to obtain quotes or conduct formal bids each time the service is needed.

By appointing a Qualified Purchasing Agent in 2017, the city was also able to raise its bid threshold to \$40,000.00. The Purchasing Agent is responsible for ensuring all purchases under this threshold are in compliance with all applicable laws, but results in a cost savings for the city by allowing purchases to proceed without delay, the need for formal action, preparation of formal specifications or requests for proposals, or paid legal advertisements.

The Purchasing Agent has also expanded the Purchasing page of the city's website to include sections for bid summaries and for notifications of award, in addition to the bid opportunities and RFPs section, making this frequently requested information more readily available to the public and eliminating the need for staff to address individual requests.

Office of the City Treasurer

The Office of the City Treasurer oversees and coordinates the financial management of the city. Its internal goal is to assist all departments as they interface with the city financial processing system. The treasurer's office also strives to provide requested information and assistance to city residents as well as the general public at large.

The annual debt statement, supplemental debt statements, annual financial statement, budget document, user-friendly budget and best practices worksheet were filed in a timely manner, and as required by the State of New Jersey.

The annual audit for the fiscal year 2016 (received in 2017) contained six recommendations. All have been addressed and resolved.

In 2017, the Treasurer's Office issued \$22,948,000 in Municipal Bond Anticipation Notes and \$1,630,000 in School Temporary Notes for a total of \$24,578,000 at 1.129%.

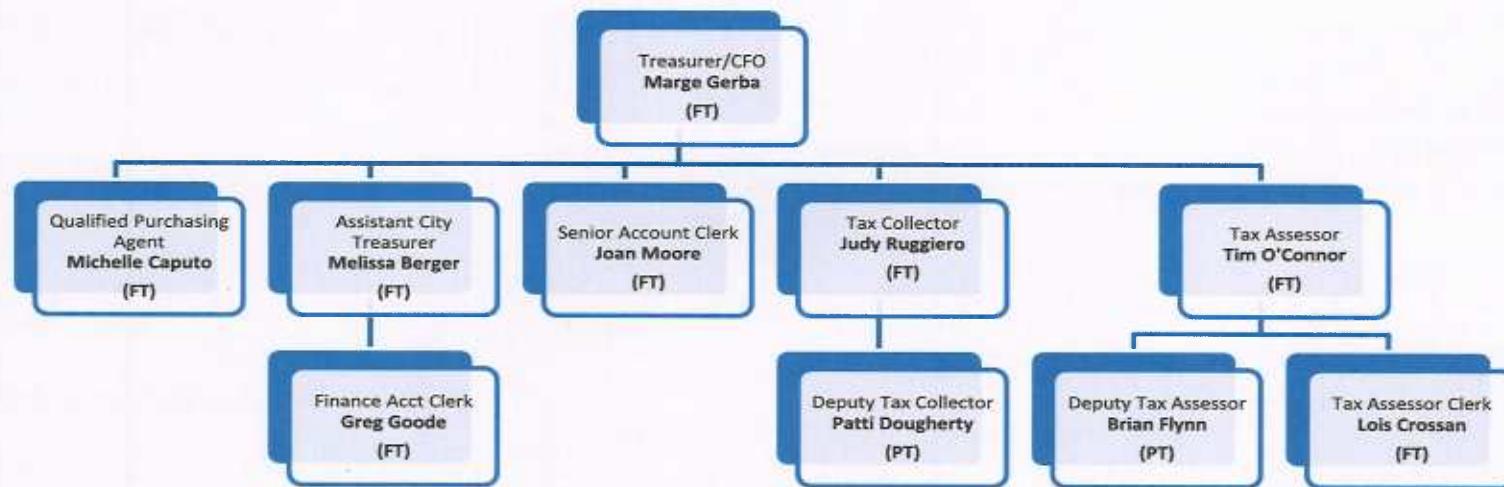
Also issued was a refunding bond in the amount of \$11,800,000 with a net interest rate of 1.739% resulting in a net present value savings to the city of \$94,856.58.

In 2018, it plans to issue general serial bonds and bond anticipation notes for municipal, school, sewer, and parking uses totaling \$30,000,000.

2018 Objectives

- Maintain a stable municipal tax rate, maintain AAA credit rating, and secure long and short term financing through general serial bonds and bond anticipation notes.
- Develop a formal processing and procedures manual for the finance department.
- Implement ACH vendor payments for selected vendors.
- Activate “positive-pay” ability for all checks issued by the city.
- Implement remote capture for all checks deposited by the city.
- Implement auto feeds from Smallwood and VCS time and attendance systems into Primepoint Payroll system.
- Integrate Primepoint Payroll System with the Edmunds Financial System to have Primepoint generate the proper data file to auto update payroll totals to the Salary & Wages budget accounts.
- Investigate the feasibility of a procurement card program.
- Revise and update the city's formal Purchasing Manual.
- Establish additional city-wide contracts for goods or services.

FINANCE DEPARTMENT



8 FULL-TIME EMPLOYEES
2 PART-TIME EMPLOYEES

130-000 FINANCIAL ADMINISTRATION

LINE-ITEM BUDGET

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 311,600 *	\$ 309,507	\$ 2,093	\$ 403,100	\$ 403,100	\$ 91,500	29.36%
102	Part-Time	1,100	0	1,100	0	0	(1,100)	-100.00%
110	Overtime	8,700 *	8,681	19	0	0	(8,700)	-100.00%
Total Salary & Wages		\$ 321,400	\$ 318,187	\$ 3,213	\$ 403,100	\$ 403,100	\$ 81,700	25.42%
* \$2,700.00 transferred into Full-Time and \$8,700.00 transferred into Overtime from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 5,000	\$ 3,258	\$ 1,742	\$ 4,500	\$ 4,500	\$ (500)	-10.00%
203	Medical Kit Supplies	1,500	0	1,500	0	0	(1,500)	-100.00%
403	Financial Software Maintenance	8,000	7,194	806	8,000	8,000	0	0.00%
450	Financial Advisor Services	12,500	11,800	700	12,500	12,500	0	0.00%
500	Fixed Assets	3,500	2,900	600	3,500	3,500	0	0.00%
501	Payroll Services (Clearing Acct)	30,000	30,000	0	20,000	20,000	(10,000)	-33.33%
502	Alarm Registration Merchant Fees	1,000	1,000	0	1,000	1,000	0	0.00%
503	Court Merchant Fees (Fees Acct)	1,200	1,200	0	1,000	1,000	(200)	-16.67%
505	Additional Financial Services	17,500	17,500	0	17,500	17,500	0	0.00%
506	Flex Account Fees	0	120	(120)	720	720	720	100.00%
808	Travel Expenses	1,000	1,074	(74)	1,500	1,500	500	50.00%
809	Conferences/Meetings/Dues/Training	6,000	9,812	(3,812)	9,000	9,000	3,000	50.00%
840	Miscellaneous	400	229	170	200	200	(200)	-49.96%
Total Other Expenses		\$ 87,600	\$ 86,087	\$ 1,512	\$ 79,420	\$ 79,420	\$ (8,180)	-9.34%
Department Total		\$ 409,000	\$ 404,274	\$ 4,725	\$ 482,520	\$ 482,520	\$ 73,520	17.98%
100-006 Municipal Purchasing								
201	Office Supplies	\$ 0	\$ 0	\$ 0	\$ 1,000	\$ 1,000	\$ 1,000	100.00%
202	Copier Paper	0	0	0	11,500	11,500	11,500	100.00%
203	Medical Supplies	0	0	0	1,000	1,000	1,000	100.00%
204	Office Water	0	0	0	2,500	2,500	2,500	100.00%
Total Other Expenses		\$ 0	\$ 0	\$ 0	\$ 16,000	\$ 16,000	\$ 16,000	100.00%
20-135-000								
200	<u>Audit Services</u>	\$ 40,000	\$ 40,000	\$ 0	\$ 42,000	\$ 42,000	\$ 2,000	5.00%
35-470-000								
10	<u>Contingent</u>	\$ 1,500	\$ 0	\$ 1,500	\$ 1,500	\$ 1,500	\$ 0	0.00%
Overall Financial Admin. Total		\$ 450,500	\$ 444,274	\$ 6,225	\$ 542,020	\$ 542,020	\$ 91,520	20.32%

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
Berger, Melissa	Full-Time Assistant City Treasurer	\$ 76,306	\$ 81,395	13	8	\$ 0		\$ 81,395	
Caputo, Michelle (from Clerk's Office)	Full-Time Qualified Purchasing Agent	0	75,013	12	7	0		75,013	
Gerba, Marge	Full-Time Chief Financial Officer/Treasurer	113,887	121,115	18	11	0		121,115	
Goode, Gregory	Full-Time Finance Account Clerk	51,520	52,748	6	10	0		52,748	
Moore, Joan	Full-Time Senior Account Clerk	72,810	67,417	8	19	5,393		72,810	
<i>Salaries & Wages Total</i>		\$ 314,523	\$ 397,688			\$ 5,393		\$ 403,081	

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 91,800	\$ 91,782	\$ 18	\$ 95,900	\$ 95,900	\$ 4,100	4.47%
102	Part-Time	57,700	56,092	1,608	62,200	62,200	4,500	7.80%
	Total Salary & Wages	\$ 149,500	\$ 147,874	\$ 1,626	\$ 158,100	\$ 158,100	\$ 8,600	5.75%
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 5,000	\$ 6,182	\$ (1,182)	\$ 5,000	\$ 5,000	\$ 0	0.00%
300	Printing Costs	3,000	2,271	729	3,000	3,000	0	0.00%
500	Collection Software Fees	3,850	3,795	55	4,250	4,250	400	10.39%
501	Credit Card Set-up Costs	1,200	1,200	0	1,200	1,200	0	0.00%
502	Collector Services	2,250	2,225	25	2,340	2,340	90	4.00%
808	Travel Expenses	500	0	500	500	500	0	0.00%
809	Conferences/Meetings & Dues	4,000	1,230	2,770	2,500	2,500	(1,500)	-37.50%
	Total Other Expenses	\$ 19,800	\$ 16,903	\$ 2,897	\$ 18,790	\$ 18,790	\$ (1,010)	-5.10%
	Division Total	\$ 169,300	\$ 164,777	\$ 4,523	\$ 176,890	\$ 176,890	\$ 7,590	4.48%

Status	Title	2017		2018			2018	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Dougherty, Patricia	Part-Time Deputy Tax Collector	\$ 56,092		\$ 62,154	12	7	\$ 0	\$ 62,154
Ruggiero, Juliet	Full-Time Tax Collector	91,782		95,891	14	14	0	95,891
	<i>Salaries & Wages Total</i>	\$ 147,874		\$ 158,045			\$ 0	\$ 158,045

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 163,300 *	\$ 163,295	\$ 5	\$ 171,500	\$ 171,500	\$ 8,200	5.02%
102	Part-Time	60,700	59,686	1,014	54,900	54,900	(5,800)	-9.56%
	Total Salary & Wages	\$ 224,000	\$ 222,981	\$ 1,019	\$ 226,400	\$ 226,400	\$ 2,400	1.07%
* \$1,600.00 transferred in from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 6,000	\$ 2,829	\$ 3,171	\$ 6,000	\$ 6,000	\$ 0	0.00%
300	Office Services Quick Base	2,400	0	2,400	2,400	2,400	0	100.00%
350	Field Inspections	5,000	0	5,000	5,000	5,000	0	0.00%
500	Contract Services Appraisers	100,000	46,837	53,163	100,000	100,000	0	0.00%
503	Contract Services Legal	185,000	185,000	0	185,000	185,000	0	0.00%
504	Tax Appeals Legal Services	40,000	40,000	0	15,000	15,000	(25,000)	-62.50%
804	Appraisal Conference	2,000	860	1,140	2,000	2,000	0	0.00%
807	Subscriptions MLS	500	403	98	500	500	0	0.00%
808	Transportation	2,000	353	1,647	2,000	2,000	0	0.00%
809	Assessor Conference	1,500	1,490	10	1,500	1,500	0	0.00%
	Total Other Expenses	\$ 344,400	\$ 277,771	\$ 66,629	\$ 319,400	\$ 319,400	\$ (25,000)	-7.26%
	Division Total	\$ 568,400	\$ 500,752	\$ 67,648	\$ 545,800	\$ 545,800	\$ (22,600)	-3.98%

Status	Title	Base + Longevity	2017			2018			2018	
			Base	Grade	Step	Longevity			Total	
Crossan, Lois	Full-Time	Tax Assessor Clerk	\$ 64,794	\$ 67,417	8	19	\$ 0	\$ 67,417		
Flynn, Bryan	Part-Time	Deputy Tax Assessor	62,154	54,857	12	10	0	54,857		
O'Connor, Timothy	Full-Time	Tax Assessor	101,678	104,061	16	11	0	104,061		
<i>Salaries & Wages Total</i>		<i>\$ 228,626</i>	<i>\$ 226,334</i>				<i>\$ 0</i>	<i>\$ 226,335</i>		

POLICE



SUMMIT POLICE DEPARTMENT

Police Chief Robert K. Weck

WHAT WE DO

The Summit Police Department (SPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment.

The personnel assigned to the department's patrol bureau and other investigative and specialized units protect life and deter crime while responding to emergency calls and impartially enforcing the law.

OUR FOCUS

The Summit Police Department serves all residents and visitors to the City of Summit by maintaining a safe environment and delivering a wide array of public services.

MISSION STATEMENT

The mission of the Summit Police Department is to maintain order, preserve and protect the lives, peace and property of the citizens of Summit, and to enforce the laws within the framework of the United States Constitution. The department and its individual members will, without favor or prejudice, work cooperatively with the public to provide a safe community and strive to enhance the quality of life for all citizens.

VALUE STATEMENT

The Summit Police Department's core values, inscribed on our seal, signify our role as leaders and role models in the Summit community, particularly in difficult times. All the members of the department, both sworn and civilian, understand that we will be measured against these ideals and are expected to rise to these standards of *integrity, personal courage, duty, loyalty, respect and honor*.

OUR SERVICES AND GOALS

SERVICE 1: Ensure courteous, professional and respectful interactions with the community.

Goal 1: Continue to enhance the strong police and community relationships.

SERVICE 2: Implement new technology that will enhance communication and efficiency between citizens and the police department.

Goal 2a: Initiate a License Plate Recognition (LPR) camera system for strategic monitoring and high-volume data gathering within our city.

Goal 2b: Initiate the Body Worn Camera System for all patrol officers.

SERVICE 3: Manage public safety programs related to traffic safety.

Goal 3: Reduce the incidence of traffic collisions, injuries and fatalities.

SERVICE 4: Manage public safety programs related to criminal activity.

Goal 4a: Reduce the incidence of crime.

Goal 4b: Respond to police emergencies and calls for service quickly and efficiently.

PERFORMANCE GOALS REVIEW

SERVICE 1

Ensure courteous, professional and respectful interactions with the community.

Goal 1

Continue to enhance the strong police and community relationships.

A centerpiece of Chief Robert Weck's vision for the Summit Police Department is the dedicated Community Policing Unit. The Community Policing Unit's specially trained officers and all members of the department are committed to fostering and furthering all community policing and community outreach functions of the Summit Police Department.

These outreach functions play a central role in the department's ongoing mission to forge a close relationship with Summit's residents and businesses. This partnership allows the department to proactively respond to the public safety needs of the city as well as develop progressive strategies for providing the highest possible quality of life for all those who live, work, and learn within the city's borders.

The Community Policing Unit strives to build strong, trusting relationships with the citizens of Summit. Through these relationships, the Community Policing Unit works closely with other divisions of the police department to address public safety concerns. Additionally, the unit enjoys a dynamic working relationship with other branches of the city government, including the Department of Community Programs, the Summit Board of Education and the Police Athletic League.

The Summit Police Department and Community Policing Unit will be looking forward to branching out into new territory with a new program that will be introduced later this spring. Members of the department will visit various locations throughout Summit to sit down with residents and business owners for a meet-and-greet with the nationally-successful program, "Coffee with a Cop." Law enforcement agencies have been hosting these popular events for quite some time. The setting of a casual environment, while enjoying a cup of coffee initiates an ice-breaker moment for many who would not necessarily take the initiative to approach an officer. Here, residents and business owners will be able to sit down, have questions answered in a relaxed atmosphere, or engage in casual conversation with the men and women of the Summit Police Department.

The community outreach functions, coupled with the important relationships fostered by the Community Policing Unit, allows the police department to serve the people of Summit through a variety of channels—furthering the department's role in making Summit a safe and enjoyable place to visit and live.

SERVICE 2

Implement new technology that will enhance communication and efficiency between citizens and the police department.

Goal 2a

Initiate a License Plate Recognition (LPR) camera system for strategic monitoring and high-volume data gathering within our city.

As the technology world continues to introduce new, exciting and innovative programs, the Summit Police Department has and will continue to look towards technology to add efficiency and assist officers in serving communities better. Some of the technology that is being researched by the department is License Plate Recognition (LPR) camera systems for strategic monitoring and high-volume data gathering within our city. This system would allow our department to proactively prevent crime and improve safety by strategically positioning LPR cameras at entries and exits, creating a virtual fence. We would receive alerts when vehicles of interest enter the City of Summit; such as stolen motor vehicles, etc.

Goal 2b

Initiate the Body Worn Camera System for all Patrol Officers.

In coming months, the Summit Police Department will be introducing important, mainstream law enforcement technology. Body worn cameras will be part of officer's standard daily equipment. Received as a capital budget item, extensive research was done into utilizing a vendor to provide equipment for the department. This initiative will help officers to better serve the community and to increase transparency into police interactions. Through the use of body cameras, the SPD will be able to capture valuable evidence for investigations and trials, and better document scenes, interviews and encounters between police and citizens.

SERVICE 3

Manage public safety programs related to traffic safety.

Goal 3

Reduce the incidence of traffic collisions, injuries and fatalities.

The City of Summit is proud to host numerous visitors throughout the year. Whether a visitor or resident is working in the city, attending a production at the Summit Play House, or enjoying a meal at one of the city's many fine dining restaurants, there is a continuous flow of travel utilizing the roadways and sidewalks throughout Summit. Given this high volume of motor vehicle and pedestrian traffic, the department has created a Traffic Unit charged with ensuring that traffic laws are enforced throughout the city to provide a safe traveling environment for all. Additionally, the Traffic Unit engages in educational campaigns, which serve to enhance motorist and pedestrian awareness of these laws. These responsibilities, combined with ensuring roadway safety, conducting traffic volume studies, and placing appropriate traffic signage throughout the city, assist the police department in its mission to deter crime and ensure public safety.

TRAFFIC ENFORCEMENT/MOTOR VEHICLE LAW

Officers assigned to the Traffic Unit are responsible for conducting traffic enforcement throughout the city. Through this dedicated unit, these officers, under the supervision of a Sergeant, target areas of the city that require enhanced enforcement. Resident reported traffic concerns, including parking problems, speed violations, pedestrian safety, and other safety concerns are addressed by the Traffic Unit to provide the safest possible traveling environment.

PEDESTRIAN SAFETY CAMPAIGNS

Summit is host to thousands of people who come to the city to enjoy the many different entertainment and social opportunities the city has to offer. In addition to sharing fun times with family and friends, Summit also hosts a vibrant corporate community, which attracts employees from throughout the Tri-State area. The high-level of interest in the city also gives rise to an increased number of pedestrians using sidewalks and street crossings to reach their destinations. The Traffic Unit recognizes it is important to protect everyone who works and visits Summit and organizes pedestrian safety campaigns throughout the year to further this goal. By conducting motor vehicle enforcement at high traffic intersections and roadways and through distribution of educational material encouraging pedestrians and motorists to "Share the Road," the Traffic Unit is able to address the important safety concern and ensure everyone in Summit enjoys their time spent in the city.

ELECTRONIC MESSAGE BOARD MANAGEMENT

The Summit Police Department employs a fleet of three electronic traffic message boards. These environmentally friendly, solar powered boards allow the department to communicate (traffic pattern changes, upcoming events, roadway safety hazards and other motorist and pedestrian targeted messages) to quickly and effectively target high volume traffic areas in order to relay important information. The Traffic Unit is responsible for managing the department's fleet of message boards, programming the boards, and deploying them at predetermined locations throughout the city.

SPEED and VOLUME ROADWAY SURVEYS

The Traffic Unit conducts surveys of various roadways throughout the city to ensure traffic is able to flow freely and safely. Additionally, vehicle speed concerns are addressed in neighborhood areas to create the safest possible environment for both residents and motorists. Using advanced computer technology, the Traffic Unit is able to assess the continuing, evolving needs of the city's roadway system.

ROADWAY ENGINEERING EVALUATIONS

In cooperation with the city's engineering division, certified Traffic Unit staff evaluates roadway engineering to ensure that intersections, traffic sign placement and pedestrian pathways are established in compliance with state and federal Department of Transportation guidelines. The Traffic Unit also evaluates and reviews high-traffic volume areas and monitors activity in these areas so pedestrians and motorists are afforded the safest possible roadway system while traveling in Summit.

MOTOR VEHICLE CRASH INVESTIGATION

The Traffic Unit is responsible for reviewing all motor vehicle crashes that take place in the City of Summit. Utilizing data collected from crash reports, detailed statistics are analyzed to target specific areas that present safety concerns. Members of the Traffic Unit are certified by the State of New Jersey as experts in the field of motor vehicle crash investigations and are often called to the scene of serious and fatal motor vehicle crashes to complete a highly-detailed analysis of the crash. These services serve to promote traffic safety within the city as well as support the department's Patrol Bureau when responding to calls concerning motor vehicle collisions.

Traffic Year in Review 2016 compared to 2017:

Traffic Enforcement		
MOTOR VEHICLE SUMMONS ISSUED	2016	2017
Moving Violations	1,633	3,447
Parking Violations	2,265	3,671
TOTAL	3,898	7,118

Motor Vehicle Accidents		
Type of Accident	2016	2017
Reportable Accidents	691	654
Non-Reportable Accidents	205	246
Number of Fatalities	0	0
TOTAL:	896	900

Pedestrian Involved Accidents*		
	2016	2017
Intersection	8	5
Injuries	9*	3
Fatalities	0	0
Non-Intersection	5	5
Injuries	5	2
Fatalities	0	0
TOTAL ACCIDENTS:	13	10

Driving Under The Influence (D.W.I.)		
	2016	2017
TOTAL ARRESTS:	8	32

* Nine Injuries in 2016. Two pedestrians from one accident

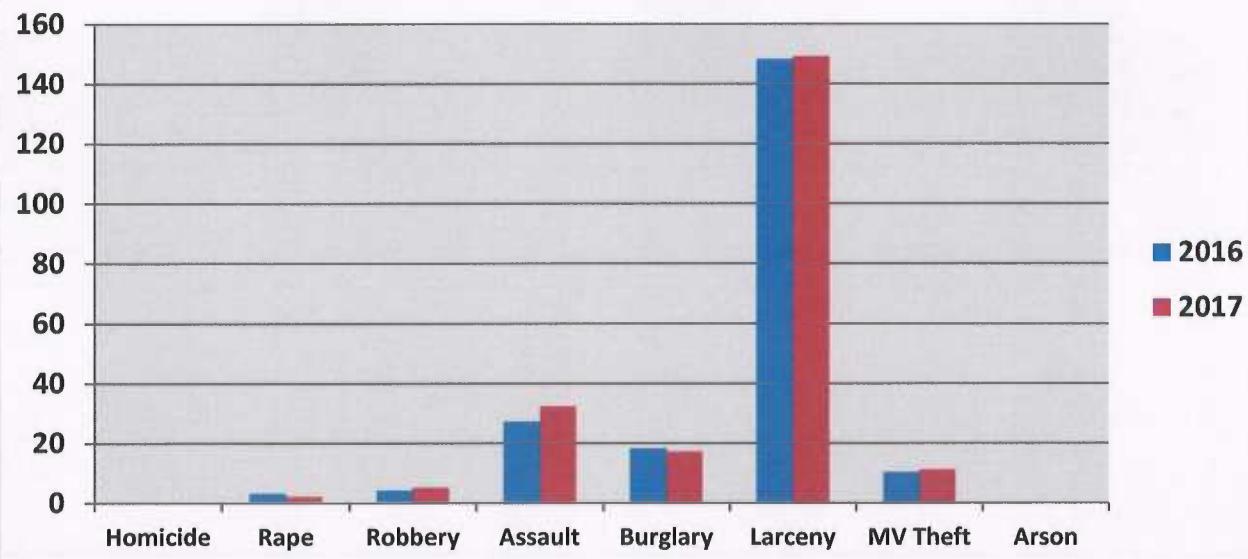
** NJTR-1 Report Guidelines were used for all pedestrian accidents.

SERVICE 4**Manage public safety programs related to criminal activity.****Goal 4a***Reduce the incidence of crime.*

The Summit Police Department, through innovative, anti-crime strategies, strives to continue the reductions in crime that has occurred within the City of Summit. Summit Police continue to introduce new tools for the Department to work with residents and local merchants to reach consensus on the most critical issues and crimes to generate more effective police operations.

State of New Jersey- Uniform Crime Reporting Statistics, 2016 v. 2017

Classification of Part I Offenses	2016	2017
Homicide	0	0
Rape	3	2
Robbery	4	5
Assault	27	32
Burglary	18	17
Larceny	148	149
Motor Vehicle Theft	10	11
Arson	0	0
TOTAL	210	216

U.C.R. Totals, 2016 v. 2017

Arrests Made (Criminal, Motor Vehicle and Municipal), 2017 v. 2018

Persons Arrested	2017	2018
Adult Arrests	108	278
Juvenile Arrests	10	9
TOTAL	118	287

Charges Filed (Criminal, Motor Vehicle and Municipal), 2016 v. 2017

Charges Filed	Total 2016	Total 2017
Adult Complaints	172	347
Juvenile Complaints	33	58
TOTAL	205	405

Goal 4b

Respond to police emergencies and calls for service quickly and efficiently.

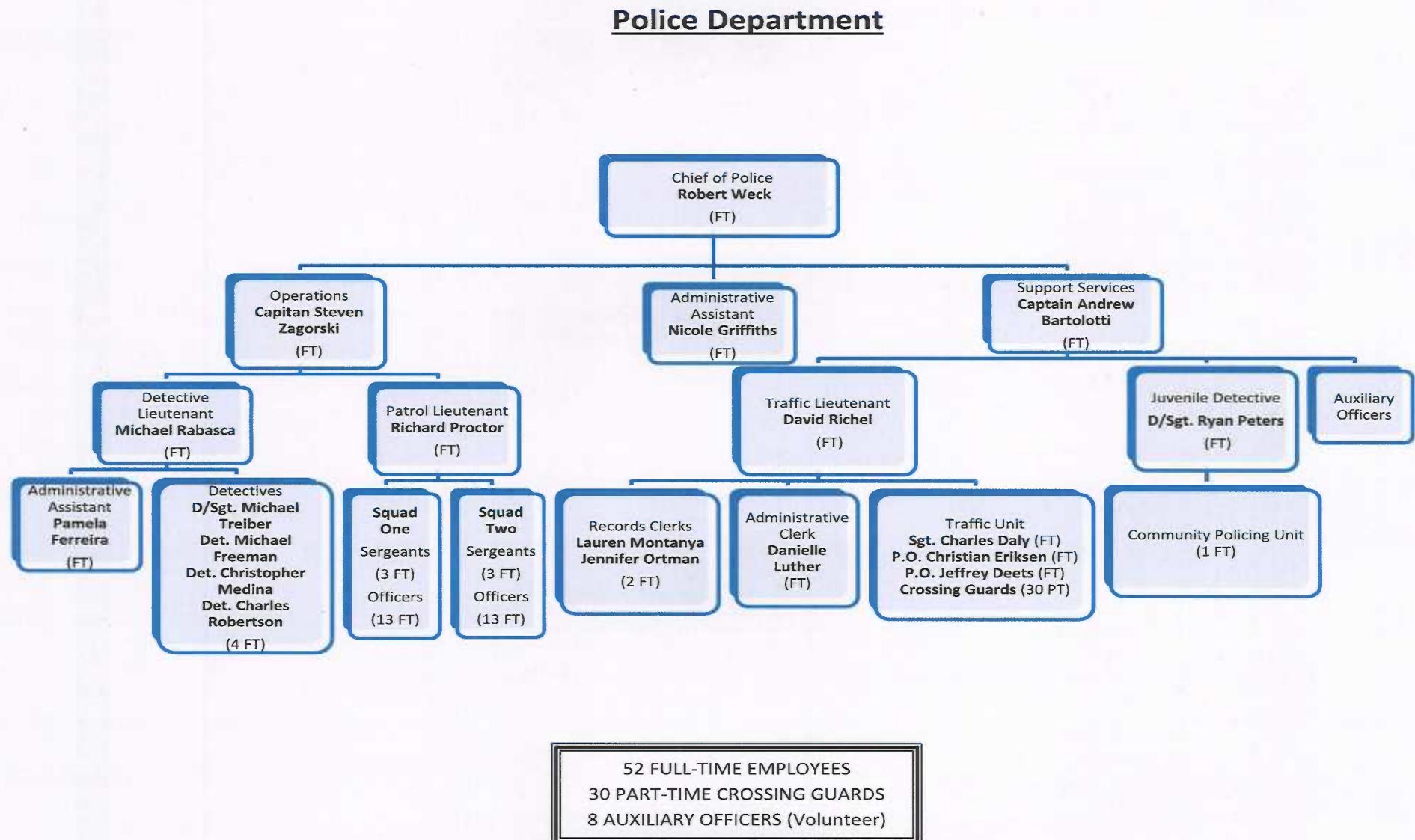
The Summit Police Department strives to respond to all calls for service as expeditiously as possible, ensuring the public is provided with an optimal level of police service when assistance is required. As with any police department, the “backbone” is the patrol division. The patrol officers are the most visible arm of local government, working around-the-clock and performing the most vital role of the police department. This group of men and women are expected to handle many types of incidents and provide a variety of services. The patrol function of the Summit Police Department embraces the philosophy that patrolling our streets remains the vital task of ensuring public safety through the proven deterrence of aggressive, intelligent law enforcement. Patrol officers are expected to accomplish a number of clearly defined objectives, including the protection of life and property, prevention of crime, enforcement of laws, and detection and apprehension of criminals. In addition to the obvious day-to-day tasks, patrol officers also spend a significant amount of time executing simple tasks such as providing directions to lost citizens and assisting paramedics with medical emergencies.

Calls for Service	
Year	Total
2015	28,432*
2016	25,518
2017	35,524

** Summit Police experienced a switch through several different computer aided dispatch (CAD) systems and records management systems (RMS) with the transition to the Mountain Valley Emergency Communication Center (MVECC). Numbers are not entirely reflective of actual call volume for the year.**

SUMMARY:

The men and women of the Summit Police Department continue to better serve the City of Summit more effectively and efficiently year after year. With enhanced training and developments in new equipment and technology, the department takes the necessary steps to supply officers with the tools needed to provide the utmost service to those in need. The Summit Police Department stands behind its mission statement to serve both residents and visitors of the community and uphold the values of integrity, courage, duty, loyalty, respect and honor.



240-000 POLICE DEPARTMENT

LINE-ITEM BUDGET

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 5,210,000	\$ 5,173,090	\$ 36,910	\$ 5,158,545	\$ 5,158,545	\$ (51,455)	-0.99%
104	Overtime	220,000	267,127	(47,127)	240,000	240,000	20,000	9.09%
106	Sick Leave Incentive	35,000	34,473	527	35,000	35,000	0	0.00%
108	Special Law Enforcement Officer 1	40,000	16,700	23,300	40,000	20,000	(20,000)	-50.00%
109	Other Pay - Court Overtime	10,000	6,669	3,331	10,000	10,000	0	0.00%
111	Auxillary Police Chief	2,000	0	2,000	2,000	2,000	0	0.00%
114	Off Duty (Clearing Acct)	20,000	20,000	0	20,000	20,000	0	0.00%
121	Civilian Administration	309,000	312,176	(3,176)	314,640	314,640	5,640	1.83%
141	Rabbi Trust Contribution	64,000	56,000	8,000	56,000	56,000	(8,000)	-12.50%
194	OT July 4th	6,000	6,000	0	6,000	6,000	0	0.00%
Total Salary & Wages		\$ 5,916,000	\$ 5,892,236	\$ 23,764	\$ 5,882,185	\$ 5,862,185	\$ (53,815)	-0.91%
<u>Other Expenses</u>								
		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
201	Supplies and Materials	\$ 11,000	\$ 9,726	\$ 1,274	\$ 11,000	\$ 11,000	\$ 0	0.00%
206	Street Signs	11,000	5,066	5,934	11,000	11,000	0	0.00%
224	Ordnance & Range	32,000	32,000	0	32,000	32,000	0	0.00%
225	Detective Bureau/Photo Equip	1,000	1,000	0	1,000	1,000	0	0.00%
301	Printing	1,000	977	23	1,000	1,000	0	0.00%
500	Contract Services	60,000	52,139	7,861	85,000	85,000	25,000	41.67%
501	Revision Program	3,000	1,528	1,472	3,000	3,000	0	0.00%
502	Community Policing	3,000	3,000	0	3,000	3,000	(0)	0.00%
505	E-Ticketing	32,000	32,000	0	32,000	32,000	(0)	0.00%
700	Equipment	10,000	8,960	1,040	10,000	10,000	0	0.00%
703	Vehicle Maintenance	35,000	34,008	992	35,000	35,000	0	0.00%
800	Employee Support	3,000	2,953	47	3,000	3,000	0	0.00%
803	Clothing Allowance	6,000	8,988	(2,988)	9,000	9,000	3,000	50.00%
804	Training & Seminars	15,000	12,632	2,368	15,000	15,000	0	0.00%
805	Tuition Reimbursement	35,000	18,997	16,003	35,000	35,000	0	0.00%
806	Memberships	3,000	2,589	411	3,000	3,000	0	0.00%
808	Personal Expenses	0	1,415	(1,415)	0	0	0	0.00%
809	Clothing Allowance (Payroll Acct.)	76,000	71,250	4,750	76,000	76,000	0	0.00%
841	Rabbi Trust Administration fees	2,810	3,738	(928)	3,800	3,800	990	26.05%
900	Miscellaneous (Promo. Exams)	5,000	945	4,055	5,000	5,000	0	0.00%
Total Other Expenses		\$ 344,810	\$ 303,912	\$ 40,898	\$ 373,800	\$ 373,800	\$ 28,990	8.41%

240-000 POLICE DEPARTMENT

LINE-ITEM BUDGET

			2017		2018		2017-2018 Budget Variance		
			Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
240-001 Crossing Guards									
<i><u>Salaries and Wages</u></i>									
100	Crossing Guards	\$ 223,300	\$ 213,069	\$ 10,231	\$ 223,300	\$ 223,300	\$ 0	0.00%	
110	Off Duty Coverage	\$ 13,000	\$ 13,000	0	\$ 13,000	\$ 13,000	\$ 0	0.00%	
		\$ 236,300	\$ 226,069	\$ 10,231	\$ 236,300	\$ 236,300	\$ 0	0.00%	
200	<i><u>Other Expenses</u></i>	\$ 4,000	\$ 1,618	\$ 2,382	\$ 4,000	\$ 4,000	\$ 0	0.00%	
240-002	Police Vehicles	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	
Overall Police Department Total		\$ 6,501,110	\$ 6,423,835	\$ 77,275	\$ 6,496,285	\$ 6,476,285	\$ (24,825)	-0.38%	

240-000 POLICE DEPARTMENT

EMPLOYEE SALARY & WAGES

	Status	Title	2017		2018 Base	2018 Stipend	Long			2018 Longevity	2018 Total
			Base	Longevity			%	Grade	Step		
Weck, Robert	Full-Time	Chief	\$ 184,159		\$ 164,690	\$ 3,000	10%	19	4	\$ 16,469	\$ 184,159
Bartolotti, Andrew	Full-Time	Captain	159,514		150,485		6%	18	4	9,029	159,514
Zagorski, Steven	Full-Time	Captain	165,533		150,485		10%	18	4	15,049	165,534
Proctor, Richard	Full-Time	Patrol Lieutenant	125,326		140,848			3	2	0	140,848
Rabasca, Michael	Full-Time	Detective Lieutenant	149,868		140,848		8%	3	2	11,268	152,116
Richel, David	Full-Time	Traffic Lieutenant	149,868		140,848		10%	3	2	14,085	154,933
Buntin, Matthew	Full-Time	Sergeant	124,626		126,495			2	2	0	126,495
Byrne, Michael	Full-Time	Sergeant	121,424		126,495		8%	2	2	10,120	136,615
Daly, Charles	Full-Time	Traffic Sergeant	114,551		126,495			2	2	0	126,495
Frank, Peter	Full-Time	Sergeant	134,596		126,495		8%	2	2	10,120	136,615
Martin, Ronald	Full-Time	Sergeant	137,089		126,495		10%	2	2	12,650	139,145
Peters, Ryan	Full-Time	Detective Sergeant	109,095		126,495	700		2	2	0	127,195
Rich, Thomas	Full-Time	Sergeant	132,104		126,495		6%	2	2	7,590	134,085
Rutkowski, Sam	Full-Time	Sergeant	124,626		126,495			2	2	0	126,495
Treiber, Michael	Full-Time	Detective Sergeant	132,804		126,495	700	6%	2	2	7,590	134,785
Retired Lt. Salary			149,868		0					0	0
<i>Superior Officers Subtotal</i>			\$ 2,215,051		\$ 2,026,659	\$ 4,400				\$ 113,968	\$ 2,145,027

240-000 POLICE DEPARTMENT

EMPLOYEE SALARY & WAGES

	Status	Title	2017		2018 Base	2018 Stipend	Long % Grade	Step	Longevity	2018 Total	
			Base + Longevity								
Alesandro, Michael	Full-Time	Patrol Officer	\$ 78,112		\$ 46,314		1	1	\$ 0	\$ 46,314	
Brunetto, John	Full-Time	Patrol Officer	77,262		80,076		1	7	0	80,076	
Deets, Jeffrey	Full-Time	Patrol Officer	61,231		66,008	850	1	3	0	66,858	
DeFilippis, Donald	Full-Time	Patrol Officer	109,095		110,731		1	11	0	110,731	
DeMetro, Mark	Full-Time	Patrol Officer	43,500		49,127		1	1	0	49,127	
Eriksen, Christian	Full-Time	Patrol Officer	109,945		110,731	850	1	11	0	111,581	
Finnegan, Craig	Full-Time	Patrol Officer	118,914		110,731		10%	1	11	11,073	
Franchino, Leonard	Full-Time	Patrol Officer	43,500		51,941		1	2	0	51,941	
Freeman, R. Michael	Full-Time	Detective/Patrol Officer	119,373		110,731		1,550	8%	1	11	8,858
Garcia, Jonathon	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
Garita, Ruddy	Full-Time	Patrol Officer	43,500		51,941			1	2	0	51,941
Griffin, Leland	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
Kotiga, David	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
Kwiatek, Keith	Full-Time	Patrol Officer	77,262		82,889			1	7	0	82,889
Ludena, Henry	Full-Time	Patrol Officer	77,262		80,076			1	7	0	80,076
Maggiulli, Kathleen	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
McDermott, Gerald	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
Medina, Christopher	Full-Time	Detective/Patrol Officer	110,645		110,731	1,550		1	11	0	112,281
O'Leary, Sean	Full-Time	Patrol Officer	117,823		110,731		8%	1	11	8,859	119,590
Pedersen, Raymond	Full-Time	Patrol Officer	118,232		110,731	1,500	8%	1	11	8,859	121,090
Peer, Jeffrey	Full-Time	Patrol Officer	117,141		110,731	1,500	6%	1	11	6,644	118,875
Robertson, Charles	Full-Time	Detective/Patrol Officer	110,645		110,731	1,550		1	11	0	112,281
Santos, Paulo	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
Sauers, Jonathan	Full-Time	Patrol Officer	115,641		110,731		6%	1	11	6,644	117,375
Sauers, Karen	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
Stanek, Ryan	Full-Time	Patrol Officer	109,095		110,731			1	11	0	110,731
Tesorio, AJ	Full-Time	Patrol Officer	0		43,500			1	0	0	43,500
Thompson, Sean	Full-Time	Patrol Officer	44,350		51,941	850		1	2	0	52,791
Watson, Rodney	Full-Time	Patrol Officer	117,823		110,731		8%	1	11	8,859	119,590
Werthmann, Brian	Full-Time	Patrol Officer	117,141		110,731	1,500	6%	1	11	6,644	118,875
Retired PO (Freedeen)	Full-Time	Patrol Officer	118,914		73,445			1	11	0	73,445
Retired PO (Lyons)	Full-Time	Patrol Officer	60,003		43,500			1	1	0	43,500
<i>Patrol Officers Subtotal</i>			\$ 2,980,074		\$ 2,935,377	\$ 11,700				\$ 66,441	\$ 3,013,518

240-000 POLICE DEPARTMENT

EMPLOYEE SALARY & WAGES

Status	Title	2017		2018		Grade	Step	Longevity	2018	
		Base + Longevity	Base	Base	Stipend				Total	
Ferreira, Pamela	Full-Time	Administrative Assistant	\$ 67,417	\$ 67,417		8	19	\$ 0	\$ 67,417	
Griffiths, Nicole	Full-Time	Administrative Assistant	67,417	67,417		8	19	0	67,417	
Luther, Danielle	Full-Time	Administrative Clerk	62,255	62,255		6	19	0	62,255	
Montanya, Lauren	Full-Time	Records Clerk II	64,794	64,794		7	19	0	64,794	
Ortman, Jennifer	Full-Time	Records Clerk I	51,520	52,748		6	10	0	52,748	
<i>Civilian Administration Total</i>		\$ 313,403	\$ 314,631					\$ 0	\$ 314,631	
<i>Salaries & Wages Total</i>		\$ 5,508,528	\$ 5,276,667	\$ 16,100				\$ 180,409	\$ 5,473,176	

FIRE

Summit Fire Department

Eric Evers, Fire Chief



WHAT WE DO

The Summit Fire Department provides the highest level of fire protection and emergency service to the public.

The Summit Fire Department responds to over 2,300 calls per year and is responsible for providing fire protection and emergency services, including "First Responder" emergency medical response.

KEY VALUES

People are our most valuable resource.

As an organization, we are committed to being responsive to emerging needs of the community.

Fire protection is our critical mission.

We will seek opportunities to provide shared services and develop partnerships that will strengthen our ability to deliver services to the citizens of Summit.

Excellence in the delivery of customer service is the standard of our performances.

MISSION STATEMENT

The Summit Fire Department is a highly skilled and trained organization providing a full range of emergency services, public fire protection and fire safety education. The department is viewed as a premier fire department in the delivery of fire suppression, prevention, training, EMS and regional dispatch services.

OVERVIEW

Prevention and suppression of fire is the primary mission, as well as the underlying reason for the existence of the Summit Fire Department. Our response jurisdiction includes just over six (6) square miles with a population of approximately 22,000 residents. The response area includes a central business district with smaller outlying commercial areas. One general service medical hospital and one residential psychiatric facility are also located in the city along with one pharmaceutical research firm that sustains two (2) business campuses. Senior centers, assisted living care centers, and Summit Housing Authority complexes are also part of, and spread throughout the city.

The balance of the city's land use make-up is primarily residential consisting of a mix of single-family detached homes and several large garden apartment style complexes. Additionally, the area serves as a main transportation corridor with sections of Interstate Highway Route 78 and State Highway Route 24 framing the eastern and southern borders of the city.

A New Jersey Transit railroad station, located in the central business district, is the busiest station on the Morris & Essex

DEPARTMENTAL GOALS FOR 2018

Operations

- Increase staffing levels for safe, effective operations for the public and to meet regional and national standards.
- Review the First Responder Medical program.

Facilities

- Move forward with the new firehouse replacement project.

Fire Service Accreditation

- Obtain fire service re-accreditation status.

Fire Department Shared Services

- Continue automatic engine company coverage with Millburn Fire Department.
- Evaluate additional joint training with area departments.
- Continue partnership agreements with Overlook Medical Center and Celgene Corporation.

SERVICES PROVIDED

- Fire Suppression
- Arson Investigation
- Special Operations
- Emergency Medical
- Fire Prevention
- Fire Inspection
- Fire Education
- Hazardous Materials
- Routine FD Responses



FIRE DEPARTMENT SHARED SERVICES

- Automatic engine company coverage with Millburn Fire Department.
- Shared apparatus standby coverage with Millburn when vehicles are out of service.
- Joint onsite and offsite training with Millburn and Springfield Fire Departments.
- Annual 2-day officer training and safety conference with Millburn and Springfield Fire Departments.
- Continued partnership agreements with Overlook Medical Center and Celgene Corporation.



ORGANIZATIONAL STRUCTURE

Career Fire Department

32 full-time career members

15 volunteer firefighters

Platoon system working 24/72

Each platoon has one (1) Battalion Chief, one (1) Lieutenant, five (5) Firefighters.

Administration Staff on days:

One (1) Chief, One (1) Deputy Chief, One (1) Office Manager and Two (2) Fire Prevention Inspectors.

RESPONSE ACTIVITY - 2017

Summit Fire Department continues to contribute data to the National Fire Incident Reporting System or (NFIRS). For each Fire Department response, the officer in charge fills out an incident report. These reports are submitted electronically at the end of each month to the New Jersey Division of Fire Safety. The data gathered from around the State is used to track changing trends in the fire service.

The responses are broken down into different categories of response.

FIREs: This category includes all inside and outside structure fires, statistics also includes vehicle, haz-mat, brush and other types of fires.

RESCUES: This category includes motor vehicle extrications, technical rescue and elevator extrications. This does not include removal of victims from fires.

MOTOR VEHICLE ACCIDENTS: This includes all types of assistance at vehicle accidents with the exception of extrications and accidents where the fire department is called upon to perform Emergency Medical Services (EMS).

HAZARDOUS CONDITIONS: These include hazardous materials incidents, downed power lines, gas leaks, electrical equipment problems and carbon monoxide calls.

EMERGENCY MEDICAL (First Responder): These are backup calls to the first aid squad to provide patient care until an ambulance crew becomes available. The Fire Department does not currently provide for patient transport to a hospital.

SERVICE CALLS: Service calls include water removal and water emergencies, house and vehicle lockouts and lock-ins, securing damaged property and calls for public assistance.

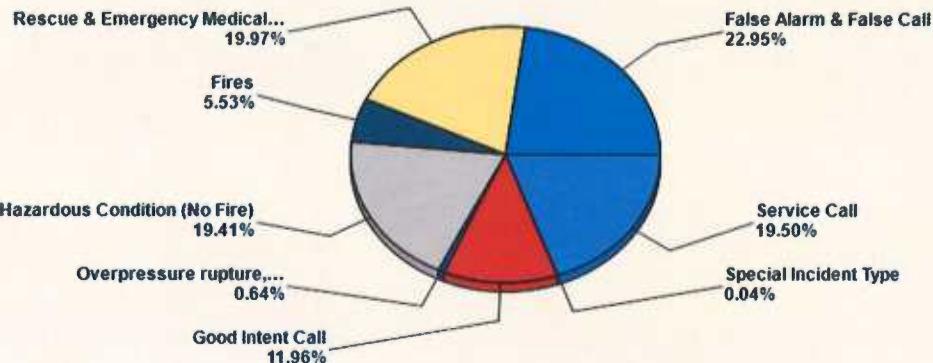
GOOD INTENT CALLS: This category includes calls where a caller believes something to be an emergency, when in fact an investigation finds no need for the fire department however another agency may be needed. In these instances, fire personnel will arrange to get the right service for the situation to avoid potential future safety issues.

ALARM ACTIVATIONS: This category includes alarm malfunctions, accidental activations and malicious false alarms.

OTHER CALLS: These include mutual aid responses, police assists, first aid assists, aircraft standby, and to provide emergency protection at various function.

BREAKDOWN BY MAJOR INCIDENT TYPES

Start Date: 01/01/2017 | End Date: 12/31/2017



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	130	5.53%
Overpressure rupture, explosion, overheat - no fire	15	0.64%
Rescue & Emergency Medical Service	469	19.97%
Hazardous Condition (No Fire)	456	19.41%
Service Call	458	19.50%
Good Intent Call	281	11.96%
False Alarm & False Call	539	22.95%
Special Incident Type	1	0.04%
TOTAL	2349	100.00%

STANDARD OF COVER (Start Date: 01/01/2017 | End Date: 12/31/2017)

LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Dispatch to Arrival)		
Station	EMS	FIRE
Fire Headquarters	0:07:24	0:06:18
AVERAGE FOR ALL CALLS		0:06:35
AGENCY		AVERAGE TIME ON SCENE (MM:SS)
Summit Fire Department		24:59
OVERLAPPING CALLS		
# OVERLAPPING	% OVERLAPPING	
577	24.56	

FIRE SAFETY EDUCATION & PREVENTION

EDUCATION and PREVENTION

Public fire safety education continues to be an important function of the Fire Department, and is often the only contact many people have with the department.

By educating the public about the dangers of fire, and the proper methods to prevent fire from occurring in the first place, we are teaching the public to assist Summit firefighters in protecting their lives and property. The Fire Department makes safety presentations in the fire station and in other locations to all segments of the population.

These presentations include:

- School visits to the fire station, where we discuss firefighting equipment.
- Demonstrations on how to put out fires on clothing by practicing "Stop, Drop & Roll."
- Instructions on the importance of smoke detectors and how to test to ensure that smoke detectors are in working order.
- How to create an emergency evacuation plan.
- How to look for fire hazards in their own home.



Specialized talks to various groups in the community:

- Senior citizen groups learn the unique risks that face them as their abilities to escape a fire diminish.
- Small businesses are instructed in fire extinguisher training.
- Larger businesses are given guidance to develop large-scale evacuation plans.

On average, the Fire Department conducts over **150** safety presentations annually.

The Summit Fire Department continued its long-standing involvement in "National Fire Prevention Week", senior citizen fire safety, and "Prevent the Unthinkable" fire safety for babies and toddlers. Through these campaigns and the numerous press releases to specific target fire hazards, the Summit Fire Department is able to help educate the community on the dangers of fire and ways to prevent a fire from occurring.

Through continued effort, public fire safety education will help the firefighters achieve our goal of "protection of life and property", by enabling the public to recognize and correct fire hazards, and properly prepare for them in case a fire should occur.

CODE ENFORCEMENT

Within our community, the Summit Fire Department is required to inspect all buildings and structures, except for owner occupied one and two family dwellings - this is done on a voluntary basis at the homeowners request. The Department's Bureau of Fire Prevention maintains records of over **950** buildings, structures, and occupancies that need inspection. The inspection program is comprised of Platoon In-Service Inspectors (4 Platoons) and the staff of the Fire Prevention Bureau (2 inspectors). All required inspections are divided among the platoons in the Department. Our inspectors conducted over **600** of these inspections in 2017. The Bureau is also responsible for complaint investigations, fire safety permits, site-plan review and fire investigations.

FIRE INSPECTIONS	2017	2016
Theaters & Auditoriums	15	18
Nightclubs & Clubs	31	91
Restaurants	202	328
Churches	71	130
Professional Services	276	459
Florists/Laundromats	12	24
School Day Care (*2 1/2 yr +)	122	230
Fabrication		10
Industrial Labs	157	97
Alcohol & Drug Centers		32
Hospitals	30	62
Child Care (Infants)	13	55
Jails, Retail, Gas Stations	144	185
Hotels/Motels		19
Rooming Houses	38	36
Multi-family apartments	99	144
One & Two family units	321	322
Storage, auto repair & lumber yds.	62	126
Metals, low storage & food products	10	17
Total All Inspections	1,603	2,385

FIRE EDUCATION PROGRAMS	2017	2016
	Totals	Totals
Fire Prev. Programs off-site	24	27
Fire Prev. Programs in-station	40	39
Fire Extinguisher Training	3	3
Total	67	93

PLAN REVIEWS	2017	2016
	Totals	Totals
Total Plans Reviewed	445	394
Total Site Plans Reviewed	91	108

COMMUNITY RISK ASSESSMENT/ FIRE PRE-PLAN

Part of any valid assessment of a community's fire and non-fire risks includes a comprehensive survey of the type and amount of structures that are located within the service.

All properties located in the city are surveyed and analyzed annually as part of this risk assessment. Data is obtained from several sources including on-site building pre-planning activities by in-service fire companies, records available from the fire department record management system including inspection records & NFIRS reports, building information data made available by ISO, and the city's building records .

Data collected is inputted into a scoring software tool called VISION that helps the fire department better assess the risks in their local communities. The resulting numeric scoring, known as the Occupancy Vulnerability Assessment Profile (OVAP), is generated for all commercial, institutional, and large multi-family occupancies.

The community risk assessment is performed at three levels:

Community- the overall profile of the community based on the unique mix of individual occupancy risks, planning zone risk levels, and the level of service provided to mitigate those risks.

Fire Planning Zones – areas used to measure the management of fire and non-fire risks in a geographic section of the community.

Target Hazards – Individual buildings and properties that by their construction or occupancy characteristics, may pose an increased or extraordinary risk hazard to the community.

Each structure is analyzed using the following criteria:

- Age of the Structure
- Construction Type
- Area of the Structure
- Height of the Structure
- Density of Structures (separation distance between buildings and the type of exterior finish)
- Built-In Protection Systems (fire sprinklers, standpipes, alarm systems, etc.)
- Fire Flow Requirements (amount of water necessary to control the emergency, based on structure, contents and exposures)



- Occupancy and Use of the Structure
- Building Access Issues
- Life Safety Considerations
- Economic Impact (dollar losses in property value, income, or irreplaceable assets)

Information gathered from this assessment process plays a critical role in reducing loss of life and property by providing our firefighters with vital pre - arrival building intelligence.

APPARATUS & EQUIPMENT DIVISION

Purchasing of apparatus involves extensive research, including assessment of the Department's needs, determining an acceptable quality standard, and developing specifications that encourage a competitive bid process.

Preventive maintenance includes scheduling and performance of all manufacturer recommended service and maintenance, completing all repairs in a timely manner and assuring all personnel are adequately trained in the proper operation and maintenance of equipment.

On-duty personnel provide testing and maintenance of apparatus and staff vehicles. Daily, at the beginning of each shift, vehicles are checked and scheduled maintenance, such as pump and ladder tests, as well as scheduled oil change and lubrication is performed monthly. Annually, factory-certified mechanics inspect and service each piece of fire apparatus identifying potential problems early; decreasing the risk of catastrophic failure. The department maintains a four-year purchasing cycle for major fire apparatus with a maximum replacement age of 25 years. The staff and support vehicles schedule for replacement is based on a nine-year life expectancy.

Fire Apparatus	Year	Replacement Date	Age at Replacement
Engine 1	1997	2020	23
Engine 2	2013	2033	20
Engine 3	2010	2030	20
Engine 4	1992	2018	26
Truck 1	2016	2036	20
Rescue 1	2002	2024	22
Special Operations	1998	2022	24

Support Vehicles	Year	Replacement Date	Age at Replacement
Incident Command	2013	2021	8
Special Services	2012	2023	11
Fire Prevention Car 1	2006	2016	10
Fire Prevention Car 2	2010	2019	9
Car 1	2014	2023	9
Car 2	2008	2017	9

2017-18 CAPITAL EQUIPMENT STATUS & REQUESTS

UPGRADED AND REPLACED RESCUE AND FIREFIGHTING EQUIPMENT

As the department's equipment ages, parts become difficult to replace and the tools become inefficient and unsafe. Upgrading and replacing equipment ensures that the changing needs of the community are met while also keeping personnel safe.

REPLACED AND UPGRADED APPARATUS WARNING LIGHTS WITH LED

Warning lights on apparatus were 24 years old and exceeded its expected life of use. The upgrade greatly reduced maintenance costs and improved safety to the public and Fire Department personnel.

EMERGENCY LIGHTING AND REFLECTIVE STRIPPING ON RESCUE ONE

This upgrade made modifications to vehicle emergency lighting and installed reflective stripping to improve safety and effectiveness.

UPGRADED CURRENT TRAINING LIBRARY

Current and realistic training is an essential part of fire department operations, enabling members to keep current on new techniques, tools and information related to today's fire service. Our current training library was outdated and in need of upgrades. The new training library provides us with new books, DVDs, and interactive software. This current technology will allow the training officer to create and present realistic training scenarios and ensure that all materials are current and up-to-date.

REPLACEMENT AND UPGRADED EXISTING RECALL RADIO PAGERS

This item continues the programmed replacement and upgrades to the existing department recall radio/pager system. The ability to reach off-duty members in an emergency requires the periodic replacement of older units to maintain the integrity of the system. Many of the existing units have passed their useable service life of 10 years and are in need of replacement.

MULTI-YEAR REPLACEMENT PROGRAM OF FIREFIGHTERS TURN-OUT GEAR

This is a continuation of an existing program to replace personal protective clothing for firefighting at a rate of approximately six sets per year. Maintaining a scheduled replacement program will avoid a large capital expenditure in the future to replace a large number of turn out gear sets at one time. This program will also provide a limited number of backup sets in the event that a firefighter's gear becomes damaged or contaminated.

REPLACEMENT OF SCBA BREATHING AIR CYLINDERS

DOT regulations require that cylinders be removed from service and replaced at 10 years of age. This replacement schedule is phased in over three years.

NEW RECORDS MANAGEMENT SYSTEM

There were two new record management programs installed this year that replaced older programs. The programs will enable the fire department to provide more detailed data to the state on all fire and emergency incidents, and inspection/ preplans. This data is then submitted to the U.S. Fire Administration.

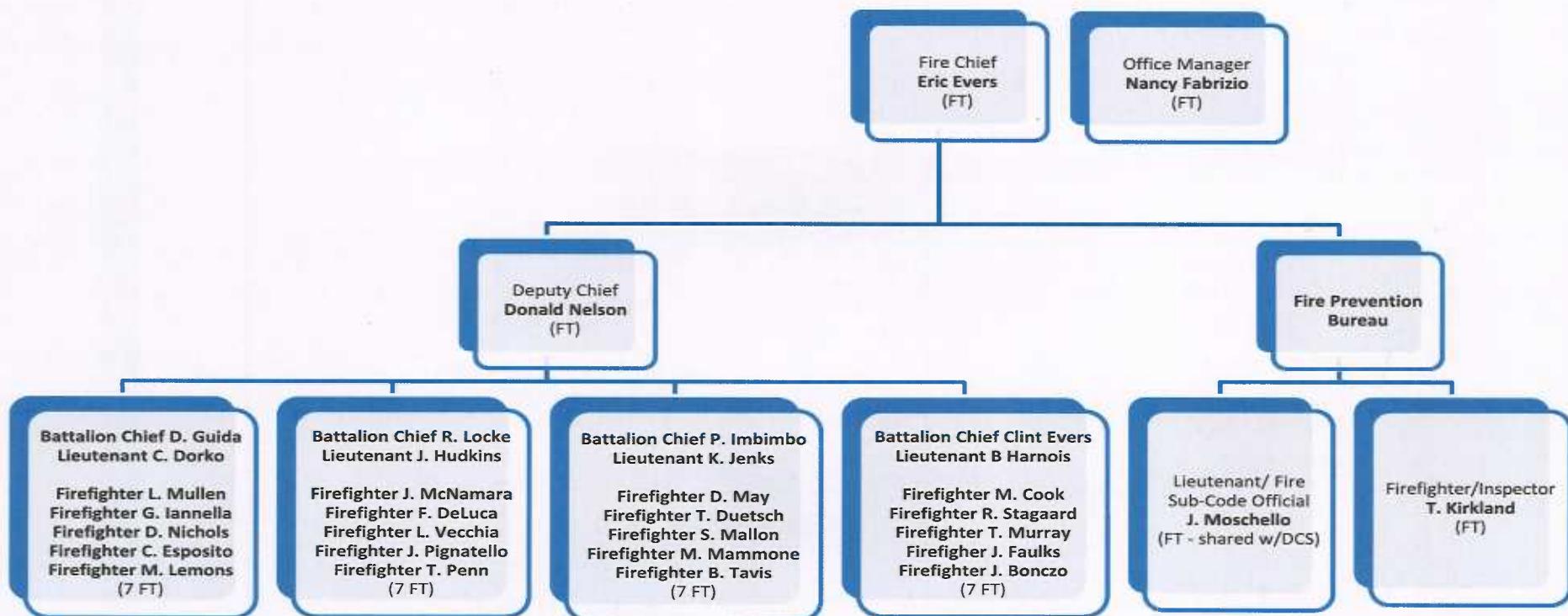
SUMMARY

The Summit Fire Department plays an instrumental part in providing emergency service and protection to the citizens of Summit, protecting vital businesses in the downtown and ensuring commercial properties are safe. The ability of the Summit Fire Department to respond anywhere in Summit in less than eight minutes is a major factor to reduce loss of life and property, and minimize damage in the 2,349 emergency incidents the department responded to in 2017.

Over the past 25 years, the City of Summit and the fire service have gone through some major changes. Summit has evolved from a mainly single-family town to a densely populated, transit community with many new multi-family dwellings and commercial properties. The number of businesses has increased in locations spread throughout the city. Today's fires burn hotter and faster due to the makeup of interior furnishings and changes in building material used in construction. In today's environment, terrorism remains a real threat, pre-planning, building intelligence, and developing Incident Action Plans is a critical function in our daily operations.

Along with those expansions and changes have come increased expectations and need for Summit Fire Department services. The Summit Fire Department is committed to meeting these challenges by using new training techniques and innovative ways to increase public safety and education, efficiency, and dependability with public and first responder safety as our number one priority.

FIRE DEPARTMENT



32.5 FULL-TIME EMPLOYEES

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 3,463,200	\$ 3,450,650	\$ 12,550	\$ 3,637,000	\$ 3,637,000	\$ 173,800	5.02%
104	Overtime	191,400 *	231,239	(39,839)	230,000	230,000	38,600	20.17%
108	Volunteer FF's Allowance	8,000	4,490	3,510	4,000	4,000	(4,000)	-50.00%
109	Sick Leave Incentive	42,000	19,625	22,375	0	0	(42,000)	-100.00%
111	Deputy EM Coordinator	3,000	0	3,000	6,000	6,000	3,000	100.00%
121	Administration	74,200	75,713	(1,513)	77,300	77,300	3,100	4.18%
141	Rabbi Trust Contribution	48,000	48,000	0	32,000	32,000	(16,000)	-33.33%
194	OT July 4th	4,000	4,000	0	4,000	4,000	0	0.00%
Total Salary & Wages		\$ 3,833,800	\$ 3,833,717	\$ 83	\$ 3,990,300	\$ 3,990,300	\$ 156,500	4.08%
* \$18,000.00 transferred in from FD OE and \$18,400.00 transferred in from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 18,000	\$ 16,536	\$ 1,464	\$ 20,000	\$ 20,000	\$ 2,000	11.11%
402	Building Maintenance	10,000	21,893	(11,893)	15,000	15,000	5,000	50.00%
500	Contract Services	47,000	37,020	9,980	47,000	47,000	0	0.00%
700	Equipment	20,000	14,619	5,381	20,000	20,000	0	0.00%
705	Vehicle Maintenance	50,000	41,894	8,106	50,000	50,000	0	0.00%
800	Employee Support	8,000	6,950	1,050	8,000	8,000	0	0.00%
803	Clothing Allowance	7,000	430	6,570	7,000	7,000	0	0.00%
804	Training & Seminars	25,000	15,661	9,340	25,000	25,000	0	0.00%
805	Tuition Reimbursement	17,000 **	16,145	855	30,000	30,000	13,000	76.47%
808	Personal Expenses	2,000	1,840	160	2,000	2,000	0	0.00%
809	Clothing Allowance (Payroll Acct)	63,000	62,700	300	63,000	63,000	0	0.00%
841	Rabbi Trust Administration Fee	2,810	3,288	(478)	3,200	3,200	390	12.19%
Total Other Expenses		\$ 269,810	\$ 238,974	\$ 30,836	\$ 290,200	\$ 290,200	\$ 20,390	7.56%
265-001	Uniform Fire Safety Act							
<u>Salary & Wages</u>								
	Salary & Wages	\$ 36,000	\$ 36,000	\$ 0	\$ 36,545	\$ 36,545	\$ 545	1.51%
265-002	Fire Hydrant Service	\$ 275,000	\$ 280,184	\$ (5,184)	\$ 280,000	\$ 280,000	\$ 5,000	1.82%
Overall Fire Department Total		\$ 4,414,610	\$ 4,388,876	\$ 25,735	\$ 4,597,045	\$ 4,597,045	\$ 182,435	14.97%

** \$18,000.00 transferred to FD Overtime

265-000 FIRE DEPARTMENT

EMPLOYEE SALARY & WAGES

Status	Title	2017 Base + Longevity	2018		2018 Stipend	Grade	Step	Long %	Longevity	2018 Total
			Base	Stipend						
Evers, Eric	Full-Time	Chief	\$ 184,158		\$ 169,362	\$ 3,000	19	4	10%	\$ 16,936
Nelson, Donald	Full-Time	Deputy Chief	166,087		152,742	3,000	17	4	10%	15,274
Evers, Henry Clint	Full-Time	Battalion Chief	137,047		134,518		3	3	8%	10,761
Guida, David	Full-Time	Battalion Chief	139,633		134,518		3	3	8%	10,761
Imbimbo, Paul	Full-Time	Battalion Chief	137,047		134,518		3	3	6%	8,071
Locke, Richard	Full-Time	Battalion Chief	142,219		134,518		3	3	10%	13,452
Dorko, Christopher	Full-Time	Lieutenant	102,640		111,577		2	1		0
Harnois, Brian	Full-Time	Lieutenant	114,958		119,558		2	3		0
Hudkins, Jeffrey	Full-Time	Lieutenant	126,454		119,558		2	3	10%	11,956
Jenks, Kenneth	Full-Time	Lieutenant	114,958		119,558		2	3		0
Bonczo, John	Full-Time	Firefighter	62,781		68,016		1	5		0
Cook, Michael	Full-Time	Firefighter	112,904		106,264		1	10	10%	10,626
DeLuca, Frank	Full-Time	Firefighter	110,851		106,264		1	7	10%	10,626
Duetsch, Timothy	Full-Time	Firefighter	108,798		106,264		1	10	8%	8,501
Esposito, Christopher	Full-Time	Firefighter	88,955		100,748		1	7		0
Faulks, Jeffrey	Full-Time	Firefighter	102,640		106,264		1	7		0
Iannella, Gabriel	Full-Time	Firefighter	108,798		106,264		1	10	6%	6,376
Kirkland, Thomas	Full-Time	FF/Inspector	104,949		106,264	2,391	1	10		0
Lemons, Matthew	Full-Time	Firefighter	53,859		61,440		1	4		0
Mallon, Scott	Full-Time	Firefighter	108,798		106,264		1	10	6%	6,376
Mammone, Michael	Full-Time	Firefighter	102,640		106,264		1	10		0
May, David	Full-Time	Firefighter	112,904		106,264		1	10	10%	10,626
McNamara, Jeffrey	Full-Time	Firefighter	112,904		106,264		1	10	10%	10,626
Moschello, Joseph (50% charged to UCC)	Full-Time	FF/Fire Sub-Code Official	114,617		106,264	14,918	1	10		0
Mullen, Lonn	Full-Time	Firefighter	110,851		106,264		1	10	8%	8,501
Murray, Thomas III	Full-Time	Firefighter	108,798		106,264		1	10	6%	6,376
Nichols, Dwight	Full-Time	Firefighter	102,640		106,264		1	10		0
Penn, Thomas	Full-Time	Firefighter	56,812		61,440		1	4		0
Pignatello, James	Full-Time	Firefighter	114,958		106,264		1	7		0
Stagaard, Richard	Full-Time	Firefighter	110,851		106,264		1	10	8%	8,501
Tavis, Brian	Full-Time	Firefighter	56,812		64,728		1	4		0
Vecchia, Louis	Full-Time	Firefighter	108,798		106,264		1	10	6%	6,376
Fire Department Subtotal		\$ 3,542,123	\$ 3,493,287	\$ 23,309					\$ 180,724	\$ 3,636,729
Fire Administration										
Fabrizio, Nancy	Full-Time	Office Manager	\$ 74,126		\$ 71,574	\$ 0	9	19	8%	\$ 5,726
Salaries & Wages Total		\$ 3,616,249	\$ 3,564,861	\$ 23,309					\$ 186,450	\$ 3,714,029

EMERGENCY MANAGEMENT

		2017			2018		2017-2018	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	Budget \$	Variance %
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 2,000	\$ 251	\$ 1,749	\$ 200	\$ 200	\$ (1,800)	-90.00%
500	Contract Services	7,000	5,995	1,005	6,000	6,000	(1,000)	-14.29%
801	Clothing/Cleaning	4,000	5,833	(1,833)	6,000	6,000	2,000	50.00%
804	Training & Seminars	500	600	(100)	1,300	1,300	800	160.00%
	Total Other Expenses	\$ 13,500	\$ 12,679	\$ 821	\$ 13,500	\$ 13,500	\$ 0	0.00%
	Division Total	\$ 13,500	\$ 12,679	\$ 821	\$ 13,500	\$ 13,500	\$ 0	0.00%

**COMMUNITY
SERVICES
(DCS)**

Department of Community Services (DCS)

Paul Cascais, Director



WHAT WE DO

The Department of Community Services (DCS) is responsible for implementing the largest portion of the city's capital projects. No other department has oversight of such magnitude and scope over city functions.

DCS responsibilities include code administration and construction, planning, zoning and property maintenance, engineering and public works, and the city's environmental initiatives.

Functional areas are led by a division head, with all divisions working together to provide a single point of contact for property and land development issues.

OUR FOCUS

The Department of Community Services (DCS) manages day-to-day operations within the City of Summit, and is one of the city's largest and most diverse departments.

DCS oversees Summit's largest monetary asset – City infrastructure.

Annually, DCS handles tens of thousands of calls from, and communications with, the public. These points of contact range from safety and emergency management to property maintenance concerns to drainage questions. Further, DCS is the first point of contact for new residents and businesses.

MISSION STATEMENT

To provide, design, maintain and upgrade critical city infrastructure, facilitate land development in the balanced environment of customer service, smart growth, safety and community standards, as well as to maintain community standards and quality of life through reasonable, effective education and enforcement.

OVERVIEW

In the engineering and public works divisions, responsibilities include capital improvements and maintenance to drainage and 50 miles of storm sewer, 2,800 storm structures, 82 miles of sanitary sewer, 2,300 sanitary structures, daily management of five million gallons of sanitary sewage flow and six miles of force mains. These divisions also maintain four pump stations and 45 buildings. They manage projects involving 83 miles of roadways, including 269 streets. Work involves pedestrian and public safety initiatives, emergency management and maintenance of parks, public spaces, and infrastructure, as well as support to other departments and boards and other essential services.

In the code administration and construction division, staffers are responsible for administering the statewide New Jersey uniform construction code, issuing construction permits and conducting the mandated inspections for building, electrical, plumbing, fire and mechanical work. The office issues approximately 2,500 permits annually, representing more than \$100 million of construction work each year and an annual average of 9,000 inspections. Also, within this division, the Land Use/Zoning Office is responsible for administering the Summit development regulations ordinance, the city's zoning regulations. Further, property maintenance, planning, zoning and *Safe Homes* responsibilities also fall under this division.

A key goal for DCS is to support city infrastructure and deliver exceptional services to the residents, property and business owners and the local and surrounding communities. From the transfer station operation, waste collection and sewer services to downtown beautification, athletic field maintenance, pedestrian safety and emergency services, DCS enriches the quality of life in Summit, and promotes an attractive, diverse and balanced community.

How We Performed in 2017

SERVICE GOAL	Maintain and upgrade critical city infrastructure and municipal resources – critical for pedestrian/vehicular safety, maintaining property values and emergency services
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FuelForce – City's Fueling System

The city upgraded to an online fuel system that services all of the city's Police, Fire, DCS and emergency vehicles. Along with the usual project deliverables such as configuration, build, testing, and training, it also included physical field components. This upgrade sets the foundation for fleet maintenance software in the future.

Drainage

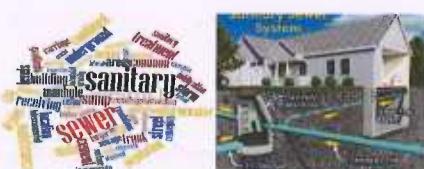
The engineering division created the citywide Drainage Assessment Report (DAR) as a guide for tracking areas of the city with drainage problems. The report is revised annually and serves as the ongoing list of sites to be considered for drainage improvement projects. During rainfall events, these locations are assessed to determine measures that can be taken to correct them, and new areas are examined to determine if they should be added to the DAR.

Sewers

Engineering and public works provides immediate emergency responses in sewer-related emergencies, along with continual maintenance of the systems to ensure proper and continuous drainage. Damage to Summit's more than 100-year-old sanitary and storm sewer system directly impact the health, safety and well-being of citizens.



The city has an intricate network of storm sewers that services the 13 individual drainage areas within the city. There are 2,800 storm sewer structures and 50 miles of storm sewer that fall within the jurisdiction of DCS. All told, there are 104 individual discharge points to various waterbodies. These drainage basins are located in three Watershed Management Areas (WMAs) as defined by NJDEP – 06-Upper Passaic, Whippany, & Rockaway, 07-Arthur Kill and 09-Lower Raritan, South River & Lawrence. The system is upgraded, as recommended by the DAR, during roadway improvement projects and as identified throughout the year by engineers and public works employees.



With the exception of 20 parcels, all properties within the city are serviced by the city's sanitary sewer system. There are 2,300 sanitary sewer structures and DCS is responsible for oversight and management of 82 miles of sanitary sewer. The city's sanitary sewer system includes a network of various sized pipes, four pumping stations, and a main trunk line that conveys all city sewage to a joint meeting point for several parts

of Essex and Union counties at a sewage treatment plant in Elizabeth, NJ. Engineering works closely with public works to identify sewer infrastructure projects using closed-circuit camera inspections and visual field inspections. In addition to emergency repairs and sewer upgrades completed in conjunction with roadway improvement projects, engineering completes approximately three sanitary sewer improvement projects from design through construction annually. In addition, the city also receives sewage from New Providence and works closely with the New Providence DPW to monitor flow volumes.

Road Maintenance and Projects

Each year, the city approves capital funding for infrastructure projects with the largest portion dedicated to roadway improvements. Engineering is responsible for maintaining an ongoing inventory of the city's 63 roadways and schedules these roads for improvements in a six-year Capital Plan through the annual Pavement Rating System (PRS). Each year, the city completes the design and inspection of several roadway improvement projects. Public works is responsible for roadway and infrastructure maintenance and repair, including paving, micro-surfacing, pothole repair, curb work, thermoplastic applications and seasonal work such as snow and ice control and plowing. Public works also ensures compliance with NJ state storm water regulations. Additionally, qualifying roads are submitted to the NJDOT for potential grant funding on an annual basis in which engineering has secured at least \$200,000 in funding for nine consecutive years.

Pedestrian Safety

Pedestrian safety has long been one of the city's top priorities. Through technical analysis and studies, the engineering division works with both public works and safety committees to identify and oversee projects from conceptual design through construction, including labor-intensive monitoring, evaluation and implementation. These projects are completed annually and often include sidewalk installation and improvements, implementation of ADA requirements, flashing beacons, signage, upgrade of pedestrian traffic signals and striping. Public works executes sidewalk installations and repairs as needed on city property, along with the proper operation of more than 460 traffic and pedestrian signal light heads and 121 Central Retail Business District (CRBD) decorative (street, pedestrian, etc.) lights. Pedestrian safety is also addressed within these annual roads projects. In 2017, 26 ADA ramps were replaced at various locations in the city.

Parks and Recreation

Upgrading and maintaining the city's recreation facilities requires the cooperation of engineering, public works, and community programs. For construction projects, engineering assumes the lead design and project management role while working with other departments. Throughout the year, the engineering division is relied upon for assistance with design, maintenance and minor upgrades. Public works is responsible for the maintenance and improvements of 15 athletic fields, the municipal golf course and the Summit Family Aquatic Center.

GIS (Geographic Information System)

Engineering is responsible for the upgrade and maintenance of the city's GIS system. Data is continually added and revised with the ultimate goal of having the city's entire key infrastructure mapped and readily accessible for city staff. A portal with more general information will be launched for public use this year. This tool provides an exceptional method of tracking city assets including storm and sanitary sewer structures, signage and regulatory striping.

Fleet Maintenance

Public works handles the oversight of the city's fleet maintenance program, managing more than 250 city vehicles and equipment (police, fire, code/construction, parking, engineering, public works, Board of Education, etc.). Public works mechanics provide professional expertise in emergency vehicle lighting, electrical/hydraulic/brake systems and engine components. Fleet mechanics also provide emergency storm operation support 24/7 through storm events.

City Infrastructure/Properties Maintenance

Public works is responsible for the daily care and maintenance of over 8,000 city trees, numerous parking lots/garages, parks and recreation areas, city buildings and properties, athletic fields using integrated pest management (IPM) where applicable, art installations, playgrounds, as well as public spaces in the CRBD. Public works contracts with a licensed forester that assists in maintaining the city's urban forest and also works with the Shade Tree Advisory Committee and Environmental Commission to promote environmental best practices.

Sanitation and Solid Waste Management

Public works oversees the city's solid waste stream, including collection of residential and commercial trash, as well as bulky waste and recyclables. The public works fleet includes specialized trailers for the transport of solid waste. Public works manages the Municipal Transfer Station, which handles the community's recycling needs, leaf collection and composting. Annually, the transfer station processes approximately 10,000 tons of municipal solid and bulky waste, and 5,000 tons of recyclables. The Public Works Division works with Summit's Recycling Advisory Committee (RAC) to divert tonnage from Summit's waste stream.

	<u>2016</u>	<u>2017</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2016</u>	<u>Monthly Avg. 2017</u>	<u>% Change Monthly</u>
ENGINEERING						
Grading permits	92	75	-18%	8	6	-18%
Public Utilities	114	130	14%	10	11	14%
Storm/San. Sewers	22	6	-73%	2	1	-73%
Road Opening	3	10	233%	0	1	233%
Curb/Sidewalks	54	33	-39%	5	3	-39%
Total Engineering Permits	285	254	-11%	24	21	-11%
TREES						
Number of replacement trees	21	19	-10%	2	2	-10%
Tree Permits Approved/Fee	52	77	48%	4	6	48%
Tree Permits Approved/Exempt	127	144	13%	11	12	13%
Tree Permits Denied	0	4	100%	0	0	0%
Total Tree Permits	179	241	35%	15	20	35%
Linear Feet of Cleaned & Video Inspected Sewer Mains	22,600	20,000	-11%			
Potholes	425	400	-6%			
Microsurfacing (square yardage)	65,000	67,000	3%			

Performance Goals Review

SERVICE GOAL

Facilitate safe, compliant land development and economic growth in a balanced environment.

Master Plan Implementation

In early 2016, the City of Summit Planning Board embarked on an ambitious Master Plan Re-examination process that is mandated every 10 years for municipalities. On November 21, 2016, the Planning Board voted unanimously to approve the report. 2017 saw the start of the city's implementation of the Master Plan recommendations, beginning with establishing the Broad Street Corridor west as an area in need of redevelopment.

Construction

The construction office is responsible for administering the statewide New Jersey uniform construction code, issuing construction permits and conducting the mandated inspections for building, electrical, plumbing, fire and mechanical work. The office issues approximately 2,500 permits annually with 94% released on or ahead of schedule. This represents anywhere from 60 to 100MM of construction work each year and an annual average of about 9,000 inspections.

Land Use/Zoning

The land use/zoning office is responsible for administering the Summit Development Regulations Ordinance (DRO), the city's zoning regulations. This includes a prior approval review of about 600 construction projects for zoning compliance with more than 67% of projects being reviewed and decided on-time. The office also issues more than 600 zoning certificates of occupancy each year, entailing more than 1,100 inspections for home re-sales and tenant changes. Technical and administrative assistance is also provided to the city's two land use boards.

In 2017, the city amended the permitted use in the Planned Research Office Development (PROD) Zone and expanded zone usage to allow for greater oncology research. Also, an ordinance was created to establish overlay zoning regulations and design standards.

Planning and Zoning Boards

The New Jersey Municipal Land Use Law requires Summit to have both a planning board and a zoning board of adjustment. The planning board typically considers major commercial and large residential developments and subdivisions, while the zoning board considers requests for relief (variances) from the city's DRO.

	<u>2016</u>	<u>2017</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2016</u>	<u>Monthly Avg. 2017</u>	<u>% Change Monthly</u>
CONSTRUCTION						
Zoning CO Inspections	932	803	-14%	78	67	-14%
Zoning CO Re-Inspections	561	432	-23%	47	36	-23%
Total Zoning CO Inspections	1,493	1,235	-17%	124	103	-17%
Total Zoning Reviews	686	709	3%	57	59	3%
UCC Plan Reviews	3,365	3479	3%	280	290	3%
% completed within 20 days	96%	93%	-3%	96%	93%	-3%
Total UCC Inspections	9,983	10083	1%	832	840	1%
Construction Permit Rev.	\$1,188,997	\$1,304,848	10%	\$99,083.08	\$108,737.33	10%
Total Construction Value	\$102,302,757	\$110,054,566	8%	\$8,525,230	\$9,171,214	8%
Total Permits Issued	2,591	2,417	-7%	216	201	-7%
PLANNING & ZONING						
# of zoning board applications submitted	71	60	-15%	6	5	-15%
# of zoning board applications decided	68	54	-21%	6	2	-65%
ZB Application Fees Collected	\$28,587.50	\$27,737.50	-3%	\$2,382.29	\$2,311.46	-3%
ZB Escrow Deposits	\$99,046.26	\$112,371.56	13%	\$8,253.86	\$9,364.30	13%
ZB Inspection Fees Collected	\$51,746.72	\$65,419.89	26%	\$4,312.23	\$5,451.66	26%
# of planning board applications submitted	11	3	-73%	1	0	-73%
# of planning board applications decided	11	3	-73%	1	0	-73%
PB Application Fees Collected	\$16,362.75	\$1,900.00	-88%	\$1,363.56	\$158.33	-88%
PB Escrow Deposits	\$42,972.50	\$50,238.52	17%	\$3,581.04	\$4,186.54	17%
PB Inspection Fees Collected	\$60,790.52	\$0.00	-100%	\$5,065.88	\$0.00	-100%

Online Code/Construction Permitting Process

2017 also focused on launching the inaugural online building permit platform in DCS. The Code and Construction software transition from a 20-year old legacy system to an online platform was a huge team undertaking. The importance of this platform cannot be understated. This is the largest and most critical component of DCS, responsible for the function of a million-dollar, multi-faceted operation. It is the foundation of Code Administration, construction and enforcement, managing application paperwork, plan review, permitting process, inspections, violations and Certificates of Occupancy and land use oversight. The transition included hundreds of staff hours of research, contract review and negotiations, platform configuration, coding, infrastructure build, data migration, staff training, hardware configurations, staff and public roll-out and platform management over the past few years. DCS launched it on January 1, 2018.

Affordable Housing

In October 2016, the city executed an agreement with Fair Share Housing Center (FHC) to settle litigation between the city and the FHC and establish the city's "fair share" of the regional need for low and moderate incoming housing. The settlement agreement also delineated actions that Summit must take to satisfy its legal requirement of fair share housing. The planning board passed the Fair Share plan unanimously on January 23, 2017. The city's Common Council endorsed the plan by vote on February 1, 2017. Following endorsement, the city began creating and implementing zoning ordinances to support the plan. The city's affordable housing multi-family set-aside ordinance was amended to include language addressing the compensatory benefit for the imposition of affordable housing set aside. The city also established the Affordable Housing Ordinance creating a new Chapter, Chapter VIII, Affordable Housing of the Municipal Code of the City of Summit. The city also authorized its funding commitment from the Affordable Housing Trust Fund for Affordable Housing projects.

Property Maintenance

Enforcement of the city's property maintenance and housing code are critical to maintaining Summit's excellent property values and quality of life. Proactive field work and prompt complaint response are the hallmarks of the program. With the addition of a part-time inspector in this area, public complaints are at an all-time low.

Safe Homes

The city's *Safe Homes* program was created in the mid-1990's to address the growing issue regarding overcrowding and illegal or unsafe living arrangements. Staffed by a bilingual inspector, the program has a hotline with 24-hour on-call support, and works very closely with the city's police, fire and health agencies to investigate and correct unsafe housing conditions, respond promptly to investigate complaints and issue fines to landlords and tenants for violations.

Resident Assistance

Every day, DCS staff provides direct assistance to city residents through phone calls, emails, site visits, preparation of maps, service calls, reviewing, issuing and inspecting engineering permits, public works emergencies, new resident and business information and scheduling inspections (building, plumbing, electrical, mechanical, fire). With participation from the Communications Office, DCS published two informational videos regarding its processes to better inform the public - <https://www.youtube.com/watch?v=4vZx5ebbXrQ> and <https://www.youtube.com/watch?v=TMZzNtiWrTQ>.

Emergency Operations

DCS (engineering, public works, code administration) plays an integral role on the city's emergency management team. DCS provides on-call, immediate response for emergencies including first response in storm events, accident response assistance efforts and building infrastructure damage. This includes everything from maintaining access to critical medical and first-responder facility locations during weather-related emergencies to determining the integrity and safety buildings in event of damage.

Environmental/Arts Initiatives

DCS manages and administers the city's arts and environmental programs. Further, DCS supports economic sustainability wherever possible in all city practices. The city won the first-ever Sustainability Champion Award for its Sustainable Jersey submission, spearheaded by the DCS department, tying for first place in the medium municipality category, and second place overall. 2017 marks the fifth year of winning with distinction. The Sustainable Jersey certification program recognizes a community's "green" accomplishments. DCS also manages the Summit Free Market, an environmental program run by high school volunteers that facilitates "free" goods exchange of yard-sale quality reusable items among residents.

Agency Coordination

Coordination between various federal, state, and county agencies that have jurisdiction over some infrastructure within the city limits is a vital responsibility of DCS. Open communication ensures conformity to all current regulations and maintenance of working relationships to ensure efficient project execution.

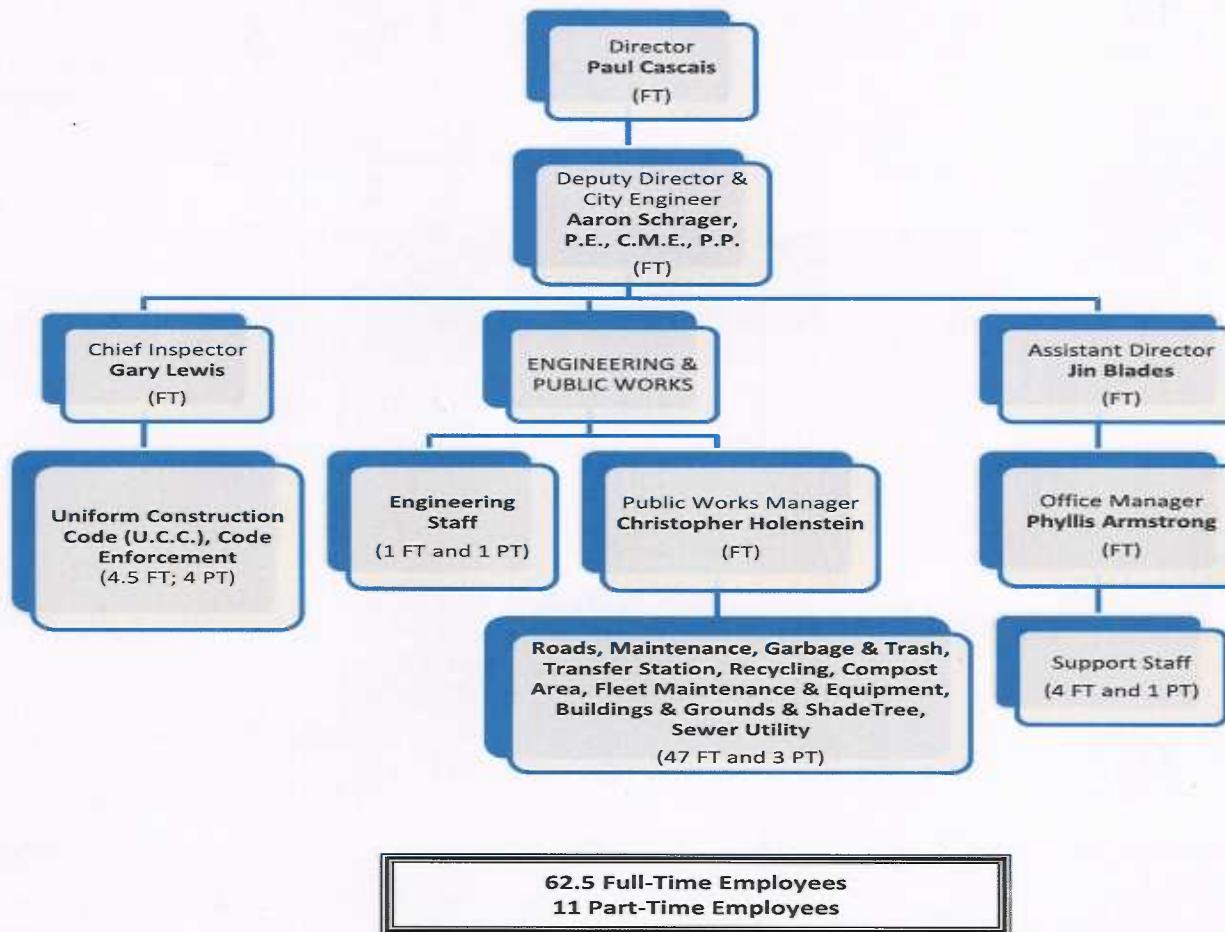
Project DB

In 2017, the DCS online project management database went live. This platform is integral in managing the Department's exceptional work volume. No other city department is larger or has oversight of such magnitude and scope over city functions as DCS.

	<u>2016</u>	<u>2017</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2016</u>	<u>Monthly Avg. 2017</u>	<u>% Change Monthly</u>
SAFE HOMES/Property Maintenance						
Code service calls-external	165	130	-21%	14	11	-21%
Code service call-internal/proactive	53	82	55%	4	7	55%
Total service calls-code	218	212	-3%	18	18	-3%
Issues found from external referrals	11	9	-18%	1	1	-18%
Issues found from internal investigations	12	13	8%	1	1	8%
Total issues found	15	8	-47%	1	1	-47%
Safe Homes Issues found (100% are resolved same day)	17	13	-24%	1	1	-24%
# of written notices	151	119	-21%	13	10	-21%
# of summonses	7	3	-57%	1	0	-57%
# of service calls closed	171	102	-40%	14	9	-40%
Dial-A-Truck Stops	1,098	1,085	-1%	92	90	-1%

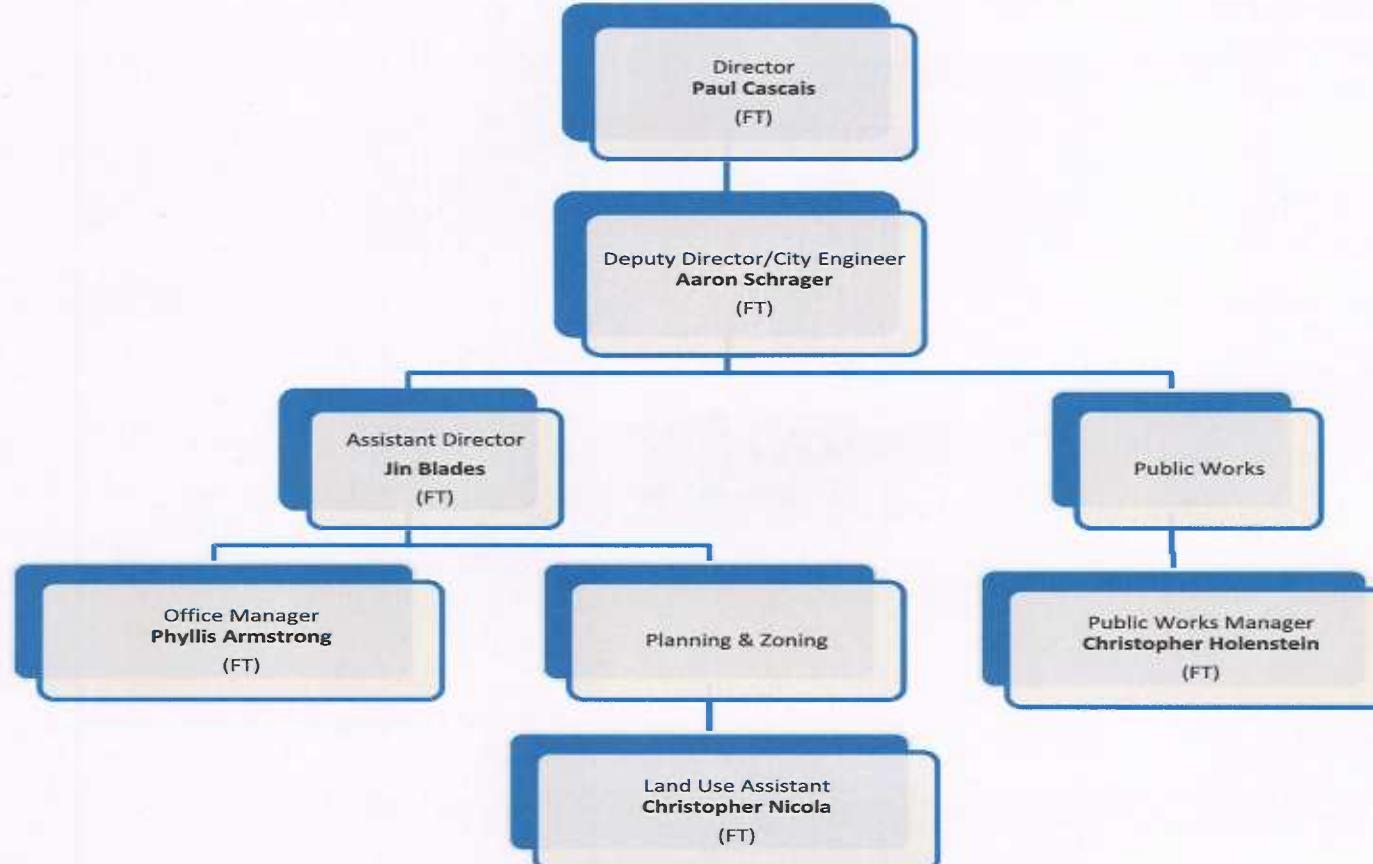
SUMMARY

As the city's largest department with the broadest jurisdiction, DCS is continuously striving to improve operations for the benefit of Summit citizens. Our goal is to make the city one of the most attractive places to live in New Jersey and maintain the highest community standards. This is achieved by sustaining and upgrading the city's robust infrastructure, implementing city-wide environmental best practices, facilitating safe, compliant land development and smart economic growth.

DEPARTMENT OF COMMUNITY SERVICES

DEPARTMENT OF COMMUNITY SERVICES

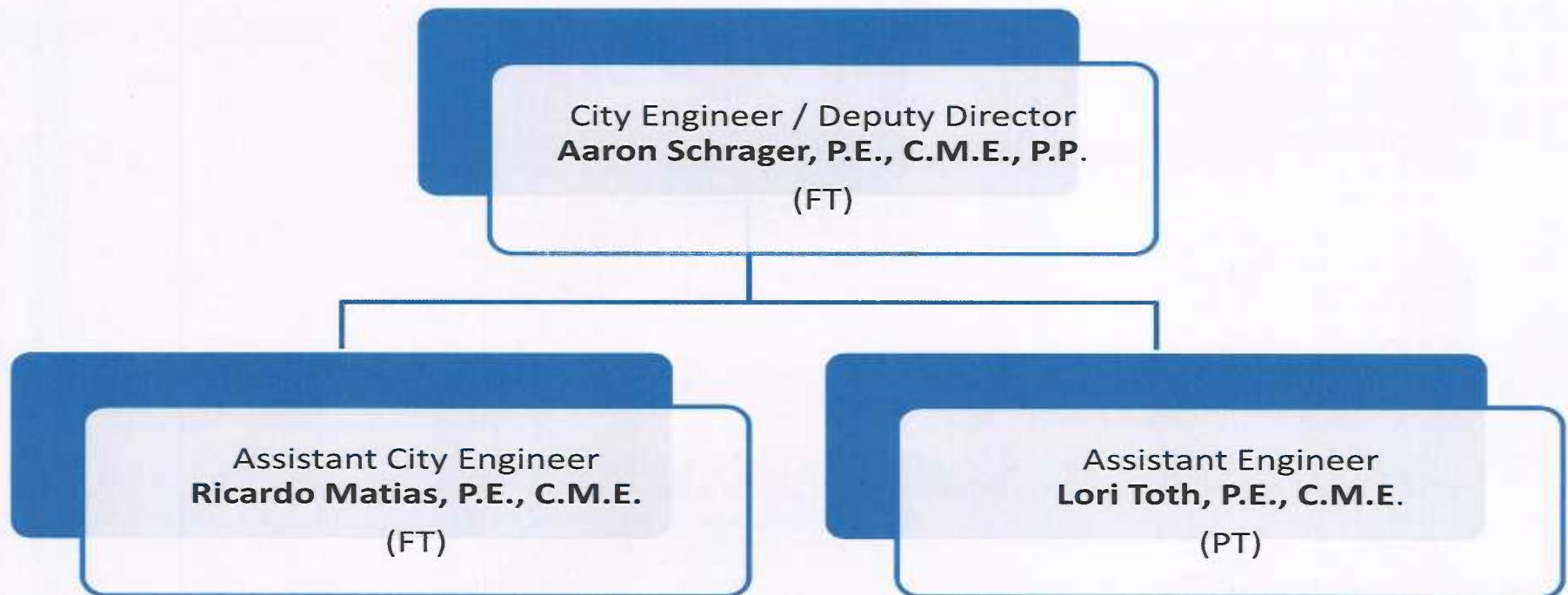
DCS ADMINISTRATION



5 FULL-TIME EMPLOYEES*

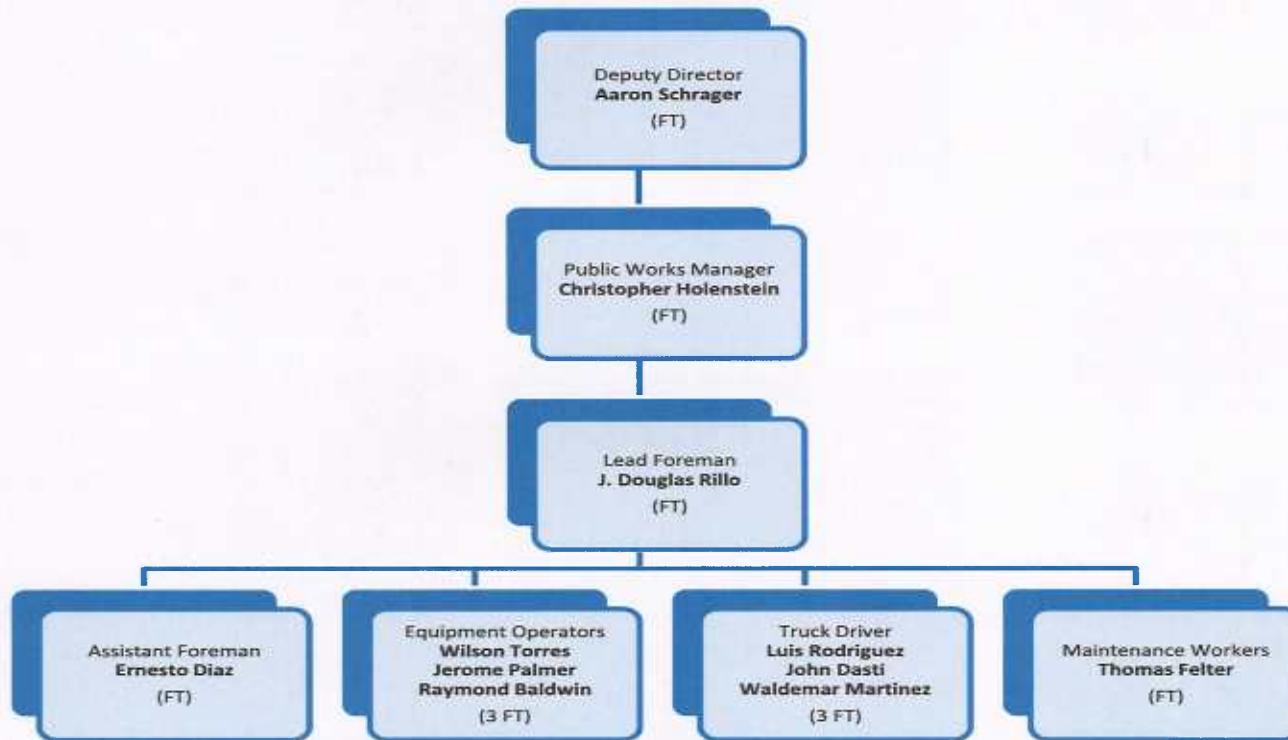
*Does not include Deputy Director/City Engineer

DEPARTMENT OF COMMUNITY SERVICES
ENGINEERING DIVISION



2 FULL-TIME EMPLOYEES
1 PART-TIME EMPLOYEE

DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS
ROADS UNIT

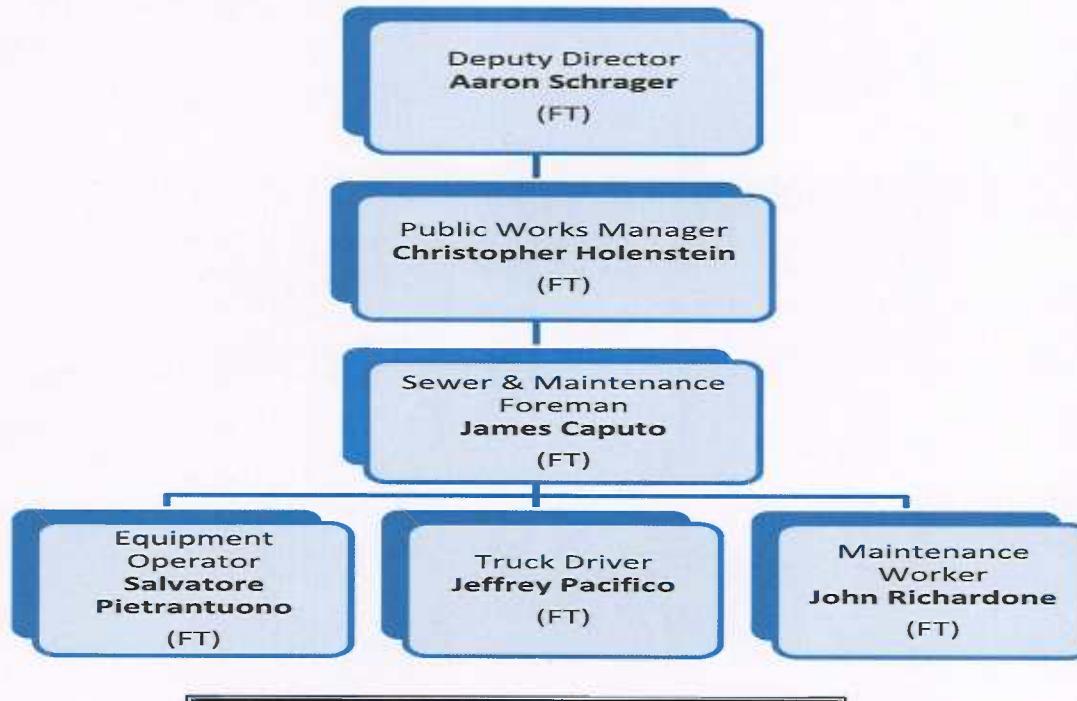


9 FULL-TIME EMPLOYEES*

*Does not include Deputy Director or
Public Works Manager

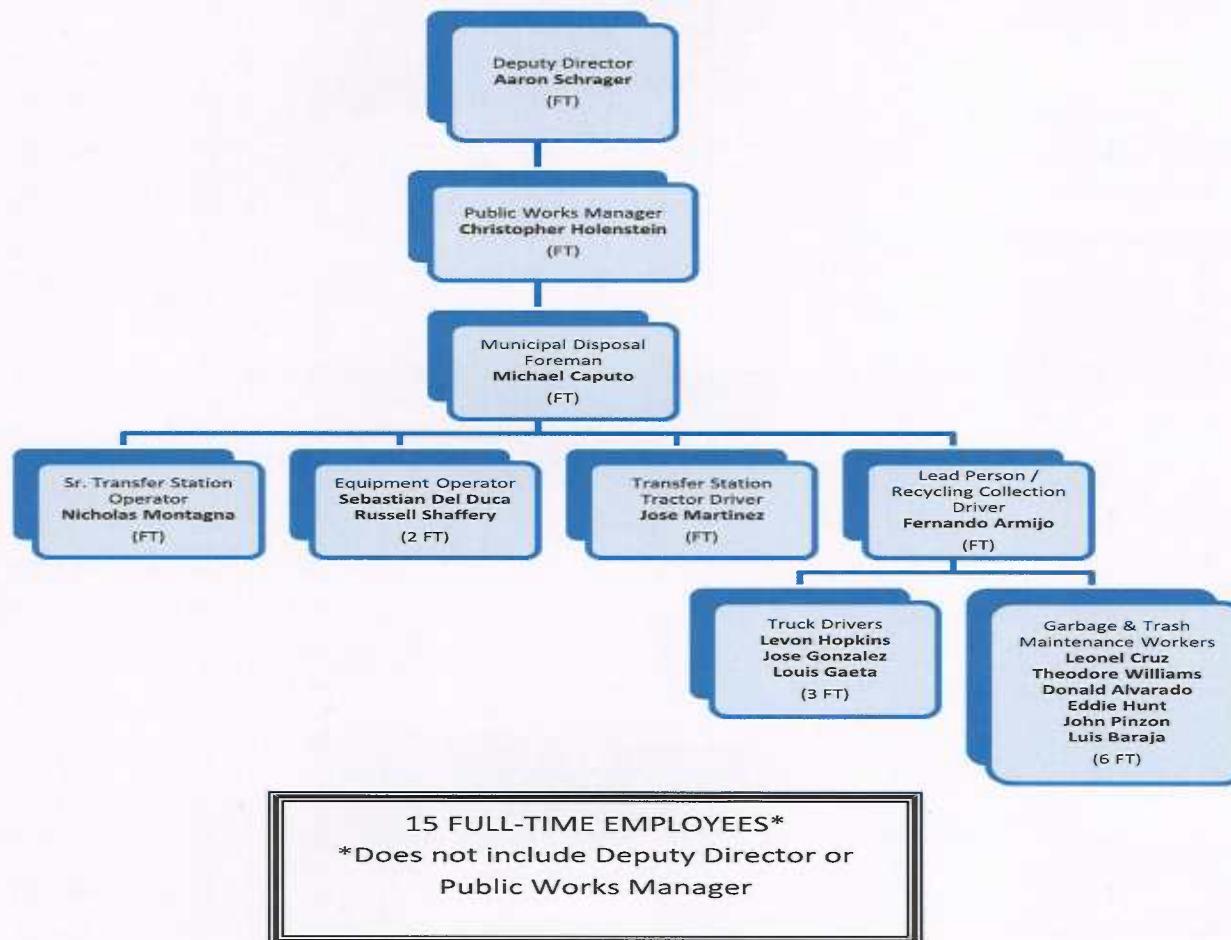
**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS**

MAINTENANCE UNIT



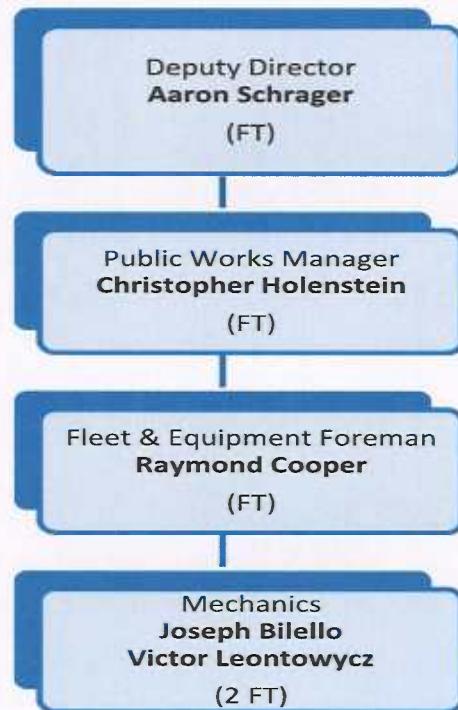
DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS

GARBAGE & TRASH/TRANSFER STATION/RECYCLING/COMPOST AREA



**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS**

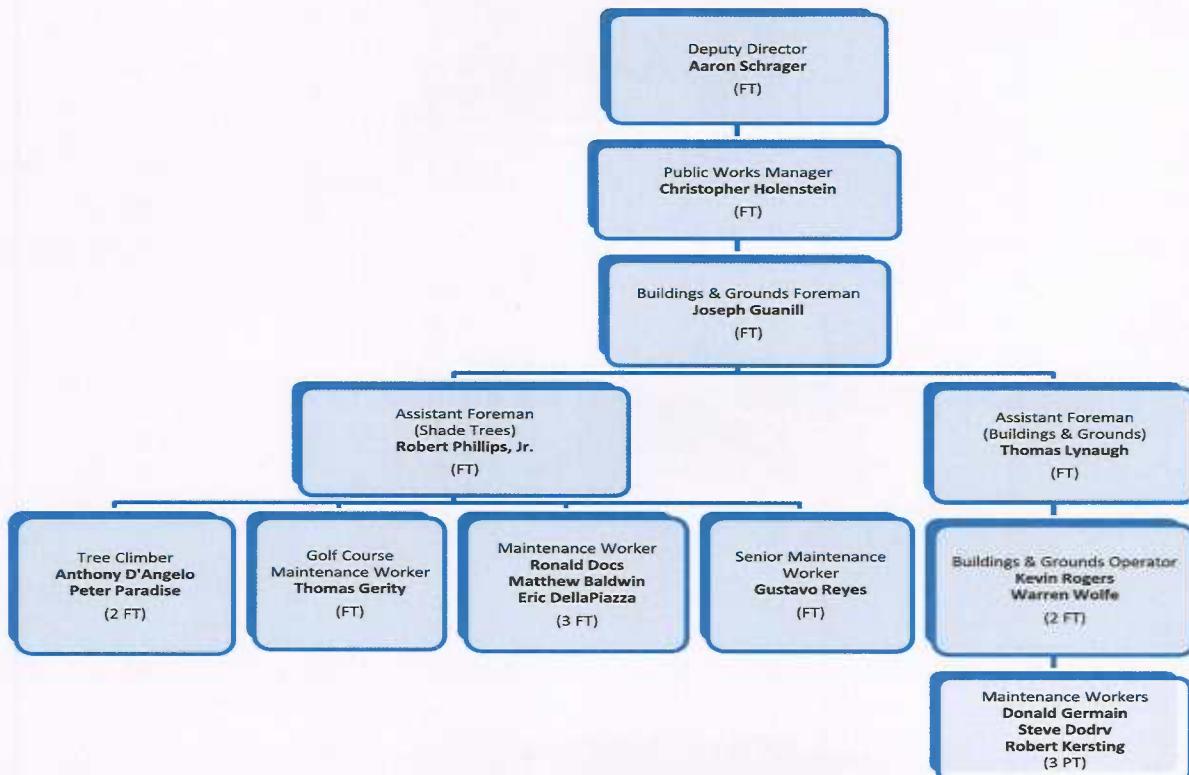
FLEET MAINTENANCE & EQUIPMENT UNIT



3 FULL-TIME EMPLOYEES*

*Does not include Deputy Director or
Public Works Manager

DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS
BUILDINGS AND GROUNDS/SHADE TREES UNIT

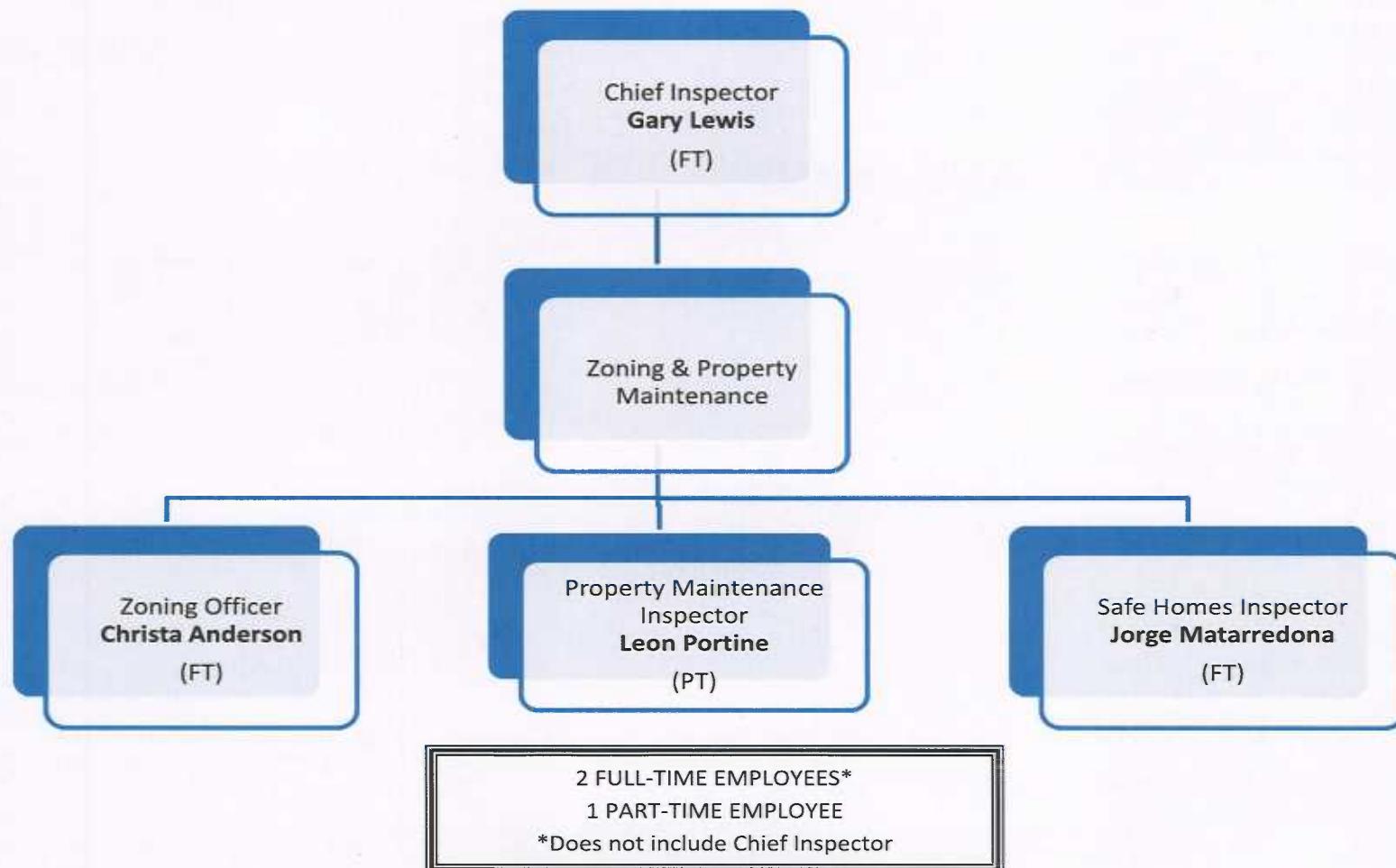


11 FULL-TIME EMPLOYEES*

3 PART-TIME EMPLOYEES

*Does not include Deputy Director, Public Works Manager, or Golf Course Maintenance Worker

DEPARTMENT OF COMMUNITY SERVICES

CODE ENFORCEMENT

465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

LINE-ITEM BUDGET

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 478,000	\$ 404,717	\$ 73,283	\$ 482,000	\$ 482,000	\$ 4,000	0.84%
102	Temps	0	12,697	(12,697)	30,000	30,000	30,000	100.00%
130	Garage Staff Support	26,400 *	6,939	19,461	35,000	35,000	8,600	32.58%
194	Overtime - 4th July	6,000	4,199	1,801	6,000	6,000	0	0.00%
195	National Night Out	4,000	5,897	(1,897)	4,000	4,000	0	0.00%
	Total Salary & Wages	\$ 514,400	\$ 434,450	\$ 79,950	\$ 557,000	\$ 557,000	\$ 42,600	8.28%
* \$38,600.00 transferred to PW Maintenance, Recycling, Transfer Station and Compost Area Salaries and Wages								
<u>Other Expenses</u>								
201	Supplies & Materials	\$ 7,000	\$ 7,123	\$ (123)	\$ 6,500	\$ 6,500	\$ (500)	-7.14%
202	Marketing & Advertising	0	0	0	1,000	1,000	1,000	100.00%
505	Condo/Apts Snow & Lighting	5,000	0	5,000	5,000	5,000	0	0.00%
509	Pager Services	4,500	0	4,500	3,000	3,000	(1,500)	-33.33%
701	Equipment	17,000	14,209	2,791	11,000	11,000	(6,000)	-35.29%
804	Training & Seminars	9,000	7,165	1,835	6,500	6,500	(2,500)	-27.78%
806	Memberships	3,000	3,086	(86)	3,500	3,500	500	16.67%
808	Personal Expenses	3,600	0	3,600	3,600	3,600	0	0.00%
809	Conferences & Meetings	4,500	2,235	2,265	4,700	4,700	200	4.44%
810	Software Maintenance	0	0	0	44,000	44,000	44,000	100.00%
812	Licenses & Certifications	37,400	37,358	42	1,200	1,200	(36,200)	-96.79%
	Total Other Expenses	\$ 91,000	\$ 71,177	\$ 19,823	\$ 90,000	\$ 90,000	\$ (1,000)	-1.10%
	Division Total	\$ 605,400	\$ 505,627	\$ 99,773	\$ 647,000	\$ 647,000	\$ 41,600	6.87%
29-401-000								
200	<u>Downtown Maintenance</u>	\$ 8,500	\$ 8,442	\$ 58	\$ 8,500	\$ 8,500	\$ 0	0.00%
	Overall Community Services Total	\$ 613,900	\$ 514,068	\$ 99,832	\$ 655,500	\$ 655,500	\$ 41,600	6.78%

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
Armstrong, Phyllis	Full-Time	Office Manager	\$ 73,277	\$ 75,285	10	19	\$ 0	\$ 75,285	
Blades, Jin	Full-Time	Assistant Director	90,295	95,380	13	19	0	95,380	
Cascais, Paul	Full-Time	DCS Director	160,466	145,878	19	19	14,588	160,466	
Holenstein, Christopher	Full-Time	Public Works Manager	104,283	104,283	14	19	0	104,283	
Nicola, Christopher	Full-Time	Land Use Assistant	52,748	45,825	6	1/2	0	45,825	
<i>Salaries & Wages Total</i>		\$ 481,069	\$ 466,651				\$ 14,588	\$ 481,239	

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full Time	\$ 243,000	\$ 245,647	\$ (2,647)	\$ 252,050	\$ 252,050	\$ 9,050	3.72%
102	Interns	16,000	11,884	4,117	17,000	17,000	1,000	6.25%
106	Part Time	87,000	88,236	(1,236)	88,250	88,250	1,250	1.42%
	Total Salary & Wages	\$ 346,000	\$ 345,767	\$ 233	\$ 357,300	\$ 357,300	\$ 11,300	3.27%
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 1,000	\$ 897	\$ 103	\$ 1,000	\$ 1,000	\$ 0	0.00%
405	Vehicle Maintenance	1,000	1,496	(496)	1,500	1,500	500	50.00%
503	Contract Services	7,500	7,885	(385)	7,500	7,500	0	0.00%
504	GIS CAD Software License	7,500	2,447	5,053	7,450	7,450	(50)	-0.67%
505	Printing	3,400	237	3,163	2,250	2,250	(1,150)	-33.82%
709	Miscellaneous Equipment	1,000	981	19	1,000	1,000	0	0.00%
809	Conferences/Meetings & Training	5,450	3,110	2,340	5,000	5,000	(450)	-8.26%
	Total Other Expenses	\$ 26,850	\$ 17,053	\$ 9,797	\$ 25,700	\$ 25,700	\$ (1,150)	-4.28%
	Division Total	\$ 372,850	\$ 362,820	\$ 10,030	\$ 383,000	\$ 383,000	\$ 10,150	2.72%

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
Matias, Ricardo	Full-Time	Assistant City Engineer	\$ 111,208	\$ 114,385	16	18	\$ 0	\$ 114,385	
Schrager, Aaron	Full-Time	City Engineer/Deputy Director	137,616	137,616	18	19	0	137,616	
Toth, Lori	Part-Time	Assistant Engineer	88,237	80,215	13	19	8,022	88,237	
<i>Salaries & Wages Total</i>		\$ 337,061	\$ 332,216			\$ 8,022		\$ 340,238	

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 655,000	\$ 650,717	\$ 4,283	\$ 667,000	\$ 667,000	\$ 12,000	1.83%
103	Seasonal	7,500	0	7,500	8,000	8,000	500	6.67%
104	Overtime	100,000	64,926	35,074	75,000	75,000	(25,000)	-25.00%
107	Snow Removal	170,000	86,741	83,259	170,000	170,000	0	0.00%
	Total Salary & Wages	\$ 932,500	\$ 802,385	\$ 130,115	\$ 920,000	\$ 920,000	\$ (12,500)	-1.34%
<u>Other Expenses</u>								
201	Supplies	\$ 10,000	\$ 973	\$ 9,027	\$ 8,000	\$ 8,000	\$ (2,000)	-20.00%
205	Tools	2,500	1,947	554	2,500	2,500	0	0.00%
211	Road Materials	65,000	55,024	9,976	65,000	65,000	0	0.00%
403	Equipment Maintenance	38,000	30,148	7,852	0	0	(38,000)	-100.00%
405	Vehicle Maintenance	25,000	25,085	(85)	0	0	(25,000)	-100.00%
407	Snow Removal Services	70,000	0	70,000	70,000	70,000	0	0.00%
405/408	Snow Removal Materials	73,000	57,541	15,459	75,000	75,000	2,000	2.74%
801	Clothing Purchase/Cleaning	3,700	3,568	132	4,100	4,100	400	10.81%
	Total Other Expenses	\$ 287,200	\$ 174,286	\$ 112,914	\$ 224,600	\$ 224,600	\$ (62,600)	-21.80%
	Division Total	\$ 1,219,700	\$ 976,671	\$ 243,029	\$ 1,144,600	\$ 1,144,600	\$ (75,100)	-6.16%

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
Baldwin, Raymond	Full-Time	Equipment Operator	\$ 74,662	\$ 75,889	8	19	\$ 1,000	\$ 76,889	
Dasti, John	Full-Time	Truck Driver	69,069	70,126	6	19	1,000	71,126	
Diaz, Ernesto Jr.	Full-Time	Assistant Foreman	80,002	80,875	9	19	1,500	82,375	
Felter, Thomas	Full-Time	Maintenance Worker	46,972	46,446	5	2	0	46,446	
Martinez, Waldemar	Full-Time	Truck Driver	54,132	54,453	6	5	250	54,703	
Palmer, Jerome	Full-Time	Equipment Operator	75,162	75,889	8	19	2,000	77,889	
Rillo, J. Douglas	Full-Time	Lead Foreman	99,746	93,419	11	19	9,342	102,761	
Rodriquez, Luis	Full-Time	Truck Driver	74,876	70,126	6	14	1,000	71,126	
Torres, Wilson	Full-Time	Equipment Operator	79,555	75,889	8	19	6,830	82,719	
Salaries & Wages Total		\$ 654,176	\$ 643,112				\$ 22,922	\$ 666,034	

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 334,200 *	\$ 347,587	\$ (13,387)	\$ 304,310	\$ 304,310	\$ (29,890)	-8.94%
104	Overtime	30,000	20,192	9,808	25,000	25,000	(5,000)	-16.67%
106	Sick Leave Incentive	25,000	21,050	3,950	25,000	25,000	0	0.00%
	Total Salary & Wages	\$ 389,200	\$ 388,829	\$ 371	\$ 354,310	\$ 354,310	\$ (34,890)	-8.96%
* \$38,200.00 transferred in from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
201	Supplies	\$ 2,000	\$ 760	\$ 1,240	\$ 2,000	\$ 2,000	\$ 0	0.00%
205	Tools	1,500	1,016	484	1,100	1,100	(400)	-26.67%
211	Road Materials	4,000	4,300	(300)	4,500	4,500	500	12.50%
212	Sewer Materials	5,000	528	4,472	3,500	3,500	(1,500)	-30.00%
215	Street Name Signs	5,000	3,400	1,600	5,000	5,000	0	0.00%
216	Storm Water Licenses	0	0	0	6,000	6,000	6,000	100.00%
403	Equipment Maintenance	5,000	906	4,094	0	0	(5,000)	-100.00%
405	Vehicle Maintenance	15,000	11,540	3,460	0	0	(15,000)	-100.00%
408	Traffic Signal Maintenance	25,000	24,853	147	28,000	28,000	3,000	12.00%
409	Street Light Maintenance	5,000	4,951	49	5,000	5,000	0	0.00%
502	Road Striping Contract Services	7,500	300	7,200	5,000	5,000	(2,500)	-33.33%
801	Clothing Purchase/Cleaning	2,000	1,923	77	2,400	2,400	400	20.00%
	Total Other Expenses	\$ 77,000	\$ 54,479	\$ 22,521	\$ 62,500	\$ 62,500	\$ (14,500)	-18.83%
	Division Total	\$ 466,200	\$ 443,308	\$ 22,892	\$ 416,810	\$ 416,810	\$ (49,390)	-10.59%

300-000 DCS - PUBLIC WORKS MAINTENANCE

EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2017			2018			Long			2018 Total
			Base	%	Grade	Step	Longevity					
Caputo, James	Full-Time	Sewer & Maintenance Foreman	\$ 99,746		\$ 93,419	10%	11	19	\$ 9,342			\$ 102,761
Pacifico, Jeffrey	Full-Time	Truck Driver	74,876		70,126	10%	6	19	7,013			77,139
Pietrantuono, Salvatore	Full-Time	Equipment Operator	75,162		75,889		8	19	1,500			77,389
Richardone, John	Full-Time	Maintenance Worker	45,872		47,019		5	1	0			47,019
<i>Salaries & Wages Total</i>		<i>\$ 295,656</i>			<i>\$ 286,453</i>				<i>\$ 17,855</i>			<i>\$ 304,308</i>

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 559,000	\$ 550,472	\$ 8,528	\$ 559,000	\$ 559,000	\$ 0	0.00%
102	Per Diem	70,000	71,704	(1,704)	85,000	85,000	15,000	21.43%
104	Overtime	30,000	11,624	18,376	30,000	30,000	0	0.00%
105	Holiday Pay	30,000	30,079	(79)	30,000	30,000	0	0.00%
109	Leaf Pay	20,000	22,970	(2,970)	20,000	20,000	0	0.00%
	Total Salary & Wages	\$ 709,000	\$ 686,848	\$ 22,152	\$ 724,000	\$ 724,000	\$ 15,000	2.12%
<u>Other Expenses</u>								
209	Supplies & Materials	\$ 2,000	\$ 1,524	\$ 476	\$ 2,500	\$ 2,500	\$ 500	25.00%
404	Ground Maintenance	1,500	414	1,086	1,500	1,500	0	0.00%
405	Vehicle Maintenance	20,000	18,925	1,075	0	0	(20,000)	-100.00%
801	Clothing Maintenance/ Cleaning	4,300	5,478	(1,178)	6,100	6,100	1,800	41.86%
	Total Other Expenses	\$ 27,800	\$ 26,342	\$ 1,458	\$ 10,100	\$ 10,100	\$ (17,700)	-63.67%
	Division Total	\$ 736,800	\$ 713,190	\$ 23,610	\$ 734,100	\$ 734,100	\$ (2,700)	-0.37%

	Status	Title	2017		2018			2018	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Alvarado, Donald	Full-Time	Maintenance Worker	\$ 64,304		\$ 65,218	5	19	\$ 1,000	\$ 66,218
Barajas, Luis	Full-Time	Maintenance Worker	0		46,446	5	2	0	46,446
Cruz, Leonel	Full-Time	Maintenance Worker	45,872		47,019	5	2	0	47,019
Gaeta, Louis	Full-Time	Truck Driver	69,069		70,126	6	19	1,500	71,626
Gonzalez, Jose	Full-Time	Truck Driver	69,569		70,126	6	19	2,000	72,126
Hopkins, Levon	Full-Time	Truck Driver	73,515		70,126	6	19	5,610	75,736
Hunt, Eddie	Full-Time	Maintenance Worker	64,304		65,218	5	19	1,000	66,218
Pinzon, John	Full-Time	Maintenance Worker	60,825		65,218	5	19	500	65,718
Rodriguez, Luis (transferred to PW-Roads Unit)	Full-Time	Maintenance Worker	64,304		0			0	0
Williams, Theodore	Full-Time	Maintenance Worker	46,422		47,607	5	3	0	47,607
<i>Salaries & Wages Total</i>			\$ 558,183		\$ 547,104			\$ 11,610	\$ 558,714

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 76,000	\$ 75,780	\$ 220	\$ 76,900	\$ 76,900	\$ 900	1.18%
	Total Salary & Wages	\$ 76,000	\$ 75,780	\$ 220	\$ 76,900	\$ 76,900	\$ 900	1.18%
<u>Other Expenses</u>								
203	Supplies	\$ 2,000	\$ 1,181	\$ 819	\$ 2,500	\$ 2,500	\$ 500	25.00%
205	Tools	250	20	230	400	400	150	60.00%
403	Equipment Maintenance	750	360	390	0	0	(750)	-100.00%
405	Vehicle Maintenance	7,500	6,813	687	0	0	(7,500)	-100.00%
512	Curbside Collection	230,000	209,019	20,981	250,000	250,000	20,000	8.70%
	Total Other Expenses	\$ 240,500	\$ 217,392	\$ 23,108	\$ 252,900	\$ 252,900	\$ 12,400	5.16%
	Division Total	\$ 316,500	\$ 293,172	\$ 23,328	\$ 329,800	\$ 329,800	\$ 13,300	4.20%

	Status	Title	2017		2018			2018	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Armijo, Fernando	Full-Time	Lead Person / Recycling Collection Driver	\$ 74,662		\$ 75,889	8	19	\$ 1,000	\$ 76,889
		<i>Salaries & Wages Total</i>	<u>\$ 74,662</u>		<u>\$ 75,889</u>			<u>\$ 1,000</u>	<u>\$ 76,889</u>

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 248,000	\$ 250,985	\$ (2,985)	\$ 255,200	\$ 255,200	\$ 7,200	2.90%
104	Overtime	37,600	35,602	1,998	30,000	30,000	(7,600)	-20.21%
109	Other Pay	9,000	7,996	1,004	0	0	(9,000)	-100.00%
	Total Salary & Wages	\$ 294,600	\$ 294,582	\$ 18	\$ 285,200	\$ 285,200	\$ (9,400)	-3.19%
<u>Other Expenses</u>								
202	Supplies & Materials	\$ 4,000	\$ 1,144	\$ 2,856	\$ 4,000	\$ 4,000	\$ 0	0.00%
216	Facility Licenses	40,000	25,447	14,553	34,000	34,000	(6,000)	-15.00%
223	Tolls	825	0	825	500	500	(325)	-39.39%
402	Building Maintenance	10,000	7,134	2,866	10,000	10,000	0	0.00%
403	Equipment Maintenance	4,500	4,147	353	0	0	(4,500)	-100.00%
405	Vehicle Maintenance	27,000	20,570	6,430	0	0	(27,000)	-100.00%
511	Computer Service	3,600	3,626	(26)	4,000	4,000	400	11.11%
801	Clothing Maintenance/ Cleaning	1,375	1,362	13	1,375	1,375	0	0.00%
809	Conferences & Meetings	0	0	0	1,200	1,200	1,200	100.00%
	Total Other Expenses	\$ 91,300	\$ 63,429	\$ 27,871	\$ 55,075	\$ 55,075	\$ (36,225)	-39.68%
	Division Total	\$ 385,900	\$ 358,011	\$ 27,889	\$ 340,275	\$ 340,275	\$ (45,625)	-11.82%
308-000 Disposal Charges								
200	Disposal Charges	\$ 850,000	\$ 762,399	\$ 87,601	\$ 875,000	\$ 875,000	\$ 25,000	2.94%
	Overall Transfer Station Total	\$ 1,235,900	\$ 1,120,411	\$ 115,489	\$ 1,215,275	\$ 1,215,275	\$ (20,625)	-1.67%

Status	Title	Base + Longevity	2018			Longevity	Total
			Base	Grade	Step		
Caputo, Michael	Full-Time	Municipal Disposal Foreman \$ 92,178	\$ 93,419	11	19	\$ 1,500	\$ 94,919
Martinez, Jose	Full-Time	Transfer Station Tractor Driver 75,162	75,889	8	19	2,000	77,889
Montagna, Nicholas	Full-Time	Senior Transfer Station Operator 80,002	80,875	9	19	1,500	82,375
<i>Salaries & Wages Total</i>		<i>\$ 247,342</i>	<i>\$ 250,183</i>			<i>\$ 5,000</i>	<i>\$ 255,183</i>

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 154,400 *	\$ 154,365	\$ 35	\$ 156,800	\$ 156,800	\$ 2,400	1.55%
104	Overtime	4,300 *	4,272	28	4,000	4,000	(300)	-6.98%
	Total Salary & Wages	\$ 158,700	\$ 158,636	\$ 64	\$ 160,800	\$ 160,800	\$ 2,100	1.32%
* \$3,400.00 transferred into Full Time and \$2,300.00 transferred into Overtime from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
205	Tools	\$ 200	\$ 134	\$ 66	\$ 200	\$ 200	\$ 0	0.00%
402	Compost Station Maintenance	4,000	675	3,325	4,000	4,000	0	0.00%
403	Equipment Maintenance	9,000	5,808	3,192	0	0	(9,000)	-100.00%
405	Vehicle Maintenance	2,000	1,386	614	0	0	(2,000)	-100.00%
801	Clothing Maintenance/ Cleaning	800	874	(74)	875	875	75	0.00%
	Total Other Expenses	\$ 16,000	\$ 8,877	\$ 7,123	\$ 5,075	\$ 5,075	\$ (10,925)	-68.28%
	Division Total	\$ 174,700	\$ 167,514	\$ 7,187	\$ 165,875	\$ 165,875	\$ (8,825)	-5.05%

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
DelDuca, Sebastian	Full-Time	Equipment Operator	\$ 81,028	\$ 75,889	8	19	\$ 7,589	\$ 83,478	
Shaffery, Russell	Full-Time	Equipment Operator	69,195	71,809	8	13	1,500	73,309	
		<i>Salaries & Wages Total</i>	<u>\$ 150,223</u>	<u>\$ 147,698</u>			<u>\$ 9,089</u>	<u>\$ 156,787</u>	

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 191,000	\$ 159,402	\$ 31,598	\$ 201,000	\$ 201,000	\$ 10,000	5.24%
102	Temporary	58,500	53,164	5,336	58,000	58,000	(500)	-0.85%
104	Overtime	5,000	4,251	749	5,000	5,000	0	0.00%
	Total Salary & Wages	\$ 254,500	\$ 216,817	\$ 37,683	\$ 264,000	\$ 264,000	\$ 9,500	3.73%
<u>Other Expenses</u>								
201	Supplies & Materials	\$ 22,000	\$ 20,633	\$ 1,367	\$ 22,500	\$ 22,500	\$ 500	2.27%
205	Tools	0	0	0	1,500	1,500	1,500	100.00%
410	Repairs - 71 Summit Avenue	2,000	344	1,657	2,500	2,500	500	25.00%
411	Repairs - 41 Chatham Rd City Garage	14,800	9,443	5,357	12,500	12,500	(2,300)	-15.54%
412	Repairs - 512 Springfield City Hall	46,500	39,579	6,921	43,500	43,500	(3,000)	-6.45%
418	Repairs - 100 Morris Ave Comm Cntr	8,000	2,682	5,318	1,000	1,000	(7,000)	-87.50%
419	Repairs - 5 Myrtle Ave Cornog Bldg	5,500	3,488	2,012	7,000	7,000	1,500	27.27%
420	Repairs - ButlerPkwy/Tatlock Fldhs	5,000	4,664	336	4,000	4,000	(1,000)	-20.00%
421	Repairs - Wilson Park Pavilion	700	494	206	500	500	(200)	-28.57%
501	Pest Control Contract Services	3,500 *	0	3,500	4,500	4,500	1,000	28.57%
502	City Hall Maintenance Contracts	41,000	40,632	368	42,000	42,000	1,000	2.44%
504	Cornog Bldg Maintenance Contracts	0	0	0	1,000	1,000	1,000	100.00%
801	Clothing Maintenance/Cleaning	1,200	1,177	23	1,350	1,350	150	12.50%
	Total Other Expenses	\$ 150,200	\$ 123,136	\$ 27,064	\$ 143,850	\$ 143,850	\$ (6,350)	-4.23%
	Division Total	\$ 404,700	\$ 339,953	\$ 64,747	\$ 407,850	\$ 407,850	\$ 3,150	0.78%

* \$4,000.00 transferred to Garage Other Expenses

310-000 DCS - BUILDINGS & GROUNDS UNIT

EMPLOYEE SALARY & WAGES

	Status	Title	2017		2018			2018	
			Base + Longevity		Base	Grade	Step	Longevity	Total
Lynaugh, Thomas	Full-Time	Assistant Foreman	\$ 80,002		\$ 80,875	9	19	\$ 2,000	\$ 82,875
Rogers, Kevin	Full-Time	Buildings & Grounds Operator	59,895		62,695	8	8	500	63,195
Wolfe, Warren	Full-Time	Buildings & Grounds Operator	50,734		54,730	8	2	0	54,730
Salaries & Wages Total			\$ 190,631		\$ 198,300			\$ 2,500	\$ 200,800
Dodry, Steve	Temporary	Maintenance Worker	8,920		12,000			0	12,000
Germain, Donald	Temporary	Maintenance Worker	5,250		12,000			0	12,000
Kersting, Robert	Temporary	Maintenance Worker	9,020		12,000			0	12,000
DCP Maintenance Worker	Temporary	Maintenance Worker	5,000		11,000			0	11,000
DCP Maintenance Worker	Temporary	Maintenance Worker	5,000		11,000			0	11,000
Salaries & Wages Total			\$ 33,190		\$ 58,000			\$ 0	\$ 58,000

			2017			2018			2017-2018 Budget Variance	
			Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget			
								\$	%	
<u>Salaries and Wages</u>										
101	Full-Time	\$ 341,500 *	\$ 339,280	\$ 2,220		\$ 274,400	\$ 274,400	\$ (67,100)	-19.65%	
104	Overtime	3,000	3,890	(890)		4,000	4,000	1,000	33.33%	
	Total Salary & Wages	\$ 344,500	\$ 343,170	\$ 1,330		\$ 278,400	\$ 278,400	\$ (66,100)	-19.19%	
* \$75,500.00 transferred in from Reserve for Salary Adjustments										
<u>Other Expenses</u>										
201	Supplies & Materials	\$ 8,000	\$ 6,344	\$ 1,656		\$ 8,000	\$ 8,000	\$ 0	0.00%	
205	Tools	1,000	80	920		1,000	1,000	0	0.00%	
209	Safety Gear	4,000	4,000	0		4,500	4,500	500	12.50%	
214	Vehicle Supplies	5,000	4,919	81		5,000	5,000	0	0.00%	
403	Garage Equipment Maintenance	16,000	4,113	11,887		0	0	(16,000)	-100.00%	
405	Vehicle Maintenance	4,000	206	3,794		0	0	(4,000)	-100.00%	
601	Roads Equipment Maintenance	0	0	0		25,000	25,000	25,000	100.00%	
602	Public Works Equipment Maintenance	0	0	0		5,000	5,000	5,000	100.00%	
604	Recycling Equipment Maintenance	0	0	0		750	750	750	100.00%	
605	Transfer Station Equipment Maintenance	0	0	0		4,500	4,500	4,500	100.00%	
606	Compost Equipment Maintenance	0	0	0		9,000	9,000	9,000	100.00%	
608	Garage Equipment Maintenance	0	0	0		13,000	13,000	13,000	100.00%	
609	Parks Equipment Maintenance	0	0	0		20,000	20,000	20,000	100.00%	
611	Roads Vehicle Maintenance	0	0	0		30,000	30,000	30,000	100.00%	
612	Public Works Vehicle Maintenance	0	0	0		15,000	15,000	15,000	100.00%	
613	Garbage Vehicle Maintenance	0	0	0		22,000	22,000	22,000	100.00%	
614	Recycling Vehicle Maintenance	0	0	0		7,500	7,500	7,500	100.00%	
615	Transfer Station Vehicle Maintenance	0	0	0		25,000	25,000	25,000	100.00%	
616	Compost Vehicle Maintenance	0	0	0		2,000	2,000	2,000	100.00%	
618	Garage Vehicle Maintenance	0	0	0		3,000	3,000	3,000	100.00%	
619	Parks Vehicle Maintenance	0	0	0		20,000	20,000	20,000	100.00%	
700	Fuel System Equipment Maintenance	7,000 **	6,595	405		3,800	3,800	(3,200)	-45.71%	
801	Clothing Purchase/Cleaning	1,200	1,172	28		1,900	1,900	700	58.33%	
	Total Other Expenses	\$ 46,200	\$ 27,429	\$ 18,771		\$ 225,950	\$ 225,950	\$ 179,750	389.07%	
	Division Total	\$ 390,700	\$ 370,599	\$ 20,101		\$ 504,350	\$ 504,350	\$ 113,650	29.09%	

** \$4,000.00 transferred in from Public Buildings & Grounds

Status	Title	Base + Longevity	2017			2018			Stipend	Longevity	2018 Total
			Base	Grade	Step	Base	Grade	Step			
Bilello, Joseph	Full-Time Mechanic	\$ 86,602	\$ 80,875	9	19	\$ 250	\$ 8,088				\$ 89,213
Cooper, Raymond	Full-Time Fleet & Equipment Foreman	99,996	93,419	11	19	250	9,342				103,011
Leontowycz, Victor	Full-Time Mechanic	79,252	80,875	9	19	250	1,000				82,125
<i>Salaries & Wages Total</i>		<u>\$ 265,850</u>	<u>\$ 255,169</u>			<u>\$ 750</u>	<u>\$ 18,429</u>				<u>\$ 274,349</u>

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 563,000	\$ 552,381	\$ 10,619	\$ 534,000	\$ 534,000	\$ (29,000)	-5.15%
103	Seasonal	7,500	11,811	(4,311)	7,500	7,500	0	0.00%
104	Overtime	16,500	10,140	6,360	16,500	16,500	0	0.00%
	Total Salary & Wages	\$ 587,000	\$ 574,331	\$ 12,669	\$ 558,000	\$ 558,000	\$ (29,000)	-4.94%
<u>Other Expenses</u>								
204	Grounds Maintenance Materials	\$ 40,000	\$ 25,610	\$ 14,390	\$ 40,000	\$ 40,000	\$ 0	0.00%
205	Tools	2,500	2,531	(31)	2,500	2,500	0	0.00%
226	Tree Planting	18,500	15,755	2,745	18,500	18,500	0	0.00%
403	Equipment Maintenance & Service	20,000	13,989	6,011	0	0	(20,000)	-100.00%
405	Vehicle Maintenance	22,000	12,269	9,731	0	0	(22,000)	-100.00%
504	Grounds Maintenance	66,000	65,752	248	77,500	77,500	11,500	17.42%
514	Contracted Tree Pruning Services	40,000	37,301	2,699	35,000	35,000	(5,000)	-12.50%
515	Contracted Forester Services	38,000	38,000	0	40,000	40,000	2,000	5.26%
709	Equipment	2,000	1,185	815	1,500	1,500	(500)	-25.00%
801	Clothing Purchase/Cleaning	3,700	2,204	1,496	3,500	3,500	(200)	-5.41%
809	Conferences & Meetings	700	525	175	750	750	50	0.00%
	Total Other Expenses	\$ 253,400	\$ 215,121	\$ 38,279	\$ 219,250	\$ 219,250	\$ (34,150)	-13.48%
	Division Total	\$ 840,400	\$ 789,452	\$ 50,948	\$ 777,250	\$ 777,250	\$ (63,150)	-7.51%

375-000 DCS - SHADE TREES UNIT

EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
Baldwin, Matthew	Full-Time	Maintenance Worker	\$ 47,522	\$ 50,017	5	5	\$ 0	\$ 50,017	
D'Angelo, Anthony	Full-Time	Tree Climber	75,162	75,889	8	19	1,500	77,389	
DellaPiazza, Eric	Full-Time	Maintenance Worker	0	45,872	5	1	0	45,872	
Docs, Ronald	Full-Time	Maintenance Worker	64,304	65,218	5	19	1,000	66,218	
Guanill, Joseph	Full-Time	Buildings & Grounds Foreman	55,995	65,746	11	1	0	65,746	
Paradise, Peter	Full-Time	Tree Climber	59,895	62,695	8	8	0	62,695	
Phillips, Robert Jr.	Full-Time	Assistant Foreman	80,002	80,875	9	19	1,500	82,375	
Reyes, Gustavo	Full-Time	Senior Maintenance Worker	79,555	75,889	8	19	7,589	83,478	
Retired Forman	Retired	Foreman	99,746	0			0	0	
Salaries & Wages Total		\$ 562,181	\$ 522,201			\$ 11,589		\$ 533,790	

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Board Meetings	\$ 5,000 *	\$ 5,502	\$ (502)	\$ 5,000	\$ 5,000	\$ 0	0.00%
199	Attorney	8,400	7,000	1,400	11,500	11,500	3,100	36.90%
	Total Salary & Wages	\$ 13,400	\$ 12,502	\$ 898	\$ 16,500	\$ 16,500	\$ 3,100	23.13%
* \$1,900.00 transferred in from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 1,000	\$ 34	\$ 966	\$ 1,100	\$ 1,100	\$ 100	10.00%
210	Advertising	500	964	(464)	1,000	1,000	500	100.00%
301	Printing	2,500	250	2,250	2,500	2,500	0	0.00%
499	Planning Reporting Services	2,000	873	1,127	1,500	1,500	(500)	-33.33%
500	Planning Legal Services	500	0	500	20,000	20,000	19,500	3900.00%
510	Planning Services	80,000	32,103	47,898	70,000	70,000	(10,000)	-12.50%
511	Special Projects	50,000	50,382	(382)	100,000	100,000	50,000	100.00%
809	Conferences/Meetings & Training	650	650	0	650	650	0	0.00%
	Total Other Expenses	\$ 137,150	\$ 85,255	\$ 51,895	\$ 196,750	\$ 196,750	\$ 59,600	43.46%
	Division Total	\$ 150,550	\$ 97,757	\$ 52,793	\$ 213,250	\$ 213,250	\$ 62,700	41.65%

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Board Meetings	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	100.00%
	Total Salary & Wages	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 750	\$ 375	\$ 375	\$ 500	\$ 500	\$ (250)	-33.33%
210	Advertising	200	650	(450)	700	700	500	250.00%
220	Attorney Expenses	500	0	500	0	0	(500)	-100.00%
499	Reporting	2,500	5,700	(3,200)	6,000	6,000	3,500	140.00%
500	Contract Services	25,000	20,000	5,000	25,000	25,000	0	0.00%
809	Conferences/Meetings & Training	1,000	1,037	(37)	1,100	1,100	100	10.00%
	Total Other Expenses	\$ 29,950	\$ 27,762	\$ 2,188	\$ 33,300	\$ 33,300	\$ 3,350	11.19%
	Division Total	\$ 29,950	\$ 27,762	\$ 2,188	\$ 38,300	\$ 38,300	\$ 8,350	27.88%

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 165,000 *	\$ 164,495	\$ 505	\$ 164,500	\$ 164,500	\$ (500)	-0.30%
102	Part-Time	32,900	33,323	(423)	33,400	33,400	500	1.52%
	Total Salary & Wages	\$ 197,900	\$ 197,818	\$ 82	\$ 197,900	\$ 197,900	\$ 0	0.00%
* \$2,500.00 transferred in from Reserve for Salary Adjustments								
<u>Other Expenses</u>								
201	Supplies and Materials	\$ 1,000	\$ 0	\$ 1,000	\$ 1,000	\$ 1,000	\$ 0	0.00%
301	Printing	750	575	175	750	750	0	100.00%
405	Vehicle Maintenance	1,000	500	500	1,000	1,000	0	0.00%
804	Training & Seminars	500	0	500	500	500	0	0.00%
	Total Other Expenses	\$ 3,250	\$ 1,075	\$ 2,175	\$ 3,250	\$ 3,250	\$ 0	0.00%
	Division Total	\$ 201,150	\$ 198,893	\$ 2,257	\$ 201,150	\$ 201,150	\$ 0	0.00%

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
Anderson, Christa	Full-Time	Zoning Officer	\$ 99,701	\$ 90,637	12	19	\$ 9,064	\$ 99,701	
Matarredona, Jorge	Full-Time	Safe Homes Inspector	64,794	64,794	7	19		64,794	
Portine, Leon	Part-Time	Property Maintenance Inspector	33,323	33,323	7	19		33,323	
<i>Salaries & Wages Total</i>		\$ 197,818	\$ 188,754				\$ 9,064	\$ 197,818	

COMMUNITY PROGRAMS (DCP)

DEPARTMENT OF COMMUNITY PROGRAMS

Judith Leblein Josephs, Director

Mark Ozoroski, Assistant Director

SHARE
THE !
FUN !

summit community programs

WHAT WE DO

The Department of Community Programs:

- ! Provides recreation programs, facilities and leisure services accessible to all segments of the community;
- ! Serves as a community resource for information and referrals among organizations serving youth, recreation and senior services, both public and private;
- ! Provides the city with a wide variety of programs serving social, cultural, educational, physical, health and wellness needs;
- ! Schedules and requests maintenance for all athletic fields, playgrounds and park properties for city departments, allied organizations, and BOE athletics;
- ! Facilitates improvements to city parks and recreation properties, and maintains the Field Restoration Fund;
- ! Produces all city special events, by working with city agencies;
- ! Provides morale and education programs for city employees.

MISSION

Provide recreation and other related programs and services to meet the needs of the community with a special emphasis on senior and youth programs.

VISION

Serve as the primary source for the community of excellent recreation, youth and senior programs, facilities, services and information.

VALUES

Affordability Character Development Communication Excellence
Friendliness Health/Wellness Inclusiveness Education
Partnerships Responsive

OUR SERVICES AND GOALS

SERVICE 1 DCP Capital Projects

- Goal 1A Complete projects currently underway
- Goal 1B Introduce new projects through Capital Plan
- Goal 1C Open the New Community Center

SERVICE 2 Corporate and Strategic Partnerships

- Goal 2A Increase corporate opportunities
- Goal 2B Identify new partners and collaborations
- Goal 2C Identify new revenue sources

SERVICE 3 Senior Services & Special Needs Programs

- Goal 3A Increase number of TryCAN communities
- Goal 3B Initiate *Americans with Disabilities* compliance
- Goal 3C Manage Senior Connections bus
- Goal 3D Train new TryCAN Coordinator

SERVICE 4 Communications with the Public

- Goal 4A Enhance brand development
- Goal 4B Increase Constant Contact reach

SERVICE 5 Quality Programs and Special Events

- Goal 5A Add new and exciting programming
- Goal 5B Enhance and expand special events
- Goal 5C Serve as resource for allied organizations

HOW WE PERFORMED IN 2017



SERVICE 1

- Goal 1A
- Goal 1B
- Goal 1C

Manage DCP Capital Projects

- Complete projects currently underway
- Introduce new projects through Capital Plan
- Manage the Community Center Project

2017 Major Accomplishments

- The DCP recently completed its largest project yet, moving to the Cornog Field House within Soldiers Memorial Field. The building was turned into a working office with all modern amenities.
- The Investors Bank Field Bleacher Replacement Project was completed in time for spring lacrosse season. This project saw the addition of ADA-compliant bleachers using our existing steel superstructure, and a new press box with state-of-the-art sound system.
- Tatlock Park received new fencing along the home side of the entrance driveway to make the area more attractive. The visitor side also received new fencing in all visible areas along Butler Parkway.
- The DCP Board worked with Tom Miller from PPD Design to complete the Tatlock Park redevelopment plan.
- Wilson Park received replacement asphalt from the parking lot back to the baseball field. Two dilapidated storage sheds belonging to SJBB and the BOE were removed and replaced with new storage buildings similar to those at other park locations.
- The artificial turf at Glenside field was replaced by Union County in coordination with the DCP. Additional safety netting was installed also at Union County's expense.
- The Vestibule and Women's Restroom lighting at the SFAC were updated to LED lighting.
- Security lighting was installed at the SFAC.
- Four Tee Boxes were renovated at the Muni improving playability off the tees.
- The Cornog Field House Exterior Rehabilitation Project began in July and was completed in December. The building received a slate roof restoration / repair with a total of 4,500 slates getting replaced. The building's windows were replaced by the city's DPW Buildings and Grounds division. Finishing the exterior with new drainage, paving to make the front entrance ADA accessible and new landscaping with LED lighting.
- The Community Center improvement project held a September ground breaking with work starting in October. The project is on track for December 2018 completion.

2018 PERFORMANCE GOALS



summit community programs

SERVICE 1

- Goal 1A
- Goal 1B
- Goal 1C

Manage DCP Capital Projects

- Complete projects currently underway
- Introduce new projects through Capital Plan
- Manage the Community Center Project

2018 Major Goals

- Complete the Community Center Project and move staff into the building in December 2018.
- Replace artificial turf at Upper Tatlock Field.
- Crack fill, seal and color coat the basketball court at Tatlock Park.
- Work with the sports organizations and neighbors on the draft of a proposed Tatlock Park redevelopment plan.
- Complete ADA and aesthetic improvements to exterior restrooms at Wilson and Tatlock Parks, pending funding.
- Crack fill, seal and color coat the basketball court at Wilson Park.
- Improve lighting, deck and ramps at Wilson Park's Platform Tennis Courts including striping for Pickle Ball.
- Replace aging mechanical equipment and shade fabric at SFAC.
- Replace the existing basketball court at the SFAC with a new half court.
- Upgrade men's restroom to LED lighting at SFAC.
- Complete ADA upgrades to the exterior public restrooms at Cornog Field house.
- Work with residents who are proposing court refurbishment and new backboard improvements to the Memorial Field basketball courts.
- Conduct a city-wide analysis of current and possible future athletic fields and identify priorities.
- Follow ADA Plan for park facilities and implement the recommendations throughout all improvements.

HOW WE PERFORMED IN 2017



SERVICE 2

- Goal 2A
- Goal 2B
- Goal 2C

Corporate and Strategic Partnerships

- Increase corporate opportunities
- Investigate new partners and collaborations
- Identify new revenue sources

2017 Major Accomplishments

- Increased the number of sponsorships to 40 and added one new event. Welcomed nine new corporate partners.
- Brought in a total of \$80,300 in sponsorship dollars for DCP events.
- Met Community Center Fundraising Goal of \$1.2 million dollars with a total of \$ 1,483,416. Within this amount, secured a Union County Senior Initiative Grant for \$25,000 and CDBG for \$100,000.
- Secured \$6,000 for the Share the Fun! After School Club through grants from CDBG and the Junior League.
- Secured a grant for \$50,000 for the new Bocce Court Area at the new Community Center through Union County Kids Recreation Trust Fund.
- Secured a ROI Grant for TryCAN for \$21,000. The program has expanded to 12 communities with their support of \$750 each and in kind services.
- Collected \$150,000 in Field Restoration Fees for use on field projects with \$100,000 reserve appropriated for replacement of Upper Tatlock field artificial turf replacement. Total fund balance as of January 2018 is: \$414,818.
- Although the Municipal Golf Course fell short of its revenue goal of \$205,000 due to poor weather conditions, all expenses were covered with revenue of \$ 191,071.
- Introduced a non-resident rate at the Summit Family Aquatic Center (SFAC) in 2016. In 2017 we had six families and 18 individual non-resident memberships with low-key promotion. Challenged to meet \$450,000 in revenue, and reached \$486,761 despite the poor weather conditions.
- Raised \$321,638 in DCP-sponsored recreation programs with 3,626 participants.
- Collaborated with local businesses to add free, specialized programs to the After School Fun Club.
- Partnered with St. John's Church and Pilgrim Baptist Church for temporary program locations.

2018 PERFORMANCE GOALS



SERVICE 2

- Goal 2A
- Goal 2B
- Goal 2C

Corporate and Strategic Partnerships

- Increase corporate opportunities
- Investigate new partners and collaborations
- Identify new revenue sources

2018 Major Goals

- Continue Community Center Improvement Project fundraising efforts for site furnishings and other program needs.
- Present community center project funding proposal for \$100K to the CDBG board.
- Explore advertising possibilities and new corporate opportunities in all areas of DCP operations.
- Research firms that would find corporate advertising opportunities on a commission basis.
- Increase marketing of the Muni and SFAC through electronic and social media.
- Optimize Facebook and website engagement opportunities
- Lease the Muni up to two times per year for outings to increase revenue.
- Develop a Celgene corporate membership at the Muni and SFAC.
- Increase marketing to businesses, including Board of Education and Summit Volunteer First Aid Squad for SFAC memberships.
- Partner with local businesses to add additional programs as well FREE offerings
- Work with area realtors to promote SFAC and Muni Memberships.

HOW WE PERFORMED IN 2017



SERVICE 3

- Goal 3A
- Goal 3B
- Goal 3C
- Goal 3D

Senior Services & Specials Needs Programs

- Increase number of TryCAN communities
- Americans with Disabilities compliance
- Manage Senior Connections bus
- Train new TryCAN Coordinator

2017 Major Accomplishments

- 100 Summit seniors and 13 non-resident seniors registered for annual memberships and to receive newsletters.
- Hosted six senior programs for a total of 130 participants weekly, or 5,200 participant segments in attendance recorded programs. Note: participation did not diminish with move to temporary location in fall 2017.
- SFAC hosted a total of three senior programs with 222 weekly participants or 2,644 participant segments for the season.
- Senior Connections ridership holds steady at 53 per week for a total of 2,756 rides per year.
- Secured \$20,740 for the Senior Connections Bus through CDBG, Junior League, Luminary Fund and annual campaign. An additional \$28,200 of support was received from the city through the budget process.
- In 2017, the Union County Freeholders *Seniors in Motion* grant provided a 15 passenger van for senior programming, which was named for Miles MacMahon.
- Promoted all senior events on Facebook Live with DCP program supervisors.
- Added the "Lunch Bunch" with approximately 20 participants per month.
- Revised the senior newsletter.
- Added a senior canasta program.
- Moved TryCAN programs Springfield and New Providence locations in September; programs continue to thrive in new location.
- A total of 464 youths participate in TryCAN; 83 new participants added.
- TryCAN collaboration has grown to include 11 municipal partners, paying an annual fee of \$750 for participation and contributing facilities, volunteers and marketing.
- Trained 89 area youth as teen peer mentors in 2017. Total number of volunteer hours for 2016 was 1254. There were 24 adult volunteers involved in 2017.
- Offered a total of 68 programs and events for children with special needs, including sports, academics, social skills and outings.
- TryCAN Coordinator position continues to be funded through grants from the State of New Jersey ROID Program. Added a Program Assistant Position for 15 hours per week.

2018 PERFORMANCE GOALS



SERVICE 3

- Goal 3A
- Goal 3B
- Goal 3C
- Goal 3D

Senior Services & Specials Needs Programs

- Increase number of TryCAN communities
- Americans with Disabilities compliance
- Manage Senior Connections bus
- Train new TryCAN Coordinator

2018 Major Goals

- Pursue new grant opportunities through local civic groups for both TryCAN and Summit Seniors programs.
- Maintain and will resubmit a ROI grant from State of New Jersey.
- Continue in temporary locations during community center construction through 2018 for TryCAN and Summit senior programming.
- Train 100 new TryCAN teen peer mentors each year.
- Collaborate with Summit Police Department for a safe senior event.
- Advertise on the Senior Connection bus.
- Hold two TryCAN swim events at the SFAC.
- Maintain and possibly expand the current number of senior memberships despite program location changes.
- Run the annual senior connections fund appeal as a promotion through The Collection during Older Americans month in May.
- Hold a second TryCAN Easter Egg Hunt.
- Continue partnerships with TryCAN communities, FMBA and SPD/PAL in support of TryCAN programs.
- Increase inclusion of TryCAN kids into typical programs.
- Explore options for replacement of senior connections bus.
- Add additional senior programming at the SFAC, including "Senior Splash and Learn," twice weekly yoga and Mah Jongg.

HOW WE PERFORMED IN 2017



SERVICE 4

Goal 4A
Goal 4B

Communications with Public

Enhance our brand development
Increase Constant Contact reach

2017 Major Accomplishments

- Increased page likes from 1,025 to 1,724 on Facebook.
- Increased Facebook page reach to a maximum of 5,000 people for a single post.
- Continued to create content for YouTube channel "Shark Diddy TV".
- Continued to build audiences for Facebook Live with DCP program supervisors.
- Refined Constant Contact email lists to ensure engagement with residents; Constant Contact open rates were 52% - higher than industry average of 46%.
- Refined and developed content on summitcommunityprograms.com.
- Participated in World's Largest Swim Lesson.
- Continued to create video content for promotion of both pool and golf. Create advertising for our programs and thank city agencies at each event.
- Shark Diddy visited Franklin School for Read Across America Day.
- Participated in Summit Downtown Inc. farmers market to promote SFAC and golf memberships
- Participated in two (2) Latino outreach nights with the BOE.
- Participated in events for other organizations such as the YMCA holiday tree lighting for brand awareness.
- Conducted in-service training with a Constant Contact specialist to hone skills.

2018 PERFORMANCE GOALS



SERVICE 4

- Goal 4A
- Goal 4B

Communications with Public

- Enhance our brand development
- Increase Constant Contact reach

2018 Major Goals

- Continue to refine and add content to summitcommunityprograms.com
- Use social media to bring new members to both pool and golf course.
- Further develop "Shark Diddy TV" content.
- Participate in the World's Largest Swim Lesson in June 2018.
- Provide HomeTowne TV with pre-made content for its channel.
- Continue engagement of residents on social media.
- Collaborate with the City of Summit Communications Office to extend outreach and enhance marketing efforts.
- Prepare the community for the opening of the new Summit Community Center through media updates and visuals.
- Produce more content for "fun" to enhance the DCP brand.
- Prepare a transition plan for the Department of Community Programs in anticipation of the retirement of Director, Judith Leblein Josephs.

HOW WE PERFORMED IN 2017



SERVICE 5

- Goal 5A
- Goal 5B
- Goal 5C

Quality Programs and Special Events

- Add new and exciting programs
- Enhance and expand special events
- Be a resource for allied organizations

Major 2017 Accomplishments

- Created new programs at the Summit Community Center and Summit Family Aquatic Center including fall tennis, spring track and field, mermaid classes and new enrichment programs.
- Hired an outside contractor to conduct Sharkey Swim School on an 80/20 split for the second year. Filled all classes and received good reviews from all 142 swim lessons provided.
- Enrolled 3,626 participants in camp programs.
- Collected \$336,285 in program revenue through recreation accounts payable.
- Trained coaches from all DCP-run athletic programs with the Rutgers Youth Sports Safety Program.
- Conducted concussion training for Summit Junior Football Coaches.
- Conducted AED training with Summit EMS for 65 Youth Coaches
- Served as liaison and resource to the affiliated sports organizations that in turn provided athletic programs for 2,500 youth.
- Conducted a total of four tournaments at the Muni for women, youth, seniors and a club championship.
- Created new bookkeeping process for Recreation Account Payable.
- Had 95 youth in the recreation swim team at the SFAC.
- Conducted employee morale and recognition programs including the summer safety event, bubble soccer, and the holiday employee breakfast.
- Added a second location for the After School Fun Club at St. John's Church.
- Staff serves as tutors to provide homework help.
- Produced or participated in 40 special events in total including concerts, movies, parades, pool parties, golf tournaments, senior breakfasts, holiday events and a new event, the Diddy Doggy Dip. DCP partnered with the Summit PAL for its major events including the ping pong tournament, egg hunt, fishing derby, pet show, Halloween parade and Overlook Hospital 5K.
- Served on Shaping Summit Together and Junior League Community Boards.
- Won an Aquatics International Award for our Mermaid Program at the SFAC.
- Held the third annual Doggie Dip to record crowds.
- Celebrated the Muni's 50th SFAC 45th anniversaries.
- Expanded fifth grade flag football program to 219 participants.

2018 PERFORMANCE GOALS



SERVICE 5

- Goal 5A
- Goal 5B
- Goal 5C

Quality Programs and Special Events

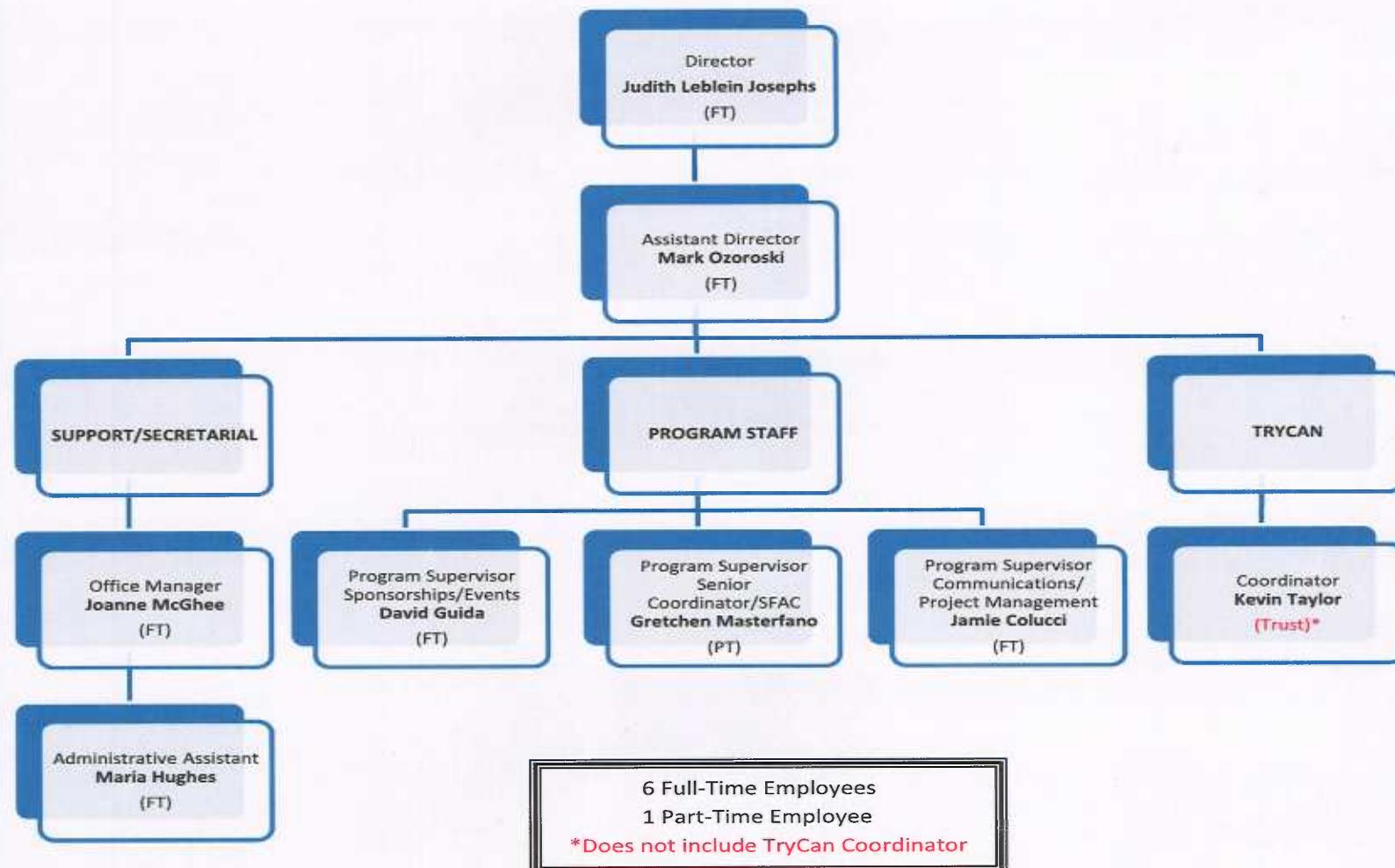
- Add new and exciting programs
- Enhance and expand special events
- Be a resource for allied organizations

2018 Major Goals

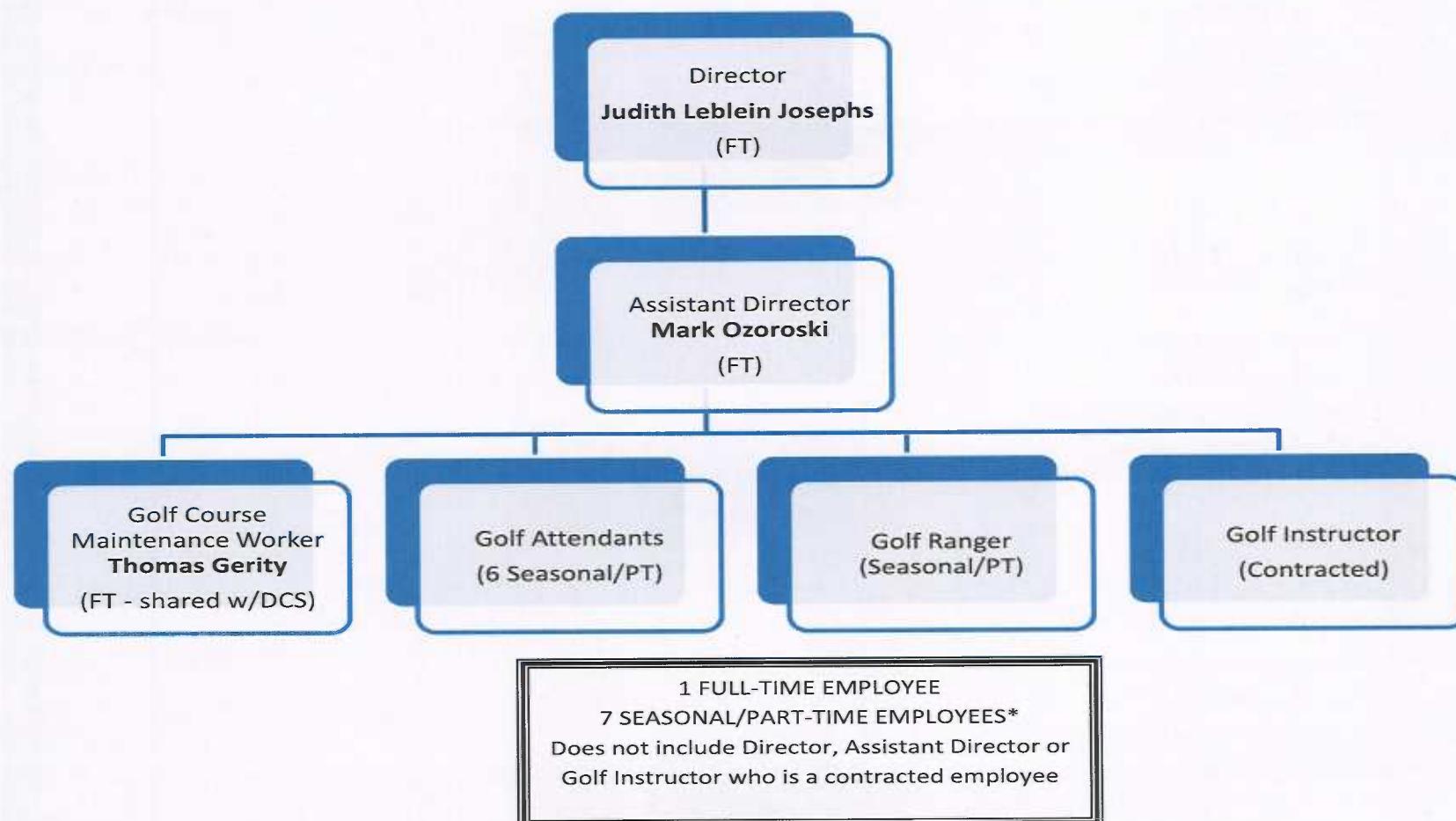
- Implement a program history record for program planning.
- Keep more detailed statistics for use in future management reports.
- Conduct surveys of program participants following conclusion of programs.
- Hold smaller employee wellness events throughout the year.
- Expand theme of the holiday skating event at the Village Green.
- Implement new ticketed family programming and educational events at SFAC and Muni.
- Expand Mermaid Swim Program at the SFAC.
- Produce a new cultural special event called Night in the Tropics.
- Prepare program offerings and pricing strategies for the new Community Center.
- Plan opening celebration for new Summit Community Center.
- Work with the Mayor's Office to create a Summit Youth Council.
- Add Shark Diddy's Pool Camp for four weeks at the SFAC.
- Maintain a quality recreation and enrichment program calendar for the City of Summit.

DEPARTMENT OF COMMUNITY PROGRAMS

ADMINISTRATION

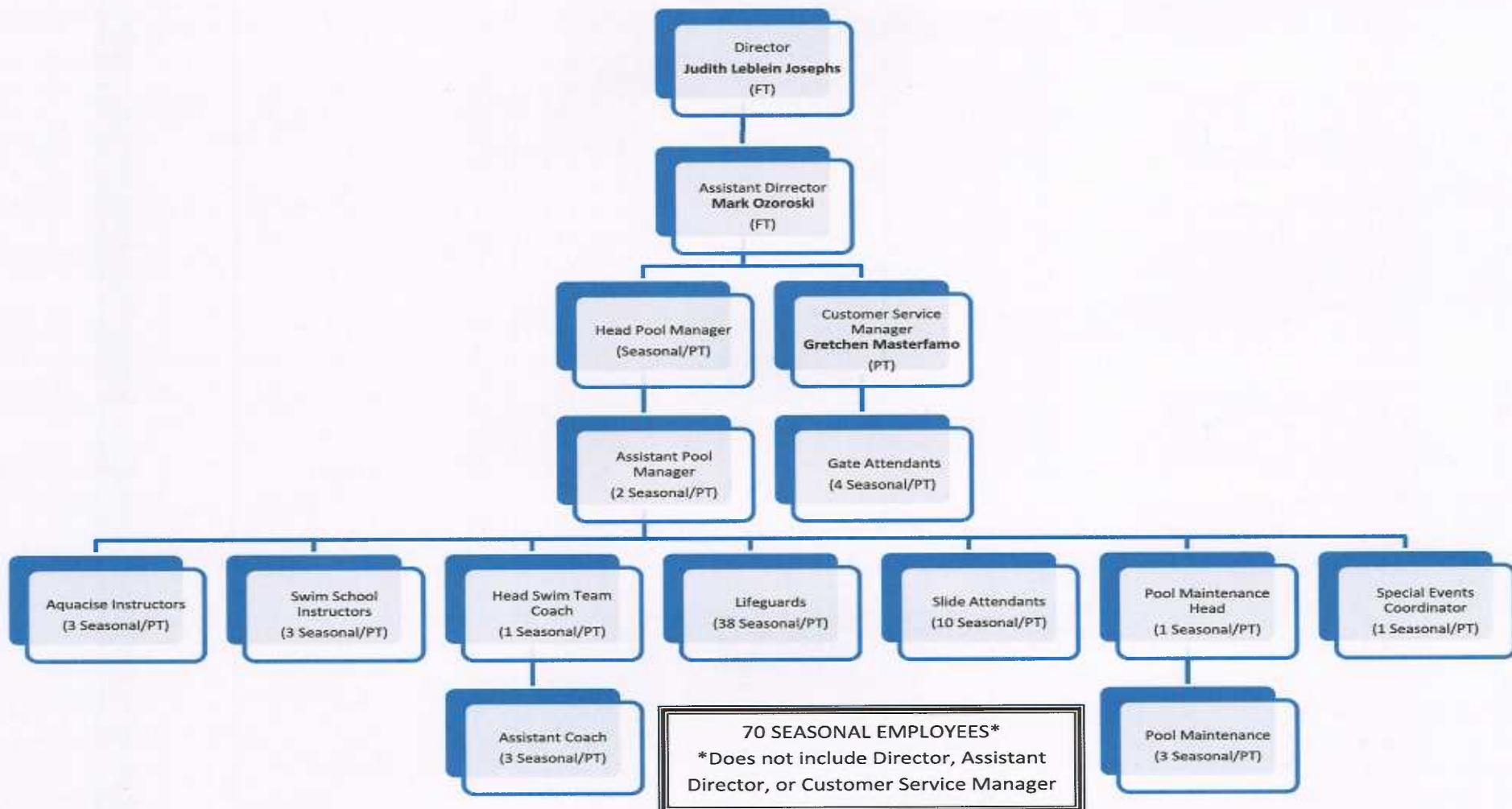


DEPARTMENT OF COMMUNITY PROGRAMS
MUNICIPAL GOLF COURSE
“MUNI”



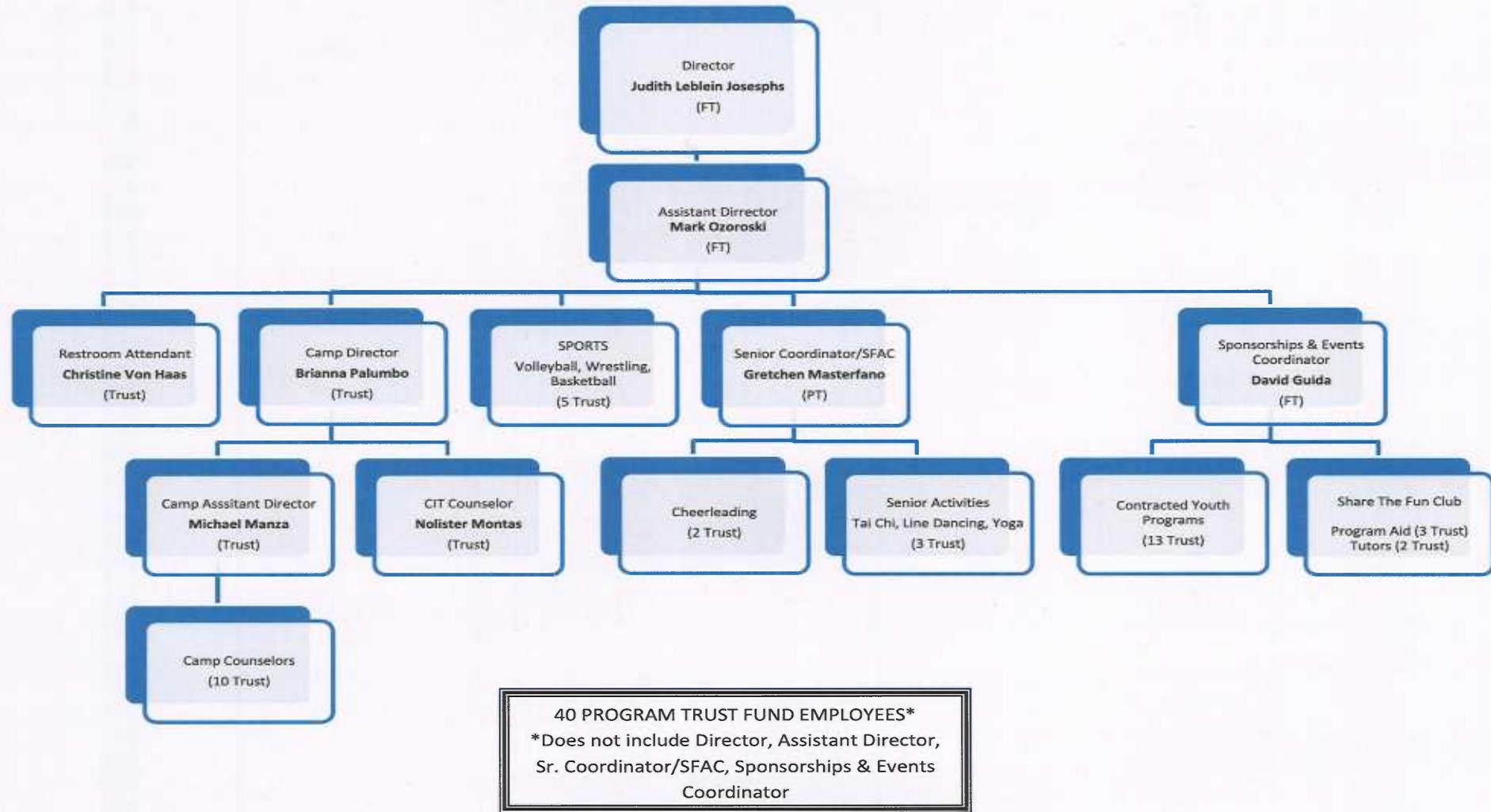
DEPARTMENT OF COMMUNITY PROGRAMS

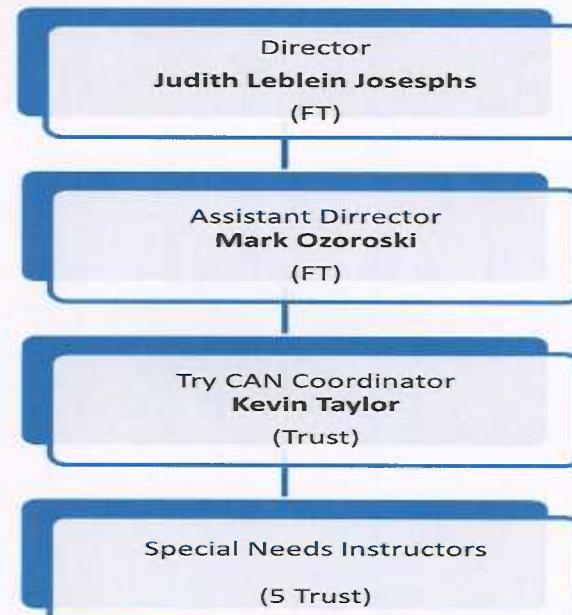
FAMILY AQUATIC CENTER



DEPARTMENT OF COMMUNITY PROGRAMS

PROGRAM TRUST FUND



DEPARTMENT OF COMMUNITY PROGRAMS**TryCAN – PROGRAM TRUST FUND**

5 TryCAN PROGRAM TRUST EMPLOYEES*

*Does not include Director, Assistant Director,
or TryCAN Coordinator

370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

LINE-ITEM BUDGET

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 538,600	\$ 545,690	\$ (7,090)	\$ 538,000	\$ 538,000	\$ (600)	-0.11%
102	Part-Time	59,500	50,998	8,502	60,000	60,000	500	0.84%
104	Over-Time	0	232	(232)	0	0	0	0.00%
194	OT July 4th	2,500	3,587	(1,087)	4,000	4,000	1,500	-66.67%
	Total Salary & Wages	\$ 600,600	\$ 600,507	\$ 93	\$ 602,000	\$ 602,000	\$ 1,400	0.23%
* \$8,500.00 transferred in from Family Aquatic Center								
<u>Other Expenses</u>								
201	Supplies & Materials	\$ 4,375	\$ 4,375	\$ 0	\$ 4,000	\$ 4,000	\$ (375)	-8.57%
301	Printing	4,500	4,314	186	4,500	4,500	0	0.00%
302	Postage	500	496	4	500	500	0	0.00%
309	Senior Services	13,000	13,000	0	13,000	13,000	0	0.00%
402	Building Maintenance	625	607	18	1,000	1,000	375	60.00%
405	Vehicle Maintenance	1,000	925	75	1,000	1,000	0	0.00%
500	Contract Services	6,000	5,986	14	6,500	6,500	500	7.69%
501	Senior Bus	28,200	28,200	0	28,200	28,200	0	0.00%
700	Equipment	300	233	67	2,000	2,000	1,700	566.67%
801	Clothing Purchase/ Cleaning	1,000	1,068	(68)	1,000	1,000	0	0.00%
804	Training & Seminars	4,000	5,128	(1,128)	16,300	10,300	6,300	157.50%
808	Personal Expenses	3,700	3,166	534	2,700	2,700	(1,000)	-27.03%
905	Employee Appreciation	2,000	1,702	298	0	0	(2,000)	-100.00%
	Total Other Expenses	\$ 69,200	\$ 69,200	\$ 0	\$ 80,700	\$ 74,700	\$ 5,500	7.95%
	Division Total	\$ 669,800	\$ 669,707	\$ 93	\$ 682,700	\$ 676,700	\$ 6,900	1.03%

** \$2,000.00 transferred in from Family Aquatic Center

370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
Colucci, James	Full-Time	Program Supervisor	\$ 66,258	\$ 66,754	10	12			\$ 66,754
Guida, David	Full-Time	Program Supervisor	60,226	61,731	10	7			61,731
Hughes, Maria	Full-Time	Administrative Assistant	78,731	71,574	9	19	7,157		78,731
Leblein Josephs, Judith	Full-Time	Director	143,722	144,800	19	19			144,800
Masterfano, Gretchen	Part-Time	Program Supervisor	42,850	45,528	10	9			45,528
McGhee, Joanne	Full-Time	Office Manager	78,731	71,574	9	19	7,157		78,731
Ozoroski, Mark	Full-Time	Assistant Director	102,620	96,811	13	19	5,809		102,620
<i>Salaries & Wages Total</i>			\$ 573,138	\$ 558,772			\$ 20,123		\$ 578,895

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 80,500	\$ 82,411	\$ (1,911)	\$ 82,900	\$ 82,900	\$ 2,400	2.98%
102	Part-Time	37,000	32,354	4,646	37,000	37,000	0	0.00%
104	Overtime	10,000	7,036	2,964	10,000	10,000	0	0.00%
	Total Salary & Wages	\$ 127,500	\$ 121,801	\$ 5,699	\$ 129,900	\$ 129,900	\$ 2,400	1.88%
<u>Other Expenses</u>								
201	Supplies & Materials	\$ 2,700	\$ 2,803	\$ (103)	\$ 2,700	\$ 2,700	\$ 0	0.00%
203	Equipment Maintenance Supplies	7,500	4,600	2,900	7,500	7,500	0	0.00%
204	Grounds Maintenance Supplies	32,000	31,965	35	32,000	32,000	0	0.00%
302	Postage	800	663	137	300	300	(500)	-62.50%
402	Building Maintenance	3,800 *	2,699	1,101	4,200	4,200	400	10.53%
405	Vehicle Maintenance	1,000	362	638	1,000	1,000	0	0.00%
500	Contract Services	7,600	5,905	1,695	7,600	7,600	0	0.00%
700	Equipment	1,000	0	1,000	1,500	1,500	500	50.00%
801	Clothing Purchase/ Cleaning	500	181	319	500	500	0	0.00%
804	Registration Fees	200	110	90	200	200	0	0.00%
900	Rec Credit Card Fees	2,000	2,000	0	3,500	3,500	1,500	0.00%
	Total Other Expenses	\$ 59,100	\$ 51,289	\$ 7,811	\$ 61,000	\$ 61,000	\$ 1,900	3.21%
	Division Total	\$ 186,600	\$ 173,090	\$ 13,510	\$ 190,900	\$ 190,900	\$ 4,300	2.30%

* \$400.00 transferred to Family Aquatic Center

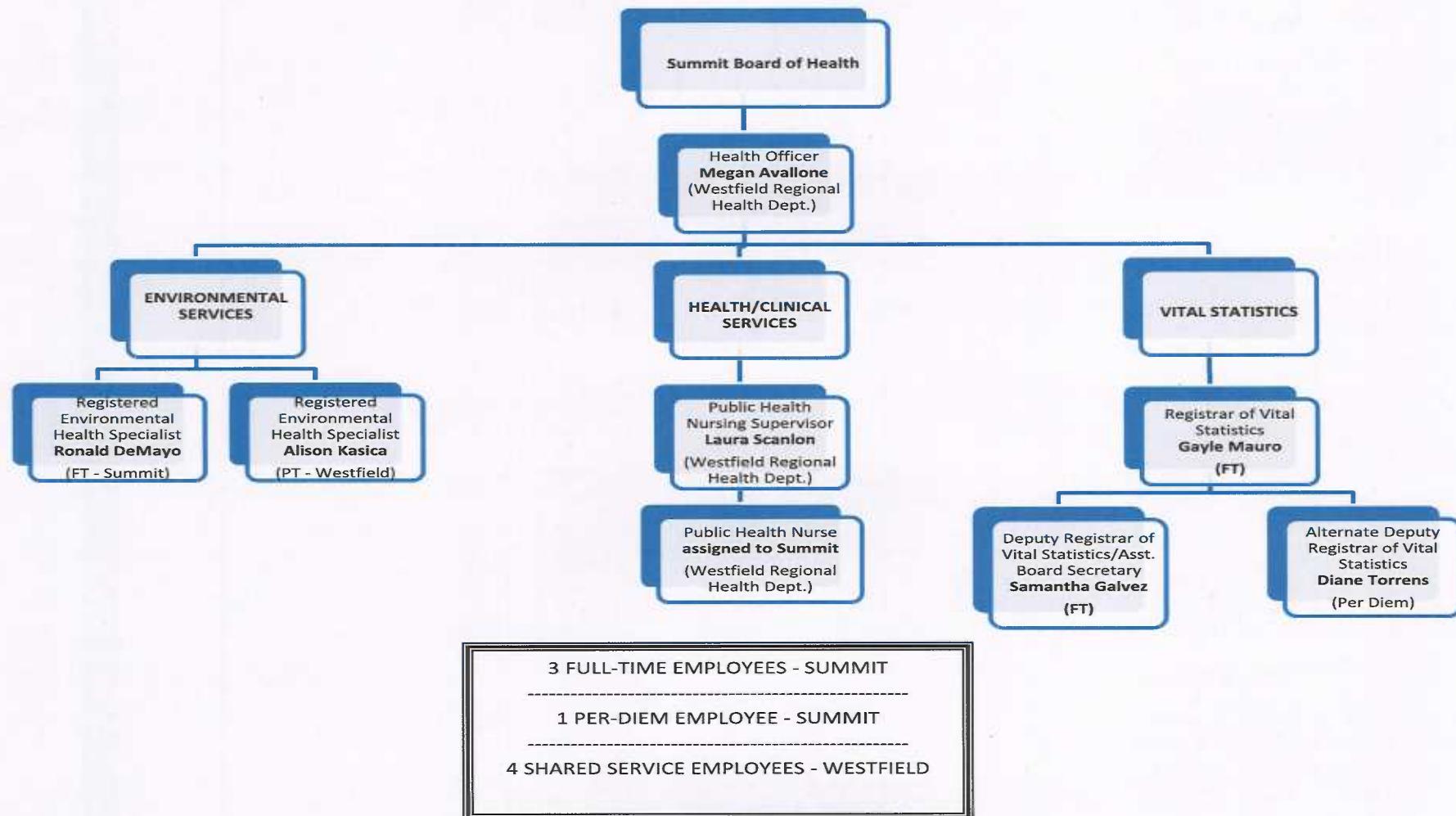
Status	Title	2017		2018			2018	
		Base + Longevity		Base	Grade	Step	Longevity	Total
Gerity, Thomas	Full-Time Golf Course Maintenance Worker	\$ 80,252		\$ 80,875	9	19	\$ 2,000	\$ 82,875
	<i>Salaries & Wages Total</i>	<u>\$ 80,252</u>		<u>\$ 80,875</u>			<u>\$ 2,000</u>	<u>\$ 82,875</u>

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
102	Part-Time	146,500 *	130,089	16,411	155,000	155,000	8,500	5.80%
104	Overtime	1,000	2,585	(1,585)	3,000	3,000	2,000	200.00%
Total Salary & Wages		\$ 147,500	\$ 132,674	\$ 14,826	\$ 158,000	\$ 158,000	\$ 10,500	7.12%
* \$8,500.00 transferred to Community Programs Salaries and Wages								
<u>Other Expenses</u>								
201	Supplies & Materials	\$ 39,100	\$ 38,914	\$ 186	\$ 40,000	\$ 40,000	\$ 900	2.30%
203	Equipment Maintenance Supplies	6,900	6,681	219	7,000	7,000	100	1.45%
204	Grounds Maintenance Materials	2,800	2,754	46	8,100	8,100	5,300	189.29%
301	Printing	0	0	0	1,000	1,000	1,000	100.00%
302	Postage	98	98	0	150	150	52	53.06%
400	Maintenance Services	15,500	15,615	(115)	16,000	16,000	500	3.23%
402	Building Maintenance	8,900 **	8,978	(78)	10,000	10,000	1,100	12.36%
500	Contract Services	17,000	17,781	(781)	18,000	18,000	1,000	5.88%
700	Equipment	5,000	4,999	1	9,500	9,500	4,500	90.00%
801	Clothing Purchase/ Cleaning	5,000	5,858	(858)	5,000	5,000	0	0.00%
804	Training & Seminars	5,100	4,397	703	8,600	8,600	3,500	68.63%
900	Rec Credit Card Fees	7,202	6,499	703	8,000	8,000	798	11.08%
Total Other Expenses		\$ 112,600	\$ 112,573	\$ 27	\$ 131,350	\$ 131,350	\$ 18,750	16.65%
Division Total		\$ 260,100	\$ 245,247	\$ 14,853	\$ 289,350	\$ 289,350	\$ 29,250	11.25%

** \$400.00 transferred in from Municipal Golf Course

**HEALTH
DEPARTMENT**

DEPARTMENT OF HEALTH



		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 229,000	\$ 230,008	\$ (1,008)	\$ 236,400	\$ 236,400	\$ 7,400	3.23%
102	Part-Time	4,000 * 4,000 *	2,664 2,664	1,336 1,336	6,000 6,000	6,000 6,000	2,000 50.00%	
	Total Salary & Wages	\$ 233,000	\$ 232,671	\$ 329	\$ 242,400	\$ 242,400	\$ 9,400	4.03%
* \$2,000.00 moved from Part-time to Westfield Shared Service Agreement								
<u>Other Expenses</u>								
300	Office Services	\$ 6,000	\$ 2,714	\$ 3,286	\$ 5,000	\$ 5,000	\$ (1,000)	-16.67%
302	Postage	300 300	300 300	0 0	300 300	300 300	0 0.00%	
500	Contract Services	2,000 2,000	1,255 1,255	745 745	2,000 2,000	2,000 2,000	0 0.00%	
501/502	Westfield Shared Service Agreement	76,000 ** 76,000 **	81,300 81,300	(5,300) (5,300)	111,000 111,000	111,000 111,000	35,000 46.05%	
506	Management Services	500 500	248 248	252 252	500 500	500 500	0 0.00%	
703	Automobiles	700 700	0 0	700 700	500 500	500 500	(200) -28.57%	
806	Memberships	500 500	280 280	220 220	500 500	500 500	0 0.00%	
809	Conferences & Meetings	1,500 1,500	975 975	525 525	1,500 1,500	1,500 1,500	0 0.00%	
900	Miscellaneous	100 100	0 0	100 100	100 100	100 100	0 0.00%	
	Total Other Expenses	\$ 87,600	\$ 87,071	\$ 529	\$ 121,400	\$ 121,400	\$ 33,800	38.58%
	Division Total	\$ 320,600	\$ 319,743	\$ 857	\$ 363,800	\$ 363,800	\$ 43,200	13.47%
340-000								
200	Dog Regulation	\$ 10,000	\$ 10,000	\$ 0	\$ 40,000	\$ 40,000	\$ 30,000	300.00%
350-000								
10	Social Services - S.A.G.E.	\$ 35,105	\$ 35,105	\$ 0	\$ 35,600	\$ 35,600	\$ 495	1.41%
351-000								
200	Prevention of Drug & Alcohol Abuse	\$ 7,890	\$ 7,890	\$ 0	\$ 7,890	\$ 7,890	\$ 0	0.00%
	Overall Health Total	\$ 373,595	\$ 372,738	\$ 857	\$ 447,290	\$ 447,290	\$ 73,695	19.73%

** \$2,000.00 transfer in from Part-time

Status	Title	Base + Longevity	2018			Longevity	2018 Total
			Base	Grade	Step		
DeMayo, Ronald	Full-Time	Registered Environmental Health Specialist \$ 106,192	\$ 96,811	13	19	\$ 9,681	\$ 106,492
Galvez, Samantha	Full-Time	Deputy Registrar 49,067	52,374	8	3	0	52,374
Mauro, Gayle	Full-Time	Registrar of Vital Statistics 75,887	71,772	10	17	5,742	77,513
<i>Salaries & Wages Total</i>		<i>\$ 231,146</i>	<i>\$ 220,957</i>			<i>\$ 15,423</i>	<i>\$ 236,379</i>

MUNICIPAL COURT

MUNICIPAL COURT / VIOLATIONS BUREAU

Municipal Court Judge
Donald P. Bogosian
(PT)

1 PART-TIME EMPLOYEE

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 297,000	\$ 295,438	\$ 1,562	\$ 56,300	\$ 56,300	\$ (240,700)	-81.04%
103	Part-Time	5,000	7,180	(2,180)	0	0	(5,000)	-100.00%
104	Overtime	5,000	434	4,566	0	0	(5,000)	-100.00%
	Total Salary & Wages	\$ 307,000	\$ 303,052	\$ 3,948	\$ 56,300	\$ 56,300	\$ (250,700)	-81.66%
<u>Other Expenses</u>								
201	Supplies & Materials	\$ 5,000	\$ 2,621	\$ 2,379	\$ 8,000	\$ 8,000	\$ 3,000	60.00%
300	Office Services	3,000	2,554	446	0	0	(3,000)	-100.00%
500	Contract Services	3,800	3,123	677	0	0	(3,800)	-100.00%
501	Legal Services	1,700	1,625	75	2,000	2,000	300	17.65%
502	Shared Court Agreement	0	0	0	256,655	256,655	256,655	100.00%
509	Miscellaneous Svrs (Interpreters)	2,000	488	1,513	2,000	2,000	0	0.00%
700	Equipment	1,125	1,125	0	0	0	(1,125)	-100.00%
809	Conferences & Meetings	3,175	2,396	779	0	0	(3,175)	-100.00%
	Total Other Expenses	\$ 19,800	\$ 13,931	\$ 5,869	\$ 268,655	\$ 268,655	\$ 248,855	1256.84%
	Division Total	\$ 326,800	\$ 316,983	\$ 9,817	\$ 324,955	\$ 324,955	\$ (1,845)	-0.56%

Status	Title	2017	2018			2018 Total
		Base + Longevity	Base	Grade	Step	
Bogosian, Donald	Part-Time Municipal Court Judge	\$ 54,353	\$ 55,169			\$ 55,169
	<i>Salaries & Wages Total</i>	<u>\$ 54,353</u>	<u>\$ 55,169</u>			<u>\$ 55,169</u>

UTILITIES

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
430-000	<u>Electricity</u>							
100	Electricity	\$ 350,000	\$ 314,000	\$ 36,000	\$ 320,000	\$ 320,000	\$ (30,000)	-8.57%
FAC	Family Aquatic Center	17,000	16,100	900	17,000	17,000	0	0.00%
GLF	Golf Course	5,000	7,753	(2,753)	8,000	8,000	3,000	60.00%
	Subtotal	\$ 372,000	\$ 337,852	\$ 34,148	\$ 345,000	\$ 345,000	\$ (27,000)	-7.26%
435-000	<u>Street Lighting</u>							
	Street Lighting	\$ 153,000	\$ 161,389	\$ (8,389)	\$ 162,000	\$ 162,000	\$ 9,000	5.88%
	Subtotal	\$ 153,000	\$ 161,389	\$ (8,389)	\$ 162,000	\$ 162,000	\$ 9,000	5.88%
440-00	<u>Telephone</u>							
	Telephone	\$ 200,000	\$ 192,024	\$ 7,976	\$ 200,000	\$ 200,000	\$ 0	0.00%
	Subtotal	\$ 200,000	\$ 192,024	\$ 7,976	\$ 200,000	\$ 200,000	\$ 0	0.00%
445-000	<u>Water</u>							
100	Water	\$ 55,000	\$ 51,479	\$ 3,521	\$ 55,000	\$ 55,000	\$ 0	0.00%
FAC	Family Aquatic Center	8,000	9,650	(1,650)	10,000	10,000	2,000	25.00%
GLF	Golf Course	500	1,500	(1,000)	1,500	1,500	1,000	200.00%
	Subtotal	\$ 63,500	\$ 62,629	\$ 871	\$ 66,500	\$ 66,500	\$ 3,000	4.72%
446-461	<u>Fuel</u>							
446	Natural Gas	\$ 60,000	\$ 53,055	\$ 6,945	\$ 58,000	\$ 58,000	\$ (2,000)	-3.33%
447	Heating Oil	48,000	26,756	21,244	38,000	38,000	(10,000)	-20.83%
460	Gasoline	135,000	132,923	2,077	135,000	135,000	0	0.00%
461	Diesel	130,000	130,000	0	130,000	130,000	0	0.00%
	Subtotal	\$ 373,000	\$ 342,734	\$ 30,266	\$ 361,000	\$ 361,000	\$ (12,000)	-3.22%
	Utilities Total	\$ 1,161,500	\$ 1,096,628	\$ 64,872	\$ 1,134,500	\$ 1,134,500	\$ (27,000)	-2.32%

INSURANCE

	2017			2018		2017-2018 Budget Variance	
	Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
210-000 General Liability							
General Liability	\$ 569,000	\$ 569,000	\$ 0	\$ 471,928	\$ 471,928	\$ (97,072)	-17.06%
<i>Subtotal</i>	\$ 569,000	\$ 569,000	\$ 0	\$ 471,928	\$ 471,928	\$ (97,072)	-17.06%
215-000 Workers Compensation							
Workers Compensation	\$ 525,000	\$ 525,000	\$ 0	\$ 561,833	\$ 561,833	\$ 36,833	7.02%
<i>Subtotal</i>	\$ 525,000	\$ 525,000	\$ 0	\$ 561,833	\$ 561,833	\$ 36,833	7.02%
220-000 Employee Group Health							
Medical and Dental	\$ 2,620,000	\$ 2,620,000	\$ 0	\$ 2,650,000	\$ 2,650,000	\$ 30,000	1.15%
<i>Subtotal</i>	\$ 2,620,000	\$ 2,620,000	\$ 0	\$ 2,650,000	\$ 2,650,000	\$ 30,000	1.15%
225-000 Unemployment							
Unemployment	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ (0)	0.00%
<i>Subtotal</i>	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ (0)	0.00%
230-000 Other Insurances							
Other Insurances	\$ 110,000	\$ 110,000	\$ 0	\$ 52,000	\$ 52,000	\$ 58,000	52.73%
<i>Subtotal</i>	\$ 110,000	\$ 110,000	\$ 0	\$ 52,000	\$ 52,000	\$ 58,000	52.73%
Insurance Total	\$ 3,874,000	\$ 3,874,000	\$ 0	\$ 3,785,761	\$ 3,785,761	\$ (88,239)	-2.28%

**PENSIONS /
SOCIAL SECURITY**

PENSIONS/SOCIAL SECURITY

LINE-ITEM BUDGET

	2017			2018		2017-2018 Budget Variance	
	Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
471-000 Public Employees Retirement System							
PERS	\$ 1,174,796	\$ 1,176,696	\$ (1,900)	\$ 1,224,459	\$ 1,224,459	\$ 49,663	4.23%
Less : Library Contribution	(144,500)	(161,874)	17,374	(157,000)	(157,000)	(12,500)	8.65%
Less : Housing Authority Contribution	(24,500)	(25,950)	1,450	(26,000)	(26,000)	(1,500)	6.12%
<i>Subtotal</i>	\$ 1,005,796	\$ 988,872	\$ 16,924	\$ 1,041,459	\$ 1,041,459	\$ 35,663	3.55%
 475-000 Police Fire Retirement System							
PFRS	\$ 2,206,006	\$ 2,206,006	\$ 0	\$ 2,342,567	\$ 2,342,567	\$ 136,561	6.19%
<i>Subtotal</i>	\$ 2,206,006	\$ 2,206,006	\$ 498,700	\$ 2,342,567	\$ 2,342,567	\$ 136,561	6.19%
 471-000 Defined Contribution Retirement Plan							
DCRP	\$ 10,500	\$ 11,279	\$ (779)	\$ 15,000	\$ 15,000	\$ 4,500	42.86%
<i>Subtotal</i>	\$ 10,500	\$ 11,279	\$ (779)	\$ 15,000	\$ 15,000	\$ 4,500	42.86%
 472-000 Social Security							
Social Security	\$ 800,000	\$ 736,217	\$ 63,783	\$ 800,000	\$ 800,000	\$ 0	0.00%
<i>Subtotal</i>	\$ 800,000	\$ 736,217	\$ 63,783	\$ 800,000	\$ 800,000	\$ 0	0.00%
Pension/ Social Security Total	\$ 4,022,302	\$ 3,942,374	\$ 79,928	\$ 4,199,026	\$ 4,199,026	\$ 176,724	4.39%

**INTERLOCAL
AGREEMENTS /
GRANTS**

INTERLOCAL AGREEMENTS & GRANTS

LINE-ITEM BUDGET

	2017			2018		2017-2018 Budget Variance	
	Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
42-265-000 INTERLOCAL AGREEMENTS							
<i>Interlocal Agreements</i>							
Joint Meeting - NPSM Emergency Dispatch Center	\$ 895,400	\$ 895,399	\$ 1	\$ 981,640	\$ 981,640	\$ 86,240	9.63%
Interlocal Agreements Total	\$ 895,400	\$ 895,399	\$ 1	\$ 981,640	\$ 981,640	\$ 86,240	9.63%
41-000-000 STATE AND FEDERAL GRANT APPROPRIATIONS							
<i>Grants</i>							
NJ Recycling Tonnage Grant	\$ 31,958	\$ 31,958	\$ 0	\$ 36,812	\$ 36,812	\$ 4,854	15.19%
NJ DLPS Tarentino Community Day	10,000	10,000	0	0	0	10,000	-100.00%
NJ Body Armor Replacement Fund	4,276	4,276	0	0	0	4,276	-100.00%
Investors Foundation for Community Center	30,000	30,000	0	0	0	30,000	-100.00%
Union County Clean Communities	41,489	41,489	0	0	0	41,489	-100.00%
Greening Union County	0	0	0	7,000	7,000	(7,000)	100.00%
Union County Infrastructure	0	0	0	100,000	100,000	(100,000)	100.00%
Union County Kids Recreation Grant	50,000	50,000	0	50,000	50,000	0	-100.00%
Union County Senior Focus Grant	25,000	25,000	0	0	0	25,000	-100.00%
Union County EMAA	10,000	10,000	0	0	0	10,000	-100.00%
NJ DOT Municipal Aid - Ashwood	165,000	165,000	0	0	0	165,000	-100.00%
NJ DOT Municipal Aid - Hospital Roads	62,500	62,500	0	0	0	62,500	-100.00%
ANJEC Open Space Stewardship	1,083	1,083	0	0	0	1,083	-100.00%
NJ ROID Grant	21,600	21,600	0	0	0	21,600	-100.00%
Grants Total	\$ 452,905	\$ 452,905	\$ 0	\$ 193,812	\$ 193,812	\$ 268,801	59.35%

DEBT SERVICE

DEBT SERVICE

LINE-ITEM BUDGET

	2017			2018		2017-2018 Budget Variance	
	Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
44-901-000 Capital Improvement Fund	\$ 300,000	\$ 300,000	\$ 0	\$ 262,000	\$ 210,000	\$ (90,000)	-30.00%
900-000 Debt Service							
<i>Municipal Debt Service</i>							
Bond Principal	\$ 2,965,000	\$ 2,965,000	\$ 0	\$ 2,785,000	\$ 2,785,000	\$ (180,000)	-6.07%
Bond Anticipation Note Principal	0	0	0	885,000	885,000	885,000	100.00%
Interest on Bonds	637,537	637,537	0	411,413	411,413	(226,124)	-35.47%
Interest on Bond Anticipation Notes	0	0	0	413,340	413,340	413,340	100.00%
Downtown Business Improvement Loan	33,800	33,800	0	0	0	(33,800)	-100.00%
<i>Municipal Debt Service Total</i>	\$ 3,636,337	\$ 3,636,337	\$ 0	\$ 4,494,753	\$ 4,494,753	\$ 858,416	23.61%
<i>School Debt Service</i>							
Bond Principal	\$ 3,940,000	\$ 3,940,000	\$ 0	\$ 4,255,000	\$ 4,255,000	\$ 315,000	7.99%
Bond Anticipation Note Principal	0	0	0	41,800	41,800	41,800	0.00%
Interest on Bonds	1,310,948	1,310,948	0	824,913	824,913	(486,035)	-37.08%
Interest on Bond Anticipation Notes	14,181	14,181	0	32,600	32,600	18,419	129.89%
<i>School Debt Service Total</i>	\$ 5,265,129	\$ 5,265,129	\$ 0	\$ 5,154,313	\$ 5,154,313	\$ (110,816)	-2.10%

DEFERRED CHARGES
&
RESERVES

DEFERRED CHARGES & RESERVES

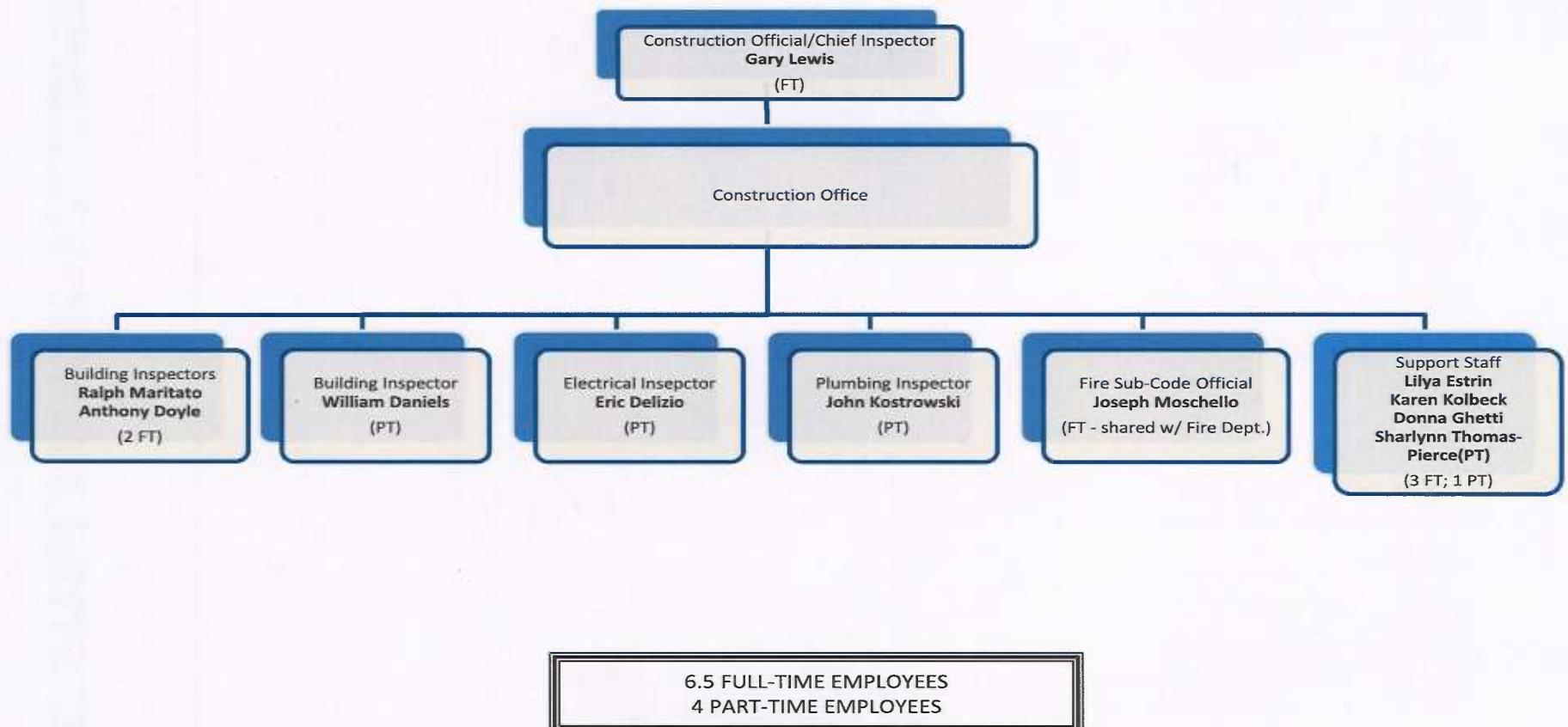
LINE-ITEM BUDGET

	2017			2018		2017-2018 Budget Variance	
	Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Deferred Charges							
876-000 Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
877-000 Deferred Charges (Capital Expenses Unfunded)	\$ 100,000	\$ 100,000	\$ 0	\$ 75,000	\$ 75,000	\$ (25,000)	100.00%
Reserves							
899-001 Reserve for Tax Appeals	\$ 325,000	\$ 325,000	\$ 0	\$ 300,000	\$ 300,000	\$ (25,000)	-7.69%
899-002 Reserve for Salary Adjustments	\$ 66,400 *	\$ 0	\$ 66,400	\$ 90,000	\$ 90,000	\$ 23,600	100.00%
899-000 Reserve for Uncollected Taxes	\$ 5,217,372	\$ 5,217,372	\$ 0	\$ 5,386,796	\$ 5,386,796	\$ 169,424	3.25%

* \$133,600 transferred to various salary line items

**UNIFORM
CONSTRUCTION
CODE
(U.C.C.)**

DEPARTMENT OF COMMUNITY SERVICES
UNIFORM CONSTRUCTION CODE (U.C.C.)



701-000 DCS - UNIFORM CONSTRUCTION CODE (DEDICATED TRUST FUND)

LINE-ITEM BUDGET

REVENUES	2017			2018			2017-2018 Budget Variance		
	ANTICIPATED		ACTUAL as of 12/31/17	Amount Over/(Under)	ANTICIPATED		\$ %		
	U.C.C. Fees	\$ 1,025,800	\$ 1,144,974	\$ 119,174	Interest on Investments	\$ 1,000.00	\$ 1,399	399	\$ 0 0.00%
Total U.C.C. Revenues		\$ 1,026,800	\$ 1,146,373	\$ 119,572.87		\$ 1,026,800			\$ 0 0.00%
APPROPRIATIONS									
2017									
Final Budget		Paid or Charged as of 12/31/17		Amount (Over) / Under		2018		2017-2018 Budget Variance	
<i>Salaries and Wages</i>								\$ %	
101	Full-Time	\$ 604,940	\$ 580,720	\$ 24,220		\$ 515,200		\$ (89,740)	-14.83%
102	Part-Time	180,000	168,534	11,466		280,000		100,000	55.56%
104	Overtime	22,300	21,146	1,154		25,300		3,000	13.45%
Total Salary & Wages		\$ 807,240	\$ 770,400	\$ 36,840		\$ 820,500		\$ 13,260	1.64%
<i>Other Expenses</i>									
201	Supplies & Materials	\$ 5,600	\$ 4,050	\$ 1,550		\$ 5,600		\$ 0	0.00%
301	Printing	9,000	3,456	5,544		9,000		0	0.00%
405	Vehicle Maintenance	5,000	2,999	2,001		5,000		0	0.00%
500	Contract Services	29,000	15,696	13,304		13,500		(15,500)	-114.81%
607	Telephone	3,300	3,065	235		3,300		0	0.00%
700	Equipment	5,400	3,812	1,588		12,800		7,400	57.81%
703	Automobiles	42,000	23,347	18,653		23,000		(19,000)	-82.61%
801	Clothing Purchases	3,000	0	3,000		3,000		0	0.00%
804	Training & Seminars	3,960	0	3,960		2,000		(1,960)	-98.00%
806	Memberships	700	461	239		700		0	0.00%
807	Personal Expenses (Non-Payroll)	500	0	500		500		0	0.00%
808	Personal Expenses (Payroll)	10,400	6,534	3,866		8,700		(1,700)	-19.54%
809	Conference & Meetings	6,000	2,667	3,333		6,000		0	0.00%
900	Share of Social Security & Medicare	49,000	49,000	0		53,000		4,000	7.55%
901	Share of Pension & Health/Dental Costs	46,700	46,700	0		49,000		2,300	4.69%
50-899	Reserve for Salary Adjustments	0	0	0		11,200		11,200	100.00%
Total Other Expenses		\$ 219,560	\$ 161,787	\$ 57,773		\$ 206,300		\$ (13,260)	-6.04%
U.C.C. Total Appropriations		\$ 1,026,800	\$ 932,187	\$ 94,613		\$ 1,026,800		\$ 0	0.00%

701-000 DCS - UNIFORM CONSTRUCTION CODE (DEDICATED TRUST FUND)

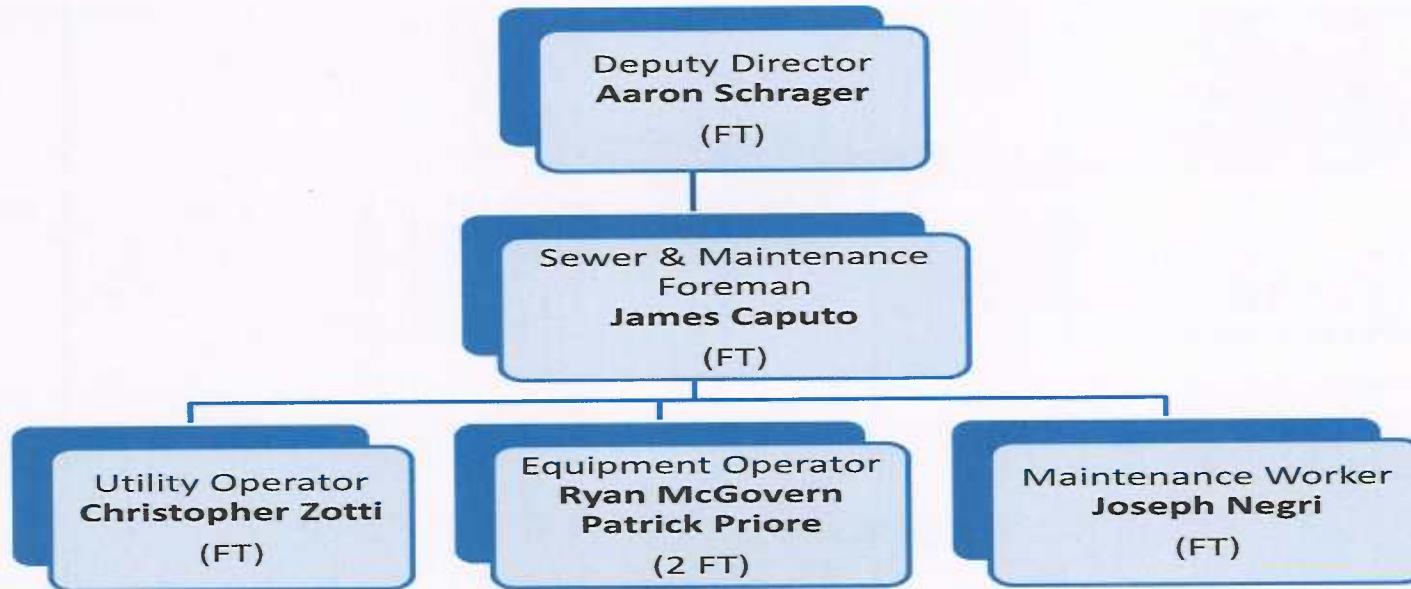
EMPLOYEE SALARY & WAGES

Status	Title	2017 Base + Longevity	2018			2018 Total
			Base	Grade	Step	
Doyle, Anthony	Full-Time Building Inspector	\$ 89,298	\$ 90,637	12	19	\$ 90,637
Estrin, Lilya	Full-Time Secretary III	61,335	62,255	6	19	62,255
Ghetti, Donna	Full-Time Secretary III	60,925	62,255	6	19	62,255
Kolbeck, Karen	Full-Time Secretary II	57,209	58,067	5	19	58,067
Lewis, Gary	Full-Time Construction Official/Chief Inspector	131,065	120,937	16	19	133,031
Maritato, Ralph	Full-Time Building Inspector	89,298	90,637	12	19	90,637
Daniels, William	Part-Time Building Inspector	44,906	46,945	12	13	46,945
Delizio, Eric	Part-Time Electrical Inspector	64,549	67,357	12	16	67,357
Kostrowski, John	Part-Time Plumbing Inspector	69,551	72,511	12	19	72,511
Moschello, Joseph	Half-Time Fire Sub-code Official	57,000	60,591			60,591
Thomas-Price, Sharlynn	Part-Time Secretary II	23,820	23,820	5	1	23,820
<i>Salaries & Wages Total</i>		\$ 748,955	\$ 756,012		\$ 12,094	\$ 768,106

SEWER UTILITY

**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS**

SEWER UTILITY



4 FULL-TIME EMPLOYEES*

*Does not include Deputy Director, or
Sewer & Maintenance Foreman

501-000 DCS - SEWER UTILITY (SEWER ADMINISTRATION)

REVENUES & LINE-ITEM BUDGET

REVENUES	2017			2018		2017-2018 Budget Variance	
	ANTICIPATED	ACTUAL as of 12/31/17		ANTICIPATED	\$	%	
		Amount	Over/(Under)				
Fund Balance Anticipated (Surplus)	\$ 630,000	\$ 630,000	\$ 0	\$ 463,000	\$ (167,000)	-26.51%	
Domestic User Charges	3,110,000	3,299,897	189,897	3,290,000	180,000	5.79%	
Industrial User Charges	86,351	95,602	9,251	95,500	9,149	10.60%	
Interest on Investments	0	0	0	1,500	1,500	100.00%	
Total Sewer Utility Revenues	\$ 3,826,351	\$ 4,025,499	\$ 199,148	\$ 3,850,000	\$ 23,649	0.62%	
APPROPRIATIONS							
SEWER ADMINISTRATION		2017			2018		2017-2018 Budget Variance
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$ %
<i>Salaries and Wages</i>							
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0 0.00%
109	Share of Various Salaries - Current Fund	115,000	115,000	0	115,000	115,000	0 0.00%
Total Salary & Wages		\$ 115,000	\$ 115,000	\$ 0	\$ 115,000	\$ 115,000	\$ 0 0.00%
<i>Other Expenses</i>							
201	Supplies & Materials	\$ 500	\$ 167	\$ 333	\$ 500	\$ 500	\$ 0 0.00%
210	Advertising, Printing & Postage	4,820	0	4,820	4,000	4,000	(820) -17.01%
401	TC Edmunds System	2,400	2,316	84	2,400	2,400	0 0.00%
402	TC WIPP	1,200	1,200	0	1,200	1,200	0 0.00%
403	TC Sewer Bills	700	685	15	700	700	0 0.00%
404	TC Envelopes	100	0	100	100	100	0 0.00%
504	Audit Services	8,500	8,500	0	9,500	9,500	1,000 11.76%
804	Training & Seminars	1,000	0	1,000	1,000	1,000	0 0.00%
Total Other Expenses		\$ 19,220	\$ 12,868	\$ 6,352	\$ 19,400	\$ 19,400	\$ 180 0.94%
Sewer Utility Administration Subtotal							
		\$ 134,220	\$ 127,868	\$ 6,352	\$ 134,400	\$ 134,400	\$ 180 0.13%

501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

LINE-ITEM BUDGET

APPROPRIATIONS		2017			2018		2017-2018 Budget Variance	
SEWER OPERATIONS		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 298,000	\$ 298,005	\$ (5)	\$ 304,000	\$ 304,000	\$ 6,000	2.01%
102	Part Time	0	0	0	15,000	15,000	15,000	100.00%
103	Seasonal	0	0	0	5,000	5,000	5,000	100.00%
104	Overtime	5,000	2,634	2,366	5,000	5,000	0	0.00%
Total Salary & Wages		\$ 303,000	\$ 300,639	\$ 2,361	\$ 329,000	\$ 329,000	\$ 26,000	8.58%
<u>Other Expenses</u>								
201	Supplies	\$ 1,000	\$ 999	\$ 1	\$ 1,000	\$ 1,000	\$ 0	0.00%
205	Tools	1,000	98	902	1,000	1,000	0	0.00%
212	Materials	3,000	1,492	1,508	3,000	3,000	0	0.00%
402	Building Maintenance	5,000	2,825	2,175	5,000	5,000	0	0.00%
403	Equipment Maintenance	10,000	9,956	44	10,000	10,000	0	0.00%
405	Truck Maintenance	10,000	4,467	5,533	10,000	10,000	0	0.00%
460	Fuel	9,000	2,568	6,432	9,000	9,000	0	0.00%
490	Collection System Maintenance	0	0	0	0	0	0	100.00%
491	Odor Control	10,000	7,254	2,746	10,000	10,000	0	0.00%
492	Pumps Maintenance	25,000	19,226	5,774	25,000	25,000	0	0.00%
493	Sanitary Sewer	5,000	95	4,905	5,000	5,000	0	0.00%
494	TV Sewer Inspection	10,000	3,500	6,500	10,000	10,000	0	0.00%
495	Force Main Repairs	4,000	469	3,531	4,000	4,000	0	0.00%
500	Contract Services	48,000	41,728	6,272	48,000	48,000	0	0.00%
509	Mobile Devices	1,000	2,471	(1,471)	2,000	2,000	1,000	100.00%
513	Sewer Service	170,000	176,000	(6,000)	170,000	170,000	0	0.00%
601	Pumps Electricity	75,000	63,334	11,666	70,000	70,000	(5,000)	-6.67%
605	Water	1,500	471	1,029	1,000	1,000	(500)	-33.33%
801	Clothing Purchase/Clean	1,700	1,232	468	1,700	1,700	0	0.00%
804	Training & Seminars	1,500	20	1,480	1,500	1,220	(280)	-18.67%
Total Other Expenses		\$ 391,700	\$ 338,206	\$ 53,494	\$ 387,200	\$ 386,920	\$ (4,780)	-1.22%
Sewer Utility Operations Subtotal		\$ 828,920	\$ 766,713	\$ 62,207	\$ 850,600	\$ 850,320	\$ 21,400	2.58%

APPROPRIATIONS	2017			2018		2017-2018 Budget Variance	
	Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
SEWER OPERATIONS							
<i>Joint Meeting Charges</i>							
Joint Meeting Maintenance	\$ 1,999,183	\$ 1,999,183	\$ 0	\$ 2,067,725	\$ 2,067,725	\$ 68,542	3.43%
Joint Meeting Maintenance Add'l	50,000	28,356	21,644	0	0	(50,000)	-100.00%
Total Joint Meeting	\$ 2,049,183	\$ 2,027,539	\$ 21,644	\$ 2,067,725	\$ 2,067,725	\$ 18,542	0.90%
<i>Health & Dental Insurances</i>							
	\$ 90,000	\$ 90,000	\$ 0	\$ 90,000	\$ 90,000	\$ 0	0.00%
<i>Capital Improvement Fund</i>							
	\$ 0	\$ 0	\$ 0	\$ 37,000	\$ 37,000	\$ 37,000.00	100.00%
<i>Deferred Charges</i>							
	\$ 56,560	\$ 56,560	\$ 0	\$ 56,560	\$ 56,560	\$ 0	0.00%
<i>Debt Service</i>							
Bond Principal	\$ 341,000	\$ 341,000	\$ 0	\$ 380,000	\$ 380,000	\$ 39,000	11.44%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0.00%
Interest on Bonds	155,583	155,583	0	88,875	88,875	(66,708)	-42.88%
Interest on Bond Anticipation Notes	0	0	0	9,520	9,520	9,520	0.00%
Reserve for Debt Service	0	0	0	0	0	0	0.00%
Total Debt Service	\$ 496,583	\$ 496,583	\$ 0	\$ 478,395	\$ 478,395	\$ (18,188)	-3.66%
<i>Statutory Expenditures</i>							
Social Security & Medicare	\$ 30,000	\$ 30,000	\$ 0	\$ 30,000	\$ 30,000	\$ 0	0.00%
Contribution to PERS	35,105	35,105	0	40,000	40,000	4,895	13.94%
Total Statutory Expenditures	\$ 65,105	\$ 65,105	\$ 0	\$ 70,000	\$ 70,000	\$ 4,895	7.52%
<i>Contribution to Current Fund</i>							
	\$ 240,000	\$ 240,000	\$ 0	\$ 200,000	\$ 200,000	\$ (40,000)	-16.67%
Overall Sewer Utility Totals	\$ 3,826,351	\$ 3,742,499	\$ 83,852	\$ 3,850,280	\$ 3,850,000	\$ 23,649	0.62%

501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

EMPLOYEE SALARY & WAGES

Status	Title	Base + Longevity	2017			2018			2018 Total
			Base	Grade	Step	Longevity			
McGovern, Ryan	Full-Time	Equipment Operator	\$ 74,662	\$ 75,889	8	14	\$ 1,250	\$ 77,139	
Negri, Joseph	Full-Time	Maintenance Worker	69,634	65,218	5	19	6,522	71,740	
Priore, Patrick	Full-Time	Equipment Operator	75,162	75,889	8	14	1,750	77,639	
Zotti, Christopher	Full-Time	Utility Operator	72,829	75,889	8	14	1,500	77,389	
Assistant Forman Adjustment			5,000	5,000	9	1	0	5,000	
<i>Salaries & Wages Total</i>		<u>\$ 297,287</u>	<u>\$ 297,885</u>			<u>\$ 11,022</u>		<u>\$ 308,907</u>	

PARKING SERVICES

UTILITY

Parking Services Agency

Rita M. McNany, Parking Services Manager



WHAT WE DO

The Parking Services Agency was established in 2000 as a separate utility to manage the City's municipal parking operations.

Parking Services operations manage all metered locations in downtown Summit and recently took over the enforcement of all time-limited zones city wide.

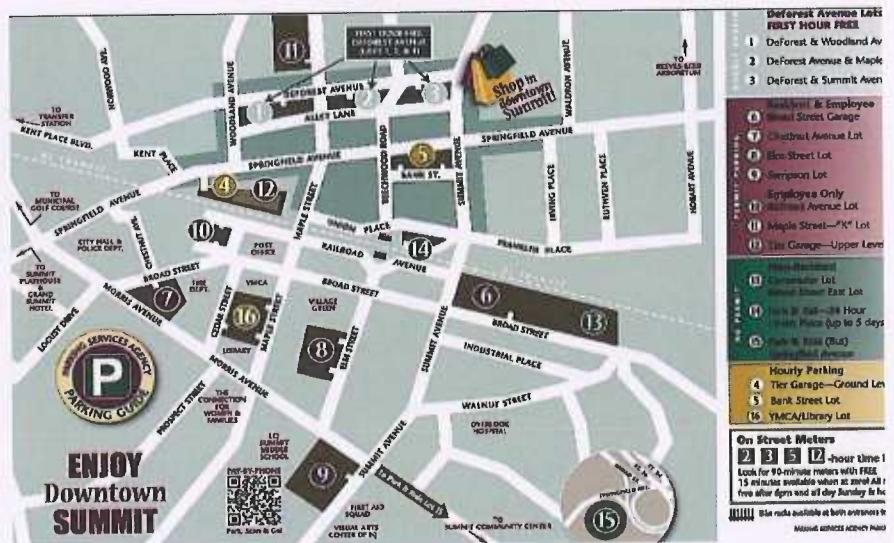
Parking Services collects all parking revenues, excluding parking tickets, to fully cover its operating expenses and all parking debt service while maintaining sufficient surplus for future snow removal and capital improvements.

Parking enforcement is a vital tool in providing equitable parking and generating highest turnover of spaces.

Parking Services facilitates special events and construction project parking in the downtown while promoting alternate modes of transportation and fosters improved circulation of vehicles in downtown Summit.

OUR FOCUS ON EQUITY

The Parking Services Agency manages the City's municipal parking operation in support of Summit's downtown business district. Our mission is to offer a simple, convenient and pleasant parking experience. Parking Services strives to provide equitable parking for all users, offering a variety of simple payment and permit options based upon individual or group parking needs. Parking Services continually strives to simplify parking with the use of trending technologies, and to promote alternate modes of transportation.



OUR SERVICES & GOALS

SERVICE 1 Customer convenience and satisfaction

Goal 1a Offer the option to obtain residential parking permits online, and continue on-line issuance for employee parking permits.

Goal 1b Provide alternative parking locations for customers when municipal facilities reach capacity.

SERVICE 2 Continued analysis of 2016 Parking Assessment recommendations

Goal 2a Through the Summit Parking Advisory Committee (SPAC), a review of all the recommendations in the 2016 Level G Parking Assessment Report was completed in 2017.

Goal 2b Continue analysis of parking alternative to increase capacity and to create turnover of spaces.

SERVICE 3 Unified parking management systems

Goal 3a Use of a vehicle's license plate as the unique identifier in payment processing, permit issuance and enforcement using Automated License Plate Recognition (ALPR) equipment.

Goal 3b Install access control equipment at the Transfer Station utilizing stationary license plate recognition equipment to strictly limit access to only Summit residents.

SERVICE 4 Online payment methods for customer convenience and to reduce labor intensive collection efforts

Goal 4a Continue to promote on-line payments and use of Parkmobile™ app.

Goal 4b Replace the remaining street meters with on-street payment kiosks on the North Side of the downtown, offering credit card payment capability to reduce collection efforts.

SERVICE 5 Dynamic ridesharing technology program

Goal 5a Increase participation in the Summit dynamic ridesharing pilot program to further alleviate parking congestion in the Broad Street garage and nearby municipal lots. Introduced in October 2016, this unique program currently offers roundtrip transport to and from the Summit train station for residential commuters at the same cost as the daily municipal parking rate. The current program has been increased to accommodate 200 participants. As of February 2018, there are 171 participants in the program. Initially the program on average opened up an additional 25 parking spaces per day. As of January, 2018 this daily average has increased to 38 spaces per day.

One unique feature with LYFT is participants have the capability of scheduled rides. To date 1% of riders are utilizing scheduled rides.

Goal 5b Monitor and evaluate financial and operational viability of a long-term, ongoing ridesharing program in Summit.

SERVICE 6 Garage facility maintenance and renovations

Goal 6a Conduct routine, scheduled preventive maintenance to provide safer, cleaner parking facilities and preserve the value of each city asset.

Goal 6b Continue with the needed improvements to the Springfield Avenue Tier Garage, a 38-year-old parking facility.

SERVICE 7 Improve operating efficiencies with assistance to the Municipal Court

Goal 7a Parking Services will assist the Summit Municipal Court with parking ticket inquiries in order to streamline parking disputes and provide added customer convenience when the court relocates to New Providence. Parking Services will continue to monitor enforcement utilizing the ALPR equipment to ensure that proper enforcement techniques are utilized.

Tactical Implementation 2018

SERVICE GOAL

Increase customer convenience and satisfaction through education and outreach efforts.

Parking Services is a service-oriented operation seeking to provide a high-level of customer convenience and satisfaction.

By increasing public education on parking regulations and legal parking options, placement of additional signage, and outreach through the use of the city website and social media channels, the Parking Services Agency will better manage expectations and increase satisfaction among people who park in Summit.

Our focus is on emphasizing online purchasing of permits and the installation of additional street kiosks for credit card payments to generate increased convenience for customers. The new digital permitting system offers users the new option of automatic payment for monthly parking.

Through sufficient staffing and use of ALPR software, Parking Services will be able to focus on enforcement in all required areas to increase turnover of parked vehicles and ensure the quality of life on residential streets.

Review of 2016 Parking Assessment recommendations by the Summit Parking Advisory Committee (SPAC)

The Summit Parking Advisory Committee (SPAC) was tasked to analyze the recommendations from the 2016 Level G Parking Assessment Report to maximize parking programs and services, parking accessibility, parking capacity issues, promote alternative modes of transportation and determine what additional capacity is needed.

SPAC determined the practicality of all recommendations; categorized recommendations into short, medium and long term goals, performed a cost/benefit analysis for each recommendation and presented its findings to the Common Council for final decision making.

In 2017, the following initiatives were put forth based upon recommendations of the 2016 Parking Assessment:

1. Elm Street – the city converted the 48 spaces to permit parking only until 11 AM and hourly parking thereafter.
2. Deforest Lots – the city evaluated and determined that long-term parking was taking place in short-term the Park & Shop Deforest Lots. The rates were changed in 2017 to limit parking to five (5) hours. After five (5) hours the fee is \$50. This price change immediately allowed for additional spaces becoming available.
3. Library Lot – expanded the time limit from two (2) hours to three (3) hours and made the rates the same as the street meter rates.
4. Valet Parking – Holiday valet parking was again offered at the Springfield Avenue Tier Garage.

Utilize pay-by-plate for all payments, permits and enforcement, establishing the vehicle license plate as the unique identifier.

One of the fastest growing systems within the parking industry is pay-by-plate technology. Summit's Parkmobile™ app uses the vehicle license plate and location for parking payment by smart phone.

ALPR equipment will utilize the vehicle license plate to enable customers to pay for parking at a kiosk or online or by using a smart phone. Over 2016 and 2017, all parking lots and garages changed to utilize payments by license plates. Enforcement vehicles were equipped with license plate camera system to improve overall enforcement and to reduce errors.

The last piece of the unified parking management system is to install access equipment at the Transfer Station with the use of stationary License Plate Recognition equipment to only have Summit resident's registered vehicles gain access to the Transfer Station reducing non-residents' use of the facility. Utilizing part-time staffing, testing of the new system will occur in the 2nd quarter of 2018 to ensure that most resident vehicles have the new digital permit. The system should be operational by the Summer of 2018. The new system will also create visit reporting statistics currently not available.

**SERVICE
GOAL**

To reduce labor intensive cash collection, Parking Services will promote online payments, use of the Parkmobile™ app, and credit card payments at kiosks.

Parking Services has implemented the digital parking permit with recurring billing option in 2017 for monthly, quarterly and annual prepayment options. In addition, the number of customers that pay for parking with a smart phone using the Parkmobile app continues to increase (see chart - page 7).

In 2018, Parking Services will add street kiosks in the North Side of Downtown Summit. The kiosks will accept credit card payments.

Continued examination of collection efforts will occur once these kiosks are installed.

**SERVICE
GOAL**

Expand ridesharing program to provide an additional 100 parking spaces in long-term parking facilities.

Implementation of a six-month pilot ridesharing program began in October 2016 as a solution to help alleviate parking overcapacity in Summit.

The program was continued in December 2017 and capacity was increased offer an additional 100 resident commuters to the program to provide roundtrip service to and from the Summit Train Station.

Evaluation of program participation, use and sustainability will continue along with discussions on the viability of a ridesharing program as a long-term parking solution and potential to expand the program to include Summit residents employed in the downtown business district.

Month	Period	Pre-Paid Trips	Daily Trips	Total Trips	Total Amount	Daily Rider Charges	City Cost	Avg. \$ per Ride
October	2016	178	680	858	\$ 6,015	\$ 1,360	\$ 4,655	\$ 7.01
November		115	1,027	1,142	\$ 7,288	\$ 2,054	\$ 5,234	\$ 6.38
December		102	703	805	\$ 5,830	\$ 1,406	\$ 4,424	\$ 7.24
January	2017	134	809	943	\$ 7,543	\$ 1,618	\$ 5,925	\$ 8.00
February		141	809	950	\$ 7,965	\$ 1,618	\$ 6,347	\$ 8.38
March		155	880	1,035	\$ 8,623	\$ 1,760	\$ 6,863	\$ 8.33
April		157	901	1,058	\$ 8,164	\$ 1,802	\$ 6,362	\$ 7.72
May		148	871	1,019	\$ 8,147	\$ 1,742	\$ 6,405	\$ 8.00
June		105	687	792	\$ 6,301	\$ 1,374	\$ 4,927	\$ 7.96
July		78	663	741	\$ 5,815	\$ 1,326	\$ 4,489	\$ 7.85
August		80	778	858	\$ 6,352	\$ 1,556	\$ 4,796	\$ 7.40
September		70	726	796	\$ 6,156	\$ 1,452	\$ 4,704	\$ 7.73
October		107	950	1,057	\$ 8,268	\$ 1,900	\$ 6,368	\$ 7.82
November		105	821	926	\$ 7,026	\$ 1,642	\$ 5,384	\$ 7.59
December	Uber	4	24	28	\$ 209	\$ 48	\$ 161	\$ 7.47
December	Lyft	102	790	892	\$ 6,921	\$ 1,580	\$ 5,341	\$ 7.76
January	2018	150	1,237	1,387	\$ 10,096	\$ 2,474	\$ 7,622	\$ 7.28
February		117	1184	1,301	\$ 9,267	\$ 2,368	\$ 6,899	\$ 7.12
TOTALS		2,048	14,540	16,588	\$125,988	\$29,082	\$96,906	\$ 7.60

SERVICE GOAL

Preventative maintenance and renovations of Springfield Avenue Tier garage will preserve value of 38-year-old city asset.

Parking Services is now using the See Click Fix app as a reporting tool and functional tracking system for facility maintenance. This tracking system will ensure that preventive maintenance and routine safety inspections are performed on a regular basis. Improved maintenance supervision is on-going for parking building/lot maintenance.

Structural repairs to the 38-year-old Tier garage were completed in 2016. In 2017, elevator replacement was performed. In 2018, the LED replacement of the lighting, new security systems, new wayfinding signs and the installation of "lot full/counter" system will occur. New "lot full" signage will be installed at both the Broad Street and Tier garages.

**SERVICE
GOAL**

Expand availability of parking spaces

Parking Services is investigating a range of options to provide additional parking spaces in the downtown such as:

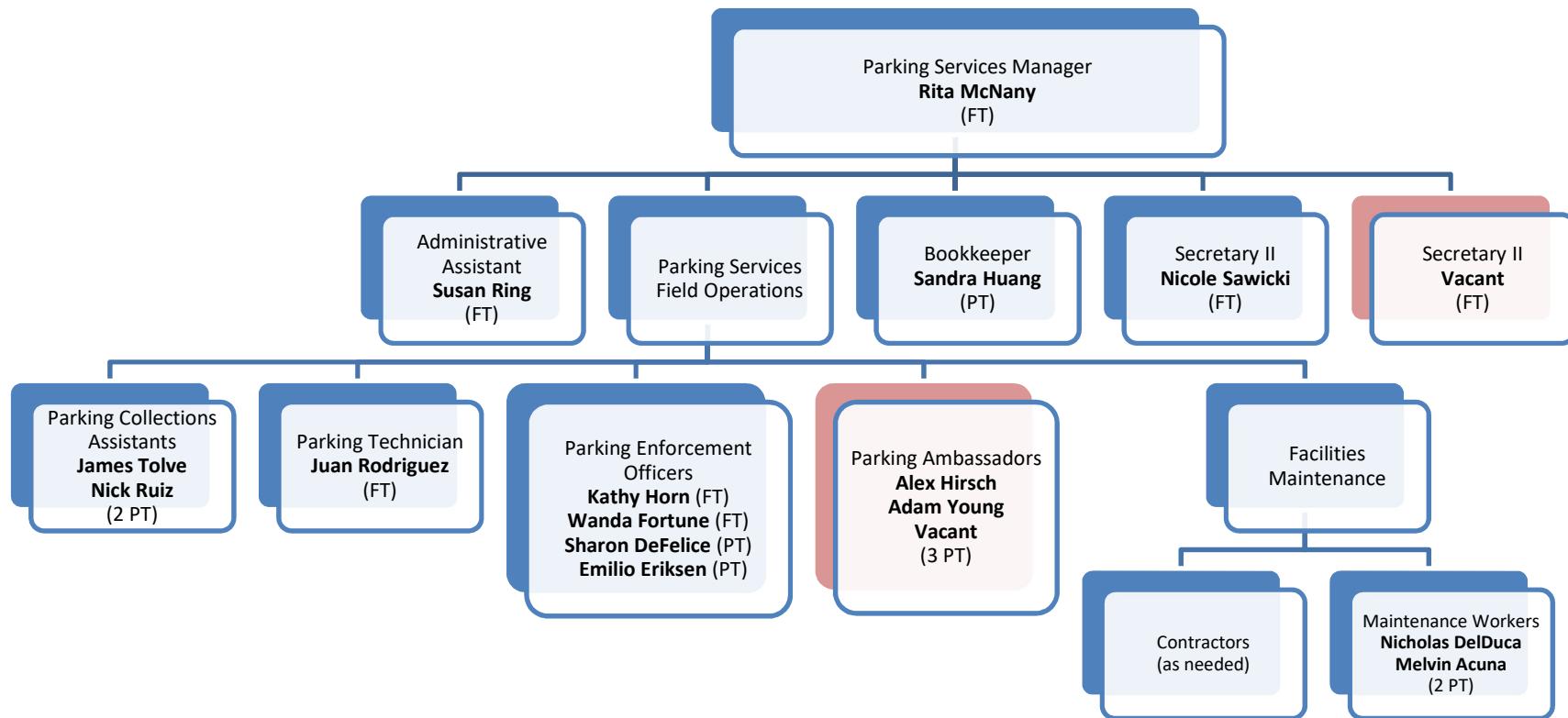
1. Stackable Parking – using vertical space to add more parking on a single parking lot.
2. Valet Parking – investigate valet parking in other lots other than the Springfield Avenue Tier Garage.
3. Shuttle Services – investigate the use of shuttle services from outlying parking lots to the downtown area.

Agency Transactions by Quantity

DESCRIPTION	2013	2014	2015	2016	2017
Permit Sales	2,421	2,350	2,407	2,974	5,474
Bag Meters	968	1,599	2,876	1,786	755
Dumpster Permits	58	55	98	311	61
Daily Visitor Passes - Counter	12,274	9,172	9,278	12,357	16,868
Corporate Codes	N/A	N/A	N/A	4,697	228
Smart Card Sales – Counter	1423	652	453	139	77
Smart Card Recharges – in Field	1970	1,027	24	0	0
Total Smart Cards-as of 2015 only available in street meters	3,393	1,679	477	139	77
Prepayments (Month, Quarter & Annual) – Counter	2,166	2,361	2,397	2,822	1,598
Prepayments - (Month, Quarter & Annual) – On-Line	4,238	2,440	1,849	545	2,270
Total Prepayments (On-line system did not work in 2015)	6,404	4,801	4,246	3,367	3,868
Parkmobile Off Street	79,639	141,740	173,496	152,509	207,783
Parkmobile On-Street	31,492	53,308	86,908	107,172	119,750
Total Parkmobile	114,677	195,048	260,404	259,681	327,533
Credit Card – Off Street	118,097	107,723	124,470	125,972	196,262
Credit Card – On Street					136,529
Cash * - Off Street	N/A	N/A	162,757	137,757	129,099
Cash * - On Street					24,852
Cash – DeForest Only	78,575	60,893	52,878	48,668	41,704

***Old machines only provided cash totals, not quantity.**

PARKING SERVICES AGENCY



6 FULL-TIME EMPLOYEES
8 PART-TIME EMPLOYEES
2 VACANCY

REVENUES	2017			2018		2017-2018 Budget Variance	
	ANTICIPATED	ACTUAL as of 12/31/17	Amount Over/(Under)	ANTICIPATED		\$	%
Lots & Garages - Cash, CC & Parkmobile							
Garage - Broad Street	\$ 340,000	\$ 303,626	\$ (36,375)	\$ 302,000		\$ (38,000)	-11.18%
Garage - Tier Upper Level	160,000	150,875	(9,125)	150,000		(10,000)	-6.25%
Garage - Tier Ground Level	75,000	80,942	5,942	80,000		5,000	6.67%
Parking Lots (excludes DeForest Lots)	360,000	216,104	(143,896)	216,000		(144,000)	-40.00%
DeForest Lots	470,000	449,492	(20,508)	449,000		(21,000)	-4.47%
Bank Street Lot	55,000	53,769	(1,231)	53,000		(2,000)	-3.64%
Library Lot	65,000	64,510	(490)	64,000		(2,000)	-3.64%
Total Lots & Garages	\$ 1,525,000	\$ 1,319,318	\$ (205,683)	\$ 1,314,000		\$ (212,000)	-13.90%
On-Street Meters							
Cash Only	\$ 350,000	\$ 316,215	\$ (33,785)	\$ 315,000		\$ (35,000)	-10.00%
Kiosks	0	35,325	35,325	35,000		35,000	100.00%
Parkmobile	125,000	135,159	10,159	135,000		10,000	8.00%
Total On-Street Meters	\$ 475,000	\$ 486,699	\$ 11,699	\$ 485,000		\$ 10,000	2.11%
Credit Card Sales							
Initial Sales - Counter	\$ 2,500	\$ 2,870	\$ 370	\$ 1,550		\$ (950)	-38.00%
Recharge Sales - Counter	5,000	1,690	(3,310)	500		(4,500)	-90.00%
Total Credit Card Sales	\$ 7,500	\$ 4,560	\$ (2,940)	\$ 2,050		\$ (5,450)	-72.67%
Bar-Code Permit Sales							
Resident	\$ 10,000	\$ 0	\$ (10,000)	\$ 0		\$ (10,000)	-100.00%
Resident Renewal	35,000	32,158	(2,842)	32,000		(3,000)	-8.57%
Resident - Seniors	1,000	5,820	4,820	5,000		4,000	400.00%
Employee Renewal	13,000	11,310	(1,690)	11,000		(2,000)	-15.38%
Employee - Seniors	100	690	590	500		400	400.00%
Total Bar-Code Permit Sales	\$ 59,100	\$ 49,978	\$ (9,122)	\$ 48,500		\$ (10,600)	-17.94%

PARKING SERVICES UTILITY

REVENUES

REVENUES	2017			2018		2017-2018 Budget Variance	
	ANTICIPATED	ACTUAL as of 12/31/17	Amount Over/(Under)	ANTICIPATED		\$	%
Pre-Paid Parking							
Resident - Monthly and Daily	\$ 55,000	\$ 41,648	\$ (13,352)	\$ 52,000		\$ (3,000)	-5.45%
Resident - Quarterly	80,000	54,364	(25,636)	54,000		(26,000)	-32.50%
Resident - Annual	40,000	42,074	2,074	71,712		31,712	79.28%
Resident - Pre-paid Prior Year for Current Year	55,000	60,788	5,788	2,372		(52,628)	-95.69%
Resident - Pre-paid Current Year for Next Year	60,788	2,372	(58,416)	1,000		(59,788)	-98.35%
<i>Less: Pre-paid Current Year for Next Year</i>	(60,788)	(2,372)	58,416	(1,000)		59,788	-98.35%
Resident Pre-Paid Sub-Total	\$ 230,000	\$ 198,874	\$ (31,126)	\$ 180,084		\$ (49,916)	-21.70%
Corporate Codes - Employer Paid Parking	\$ 20,000	\$ 17,750	\$ (2,250)	\$ 17,000		\$ (3,000)	-15.00%
Employee - Monthly and Daily	65,000	100,090	35,090	110,000		45,000	69.23%
Employee - Quarterly	90,000	124,754	34,754	147,744		57,744	64.16%
Employee - Annual	15,000	44,928	29,928	110,214		95,214	634.76%
Employee - Pre-paid Prior Year for Current Year	110,000	111,636	1,636	14,000		(96,000)	-87.27%
Employee - Pre-paid Current Year for Next Year	34,804	14,736	(20,068)	10,000		(24,804)	-71.27%
<i>Less: Pre-paid Current Year for Next Year</i>	(34,804)	(14,736)	20,068	(10,000)		24,804	-71.27%
Employee Pre-Paid Sub-Total	\$ 300,000	\$ 399,158	\$ 99,158	\$ 398,958		\$ 98,958	32.99%
Total Pre-Paid Parking	\$ 530,000	\$ 598,032	\$ 68,032	\$ 579,042		\$ 49,042	9.25%
Daily Visitor Passes							
Bulk (Pack of 10 - \$50.00)	\$ 11,000	\$ 19,555	\$ 8,555	\$ 19,000		\$ 8,000	72.73%
Single (One Time - Atlantic Health)	36,000	48,248	12,248	48,000		12,000	33.33%
Single (1 for \$6.00)	500	470	(30)	500		0	0.00%
Total Daily Visitor Passes	\$ 47,500	\$ 68,273	\$ 20,773	\$ 67,500		\$ 20,000	42.11%
Non-Resident Lot							
Broad Street East Lot	\$ 260,000	\$ 333,071	\$ 73,071	\$ 330,000		\$ 70,000	26.92%
Total Non-Resident Parking	\$ 260,000	\$ 333,071	\$ 73,071	\$ 330,000		\$ 70,000	26.92%
Overnight Parking							
Quarterly	\$ 40,000	\$ 33,418	\$ (6,582)	\$ 35,000		\$ (5,000)	-12.50%
Pre-paid Prior Year for Current Year	4,000	3,938	(62)	75		(3,925)	-98.13%
Pre-paid Current Year for Next Year	2,100	75	(2,025)	75		(2,025)	-96.43%
<i>Less: Pre-paid Current Year for Next Year</i>	(2,100)	(75)	2,025	(75)		2,025	-96.43%
Total Overnight Parking	\$ 44,000	\$ 37,356	\$ (6,644)	\$ 35,075		\$ (8,925)	-20.28%

REVENUES

	2017			2018		2017-2018 Budget Variance	
	ANTICIPATED	ACTUAL		Amount Over/(Under)	ANTICIPATED	\$	%
		as of 12/31/17	Amount				
Other Revenues							
Dumpster Permit/Bagged Meters	\$ 40,000	\$ 21,080	\$ (18,920)	\$ 20,000	\$ (20,000)	(-50.00%)	
Special Event	0	0	0	0	0	0.00%	
Leased Spaces	59,000	59,670	670	59,000	0	0.00%	
Total Other Revenues	\$ 99,000	\$ 80,750	\$ (18,250)	\$ 79,000	\$ (20,000)	(-20.20%)	
Park & Ride (DOT Rt. 24 Lot)							
Cash Receipts	\$ 400	\$ 399	\$ (1)	\$ 400	\$ 0	0.00%	
Credit Card Usage and Daily CC	6,000	6,777	777	6,100	100	1.67%	
Parkmobile	23,000	32,394	9,394	32,000	9,000	39.13%	
Permit Monthly, Quarterly or Annually	29,000	26,120	(2,880)	26,000	(3,000)	-10.34%	
Pre-paid Prior Year for Current Year	2,000	1,320	(680)	1,200	(800)	-40.00%	
Pre-paid Current Year for Next Year	1,320	200	(1,120)	200	(1,120)	-84.85%	
<i>Less: Pre-paid Current Year for Next Year</i>	<i>(1,320)</i>	<i>(200)</i>	<i>1,120</i>	<i>(200)</i>	<i>1,120</i>	<i>-84.85%</i>	
Total NJDOT Park & Ride	\$ 60,400	\$ 67,010	\$ 6,610	\$ 65,700	\$ 5,300	8.77%	
Park & Rail (NJ Transit Lot)							
Cash Receipts	\$ 4,000	\$ 4,401	\$ 401	\$ 4,000	\$ -	0.00%	
Parkmobile	48,000	55,440	7,440	55,000	7,000	14.58%	
Credit Card Usage & CC Daily	50,000	45,505	(4,495)	45,000	(5,000)	-10.00%	
Total NJT Park & Rail	\$ 102,000	\$ 105,346	\$ 3,346	\$ 104,000	\$ 2,000	1.96%	
Parking Services Revenues Subtotal	\$ 3,209,500	\$ 3,150,393	\$ (59,107)	\$ 3,109,867	\$ (99,633)	(-3.10%)	

PARKING SERVICES UTILITY

REVENUES

REVENUES	2017			2018		2017-2018 Budget Variance	
	ANTICIPATED	ACTUAL as of 12/31/17	Amount Over/(Under)	ANTICIPATED	\$		%
Other Anticipated Revenues							
Anticipated from Capital Surplus for Capital Outlay	\$ 64,000	\$ 55,835	\$ (8,165)	\$ 64,000	\$ 0	0.00%	
Anticipated from Operating Surplus	193,148	0	(193,148)	329,000	135,852	70.34%	
Refunds	0	(1,995)	(1,995)	0	0	0.00%	
Budget Appropriation Vehicles and Other Improvements	57,000	0	(57,000)	57,000	0	0.00%	
Total Miscellaneous Revenues	\$ 314,148	\$ 53,840	\$ (260,308)	\$ 450,000	\$ 135,852	43.24%	
TOTAL PARKING SERVICE UTILITY REVENUES	\$ 3,523,648	\$ 3,204,232	\$ (319,416)	\$ 3,559,867	\$ 36,219	1.03%	

PARKING SERVICES UTILITY

LINE-ITEM BUDGET

		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 460,136	\$ 465,258	\$ (5,122)	\$ 430,100	\$ 430,100	\$ (30,036)	-6.53%
102	Part-Time	170,560	149,950	20,609	175,200	175,200	4,640	2.72%
103	Overtime	5,000	10,447	(5,447)	10,000	10,000	5,000	100.00%
132	Parking Ambassadors/Temporary Staffing	35,574	29,479	6,095	149,700	149,700	114,126	320.81%
	Total Salary & Wages	\$ 671,269	\$ 655,134	\$ 16,135	\$ 765,000	\$ 765,000	\$ 93,731	13.96%
<u>Other Expenses</u>								
201	Supplies & Materials	\$ 36,000	\$ 40,981	\$ (4,981)	\$ 48,000	\$ 48,000	\$ 12,000	33.33%
204	Deforest Lots	69,000	68,860	140	71,500	71,500	2,500	3.62%
205-215	Credit Card Charges	196,000	169,747	26,253	213,000	213,000	17,000	8.67%
310	Electronic Costs	412,400	340,293	72,107	413,350	413,350	950	0.23%
402	Building Maintenance	57,000	50,768	6,232	77,000	77,000	20,000	35.09%
403	Equipment Maintenance	49,000	50,418	(1,418)	60,190	60,190	11,190	22.84%
405	Vehicle Maintenance	5,000	5,468	(468)	10,000	10,000	5,000	100.00%
417	Snow Removal	50,000	27,935	22,065	0	0	(50,000)	-100.00%
501	Legal Services	1,000	0	1,000	1,000	1,000	0	0.00%
504	Audit services	6,000	6,000	0	6,000	6,000	0	0.00%
505	Non-Resident Valet	0	12,610	(12,610)	84,000	84,000	84,000	100.00%
507	NJT Park & Rail Lots - Rents	50,000	37,548	12,452	50,000	50,000	0	0.00%
509	Parking Share of Other Services	250,000	250,000	0	250,000	250,000	0	0.00%
510	Parking Share of Pensions	55,000	55,000	0	55,000	55,000	0	0.00%
515	Stackable Parking	0	0	0	42,000	42,000	42,000	100.00%
700	Equipment	11,500	5,638	5,862	10,500	10,500	(1,000)	-8.70%
801	Clothing (Uniforms)	4,000	3,490	510	5,000	5,000	1,000	25.00%
804	Training & Seminars	5,000	2,478	2,522	5,000	5,000	0	0.00%
806	Memberships	2,000	1,417	583	2,000	2,000	0	0.00%
942	Parking Lot Maintenance	10,000	2,635	7,365	10,000	10,000	0	0.00%
943	Maintenance - NJ Transit & NJDOT Lots	2,000	0	2,000	2,000	2,000	0	0.00%
946	Reserved for Salary Adjustments	0	0	0	8,800	8,800	8,800	100.00%
	Total Other Expenses	\$ 1,270,900	\$ 1,131,285	\$ 139,615	\$ 1,424,340	\$ 1,424,340	\$ 153,440	12.07%
	Parking Appropriations Subtotal	\$ 1,942,169	\$ 1,786,419	\$ 155,750	\$ 2,189,340	\$ 2,189,340	\$ 247,171	12.73%

	2017			2018		2017-2018 Budget Variance	
	Adopted Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Capital Improvement Fund</u>	\$ 30,000	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ (30,000)	-100.00%
<u>Aquisition of Vehicles and Other Capital Outlay</u>	\$ 57,000	\$ 13,583	\$ 43,417	\$ 0	\$ 0	\$ (57,000)	-100.00%
<u>Deferred Charges</u>	\$ 10,000	\$ 10,000	\$ 0	\$ 10,000	\$ 10,000	\$ 0	0.00%
<u>Insurance</u>	\$ 135,000	\$ 135,000	\$ 0	\$ 135,000	\$ 135,000	\$ 0	0.00%
<u>Debt Service</u>							
Bond Principal	\$ 201,000	\$ 201,000	\$ 0	\$ 220,000	\$ 220,000	\$ 19,000	9.45%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0.00%
Interest on Bonds	75,372	75,372	0	63,573	63,573	(11,799)	-15.65%
Interest on Bond Anticipation Notes	0	0	0	36,100	36,100	36,100	100.00%
Debt Service Broad Street Garage	421,307	421,307	0	408,154	408,154	(13,153)	-3.12%
Reserve for Debt Service	18,050	18,050	0	0	0	(18,050)	200.00%
Total Other Expenses	\$ 715,729	\$ 715,729	\$ 0	\$ 727,827	\$ 727,827	\$ 12,098	1.69%
<u>Statutory Expenditures</u>							
Social Security & Medicare	\$ 50,000	\$ 50,000	\$ 0	\$ 59,200	\$ 59,200	\$ 9,200	18.40%
	\$ 50,000	\$ 50,000	\$ 0	\$ 59,200	\$ 59,200	\$ 9,200	18.40%
<u>Utilities</u>							
Electricity	\$ 70,000	\$ 57,336	\$ 12,664	\$ 60,000	\$ 60,000	\$ (10,000)	-14.29%
Mobile Phones & Data Lines	11,000	13,757	(2,757)	15,000	15,000	4,000	36.36%
Telephone (Garages)	2,500	0	2,500	2,500	2,500	0	0.00%
Water	250	816	(566)	1,000	1,000	750	300.00%
Total Other Expenses	\$ 83,750	\$ 71,909	\$ 11,841	\$ 78,500	\$ 78,500	\$ (5,250)	-6.27%
<u>Contribution to Current Fund</u>	\$ 500,000	\$ 500,000	\$ 0	\$ 360,000	\$ 360,000	\$ (140,000)	-28.00%
Overall Parking Utility Totals	\$ 3,523,648	\$ 3,312,640	\$ 211,008	\$ 3,559,867	\$ 3,559,867	\$ 36,219	1.03%

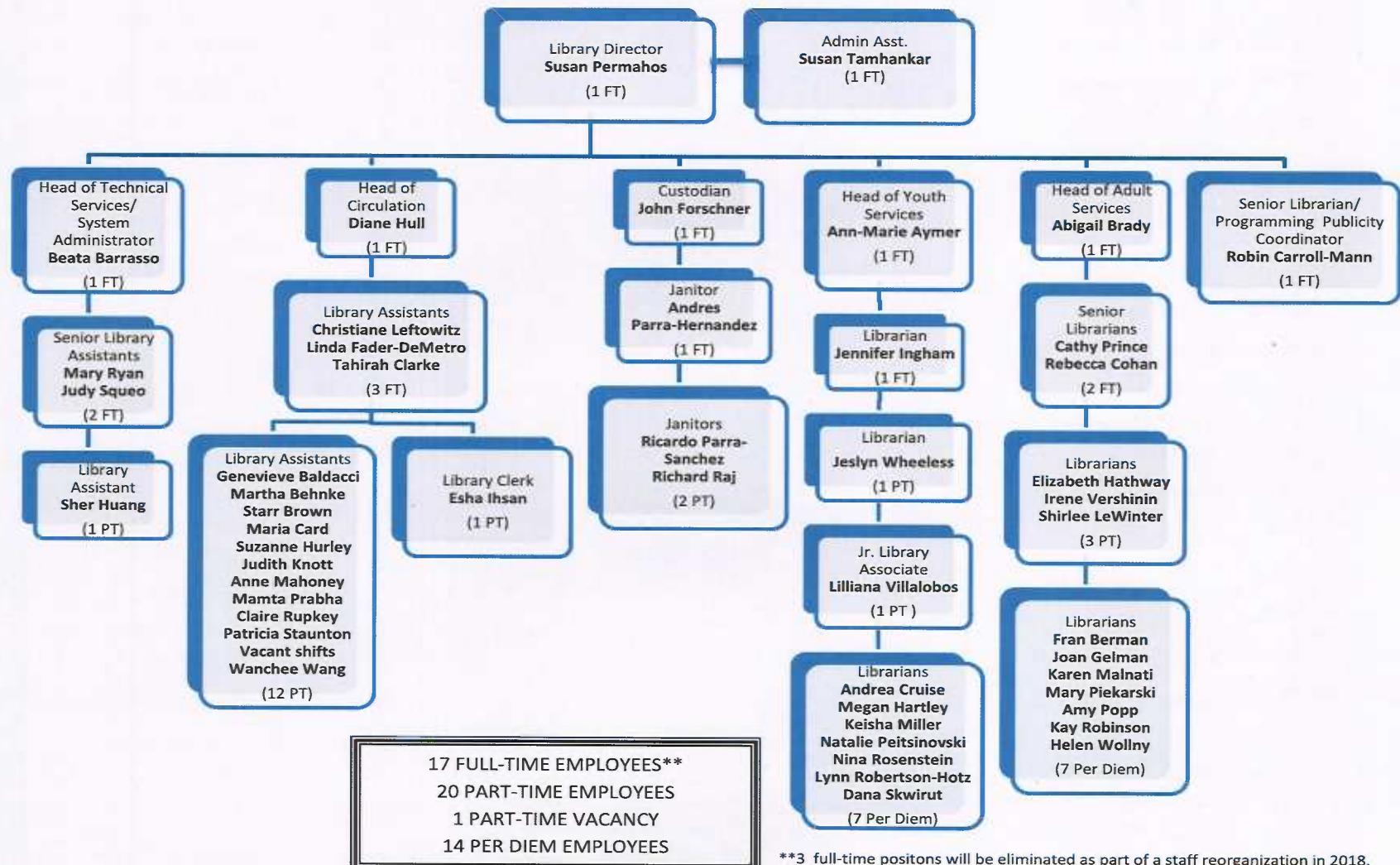
PARKING SERVICES UTILITY

EMPLOYEE SALARY & WAGES

	Status	Title	2017		2018			2018	
			Base + Longevity	Base	Grade	Step	Longevity	Total	
Fortune, Wanda	Full-Time	Parking Enforcement Officer	\$ 58,067	\$ 58,067	5	19	\$ 0	\$ 58,067	
Horn, Kathleen	Full-Time	Parking Enforcement Officer	62,712	58,067	5	19	4,645	62,712	
McNany, Rita	Full-Time	Parking Services Manager	100,195	100,003	14	17	6,000	106,003	
Ring, Susan	Full-Time	Administrative Assistant	67,417	67,417	8	19	0	67,417	
Rodriguez, Juan	Full-Time	Parking Technician	74,159	67,417	8	19	6,742	74,159	
Sawicki, Nicole	Full-Time	Secretary II	60,428	61,706	7	17	0	61,706	
Vacant	Full-Time	Secretary II	42,310	0	5	1	0	0	
Acuna, Melvin	Part-Time	Maintenance Worker	22,230	22,736				22,736	
DelDuca, Nicholas	Part-Time	Maintenance Worker	22,230	22,554				22,554	
Erikson, Emilio	Part-Time	Parking Enforcement Officer	27,000	27,000				27,000	
Huang, Sandra	Part-Time	Bookkeeper	26,005	26,005				26,005	
Ruiz, Nick	Part-Time	Parking Collections Assistant	26,038	26,038				26,038	
Ruiz-Bermel, Sharon	Part-Time	Parking Enforcement Officer	30,618	30,618				30,618	
Tolve, James	Part-Time	Parking Collections Assistant	34,889	20,183				20,183	
Hirsch, Alex	Part-Time	Ambassador	18,096	18,096				18,096	
Young, Adam	Part-Time	Ambassador	18,096	18,096				18,096	
Vacant	Part-Time	Ambassador	18,096	18,096				18,096	
Support Staff	Temporary		0	43,156				43,156	
Auxilliary/PEO	Temporary		0	28,080				28,080	
Transfer Station Project	Temporary		0	24,176				24,176	
Salaries & Wages Total			\$ 708,587	\$ 737,511			\$ 17,387	\$ 754,898	

LIBRARY

SUMMIT FREE PUBLIC LIBRARY



		2017			2018		2017-2018 Budget Variance	
		Final Budget	Paid or Charged as of 12/31/17	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>								
101	Full-Time	\$ 1,210,000	\$ 1,208,912	\$ 1,089	\$ 1,264,892	\$ 1,264,892	\$ 54,892	4.54%
102	Part-Time	341,000	298,483	42,517	286,712	286,712	(54,288)	-15.92%
	Total Salary & Wages	\$ 1,551,000	\$ 1,507,394	\$ 43,606	\$ 1,551,604	\$ 1,551,604	\$ 604	0.04%
<u>Other Expenses</u>								
217	Books	\$ 92,734	\$ 92,865	\$ (131)	\$ 92,000	\$ 92,000	\$ (734)	-0.79%
218	Periodicals	13,000	11,435	1,565	11,000	11,000	(2,000)	-15.38%
219	Audio Visual	29,000	25,587	3,413	24,500	24,500	(4,500)	-15.52%
220	Other Materials	500	181	319	200	200	(300)	-60.00%
221	Machine Readable	31,000	28,721	2,279	27,800	27,800	(3,200)	-10.32%
222	Other Operating Expenses	32,500	25,785	6,715	25,800	25,800	(6,700)	-20.62%
415	Plant Operation & Maintenance	101,000	89,929	11,071	89,900	89,900	(11,100)	-10.99%
517	Computer Costs	27,500	27,848	(348)	27,900	27,900	400	1.45%
813	Fringe Benefits - Pension	160,000	161,874	(1,874)	172,498	172,498	12,498	7.81%
814	Fringe Benefits - SS/Med/Hlth/Dntl	357,500	334,206	23,294	336,119	336,119	(21,381)	-5.98%
815	Building Insurance	42,000	42,000	0	42,000	42,000	0	0.00%
816	DCRP/Group Life/Disability	5,000	4,670	330	5,999	5,999	999	19.98%
816	Library Other Municipal Expenses	7,500	3,116	4,384	3,200	3,200	(4,300)	-57.33%
899	Miscellaneous	100	0	100	100	100	-	0.00%
	Total Other Expenses	\$ 899,334	\$ 848,217	\$ 51,117	\$ 859,016	\$ 859,016	\$ (40,318)	-4.48%
	Library Total Appropriations	\$ 2,450,334	\$ 2,355,612	\$ 94,722	\$ 2,410,620	\$ 2,410,620	\$ (39,714)	-1.62%

Status	Title	2017	2018
		Base + Longevity	Base + Longevity
Aymer, Ann Marie	Full-Time	Head of Youth Services	\$ 94,696
Brady, Abigail	Full-Time	Head of Adult Services	94,696
Carroll-Mann, Robin	Full-Time	Sr. Librarian / Programming Publicity Coordinator	84,604
Clarke, Tahirah	Full-Time	Library Assistant	53,681
Cohan, Rebecca	Full-Time	Senior Librarian	76,980
Fader-Demetro, Linda	Full-Time	Library Assistant	53,564
Forschner, John	Full-Time	Custodian	62,563
Hull, Diane	Full-Time	Head of Circulation	77,680
Ingham, Jennifer	Full-Time	Librarian	51,783
Reignier Lefkowitz, Christine	Full-Time	Library Assistant	53,564
Paczek-Barrasso, Beata	Full-Time	Head of Technical Services / System Administrator	86,227
Parra-Hernandez, Andres	Full-Time	Janitor	53,564
Permahos, Susan	Full-Time	Library Director	138,294
Prince, Cathy	Full-Time	Senior Librarian	83,407
Ryan, Mary	Full-Time	Senior Library Assistant	68,819
Squeo, Judith	Full-Time	Senior Library Assistant	63,021
Tamhankar, Susan	Full-Time	Administrative Assistant	67,749
<i>Salaries & Wages Total</i>		\$ 1,264,893	\$ 1,264,893

CAPITAL

2018 Capital Budget & 5-Year Plan



PURPOSE

The mission of the annual Capital Plan is to maintain and improve the capital assets of the city over time. Under New Jersey Local Budget law, the governing body shall prepare, approve and adopt a budget for the expenditure of public funds for capital expenditures to give effect to general improvement programs.

Useful life of any given capital project must be at least five years. Cities with a population of more than 10,000 citizens are required to provide a six-year capital plan as well.

Overview

The primary challenge of the annual capital budget is to balance priorities with fiscal constraints. Similar to an annual operating budget, a capital budget and multi-year capital project plan can require difficult decisions. The nature and importance of individual capital requests will likely determine those that will be accomplished in the respective budget year and those that can be deferred to future years. The 2018 capital budget reflects projects that were developed and reviewed from the functional level given the familiarity of respective department heads with particular capital projects and needs. Additional evaluation was conducted at a fiscal level with the Administrator and municipal CFO to assess budgetary parameters, debt affordability, long-term debt expense and operating costs once the project is complete. Lastly, Common Council committees evaluated all capital requests in the context of established broader community objectives.

Total project requests from department heads amounted to over \$8.548 million. However, after careful re-assessment of all capital requests, the recommended 2018 capital budget plan, which includes city, sewer utility and parking services utility projects, amounts to \$5.079 million.

CAPITAL PROJECT ASSESSMENT

The proposed 2018 capital improvement plan includes projects that were evaluated using a number of factors to identify current capital asset needs. These factors, or objectives, are listed below.

Objective 1: Health and safety concerns

Objective 2: Legal mandates

Objective 3: Economic, environmental or social value to the community

Objective 4: Operational benefits to city organization

Objective 5: Specific needs or demands for improved service, timeliness or cost savings

Objective 6: Investment return

Objective 7: Capacity to leverage other resources

Objective 8: Project feasibility (cost, time frames, management capacity)

2018 CAPITAL PROJECTS SUMMARY

Functional Area	Total Capital Request	Brief Description
Public Safety		
<i>Fire Department</i>	\$ 102,400	<ul style="list-style-type: none"> ▪ Replacement of SCBA breathing air packs ▪ Radio room modification ▪ Bail out safety equipment ▪ Modifications to rescue/ops
<i>Police Department</i>	\$ 312,000	<ul style="list-style-type: none"> ▪ Headquarters renovations ▪ Vehicle replacement ▪ Fixed license plate reader system ▪ In-vehicle tech equipment ▪ Variable message board
<i>MVEC Joint Dispatch</i>	\$ 200,000	<ul style="list-style-type: none"> ▪ Public safety portable radios
Library	\$ 50,000	<ul style="list-style-type: none"> ▪ Replace library roof ▪ Install stanchions at gas meter & reconfigure ramp ▪ Repair concrete emergency staircases
Administration/ Clerk/Finance	\$ 25,000	<ul style="list-style-type: none"> • VoIP telephone upgrade
Community Programs	\$ 222,000	<ul style="list-style-type: none"> ▪ Field house improvements ▪ Senior bus replacement ▪ Memorial tennis courts repairs. ▪ Ford Sedan/Explorer hybrid or electric ▪ Park furnishing(s)

Functional Area	Total Capital Request	Brief Description
Community Services	\$ 3,055,300	<ul style="list-style-type: none"> ▪ <u>Infrastructure</u>: Various road, sidewalk and pedestrian safety improvement projects ▪ <u>Vehicle/Equipment</u>: Replace trash transfer trailers, turf tractor, salt spreaders, Mason dump, pickup truck with plow, turf utility vehicle, light tower, and 72" mower ▪ <u>Buildings</u>: City Hall HVAC water cooling tower, City Hall carpet replacement program, electrical upgrades, Chatham Road, Transfer Station and City Hall building maintenance projects
Technology	\$ 22,500	<ul style="list-style-type: none"> ▪ City Hall building security keycard access
Parking Services Agency	\$ 100,000	<ul style="list-style-type: none"> ▪ Parking lot maintenance ▪ Lot full sign and count equipment
Sewer Utility	\$ 990,000	<ul style="list-style-type: none"> ▪ <u>Infrastructure</u>: TV inspection and line cleaning project, spot repairs, trunkline maintenance and repairs, force main valve upgrades, and infiltration and inflow projects ▪ <u>Capital Projects</u>: Priority spot repairs and investigation, Division Avenue and Blackburn Road, and Broad Street trunk line ▪ <u>Equipment</u>: Sewer utility box truck and utility vehicle ▪ <u>Pump Station</u>: Work at Chatham Road, Constantine, Glen Avenue and River Road pump stations; and grinder replacement program ▪ <u>JMEUC – Capital Contribution</u>: Capital plan

2018 Capital Budget	Requested	Future Years						Prospective Projects	Total All Years
		2018	2019	2020	2021	2022	2023		

Fire Department**Equipment**

- All Terrain Vehicle Equipment
- Modifications to Rescue/Ops
- Bail Out Safety Equipment
- Radio Room Modification
- Replacement of SCBA Breathing Air Packs
- Firefighter Turnout Gear
- Replace Engine 4
- Radio Equipment Replacement
- Small Equipment Replacement Program
- Replacement of Fire Hose
- Rescue Equipment Replacement
- Replacement of Fire Prevention Vehicle

Fire Equipment Subtotal

\$ 0	\$ 7,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 7,000
7,000									7,000
7,000	7,000	7,000	7,000						28,000
8,400									8,400
80,000		80,000		80,000					240,000
	14,500	14,500	15,000	15,000					59,000
	700,000								700,000
	50,000	75,000							125,000
	10,000		10,500						20,500
	17,000	19,000							36,000
		40,000							40,000
		55,000							55,000
\$ 102,400	\$ 805,500	\$ 290,500	\$ 32,500	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,325,900

Fire Headquarters

- Repalcement of Fire Headquarters

Fire Headquarters Subtotal

\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,000,000	\$ 10,000,000
\$ 0	\$ 10,000,000	\$ 10,000,000							

FIRE DEPARTMENT TOTAL

\$ 102,400	\$ 805,500	\$ 290,500	\$ 32,500	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 10,000,000	\$ 11,325,900
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Police Department

- Fixed License Plate Reader system
- In Vehicle Tech Equipment
- Headquarters Renovations
- Vehicle Replacement
- Variable Message Board

POLICE DEPARTMENT TOTAL

\$ 63,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 63,000
30,000									30,000
100,000									100,000
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		600,000
19,000									19,000
\$ 312,000	\$ 100,000	\$ 0	\$ 812,000						

MVEC Dispatch Center

- Public Safety Portable Radios

MVEC DISPATCH CENTER TOTAL

\$ 200,000	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,000
\$ 200,000	\$ 100,000	\$ 0	\$ 300,000						

2018 CAPITAL BUDGET

2018-2023 CAPITAL PLAN

2018 Capital Budget	Requested	Future Years						Total All Years
		2018	2019	2020	2021	2022	2023	
<u>PROJECT SUMMARY</u>								
<u>Library</u>								
Computer Hardware	\$ 0	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500	\$ 0	\$ 0	\$ 78,000
Replace Library Roof	20,000	50,000	50,000	50,000	50,000			220,000
Repair Concrete Emergency Staircases	10,000							10,000
Duct Cleaning								-
Replacement of Reference & Circulation Desks		60,000						60,000
Install Stanchions at Gas Meter & Reconfigure Ramp		20,000						20,000
Self-Checkout Units		10,000						10,000
Library Total	\$ 50,000	\$ 139,500	\$ 69,500	\$ 69,500	\$ 69,500	\$ 0	\$ 0	\$ 398,000
<u>Administration/Clerk/Finance</u>								
VoIP Telephone Upgrade	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000
Revaluation								1,000,000
ADMINISTRATION/CLERK/FINANCE TOTAL	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 1,025,000
<u>Department of Community Programs</u>								
<u>Facility Repair/Maintenance</u>								
Memorial Tennis Courts Repairs	\$ 40,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 40,000
Field House Improvements	100,000							100,000
Family Aquatic Center Improvements		250,000	250,000					500,000
Senior Activity Area and Community Center Park		250,000						250,000
Village Green and Magbie Playground							500,000	500,000
Tatlock Park Redevelopment							2,000,000	2,000,000
Cornog Field House Renovations							100,000	100,000
Memorial Track Renovations							100,000	100,000
Memorial Playground Equipment							500,000	500,000
Municipal Golf Course Entrance							500,000	500,000
Subtotal Community Programs Facility Repair/Maintenance	\$ 140,000	\$ 500,000	\$ 250,000	\$ 0	\$ 0	\$ 0	\$ 3,700,000	\$ 4,590,000
<u>Community Programs Vehicles & Equipment</u>								
Park Furnishing	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 0	\$ 50,000
Ford Sedan/Explorer Hybrid or Electric	27,000							27,000
Senior Bus Replacement	45,000							45,000
Subtotal Community Programs Vehicles & Equipment	\$ 82,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 0	\$ 122,000
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL	\$ 222,000	\$ 510,000	\$ 260,000	\$ 10,000	\$ 10,000	\$ 0	\$ 3,700,000	\$ 4,712,000

2018 CAPITAL BUDGET

2018-2023 CAPITAL PLAN

2018 Capital Budget	Requested	Future Years						Total All Years	
	2018	2019	2020	2021	2022	2023	Prospective Projects		
PROJECT SUMMARY									
Department of Community Services									
Infrastructure									
Annual Road Program	\$ 0	\$ 0	\$ 0	\$ 250,000	\$ 500,000	\$ 0	\$ 750,000		
Beacon Road			200,000					200,000	
Brainerd & Fay				250,000				250,000	
Briant Parkway & Edison Drive						850,000		850,000	
Butler Parkway			750,000					750,000	
Canoe Brook Parkway/Wade/Karen/Beverly/Rose				800,000				800,000	
Canterbury Lane, Ramsey Drive				400,000				400,000	
Clark, Huntley, Dayton & Willow		575,000						575,000	
College Roads (Yale, Princeton)			300,000			200,000		200,000	
Colonial Road					550,000			300,000	
Colt Road				465,000				550,000	
Cul-de-sac Paving Project			200,000		200,000			465,000	
Curbing Program	150,000		150,000		150,000			400,000	
Drainage Improvement Projects		250,000						450,000	
Edgar Street					325,000			250,000	
Greembriar Avenue			200,000					325,000	
Henry & Pearl	225,000							200,000	
Hobart Ave Sect 1 (Franklin - Springfield)								225,000	
Hobart Ave Sect 2 (Springfield to Rte 124)						350,000		350,000	
Larned/Laurel	450,000							450,000	
Linden/Oakland Place	375,000	375,000						750,000	
Michigan Avenue				225,000				225,000	
Micropaving Program	150,000	150,000	150,000	150,000	150,000	150,000		900,000	
New Providence Avenue		250,000						250,000	
Open Space Management		30,000		35,000		35,000		100,000	
Park Avenue & Park Place				300,000				300,000	
Pedestrian Safety Improvement Project	150,000	150,000	150,000	150,000	150,000	150,000		900,000	
Pine Grove Avenue		250,000						250,000	
Prospect Street						500,000		500,000	
Public Works Paving Program	50,000	125,000	125,000	125,000	125,000	125,000		675,000	
Regulatory & Warning Sign Replacement	15,000	15,000	15,000	15,000	15,000	15,000		90,000	
Ridgedale Road				175,000				175,000	
Sidewalk Infrastructure Project	100,000							100,000	
Storm Water Requirements	5,000	5,000	5,000	5,000	5,000	5,000		30,000	
Traffic Calming Measures	50,000							50,000	
Traffic Signal Upgrade Program	50,000		50,000		50,000			150,000	
Tulip Street (Mountain to Ashland)				450,000				450,000	
Wallace Road Improvements	500,000							500,000	
West End Avenue			500,000					500,000	
Subtotal DCS Infrastructure	\$ 2,270,000	\$ 2,375,000	\$ 2,595,000	\$ 2,745,000	\$ 2,770,000	\$ 2,880,000	\$ 0	\$ 15,635,000	

2018 CAPITAL BUDGET

2018-2023 CAPITAL PLAN

2018 Capital Budget	Requested	Future Years						Prospective Projects	Total All Years
	2018	2019	2020	2021	2022	2023			
PROJECT SUMMARY									
Vehicle/Equipment									
Replace Jeep Wrangler 4WD w/Plow #102 #104	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000	
Replace Tandem Axle Dump Truck w/Plow #13							200,000		200,000
Replace SA Dump Truck 5-7CY w/Plow #12 #14 #15 #42 #93		170,000	175,000	175,000			180,000		700,000
Replace F550 Traffic Truck w/Bucket #45					150,000				150,000
Replace F450 4WD Mason Dump w/Plow #47 #103	60,000	60,000							120,000
Replace F350 4WD Pickup w/Plow #3 #11 #41 #90 #91 #101	47,000	47,000	48,000	49,000	50,000				241,000
Replace F450 4WD Rack Body Truck w/Plow #56		65,000							65,000
Replace 2008 Trash Transfer Trailers #78 #79 #81 #82	100,000	100,000	100,000	100,000					400,000
Replace 2007 Volvo Trash Transfer Tractors #71 #72			160,000						160,000
Replace Rear Packer Recycling Truck 20CY #63 #65		190,000	205,000						395,000
Replace Rear Packer Garbage Truck 25CY #64 #66 #68			285,000	285,000	285,000				855,000
Replace Front End Loaders/Backhoes #83 #89 #98		445,000			150,000				595,000
Replace Golf Course Mtn Equip #153 #168 #171 #177 #178 #179	66,000	20,000	50,000	25,000					161,000
Replace Street Sweeper #519			255,000						255,000
Replace 1994 Ingersoll Rand Light Tower #54	35,000								35,000
Replace Salt Spreaders 5-6CY #29 #30 #32 #34	60,000					80,000			140,000
Replace Salt Spreader 3CY	9,300								9,300
Replace Salt Brine Applicator		25,000							25,000
Replace Sprayer Turf 175 Gallon w/ Foam #110			44,168						44,168
Replace Asphalt Rollers #20 #21		60,000	130,000						190,000
Replace Snow Loader #166			140,000						140,000
Replace Snow Melting Machinery				300,000					300,000
Replace 72" Mower #108 #152 #154 #155	32,000	32,000							96,000
Replace Yard Jockey Tractor TS #73		110,000							110,000
Replace Hot Tar Crack Filler, Trailer Mount				95,000					95,000
Replace Brush Chipper #165			75,000						75,000
Replace Tree Stump Grinder #147			70,000						70,000
Replace Turf Tractor 4WD & Implements #148 #151 #158 #160	82,000	75,000	80,000		75,000				312,000
Replace Kubota Sidewalk Snow Tractor w/Plow & Blower #150			25,000						25,000
Replace Turf Utility Vehicle 4WD w/Plow #162	34,000								34,000
Replace Upgrade Fuel Dispensing System City Garage				40,000					40,000
Replace Compost/Topsoil/Sweepings Screener			120,000						120,000
Replace Compost Windrow Turner			225,000						225,000
Replace Field Line Painter #186 #187	16,000	16,000							32,000
Subtotal DCS Vehicles and Equipment	\$ 475,300	\$ 1,831,000	\$ 1,909,168	\$ 1,054,000	\$ 735,000	\$ 460,000	\$ 0	\$ 6,464,468	

2018 CAPITAL BUDGET

2018-2023 CAPITAL PLAN

2018 Capital Budget		Requested	Future Years							
PROJECT SUMMARY		2018	2019	2020	2021	2022	2023	Prospective Projects	Total All Years	
DCS Buildings										
City Hall Building Maintenance	\$ 70,000	\$ 85,000	\$ 90,000	\$ 90,000	\$ 95,000	\$ 95,000	\$ 0	\$ 525,000		
City Hall Electrical Upgrades	15,000								15,000	
City Hall Carpet Replacement Program	25,000		35,000						60,000	
City Hall HVAC (Water Cooling Tower)	90,000								90,000	
City Hall HVAC (Internal Upgrades)	25,000		25,000		25,000				75,000	
DPW 41 Chatham Road Building Maintenance	30,000	30,000	30,000	30,000	30,000	30,000			180,000	
DPW 41 Chatham Road Roof Replacement		60,000							60,000	
DPW 41 Chatham Road Spreader Rack Upgrade	10,000		150,000						160,000	
DPW 41 Chatham Road Master Plan	0								0	
DPW 41 Chatham Road Facility Renovation		100,000				1,500,000			1,600,000	
Transfer Station Building Maintenance	30,000	30,000	30,000	30,000	30,000	30,000			180,000	
Transfer Station Packer Upgrade	15,000		15,000		15,000	500,000			545,000	
Transfer Station Remediation/Redevelopment		100,000	750,000						850,000	
Village Green Improvements		400,000							400,000	
Subtotal DCS Buildings	\$ 310,000	\$ 805,000	\$ 1,125,000	\$ 150,000	\$ 1,695,000	\$ 655,000	\$ 0	\$ 4,740,000		
DEPARTMENT OF COMMUNITY SERVICES TOTAL										
	\$ 3,055,300	\$ 5,011,000	\$ 5,629,168	\$ 3,949,000	\$ 5,200,000	\$ 3,995,000	\$ 0	\$ 26,839,468		
Technology										
DCS Software	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,000	
DCS GIS			50,000				50,000		100,000	
DCS City Hall Building Security Keycard Access	17,500	17,500							35,000	
Subtotal Technology	\$ 22,500	\$ 17,500	\$ 50,000	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 140,000		
TOTAL CITY PROJECTS										
	\$ 3,989,200	\$ 6,683,500	\$ 6,399,168	\$ 4,161,000	\$ 5,474,500	\$ 4,145,000	\$ 14,700,000	\$ 45,552,368		
UTILITY PROJECTS										
Parking Services Utility										
Stackable Parking	\$ 0	\$ 2,500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 10,000,000	\$ 12,500,000	
Broad Street Garage Rehab Project		500,000							500,000	
Vehicle Replacement			70,000						70,000	
Tier Garage Rehab Project				500,000					500,000	
Parking Lot Maintenance	50,000	50,000	50,000	50,000	50,000	50,000			300,000	
Lot Full Sign & Count Equipment	50,000								50,000	
Parking Services Utility Totals	\$ 100,000	\$ 3,050,000	\$ 120,000	\$ 550,000	\$ 50,000	\$ 50,000	\$ 10,000,000	\$ 13,920,000		

2018 CAPITAL BUDGET

2018-2023 CAPITAL PLAN

2018 Capital Budget		Requested	Future Years																		
PROJECT SUMMARY	2018		2019	2020	2021	2022	2023	Prospective Projects													
Sewer Utility																					
General - Infrastructure																					
TV Inspection & Line Cleaning Project		\$ 150,000	\$ 0	\$ 150,000	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 450,000												
Sewer Lining			\$ 75,000		\$ 75,000		\$ 75,000		\$ 225,000												
Spot Repairs		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000												
GIS mapping & updates			\$ 10,000		\$ 10,000		\$ 10,000		\$ 30,000												
Trunkline Maintenance & Repairs		\$ 50,000			\$ 50,000				\$ 100,000												
Force Main Valve Upgrades		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000				\$ 100,000												
Infiltration & Inflow Projects			\$ 25,000		\$ 25,000		\$ 25,000		\$ 75,000												
Subtotal General Routine Infrastructure		\$ 300,000	\$ 160,000	\$ 250,000	\$ 210,000	\$ 225,000	\$ 135,000	\$ 0	\$ 1,280,000												
Sewer Utility																					
Capital Projects																					
Broad Street Trunk line		\$ 25,000	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 50,000												
West End Avenue			\$ 350,000						\$ 350,000												
Division Avenue & Blackburn Road		\$ 50,000	\$ 50,000	\$ 150,000					\$ 250,000												
Priority Spot Repairs & Investigation		\$ 100,000		\$ 100,000		\$ 100,000			\$ 300,000												
Out year Projects					\$ 150,000	\$ 300,000	\$ 150,000		\$ 600,000												
Subtotal Sewer Capital Projects		\$ 175,000	\$ 400,000	\$ 250,000	\$ 175,000	\$ 400,000	\$ 150,000	\$ 0	\$ 1,550,000												
Equipment																					
Equipment #41 F350 4WD Oicjuo w/plow #41		\$ 0	\$ 49,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 49,000												
Equipment #43 5CY Dump w/Plow					\$ 175,000				\$ 175,000												
Equipment #210 4x4 Utility Vehicle		\$ 30,000							\$ 30,000												
Equipment #555 Sewer Utility Box Truck		\$ 75,000			\$ 50,000				\$ 75,000												
Sewer Camera & Setup									\$ 50,000												
Subtotal Sewer Infrastructure		\$ 105,000	\$ 49,000	\$ 50,000	\$ 175,000	\$ 0	\$ 0	\$ 0	\$ 379,000												
Pump Station																					
Chatham Road		\$ 50,000	\$ 150,000	\$ 0	\$ 0	\$ 50,000	\$ 20,000	\$ 0	\$ 270,000												
Constantine		\$ 50,000			\$ 75,000		\$ 25,000		\$ 150,000												
Glen Avenue		\$ 5,000			\$ 25,000		\$ 15,000		\$ 45,000												
River Road		\$ 5,000			\$ 25,000		\$ 15,000		\$ 45,000												
Grinder Replacement Program		\$ 50,000		\$ 50,000		\$ 50,000			\$ 150,000												
Subtotal Sewer Pump Stations		\$ 160,000	\$ 150,000	\$ 50,000	\$ 125,000	\$ 100,000	\$ 75,000	\$ 0	\$ 660,000												
JMEUC - Capital Contribution																					
Capital Plan		\$ 250,000	\$ 0	\$ 1,009,152	\$ 0	\$ 0	\$ 1,200,000	\$ 0	\$ 2,459,152												
Subtotal JMEUC Capital Contribution		\$ 250,000	\$ 0	\$ 1,009,152	\$ 0	\$ 0	\$ 1,200,000	\$ 0	\$ 2,459,152												
SEWER UTILITY TOTALS																					
\$ 990,000		\$ 759,000	\$ 1,609,152	\$ 685,000	\$ 725,000	\$ 1,560,000	\$ 0	\$ 0	\$ 6,328,152												
TOTAL CITY & UTILITY PROJECTS																					
\$ 5,079,200		\$ 10,492,500	\$ 8,128,320	\$ 5,396,000	\$ 6,249,500	\$ 5,755,000	\$ 24,700,000	\$ 65,800,520													
TOTAL SCHOOL PROJECTS																					
\$ 0		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0												
TOTAL CITY, SCHOOL & UTILITY PROJECTS																					
\$ 5,079,200		\$ 10,492,500	\$ 8,128,320	\$ 5,396,000	\$ 6,249,500	\$ 5,755,000	\$ 24,700,000	\$ 65,800,520													