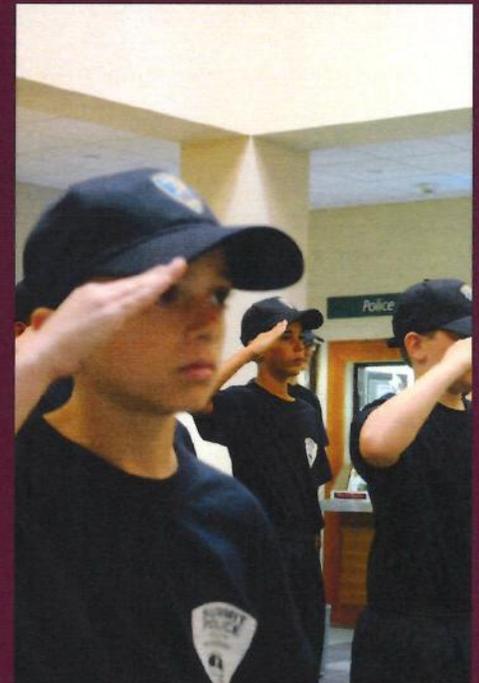


2020 Municipal Budget



City of Summit



New Jersey

City Officials

City Administrator

Michael F. Rogers

Fire Chief

Eric Evers

Police Chief

Robert K. Weck

City Treasurer/CFO

Tammie Baldwin

City Clerk

Rosemary Licatase

Director of Community Programs

Mark Ozoroski

Director of Community Services

Paul Cascais

Parking Services Manager

Rita M. McNany

Chief Communications Officer

Amy Cairns

MUNICIPAL GOALS



2020 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 and work with Common Council to adopt priorities or ones that reflect that vision and guide decision-making at all levels of city government. The goal setting process enables 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, delivery and quality of city services. In 2020, our municipality will continue to transform the provision of essential city services and fuel municipal innovation to effectively manage 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-term 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 the 2020 city operating budget with a municipal tax rate change at or under 1.0%.
- Maintain the city's 'AAA' credit rating, and secure short-term and long-term financing through general serial bonds and bond anticipation notes.
- Oversee formal financial management policy execution to maintain strong long-term fiscal health.
- Integrate Prime Point with Edmunds Financial System to have PrimePoint generate a proper data file to auto update payroll totals to the Salary & Wage budget accounts.
- Initiate procurement card program and ACH vendor payments for select vendors.
- Continue shared service agreement with New Providence and Berkeley Heights for municipal courts in New Providence location.
- Investigate the feasibility of outsourcing golf course grounds keeping and management.
- Work with city Joint Insurance Fund representative to make city processes more efficient and effective.



2020 Municipal Goals & Objectives

- Successfully negotiate a collective bargaining contract with Teamsters Local 469 that maintains total net cost at or below 2.0%.
- Compile a processing and procedures manual for the finance department, and continue update of 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.
- Establish additional citywide purchasing contracts for goods and services.

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 "smarter 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, as well as strategic monitoring and high-volume data gathering by police.
- Further enhance new record management technology platform (GovPilot) to improve efficiency of OPRA request tracking and document management.
- Upgrade and maintain the city's Geographic Information System (GIS) and identify ways technology can 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.
- Provide employee training to maximize technology investment; train and test employees to ensure a high-level of security.
- Assess technology profile and risk maturity.
- Expand ability to process and promote online payments and use of the Parkmobile™ app.



2020 Municipal Goals & Objectives

- Look to replace the online registration system for parking and Municipal Transfer Station permits.
- Research feasibility of instituting a mobile tablet system for efficient data collection for Tax Assessor field work.

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.
- Ensure courteous, professional and respectful interactions with, and response to, the community.
- 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

- Move forward with construction of new firehouse facility, and prepare legal documents for public bid process to be finalized by end of 2020.
- Complete various infrastructure improvements related to sewers, drainage and roads that are approved capital budget projects.
- Execute the fleet maintenance and replacement program for all city and Board of Education vehicles.
- Working together, police and engineering will further identify areas where traffic and pedestrian access improvements are needed.
- Hold more “Coffee with a Cop” gatherings and identify additional outreach opportunities for the Summit Police Department to engage with and serve citizens with an emphasis on 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.
- Initiate Americans with Disabilities compliance plan for all facilities and increase the number of participating TryCan communities.
- Partner with the Junior League during its 90th anniversary to fundraise for a wheelchair accessibility renovation project at Mabie Playground.



2020 Municipal Goals & Objectives

- Obtain needed equipment across departments, including:
 - Turnout gear, rescue equipment, air monitoring equipment, a fire hose and fire prevention vehicle.
 - Body cameras, license plate recognition software, and upgrades to all in-vehicle camera systems.
 - City Hall maintenance projects.
- Complete approved capital budget projects, including various infrastructure improvements related to sewers, drainage and roads, resurfacing of the Summit Family Aquatic Center pool, address flooding at the Municipal Golf Course, and improvement at Tatlock and Memorial fields.
- Finish construction of a permanent Summit Free Market building at the Transfer Station.
- Schedule and complete maintenance on city garages, lots and other assets on a timely basis.
- Reorganize, inventory and maximize storage space in City Hall records storage area.

Goal 4: Increase emphasis on smart planning and redevelopment

Strategic Objectives

- Continue our community-focused planning work on Broad Street west redevelopment area.
- 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

- Commence negotiation of redeveloper agreement(s) for the Broad Street West project.
- Solicit corporate donations and sponsorships for programs and projects across departments, and research firms to develop corporate advertising on a commission basis (DCP specifically).



2020 Municipal Goals & Objectives

- Identify opportunities for department training for mutual aid and shared services with municipal and community partners for police, fire and DCS.
- Work closely with representatives from city Planning and Zoning boards, and developers to advance Master Plan objectives.
- Encourage shared use parking where possible.
- Require LEED standards for all City of Summit construction projects with an emphasis of incorporating solar power whenever possible to do so.
- Implement the city's affordable housing plan to create new low and moderate income housing opportunities as part of future development and redevelopment efforts.
- Continue to develop fire department partnership agreements with Overlook Medical Center and Bristol-Myers Squibb Corporation.
- Develop flexible resident/non-resident commuter parking dislocation plan in anticipation of new firehouse facility project commencing in fall 2020.
- Conduct citywide analysis of current/future athletic fields.
- Continue fundraising efforts for Summit Free Market building 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. Explore the possibility of private management of Municipal Golf Course.

Goal 5: Build community connectedness and expand communications effort

Strategic Objectives

- Continue to enhance strong community relationships with police, fire and all city departments.
- Enhance senior services and programs for young residents with special needs.
- 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.
- 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.



2020 Municipal Goals & Objectives

Key Actions

- Update city website to reflect current best practices in design and information delivery.
- Working with the city 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.
- 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 implement centralized human resources management plan.

Key Actions

- Enhance and refine existing Primepoint human resources program to better develop human resources functionality citywide.
- Create avenues for collaboration among manager-level and supervisory employees through quarterly meetings.



2020 Municipal Goals & Objectives

- 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.
- Share information being publicly distributed to keep internal staff informed.
- 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 periodic 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 innovations to alleviate existing parking congestion and facilitate infrastructure improvements.
- 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 improve circulation, pedestrian and bicycle safety in all areas throughout town.
- Expand the existing ridesharing initiative by promoting available options for residents that commute from the Summit train station or work in the downtown.
- Promote use of Parkmobile™ and availability of free parking in Broad Street and upper levels of Tier garages on weekends, as well as free parking in the downtown on Sundays.
- On a monthly or quarterly basis, schedule outreach to agency partners.



2020 Municipal Goals & Objectives

- Promote use of See Click Fix to obtain necessary feedback for service and infrastructure-related (non-emergency) issues.
- Increase marketing efforts to promote sign-up for push notifications on the City of Summit websites as a primary channel of information for citizens.
- 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

- Develop and implement succession plan for various department head and key personnel retirements.
- 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.

BUDGET REPORT

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2020 Municipal Budget

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

FROM: Michael F. Rogers
City Administrator

DATE: March 24, 2020

As mandated by New Jersey Local Budget Law, and in accordance with the City of Summit Code, I am submitting Summit's 2020 Municipal Budget (Municipal Budget) to the Common Council for consideration, authorization and adoption.

The Common Council Finance Committee carefully examined the 2020 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 2020 Municipal Budget as a policy document that establishes a strong operational plan to provide essential public services and responsibly meet other financial obligations. Budget preparation was particularly challenging this year given various appropriation increases outweighed declining revenue sources. While competing interests and scarce resources always present challenges in balancing the city's annual budget, unfortunately, an increase in property tax revenues will be necessary to provide a more structurally sound financial plan. Therefore, the 2020 municipal tax rate is \$0.006 higher than last year's rate.

BUDGET REPORT

The 2020 financial totals, which include the city's proposed Sewer Utility and Parking Services Agency operating and capital budgets, balance revenues and appropriations of \$65.38 million compared with the 2019 financial total of \$77.73 million. This is a 15.90% total financial plan decrease. Moreover, the 2020 municipal tax levy amount that provides revenues to support the city budget is estimated to increase by 1.78%. However, due to an increase in the city's tax base, the actual net tax levy increase will be 0.75%.

Summary points of 2020 revenue projections are as follows:

- The municipal tax levy is \$476,386 more than last year.
- General fund balance anticipated (surplus) revenue will be \$6.9 million, the same amount used in the prior year budget.
- Total local revenues will decrease this year by \$95,464.
- State aid revenue amounts (energy receipts taxes and school debt service funds) mirror receipts from the State of New Jersey in 2019 except for a small increase in school debt service state aid.
- Enterprise fund and contribution revenue sources are down by \$148,741, primarily due to a \$250,000 decrease in the parking utility contribution line item.

Key appropriation highlights include:

- Total salary and wages will decrease by \$56,444 in the General Fund (\$17.56 million total), which includes FMBA (firefighters) 2.0% and PBA (police officers) 2.25% contract salary adjustments for its members. An additional \$210,000 is included in the reserve for salary adjustment line item account to fund a 2.25% increase for non-union employees and provide for estimated monies at which time the Teamsters (public works employees) collective bargaining unit contract is negotiated this year.
- Combined other expense appropriation line items for all municipal departments show a net increase of \$233,364, or 2.21%. The city's waste disposal and recycling marketing/transportation charges are projected to increase by \$195,000, and its curbside recycling collection services is estimated to cost \$118,000 more in 2020.
- Pension obligations (PERS and PFRS) will increase this year by \$8,028, or 0.21%.
- Healthcare insurance premiums will decrease by \$185,000, or 7.12%. Current city employees will contribute approximately \$1.12 million toward health insurance premium costs, approximately the same as last year.
- Municipal debt service payments in the general fund budget will increase by \$660,348, or 16.50%. In the sewer utility budget, debt service payments are up \$108,820 from last year. Debt service obligations for the parking services agency are up from 2019 by \$106,164.
- General liability and workers compensation costs combine for a total increase of \$316 from what was budgeted last year.

The proposed 2020 Capital Improvement Plan (CIP) estimates \$4.94 million to be budgeted for various capital project needs, including those in the sewer and parking services utilities. Approximately \$705,000 is budgeted for various recreational facilities improvements and \$2.54 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 \$50,000 to be used for parking lot maintenance. Lastly, the city plans to invest \$710,000 in capital improvement costs related to the sewer operations infrastructure and equipment. Despite 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 2020 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 2018)	22,016
Population % change from 2010	2.6%
Land area (square miles)	6.0
Housing Units (April 1, 2010)	8,190
Owner-occupied housing unit rate, 2014-18	70.7%
Median value of owner-occupied housing units, 2014-18	\$879,000
Median gross rent, 2014-18	\$1,816
Persons per household, 2014-18	2.83
High school graduate or higher, percent of persons age 25 years+, 2014-2018	95.2%
Bachelor’s degree or higher, percent of persons age 25 years+, 2014-2018	71.0%
In civilian labor force, total, percent of population age 16 years+, 2014-2018	67.5%
Median household income (in 2018 dollars), 2014-2018	\$146,755
Per capita income in past 12 months (in 2018 dollars), 2014-2018	\$84,258
Source: US Census Bureau https://www.census.gov/quickfacts/table/summitcitynew jersey/PST045218 2014-2018 American Community Survey five year estimates	

The City of Summit is a prominent, historic suburban community, consisting of six-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. Two major highways lie to the north and east of the municipal border, providing convenient access for people and commerce to circulate in and out of the city.

Summit 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 and Hoboken Station, NJ. 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.

With an estimated 22,016 residents, Summit ranks 163 out of the 565 municipalities in the State of New Jersey in population density. It is a walkable community with a vibrant, pedestrian-friendly central business district. According to recent census figures, our pedestrian and bike-friendly city is ranked 16 in the state for

highest per capita income. In 2018, according to the U.S. Census Bureau, the median household income in Summit was \$146,755, compared with the rest of Union County at \$77,095 and the State of New Jersey at \$79,363.

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 Systems Overlook Medical Center and Bristol Myers Squibb.

Overlook Medical Center was named one of America's 50 Best Hospitals in 2020 by *Healthgrades*, a 2020 World's Best Hospital by *Newsweek* and recognized as a Best Regional Hospital in the NY Metro area by *U.S. News & World Report* for the ninth consecutive year. Atlantic Health Systems employs more than 3700 people in its Overlook Medical Center location and is home to the Atlantic Neuroscience Institute, which serves as a hub for the New Jersey Stroke Network. Its Atlantic Neuroscience Institute is the region's leader in neuroscience care, offering a range of advanced neurological, neurosurgical and neurodiagnostic services. It is a certified Level IV Epilepsy Center and home to the Gerald J. Glasser Brain Tumor Center, where more brain tumor surgeries are performed than anywhere else in New Jersey. Overlook Medical Center has advanced certification from The Joint Commission for perinatal care and is designated an Advanced Comprehensive Stroke Center. Additional Joint Commission-certified services include behavioral health care, spine surgery, wound care, and primary care medical home (PCMH).

With headquarters in New York City, Bristol Myers Squibb is a global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. The company recently acquired Celgene Corporation and is establishing business operations in Summit. The growing global company offers biotech resources with the reach and resources of an established pharmaceutical company. It is a leading biopharma company that employs talented individuals driving scientific innovation. In its two Summit locations, BMS employs 1,543 on its east campus and 2,086 on its west campus.

Summit public schools are consistently rated superior, not only academically but also for its music, art, athletics and other cultural programs. The Summit Free Public Library is a valued community resource and enrichment center in New Jersey as well.

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					
	2015	2016	2017	2018	2019
Assets	\$ 15,651,316	\$ 14,131,760	\$ 39,282,110	\$ 16,706,944	\$16,780,007
Liabilities	6,077,932	4,191,224	29,156,026	6,155,049	6,636,640
Reserves	825,609	1,856,966	722,261	890,991	995,795
Net Assets	\$ 8,747,775	\$ 8,083,570	\$ 9,403,823	\$ 9,660,904	\$9,147,572

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					
	2015	2016	2017	2018	2019
Assets	\$ 1,235,112	\$ 1,262,110	\$ 1,171,102	\$ 1,415,531	\$1,663,647
Liabilities	220,629	179,561	248,363	198,493	483,030
Reserves	60,731	88,875	48,288	49,093	52,010
Net Assets	\$ 953,752	\$ 993,674	\$ 874,451	\$ 1,167,945	\$1,128,607

PARKING SERVICES UTILITY FUND					
	2015	2016	2017	2018	2019
Assets	\$ 2,533,655	\$ 2,687,299	\$ 2,640,938	\$ 2,924,199	\$ 2,777,369
Liabilities	1,163,009	1,371,296	1,080,560	1,142,214	1,001,678
Reserves	0	0	0	0	0
Net Assets	\$ 1,370,646	\$ 1,316,003	\$ 1,560,378	\$ 1,781,985	\$ 1,775,691

CAPITAL ASSETS

According to CBIZ Valuation and its property valuation report dated January 27, 2020, as of December 31, 2019, the city's investment in capital assets is more than \$105.7 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 2019 will be analyzed and reported on later this year. Below is an account summary of city assets valued and owned at year end 2019.

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	142	5,009,564	4,501,364	508,200
Buildings	62	28,835,537	15,059,856	13,775,681
Infrastructure	3	68,932	4,127	64,805
Machinery & Equipment	697	8,397,725	6,072,668	2,325,056
Licensed Vehicles	143	11,123,414	7,670,897	3,452,516
TOTALS	1,102	\$105,724,172	\$33,308,912	\$72,415,260

The total number of city assets increased by 20, increasing the capital asset value by \$313,337 from 2018. Asset categories Licensed Vehicles and Buildings grew over the last year by \$99,108 and \$11,454, respectively. The cost value of Machinery & Equipment increased the most of any asset class by approximately \$202,776. Yearly change in accumulated depreciation was nearly \$1.59 million. From 2018, the book value decrease was slightly over \$1.27 million.

BUDGET REPORT

2019 OPERATING RESULTS

Budget Funds Statement of Operations (Unaudited)	General Fund	Sewer Utility	Parking Services Utility
Revenues & Other Income			
Realized:			
Fund balance/operating surplus	\$ 6,900,000	\$ 280,000	\$ 662,705
Miscellaneous revenues anticipated	11,114,101		
Receipts from delinquent taxes	638,803		
Receipts from current taxes	142,967,052		
User charges		4,029,746	3,499,278
Miscellaneous	242,574	213,818	91,505
Other*	1,140,322	30,385	359,290
SUBTOTAL	\$ 163,002,852	\$ 4,553,949	\$ 4,612,778
Expenditures:			
Operating	\$ 38,259,922	\$ 3,056,239	\$ 2,703,596
Capital improvements	735,275	21,075	
Debt service	4,002,104	543,413	377,959
Deferred charges & statutory expenditures	4,416,912	202,560	73,000
Surplus (to General Fund)		490,000	800,000
Local school district purposes	5,265,023		
Refund prior year revenue	0		
Interfunds advanced	0		
County tax	38,832,002		
Local school district tax levy	64,837,224		
Special district taxes	267,722		
SUBTOTAL	\$ 156,616,184	\$ 4,313,287	\$ 3,954,555
Statutory excess to surplus	\$ 6,386,668	\$ 240,662	\$ 658,223
Fund balance January 1, 2019	9,660,904	1,167,945	1,780,173
SUBTOTAL	\$ 16,047,572	\$ 1,408,607	\$ 2,438,396
Utilized as anticipated revenue	(6,900,000)	(280,000)	(662,705)
Fund Balance	\$ 9,147,572	\$ 1,128,607	\$ 1,775,691
December 31, 2019			
* 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.			

2020 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 also maintains - capital, trust and utility funds. 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 its 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 funded solely from respective user fees, and not from municipal property taxes.

The financial summary totals for 2020 approximates \$65.37 million and includes appropriations for the General Fund operations, sewer and parking services utility funds and its respective annual capital budgets. Compared with 2019, the total 2020 financial budget represents a \$12.35 million, or 15.90% decrease. The proposed 2020 municipal budget will rise by roughly \$71,811, or 0.14%. The total combined capital budgets for all three funds will require \$4.94 million to fund various infrastructure, facility and equipment needs. The 2020 total capital budget request is 71.69% lower than the approved 2019 capital budget plan.

	Financial Summary Totals		
	2020	2019 (Adopted)	Variance
<u>General Fund</u>			
Municipal Budget	\$ 52,056,610	\$ 51,984,799	0.14%
Capital Budget	<u>4,189,500</u>	<u>16,960,500</u>	<u>(75.30%)</u>
Subtotal	<u>\$ 56,246,110</u>	<u>\$ 68,945,299</u>	<u>(18.42%)</u>
<u>Sewer Utility Fund</u>			
Operations Budget	\$ 4,388,838	\$ 4,313,287	1.75%
Capital Budget	<u>710,000</u>	<u>421,500</u>	<u>68.45%</u>
Subtotal	<u>\$ 5,098,838</u>	<u>\$ 4,734,787</u>	<u>7.68%</u>
<u>Parking Services Utility Fund</u>			
Operations Budget	\$ 3,981,271	\$3,954,555	0.68%
Capital Budget	<u>50,000</u>	<u>100,000</u>	<u>(50.00%)</u>
Subtotal	<u>\$ 4,031,271</u>	<u>\$ 4,054,555</u>	<u>(0.57%)</u>
Total Financial Budgets	<u>\$ 65,376,219</u>	<u>\$ 77,734,641</u>	<u>(15.90%)</u>

GENERAL FUND (OPERATING BUDGET) – PROPERTY TAX IMPACT

Municipal Tax Rate: The estimated 2020 municipal tax rate is \$0.859, a \$0.006 increase above the 2019 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: $\frac{\text{Total appropriations minus anticipated non-tax general revenues}}{\text{Anticipated tax collection rate}}$

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

How the estimated Municipal Tax Rate for Summit property owners was calculated:

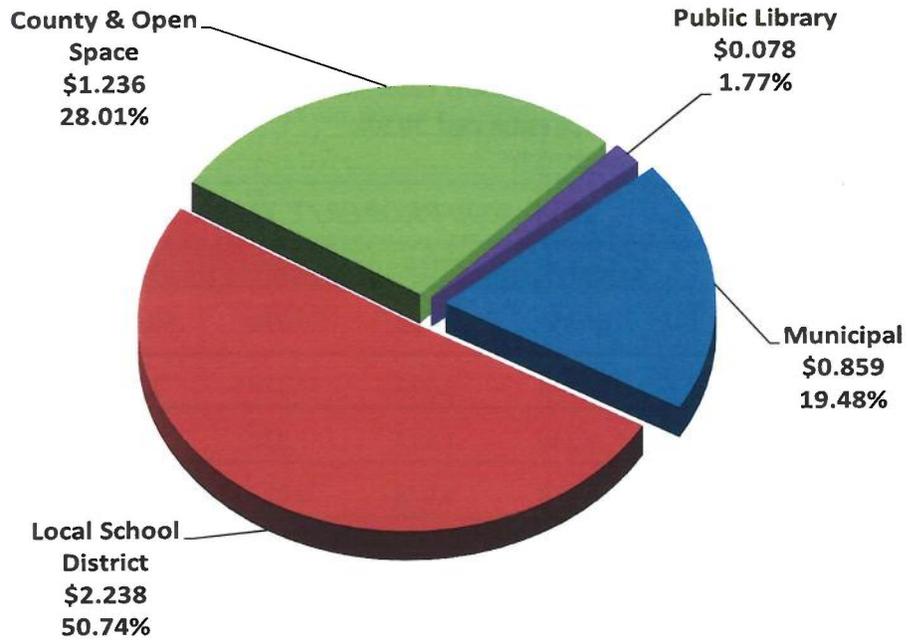
$$\begin{aligned}
 \text{2020 Summit Tax Rate} &= \$ 152,260,766 - \$17,564,820 / 0.9621 \\
 &= \$ 139,996,339 - \$112,727,447 \\
 &= \$ 27,268,892 / \$3,172,957,793 \\
 &= \mathbf{\$ 0.859 \text{ per } \$100 \text{ of Assessed Valuation}}
 \end{aligned}$$

Municipal Tax Rate Comparison		
	2020	2019
Municipal budget appropriations	\$ 39,533,319	\$ 39,417,939
<i>Less: (General Revenues)</i>		
Fund balance (surplus)	6,900,000	6,900,000
Local revenues	3,577,880	3,673,344
State aid	3,424,850	3,423,000
Grants	148,806	144,315
Enterprise funds/contributions	2,993,284	3,142,025
Prior year tax receipts	<u>520,000</u>	<u>630,000</u>
<i>General Revenues total</i>	<i>(\$ 17,564,820)</i>	<i>(\$ 17,912,684)</i>
Sub-total	\$ 21,968,499	\$ 21,505,255
Add: Reserve for Uncollected Taxes	<u>5,300,393</u>	<u>5,287,251</u>
Amount to be raised by taxes	\$ 27,268,892	\$ 26,792,506
<i>Divided by net assessed valuation</i>	\$3,172,957,793	\$3,143,119,824
Municipal Tax Rate (per \$100 of AV)	\$0.859	\$0.853

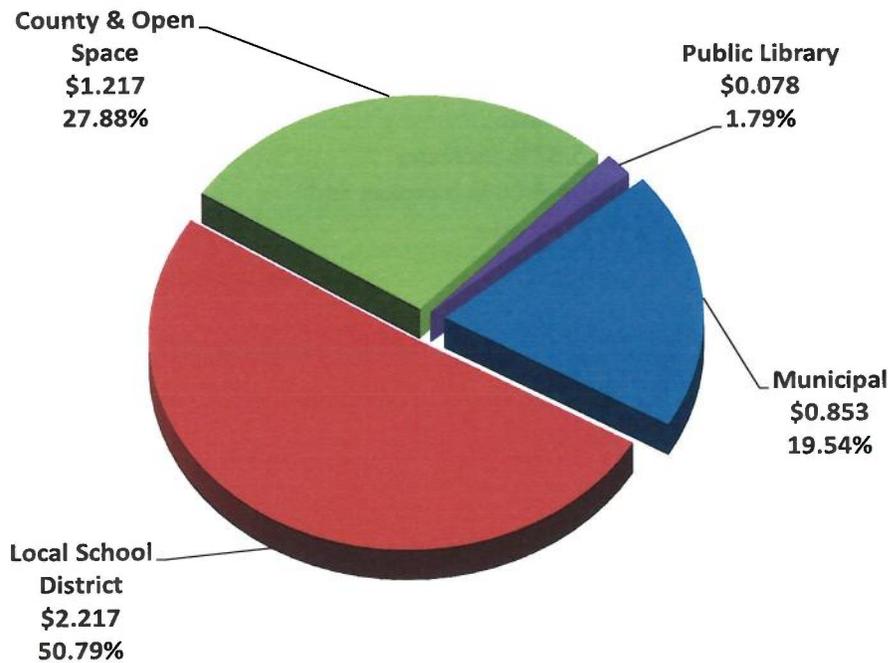
BUDGET REPORT

The following pie charts depict each property tax rate and its respective percentage of the total tax rate amount compared with other applicable public entity tax rates estimated for 2020 and levied in 2019.

2020 PROPERTY TAX RATES (Estimated)



2019 PROPERTY TAX RATES



BUDGET REPORT

In 2020, one cent (\$0.01) of the municipal tax rate is equal to \$317,295 which is based on the city's net assessed valuation amount of \$3,172,957,793. In the previous year, one cent was equal to \$314,311. Fortunately, the city's tax base increase of \$29.8 million in 2019 accounts for about \$1.30 million in total tax revenue gain. Using the 2019 municipal tax rate, the municipal tax revenue increase from the tax base valuation expansion is \$254,518. As a result, the \$254,518 of new municipal tax revenues reduces the city's tax levy need of \$476,386 to balance the budget. Overall, the impact to the municipal tax rate is 0.75%, or eight tenths of one cent rounded (\$0.008).

Total Property Tax Rates: The chart below delineates each component of the total property tax rate amount for the last five years (plus estimated 2020).

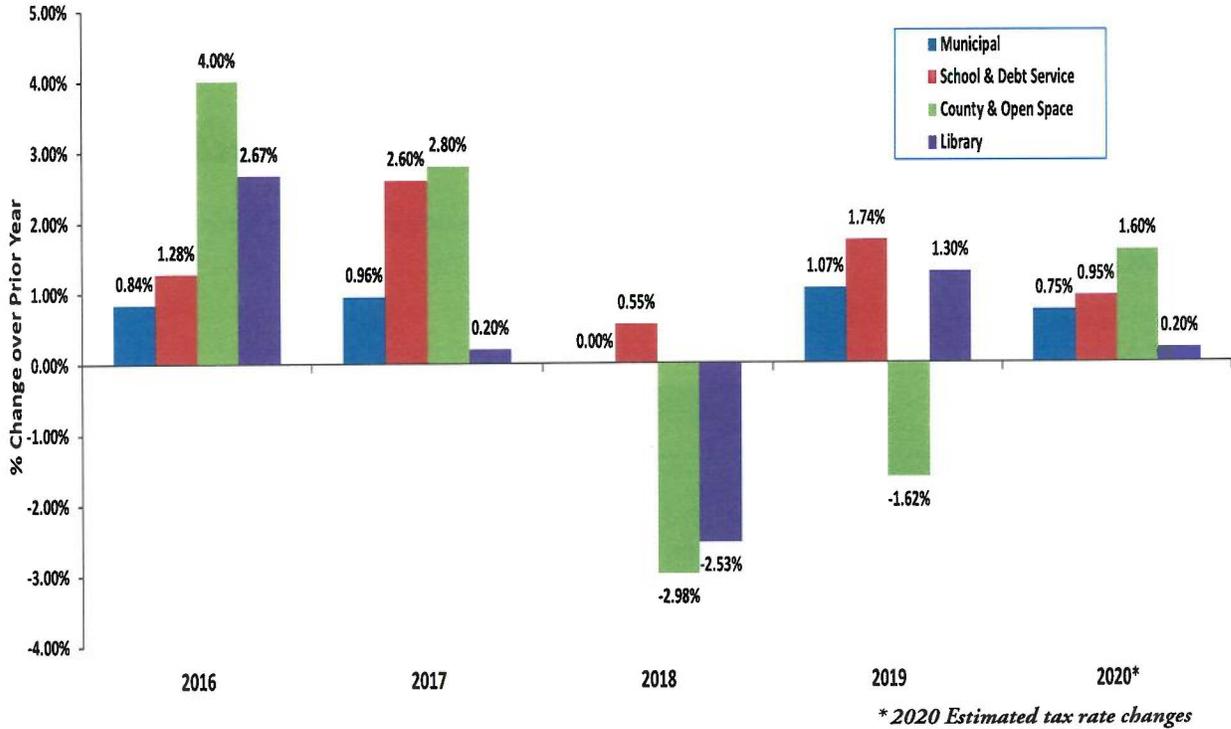
<i>2015- 2020 PROPERTY TAX RATES</i>						
	2020*	2019	2018	2017	2016	2015
Municipal	\$0.859	\$0.853	\$0.844	\$0.844	\$0.836	\$0.829
Local School District	2.238	2.217	2.179	2.167	2.141	2.114
County & Open Space	1.236	1.217	1.237	1.275	1.247	1.199
Public Library	0.078	0.078	0.077	0.079	0.077	0.075
TOTAL	\$4.411	\$4.365	\$4.337	\$4.365	\$4.301	\$4.217
*2020 Estimated Tax Rates (thousandths place rounded up)						

Since 2015, on average, the municipal tax rate has increased slightly by 0.60%. The public library rate has incrementally grown by 0.06%. As evidenced in the chart above, the local school district and county tax rates have risen, on average, by 2.48% and 0.72%, respectively. Overall, during the 2015-2020* time period, Summit property owners have experienced an average total property tax rate increase of 3.86% per year. Moreover, the percentage change from 2015 to 2020* for all four tax rates are the following:

- *Municipal:* 3.62% increase;
- *Local school district:* 5.87% increase;
- *County and open space:* 3.00% increase; and
- *Public library:* 4.00% increase.

The following graph illustrates the percentage change in the tax rate year-to-year since 2016.

**FIVE YEAR
PROPERTY TAX RATE CHANGES**



For Summit’s average assessed residence of \$420,100, 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 2020. Given 2020 estimates, Summit property owners will likely see their total tax bills increase 1.16% above last year.

<i>Total Property Tax Bill Comparison Average Residential Assessed Valuation (\$420,100)</i>		
	2020*	2019
City of Summit Taxes	\$ 3,608.66	\$3,583.45
Local School District Taxes	9,421.98	9,313.62
Union County & Open Space Taxes	5,192.43	5,112.62
Public Library Taxes	<u>327.68</u>	<u>327.68</u>
TOTAL TAX BILL AMOUNT	\$18,550.75	\$18,337.37
<i>2020 Estimated Total Property Tax Effect</i>	<i>\$213.38 for year* or, 1.16% Increase</i>	
	* 2020 Estimated	

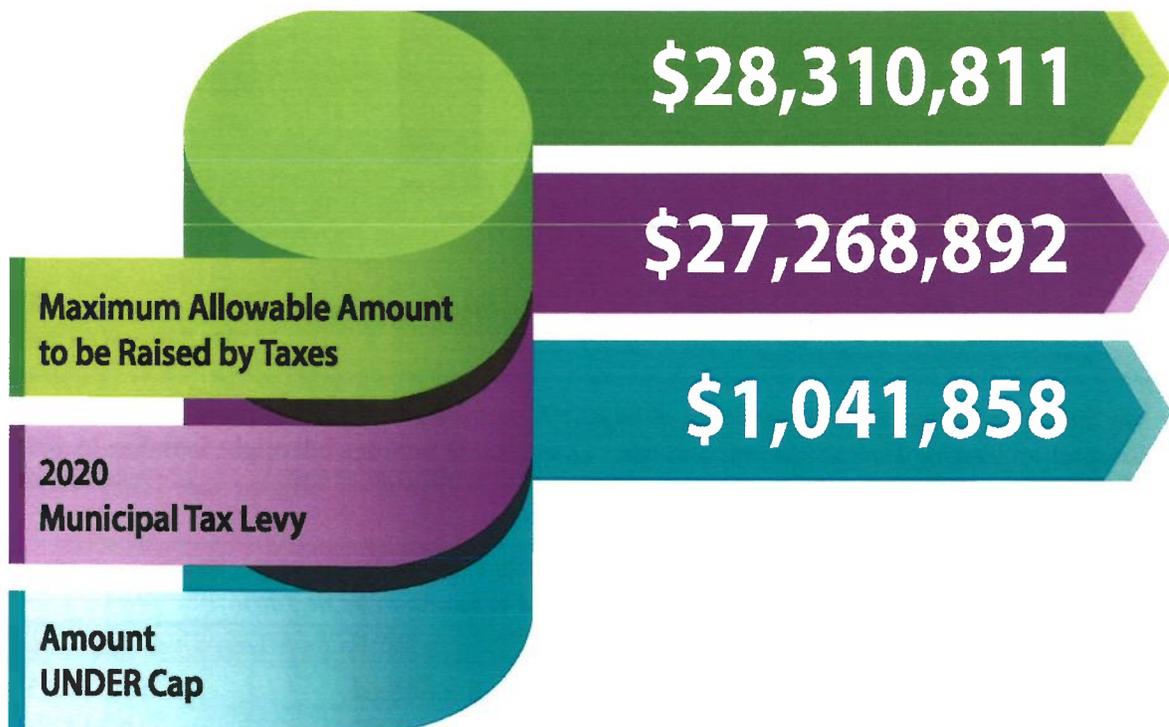
BUDGET REPORT

Another way to think about the tax impact is that for every \$100,000 of assessed valuation, a property owner should anticipate an estimated \$46.00 increase in their total tax bill. The breakdown of this \$46.00 total tax increase per \$100,000 assessed valuation is as follows:

- *Municipal Taxes:* \$ 6.00 Increase
- *Local School District Taxes:* \$ 21.00 Increase
- *County & Open Space Taxes:* \$ 19.00 Increase
- *Public Library Taxes:* \$ 0.00 Increase

TOTAL PROPERTY TAXES: **\$ 46.00 annual increase per \$100,000 AV**

\$ 1,041,858 UNDER property tax levy cap: The 2020 municipal budget is well under the 2.0% property tax levy cap.



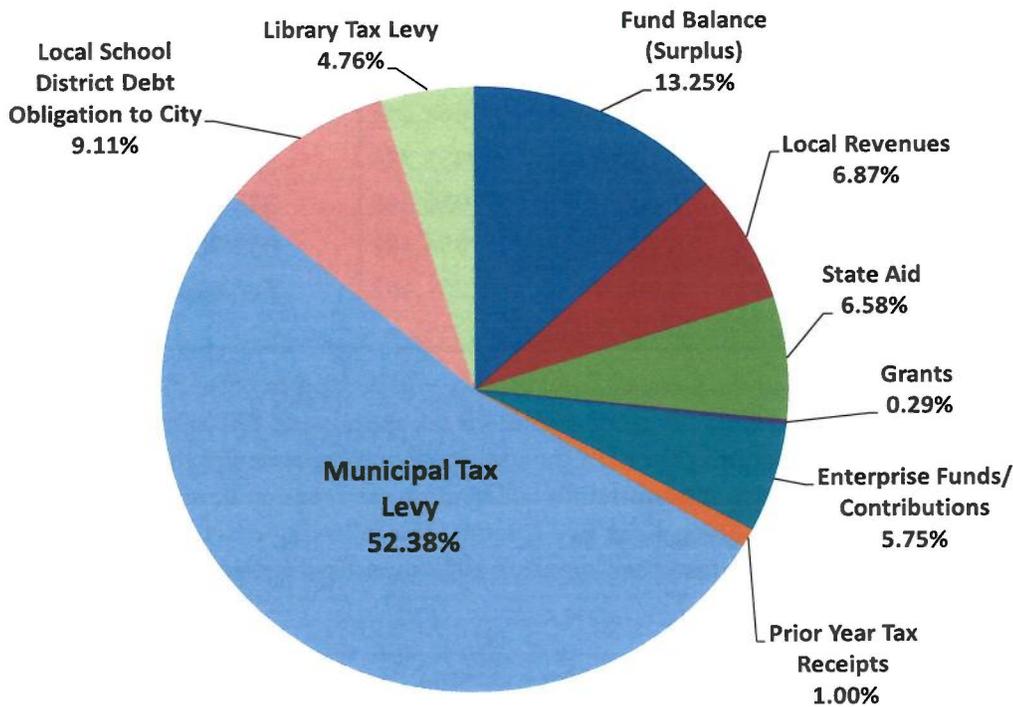
As calculated through the property tax levy cap formula, the maximum allowable amount to be raised through the city's municipal levy is \$28.31 million. However, the 2020 municipal budget requires \$27.27 million in property tax revenues this year to balance total appropriations proposed. In 2020, the city budget is \$1.04 million under the tax levy cap. The 2020 tax levy cap amount is permitted under state law to "bank" for three budget years (2021-23). Given the 2020 municipal budget is under cap again this year, no prior year levy cap bank amounts are required. For the 2021 budget, over \$3.70 million of prior year amounts under the levy cap will be banked and available, if necessary.

REVENUES

2020 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 budget dollars come from” to fund city budget appropriations.

2020 ANTICIPATED REVENUES (%)
“WHERE BUDGET DOLLARS COME FROM”



Expenses paid from the General Fund are supported primarily from municipal taxes. As the 2020 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 52.38% of total revenues this year, an increase of 0.84% (2019: 51.54%). In 2020, total projected non-tax levy revenues are \$17.60 million, which are lower by approximately \$1 million from 2019 realized revenues. State aid revenues are anticipated to be slightly higher than 2019 anticipated aid numbers due to a slight increase of approximately \$1,850 in school debt service. Municipal energy receipts tax revenues are expected to be essentially the same as 2019 amounts. Local revenue sources are projected to be lower than 2019 anticipated due to a drop in sale of recyclable materials and hotel/motel occupancy fees amounting to \$70,000. Anticipated enterprise funds and contributions are expected to be about \$150,000 lower than anticipated last year. Overall, in 2020, 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

BUDGET REPORT

balance amount anticipated in the 2020 municipal budget is the same as 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 13.25% 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 fund balances for years 2012 to 2019 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>
2019*	\$9,147,572	\$6,900,000	\$1,128,607	\$266,000	\$1,775,691	\$663,643
2018	9,660,903	6,900,000	1,167,944	280,000	1,781,985	662,705
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

* 2019 Unaudited Fund Balance amounts

Some unassigned funds in the General Fund balance will be used to offset discretionary appropriation reserve line items such as \$50,000 in the reserve for tax appeals and \$210,000 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 2020 municipal budget (see general revenue section, page 4-1 for more details).

General Fund Revenues			
	2020 Anticipated	2019 Anticipated	Dollar Change from 2019
Fund balance	\$ 6,900,000	\$ 6,900,000	\$ 0
Local revenues	3,557,880	3,673,344	(115,464)
State aid	3,424,850	3,423,000	1,850
Grants	148,806	144,315	4,491
Enterprise funds/contributions	2,993,284	3,142,025	(148,741)
Prior year tax receipts	520,000	630,000	(110,000)
Municipal tax levy	27,268,892	26,792,506	476,447
School district debt obligation	4,743,153	4,838,824	(95,671)
Library tax levy	2,479,745	2,440,785	38,960
TOTAL REVENUES	\$ 52,056,610	\$ 51,984,799	\$ 71,811

BUDGET REPORT

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 2019.

2019 PROPERTY TAX BILLING & COLLECTION	
TAX BILLING	
Municipal	\$ 26,792,506
Local School District	69,676,048
County	37,153,311
County Open Space	1,105,258
Public Library	<u>2,440,785</u>
Total Levy	\$ 137,167,908
Excess Collections	\$ 27,272
Special Improvement District	265,769
Added & Omitted	962,729
Remitted, Abated or Canceled	<u>(221,707)</u>
Total Taxes Billed	\$ 138,201,971
TAX COLLECTION	
Collected in 2019	\$ 135,437,466
Prepaid in 2018	1,829,168
Senior & Veteran Deductions	52,000
Homestead Benefit Credit	<u>361,168</u>
Total Taxes Collected	\$ 137,679,802
Percentage of Taxes Collected	99.62%

BUDGET REPORT

The table below shows total property tax levy amounts for years 2016 through 2020 along with the percentage change from 2016 to 2019. Since 2016, the city has stabilized its municipal tax needs, averaging a 1.21% levy increase per year.

PROPERTY TAX LEVIES

	2020*	2019	2018	2017	2016	% Change from 2016
Municipal	\$ 27,268,892	\$ 26,792,506	\$ 26,456,806	\$ 26,214,106	\$ 25,991,437	4.90%
Local School District	71,013,903	69,676,048	68,244,105	67,348,570	66,610,925	6.61%
County	38,109,011	37,153,311	37,672,817	38,548,845	37,756,816	0.93%
County Open Space	1,124,788	1,105,258	1,096,984	1,104,641	1,082,611	3.90%
Library	2,479,745	2,440,785	2,410,620	2,450,334	2,394,420	3.56%
TOTAL	\$139,996,339	\$137,167,908	\$135,881,332	\$135,666,496	\$133,836,209	4.60%
* 2020 Estimated Tax Levies						

LOCAL & ENTERPRISE/CONTRIBUTION REVENUES

Most local revenue sources are anticipated to remain consistent this year except for fees from off duty police administration, Summit Family Aquatic Center and the municipal golf course (up a combined \$35,000). However, the city will no longer be collecting rent revenues for old Town Hall (71 Summit Ave.) as the property was sold (\$42,167 decrease), and cable television franchise fees will be down again by \$7,500 this year. Additionally, revenue collected for Hotel/Motel Occupancy fees is anticipated to be lower by \$35,000. One area of concern for all municipalities is recycling. Not only will the city see increased cost for recycling collection services, it anticipates a continuing decline in revenue sales of recyclable materials in 2020 by approximately \$35,000.

During the five year period of 2013 to 2017, total local revenues realized minimally fluctuated between \$2.56 and \$2.60 million. However, in 2017, local revenues jumped to \$3.89 million and can be directly attributed to two new revenue sources: AHS/Overlook community support services (\$795,400) and utility income from cell towers (\$86,610), which are consistent with 2020 projections. Taking a conservative approach, the 2020 municipal budget provides for estimated local revenue amounts lower than 2019 realized revenues in various line items (approximately \$337,000 lower).

BUDGET REPORT

In the enterprise/contribution revenue section, the municipal budget continues to benefit from healthy sewer and parking services utility operations as its respective contributions provide for \$1.4 million in revenue support. However, the Parking Services Utility contribution amount is down by \$250,000 from last year. Various reserve amounts are being used as revenue sources to offset municipal debt service payments, which includes donations for the new city Community Center.

PRIOR YEAR TAXES

In 2019, the city exceeded its anticipated tax collection rate (96.20%) by 3.42% (99.62%). For the last five years, on average, the city's collection rate has been 99.60%. Thus, the city's collection rate in 2019 was satisfactory and consistent with prior years.

Tax Collection				
Year	Total Tax Levy	Billed (includes SID and Added/Omitted Taxes)	Total Taxes Collected	% of Tax Levy Collected
2019	\$137,167,908	\$138,201,971	\$137,679,802	99.62%
2018	135,881,332	136,994,364	136,365,871	99.54%
2017	135,666,496	136,829,299	136,347,327	99.65%
2016	133,836,209	134,552,884	134,035,881	99.61%
2015	131,019,055	131,739,995	130,724,249	99.58%
2014	128,419,583	129,117,692	128,445,645	99.47%
2013	126,919,279	127,551,901	126,560,574	99.22%
2012	123,297,630	124,051,780	122,815,294	99.00%
2011	119,468,463	120,008,514	118,810,144	99.00%

The average quarterly delinquency rate percentage last year was 0.94%, up 0.22% from last year. Additionally, the average quarterly delinquency amount was \$660,298, up approximately \$129,207 from 2018. At the end of December 2019, delinquent taxes owed to the city were \$522,858. Given such, the city is budgeting \$520,000 as an anticipated revenue this year. As of February 28, 2020, outstanding property taxes billed in prior years but still uncollected are \$276,661. Furthermore, the first quarter 2020 taxes billed (\$34.57 million) but uncollected are \$959,509, or 2.78% 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 2020, the municipal budget is \$1.04 million under the 2.0% property tax levy cap (see the following levy cap calculation summary).

BUDGET REPORT

Prior year amount to be raised by taxation for municipal purposes	\$ 26,792,506
<i>Less: Prior year deferred charges to future taxation</i>	<i>(\$75,000)</i>
Plus: 2% cap increase	\$ 534,350
Plus: Exclusions	\$ 849,306
Plus: New ratable adjustment to levy	<u>\$ 296,099</u>
Maximum allowable amount to be raised by taxation	<u>\$ 28,310,811</u>
2020 amount to be raised by taxation for municipal purposes	<u>\$ 27,268,953</u>
2020 municipal levy amount UNDER 2.0% cap	<u>\$ 1,041,858</u>

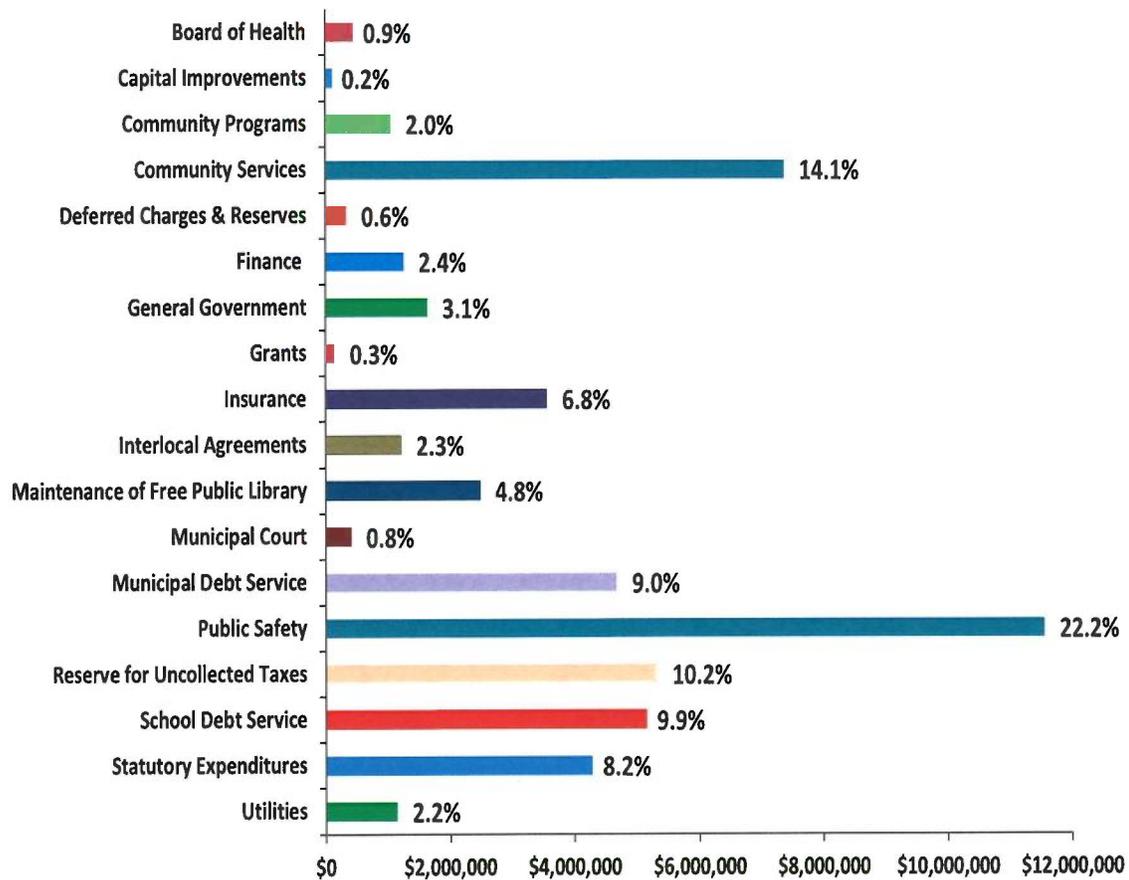
APPROPRIATIONS

2020 GENERAL APPROPRIATIONS SYNOPSIS

The 2020 municipal budget projects total appropriations to be \$52.06 million, approximately \$71,811 more than 2019 adopted budget appropriations. Total appropriations needed to fund municipal services are projected to rise by \$188,980, a 0.6% increase compared with 2019 municipal operation costs (\$32.47 million). Major cost drivers within General Fund municipal operations include salaries and wages (\$17.56 million), healthcare insurance premiums and pension obligations (\$6.08 million). Other appropriations, such as municipal debt service, interlocal agreements and deferred charges/reserves total \$6.21 million and account for 11.9% of total appropriations. Municipal operation appropriations are above 2019 appropriated amounts mainly due to a projected increase in the city's waste disposal charges (\$195,000 increase) and an estimated rise in curbside recycling collection services starting in July 2020 (\$118,000 increase). Discretionary costs, such as salaries and wages and municipal operation other expenses account for 33.7% and 20.8%, respectively, of total appropriations. The reserve for uncollected taxes line item represents 10.2% of total appropriations, about the same percentage as last year.

The total percentage breakdown of 2020 municipal budget appropriations is shown in the following graph. A substantial part of each property tax dollar goes to pay public safety (22.2%) and total municipal and school debt service (18.8%).

2020 PROPOSED APPROPRIATIONS (%)
“HOW BUDGET REVENUES ARE ALLOCATED”



2020 Total Appropriations Breakdown - \$ 52,056,610			
Board of Health	\$ 451,910	Interlocal Agreements	\$ 1,213,758
Capital Improvements	109,475	Maintenance of Free Public Library	2,479,745
Community Programs	1,051,447	Municipal Court	406,128
Community Services	7,349,524	Municipal Debt Service	4,662,452
Deferred Charges & Reserves	335,000	Public Safety	11,533,758
Finance	1,253,551	Reserve for Uncollected Taxes	5,300,393
General Government	1,634,790	School Debt Service	5,145,003
Grants	148,806	Statutory Expenditures	4,282,780
Insurance	3,555,090	Utilities	1,143,000

BUDGET REPORT

MUNICIPAL SERVICE COSTS

As it pertains to total appropriations proposed in the city's 2020 municipal budget, municipal service costs comprise 74.24%, up 0.5% 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						
2020 Average Residential Home Assessment (\$420,100)						
	2020	% of Total	2019	% of Total	2018	% of Total
Municipal Service Cost Total	\$ 38,647,662		\$ 38,442,425		\$ 37,763,375	
Municipal Taxes	\$ 3,608		\$ 3,561		\$ 3,486	
Public Safety	\$1,077	29.8%	\$1,049	29.5%	\$ 1,023	29.4%
Community Services	686	19.0%	667	18.7%	663	19.0%
Municipal Debt Service	435	12.1%	371	10.4%	415	11.9%
Statutory Expenditures	400	11.1%	396	11.1%	388	11.1%
Insurance	332	9.2%	346	9.7%	349	10.0%
General Government	153	4.2%	142	4.0%	138	3.9%
Finance	117	3.2%	116	3.2%	117	3.3%
Interlocal Agreements	113	3.1%	114	3.2%	91	2.6%
Utilities	107	3.0%	104	2.9%	105	3.0%
Community Programs	98	2.7%	110	3.1%	107	3.1%
Board of Health	42	1.2%	41	1.2%	41	1.2%
Municipal Court	38	1.1%	37	1.0%	30	0.9%
Capital Improvements	10	0.3%	68	1.9%	19	0.6%
		100.0%		100.0%		100.0%

BUDGET REPORT

The following tables compare the top five largest projected 2020 municipal budget appropriation line items with 2019; the percentage change from 2016 in these same categories; and the five largest appropriation increases and decreases this year.

<i>5 LARGEST APPROPRIATION LINE ITEMS</i>				
	2020	% of Total Appropriations	2019	% of Total Appropriations
Salary & Wages (General Fund)	\$ 17,562,628	33.74%	\$ 17,619,072	33.89%
Debt Service				
* Municipal	\$ 4,662,452	8.96%	\$ 4,002,104	7.70%
* School	<u>5,145,003</u>	<u>9.88%</u>	<u>5,265,129</u>	<u>10.13%</u>
	\$ 9,807,455	18.84%	\$ 9,267,233	17.83%
Pension Obligations				
* PERS	\$ 1,038,605	2.00%	\$ 1,117,378	2.15%
* PFRS	<u>2,612,719</u>	<u>5.02%</u>	<u>2,541,918</u>	<u>4.89%</u>
	\$ 3,651,324	7.02%	\$ 3,659,296	7.04%
Health Insurance	\$ 2,415,000	4.64%	\$ 2,600,000	5.00%
General Liability/Workers Compensation	\$ 1,065,080	2.05%	\$ 1,064,774	2.05%
Total Appropriations	\$ 52,056,610		\$ 51,984,799	

<i>5 LARGEST APPROPRIATION LINE ITEMS</i>			
	2020	2016	% Change from 2016
Salary & Wages (General Fund)	\$ 17,562,628	\$ 17,320,686	1.4%
Debt Service			
* Municipal	\$ 4,662,452	\$ 3,226,568	44.5%
* School	<u>5,145,003</u>	<u>5,456,133</u>	<u>(5.7%)</u>
	\$ 9,807,455	\$ 8,682,701	13.0%
Pension Obligations			
* PERS	\$ 1,038,605	\$ 990,065	4.9%
* PFRS	<u>2,612,719</u>	<u>2,134,000</u>	<u>22.4%</u>
	\$ 3,651,324	\$ 3,124,065	16.9%
Health Insurance	\$ 2,415,000	\$ 2,615,000	(7.6%)
General Liability Insurance/Workers Compensation	\$ 1,065,080	\$ 1,250,000	(14.8%)

<i>5 LARGEST APPROPRIATION INCREASES</i>		
	2020 Appropriation Amount	Increase Over 2019 Appropriations
Municipal Debt Service	\$ 4,662,452	\$ 660,348
Police Salaries & Wages	5,914,270	100,220
Fire Salary & Wages	4,272,243	86,437
Shade Tree Salaries & Wages	651,379	79,379
Pension Obligations - PFRS	2,612,719	70,801

<i>5 LARGEST APPROPRIATION DECREASES</i>		
	2020 Appropriation Amount	Decrease Under 2019 Appropriations
Capital Improvement Fund	\$ 109,475	(\$625,800)
Employee Group Health Insurance	2,415,000	(185,000)
DCP Salaries & Wages	496,197	(136,863)
School Debt Service	5,145,003	(120,020)
Reserve for Tax Appeals	50,000	(90,000)

The tables below depict the projected ten largest Other Expense category appropriations in 2020 compared with 2019 in addition to projected five largest professional service appropriation line items.

<i>10 LARGEST OTHER EXPENSE CATEGORIES</i> <i>(Excludes Professional Service Line Items)</i> <i>2019 and 2020 Comparison</i>		
	2020	2019
Transfer Station Disposal Charges	\$ 1,070,000	\$ 875,000
Police	448,800	427,800
Recycling Curbside Collection	370,750	252,750
Electricity	368,000	353,000
Municipal Shared Court	366,128	343,000
Fuel	344,000	347,000
Fire	304,700	301,700
Fire Hydrant Service	300,000	300,000
Shade Tree Division	277,500	219,500
Fleet Maintenance	274,150	250,485

<i>5 LARGEST PROFESSIONAL SERVICE APPROPRIATIONS</i>		
	2020	2019
Legal General & Misc. Services	\$ 240,000	\$ 220,000
Land Use Planning Services & Special Projects	150,000	150,000
Legal Tax Appeals	140,000	185,000
Information Technology	96,000	94,000
Tax Assessor - Appraisers	80,000	80,000

SALARIES & WAGES

The total 2020 salaries and wages amount for all city employees, which includes base salary, longevity, and step increases for full-time and part-time union and non-union employees and temporary/seasonal appropriations, is \$19.57 million. This is almost the same amount (\$43.00 difference) from what was appropriated in 2019. Within each respective fund, total salary and wages for this year and last are shown in the following chart:

<i>TOTAL SALARIES & WAGES</i> <i>(includes Temporary/Seasonal Employee Wages & Overtime)</i>		
FUND	2020	2019
General	\$ 17,562,628	\$ 17,619,072
Sewer Utility	353,000	316,000
Parking Services Utility	785,000	779,600
Uniform Construction Code (Dedicated Trust Fund)	869,487	855,400
Totals	\$ 19,570,115	\$ 19,570,072

Total overtime line items are projected to increase by \$21,680, or 2.73% above 2019 budget amounts (2020 total overtime budgeted is \$828,800). Overall, total overtime appropriations are 4.24% of the total salary and wages amount. Public safety overtime accounts for 68.78% (Police: 27.27%, Fire: 41.51%) of total overtime appropriations. The fire department overtime budget accounts for \$15,000 of the increase in total proposed overtime this year with the remaining \$6,680 projected by other city departments.

The chart below shows the impact from salary adjustments budgeted in 2020, which is broken down by non-union employees and collective negotiation units. The FMBA Local 54 and PBA Local 55 collective negotiation units are each contracted to receive, respectively, a 2.00% and 2.25% cost-of-living adjustment (COLA) increase this year. Further, the Teamsters Local 469 contract expired on December 31, 2019, and negotiations are currently taking place between City Administration and Teamsters representatives. Thus, any cost-of-living adjustments for Teamsters members this year are yet to be determined. For non-union employees, 2.25% is allocated in the salary adjustment reserve line item to fund compensation increases. Total salary amounts vary from 2019 to 2020 due to retirements, resignations, new employees and/or annual salary step increases.

2020 SALARIES & WAGES ADJUSTMENT
(excludes Overtime)

GROUPS	TOTAL FT & PT EMPLOYEES	2020 TOTAL SALARIES	2019 TOTAL SALARIES	S&W % Adjustment in 2020	COLA Increase	Step Increase	Longevity Increase
Non-Union Employees	75	\$ 6,586,403	\$ 6,487,847	2.25%	\$ 42,037	\$ 58,094	\$ 11,737
Teamsters Local 469	48	2,884,423	3,108,656	TBD	TBD	23,720	(23,507)
PBA Local 55	45	4,768,624	4,694,108	2.25%	86,950	46,900	9,103
FMBA Local 54	30	3,448,178	3,448,461	2.00%	63,325	24,742	7,640
TOTAL	198	\$17,687,628	\$17,739,072		\$192,312	\$153,456	\$ 4,973

OTHER EXPENSES

For General Fund municipal operations, total Other Expenses (\$10.81 million) will increase this year by over \$233,000. In addition to the various large appropriations previously mentioned, other notable appropriation increases are as follows:

- \$195,000 in Department of Community Services (Transfer Station unit) as a result of anticipated increases in recycling commodity fees for marketing and transportation, and waste tonnage fees.
- \$118,000 in Department of Community Services (Recycling unit) due to recent bid submission for new curbside recycling collection services contract that will commence on July 1, 2020.
- \$58,000 in Department of Community Services (Shade Trees unit) for tree planting and tools needed to plant approximately 250 new public property trees to improve Summit’s forestry canopy.
- \$24,228 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 \$33,905 for the court office/room renovation project (final year, one-third payment of \$101,715 total cost).
- \$23,665 in Department of Community Services (Fleet Maintenance & Equipment unit) to cover increased costs related to licensing requirements, fuel system, garbage and diesel vehicle maintenance and DPW employee uniform cleaning.
- \$22,000 in Police Department for annual body camera data storage, car cams, body armor and maintenance service agreements.
- \$20,000 in Legal Services to fund projected increase in professional legal work this year.
- \$13,500 in Department of Community Services (Buildings and Grounds unit) for expanded maintenance service needs at the city’s new Community Center.

BUDGET REPORT

Some notable other expense line item decreases are as follows:

- \$48,000 in Tax Assessment (legal services) as tax appeal litigation costs have decreased due to a continued decline in tax appeal cases.
- \$30,000 in Department of Community Services (land use) for reduction in special planning projects line-item.
- \$23,000 in City Clerk (temporary staffing) operating cost reduction for temporary part-time staffing.
- \$13,000 Department of Community Services (Roads unit) due to a net decrease in snow removal-related costs.
- \$10,000 in Department of Community Programs (senior bus) as part-time staffing cost is now allocated within DCP salary and wages line-item.

INSURANCE

In 2020, the city's net healthcare insurance premium line item of \$2.41 million will decrease by \$185,000 from last year. The city participates in the state health benefit plan for the provision of medical/prescription drug insurance coverage. For 2020, the State of New Jersey ended its contractual relationship with Aetna to provide state health insurance to all public employee participants. Consequently, many city employees opted into existing Horizon Blue Cross Blue Shield plans, mainly Direct 10 and 15, which is the reason why those plans show significant total annual premium increases. 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 172 eligible employees, 23 employees waived their insurance benefits for which there is no compensation to do so. As a result of 23 employees opting-out of healthcare insurance coverage, the estimated annual cost savings for the city is approximately \$378,000.

MEDICAL INSURANCE PLAN PREMIUMS

Insurance Plans	# of Employees	Category	2020	2019	\$ Total Annual Premium Increase (Decrease)	% Total Monthly Premium Increase (Decrease)
NJ Direct 10	19	Single	Monthly \$ 922.16	Monthly \$ 963.29	\$ 59,979	(4.27%)
	11	Member & Spouse	1,844.32	1,926.58	150,975	(4.27%)
	8	Parent & Child	1,650.66	1,724.28	96,389	(4.27%)
	32	Family	2,572.82	2,687.57	213,943	(4.27%)
<i>Subtotal (Annual)</i>	70		\$ 1,600,129	\$ 1,078,843	\$ 521,286	4.83%

BUDGET REPORT

Insurance Plans	# of Employees	Category	2020	2019	\$ Total Annual Premium Increase (Decrease)	% Total Monthly Premium Increase (Decrease)
Horizon #11			Monthly	Monthly		
	1	Single	\$ 893.26	\$ 935.43	(\$ 34,182)	(4.51%)
	6	Member & Spouse	1,786.52	1,870.86	(94,973)	(4.51%)
	4	Parent & Child	1,571.83	1,674.42	(63,902)	(4.51%)
	9	Family	2,449.95	2,609.85	(263,252)	(4.51%)
<i>Subtotal (Annual)</i>	20		\$ 485,255	\$ 942,465	(\$457,209)	(48.51%)
NJ Direct 15						
	22	Single	\$ 878.12	\$ 917.28	\$ 33,691	(4.27%)
	11	Member & Spouse	1,756.24	1,834.56	11,676	(4.27%)
	4	Parent & Child	1,571.83	1,641.94	(3,365)	(4.27%)
	23	Family	2,449.95	2,559.22	184,816	(4.27%)
<i>Subtotal (Annual)</i>	60		\$ 1,215,281	\$ 988,463	\$ 226,818	22.95%
Aetna Freedom 10						
	0	Single	\$ 0.00	\$ 963.29	(\$ 46,238)	(100.00%)
(No longer available to city employees)	0	Member & Spouse	0.00	1,926.58	(69,357)	(100.00%)
	0	Parent & Child	0.00	1,724.28	0	(100.00%)
	0	Family	0.00	2,687.57	(290,258)	(100.00%)
<i>Subtotal (Annual)</i>	0		\$ 0.00	\$ 405,853	(\$405,853)	(100.00%)

BUDGET REPORT

Insurance Plans	# of Employees	Category	2020	2019	\$ Total Annual Premium Increase (Decrease)	% Total Monthly Premium Increase (Decrease)
Aetna Freedom15			Monthly	Monthly		
	0	Single	\$ 0	\$ 917.28	(\$ 22,015)	(100.00%)
(No longer available to city employees)	0	Member & Spouse	0	1,834.56	(44,030)	(100.00%)
	0	Parent & Child	0	1,641.94	(19,703)	(100.00%)
	0	Family	0	2,559.22	(153,553)	(100.00%)
<i>Subtotal (Annual)</i>	0		<i>\$ 0</i>	<i>\$ 239,301</i>	<i>(\$239,301)</i>	<i>(100.00%)</i>
Horizon #52						
	2	Single	\$ 803.25	\$ 839.22	(\$ 863)	(4.29%)
(No longer available to city employees)	1	Member & Spouse	1,606.50	1,678.44	(\$863)	(4.29%)
	0	Parent & Child	1,437.32	1,502.20	0.00	(4.32%)
	0	Family	2,241.07	2,341.42	0.00	(4.29%)
<i>Subtotal (Annual)</i>	3		<i>\$ 38,556</i>	<i>\$ 40,283</i>	<i>(\$ 1,726)</i>	<i>(4.29%)</i>
Aetna Liberty						
	0	Single	\$ 0	\$ 709.01	(\$ 8,508)	(100.00%)
(No longer available to city employees)	0	Member & Spouse	0	1,418.02	0.00	(100.00%)
	0	Parent & Child	0	1,269.13	0.00	(100.00%)
	0	Family	0	1,978.14	(23,738)	(100.00%)
<i>Subtotal (Annual)</i>	0		<i>\$ 0</i>	<i>\$ 32,246</i>	<i>(\$ 32,246)</i>	<i>(100.00%)</i>

BUDGET REPORT

Insurance Plans	# of Employees	Category	2020	2019	\$ Total Annual Premium Increase (Decrease)	% Total Monthly Premium Increase (Decrease)
Aetna Freedom 1525			Monthly	Monthly		
(No longer available to city employees)	0	Single	\$ 0	\$ 886.09	\$ 0.00	(100.00%)
	0	Member & Spouse	0	1,772.18	0.00	(100.00%)
	0	Parent & Child	0	1,586.10	(19,033)	(100.00%)
	0	Family	0	2,472.19	(29,666)	(100.00%)
<i>Subtotal (Annual)</i>	0		\$ 0	\$ 48,699	(\$48,699)	(100.00%)
NJ Direct 1525						
	1	Single	\$ 848.45	\$ 886.09	(\$ 452)	(4.25%)
	0	Member & Spouse	1,696.90	1,772.18	0	(4.25%)
	1	Parent & Child	1,518.73	1,586.10	18,225	(4.25%)
	1	Family	2,367.18	2,472.19	28,406	(4.25%)
<i>Subtotal (Annual)</i>	3		\$ 56,812	\$ 10,633	\$ 46,179	434.30%
Omnia Health Plan						
	0	Single	\$ 677.69	\$ 709.01	\$ 0.00	(4.42%)
	3	Member & Spouse	1,355.38	1,418.02	14,761	(4.42%)
	0	Parent & Child	1,213.07	1,269.13	0.00	(4.42%)
	2	Family	1,890.76	1,978.14	21,641	(4.42%)
<i>Subtotal (Annual)</i>	5		\$ 94,172	\$ 57,770	\$ 36,402	63.01%

BUDGET REPORT

Workers compensation and general liability insurance policy coverage will slightly increase by \$316 to the total premium amount of \$1.065 million. Unemployment insurance and other insurances total a combined \$75,000, the same amount as budgeted last year. Overall, the city's total cost for these insurance policies and potential unemployment claims is \$3.55 million, down 4.9% this year.

PENSION OBLIGATIONS

The city's 2020 pension obligations will increase again this year to \$3.82 million. Overall, total annual pension payments for PERS and PFRS will be \$8,046, or 0.21% above 2019 obligations.

The following table depicts ten years of PERS & PFRS pension obligations, and annual percentage change from the previous year. Since 2011, on average, total pension obligations have increased by 3.69%.

PENSION OBLIGATION PAYMENTS

Year	PERS	PFRS	Year-to-Year % Change
2020	\$1,211,605	\$2,612,719	0.21%
2019	1,274,378	2,541,918	6.99%
2018	1,224,459	2,342,567	5.45%
2017	1,176,696	2,206,006	2.96%
2016	1,151,400	2,134,000	6.25%
2015	1,074,137	2,018,053	6.31%
2014	1,020,821	1,887,969	(6.01%)
2013	1,027,957	2,066,877	2.54%
2012	1,040,526	1,977,771	(10.43%)
2011	1,030,389	2,339,321	22.60%

RESERVE FOR UNCOLLECTED TAXES

Last year's tax collection rate was 99.62%. Historically, the city takes a very conservative approach by anticipating a lower annual collection rate. In 2019, \$5.38 million was appropriated in the budget based on a 96.2% collection rate. Given the city's consistently high annual collection rate, the 2020 municipal budget reflects a 96.2% collection rate that, in turn, results in a reserve for uncollected taxes at \$5.30 million.

BUDGET REPORT

TOTAL APPROPRIATIONS CAP

Under the total appropriations cap law, the State of New Jersey 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 has promulgated the cap index at 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 2020 by \$3,140,143.

APPROPRIATIONS CAP FORMULA

Total general appropriations for calendar year 2019 \$ 51,984,799

Less: Exclusions from "caps": (19,321,802)

Amount on which 3.5% cap is applied: \$ 32,662,997

Allowable cost of living adjustment:

1.0% cap = \$ 326,630 added to above equals \$ 32,989,627

2.5% cap = \$ 816,575 added to above equals \$ **33,479,572**

3.5% cap = \$1,143,205 added to above equals \$ 33,806,202

Add:

Value of new construction and improvements: \$ 296,099

(Assessed value of new construction x municipal tax rate per \$100 value)

(\$34,712,700 x 0.00853)

2018 cap bank: \$ 1,052,279

2019 cap bank: \$ 899,526

Total cap bank \$ 1,951,805

Total allowable 2020 appropriations within caps: \$ 36,054,106

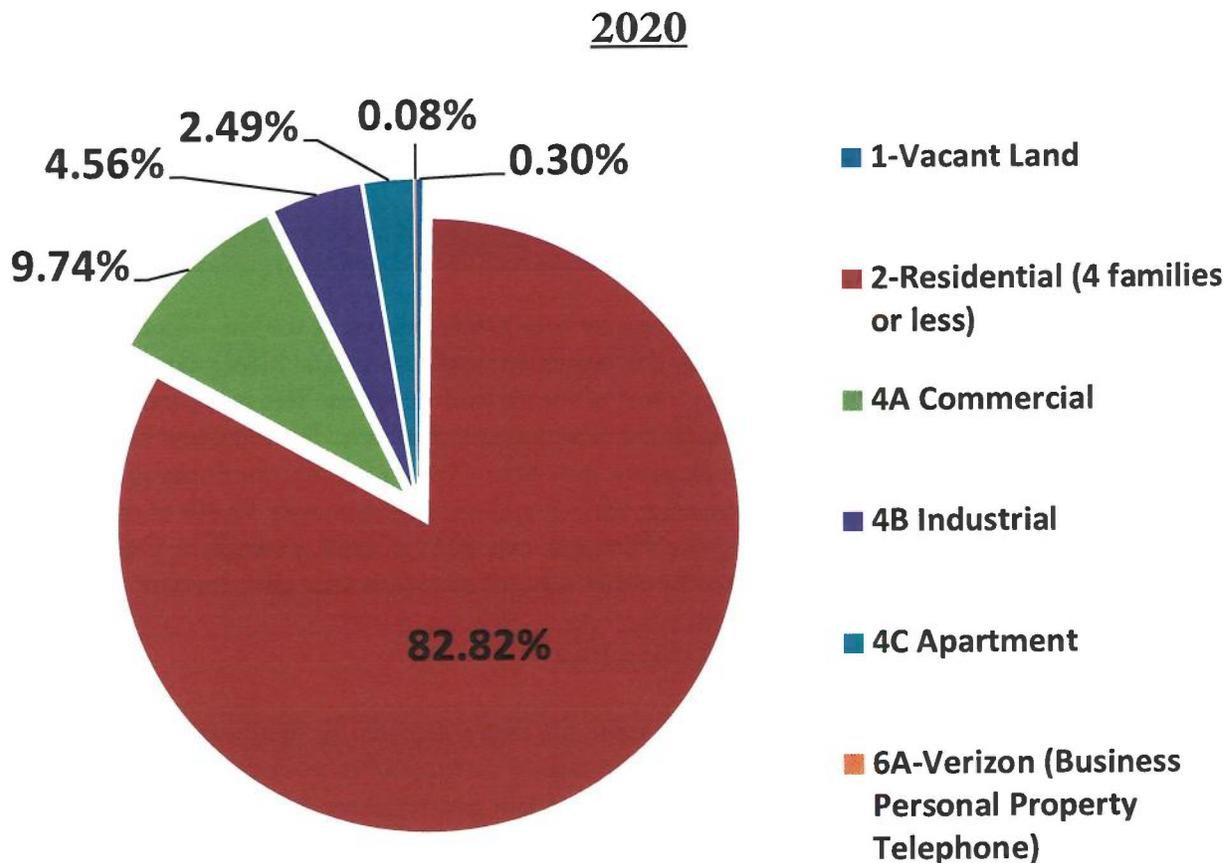
Total proposed 2020 appropriations within caps: 32,913,963

Amount Under (Over) cap: \$ 3,140,143

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 engenders 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 52.38% of municipal budget revenues through its tax levy. As evident in the graph below, the city’s residential properties, comprising of 82.82% of the total tax base this year, are the primary funding source of municipal tax revenues. The percentage of residential assessment compared with total net assessed valuation has been expanding over the past several years.



BUDGET REPORT

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.

The following chart depicts the city's net assessed valuation (NAV) in 2020 and the previous four years.

ASSESSMENT VALUATIONS (LAND & IMPROVEMENTS BY CLASS)

Class & Type	2020	2019	2018	2017	2016
1-Vacant Land	\$ 9,476,200	\$ 10,383,500	\$ 12,040,500	\$ 15,270,400	\$ 11,306,200
2-Residential (4 families or fewer)	2,627,818,600	2,608,521,700	2,581,194,700	2,558,372,600	2,548,081,600
4A-Commercial	309,179,900	305,221,800	302,951,600	283,665,000	282,815,800
4B-Industrial	144,804,800	144,804,800	165,104,200	183,080,676	202,970,900
4C-Apartment	79,025,200	71,542,500	69,373,700	65,339,600	64,694,800
6A-Verizon Business Personal Property Telephone (BPPT)	2,653,093	2,645,524	2,593,126	2,517,120	2,545,696
TOTAL	\$3,172,957,793	\$3,143,119,824	\$3,133,257,826	\$3,108,245,396	\$3,112,414,996

Compared with 2019, the city's 2020 NAV rose by over \$29.8 million, or 0.95%. When comparing the 2019 and 2020 valuations, the city's residential, apartment and commercial NAV's expanded over last year by \$30.7 million with gains offset only by a loss of vacant land valuation. This is not unusual as property flows in and out of vacant land as structures are demolished and rebuilt. The industrial value remains unchanged as the former Celgene West property, now Bristol Myers Squibb, continues to evolve. Finally, total tax exempt properties (242) are valued at \$467.3 million, approximately 12.8% of the 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 estate property trend has seen 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.

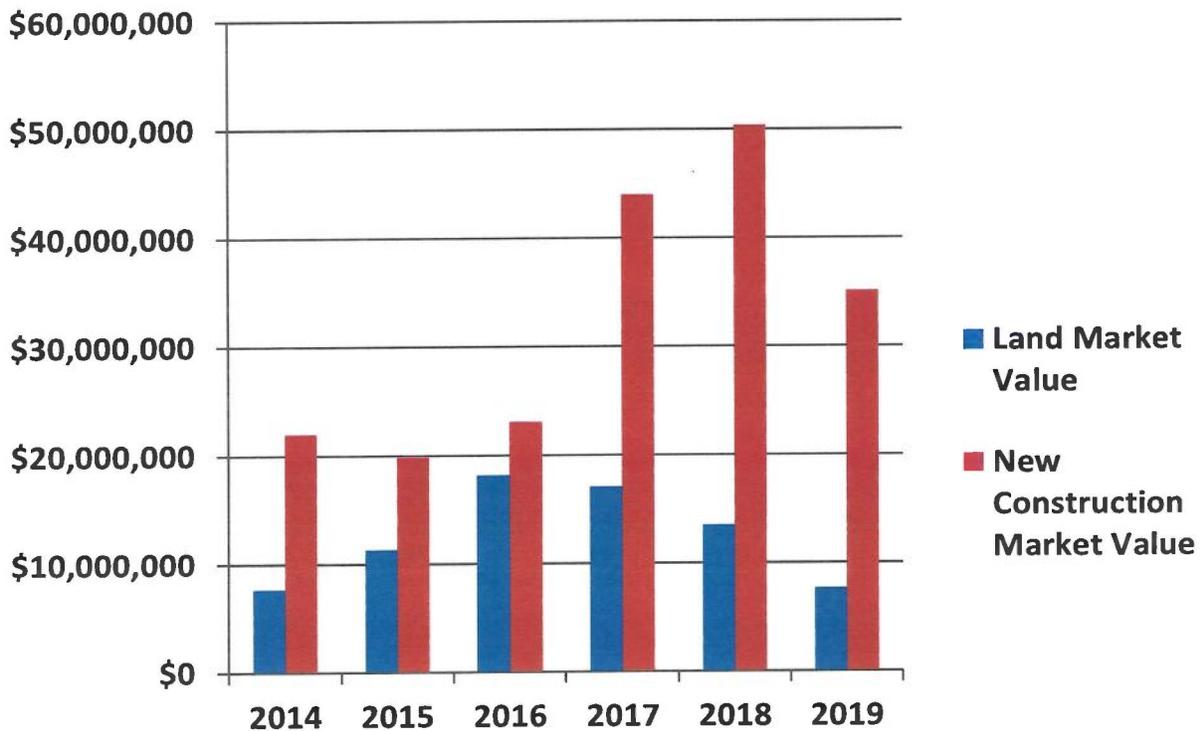
BUDGET REPORT

Focusing on residential properties, the following chart provides the number of parcels for assessed valuation ranges in years 2019 and 2020. This year, the average residential property assessment is \$420,100, or a market value of \$994,790.

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

<i>Valuation Range (\$)</i>	2020		2019	
	<i>Number of Parcels</i>	<i>Percent of Total</i>	<i>Number of Parcels</i>	<i>Percent of Total</i>
\$0 to \$400,000	3766	60.21%	3808	60.95%
\$400,001 to \$800,000	1919	30.68%	1868	29.90%
\$800,001 to \$1,200,000	401	6.41%	404	6.47%
\$1,200,001 to \$1,600,000	123	1.97%	119	1.90%
\$1,600,001 and Up	46	0.73%	49	0.78%
TOTAL	6255	100.00%	6248	100.00%

In the graph and table below, construction not yet completed is missing from new construction market value totals (count per year depicted below – 30 remain to be valued).



BUDGET REPORT

Year	Land Market Value	New Construction Market Value	Structures Demolished	Listed on Tax Record w/ New Valuation
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
2018	13,510,500	50,339,900	14	21
2019	7,677,000	35,051,274	8	21
Total	\$75,513,930	\$194,093,507	87	91

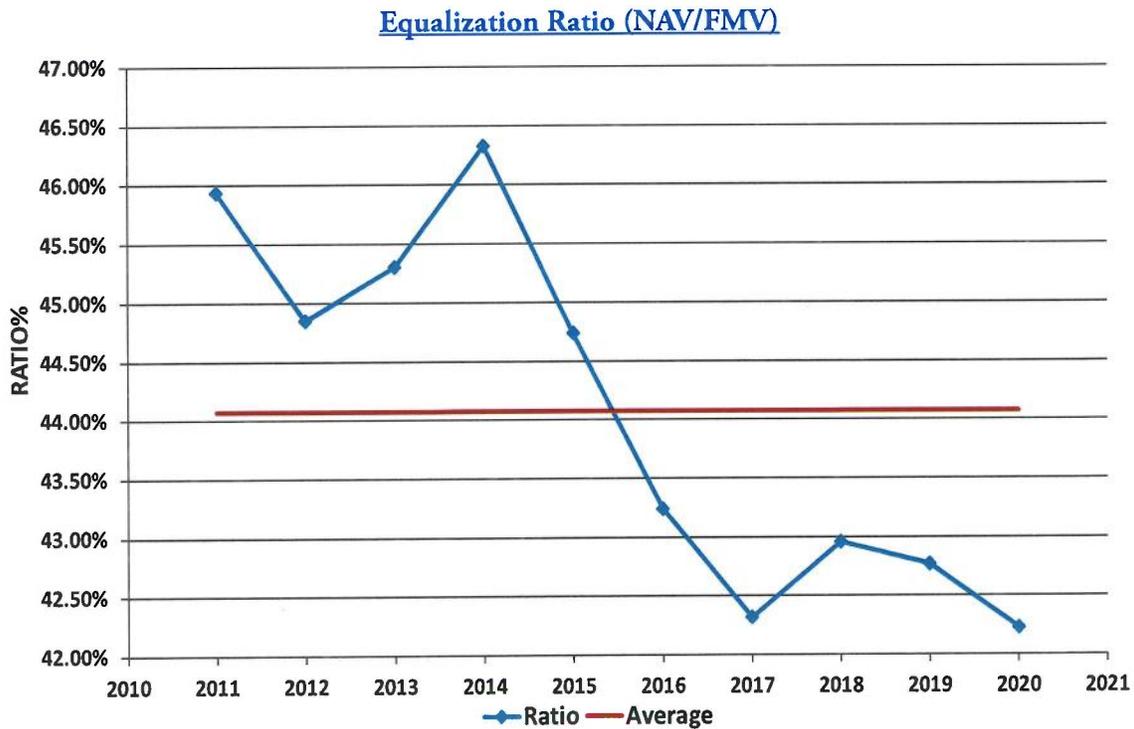
In 2019, over \$19 million in residential property assessment value was added to the city tax base. The Tax Assessor's office estimates that approximately \$27 million of new assessment valuation could be realized on the tax records this year from the type of residential work mentioned above as well 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 (2019 Total Tax Rate - \$4.365)
1779	28.44%	\$0-\$229,000	42.23	\$ 542,269	\$13,055,401	\$ 7,338
1987	31.77%	\$229,100 - \$400,000	42.23	\$ 947,194	\$26,145,049	\$13,158
1919	30.68%	\$401,000 - \$800,000	42.23	\$1,894,388	\$47,176,907	\$24,584
401	6.41%	\$801,000 - \$1,200,000	42.23	\$2,841,582	\$16,800,549	\$41,897
123	1.97%	\$1,200,000 - \$1,600,000	42.23	\$3,788,776	\$ 7,336,299	\$59,645
46	0.74%	\$1,600,000+	42.23	\$8,545,110	\$ 4,190,077	\$91,089
Total: 6255	100.00%				\$114,704,282	Average \$18,338

TAX APPEALS

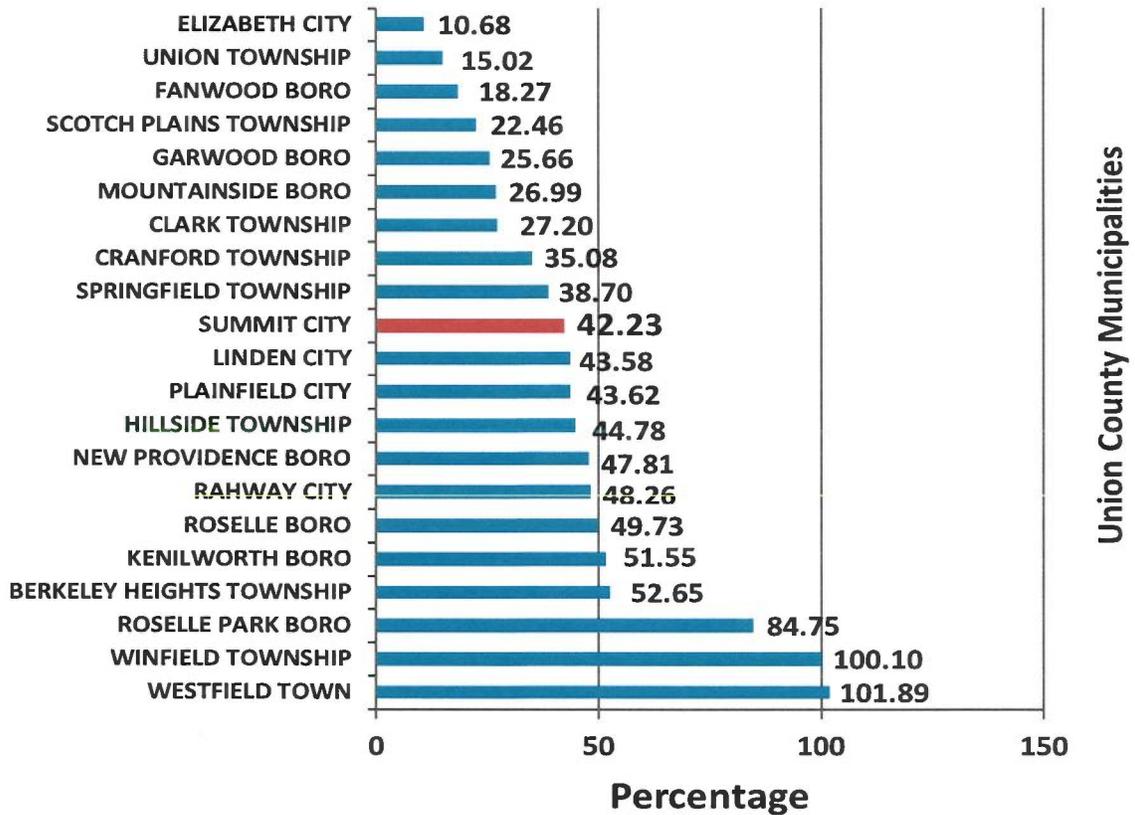
The city's NAV-to-Fair Market Valuation (FMV) ratio (or ratio) is a primary factor used in tax appeal litigation, and determines whether a property owner has a likelihood of success under state tax law. Annually, the county tax board issues a ratio for every municipality in the state by the month of October of the prior tax year. 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 2020 ratio is based on weighted sales data from July 2016 to June 2018, and from selected sales between July 2018 through June 2019. The following graph illustrates the city's ratio for 2020, and the preceding nine years.



As evidenced in the preceding graph, the city's ratio trended downward from 2014-2017 as FMV real estate sales data increased compared to NAV, but increased and then stabilized in 2018 and 2019. However, in 2020, the ratio dipped again to 2017 levels. Lastly, the city's equalization ratio of 45.94% in 2011 to 42.23% this year indicates Summit has sustained a strong market valuation in real estate during the last decade.

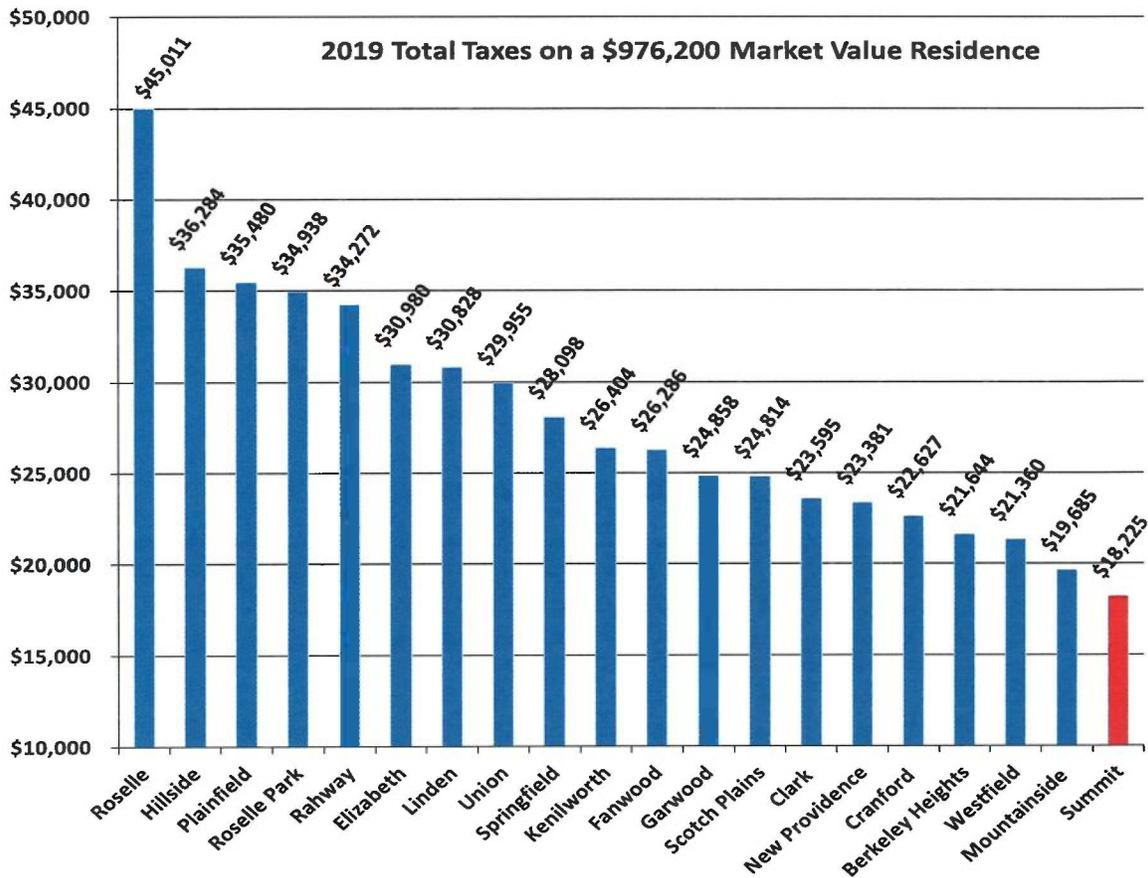
The following graph is a comparison of Summit’s 2020 equalization ratio to all other Union County municipalities. In recent years, three Union County municipalities (Roselle Park, Winfield and Westfield) have completed their respective revaluation process.

Comparison of Equalization Rates



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, in 2019, the average home assessment value in Summit was \$417,500, which represents a market value of \$976,200. Even though 2020 equalization ratios are known, 2020 total tax rates are undetermined at this time. Thus, the following graph depicts what the average 2019 total tax bill for each Union County municipality (using 2019 tax rates) would be for a home valued at \$976,200 to determine comparable 2019 effective total tax amounts. In Summit, the total tax bill for its average residential property value was \$18,225, the lowest effective tax bill in Union County.

Effective Tax Rates & Union County Municipality Comparisons



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 (2019 Equalization Ratios & 2019 Total Tax Rates - Avg. Residential Home Value of \$976,200)				
Municipality	2019 Tax Rate	2019 Ratio	Effective Tax Rate	Total Tax Bill
Roselle	\$ 8.35	55.22	\$4.61	\$45,011
Kenilworth	5.05	53.56	2.70	26,404
Fanwood	14.65	18.38	2.69	26,286
Summit	4.36	42.77	1.86	18,225

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The tax year 2019 Union County tax appeals showed a drop in the number of cases filed (67) as compared to the previous year (98). They included 60 regular appeals, six added/omitted appeals and one cross appeal. On a positive note, only seven property owners decided to pursue their respective tax appeals at the State Tax Court level, which are comprised of four cases from previous years and three new cases filed in 2019.

On the State Tax Court level, 118 cases were filed which includes seven cases up from the County Tax Board. 43 cases were resolved this year encompassing 23 properties. There are currently 75 open cases, of which two cases are cross appeals. This leaves 70 open cases to carry forward, which is approximately 10% higher than the carry forward number of cases from last year.

With regard to total state court appeals carried for 2019, 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 43 state court appeals settled and/or adjudicated last year, total NAV lost in 2019 was \$1,016,100 (post-adjudication NAV variance), or 1.11%.

<i>2019 Tax Appeal Summary</i>					
<i>State Court</i>					
Class	# of Appeals by Class	2019 NAV Under Appeal	# of Appeals Adjudicated/ Settled	Pre-Adjudication NAV	Post-Adjudication/ Settled NAV
Vacant Land	0	\$ 0	0	\$ 0	\$ 0
Residential	63	73,786,300	35	40,553,400	39,537,300
Commercial	43	139,813,100	2	40,413,000	40,413,000
Industrial	2	4,480,000	0	0	0
Apartment	10	24,470,000	6	10,935,600	10,935,600
TOTAL	118	\$242,549,400	43	\$ 91,902,000	\$ 90,885,900

RESERVES

City administration recommends reducing appropriations in its reserve for a 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 2020 is \$50,000, a \$90,000 reduction from what was budgeted in 2019. There are 28 total pending residential property tax appeal cases (18 properties), including prior year cases and cross appeals, that could result in tax revenue refunds or credits to property owners. Total residential valuation under appeal amounts to \$33.2 million. Further, there are 47 total pending commercial cases under appeal (17 properties), including prior year and cross appeals, that have an assessed value of \$117.4 million. Last year, the city refunded \$44,220 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 2.25% salary increase for non-union employees and monies allotted for a pending collective bargaining unit negotiation in 2020. An amount of \$210,000 is allocated for this reserve.

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, 2019 is as follows:

Statutory Equalized Valuation (2)	\$ 7,328,570,750
Statutory Borrowing Power (3)	256,499,976
Statutory Net Debt	54,795,251
Remaining Statutory Borrowing Power	201,704,725
Net Debt to Statutory Equalized Valuation	0.748%

(1) Unaudited; (2) Average of the immediately preceding three years (2017-2019) as calculated by state;
(3) 3 1/2% of the equalized valuation.

At the end of 2019, the city had a net debt total of \$54.79 million in municipal purpose bonds and notes outstanding. However, \$12.45 million of prior year capital projects debt were authorized but not issued. Therefore, the city has \$42.34 million in principal bonds/notes outstanding to pay off at this time.

In 2020, the city’s municipal debt service is \$4.66 million, an increase of \$660,348 compared with last year. Additionally, as of December 31, 2019, the outstanding debt for the sewer utility is \$8.75 million; parking services debt owed is \$4.77 million. Debt service payments for sewer will increase by \$108,820, and for parking services will increase by \$106,164.

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). Summit is considered to have a very strong economic base, management team, budgetary performance/flexibility and liquidity position. During a 2019 credit rating evaluation process, all three credit rating agencies provided a ‘stable’ outlook on Summit, reflecting an expectation that the city’s tax base, finances and wealth will remain strong.

In February 2019, the city issued new long-term bonds totaling \$31.95 million, which includes a \$2,453,721 premium in the face value amount, at a true interest cost of 2.33%. The \$2.45 million premium amount is spread throughout the debt service payment schedule. As a result, the net total debt issuance is \$29.59 million, consisting of \$24.50 million in general obligation bonds, \$495,000 in curb and sidewalk assessment bonds, \$1.04 million in Special Improvement District bonds, \$1.43 million in sewer bonds, and \$2.12 million in parking bonds. Furthermore, in October 2019, the city issued new short-term bond anticipation notes (BANs) totaling \$5.33 million, which includes a \$39,107 premium in the face value

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amount at a coupon rate of 2.0%. The premium paid by the financial institution that purchased the city's BANs lowered the net interest rate to 1.28%. The \$5.29 million principal amount consists of \$3.49 million in general BAN \$96,000 in parking utility BANs, \$405,000 in sewer utility BANs, and \$1.3 million in curb and sidewalk assessment BANs.

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 its respective budgets.

SUMMARY OF LONG-TERM DEBT OBLIGATIONS

		Original Issuance Amount	Principal Outstanding 12/31/2019	2020 Principal Payment Due	2020 Interest Payment Due	Maturity Date
<i>Municipal Debt</i>						
2014	General Bonds	\$ 7,400,000	\$ 5,295,000	\$ 525,000	\$ 132,500	2028
2016	General Bonds	10,800,000	8,030,000	1,085,000	147,038	2026
2017	Refunding Bonds	6,633,000	3,120,000	510,000	64,505	2026
2019	General Bonds	24,995,000	24,995,000	1,170,000	824,400	2033
	<i>Municipal Debt Service Totals</i>	\$ 49,828,000	\$ 41,440,000	\$ 3,290,000	\$ 1,168,443	
<i>Sewer Utility Debt</i>						
2016	Sewer Bonds	\$ 4,071,000	\$ 3,385,000	\$ 250,000	\$ 64,575	2031
2017	Sewer Bonds	2,200,000	1,130,000	160,000	23,004	2026
2019	Sewer Bonds	1,435,000	1,435,000	100,000	46,200	2033
	<i>Sewer Utility Debt Service Totals</i>	\$ 7,706,000	\$ 5,950,000	\$ 510,000	\$ 133,779	
<i>Parking Services Utility Bonds</i>						
2014	Parking Bonds	\$ 2,200,000	\$ 1,495,000	\$ 150,000	\$ 37,410	2028
2016	Parking Bonds	1,161,000	950,000	75,000	18,063	2030
2019	Parking Bonds	2,120,000	2,120,000	135,000	68,650	2033
	<i>Parking Utility Debt Service Totals</i>	\$ 5,481,000	\$ 4,565,000	\$ 360,000	\$ 124,123	

DEBT STRUCTURE TRENDS

Total Net Debt has risen steadily over the last five years from 0.67% to 0.75% (see debt structure analysis: page 2-22). As of December 31, 2019, 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 \$54,795,251. For the year 2019, the city’s annual equalized valuation (EV) is \$7.436 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 2017 to 2019 (\$7,328,570,750) is 0.748%. In 2019, the city’s net debt service expense (long-term general obligation municipal and school debt minus long-term utilities debt) as a percentage of total revenues decreased from 17.23 to 15.98%. Despite the ratio decrease last year, this indicator trended upward the last several years due to increased spending on capital projects over the last decade. In 2020, the city’s debt service amount is nearly 14.1%, or about \$565,000 higher than last year. Indeed, this year’s municipal debt service amount is approximately \$1.5 million higher than what was appropriated in 2016.

From the community fundraising efforts made in previous years, the city received \$148,000 in 2019 in donations to offset the new community center debt service in 2020. As the city continues to take in community center donation commitments, these monies will be annually applied to the reserve for debt service.

The data below sets forth the city’s existing general bond debt service schedule from 2020 to 2033. As depicted in the general bond debt service schedule table, debt service payments will increase over \$300,000 next year and then drop off over subsequent years. However, future total municipal debt service obligations will increase above stated amounts in this schedule due to principal and interest owed on short-term notes issued to fund the city’s 2019 capital budget and any subsequent capital projects. In 2020, interest alone on 2019 short-term notes is over \$95,000.

General Bond Debt Service Schedule

Budget Year	Total General Bond Debt Service	Principal	Interest	\$ Change from Prior Year
2020	\$4,566,892	\$3,365,000	\$1,201,892	\$564,788
2021	4,871,271	3,745,000	1,126,271	304,378
2022	4,876,852	3,830,000	1,046,852	5,581
2023	4,860,598	3,900,000	960,598	(16,253)
2024	4,859,795	4,005,000	854,795	(803)
2025	4,856,532	4,120,000	736,532	(3,263)
2026	4,292,708	3,675,000	617,708	(563,824)
2027	3,066,269	2,555,000	511,269	(1,226,438)
2028	3,053,565	2,640,000	413,565	(12,704)

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Budget Year	Total General Bond Debt Service	Principal	Interest	\$ Change from Prior Year
2029	\$2,382,700	\$2,060,000	\$322,700	\$(670,865)
2030	2,334,600	2,095,000	239,600	(48,100)
2031	2,295,750	2,130,000	165,750	(38,850)
2032	2,290,950	2,190,000	100,950	(4,800)
2033	2,304,050	2,270,000	34,050	13,100
TOTAL	\$ 50,912,531	\$ 42,580,000	\$ 8,332,531	

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 through existing principal debt payments during that same year. In 2020, the city's proposed capital budget plan (\$4.18 million), which excludes the utility capital budgets (\$760,000), will be approximately \$12.77 million less than total debt service obligations scheduled for payment.

The table below provides an eight 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.

EIGHT-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
2019	\$55,217,303	\$2,085,000	\$15,417,500	\$5,040,00	\$1,902,231	\$54,795,251
2018	55,549,571	2,830,000	5,039,200	4,787,240	2,497,732	55,217,303
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.

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The following tables and graph depicts scheduled annual principal and interest (P&I) payments on existing municipal and assessment debt service as well as debt level projections that factor in the 2019 approved new fire headquarters project and municipal capital project financing amounts over the next five years (2021-2025). 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 all future capital budget plans are approved, projected debt service payments will gradually increase, on average, above \$6.65 million annually after 2021 along with correlated net debt levels increasing as well.

SIX-YEAR EXISTING MUNICIPAL DEBT SERVICE PAYMENT SCHEDULE

	2020	2021	2022	2023	2024	2025
Existing Bond/Note Principal	\$ 3,365,000	\$ 3,745,000	\$ 3,830,000	\$ 4,247,237	\$ 4,433,292	\$ 4,561,319
Existing Bond/Note Interest	\$ 1,297,452	\$ 1,221,831	\$ 1,046,852	\$ 1,076,659	\$ 982,461	\$ 851,171
Existing Debt Service Totals (Principal & Interest)	\$ 4,662,452	\$ 4,966,831	\$ 4,876,852	\$ 5,323,896	\$ 5,415,753	\$ 5,412,490

NEW FIRE HEADQUARTERS PROJECT ESTIMATED DEBT SERVICE IMPACT

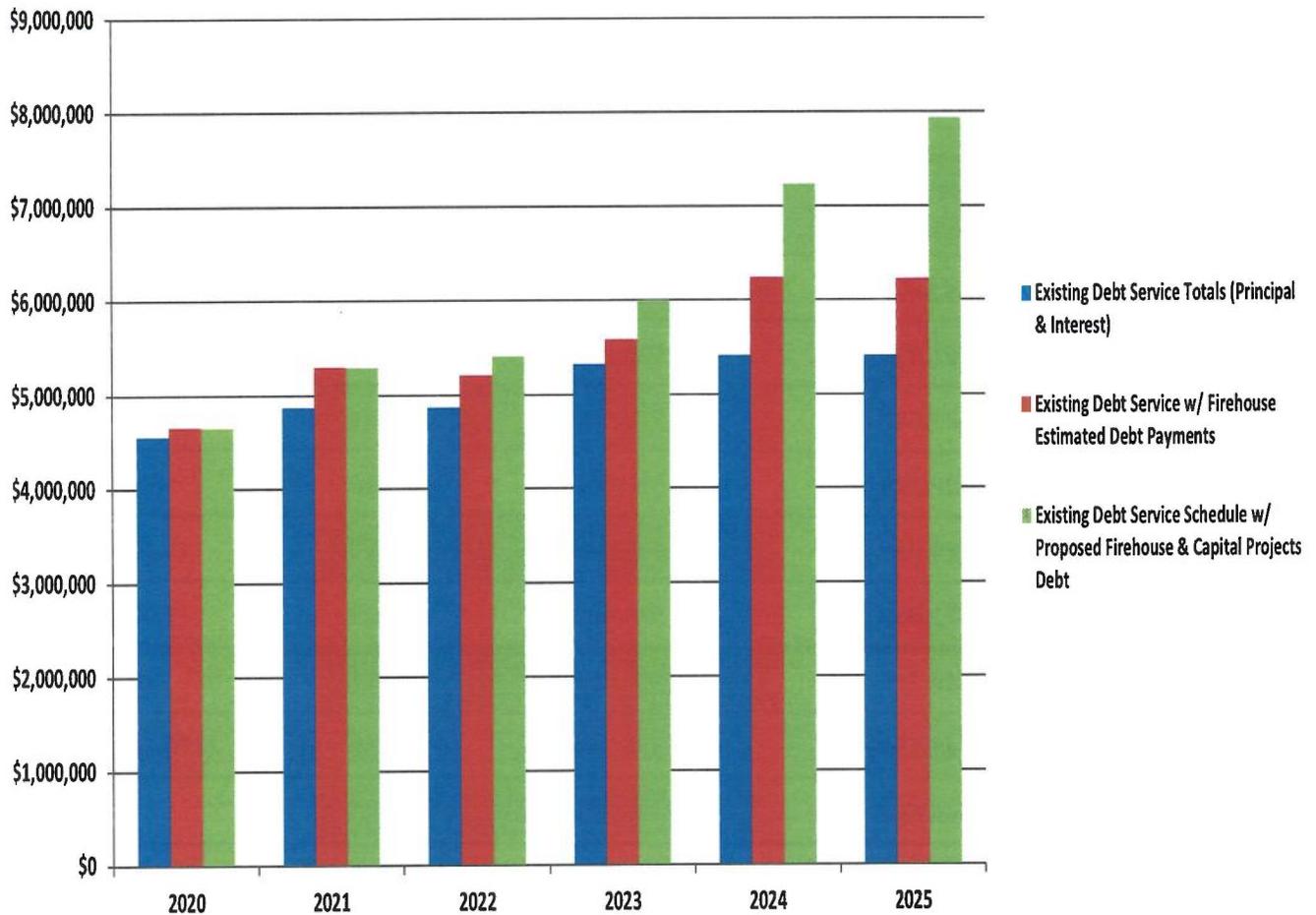
	2020	2021	2022	2023	2024	2025
Assumptions * \$11.8 million cost * 3.00% interest rate * 12 month Notes until 2023 then converted to 20 year bond payments						
Principal					\$ 305,000	\$ 305,000
Interest		\$ 336,300	\$ 336,300	\$ 264,325	\$ 522,169	\$ 509,206
ESTIMATED TOTALS		\$ 336,300	\$ 336,300	\$ 264,325	\$ 827,169	\$ 814,206
Existing Debt Service w/ Fire HQ Estimated Debt Payments	\$ 4,662,452	\$ 5,303,131	\$ 5,213,152	\$ 5,588,221	\$ 6,242,922	\$ 6,226,696

**SIX-YEAR
CAPITAL IMPROVEMENTS PLAN
ESTIMATED DEBT SERVICE IMPACT**

	2020	2021	2022	2023	2024	2025
Proposed Capital Projects Budget	\$4,189,500	\$6,640,000	\$7,038,500	\$6,943,000	\$4,218,000	\$1,698,850
Proposed Capital Projects Debt Service (Estimated 3.00% interest rate)	\$ 0	\$ 0	\$ 199,200	\$ 410,535	\$ 996,492	\$1,715,905
Existing Debt Service Schedule w/ Proposed FirE HQ & Capital Projects Debt	\$4,662,452	\$5,303,131	\$5,412,352	\$5,998,576	\$7,239,414	\$7,942,601

The following graph and table summarizes the three preceding tables. While the projected total debt service schedule is concerning, it is important to note that the city expects to offset a healthy percentage of the new firehouse estimated project cost with monies received from selling off city property located in an existing redevelopment area where the current firehouse is located. Further, the city’s existing five year capital improvements plan will need to be carefully prioritized to reduce future financing needs in order to keep debt service levels on a more manageable level to ensure annual budgetary stability.

**SIX YEAR SUMMARY OF
PROJECTED DEBT SERVICE TOTALS**



	2020	2021	2022	2023	2024	2025
Existing Debt Service Totals (Principal & Interest)	\$ 4,662,452	\$ 4,966,831	\$ 4,876,852	\$ 5,323,896	\$ 5,415,753	\$ 5,412,490
Existing Debt Service w/ Fire HQ Estimated Debt Payments	\$4,662,452	\$ 5,303,131	\$ 5,213,152	\$ 5,588,221	\$ 6,242,922	\$ 6,226,696
Existing Debt Service Schedule w/ Proposed Fire HQ & Capital Projects Debt	\$4,662,452	\$5,303,131	\$5,412,352	\$5,998,576	\$7,239,414	\$7,942,601

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The following 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
2020	\$643,779	\$510,000	\$133,779	\$100,365
2021	641,880	520,000	121,880	(1,899)
2022	620,684	510,000	110,684	(21,197)
2023	620,396	520,000	100,396	(288)
2024	619,015	530,000	89,015	(1,381)
2025	612,008	535,000	77,008	(7,006)
2026	619,715	555,000	64,715	7,707
2027	443,550	390,000	53,550	(176,165)
2028	443,600	400,000	43,600	50
2029	448,300	415,000	33,300	4,700
2030	452,600	430,000	22,600	4,300
2031	452,175	440,000	12,175	(425)
2032	125,400	120,000	5,400	(326,775)
2033	121,800	120,000	1,800	(3,600)
TOTAL	\$6,864,902	\$5,995,000	\$869,902	

Parking Services Utility Debt Service Schedule

Budget Year	Total Parking Services Utility Debt Service	Principal	Interest	\$ Change from Prior Year
2020	\$484,123	\$360,000	\$124,123	\$106,164
2021	482,060	365,000	117,060	(2,063)
2022	469,616	360,000	109,616	(12,444)
2023	466,148	365,000	101,148	(3,469)
2024	470,960	380,000	90,960	4,813
2025	469,560	390,000	79,560	(1,400)
2026	472,304	405,000	67,304	2,744
2027	474,290	420,000	54,290	1,986
2028	475,748	435,000	40,748	1,458
2029	284,700	255,000	29,700	(191,048)
2030	286,250	265,000	21,250	1,550
2031	199,175	185,000	14,175	(87,075)
2032	203,475	195,000	8,475	4,300
2033	187,775	185,000	2,775	(15,700)
TOTAL	\$5,320,020	\$4,565,000	\$861,184	

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MUNICIPAL PERSONNEL

In 2020, city organization staff total is the same, but the full-time employee sub-total is down one and the part-time employee sub-total is up one with a net total 198 permanent positions (172 full-time and 26 part-time). Of the 198 total city employees, eleven full-time and nine 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 2017-2020.

MUNICIPAL EMPLOYEES
(PERMANENT FULL-TIME & PART-TIME)
2017- 2020

Departments	2020		2019		2018		2017	
	FT	PT	FT	PT	FT	PT	FT	PT
GENERAL GOVERNMENT								
City Administration	2	2	2	1	2	1	2	1
City Clerk	2	1	2	1	2	1	3	1
Legal	0	2	0	2	0	2	0	2
Sub-Total	4	4	4	4	4	4	5	4
FINANCE								
Financial Administration	5	0	5	0	5	0	4	0
Tax Collection	1	1	1	1	1	1	1	1
Tax Assessment	2	1	2	1	2	1	2	1
Sub-Total	8	2	8	2	8	2	7	2
PUBLIC SAFETY								
Police Department	51	0	52	0	52	0	52	0
Fire Department	32.5	0	32.5	0	32.5	0	32.5	0
Sub-Total	83.5	0	84.5	0	84.5	0	84.5	0
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	3	4	3	4	0	4	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

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Departments	2020		2019		2018		2017	
	FT	PT	FT	PT	FT	PT	FT	PT
Buildings & Grounds/Shade Tree	11	3	11	3	11	3	11	3
Code Enforcement	2	1	2	1	2	1	2	1
Uniform Construction Code	6.5	5	6.5	4	6.5	4	6.5	4
Sub-Total	57.5	10	57.5	9	57.5	9	57.5	9
Community Programs								
Community Programs	5	1	6	1	6	1	6	1
Golf Course	1	0	1	0	1	0	1	0
Family Aquatic Center	0	0	0	0	0	0	0	0
Sub-Total	6	1	7	1	7	1	7	1
Board of Health	2	0	2	0	3	0	3	0
Sub-Total	2	0	2	0	3	0	3	0
Municipal Court	0	1	0	1	0	1	3	1
Sub-Total	0	1	0	1	0	1	3	1
Sewer Utility	4	1	4	0	4	0	4	0
Sub-Total	4	0	4	0	4	0	4	0
Parking Services Utility	7	8	6	8	6	9	6	9
Sub-Total	7	8	6	8	6	9	6	9

City Personnel	2020	2019	2018	2017
Full Time	172	173	174	177
Part Time	26	25	26	26
TOTAL	198	198	200	203

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 and 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 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 effective date of the statute shall contribute at the highest level (year four) appropriate to their salary range,

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or at 1.5% of pensionable salary, whichever is greater. Currently, all city employees are now at year four, and will contribute approximately \$1.12 million toward healthcare insurance premium costs, approximately the same as last year.

In total, gross medical and dental insurance appropriations are \$3.68 million. For medical and prescription insurance coverage, the 2020 premium is \$3.48 million; and, the premium for dental insurance is approximately \$200,000.

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. The table below outlines all employee cost sharing reductions from gross healthcare insurance appropriations, including employer costs shared by the sewer and parking services utilities.

Healthcare Insurance Cost Share Breakdown

Group	2020	2019	% Change from 2019
Medical & Dental Gross Premium Costs	\$ 3,687,400	\$ 4,100,127	(10.07%)
<i>City Government</i>			
• Employer Healthcare Cost Share	\$ 2,554,064	\$ 2,405,563	(6.30%)
• Employee Medical Premium Cost Share	916,535	973,720	(5.87%)
• Employee Dental Premium Cost Share	99,377	104,343	(4.76%)
<i>Employee Cost Share Sub-Total</i>	<i>\$1,015,912</i>	<i>\$1,078,063</i>	<i>(5.77%)</i>
<i>Sewer Utility</i>			
• Employer Healthcare Cost Share	\$61,012	\$72,662	(16.03%)
• Employee Medical Premium Cost Share	15,074	17,528	(14.00%)
• Employee Dental Premium Cost Share	1,737	1,897	(8.43%)
<i>Employee Cost Share Sub-Total</i>	<i>\$16,811</i>	<i>\$19,425</i>	<i>(13.46%)</i>

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Group	2020	2019	% Change from 2019
<i>Parking Services Utility</i>			
• Employer Healthcare Cost Share	\$99,426	\$87,473	13.66%
• Employee Medical Premium Cost Share	23,965	26,510	(9.60%)
• Employee Dental Premium Cost Share	4,251	4,182	1.65%
<i>Sub-Total</i>	\$28,216	\$30,692	(8.07%)
<i>Library</i>			
• Employer Healthcare Cost Share	\$148,164	\$162,994	(9.10%)
• Employee Medical Premium Cost Share	56,530	56,607	(0.14%)
• Employee Dental Premium Cost Share	7,265	7,728	(5.99%)
<i>Sub-Total</i>	\$63,795	\$64,335	(0.84%)

Summary Totals	2020	2019	% Change from 2019
• Employer Healthcare Cost Share	\$ 2,562,666	\$ 2,728,692	(6.08%)
• Employee Medical Premium Cost Share	1,012,104	1,074,365	(5.80%)
• Employee Dental Premium Cost Share	112,630	118,150	(4.67%)
Medical & Dental Gross Premium Costs	\$3,687,400	\$3,921,207	(5.96%)

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 41.40% to 42.87% from 2018-2020. The salaries and wages amount used in the following 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 a primary factor of these cost drivers - employee staffing levels. The table below covers all 198 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 their respective employee healthcare and pension-related costs within the municipal budget.

Total Benefits as a Percentage of Salaries and Wages (Permanent Full-Time & Part-Time Employees)			
	2020	2019	2018
Salaries and wages	\$ 17,562,628	\$ 17,619,072	\$ 17,585,140
Total benefits	7,529,224	7,773,501	7,279,482
% of benefits to Salaries and Wages	42.87%	44.12%	41.40%
% Annual Change	(1.25%)	2.72%	0.49%
Total employees	198	198	200
Average cost of benefits per employee	\$ 38,026	\$ 39,260	\$ 36,397

5-YEAR TREND ANALYSIS

City of Summit Five-Year Financial Trend Report

*For the Five-Year period
2015 through 2019*



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 sound financial condition of the city 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, providing 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, 17 indicators are used and organized as follows:

- Revenues
- Expenditures
- Operating position
- Debt structure

The financial indicators selected for use in Summit's FTR are graphically presented through the following pages to illustrate respective trends. 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, 2015 through December 31, 2019. 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. Further, the Consumer Price Index (CPI) is based on annual average price values obtained from the New York-Newark-Jersey City, NY-NJ-PA All Items, All Urban Consumers database of the United States Department of Labor, Bureau of Labor Statistics (BLS).

Constant dollars are nominal dollars adjusted for inflation using data from the BLS website. The conversion from actual dollars to constant dollars allows for considering the appearance of growth that may be due to inflation. The CPI base year is 2014 (260.2), which is also used for comparative purposes with year 2015.

Population data used in the per capita computations is sourced from the US Census Bureau (July 1, 2018).

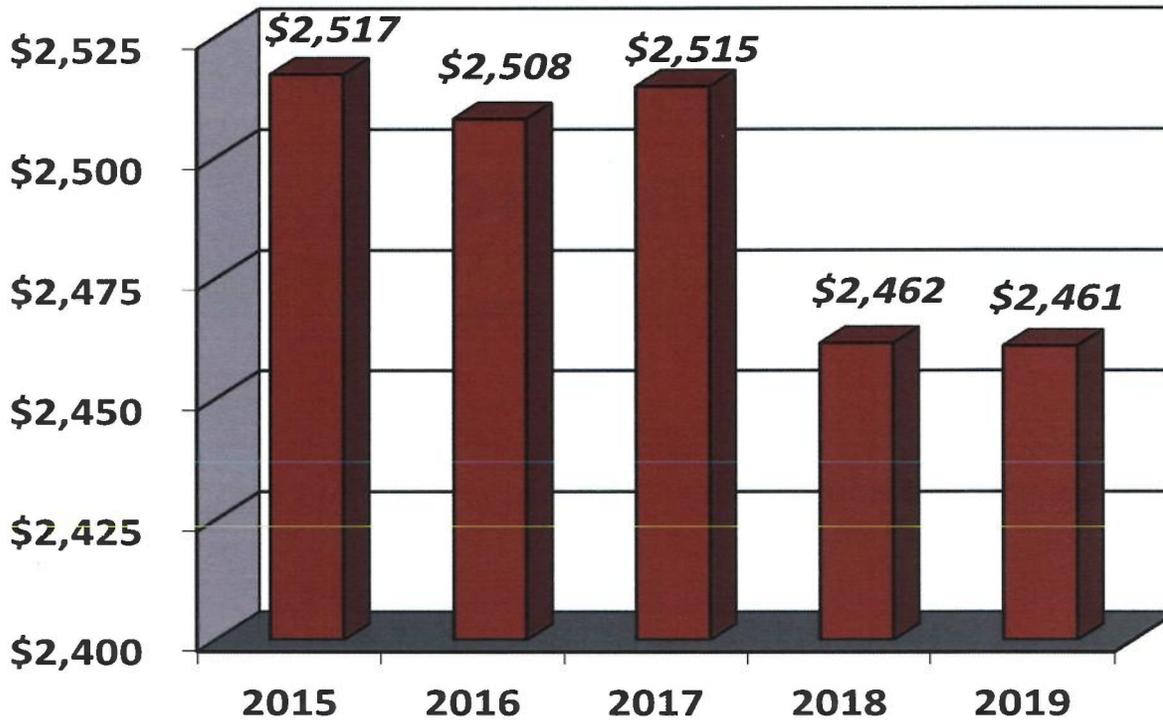
REVENUE INDICATORS

OPERATING REVENUE PER CAPITA

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

Formula:

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



YEAR END	2015	2016	2017	2018	2019
Operating Revenue (realized)*	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525
CPI Index	260.6	263.4	268.5	273.6	278.2
CPI (constant)	1.00	0.99	0.97	0.95	0.94
Net Operating Revenue (adjusted for inflation)	\$55,565,327	\$55,361,144	\$55,370,662	\$54,948,285	\$54,179,680
Population	22,074	22,074	22,019	22,323	22,016
Operating Revenue per capita	\$2,517	\$2,508	\$2,515	\$2,462	\$2,461
Dollar Change	\$16	\$(9)	\$7	\$(53)	\$(1)
Percentage Change	0.62%	(0.37%)	0.27%	(2.11%)	(0.02%)

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

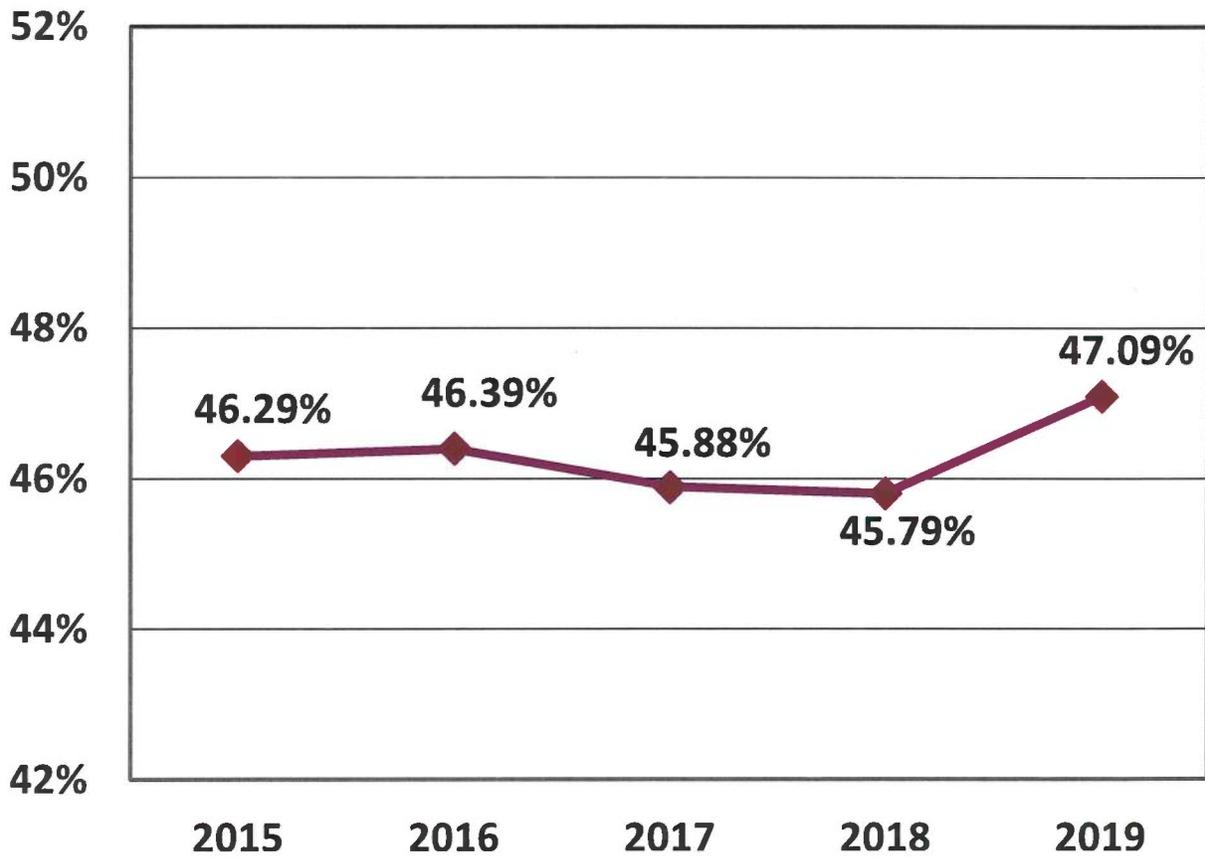
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita revenue shows changes in revenue relative to population. For a municipality to remain financially stable, revenue per capita should remain at least constant and be relative to expenditure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

Formula:

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



YEAR END	2015	2016	2017	2018	2019
Operating Revenue (realized)*	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525
Property Tax Revenue	\$25,754,936	\$25,991,438	\$26,214,106	\$26,456,806	\$27,268,892
Percentage of total	46.29%	46.39%	45.88%	45.79%	47.09%

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

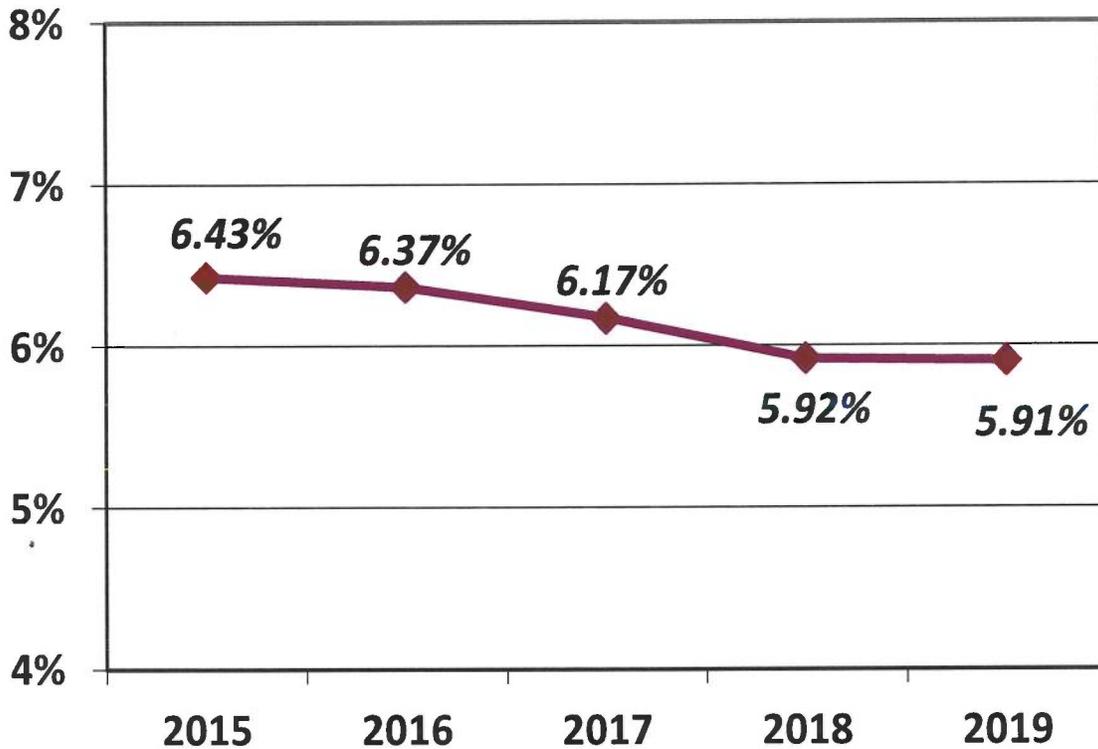
This indicator shows changes in revenue structure. Strong shifts in the percentage of any revenue source may be a warning of financial problems.

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:

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



<u>YEAR END</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Operating Revenue (realized)*	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525
State Aid Revenue	\$3,575,789	\$3,568,257	\$3,527,887	\$3,423,000	\$3,424,850
Percentage of total	6.43%	6.37%	6.17%	5.92%	5.91%

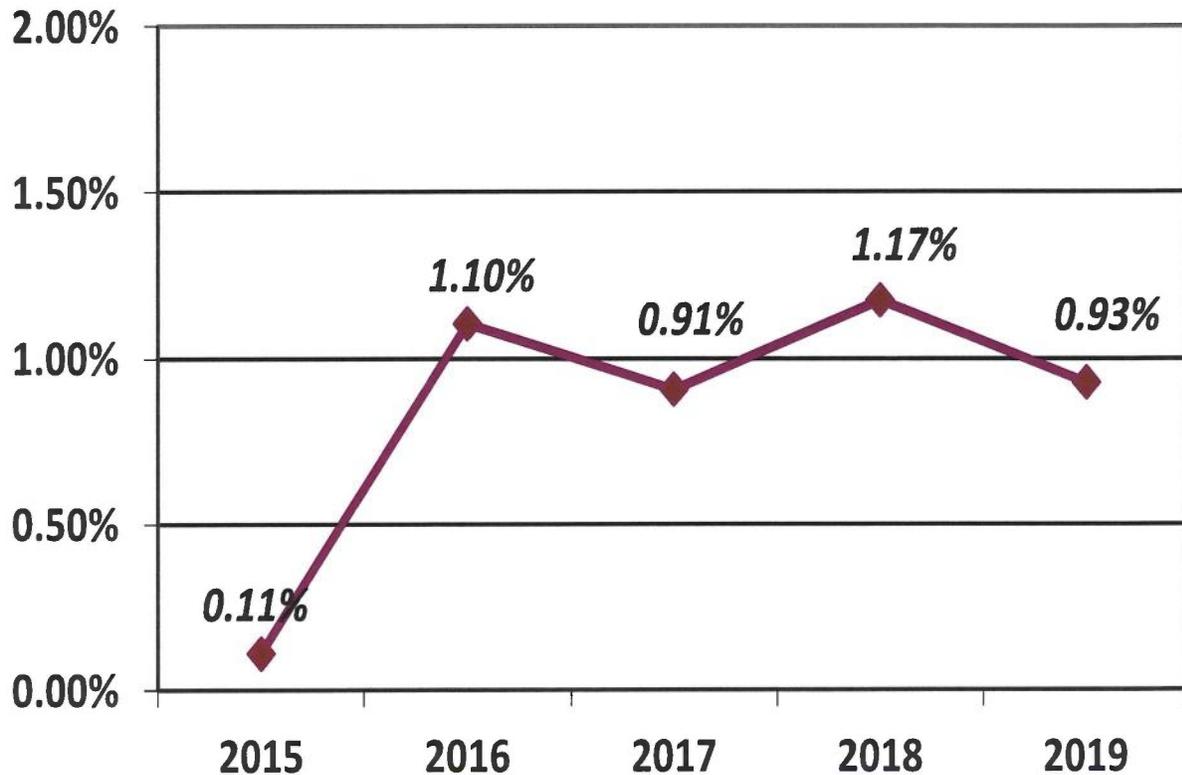
* Audited figures that include miscellaneous revenues not anticipated (MRNA).

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 remained 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	2015	2016	2017	2018	2019
Operating Revenue (realized)*	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525
Grant Revenue (realized)	\$61,922	\$618,315	\$517,545	\$678,052	\$537,629
Percentage of total	0.11%	1.10%	0.91%	1.17%	0.93%

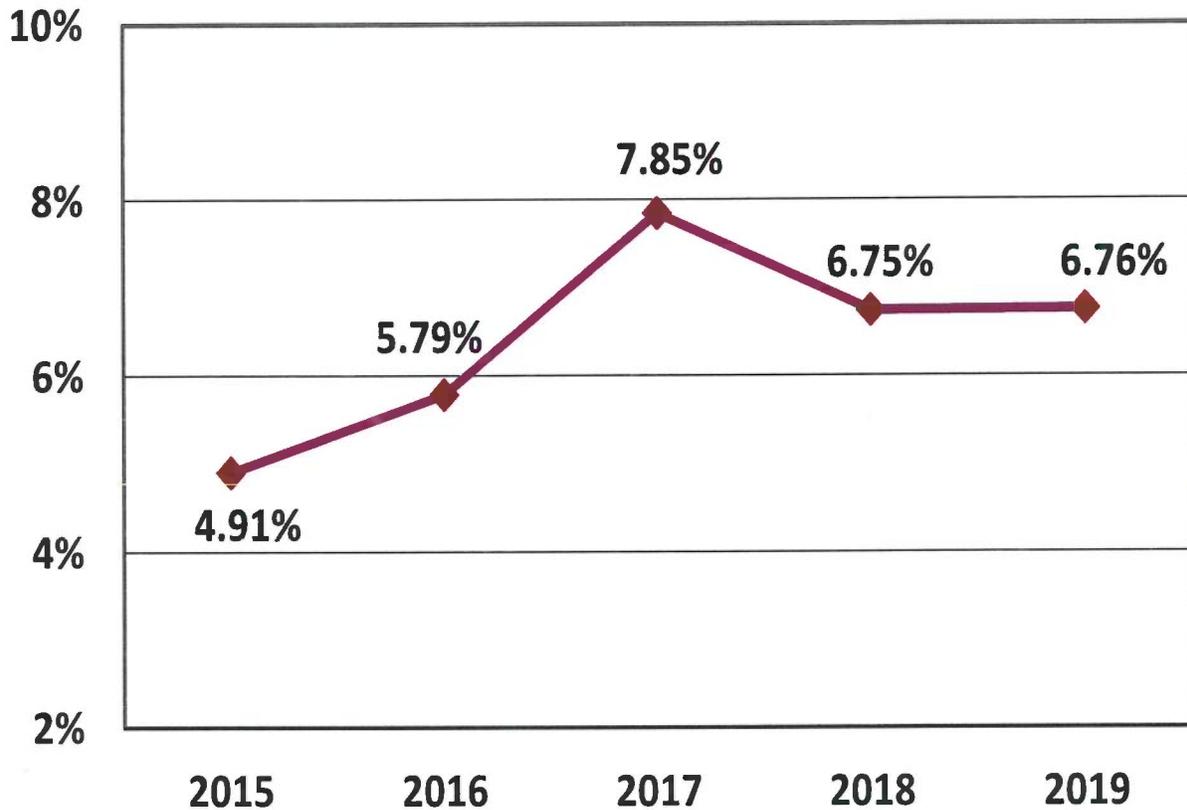
* Audited figures that include miscellaneous revenues not anticipated (MRNA).

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: NEUTRAL)

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



YEAR END	2015	2016	2017	2018	2019
Operating Revenue (realized)*	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525
Local Revenue*	\$2,729,418	\$3,243,707	\$4,486,889	\$3,897,273	\$3,912,820
Percentage of total	4.91%	5.79%	7.85%	6.75%	6.76%

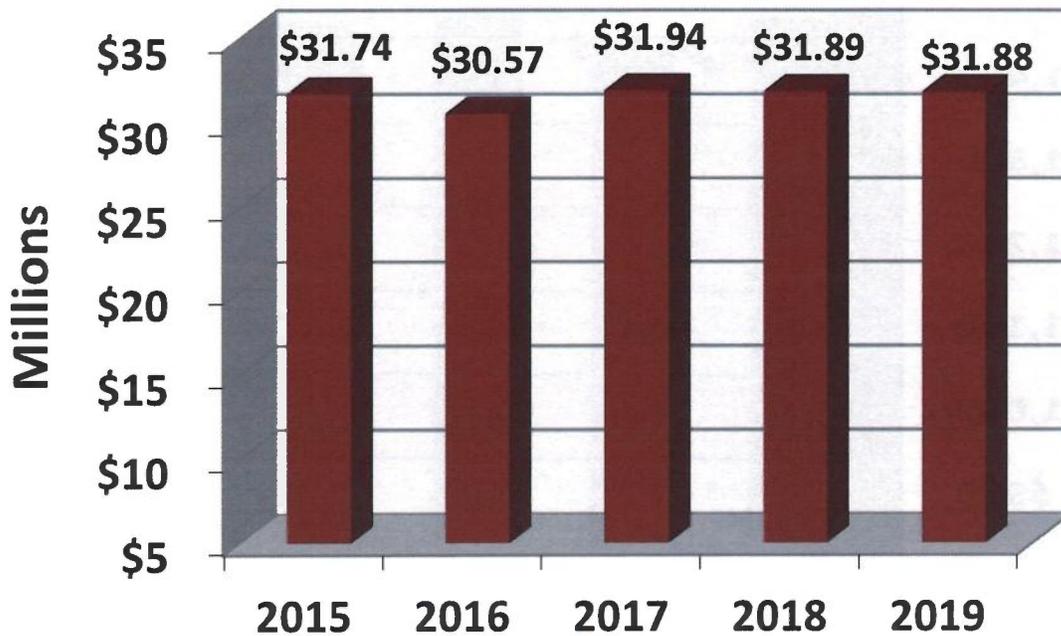
* Audited figures that include miscellaneous revenues not anticipated (MRNA).

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 provided approximately \$795,400 in additional revenue each year through 2023. This annual revenue amount was not anticipated in the municipal budget and was recognized as MRNA, which accounted for the significant increase in local revenue.

PROPERTY TAX REVENUE

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

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



YEAR END	2015	2016	2017	2018	2019
Property Tax Revenue (realized)*	\$31,784,549	\$30,940,826	\$32,957,569	\$33,531,739	\$34,072,115
CPI Index	260.6	263.4	268.5	273.6	278.2
CPI (constant)	1.00	0.99	0.97	0.95	0.94
Property Tax Revenue (adjusted for inflation)	\$31,744,537	\$30,572,518	\$31,940,072	\$31,888,366	\$31,875,392
Dollar Change	\$(126,189)	\$(1,172,020)	\$1,367,554	\$(51,706)	\$(12,974)
Percentage Change	(0.40%)	(3.69%)	4.47%	(0.16%)	(0.04%)

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

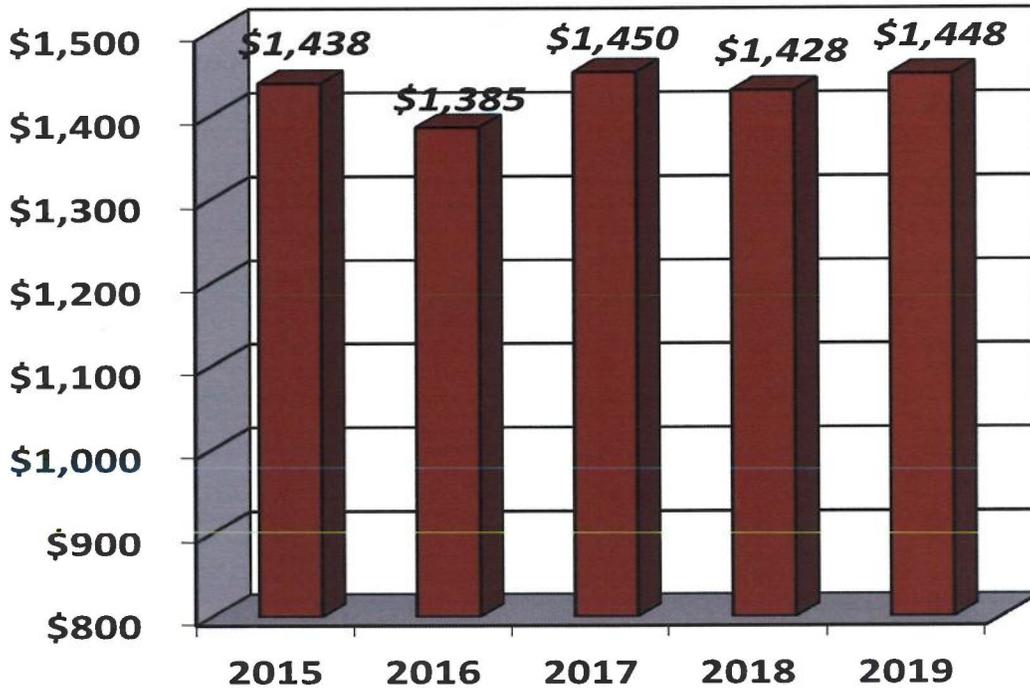
Fluctuations in property tax revenue can be caused by many factors including new development, decline or rise in property values, age of property or a general decline in the regional economy. Cities that rely heavily on property tax revenue are susceptible to serious economic disruption. For Summit’s municipal budget purposes, the property tax levy amount required to balance total revenue with total appropriation needs has remained relatively consistent since 2015.

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	2015	2016	2017	2018	2019
Property Tax Revenue (realized)*	\$31,784,549	\$30,940,826	\$32,957,569	\$33,531,739	\$34,072,115
CPI Index	260.6	263.4	268.5	273.6	278.2
CPI (constant)	1.00	0.99	0.97	0.95	0.94
Property Tax Revenue (adjusted for inflation)	\$31,740,878	\$30,568,993	\$31,936,390	\$31,884,690	\$31,871,717
Population	22,074	22,074	22,019	22,323	22,016
Property Tax Revenue per capita	\$1,438	\$1,385	\$1,450	\$1,428	\$1,448
Dollar Change	\$(47)	\$(53)	\$66	\$(22)	\$19
Percentage Change	(3.19%)	(3.69%)	4.73%	(1.52%)	1.35%

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

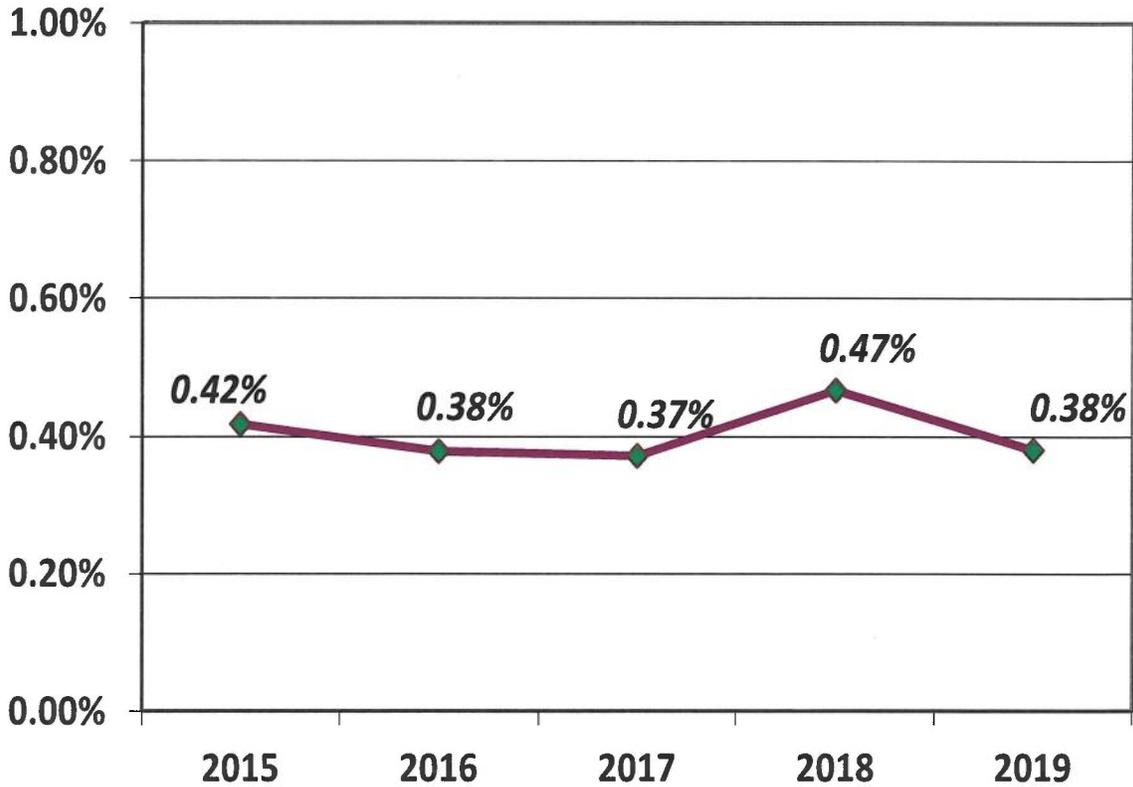
As population increases, it is expected that revenue and the need for service would increase proportionately. Per capita property tax shows changes relative to population. For the city to remain financially stable, losses in property tax should be offset by increases in other forms of revenue.

OUTSTANDING PROPERTY TAXES

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

Formula:

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



<u>YEAR END</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Total Tax Levy	\$131,966,268	\$134,782,147	\$135,935,313	\$135,889,392	\$137,679,801
Outstanding Property Taxes	\$550,917	\$510,880	\$503,945	\$634,134	\$524,185
Percentage of total	0.42%	0.38%	0.37%	0.47%	0.38%

* Includes added and/or omitted tax assessed billings made in the fourth quarter of 2019 and not due until first quarter 2020.

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 compared with the annual total tax levy.

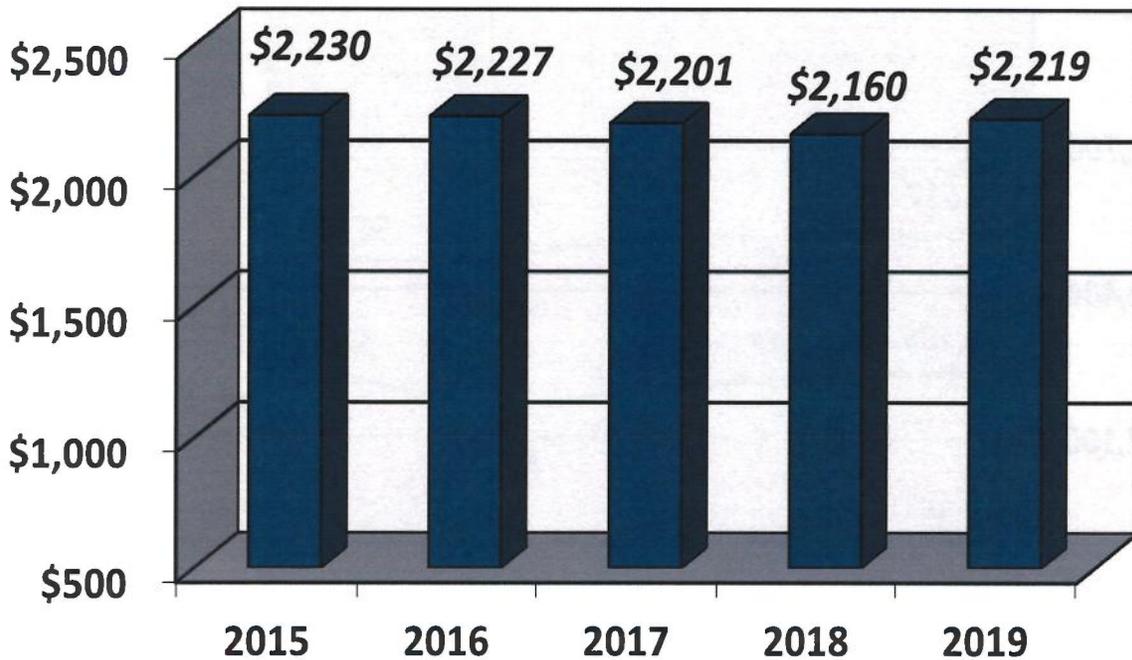
EXPENDITURE INDICATORS

EXPENDITURE PER CAPITA

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

Formula:

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

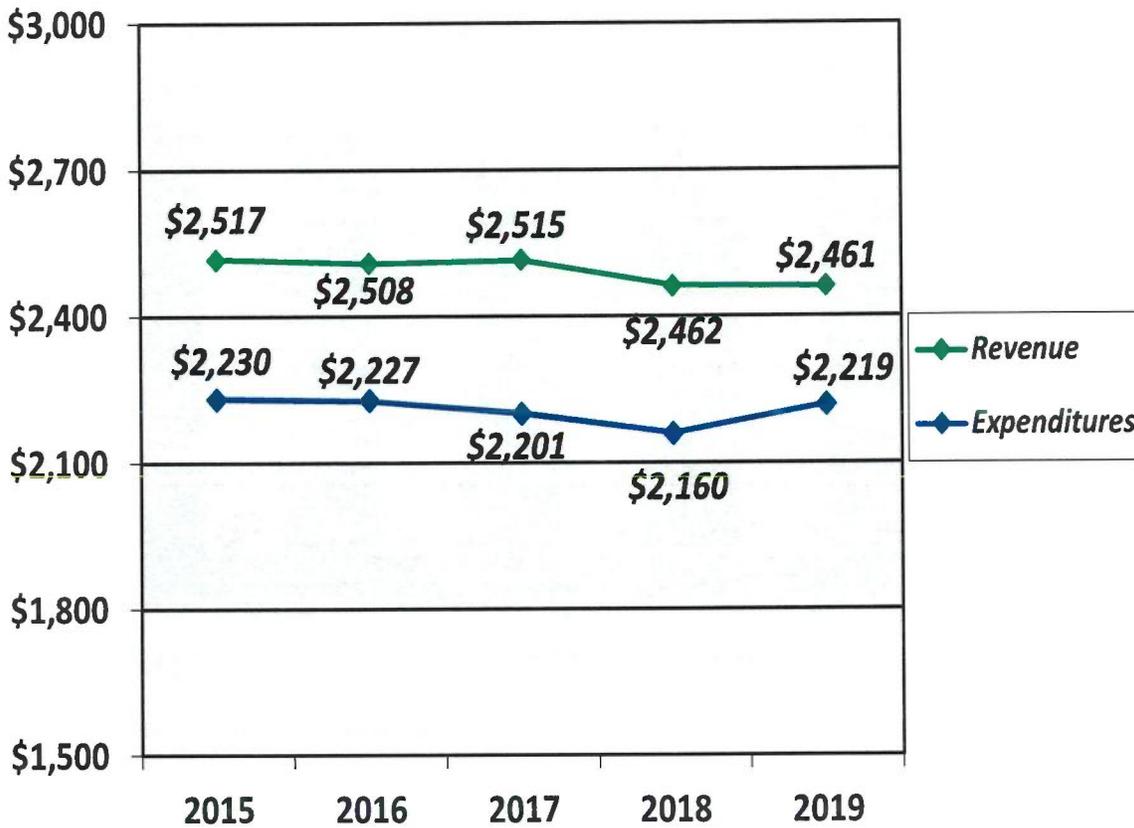


<u>YEAR END</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Total Expenditures (actual)*	\$49,292,602	\$49,740,147	\$50,006,897	\$50,713,907	\$52,216,663
CPI Index	260.6	263.4	268.5	273.6	278.2
CPI (constant)	1.00	0.99	0.97	0.95	0.94
Total Expenditures (adjusted for inflation)	\$49,230,551	\$49,148,059	\$48,463,037	\$48,228,445	\$48,850,111
Population	22,074	22,074	22,019	22,323	22,016
Expenditure per capita	\$2,230	\$2,227	\$2,201	\$2,160	\$2,219
Percent Change	(1.15%)	(0.17%)	(1.15%)	(1.84%)	2.70%

* Final budget amounts spent in respective municipal budget years differ from adopted budget amounts because of Chapter 159 grant approvals. Fluctuations in expenditures can be caused by factors such as personnel costs, debt service, contractual obligations, changes in health and/or liability insurance. Summit's expenditure per capita continues to fluctuate, which last year trended upward. Summit will 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)



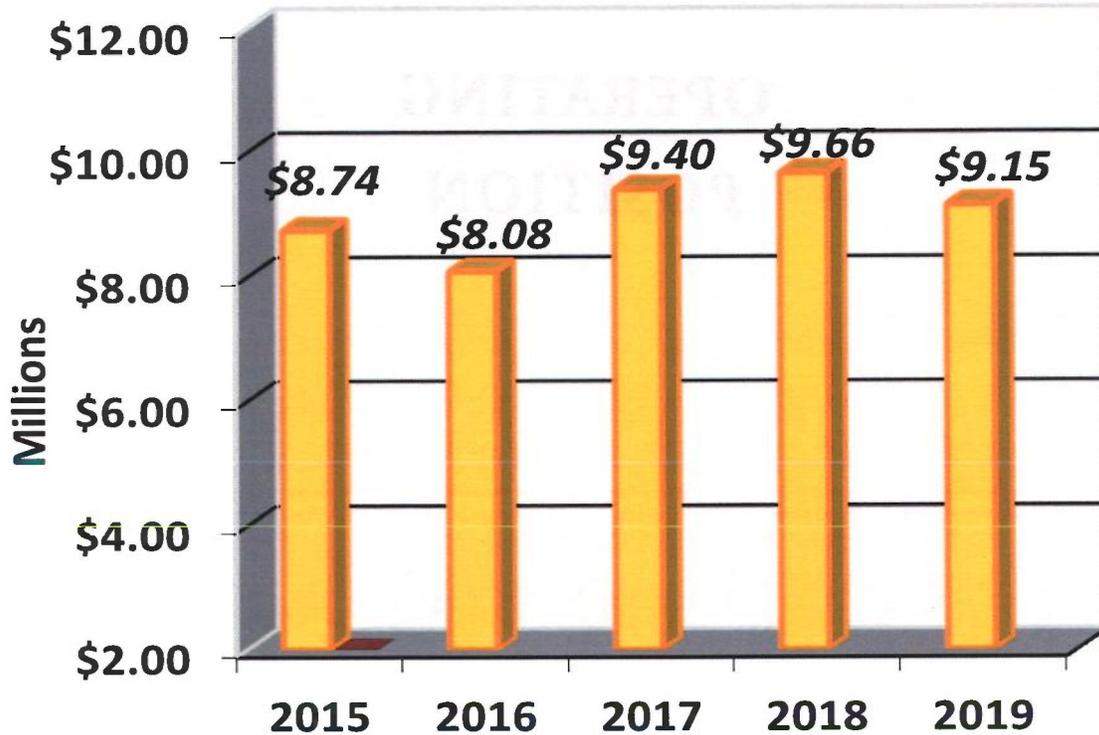
YEAR END	2015	2016	2017	2018	2019
Operating Revenue per capita	\$2,517	\$2,508	\$2,515	\$2,462	\$2,461
Expenditures per capita	\$2,230	\$2,227	\$2,201	\$2,160	\$2,219

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 counted for by inflation or the addition of new services.

OPERATING POSITION

CHANGE IN FUND BALANCE

Warning Trend: Decreasing year-end fund balance amounts. (Summit: NEGATIVE)

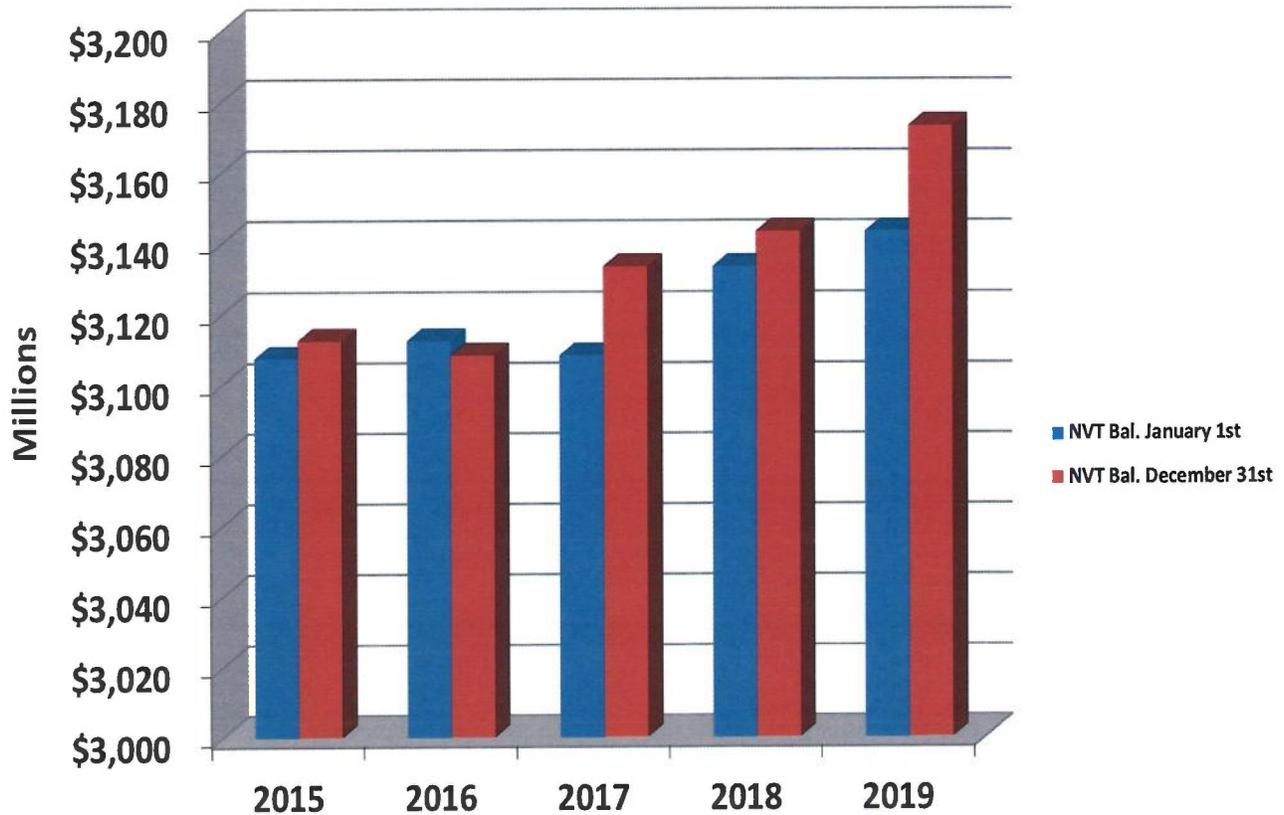


<u>YEAR END</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Fund Balance (January 1)	\$10,071,232	\$8,747,775	\$8,083,571	\$9,406,135	\$9,660,904
Fund Balance (December 31)	\$8,747,775	\$8,083,571	\$9,406,135	\$9,660,904	\$9,147,572
Change in Fund Balance	\$(1,323,457)	\$(664,204)	\$1,322,564	\$254,769	\$(513,332)
Percentage Change	(13.14%)	(7.59%)	16.36%	2.71%	(5.31%)

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) to mitigate further decline of its year end fund balance. Furthermore, 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. Last year, \$6.9 million of fund balance was anticipated as a revenue source. 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)

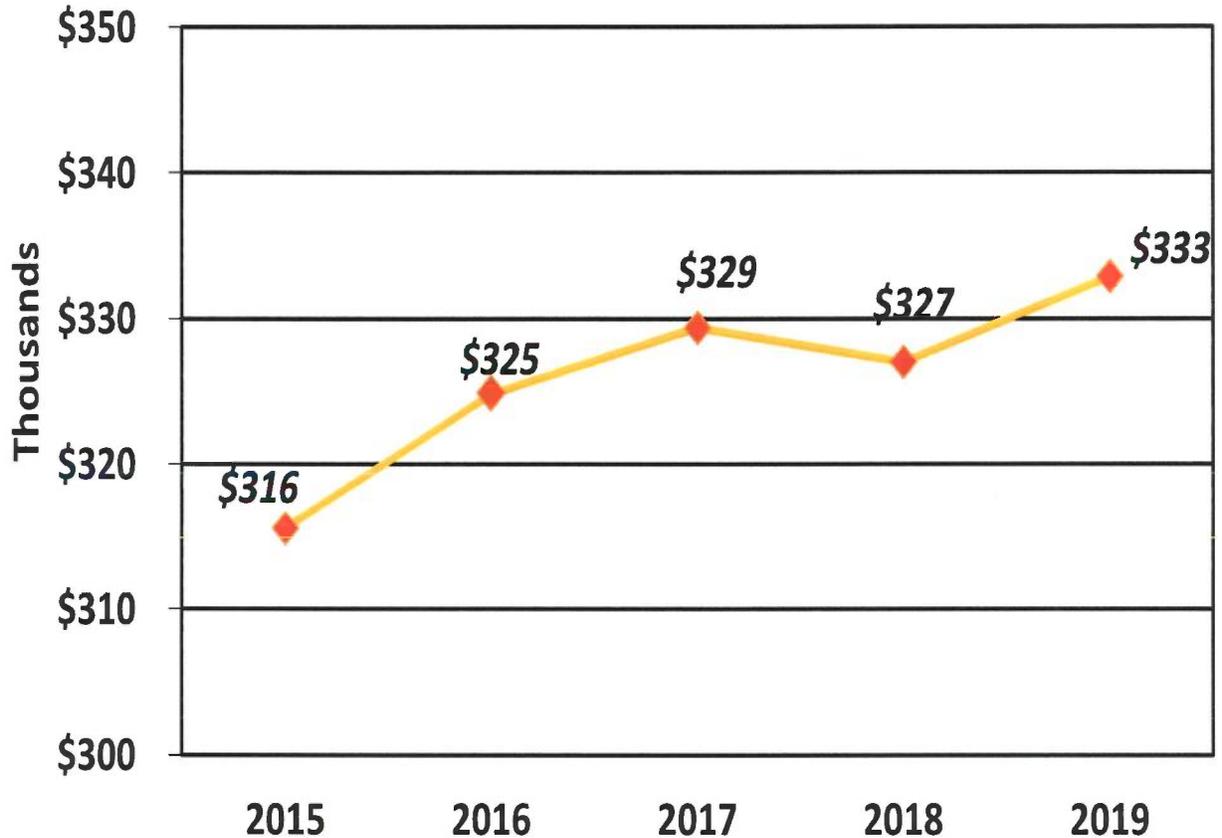


YEAR END	2015	2016	2017	2018	2019
NAV Balance (Jan. 1)	\$3,107,456,337	\$3,112,414,996	\$3,108,245,396	\$3,133,257,826	\$3,143,119,824
NAV Balance (Dec. 31)	\$3,112,414,996	\$3,108,245,396	\$3,133,257,826	\$3,143,119,824	\$3,172,957,793
Change in NAV (\$)	\$4,958,659	\$(4,169,600)	\$25,012,430	\$9,861,998	\$29,837,969
Percentage Change	0.16%	(0.13%)	0.80%	0.31%	0.95%

The residential portion of the city’s total net assessed valuation (NAV) is approximately 82.82%. Since 2015, the city’s residential tax base has increased by roughly 3.2%, or approximately \$79.7 million. Despite the sizeable industrial valuation decreases on the former Merck property (nearly \$100 million from 2013-2019), now the Bristol Myers Squibb property, the city’s total NAV has been increasing, on average, by \$21.5 million over the last three years. Overall, the five year NAV net gain is a modest \$60.5 million.

EQUALIZED VALUE PER CAPITA

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



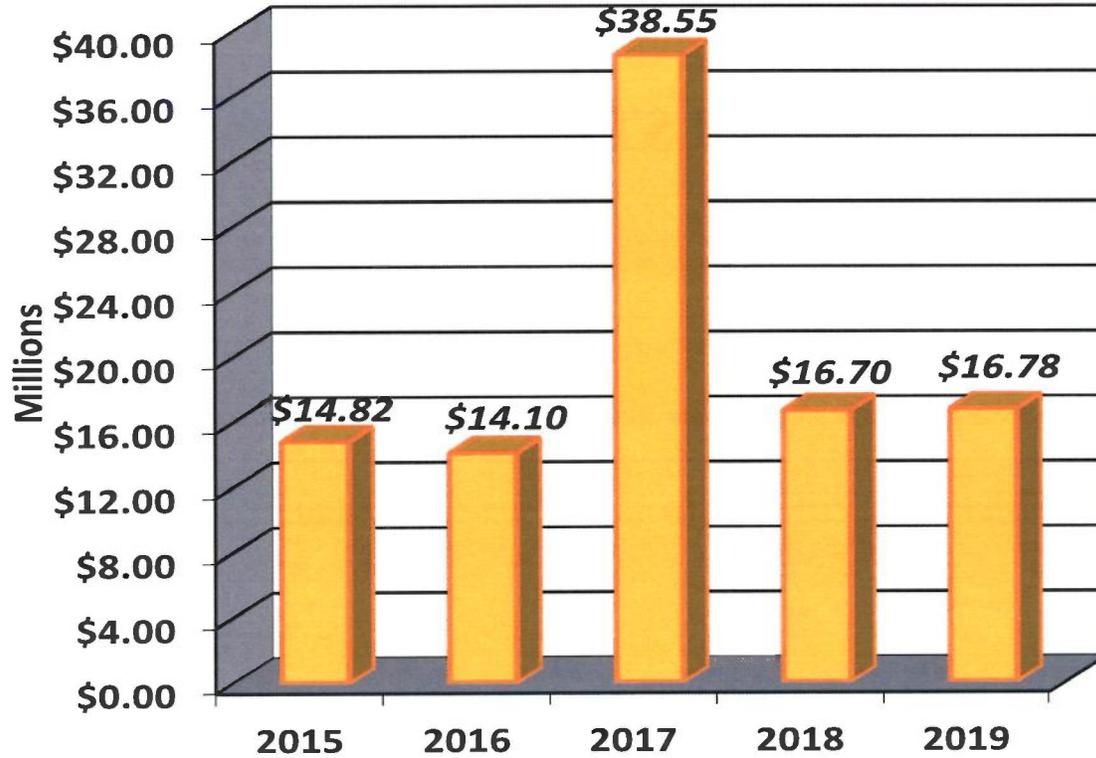
YEAR END	2015	2016	2017	2018	2019
Equalized Valuation (Three year average)	\$6,967,242,421	\$7,170,260,367	\$7,252,863,172	\$7,299,193,043	\$7,328,570,749
Population	22,074	22,074	22,019	22,323	22,016
Equalized Value Per Capita	\$315,631	\$324,828	\$329,391	\$326,981	\$332,875

Property values reflect the overall strength of a community’s real estate market. Changes in property value are important because the city depends on property tax revenue 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 42.77% in 2019.

CASH FLOW

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

Formula:
Cash Balance as of December 31



<u>YEAR END</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Cash Balance (Jan. 1)	\$14,630,891	\$14,825,707	\$14,103,860	\$38,559,849	\$16,706,944
Cash Balance (Dec. 31)	\$14,825,707	\$14,103,860	\$38,559,849*	\$16,706,944	\$16,780,007
Change in Cash Balance	\$194,816	\$(721,847)	\$24,455,989	\$(21,852,905)	\$73,063
Percentage Change	1.33%	(4.87%)	173.40%	(56.67%)	0.44%

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, resulting in over \$24 million in additional cash inflow at the end of 2017. Therefore, cash flow results in December 2018 (\$16.70 million) were above average and positive compared with years 2015 and 2016.

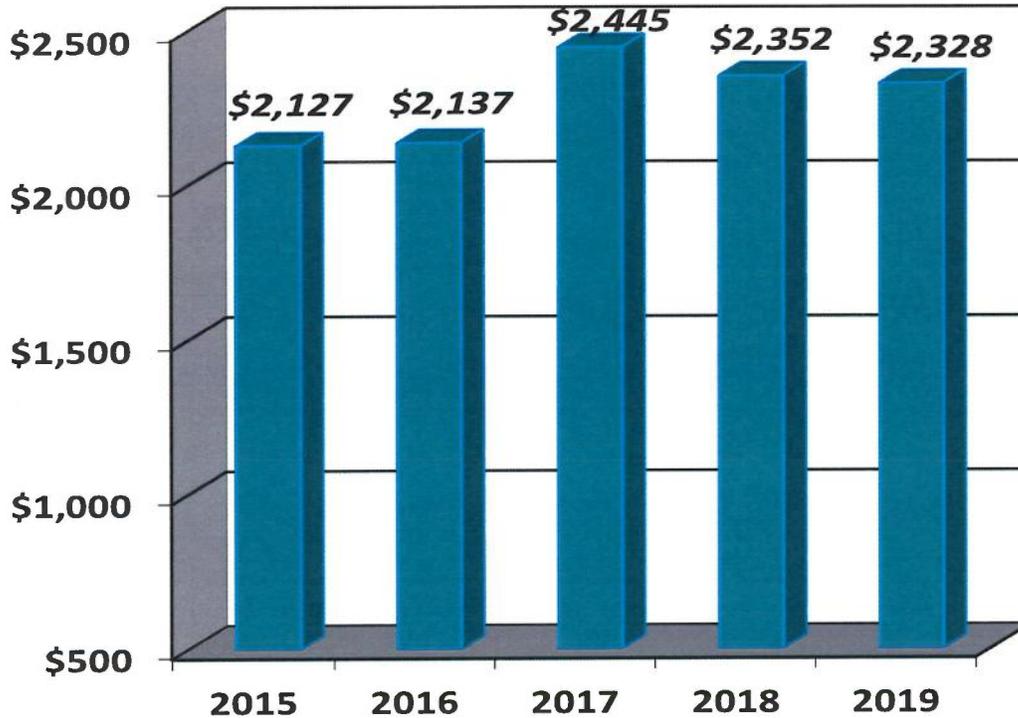
DEBT STRUCTURE

NET DEBT PER CAPITA

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

Formula:

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



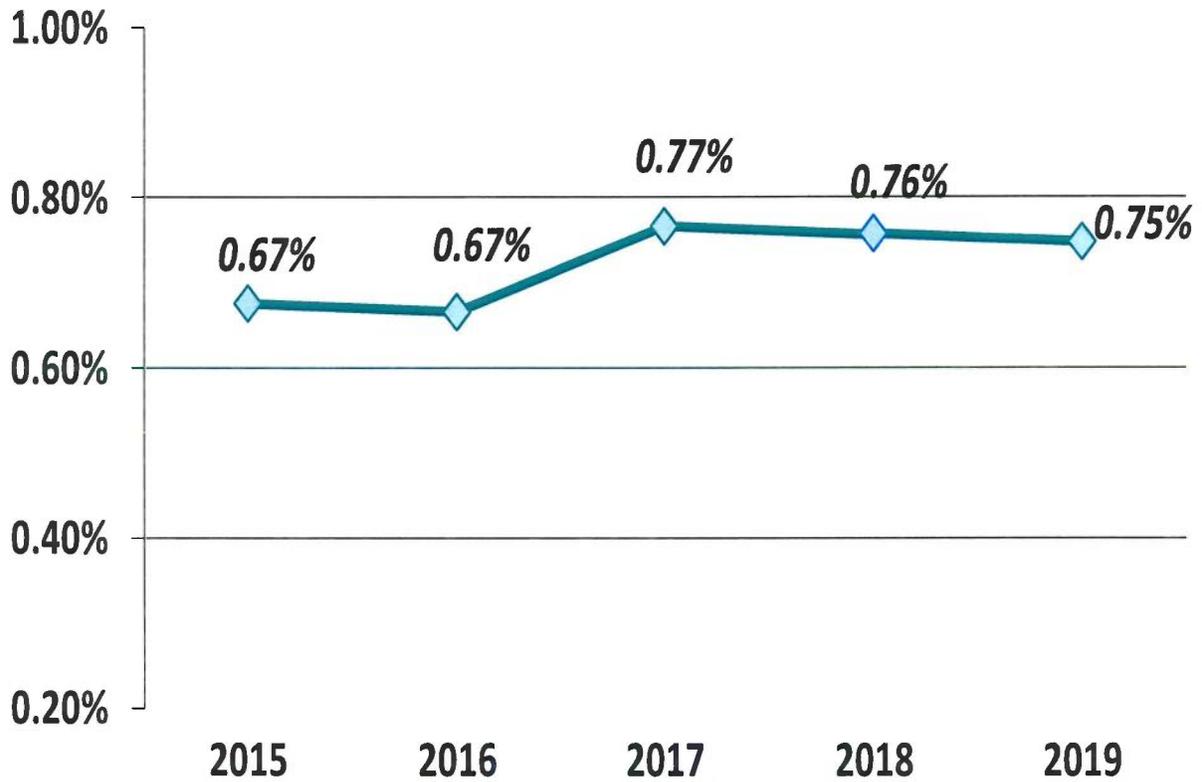
YEAR END	2015	2016	2017	2018	2019
Total Net Debt	\$47,018,282	\$47,733,211	\$55,549,571	\$55,217,303	\$54,795,251
CPI Index	260.6	263.4	268.5	273.6	278.2
CPI (constant)	1.00	0.99	0.97	0.95	0.94
Net Debt (adjusted for inflation)	\$46,959,094	\$47,165,012	\$53,834,593	\$52,511,132	\$51,262,450
Population	22,074	22,074	22,019	22,323	22,016
Net Debt per capita	\$2,127	\$2,137	\$2,445	\$2,352	\$2,328
Dollar Change	\$199	\$10	\$308	\$(93)	\$(24)
Percent Change	10.32%	0.49%	14.43%	(3.79%)	(1.02%)

Summit has a ‘AAA’ bond rating from 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 impact its credit rating.

NET DEBT AS A PERCENTAGE OF EQUALIZED VALUATION

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

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

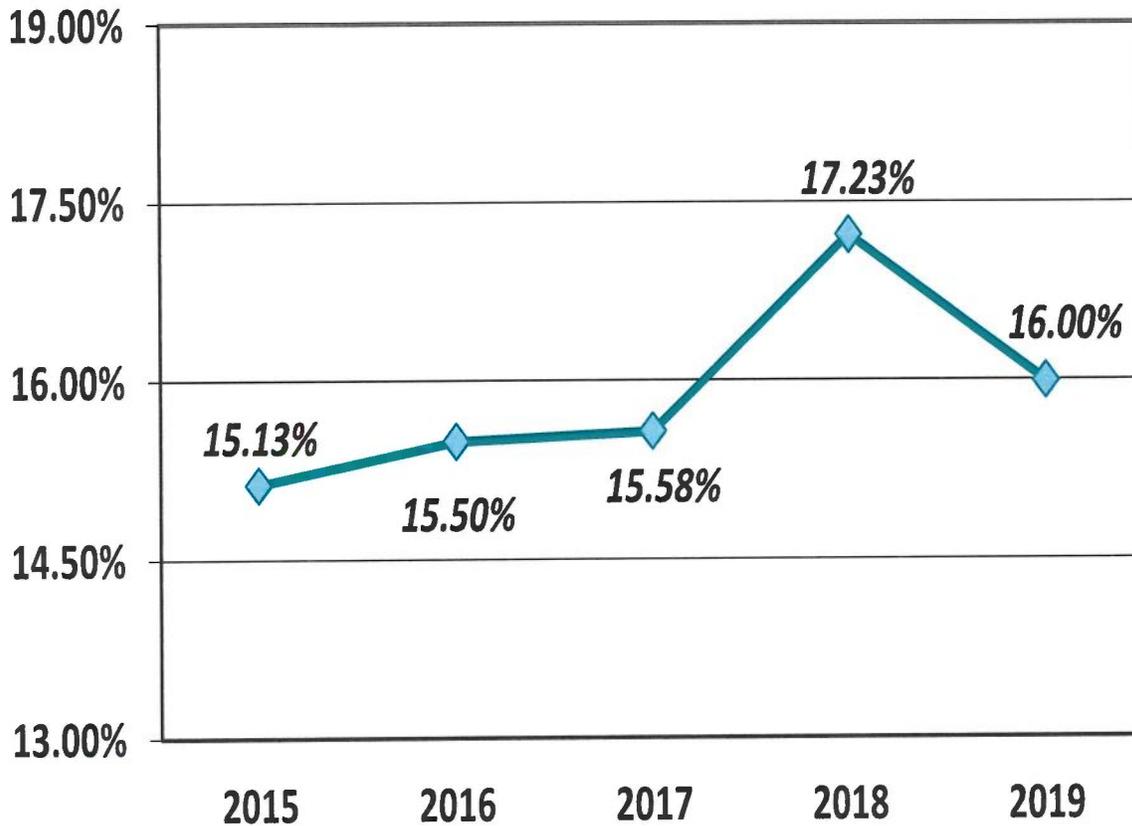


YEAR END	2015	2016	2017	2018	2019
Equalized Valuation (Three-year average)	\$6,967,242,421	\$7,170,260,367	\$7,252,863,172	\$7,299,193,043	\$7,328,570,749
Net Debt per Annual Debt Statement	\$47,018,282	\$47,733,211	\$55,549,571	\$55,217,303	\$54,795,251
Percentage Change	0.67%	0.67%	0.77%	0.76%	0.75%

DEBT SERVICE EXPENSE AS A PERCENTAGE OF TOTAL OPERATING REVENUE

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

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



YEAR END	2015	2016	2017	2018	2019
Operating Revenue (realized)*	\$55,635,363	\$56,028,082	\$57,134,574	\$57,780,055	\$57,913,525
Debt Service Expense**	\$8,417,836	\$8,682,701	\$8,901,466	\$9,953,511	\$9,267,127
TREND	15.13%	15.50%	15.58%	17.23%	16.00%

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

**Increasing debt service decreases expenditure flexibility by adding to the city's fixed cost obligations (including interest on BANs). For Summit, annual debt service expense equals the combined municipal and school total payments. When debt service reaches 20% of operating revenue, credit rating agencies will likely raise it as a concern.

BUDGET SNAPSHOT

BUDGET SNAPSHOT

<u>REVENUES</u>	<u>Anticipated 2020</u>	<u>Anticipated 2019</u>	<u>Realized as of 12/31/2019</u>	<u>% Change 2019</u>
General Revenues				
Fund Balance (Surplus)	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	0.0%
Local Revenues	3,577,880	3,673,344	3,915,517	-2.6%
State Aid	3,424,850	3,423,000	3,433,132	0.1%
Interlocal Agreements	0	0	0	0.0%
Grants	148,806	144,315	508,109	3.1%
Enterprise Funds/ Contributions	2,993,284	3,142,025	3,208,098	-4.7%
Prior Year Tax Receipts	520,000	630,000	630,000	-17.5%
<i>General Revenues Sub-Total</i>	<u>\$ 17,564,820</u>	<u>\$ 17,912,684</u>	<u>\$ 18,594,856</u>	<u>-1.9%</u>
Tax Levy Revenues				
Municipal Tax Levy	\$ 27,268,892	\$ 26,792,506	\$ 26,792,506	1.8%
Local School District Debt Obligation to City	4,743,153	4,838,824	4,838,824	-2.0%
Library Tax Levy	2,479,745	2,440,785	2,440,785	1.6%
<i>Tax Levy Sub-Total</i>	<u>\$ 34,491,790</u>	<u>\$ 34,072,115</u>	<u>\$ 34,072,115</u>	<u>1.2%</u>
Total Revenues	<u>\$ 52,056,610</u>	<u>\$ 51,984,799</u>	<u>\$ 52,666,971</u>	<u>0.1%</u>
<u>APPROPRIATIONS</u>	<u>Proposed 2020</u>	<u>Appropriated 2019</u>	<u>Expended as of 12/31/2019</u>	<u>% Change 2019</u>
Municipal Operations				
General Government	\$ 1,634,790	\$ 1,536,286	\$ 1,415,412	6.4%
Finance	1,253,550	1,247,615	1,197,490	0.5%
Public Safety	11,533,758	11,323,101	11,152,431	1.9%
Community Services	7,349,524	7,200,546	6,558,375	2.1%
Community Programs	1,051,447	1,191,610	1,069,240	-11.8%
Board of Health	451,910	443,045	435,105	2.0%
Municipal Court	406,128	399,300	353,681	1.7%
Utilities	1,143,000	1,121,000	1,078,142	2.0%
Insurance	3,555,090	3,739,774	3,739,774	-4.9%
Statutory Expenditures	4,282,780	4,270,720	4,184,911	0.3%
<i>Municipal Operations Sub-Total</i>	<u>\$ 32,661,977</u>	<u>\$ 32,472,997</u>	<u>\$ 31,184,562</u>	<u>0.6%</u>
Other Appropriations				
Maintenance of Free Public Library	\$ 2,479,745	\$ 2,440,785	\$ 2,330,368	1.6%
Grants	148,806	144,315	508,109	3.1%
Interlocal Agreements	1,213,758	1,232,049	1,232,049	-1.5%
Capital Improvements	109,475	735,275	735,275	-85.1%
Municipal Debt Service	4,662,452	4,002,104	4,002,104	16.5%
School Debt Service	5,145,003	5,265,023	5,265,023	-2.3%
Deferred Charges & Reserves	335,000	405,000	281,680	-17.3%
<i>Other Appropriations Sub-Total</i>	<u>\$ 14,094,239</u>	<u>\$ 14,224,551</u>	<u>\$ 14,354,608</u>	<u>-0.9%</u>
Reserve for Uncollected Taxes	\$ 5,300,393	\$ 5,287,251	\$ 5,287,251	0.2%
Total Appropriations	<u>\$ 52,056,610</u>	<u>\$ 51,984,799</u>	<u>\$ 50,826,420</u>	<u>0.1%</u>

BUDGET OVERVIEW

BUDGET OVERVIEW

GENERAL REVENUES

Fund Balance

Fund Balance (Surplus)

	Anticipated 2020	Anticipated 2019	Realized as of 12/31/2019
\$	6,900,000	\$ 6,900,000	\$ 6,900,000

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

\$	39,250	\$ 40,000	\$ 39,978
	90,250	100,000	93,278
	491,000	495,000	491,878
	190,000	180,000	207,700
	324,000	330,000	514,124
	3,833	46,000	42,167
	110,283	102,000	117,511
	22,000	22,000	24,050
	12,000	12,000	12,000
	175,000	175,000	180,220
	30,000	26,000	37,227
	155,000	152,000	161,268
	500,000	487,000	521,449
	209,616	214,177	214,177
	112,748	115,767	115,768
	20,000	55,000	48,386
	103,000	85,000	103,320
	120,000	155,000	120,991
	795,400	795,400	795,400
	74,500	86,000	74,625
\$	3,577,880	\$ 3,673,344	\$ 3,915,517

State Aid

School Debt Service Aid
 Energy Receipts Tax
TOTAL STATE AID

\$	401,850	\$ 400,000	\$ 409,875
	3,023,000	3,023,000	3,023,257
\$	3,424,850	\$ 3,423,000	\$ 3,433,132

Interlocal Agreements

TOTAL INTERLOCAL AGREEMENTS

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

NJ Recycling Tonnage Grant (2019)
 NJ Recycling Tonnage Grant (2020)
 NJ Body Armor Replacement Fund
 NJ Alcohol Ed Rehab Enforcement Grant
 NJ Forest Service Green Communities
 NJ DEP Clean Communities
 Investors Foundation for Community Center
 Junior League Community Grant
 Union County Clean Communities
 FM Global Fire Prevention Grant
 Greening Union County
 Union County Level the Playing Field
 Union County Kids Recreation Grant
 Union County Infrastructure & Municipal Aid
 State of New Jersey EMAA
 Union County Recycling Enhancement Grant
 NJ DOT Municipal Aid - Pine Grove Ave Sec 1
 NJ DOT Transit Village - Village Green Pedestrian Safety
 NJ ROID Grant
 Sustainable Jersey Small Grants
 DDEF
 SAPF - DCP Diversity/Inclusion Events
TOTAL GRANTS REVENUES

\$	0	\$ 29,539	\$ 0
	33,651	0	0
	4,445	4,776	4,777
	0	0	0
	3,000	0	0
	0	0	44,088
	0	0	30,000
	0	0	5,000
	0	0	0
	2,710	0	0
	0	0	0
	0	0	0
	0	0	0
	95,000	100,000	100,000
	0	10,000	10,000
	0	0	0
	0	0	122,910
	0	0	187,391
	0	0	0
	0	0	2,000
	0	0	1,943
	10,000	0	0
\$	148,806	\$ 144,315	\$ 508,109

	Anticipated 2020	Anticipated 2019	Realized as of 12/31/2019
Enterprise Funds/ Contributions			
Summit Housing P.I.L.O.T.	\$ 42,000	\$ 50,000	42,938
Parking Utility Share of Debt Service	0	0	0
Parking Utility Share of Various Services	250,000	250,000	250,000
Parking Utility Share of Pension Costs	60,000	60,000	60,000
Parking Utility Contribution	550,000	800,000	800,000
Sewer Utility Share of Pension Costs	38,000	38,000	38,000
Sewer Utility Share of Various Services	120,000	120,000	195,000
Sewer Utility Contribution	490,000	490,000	490,000
U.C.C. Share of Pension & Health/Dental Costs	70,000	70,000	70,000
General Capital Surplus	250,000	328,000	328,000
SDI Share of Debt Service	0	0	0
Uniform Safety Act	55,000	50,000	60,160
Reserve for Municipal Debt Service	148,000	210,000	210,000
Reserve for School Debt Service	91,784	26,199	26,199
Reserve for Regional Environmental Health (Current Fund)	0	18,123	0
Reserve for Snow Removal	25,000	0	0
Reserve Insurance Settlement (General Capital)	0	836	836
Rebate Liability (General Capital)	0	3,133	3,133
Prepaid Assessment Morris/Kent (General Capital)	0	5,000	5,000
Bond Sale Costs (General Capital)	0	604	604
Reserve to Pay General Capital Debt (Community Center)	148,000	81,130	81,130
Reserve for Public Defender Trust	5,500	0	0
Reserve Refunding Bond Costs	0	0	0
Reserve for Sale Of Municipal Assets	650,000	541,000	547,098
TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS	\$ 2,993,284	\$ 3,142,025	\$ 3,208,098
PRIOR YEAR TAX RECEIPTS	\$ 520,000	\$ 630,000	\$ 630,000
General Revenues Subtotal	\$ 17,564,820	\$ 17,912,684	\$ 18,594,856
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	<i>\$ 27,268,892</i>	<i>\$ 26,792,506</i>	<i>\$ 26,792,506</i>
<i>Local School District Obligation to City (School District Levy)</i>	<i>4,743,153</i>	<i>4,838,824</i>	<i>4,838,824</i>
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	<i>2,479,745</i>	<i>2,440,785</i>	<i>2,440,785</i>
TAX LEVY TOTAL	\$ 34,491,790	\$ 34,072,115	\$ 34,072,115
TOTAL GENERAL REVENUES	\$ 52,056,610	\$ 51,984,799	\$ 52,666,971

**GENERAL APPROPRIATIONS
OPERATIONS WITHIN "CAPS"**

General Government

Administrative & Executive

Salaries & Wages	\$ 393,474	\$ 364,150	\$ 387,050	\$ 386,791	\$ 259
Other Expenses	85,250	80,250	79,750	58,319	21,431
Subtotal	\$ 478,724	\$ 444,400	\$ 466,800	\$ 445,110	\$ 21,690

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	\$ 47,600	\$ 45,600	\$ 45,600	\$ 41,414	\$ 4,186
Subtotal	\$ 47,600	\$ 45,600	\$ 45,600	\$ 41,414	\$ 4,186

Physical Examinations - Municipal Employees

Other Expenses	\$ 24,500	\$ 10,000	\$ 17,500	\$ 10,543	\$ 6,957
Subtotal	\$ 24,500	\$ 10,000	\$ 17,500	\$ 10,543	\$ 6,957

Technology - Other Expenses

Other Expenses	\$ 239,000	\$ 247,000	\$ 247,000	\$ 210,112	\$ 36,888
Subtotal	\$ 239,000	\$ 247,000	\$ 247,000	\$ 210,112	\$ 36,888

HomeTowne TV Service Agreement

Other Expenses	\$ 80,591	\$ 82,486	\$ 82,486	\$ 82,486	\$ 0
Subtotal	\$ 80,591	\$ 82,486	\$ 82,486	\$ 82,486	\$ 0

Employee Appreciation Events

Other Expenses	\$ 3,000	\$ 5,000	\$ 3,000	\$ 2,639	\$ 361
Subtotal	\$ 3,000	\$ 5,000	\$ 3,000	\$ 2,639	\$ 361

Clerk's Office

Salaries & Wages	\$ 288,525	\$ 247,650	\$ 224,400	\$ 247,650	\$ (23,250)
Other Expenses	165,350	174,150	136,050	97,683	38,367
Codification of Ordinances	12,000	10,000	10,000	5,289	4,711
Subtotal	\$ 465,875	\$ 431,800	\$ 370,450	\$ 350,621	\$ 19,829

Legal Services

Municipal Prosecutor - Salaries & Wages	\$ 35,900	\$ 35,900	\$ 40,480	\$ 35,864	\$ 4,616
Other Expenses - Legal Professional Contracts	240,000	220,000	220,000	210,852	9,148
Public Defender	14,000	8,500	8,500	8,496	4
Subtotal	\$ 289,900	\$ 264,400	\$ 268,980	\$ 255,212	\$ 13,768

GENERAL GOVERNMENT TOTAL

	Proposed 2020	Adopted Budget 2019	Final w/ Transfers 2019 as of 12/31/2019	Paid or Charged as of 12/31/2019	Appropriation Reserves
Administrative & Executive					
Salaries & Wages	\$ 393,474	\$ 364,150	\$ 387,050	\$ 386,791	\$ 259
Other Expenses	85,250	80,250	79,750	58,319	21,431
Subtotal	\$ 478,724	\$ 444,400	\$ 466,800	\$ 445,110	\$ 21,690
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	\$ 47,600	\$ 45,600	\$ 45,600	\$ 41,414	\$ 4,186
Subtotal	\$ 47,600	\$ 45,600	\$ 45,600	\$ 41,414	\$ 4,186
Physical Examinations - Municipal Employees					
Other Expenses	\$ 24,500	\$ 10,000	\$ 17,500	\$ 10,543	\$ 6,957
Subtotal	\$ 24,500	\$ 10,000	\$ 17,500	\$ 10,543	\$ 6,957
Technology - Other Expenses					
Other Expenses	\$ 239,000	\$ 247,000	\$ 247,000	\$ 210,112	\$ 36,888
Subtotal	\$ 239,000	\$ 247,000	\$ 247,000	\$ 210,112	\$ 36,888
HomeTowne TV Service Agreement					
Other Expenses	\$ 80,591	\$ 82,486	\$ 82,486	\$ 82,486	\$ 0
Subtotal	\$ 80,591	\$ 82,486	\$ 82,486	\$ 82,486	\$ 0
Employee Appreciation Events					
Other Expenses	\$ 3,000	\$ 5,000	\$ 3,000	\$ 2,639	\$ 361
Subtotal	\$ 3,000	\$ 5,000	\$ 3,000	\$ 2,639	\$ 361
Clerk's Office					
Salaries & Wages	\$ 288,525	\$ 247,650	\$ 224,400	\$ 247,650	\$ (23,250)
Other Expenses	165,350	174,150	136,050	97,683	38,367
Codification of Ordinances	12,000	10,000	10,000	5,289	4,711
Subtotal	\$ 465,875	\$ 431,800	\$ 370,450	\$ 350,621	\$ 19,829
Legal Services					
Municipal Prosecutor - Salaries & Wages	\$ 35,900	\$ 35,900	\$ 40,480	\$ 35,864	\$ 4,616
Other Expenses - Legal Professional Contracts	240,000	220,000	220,000	210,852	9,148
Public Defender	14,000	8,500	8,500	8,496	4
Subtotal	\$ 289,900	\$ 264,400	\$ 268,980	\$ 255,212	\$ 13,768
GENERAL GOVERNMENT TOTAL	\$ 1,634,790	\$ 1,536,286	\$ 1,507,416	\$ 1,403,737	\$ 103,679

BUDGET OVERVIEW

GENERAL APPROPRIATIONS 2 OF 7

	Proposed 2020	Adopted Budget 2019	Final w/ Transfers 2019 as of 12/31/2019	Paid or Charged as of 12/31/2019	Appropriation Reserves
Department of Finance					
Financial Administration					
Salaries & Wages	\$ 442,459	\$ 399,100	\$ 416,100	\$ 415,902	\$ 198
Other Expenses	83,621	83,620	83,620	74,363	9,257
Subtotal	\$ 526,080	\$ 482,720	\$ 499,720	\$ 490,265	\$ 9,455
Municipal Purchasing					
Other Expenses	\$ 12,800	\$ 14,000	\$ 14,000	\$ 11,675	\$ 2,325
Subtotal	\$ 12,800	\$ 14,000	\$ 14,000	\$ 11,675	\$ 2,325
Audit Services					
Other Expenses	\$ 46,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 0
Subtotal	\$ 46,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 0
Contingent					
Other Expenses	\$ 1,500	\$ 1,500	\$ 3,000	\$ 0	\$ 3,000
Subtotal	\$ 1,500	\$ 1,500	\$ 3,000	\$ 0	\$ 3,000
Tax Collection					
Salaries & Wages	\$ 171,800	\$ 167,500	\$ 167,500	\$ 167,469	\$ 31
Other Expenses	19,145	19,945	19,945	15,354	4,591
Subtotal	\$ 190,945	\$ 187,445	\$ 187,445	\$ 182,823	\$ 4,622
Tax Assessment					
Salaries & Wages	\$ 240,825	\$ 233,550	\$ 233,550	\$ 225,465	\$ 8,085
Other Expenses	235,400	283,400	283,400	253,937	29,463
Subtotal	\$ 476,225	\$ 516,950	\$ 516,950	\$ 479,402	\$ 37,548
FINANCE DEPARTMENT TOTAL	\$ 1,253,550	\$ 1,247,615	\$ 1,266,115	\$ 1,209,165	\$ 54,625
Public Safety					
Police					
Salaries & Wages	\$ 5,914,270	\$ 5,814,050	\$ 5,819,050	\$ 5,742,397	\$ 76,653
Other Expenses	448,800	427,800	427,800	404,208	23,592
Crossing Guards - Salaries & Wages	240,000	240,000	210,000	207,514	2,486
Crossing Guards - Other Expenses	4,000	4,000	4,000	2,365	1,635
Police Vehicles	0	0	0	0	0
Subtotal	\$ 6,607,070	\$ 6,485,850	\$ 6,460,850	\$ 6,356,484	\$ 104,366
Fire					
Salaries & Wages	\$ 4,272,243	\$ 4,185,806	\$ 4,243,001	\$ 4,217,800	\$ 25,201
Other Expenses	304,700	301,700	282,700	254,454	28,246
Uniform Fire Safety Act - Salaries & Wages	36,545	36,545	36,545	36,545	0
Fire Hydrant Service	300,000	300,000	300,000	280,000	20,000
Subtotal	\$ 4,913,488	\$ 4,824,051	\$ 4,862,246	\$ 4,788,800	\$ 73,446
Emergency Management					
Other Expenses	\$ 13,200	\$ 13,200	\$ 13,200	\$ 7,147	\$ 6,053
Subtotal	\$ 13,200	\$ 13,200	\$ 13,200	\$ 7,147	\$ 6,053
PUBLIC SAFETY TOTAL	\$ 11,533,758	\$ 11,323,101	\$ 11,336,296	\$ 11,152,431	\$ 183,865

	Proposed 2020	Adopted Budget 2019	Final w/ Transfers 2019 as of 12/31/2019	Paid or Charged as of 12/31/2019	Appropriation Reserves
Department of Community Services					
Community Services Administration					
Salaries & Wages	\$ 495,483	\$ 473,637	\$ 473,637	\$ 429,703	\$ 43,934
Other Expenses	88,800	91,300	91,300	64,293	27,007
Downtown Maintenance	8,500	8,500	8,500	7,109	1,391
Subtotal	\$ 592,783	\$ 573,437	\$ 573,437	\$ 501,105	\$ 72,332
Engineering					
Salaries & Wages	\$ 373,509	\$ 365,725	\$ 366,725	\$ 366,725	\$ 0
Other Expenses	26,000	26,150	26,150	18,182	7,968
Subtotal	\$ 399,509	\$ 391,875	\$ 392,875	\$ 384,907	\$ 7,968
Roads Unit					
Salaries & Wages	\$ 880,401	\$ 939,050	\$ 939,050	\$ 875,488	\$ 63,562
Other Expenses	199,000	212,000	212,442	210,202	2,240
Subtotal	\$ 1,079,401	\$ 1,151,050	\$ 1,151,492	\$ 1,085,689	\$ 65,803
Public Works Maintenance Unit					
Salaries & Wages	\$ 286,326	\$ 293,400	\$ 293,400	\$ 255,812	\$ 37,588
Other Expenses	61,750	61,750	62,500	41,518	20,982
Subtotal	\$ 348,076	\$ 355,150	\$ 355,900	\$ 297,329	\$ 58,571
Garbage & Trash Unit					
Salaries & Wages	\$ 660,185	\$ 737,000	\$ 687,886	\$ 632,873	\$ 55,013
Other Expenses	4,000	4,000	4,000	1,780	2,220
Subtotal	\$ 664,185	\$ 741,000	\$ 691,886	\$ 634,653	\$ 57,233
Recycling Unit					
Salaries & Wages	\$ 78,100	\$ 78,100	\$ 78,100	\$ 78,027	\$ 73
Other Expenses	370,750	252,750	252,750	229,196	23,554
Subtotal	\$ 448,850	\$ 330,850	\$ 330,850	\$ 307,223	\$ 23,627
Transfer Station					
Salaries & Wages	\$ 232,019	\$ 294,000	\$ 309,000	\$ 305,326	\$ 3,674
Other Expenses	54,750	54,750	54,750	41,758	12,992
Disposal Charges	1,070,000	875,000	875,000	795,894	79,106
Subtotal	\$ 1,356,769	\$ 1,223,750	\$ 1,238,750	\$ 1,142,978	\$ 95,773
Compost Area					
Salaries & Wages	\$ 161,304	\$ 175,950	\$ 195,950	\$ 188,574	\$ 7,376
Other Expenses	4,200	4,200	4,200	1,872	2,328
Subtotal	\$ 165,504	\$ 180,150	\$ 200,150	\$ 190,447	\$ 9,703

	Proposed 2020	Adopted Budget 2019	Final w/ Transfers 2019 as of 12/31/2019	Paid or Charged as of 12/31/2019	Appropriation Reserves
Buildings & Grounds Unit					
Salaries & Wages	\$ 236,770	\$ 317,300	\$ 317,300	\$ 264,102	\$ 53,198
Other Expenses	152,000	138,500	138,500	128,461	10,039
Subtotal	\$ 388,770	\$ 455,800	\$ 455,800	\$ 392,563	\$ 63,237
Fleet Maintenance Unit					
Salaries & Wages	\$ 253,038	\$ 275,425	\$ 275,425	\$ 240,621	\$ 34,804
Other Expenses	274,150	250,485	249,293	208,666	40,627
Subtotal	\$ 527,188	\$ 525,910	\$ 524,718	\$ 449,288	\$ 75,430
Shade Trees Unit					
Salaries & Wages	\$ 651,379	\$ 572,000	\$ 572,000	\$ 546,909	\$ 25,091
Other Expenses	277,500	219,500	219,500	217,543	1,957
Subtotal	\$ 928,879	\$ 791,500	\$ 791,500	\$ 764,452	\$ 27,048
Land Use					
Salaries & Wages	\$ 16,500	\$ 16,500	\$ 16,500	\$ 13,000	\$ 3,500
Other Expenses	184,250	199,750	199,750	164,288	35,462
Subtotal	\$ 200,750	\$ 216,250	\$ 216,250	\$ 177,288	\$ 38,962
Board of Adjustment					
Salaries & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0
Other Expenses	29,300	33,300	33,300	18,300	15,000
Subtotal	\$ 34,300	\$ 38,300	\$ 38,300	\$ 23,300	\$ 15,000
Code Enforcement					
Salaries & Wages	\$ 210,810	\$ 221,774	\$ 225,824	\$ 205,810	\$ 20,014
Other Expenses	3,750	3,750	3,750	1,343	2,407
Subtotal	\$ 214,560	\$ 225,524	\$ 229,574	\$ 207,152	\$ 22,422
DEPARTMENT OF COMMUNITY SERVICES TOTAL					
	\$ 7,349,524	\$ 7,200,546	\$ 7,191,482	\$ 6,558,375	\$ 633,107
Department of Community Programs					
Community Programs					
Salaries & Wages	\$ 496,197	\$ 633,060	\$ 633,060	\$ 562,664	\$ 70,396
Other Expenses	64,000	76,000	76,000	69,615	6,385
Subtotal	\$ 560,197	\$ 709,060	\$ 709,060	\$ 632,278	\$ 76,782
Golf Course					
Salaries & Wages	\$ 131,100	\$ 131,100	\$ 131,100	\$ 121,737	\$ 9,363
Other Expenses	70,000	61,000	61,000	53,239	7,761
Subtotal	\$ 201,100	\$ 192,100	\$ 192,100	\$ 174,976	\$ 17,124
Family Aquatic Center					
Salaries & Wages	\$ 156,000	\$ 157,000	\$ 157,000	\$ 135,423	\$ 21,577
Other Expenses	134,150	133,450	133,450	126,562	6,888
Subtotal	\$ 290,150	\$ 290,450	\$ 290,450	\$ 261,986	\$ 28,464
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL					
	\$ 1,051,447	\$ 1,191,610	\$ 1,191,610	\$ 1,069,240	\$ 122,370

	Proposed 2020	Adopted Budget 2019	Final w/ Transfers 2019 as of 12/31/2019	Paid or Charged as of 12/31/2019	Appropriation Reserves
Board of Health					
Salaries & Wages	\$ 148,466	\$ 144,000	\$ 145,000	\$ 140,272	\$ 4,728
Other Expenses	219,254	214,855	214,855	210,808	4,047
Dog Regulation	40,000	40,000	40,000	40,000	0
Social Services - S.A.G.E.	36,300	36,300	36,300	36,135	165
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	7,890	0
Subtotal	\$ 451,910	\$ 443,045	\$ 444,045	\$ 435,105	\$ 8,940
Municipal Court					
Salaries & Wages	\$ 40,000	\$ 56,300	\$ 56,300	\$ 45,188	\$ 11,112
Other Expenses	366,128	343,000	343,000	308,493	34,507
Subtotal	\$ 406,128	\$ 399,300	\$ 399,300	\$ 353,681	\$ 45,619
Utilities					
Electricity	\$ 368,000	\$ 353,000	\$ 365,000	\$ 364,713	\$ 287
Street Lighting	160,000	160,000	160,000	150,723	9,277
Telephone	194,000	194,000	182,000	180,304	1,696
Water	77,000	67,000	67,100	67,031	69
Fuel	344,000	347,000	358,000	315,372	42,628
Subtotal	\$ 1,143,000	\$ 1,121,000	\$ 1,132,100	\$ 1,078,142	\$ 53,958
Insurance					
General Liability	\$ 517,536	\$ 486,086	\$ 486,086	\$ 486,086	\$ 0
Workers Compensation	547,554	578,688	578,688	578,688	0
Employee Group Health	2,415,000	2,600,000	2,600,000	2,600,000	0
Unemployment Insurance	50,000	50,000	50,000	50,000	0
Other Insurance	25,000	25,000	25,000	25,000	0
Subtotal	\$ 3,555,090	\$ 3,739,774	\$ 3,739,774	\$ 3,739,774	\$ 0
Summary Details:					
Salaries & Wages	\$ 17,562,628	\$ 17,619,072	\$ 17,664,433	\$ 17,105,146	\$ 559,287
Other Expenses	\$ 10,816,569	\$ 10,583,205	\$ 10,543,705	\$ 9,894,504	\$ 649,201
Total Operations within "CAPS"	\$ 28,379,197	\$ 28,202,277	\$ 28,208,138	\$ 26,999,650	\$ 1,208,488

BUDGET OVERVIEW

GENERAL APPROPRIATIONS 6 OF 7

<u>Statutory Expenditures within "CAPS"</u>	Proposed 2020	Adopted Budget 2019	Final w/ Transfers 2019 as of 12/31/2019	Paid or Charged as of 12/31/2019	Appropriation Reserves
<u>Pensions/ Social Security</u>					
Public Employees Retirement System (PERS)	\$ 1,038,605	\$ 1,117,378	\$ 960,378	\$ 960,378	\$ 0
Police Fire Retirement System (PFRS)	2,612,719	2,541,918	2,541,918	2,541,918	0
Defined Contribution Retirement System (DCRP)	17,500	15,000	15,000	14,078	922
Social Security	613,956	596,424	668,538	668,537	1
Subtotal	\$ 4,282,780	\$ 4,270,720	\$ 4,185,834	\$ 4,184,911	\$ 923
Total General Appropriations within "CAPS"	\$ 32,661,977	\$ 32,472,997	\$ 32,393,973	\$ 31,184,562	\$ 1,209,411

**GENERAL APPROPRIATIONS
OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"**

<u>Maintenance of Free Public Library</u>					
Salaries & Wages	\$ 1,556,125	\$ 1,498,429	\$ 1,485,929	\$ 1,416,359	\$ 69,570
Other Expenses	923,620	942,356	956,356	914,009	42,348
Subtotal	\$ 2,479,745	\$ 2,440,785	\$ 2,442,285	\$ 2,330,368	\$ 111,918

Grants Appropriations - Offset by Revenues

NJ Recycling Tonnage Grant (2019)	0	29,539	29,359	0	0
NJ Recycling Tonnage Grant (2020)	33,651	0	0	0	0
NJ DLPS Tarentino Community Day	0	0	0	0	0
NJ Body Armor Replacement Fund	4,445	4,776	4,777	4,777	0
NJ Alcohol Ed Rehab Enforcement Grant	0	0	0	0	0
NJ Forest Service Green Communities	3,000	0	0	0	0
NJ DEP Clean Communities	0	0	44,088	44,088	0
Investors Foundation for Community Center	0	0	30,000	30,000	0
Junior League Community Grant	0	0	5,000	5,000	0
Union County Clean Communities	0	0	0	0	0
FM Global Fire Prevention	2,710	0	0	0	0
Greening Union County	0	0	0	0	0
Union County Level the Playing Field	0	0	0	0	0
Union County Kids Recreation Grant	0	0	0	0	0
Union County Infrastructure & Municipal Aid	95,000	100,000	100,000	100,000	0
State of New Jersey EMAA	0	10,000	10,000	10,000	0
Union County Recycling Enhancement Grant	0	0	0	0	0
NJ DOT Municipal Aid - Pine Grove Ave Sec. 1	0	0	122,910	122,910	0
NJ DOT Transit Village - Village Green Ped	0	0	187,391	187,391	0
NJ ROID Grant	0	0	0	0	0
Sustainable Jersey Small Grants	0	0	1,925	2,000	0
DDEF	0	0	1,943	1,943	0
SAPF - DCP Diversity/Inclusion Events	10,000	0	0	0	0
Subtotal	\$ 148,806	\$ 144,315	\$ 537,393	\$ 508,109	\$ 0

Interlocal Agreements

Joint Meeting - NPSM Emergency Dispatch Center	\$ 1,213,758	\$ 1,232,049	\$ 1,232,049	\$ 1,232,049	\$ 0
Subtotal	\$ 1,213,758	\$ 1,232,049	\$ 1,232,049	\$ 1,232,049	\$ 0

Capital Improvements

Capital Improvement Fund	\$ 109,475	\$ 735,275	\$ 735,275	\$ 735,275	\$ 0
Subtotal	\$ 109,475	\$ 735,275	\$ 735,275	\$ 735,275	\$ 0

	Proposed 2020	Adopted Budget 2019	Final w/ Transfers 2019 as of 12/31/2019	Paid or Charged as of 12/31/2019	Appropriation Reserves
<u>Municipal Debt Service</u>					
Bond Principal	\$ 3,365,000	\$ 2,085,000	\$ 2,085,000	\$ 2,085,000	\$ 0
Bond Anticipation Notes Principal	0	411,450	411,450	411,450	0
Interest on Bonds	1,201,892	795,134	795,134	795,134	0
Interest on Bond Anticipation Notes	95,560	710,520	710,520	710,520	0
Downtown Business Improvement Loan	0	0	0	0	0
Subtotal	\$ 4,662,452	\$ 4,002,104	\$ 4,002,104	\$ 4,002,104	\$ 0
<u>School Debt Service</u>					
Bond Principal	\$ 4,460,000	\$ 4,435,000	\$ 4,435,000	\$ 4,435,000	\$ 0
Bond Anticipation Notes Principal	0	0	0	0	0
Interest on Bonds	685,003	830,023	830,023	830,023	0
Interest on Bond Anticipation Notes	0	0	0	0	0
Subtotal	\$ 5,145,003	\$ 5,265,023	\$ 5,265,023	\$ 5,265,023	\$ 0
<u>Deferred Charges & Reserves</u>					
Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Deferred Charges (Capital Expenses Unfunded)	75,000	75,000	75,000	75,000	0
Reserve for Tax Appeals	50,000	140,000	140,000	140,000	0
Reserve for Salary Adjustments	210,000	190,000	190,000	66,680	0
Reserve for Municipal Debt Service	0	0	0	0	0
Subtotal	\$ 335,000	\$ 405,000	\$ 405,000	\$ 281,680	\$ 0
Total General Appropriations excluded from "CAPS" Subtotal	\$ 14,094,239	\$ 14,224,551	\$ 14,619,129	\$ 14,354,608	\$ 264,521
<i>Reserve for Uncollected Taxes</i>	\$ 5,300,393	\$ 5,287,251	\$ 5,287,251	\$ 5,287,251	\$ 0
TOTAL GENERAL APPROPRIATIONS	\$ 52,056,610	\$ 51,984,799	\$ 52,300,353	\$ 50,826,420	\$ 1,473,932

**TAX LEVIES
&
RATES**

TAX LEVIES & RATES

2019-2020 COMPARISONS

<i>Tax Levies and Rates</i>	2020 Amounts	2020 Estimated Tax Rates	Estimated % of Total Tax Rate	2019-2020 % Tax Rate Change	2019 Amounts	2019 Tax Rates	2019 % of Total Tax Rate
Local School Tax Levy	\$ 71,013,903	\$ 2.238	50.74%	0.95%	\$ 69,676,048	\$ 2.217	50.79%
County Tax Levy	38,109,011	1.201	27.23%	1.60%	37,153,311	1.182	27.08%
County Open Space Levy	1,124,788	0.035	0.80%	0.00%	1,105,258	0.035	0.80%
Library Tax Levy	2,479,745	0.078	1.77%	0.20%	2,440,785	0.078	1.79%
Municipal Appropriations (excludes R.U.T.)	39,533,319				39,891,993		
TOTAL APPROPRIATIONS	\$ 152,260,766				\$ 150,267,395		
Less: Anticipated General Revenues	17,564,820				17,912,684		
CASH REQUIRED TO SUPPORT BUDGET	\$ 134,695,946				\$ 132,354,711		
/ Anticipated Tax Collection Rate	0.9621				0.9649		
TOTAL AMOUNT TO BE RAISED BY TAXES	\$ 139,996,339				\$ 137,167,908		
Less: Total School, County & Library Tax Levies	112,727,447				110,375,402		
MUNICIPAL PURPOSE TAX LEVY	\$ 27,268,892				\$ 26,792,506		
MUNICIPAL TAX RATE		\$ 0.859	19.48%	0.75%		\$ 0.853	19.54%
Total Tax Rate (per \$100 assessment)		\$ 4.411	100.00%	1.05%		\$ 4.365	100.00%
Municipal Net Assessed Valuation (Total Land & Improvements)	\$ 3,172,957,793				\$ 3,143,119,824		

TAX LEVIES & RATES

FIVE YEAR PROJECTIONS

	Adopted 2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Avg. % Change
TAX LEVY PROJECTIONS								
Appropriations								
Municipal Operations	\$ 32,472,997	\$ 32,661,977	\$ 33,315,217	\$ 33,981,521	\$ 34,661,152	\$ 35,354,375	\$ 35,811,462	2.00%
Other Appropriations	14,224,551	14,094,239	14,376,124	14,663,647	14,956,919	15,256,058	15,311,179	2.00%
Less: Library Appropriations	(2,440,785)	(2,479,745)	(2,479,745)	(2,479,745)	(2,479,745)	(2,479,745)	(2,479,745)	0.00%
Less: School District Debt Obligations	(4,838,824)	(4,743,153)	(4,743,152)	(3,361,426)	(3,317,631)	(3,235,001)	(2,914,341)	0.00%
Municipal Appropriations	\$ 39,417,939	\$ 39,533,319	\$ 40,468,444	\$ 42,803,997	\$ 43,820,695	\$ 44,895,687	\$ 45,728,556	1.00%
Tax Levy Totals	\$ 110,375,402	\$ 112,727,447	\$ 114,985,599	\$ 117,288,987	\$ 119,638,517	\$ 122,035,112	\$ 125,079,716	0.00%
TOTAL APPROPRIATIONS	\$ 149,793,341	\$ 152,260,766	\$ 155,454,043	\$ 160,092,984	\$ 163,459,212	\$ 166,930,799	\$ 170,808,271	0.50%
Non-Tax General Revenues	\$ (17,912,684)	\$ (17,564,820)	\$ (17,573,603)	\$ (17,582,389)	\$ (17,591,181)	\$ (17,599,976)	\$ (17,608,776)	0.05%
Cash Needed to Support Budget	\$ 131,880,657	\$ 134,695,945	\$ 137,880,441	\$ 142,510,595	\$ 145,868,031	\$ 149,330,823	\$ 153,199,495	0.28%
Reserve for Uncollected Taxes	\$ 5,287,251	\$ 5,300,393	\$ 5,406,401	\$ 5,514,529	\$ 5,624,819	\$ 5,737,316	\$ 5,852,062	2.00%
Total Tax Levy	\$ 137,167,908	\$ 139,996,338	\$ 143,286,841	\$ 148,025,124	\$ 151,492,851	\$ 155,068,139	\$ 159,051,557	2.20%
TAX LEVY BREAKDOWN								
Municipal Tax Levy	\$ 26,792,506	\$ 27,268,892	\$ 27,815,606	\$ 28,373,281	\$ 28,942,137	\$ 29,522,398	\$ 30,614,292	2.00%
Local School District Tax Levy	69,676,048	71,013,903	72,437,661	73,889,963	75,371,383	76,882,504	78,723,921	2.00%
County Tax Levy	37,153,311	38,109,011	38,871,191	39,648,615	40,441,587	41,250,419	42,275,428	2.00%
County Open Space Tax Levy	1,105,258	1,124,788	1,147,284	1,170,229	1,193,634	1,217,506	1,341,857	2.00%
Library Tax Levy	2,440,785	2,479,745	2,529,464	2,580,180	2,631,912	2,684,682	2,738,510	2.00%
Total Tax Levy	\$ 137,167,908	\$ 139,996,339	\$ 142,801,205	\$ 145,662,268	\$ 148,580,653	\$ 151,557,509	\$ 155,694,008	2.00%
TAX RATE BREAKDOWN								
Municipal Tax Rate	\$ 0.853	\$ 0.859	\$ 0.877	\$ 0.894	\$ 0.912	\$ 0.930	\$ 0.949	2.00%
Local School District Tax Rate	2.217	2.238	2.283	2.329	2.375	2.423	2.472	2.00%
County Tax Rate	1.182	1.201	1.225	1.250	1.275	1.300	1.326	2.00%
County Open Space Tax Rate	0.035	0.035	0.036	0.037	0.038	0.038	0.039	2.00%
Library Tax Rate	0.078	0.078	0.080	0.081	0.083	0.085	0.086	2.00%
Total Tax Rate	\$ 4.365	\$ 4.412	\$ 4.501	\$ 4.591	\$ 4.683	\$ 4.777	\$ 4.872	2.00%
NET VALUATION TAXABLE	\$ 3,143,119,824	\$ 3,172,957,793	0.00%					
MUNICIPAL TAX POINT INCREASE	\$ 0.000	\$ 0.006	\$ 0.017	\$ 0.018	\$ 0.018	\$ 0.018	\$ 0.019	
MUNICIPAL TAX % INCREASE	0.00%	0.75%	2.00%	2.00%	2.00%	2.00%	2.00%	

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

2020

Reserve for Uncollected Taxes

Local School Taxes (estimated)	\$	71,013,903
County Taxes (estimated)		38,109,011
County Open Space Levy (estimated)		1,124,788
Library Taxes		2,479,745
Municipal Appropriations (excludes R.U.T.)		39,533,319
TOTAL APPROPRIATIONS	\$	152,260,766
<i>Less: Anticipated General Revenues</i>		17,564,820
CASH REQUIRED TO SUPPORT BUDGET	\$	134,695,946
<i>Anticipated Tax Collection Rate</i>		0.96213906
TOTAL AMOUNT TO BE RAISED BY TAXES	\$	139,996,339
<i>Less: Cash Required to Support Budget</i>		134,695,946
RESERVE FOR UNCOLLECTED TAXES (R.U.T.)	\$	5,300,393

REVENUES
&
APPROPRIATIONS

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

GENERAL REVENUES	Realized 2016	Realized 2017	Realized 2018	Realized 2019	Anticipated 2020	Annual % Change From 2019
Fund Balance						
Fund Balance (Surplus)	\$ 7,100,000	\$ 7,100,000	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	0.0%
Local Revenues						
Alcoholic Beverage Control Licenses	\$ 40,158	\$ 40,460	\$ 40,200	\$ 39,978	\$ 39,250	-1.8%
Other Licenses	71,164	78,378	103,474	93,278	90,250	-3.2%
Municipal Court	392,387	515,128	497,181	491,878	491,000	-0.2%
Interest & Costs on Taxes	179,782	158,498	181,404	207,700	190,000	-8.5%
Interest on Investments	72,914	240,306	507,033	514,124	324,000	-37.0%
Old Town Hall Rent	33,546	33,546	34,583	42,167	3,833	-90.9%
Community Services Fees	118,816	110,616	103,436	117,511	110,283	-6.2%
Drainage & Grading Fees	30,000	24,300	22,050	24,050	22,000	-8.5%
Briant Park - Emergency Services	12,000	12,000	12,000	12,000	12,000	0.0%
Health Fees	158,481	170,415	163,741	180,220	175,000	-2.9%
Zoning Board Fees	30,226	27,738	26,531	37,227	30,000	-19.4%
Municipal Golf Course Fees	206,954	192,601	154,029	161,268	155,000	-3.9%
Family Aquatic Center Fees	509,768	479,744	489,097	521,449	500,000	-4.1%
Cable TV Franchise Fees (Verizon)	210,869	218,373	221,408	214,177	209,616	-2.1%
Cable TV Franchise Fees (Comcast)	130,927	128,119	126,073	115,768	112,748	-2.6%
Sale of Recyclable Materials	74,032	102,060	78,838	48,386	20,000	-58.7%
Police Off Duty Administration Fees	110,385	88,515	85,143	103,320	103,000	-0.3%
Hotel/Motel Occupancy Fees	169,127	154,366	157,161	120,991	120,000	-0.8%
AHS/Overlook Community Support Services	0	0	795,400	795,400	795,400	0.0%
Utility Income Cell Tower	0	46,840	86,610	74,625	74,500	-0.2%
TOTAL LOCAL REVENUES	\$ 2,551,536	\$ 2,822,003	\$ 3,885,392	\$ 3,915,517	\$ 3,577,880	-8.6%
State Aid						
School Debt Service Aid	\$ 399,465	\$ 390,763	\$ 409,338	\$ 409,875	\$ 401,850	-2.0%
Energy Receipts Tax	3,023,257	3,023,257	3,023,257	3,023,257	3,023,000	0.0%
TOTAL STATE AID	\$ 3,422,722	\$ 3,414,020	\$ 3,432,595	\$ 3,433,132	\$ 3,424,850	-0.2%
Interlocal Agreements						
Millburn Twp. Joint Dispatch	\$ 41,000	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
TOTAL INTERLOCAL AGREEMENTS	\$ 41,000	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
Grants						
Grants	\$ 618,315	\$ 517,545	\$ 678,052	\$ 508,109	\$ 148,806	-70.7%
TOTAL GRANT REVENUES	\$ 618,315	\$ 517,545	\$ 678,052	\$ 508,109	\$ 148,806	-70.7%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Realized 2016	Realized 2017	Realized 2018	Realized 2019	Anticipated 2020	Annual % Change From 2019
Enterprise Funds/ Contributions						
Summit Housing P.I.L.O.T.	\$ 52,666	\$ 48,900	\$ 52,988	\$ 42,938	\$ 42,000	-2.2%
Parking Utility Share of Debt Service	434,461	421,307	408,154	0	0	0.0%
Parking Utility Share of Various Services	201,100	250,000	250,000	250,000	250,000	0.0%
Parking Utility Share of Pension Costs	48,900	55,000	55,000	60,000	60,000	0.0%
Parking Utility Contribution	450,000	500,000	360,000	800,000	550,000	-31.3%
Sewer Utility Share of Pension Costs	33,400	35,105	40,000	38,000	38,000	0.0%
Sewer Utility Share of Various Services	112,000	115,000	115,000	195,000	120,000	-38.5%
Sewer Utility Contribution	225,000	240,000	200,000	490,000	490,000	0.0%
U.C.C. Share of Pension & Health/Dental Costs	26,000	46,700	49,000	70,000	70,000	0.0%
General Capital Surplus	450,000	581,000	324,524	328,000	250,000	-23.8%
SDI Share of Debt Service	29,700	29,313	10,188	0	0	0.0%
Uniform Safety Act	45,028	45,648	51,682	60,160	55,000	-8.6%
Reserve for Municipal Debt Service	0	45,648	0	210,000	148,000	100.0%
Reserve for School Debt Service	250,000	118,434	0	26,199	91,784	100.0%
Reserve for Regional Environmental Health (Current Fund)	667,000	78	0	0	0	100.0%
Reserve for Snow Removal	0	0	0	0	25,000	100.0%
Reserve Insurance Settlement (General Capital)	0	304,964	0	836	0	100.0%
Rebate Liability (General Capital)	0	0	0	3,133	0	100.0%
Prepaid Assessment Morris/Kent (General Capital)	0	337,442	0	5,000	0	100.0%
Bond Sale Costs (General Capital)	0	0	0	604	0	100.0%
Reserve to Pay General Capital Debt (Community Center)	0	0	885,000	81,130	148,000	82.4%
Reserve for Public Defender Trust	0	0	0	0	5,500	100.0%
Reserve Refunding Bond Costs	0	0	39,343	0	0	-99.0%
Reserve for Sale Of Municipal Assets	0	0	375,000	547,098	650,000	18.8%
TOTAL ENTERPRISE FUNDS/ CONTRIBUTIONS	\$ 3,025,255	\$ 3,174,539	\$ 3,215,879	\$ 3,208,098	\$ 2,993,284	-6.7%
Prior Year Tax Receipts						
Prior Year Tax Receipts	\$ 475,000	\$ 500,452	\$ 495,148	\$ 630,000	\$ 520,000	-17.5%
TOTAL PRIOR YEAR TAX RECEIPTS	\$ 475,000	\$ 500,452	\$ 495,148	\$ 630,000	\$ 520,000	-17.5%
GENERAL REVENUES SUBTOTAL	\$ 17,233,828	\$ 17,528,559	\$ 18,607,066	\$ 18,594,856	\$ 17,564,820	-5.5%
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	\$ 25,991,438	\$ 26,214,106	\$ 26,456,806	\$ 26,792,506	\$ 27,268,892	1.8%
<i>Local School District Obligation to City (School District Levy)</i>	4,244,133	4,287,129	4,664,313	4,838,824	4,743,153	-2.0%
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	2,394,420	2,450,334	2,410,620	2,440,785	2,479,745	1.6%
TAX LEVY TOTAL	\$ 32,629,991	\$ 32,951,569	\$ 33,531,739	\$ 34,072,115	\$ 34,491,790	1.2%
TOTAL GENERAL REVENUES	\$ 49,863,819	\$ 50,480,128	\$ 52,138,805	\$ 52,666,971	\$ 52,056,610	-1.2%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

GENERAL APPROPRIATIONS OPERATIONS WITHIN "CAPS"	Adopted 2016	Adopted 2017	Adopted 2018	Adopted 2019	Proposed 2020	Annual % Change From 2019
General Government						
Administrative & Executive						
Salaries & Wages	\$ 342,627	\$ 351,100	\$ 364,800	\$ 364,150	\$ 393,474	8.1%
Other Expenses	51,850	74,800	75,500	80,250	85,250	6.2%
Subtotal	\$ 394,477	\$ 425,900	\$ 440,300	\$ 444,400	\$ 478,724	7.7%
Employee Assistance Program						
Other Expenses	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	0.0%
Subtotal	\$ 5,600	0.0%				
Postage						
Other Expenses	\$ 50,000	\$ 57,200	\$ 57,200	\$ 45,600	\$ 47,600	4.4%
Subtotal	\$ 50,000	\$ 57,200	\$ 57,200	\$ 45,600	\$ 47,600	4.4%
Physical Examinations - Municipal Employees						
Other Expenses	\$ 30,000	\$ 30,000	\$ 10,000	\$ 10,000	\$ 24,500	145.0%
Subtotal	\$ 30,000	\$ 30,000	\$ 10,000	\$ 10,000	\$ 24,500	145.0%
Technology - Other Expenses						
Other Expenses	\$ 236,500	\$ 233,300	\$ 239,500	\$ 247,000	\$ 239,000	-3.2%
Subtotal	\$ 236,500	\$ 233,300	\$ 239,500	\$ 247,000	\$ 239,000	-3.2%
HomeTowne TV Service Agreement						
Other Expenses	\$ 82,500	\$ 86,700	\$ 86,750	\$ 82,486	\$ 80,591	-2.3%
Subtotal	\$ 82,500	\$ 86,700	\$ 86,750	\$ 82,486	\$ 80,591	-2.3%
Employee Appreciation Events						
Other Expenses	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 3,000	0.0%
Subtotal	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 3,000	0.0%
Clerk's Office						
Salaries & Wages	\$ 272,000	\$ 284,000	\$ 220,000	\$ 247,650	\$ 288,525	16.5%
Other Expenses	116,000	122,600	151,800	174,150	165,350	-5.1%
Codification of Ordinances	8,200	10,000	10,000	10,000	12,000	20.0%
Subtotal	\$ 396,200	\$ 416,600	\$ 381,800	\$ 431,800	\$ 465,875	7.9%
Legal Services						
Municipal Prosecutor - Salaries & Wages	\$ 34,640	\$ 34,650	\$ 35,200	\$ 35,900	\$ 35,900	0.0%
Other Expenses - Legal Professional Contracts	220,000	220,000	220,000	220,000	240,000	9.1%
Public Defender	8,500	8,500	8,500	8,500	14,000	64.7%
Subtotal	\$ 263,140	\$ 263,150	\$ 263,700	\$ 264,400	\$ 289,900	9.6%
GENERAL GOVERNMENT TOTAL	\$ 1,458,417	\$ 1,518,450	\$ 1,489,850	\$ 1,536,286	\$ 1,634,790	6.4%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Adopted 2016	Adopted 2017	Adopted 2018	Adopted 2019	Proposed 2020	Annual % Change From 2019
Department of Finance						
Financial Administration						
Salaries & Wages	\$ 306,000	\$ 310,000	\$ 403,100	\$ 399,100	\$ 442,459	10.9%
Other Expenses	96,000	87,600	79,420	83,620	83,621	0.0%
Subtotal	\$ 402,000	\$ 397,600	\$ 482,520	\$ 482,720	\$ 526,080	9.0%
Municipal Purchasing						
Other Expenses	\$ 0	\$ 0	\$ 16,000	\$ 14,000	\$ 12,800	0.0%
Subtotal	\$ 0	\$ 0	\$ 16,000	\$ 14,000	\$ 12,800	0.0%
Audit Services						
Other Expenses	\$ 35,000	\$ 40,000	\$ 42,000	\$ 45,000	\$ 46,000	2.2%
Subtotal	\$ 35,000	\$ 40,000	\$ 42,000	\$ 45,000	\$ 46,000	2.2%
Contingent						
Other Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Subtotal	\$ 1,500	0.0%				
Tax Collection						
Salaries & Wages	\$ 142,700	\$ 149,500	\$ 158,100	\$ 167,500	\$ 171,800	2.6%
Other Expenses	22,200	19,800	18,790	19,945	19,145	-4.0%
Subtotal	\$ 164,900	\$ 169,300	\$ 176,890	\$ 187,445	\$ 190,945	1.9%
Tax Assessment						
Salaries & Wages	\$ 220,000	\$ 222,400	\$ 226,400	\$ 233,550	\$ 240,825	3.1%
Other Expenses	333,400	344,400	319,400	283,400	235,400	-16.9%
Subtotal	\$ 553,400	\$ 566,800	\$ 545,800	\$ 516,950	\$ 476,225	-7.9%
FINANCE DEPARTMENT TOTAL	\$ 1,156,800	\$ 1,175,200	\$ 1,264,710	\$ 1,247,615	\$ 1,253,550	0.5%
Public Safety						
Police						
Salaries & Wages	\$ 5,984,000	\$ 5,916,000	\$ 5,862,185	\$ 5,814,050	\$ 5,914,270	1.7%
Other Expenses	329,000	344,810	373,800	427,800	448,800	4.9%
Crossing Guards - Salaries & Wages	223,300	236,300	236,300	240,000	240,000	0.0%
Crossing Guards - Other Expenses	2,500	4,000	4,000	4,000	4,000	0.0%
Police Vehicles	0	0	0	0	0	0.0%
Subtotal	\$ 6,538,800	\$ 6,501,110	\$ 6,476,285	\$ 6,485,850	\$ 6,607,070	1.9%
Fire						
Salaries & Wages	\$ 3,743,000	\$ 3,797,400	\$ 3,990,300	\$ 4,185,806	\$ 4,272,243	2.1%
Other Expenses	263,000	287,810	290,200	301,700	304,700	1.0%
Uniform Fire Safety Act - Salaries & Wages	36,000	36,000	36,545	36,545	36,545	0.0%
Fire Hydrant Service	271,500	275,000	280,000	300,000	300,000	0.0%
Subtotal	\$ 4,313,500	\$ 4,396,210	\$ 4,597,045	\$ 4,824,051	\$ 4,913,488	1.9%
Emergency Management						
Other Expenses	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,200	\$ 13,200	0.0%
Subtotal	\$ 13,500	\$ 13,500	\$ 13,500	\$ 13,200	\$ 13,200	0.0%
PUBLIC SAFETY TOTAL	\$ 10,865,800	\$ 10,910,820	\$ 11,086,830	\$ 11,323,101	\$ 11,533,758	1.9%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

Department of Community Services

Community Services Administration

Salaries & Wages
Other Expenses

Downtown Maintenance

Subtotal

	Adopted 2016	Adopted 2017	Adopted 2018	Adopted 2019	Proposed 2020	Annual % Change From 2019
Salaries & Wages	\$ 520,000	\$ 553,000	\$ 557,000	\$ 473,637	\$ 495,483	4.6%
Other Expenses	36,500	91,000	90,000	91,300	88,800	-2.7%
Downtown Maintenance	8,800	8,500	8,500	8,500	8,500	0.0%
Subtotal	\$ 565,300	\$ 652,500	\$ 655,500	\$ 573,437	\$ 592,783	3.4%

Engineering

Salaries & Wages
Other Expenses

Subtotal

Salaries & Wages	\$ 342,000	\$ 346,000	\$ 357,300	\$ 365,725	\$ 373,509	2.1%
Other Expenses	26,150	26,850	25,700	26,150	26,000	-0.6%
Subtotal	\$ 368,150	\$ 372,850	\$ 383,000	\$ 391,875	\$ 399,509	1.9%

Roads Unit

Salaries & Wages
Other Expenses

Subtotal

Salaries & Wages	\$ 950,000	\$ 932,500	\$ 920,000	\$ 939,050	\$ 880,401	-6.2%
Other Expenses	284,000	287,200	224,600	212,000	199,000	-6.1%
Subtotal	\$ 1,234,000	\$ 1,219,700	\$ 1,144,600	\$ 1,151,050	\$ 1,079,401	-6.2%

Public Works Maintenance Unit

Salaries & Wages
Other Expenses

Subtotal

Salaries & Wages	\$ 525,000	\$ 351,000	\$ 354,310	\$ 293,400	\$ 286,326	-2.4%
Other Expenses	47,300	77,000	62,500	61,750	61,750	0.0%
Subtotal	\$ 572,300	\$ 428,000	\$ 416,810	\$ 355,150	\$ 348,076	-2.0%

Garbage & Trash Unit

Salaries & Wages
Other Expenses

Subtotal

Salaries & Wages	\$ 745,000	\$ 709,000	\$ 724,000	\$ 737,000	\$ 660,185	-10.4%
Other Expenses	20,600	27,800	10,100	4,000	4,000	0.0%
Subtotal	\$ 765,600	\$ 736,800	\$ 734,100	\$ 741,000	\$ 664,185	-10.4%

Recycling Unit

Salaries & Wages
Other Expenses

Subtotal

Salaries & Wages	\$ 75,000	\$ 75,000	\$ 76,900	\$ 78,100	\$ 78,100	0.0%
Other Expenses	239,400	240,500	252,900	252,750	370,750	46.7%
Subtotal	\$ 314,400	\$ 315,500	\$ 329,800	\$ 330,850	\$ 448,850	35.7%

Transfer Station

Salaries & Wages
Other Expenses

Disposal Charges

Subtotal

Salaries & Wages	\$ 277,000	\$ 285,000	\$ 285,200	\$ 294,000	\$ 232,019	-21.1%
Other Expenses	93,900	91,300	55,075	54,750	54,750	0.0%
Disposal Charges	850,000	850,000	875,000	875,000	1,070,000	22.3%
Subtotal	\$ 1,220,900	\$ 1,226,300	\$ 1,215,275	\$ 1,223,750	\$ 1,356,769	10.9%

Compost Area

Salaries & Wages
Other Expenses

Subtotal

Salaries & Wages	\$ 147,000	\$ 153,000	\$ 160,800	\$ 175,950	\$ 161,304	-8.3%
Other Expenses	14,600	16,000	5,075	4,200	4,200	0.0%
Subtotal	\$ 161,600	\$ 169,000	\$ 165,875	\$ 180,150	\$ 165,504	-8.1%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Adopted 2016	Adopted 2017	Adopted 2018	Adopted 2019	Proposed 2020	Annual % Change From 2019
Buildings & Grounds Unit						
Salaries & Wages	\$ 0	\$ 254,500	\$ 264,000	\$ 317,300	\$ 236,770	100.0%
Other Expenses	215,750	154,200	143,850	138,500	152,000	9.7%
Subtotal	\$ 215,750	\$ 408,700	\$ 407,850	\$ 455,800	\$ 388,770	-14.7%
Fleet Maintenance Unit						
Salaries & Wages	\$ 272,000	\$ 269,000	\$ 278,400	\$ 275,425	\$ 253,038	-8.1%
Other Expenses	40,800	42,200	225,950	250,485	274,150	9.4%
Subtotal	\$ 312,800	\$ 311,200	\$ 504,350	\$ 525,910	\$ 527,188	0.2%
Shade Trees Unit						
Salaries & Wages	\$ 611,000	\$ 587,000	\$ 558,000	\$ 572,000	\$ 651,379	13.9%
Other Expenses	250,200	253,400	219,250	219,500	277,500	26.4%
Subtotal	\$ 861,200	\$ 840,400	\$ 777,250	\$ 791,500	\$ 928,879	17.4%
Land Use						
Salaries & Wages	\$ 11,500	\$ 11,500	\$ 16,500	\$ 16,500	\$ 16,500	0.0%
Other Expenses	132,050	137,150	196,750	199,750	184,250	-7.8%
Subtotal	\$ 143,550	\$ 148,650	\$ 213,250	\$ 216,250	\$ 200,750	-7.2%
Board of Adjustment						
Salaries & Wages	\$ 0	\$ 0	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Other Expenses	24,200	29,950	33,300	33,300	29,300	-12.0%
Subtotal	\$ 24,200	\$ 29,950	\$ 38,300	\$ 38,300	\$ 34,300	-10.4%
Code Enforcement						
Salaries & Wages	\$ 196,000	\$ 195,400	\$ 197,900	\$ 221,774	\$ 210,810.00	-4.9%
Other Expenses	2,750	3,250	3,250	3,750	3,750	0.0%
Subtotal	\$ 198,750	\$ 198,650	\$ 201,150	\$ 225,524	\$ 214,560	-4.9%
DEPARTMENT OF COMMUNITY SERVICES TOTAL	\$ 6,958,500	\$ 7,058,200	\$ 7,187,110	\$ 7,200,546	\$ 7,349,524	2.1%

	Adopted 2016	Adopted 2017	Adopted 2018	Adopted 2019	Proposed 2020	Annual % Change From 2019
Department of Community Programs						
Community Programs						
Salaries & Wages	\$ 531,918	\$ 592,100	\$ 602,000	\$ 633,060	\$ 496,197	-21.6%
Other Expenses	61,200	67,200	74,700	76,000	64,000	-15.8%
Subtotal	\$ 593,118	\$ 659,300	\$ 676,700	\$ 709,060	\$ 560,197	-21.0%
Golf Course						
Salaries & Wages	\$ 127,000	\$ 127,500	\$ 129,900	\$ 131,100	\$ 131,100	0.0%
Other Expenses	58,500	59,500	61,000	61,000	70,000	14.8%
Subtotal	\$ 185,500	\$ 187,000	\$ 190,900	\$ 192,100	\$ 201,100	4.7%
Family Aquatic Center						
Salaries & Wages	\$ 151,000	\$ 156,000	\$ 158,000	\$ 157,000	\$ 156,000	-0.6%
Other Expenses	109,200	112,200	131,350	133,450	134,150	0.5%
Subtotal	\$ 260,200	\$ 268,200	\$ 289,350	\$ 290,450	\$ 290,150	-0.1%
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL	\$ 1,038,818	\$ 1,114,500	\$ 1,156,950	\$ 1,191,610	\$ 1,051,447	-11.8%
Board of Health						
Salaries & Wages	\$ 231,000	\$ 235,000	\$ 242,400	\$ 144,000	\$ 148,466	3.1%
Other Expenses	85,600	85,600	121,400	214,855	219,254	2.0%
Dog Regulation	5,000	10,000	40,000	40,000	40,000	0.0%
Social Services - S.A.G.E.	34,587	35,105	35,600	36,300	36,300	0.0%
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	7,890	7,890	0.0%
Subtotal	\$ 364,077	\$ 373,595	\$ 447,290	\$ 443,045	\$ 451,910	2.0%
Municipal Court						
Salaries & Wages	\$ 304,000	\$ 307,000	\$ 56,300	\$ 56,300	\$ 40,000	-29.0%
Other Expenses	19,800	19,800	268,655	343,000	366,128	6.7%
Subtotal	\$ 323,800	\$ 326,800	\$ 324,955	\$ 399,300	\$ 406,128	1.7%
Utilities						
Electricity	\$ 372,000	\$ 372,000	\$ 345,000	\$ 353,000	\$ 368,000	4.2%
Street Lighting	153,000	153,000	162,000	160,000	160,000	0.0%
Telephone	220,000	200,000	200,000	194,000	194,000	0.0%
Water	67,500	63,500	66,500	67,000	77,000	14.9%
Fuel	375,000	373,000	361,000	347,000	344,000	-0.9%
Subtotal	\$ 1,187,500	\$ 1,161,500	\$ 1,134,500	\$ 1,121,000	\$ 1,143,000	2.0%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

Adopted 2016	Adopted 2017	Adopted 2018	Adopted 2019	Proposed 2020	Annual % Change From 2019
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Insurance

General Liability	\$ 502,000	\$ 569,000	\$ 471,928	\$ 486,086	\$ 517,536	6.5%
Workers Compensation	648,000	525,000	561,833	578,688	547,554	-5.4%
Employee Group Health	2,615,000	2,620,000	2,650,000	2,600,000	2,415,000	-7.1%
Unemployment Insurance	45,000	50,000	50,000	50,000	50,000	0.0%
Other Insurance	110,000	110,000	52,000	25,000	25,000	0.0%
Subtotal	\$ 3,920,000	\$ 3,874,000	\$ 3,785,761	\$ 3,739,774	\$ 3,555,090	-4.9%

Summary Details:

Salaries & Wages	\$ 17,320,685	\$ 17,476,850	\$ 17,485,340	\$ 17,619,072	\$ 17,562,628	-0.3%
Other Expenses	9,953,027	10,036,215	10,392,616	10,583,205	10,816,569	2.2%

Total Operations within "CAPS"

\$ 27,273,712	\$ 27,513,065	\$ 27,877,956	\$ 28,202,277	\$ 28,379,197	0.6%
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Statutory Expenditures within "CAPS"

Pensions/ Social Security

Public Employees Retirement System (PERS)	\$ 990,065	\$ 1,005,796	\$ 1,041,459	\$ 1,117,378	\$ 1,038,605	-7.0%
Police Fire Retirement System (PFRS)	2,134,000	2,206,006	2,342,567	2,541,918	2,612,719	2.8%
Defined Contribution Retirement System (DCRP)	9,000	10,500	15,000	15,000	17,500	16.7%
Social Security	800,000	800,000	800,000	596,424	613,956	2.9%
Subtotal	\$ 3,933,065	\$ 4,022,302	\$ 4,199,026	\$ 4,270,720	\$ 4,282,780	0.3%

Total General Appropriations within "CAPS"

\$ 31,206,777	\$ 31,535,367	\$ 32,076,982	\$ 32,472,997	\$ 32,661,977	0.6%
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GENERAL APPROPRIATIONS

OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"

Maintenance of Free Public Library

Salaries & Wages	\$ 1,518,000	\$ 1,551,000	\$ 1,546,477	\$ 1,498,429	\$ 1,556,125	3.9%
Other Expenses	876,420	899,334	864,143	942,356	923,620	-2.0%
Subtotal	\$ 2,394,420	\$ 2,450,334	\$ 2,410,620	\$ 2,440,785	\$ 2,479,745	1.6%

Grants Appropriations - Offset by Revenues

Grants	\$ 202,361	\$ 81,958	\$ 193,812	\$ 144,315	\$ 148,806	3.1%
Subtotal	\$ 202,361	\$ 81,958	\$ 193,812	\$ 144,315	\$ 148,806	3.1%

REVENUES & APPROPRIATIONS

FIVE YEAR HISTORICAL DATA

	Adopted 2016	Adopted 2017	Adopted 2018	Adopted 2019	Proposed 2020	Annual % Change From 2019
Interlocal Agreements						
Joint Meeting - NPSM Emergency Dispatch Center	\$ 879,950	\$ 895,400	\$ 981,640	\$ 1,232,049	\$ 1,213,758	-1.5%
Subtotal	\$ 879,950	\$ 895,400	\$ 981,640	\$ 1,232,049	\$ 1,213,758	-1.5%
Capital Improvements						
Capital Improvement Fund	\$ 325,000	\$ 300,000	\$ 210,000	\$ 735,275	\$ 109,475	-85.1%
Subtotal	\$ 325,000	\$ 300,000	\$ 210,000	\$ 735,275	\$ 109,475	-85.1%
Municipal Debt Service						
Bond Principal	\$ 2,260,000	\$ 2,965,000	\$ 2,785,000	\$ 2,085,000	\$ 3,365,000	61.4%
Bond Anticipation Notes Principal	288,500	0	885,000	411,450	0	100.0%
Interest on Bonds	597,113	637,537	411,413	795,134	1,201,892	51.2%
Interest on Bond Anticipation Notes	47,655	0	413,340	710,520	95,560	100.0%
Downtown Business Improvement Loan	33,300	33,800	0	0	0	400.0%
Subtotal	\$ 3,226,568	\$ 3,636,337	\$ 4,494,753	\$ 4,002,104	\$ 4,662,452	16.5%
School Debt Service						
Bond Principal	\$ 3,345,000	\$ 3,940,000	\$ 4,255,000	\$ 4,435,000	\$ 4,460,000	0.6%
Bond Anticipation Notes Principal	667,000	0	41,800	0	0	0.0%
Interest on Bonds	1,353,753	1,310,948	824,913	830,023	685,003	-17.5%
Interest on Bond Anticipation Notes	90,380	14,181	32,600	0	0	0.0%
Subtotal	\$ 5,456,133	\$ 5,265,129	\$ 5,154,313	\$ 5,265,023	\$ 5,145,003	-2.3%
Deferred Charges & Reserves						
Prospective Assessments Canceled	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
Deferred Charges (Capital Expenses Unfunded)	0	100,000	75,000	75,000	75,000	0.0%
Reserve for Tax Appeals	350,000	325,000	300,000	140,000	50,000	-64.3%
Reserve for Salary Adjustments	95,000	200,000	90,000	190,000	210,000	10.5%
Subtotal	\$ 445,000	\$ 625,000	\$ 465,000	\$ 405,000	\$ 335,000	-17.3%
Total General Appropriations excluded from "CAPS" Subtotal	\$ 12,929,432	\$ 13,254,158	\$ 13,910,138	\$ 14,224,551	\$ 14,094,239	-0.9%
<i>Reserve for Uncollected Taxes</i>	\$ 5,184,281	\$ 5,217,372	\$ 5,386,796	\$ 5,287,251	\$ 5,300,393	0.2%
TOTAL GENERAL APPROPRIATIONS	\$ 49,320,490	\$ 50,006,897	\$ 51,373,916	\$ 51,984,800	\$ 52,056,610	0.1%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted Budget 2019	Realized 2019 as of 12/31/2019	Anticipated 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
General Revenues									
Fund Balance									
Fund Balance (Surplus)	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,865,500	\$ 6,831,173	\$ 6,797,017	\$ 6,763,032	\$ 6,729,216	-0.50%
TOTAL FUND BALANCE	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,865,500	\$ 6,831,173	\$ 6,797,017	\$ 6,763,032	\$ 6,729,216	-0.50%
Local Revenue									
Alcoholic Beverage Control Licenses	\$ 40,000	\$ 39,978	\$ 39,250	\$ 39,250	\$ 39,250	\$ 39,250	\$ 39,250	\$ 39,250	0.00%
Other Licenses	100,000	93,278	90,250	91,153	92,064	92,985	93,915	94,854	1.00%
Municipal Court	495,000	491,878	491,000	495,910	500,869	505,878	510,937	516,046	1.00%
Interest & Costs on Taxes	180,000	207,700	190,000	191,900	193,819	195,757	197,715	199,692	1.00%
Interest on Investments	330,000	514,124	324,000	327,240	330,512	333,818	337,156	340,527	1.00%
Old Town Hall Rent	46,000	42,167	3,833	3,871	3,910	3,949	3,989	4,029	1.00%
Community Services Fees	102,000	117,511	110,283	111,386	112,500	113,625	114,761	115,909	1.00%
Drainage & Grading Fees	22,000	24,050	22,000	22,220	22,442	22,667	22,893	23,122	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	175,000	180,220	175,000	176,750	178,518	180,303	182,106	183,927	1.00%
Zoning Board Fees	26,000	37,227	30,000	30,300	30,603	30,909	31,218	31,530	1.00%
Municipal Golf Course Fees	152,000	161,268	155,000	156,550	158,116	159,697	161,294	162,907	1.00%
Family Aquatic Center Fees	487,000	521,449	500,000	505,000	510,050	515,151	520,302	525,505	1.00%
Cable TV Franchise Fees (Verizon)	214,177	214,177	209,616	209,511	209,406	209,302	209,197	209,092	-0.05%
Cable TV Franchise Fees (Comcast)	115,767	115,768	112,748	112,692	112,635	112,579	112,523	112,466	-0.05%
Sale of Recyclable Materials	55,000	48,386	20,000	20,000	20,000	20,000	20,000	20,000	0.00%
Police Off Duty Administration Fees	85,000	103,320	103,000	104,030	105,070	106,121	107,182	108,254	1.00%
Hotel/Motel Occupancy Fees	155,000	120,991	120,000	121,200	122,412	123,636	124,872	126,121	1.00%
AHS/Overlook Community Support Services	795,400	795,400	795,400	795,400	795,400	795,400	795,400	0	1.00%
Utility Income Cell Tower	86,000	74,625	74,500	75,244	75,997	76,757	77,524	78,300	1.00%
TOTAL LOCAL REVENUE	\$ 3,673,344	\$ 3,915,517	\$ 3,577,880	\$ 3,601,607	\$ 3,625,573	\$ 3,649,781	\$ 3,674,233	\$ 2,903,531	-3.66%
State Aid									
School Debt Service Aid	\$ 400,000	\$ 409,875	\$ 401,850	\$ 401,850	\$ 401,850	\$ 401,850	\$ 401,850	\$ 401,850	0.00%
Energy Receipts Tax	3,023,000	3,023,257	3,023,000	3,023,000	3,023,000	3,023,000	3,023,000	3,023,000	0.00%
TOTAL STATE AID	\$ 3,423,000	\$ 3,433,132	\$ 3,424,850	0.00%					
Grants									
Grants	\$ 144,315	\$ 508,109	\$ 148,806	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
TOTAL GRANT REVENUES	\$ 144,315	\$ 508,109	\$ 148,806	\$ 0	0.00%				

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted Budget 2019	Realized 2019 as of 12/31/2019	Anticipated 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Avg. % Change
Enterprise Funds/ Contributions									
Summit Housing P.I.L.O.T.	\$ 50,000	\$ 42,938	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	0.00%
Parking Utility Share of Debt Service	0	0	0	0	0	0	0	0	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	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	0.00%
Parking Utility Contribution	800,000	800,000	550,000	600,000	600,000	600,000	600,000	600,000	0.00%
Sewer Utility Share of Pension Costs	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	0.00%
Sewer Utility Share of Various Services	120,000	195,000	120,000	120,000	120,000	120,000	120,000	120,000	0.00%
Sewer Utility Contribution	490,000	490,000	490,000	300,000	300,000	300,000	300,000	300,000	0.00%
U.C.C. Share of Pension & Health/Dental Costs	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	0.00%
General Capital Surplus	328,000	328,000	250,000	200,000	0	0	0	0	0.00%
SDI Share of Debt Service	0	0	0	0	0	0	0	0	0.00%
Uniform Safety Act	50,000	60,160	55,000	55,000	55,000	55,000	55,000	55,000	0.00%
Reserve for Municipal Debt Service	210,000	210,000	148,000	0	0	0	0	0	0.00%
Reserve for School Debt Service	26,199	26,199	91,784	0	0	0	0	0	0.00%
Reserve for Regional Environmental Health (Current Fund)	18,123	0	0	0	0	0	0	0	0.00%
Reserve for Snow Removal	0	0	25,000	0	0	0	0	0	0.00%
Reserve Insurance Settlement (General Capital)	836	836	0	0	0	0	0	0	0.00%
Rebate Liability (General Capital)	3,133	3,133	0	0	0	0	0	0	0.00%
Prepaid Assessment Morris/Kent (General Capital)	5,000	5,000	0	0	0	0	0	0	0.00%
Bond Sale Costs (General Capital)	604	604	0	0	0	0	0	0	0.00%
Reserve to Pay General Capital Debt (Community Center)	81,130	81,130	148,000	148,000	148,000	148,000	148,000	148,000	0.00%
Reserve for Public Defender (Trust)	0	0	5,500	5,500	5,500	5,500	5,500	5,500	0.00%
Reserve Refunding Bond Costs	0	0	0	0	0	0	0	0	0.00%
Reserve for Sale Of Municipal Assets	541,000	547,098	650,000	650,000	650,000	650,000	650,000	650,000	0.00%
TOTAL ENTERPRISE FUNDS/CONTRIBUTIONS	\$ 3,142,025	\$ 3,208,098	\$ 2,993,284	\$ 2,538,500	\$ 2,338,500	\$ 2,338,500	\$ 2,338,500	\$ 2,338,500	-4.61%
Prior Year Tax Receipts	\$ 630,000	\$ 630,000	\$ 520,000	0.00%					
TOTAL PRIOR YEAR TAX RECEIPTS	\$ 630,000	\$ 630,000	\$ 520,000	0.00%					
General Revenues Subtotal	\$ 17,912,684	\$ 18,594,856	\$ 17,564,820	\$ 16,950,457	\$ 16,740,096	\$ 16,730,148	\$ 16,720,614	\$ 15,916,097	-1.93%
<i>Amount To Be Raised By Taxes (Municipal Tax Levy)</i>	\$ 26,792,506	\$ 26,792,506	\$ 27,268,892	\$ 27,541,581	\$ 27,816,996	\$ 28,095,166	\$ 28,376,118	\$ 28,659,879	1.00%
<i>Local School District Obligation to City (School District Levy)</i>	4,838,824	4,838,824	4,743,153	4,838,016	4,934,776	5,033,472	5,134,141	5,236,824	2.00%
<i>Amount to Be Raised By Taxes (Library Tax Levy)</i>	2,440,785	2,440,785	2,479,745	2,504,542	2,529,588	2,554,884	2,580,433	2,606,237	1.00%
TAX LEVY TOTAL	\$ 34,072,115	\$ 34,072,115	\$ 34,491,790	\$ 34,884,139	\$ 35,281,361	\$ 35,683,522	\$ 36,090,692	\$ 36,502,940	1.14%
TOTAL GENERAL REVENUES	\$ 51,984,799	\$ 52,666,971	\$ 52,056,610	\$ 51,834,596	\$ 52,021,457	\$ 52,413,670	\$ 52,811,306	\$ 52,419,037	0.14%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

OPERATIONS WITHIN "CAPS"

	Adopted 2019	Final w/ Transfers 2019 as of 12/31/2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
General Government									
Administrative & Executive									
Salaries & Wages	\$ 364,150	\$ 387,050	\$ 393,474	\$ 401,343	\$ 409,370	\$ 417,558	\$ 425,909	\$ 434,427	2.00%
Other Expenses	80,250	79,750	85,250	86,955	88,694	90,468	92,277	94,123	2.00%
Subtotal	\$ 444,400	\$ 466,800	\$ 478,724	\$ 488,298	\$ 498,064	\$ 508,026	\$ 518,186	\$ 528,550	2.00%
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	\$ 45,600	\$ 45,600	\$ 47,600	\$ 48,552	\$ 49,523	\$ 50,514	\$ 51,524	\$ 52,554	2.00%
Subtotal	\$ 45,600	\$ 45,600	\$ 47,600	\$ 48,552	\$ 49,523	\$ 50,514	\$ 51,524	\$ 52,554	2.00%
Physical Examinations - Municipal Employees									
Other Expenses	\$ 10,000	\$ 17,500	\$ 24,500	\$ 24,990	\$ 25,490	\$ 26,000	\$ 26,520	\$ 27,050	2.00%
Subtotal	\$ 10,000	\$ 17,500	\$ 24,500	\$ 24,990	\$ 25,490	\$ 26,000	\$ 26,520	\$ 27,050	2.00%
Technology - Other Expenses									
Other Expenses	\$ 247,000	\$ 247,000	\$ 239,000	\$ 243,780	\$ 248,656	\$ 253,629	\$ 258,701	\$ 263,875	2.00%
Subtotal	\$ 247,000	\$ 247,000	\$ 239,000	\$ 243,780	\$ 248,656	\$ 253,629	\$ 258,701	\$ 263,875	2.00%
HomeTowne TV Service Agreement									
Other Expenses	\$ 82,486	\$ 82,486	\$ 80,591	\$ 80,188	\$ 79,787	\$ 79,388	\$ 78,991	\$ 78,596	-0.50%
Subtotal	\$ 82,486	\$ 82,486	\$ 80,591	\$ 80,188	\$ 79,787	\$ 79,388	\$ 78,991	\$ 78,596	-0.50%
Employee Appreciation Events									
Other Expenses	\$ 5,000	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	2.00%
Subtotal	\$ 5,000	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	2.00%
Clerk's Office									
Salaries & Wages	\$ 247,650	\$ 224,400	\$ 288,525	\$ 294,296	\$ 300,181	\$ 306,185	\$ 312,309	\$ 318,555	2.00%
Other Expenses	174,150	136,050	165,350	168,657	172,030	175,471	178,980	182,560	2.00%
Codification of Ordinances	10,000	10,000	12,000	12,240	12,485	12,734	12,989	13,249	2.00%
Subtotal	\$ 431,800	\$ 370,450	\$ 465,875	\$ 475,193	\$ 484,696	\$ 494,390	\$ 504,278	\$ 514,364	2.00%
Legal Services									
Municipal Prosecutor - Salaries & Wages	\$ 35,900	\$ 40,480	\$ 35,900	\$ 36,618	\$ 37,350	\$ 38,097	\$ 38,859	\$ 39,637	2.00%
Other Expenses - Legal Professional Contracts	220,000	220,000	240,000	244,800	249,696	254,690	259,784	264,979	2.00%
Public Defender	8,500	8,500	14,000	14,280	14,566	14,857	15,154	15,457	2.00%
Subtotal	\$ 264,400	\$ 268,980	\$ 289,900	\$ 295,698	\$ 301,612	\$ 307,644	\$ 313,797	\$ 320,073	2.00%
GENERAL GOVERNMENT TOTAL	\$ 1,536,286	\$ 1,507,416	\$ 1,634,790	\$ 1,665,471	\$ 1,696,776	\$ 1,728,717	\$ 1,761,306	\$ 1,794,558	1.88%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2019	Final w/ Transfers 2019 as of 12/31/2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
Department of Finance									
Financial Administration									
Salaries & Wages	\$ 399,100	\$ 416,100	\$ 442,459	\$ 451,308	\$ 460,334	\$ 469,541	\$ 478,932	\$ 488,510	2.00%
Other Expenses	83,620	83,620	83,621	85,293	86,999	88,739	90,514	92,324	2.00%
Subtotal	\$ 482,720	\$ 499,720	\$ 526,080	\$ 536,602	\$ 547,334	\$ 558,280	\$ 569,446	\$ 580,835	2.00%
Municipal Purchasing									
Other Expenses	\$ 14,000	\$ 14,000	\$ 12,800	\$ 13,056	\$ 13,317	\$ 13,583	\$ 13,855	\$ 14,132	2.00%
Subtotal	\$ 14,000	\$ 14,000	\$ 12,800	\$ 13,056	\$ 13,317	\$ 13,583	\$ 13,855	\$ 14,132	2.00%
Audit Services									
Other Expenses	\$ 45,000	\$ 45,000	\$ 46,000	\$ 46,920	\$ 47,858	\$ 48,816	\$ 49,792	\$ 50,788	2.00%
Subtotal	\$ 45,000	\$ 45,000	\$ 46,000	\$ 46,920	\$ 47,858	\$ 48,816	\$ 49,792	\$ 50,788	2.00%
Contingent									
Other Expenses	\$ 1,500	\$ 3,000	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	2.00%
Subtotal	\$ 1,500	\$ 3,000	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	2.00%
Tax Collection									
Salaries & Wages	\$ 167,500	\$ 167,500	\$ 171,800	\$ 175,236	\$ 178,741	\$ 182,316	\$ 185,962	\$ 189,681	2.00%
Other Expenses	19,945	19,945	19,145	19,528	19,918	20,317	20,723	21,138	2.00%
Subtotal	\$ 187,445	\$ 187,445	\$ 190,945	\$ 194,764	\$ 198,659	\$ 202,632	\$ 206,685	\$ 210,819	2.00%
Tax Assessment									
Salaries & Wages	\$ 233,550	\$ 233,550	\$ 240,825	\$ 245,642	\$ 250,554	\$ 255,565	\$ 260,677	\$ 265,890	2.00%
Other Expenses	283,400	283,400	235,400	240,108	244,910	249,808	254,805	259,901	2.00%
Subtotal	\$ 516,950	\$ 516,950	\$ 476,225	\$ 485,750	\$ 495,464	\$ 505,374	\$ 515,481	\$ 525,791	2.00%
FINANCE DEPARTMENT TOTAL	\$ 1,247,615	\$ 1,266,115	\$ 1,253,550	\$ 1,278,621	\$ 1,304,193	\$ 1,330,277	\$ 1,356,883	\$ 1,384,020	2.00%
Public Safety									
Police									
Salaries & Wages	\$ 5,814,050	\$ 5,819,050	\$ 5,914,270	\$ 6,032,555	\$ 6,153,207	\$ 6,276,271	\$ 6,401,796	\$ 6,529,832	2.00%
Other Expenses	427,800	427,800	448,800	457,776	466,932	476,270	485,796	495,511	2.00%
Crossing Guards - Salaries & Wages	240,000	210,000	240,000	240,000	240,000	240,000	240,000	240,000	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	\$ 6,485,850	\$ 6,460,850	\$ 6,607,070	\$ 6,734,411	\$ 6,864,300	\$ 6,996,786	\$ 7,131,921	\$ 7,269,760	1.93%
Fire									
Salaries & Wages	\$ 4,185,806	\$ 4,243,001	\$ 4,272,243	\$ 4,357,688	\$ 4,444,842	\$ 4,533,738	\$ 4,624,413	\$ 4,716,901	2.00%
Other Expenses	301,700	282,700	304,700	310,794	317,010	323,350	329,817	336,413	2.00%
Uniform Fire Safety Act - Salaries & Wages	36,545	36,545	36,545	37,093	37,650	38,214	38,788	39,369	1.50%
Fire Hydrant Service	300,000	300,000	300,000	306,000	312,120	318,362	324,730	331,224	2.00%
Subtotal	\$ 4,824,051	\$ 4,862,246	\$ 4,913,488	\$ 5,011,575	\$ 5,111,621	\$ 5,213,665	\$ 5,317,747	\$ 5,423,908	2.00%
Emergency Management									
Other Expenses	\$ 13,200	\$ 13,200	\$ 13,200	\$ 13,464	\$ 13,733	\$ 14,008	\$ 14,288	\$ 14,574	2.00%
Subtotal	\$ 13,200	\$ 13,200	\$ 13,200	\$ 13,464	\$ 13,733	\$ 14,008	\$ 14,288	\$ 14,574	2.00%
PUBLIC SAFETY TOTAL	\$ 11,323,101	\$ 11,336,296	\$ 11,533,758	\$ 11,759,450	\$ 11,989,654	\$ 12,224,459	\$ 12,463,957	\$ 12,708,242	1.98%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2019	Final w/ Transfers 2019 as of 12/31/2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
Department of Community Services									
Community Services Administration									
Salaries & Wages	\$ 473,637	\$ 473,637	\$ 495,483	\$ 505,393	\$ 515,501	\$ 525,811	\$ 536,327	\$ 547,053	2.00%
Other Expenses	91,300	91,300	88,800	90,576	92,388	94,235	96,120	98,042	2.00%
Downtown Maintenance	8,500	8,500	8,500	8,670	8,843	9,020	9,201	9,385	2.00%
Subtotal	\$ 573,437	\$ 573,437	\$ 592,783	\$ 604,639	\$ 616,731	\$ 629,066	\$ 641,647	\$ 654,480	2.00%
Engineering									
Salaries & Wages	\$ 365,725	\$ 366,725	\$ 373,509	\$ 380,979	\$ 388,599	\$ 396,371	\$ 404,298	\$ 412,384	2.00%
Other Expenses	26,150	26,150	26,000	26,520	27,050	27,591	28,143	28,706	2.00%
Subtotal	\$ 391,875	\$ 392,875	\$ 399,509	\$ 407,499	\$ 415,649	\$ 423,962	\$ 432,441	\$ 441,090	2.00%
Roads Unit									
Salaries & Wages	\$ 939,050	\$ 939,050	\$ 880,401	\$ 898,009	\$ 915,969	\$ 934,289	\$ 952,974	\$ 972,034	2.00%
Other Expenses	212,000	212,442	199,000	202,980	207,040	211,180	215,404	219,712	2.00%
Subtotal	\$ 1,151,050	\$ 1,151,492	\$ 1,079,401	\$ 1,100,989	\$ 1,123,009	\$ 1,145,469	\$ 1,168,378	\$ 1,191,746	2.00%
Public Works Maintenance Unit									
Salaries & Wages	\$ 293,400	\$ 293,400	\$ 286,326	\$ 292,053	\$ 297,894	\$ 303,851	\$ 309,928	\$ 316,127	2.00%
Other Expenses	61,750	62,500	61,750	62,985	64,245	65,530	66,840	68,177	2.00%
Subtotal	\$ 355,150	\$ 355,900	\$ 348,076	\$ 355,038	\$ 362,138	\$ 369,381	\$ 376,769	\$ 384,304	2.00%
Garbage & Trash Unit									
Salaries & Wages	\$ 737,000	\$ 687,886	\$ 660,185	\$ 673,389	\$ 686,856	\$ 700,594	\$ 714,605	\$ 728,898	2.00%
Other Expenses	4,000	4,000	4,000	4,080	4,162	4,245	4,330	4,416	2.00%
Subtotal	\$ 741,000	\$ 691,886	\$ 664,185	\$ 677,469	\$ 691,018	\$ 704,838	\$ 718,935	\$ 733,314	2.00%
Recycling Unit									
Salaries & Wages	\$ 78,100	\$ 78,100	\$ 78,100	\$ 79,662	\$ 81,255	\$ 82,880	\$ 84,538	\$ 86,229	2.00%
Other Expenses	252,750	252,750	370,750	378,165	385,728	393,443	401,312	409,338	2.00%
Subtotal	\$ 330,850	\$ 330,850	\$ 448,850	\$ 457,827	\$ 466,984	\$ 476,323	\$ 485,850	\$ 495,567	2.00%
Transfer Station									
Salaries & Wages	\$ 294,000	\$ 309,000	\$ 232,019	\$ 236,659	\$ 241,393	\$ 246,220	\$ 251,145	\$ 256,168	2.00%
Other Expenses	54,750	54,750	54,750	55,845	56,962	58,101	59,263	60,448	2.00%
Disposal Charges	875,000	875,000	1,070,000	1,091,400	1,113,228	1,135,493	1,158,202	1,181,366	2.00%
Subtotal	\$ 1,223,750	\$ 1,238,750	\$ 1,356,769	\$ 1,383,904	\$ 1,411,582	\$ 1,439,814	\$ 1,468,610	\$ 1,497,983	2.00%
Compost Area									
Salaries & Wages	\$ 175,950	\$ 195,950	\$ 161,304	\$ 164,530	\$ 167,821	\$ 171,177	\$ 174,601	\$ 178,093	2.00%
Other Expenses	4,200	4,200	4,200	4,284	4,370	4,457	4,546	4,637	2.00%
Subtotal	\$ 180,150	\$ 200,150	\$ 165,504	\$ 168,814	\$ 172,190	\$ 175,634	\$ 179,147	\$ 182,730	2.00%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2019	Final w/ Transfers 2019 as of 12/31/2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
Buildings & Grounds Unit									
Salaries & Wages	\$ 317,300	\$ 317,300	\$ 236,770	\$ 241,505	\$ 246,336	\$ 251,262	\$ 256,287	\$ 261,413	2.00%
Other Expenses	138,500	138,500	152,000	154,280	156,594	158,943	161,327	163,747	1.50%
Subtotal	\$ 455,800	\$ 455,800	\$ 388,770	\$ 395,785	\$ 402,930	\$ 410,205	\$ 417,615	\$ 425,160	1.81%
Fleet Maintenance Unit									
Salaries & Wages	\$ 275,425	\$ 275,425	\$ 253,038	\$ 258,099	\$ 263,261	\$ 268,526	\$ 273,896	\$ 279,374	2.00%
Other Expenses	250,485	249,293	274,150	279,633	285,226	290,930	296,749	302,684	2.00%
Subtotal	\$ 525,910	\$ 524,718	\$ 527,188	\$ 537,732	\$ 548,486	\$ 559,456	\$ 570,645	\$ 582,058	2.00%
Shade Trees Unit									
Salaries & Wages	\$ 572,000	\$ 572,000	\$ 651,379	\$ 664,407	\$ 677,695	\$ 691,249	\$ 705,074	\$ 719,175	2.00%
Other Expenses	219,500	219,500	277,500	283,050	288,711	294,485	300,375	306,362	2.00%
Subtotal	\$ 791,500	\$ 791,500	\$ 928,879	\$ 947,457	\$ 966,406	\$ 985,734	\$ 1,005,449	\$ 1,025,557	2.00%
Land Use									
Salaries & Wages	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,830	\$ 17,167	\$ 17,510	\$ 17,860	\$ 18,217	2.00%
Other Expenses	199,750	199,750	184,250	187,935	191,694	195,528	199,438	203,427	2.00%
Subtotal	\$ 216,250	\$ 216,250	\$ 200,750	\$ 204,765	\$ 208,860	\$ 213,038	\$ 217,298	\$ 221,644	2.00%
Board of Adjustment									
Salaries & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
Other Expenses	33,300	33,300	29,300	29,886	30,484	31,093	31,715	32,350	2.00%
Subtotal	\$ 38,300	\$ 38,300	\$ 34,300	\$ 34,886	\$ 35,484	\$ 36,093	\$ 36,715	\$ 37,350	1.72%
Code Enforcement									
Salaries & Wages	\$ 221,774	\$ 225,824	\$ 210,810	\$ 215,026	\$ 219,327	\$ 223,713	\$ 228,188	\$ 232,751	2.00%
Other Expenses	3,750	3,750	3,750	3,825	3,902	3,980	4,059	4,140	2.00%
Subtotal	\$ 225,524	\$ 229,574	\$ 214,560	\$ 218,851	\$ 223,228	\$ 227,693	\$ 232,247	\$ 236,892	2.00%
DEPARTMENT OF COMMUNITY SERVICES TOTAL	\$ 7,200,546	\$ 7,191,482	\$ 7,349,524	\$ 7,495,654	\$ 7,644,696	\$ 7,796,707	\$ 7,951,747	\$ 8,109,875	1.99%
Department of Community Programs									
Community Programs									
Salaries & Wages	\$ 633,060	\$ 633,060	\$ 496,197	\$ 506,121	\$ 516,243	\$ 526,568	\$ 537,100	\$ 547,842	2.00%
Other Expenses	76,000	76,000	64,000	65,280	66,586	67,917	69,276	70,661	2.00%
Subtotal	\$ 709,060	\$ 709,060	\$ 560,197	\$ 571,401	\$ 582,829	\$ 594,486	\$ 606,375	\$ 618,503	2.00%
Golf Course									
Salaries & Wages	\$ 131,100	\$ 131,100	\$ 131,100	\$ 133,722	\$ 136,396	\$ 139,124	\$ 141,907	\$ 144,745	2.00%
Other Expenses	61,000	61,000	70,000	71,400	72,828	74,285	75,770	77,286	2.00%
Subtotal	\$ 192,100	\$ 192,100	\$ 201,100	\$ 205,122	\$ 209,224	\$ 213,409	\$ 217,677	\$ 222,031	2.00%
Family Aquatic Center									
Salaries & Wages	\$ 157,000	\$ 157,000	\$ 156,000	\$ 159,120	\$ 162,302	\$ 165,548	\$ 168,859	\$ 172,237	2.00%
Other Expenses	133,450	133,450	134,150	136,833	139,570	142,361	145,208	148,112	2.00%
Subtotal	\$ 290,450	\$ 290,450	\$ 290,150	\$ 295,953	\$ 301,872	\$ 307,910	\$ 314,068	\$ 320,349	2.00%
DEPARTMENT OF COMMUNITY PROGRAMS TOTAL	\$ 1,191,610	\$ 1,191,610	\$ 1,051,447	\$ 1,072,476	\$ 1,093,925	\$ 1,115,804	\$ 1,138,120	\$ 1,160,882	2.00%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2019	Final w/ Transfers 2019 as of 12/31/2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
Board of Health									
Salaries & Wages	\$ 144,000	\$ 145,000	\$ 148,466	\$ 151,435	\$ 154,464	\$ 157,553	\$ 160,704	\$ 163,918	2.00%
Other Expenses	214,855	214,855	219,254	223,639	228,112	232,674	237,328	242,074	2.00%
Dog Regulation	40,000	40,000	40,000	40,800	41,616	42,448	43,297	44,163	2.00%
Social Services - S.A.G.E.	36,300	36,300	36,300	37,026	37,767	38,522	39,292	40,078	2.00%
Prevention of Drug & Alcohol Abuse	7,890	7,890	7,890	8,048	8,209	8,373	8,540	8,711	2.00%
Subtotal	\$ 443,045	\$ 444,045	\$ 451,910	\$ 460,948	\$ 470,167	\$ 479,571	\$ 489,162	\$ 498,945	2.00%
Municipal Court									
Salaries & Wages	\$ 56,300	\$ 56,300	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297	\$ 44,163	2.00%
Other Expenses	343,000	343,000	366,128	373,451	380,920	388,538	396,309	404,235	2.00%
Subtotal	\$ 399,300	\$ 399,300	\$ 406,128	\$ 414,251	\$ 422,536	\$ 430,986	\$ 439,606	\$ 448,398	2.00%
Utilities									
Electricity	\$ 353,000	\$ 365,000	\$ 368,000	\$ 375,360	\$ 382,867	\$ 390,525	\$ 398,335	\$ 406,302	2.00%
Street Lighting	160,000	160,000	160,000	163,200	166,464	169,793	173,189	176,653	2.00%
Telephone	194,000	182,000	194,000	197,880	201,838	205,874	209,992	214,192	2.00%
Water	67,000	67,100	77,000	78,540	80,111	81,713	83,347	85,014	2.00%
Fuel	347,000	358,000	344,000	350,880	357,898	365,056	372,357	379,804	2.00%
Subtotal	\$ 1,121,000	\$ 1,132,100	\$ 1,143,000	\$ 1,165,860	\$ 1,189,177	\$ 1,212,961	\$ 1,237,220	\$ 1,261,964	2.00%
Insurance									
General Liability	\$ 486,086	\$ 486,086	\$ 517,536	\$ 527,887	\$ 538,444	\$ 549,213	\$ 560,198	\$ 571,402	2.00%
Workers Compensation	578,688	578,688	547,554	558,505	569,675	581,069	592,690	604,544	2.00%
Employee Group Health	2,600,000	2,600,000	2,415,000	2,547,825	2,687,955	2,835,793	2,991,762	3,156,308	5.50%
Unemployment Insurance	50,000	50,000	50,000	50,500	51,005	51,515	52,030	52,551	1.00%
Other Insurance	25,000	25,000	25,000	25,500	26,010	26,530	27,061	27,602	2.00%
Subtotal	\$ 3,739,774	\$ 3,739,774	\$ 3,555,090	\$ 3,710,217	\$ 3,873,090	\$ 4,044,120	\$ 4,223,740	\$ 4,412,406	4.42%
Summary Details:									
Salaries & Wages	\$ 17,619,072	\$ 17,664,433	\$ 17,562,628	\$ 17,908,798	\$ 18,261,888	\$ 18,622,038	\$ 18,989,388	\$ 19,364,081	1.97%
Other Expenses	\$ 10,583,205	\$ 10,543,705	\$ 10,816,569	\$ 11,112,315	\$ 11,420,454	\$ 11,739,654	\$ 12,070,405	\$ 12,413,223	2.79%
Total Operations within "CAPS"	\$ 28,202,277	\$ 28,208,138	\$ 28,379,197	\$ 29,021,112	\$ 29,682,342	\$ 30,361,691	\$ 31,059,792	\$ 31,777,304	2.29%

REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

<u>Statutory Expenditures within "CAPS"</u>	Adopted 2019	Final w/ Transfers 2019 as of 12/31/2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
<u>Pensions/ Social Security</u>									
Public Employees Retirement System (PERS)	\$ 1,117,378	\$ 960,378	\$ 1,038,605	\$ 1,090,535	\$ 1,145,062	\$ 1,202,315	\$ 1,262,431	\$ 1,325,552	5.00%
Police Fire Retirement System (PFRS)	2,541,918	2,541,918	2,612,719	2,743,355	2,880,523	3,024,549	3,175,776	3,334,565	5.00%
Defined Contribution Retirement System (DCRP)	15,000	15,000	17,500	18,375	19,294	20,258	21,271	22,335	5.00%
Social Security	596,424	668,538	613,956	626,236	638,760	651,535	664,566	677,858	2.00%
Subtotal	\$ 4,270,720	\$ 4,185,834	\$ 4,282,780	\$ 4,478,501	\$ 4,683,639	\$ 4,898,658	\$ 5,124,045	\$ 5,360,310	4.59%
Total General Appropriations within "CAPS"	\$ 32,472,997	\$ 32,393,973	\$ 32,661,977	\$ 33,499,613	\$ 34,365,981	\$ 35,260,349	\$ 36,183,837	\$ 37,137,614	2.60%
GENERAL APPROPRIATIONS OPERATIONS & DEBT SERVICE EXCLUDED FROM "CAPS"									
<u>Maintenance of Free Public Library</u>									
Salaries & Wages	\$ 1,498,429	\$ 1,485,929	\$ 1,556,125	\$ 1,579,467	\$ 1,603,159	\$ 1,627,206	\$ 1,651,614	\$ 1,676,388	1.50%
Other Expenses	942,356	956,356	923,620	942,092	960,934	980,153	999,756	1,019,751	2.00%
Subtotal	\$ 2,440,785	\$ 2,442,285	\$ 2,479,745	\$ 2,521,559	\$ 2,564,093	\$ 2,607,359	\$ 2,651,370	\$ 2,696,140	1.69%
<u>Grants Appropriations - Offset by Revenues</u>									
Grants	\$ 144,315	\$ 537,393	\$ 148,806	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Subtotal	\$ 144,315	\$ 537,393	\$ 148,806	\$ 0	0.00%				
<u>Interlocal Agreements</u>									
Joint Meeting - NPSM Emergency Dispatch Center	\$ 1,232,049	\$ 1,232,049	\$ 1,213,758	\$ 1,225,896	\$ 1,238,155	\$ 1,250,536	\$ 1,263,041	\$ 1,275,672	1.00%
Subtotal	\$ 1,232,049	\$ 1,232,049	\$ 1,213,758	\$ 1,225,896	\$ 1,238,155	\$ 1,250,536	\$ 1,263,041	\$ 1,275,672	1.00%
<u>Capital Improvements</u>									
Capital Improvement Fund	\$ 735,275	\$ 735,275	\$ 109,475	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	0.00%
Subtotal	\$ 735,275	\$ 735,275	\$ 109,475	\$ 200,000	16.54%				
<u>Municipal Debt Service</u>									
Bond Principal	\$ 2,085,000	\$ 2,085,000	\$ 3,365,000	\$ 3,365,000	\$ 3,745,000	\$ 3,830,000	\$ 3,900,000	\$ 4,005,000	4%
Bond Anticipation Notes Principal	411,450	411,450	0	0	0	94,492	92,890	91,316	0%
Interest on Bonds	795,134	795,134	1,201,892	1,201,892	1,126,271	1,046,852	960,598	854,795	-7%
Interest on Bond Anticipation Notes	710,520	710,520	95,560	73,860	206,850	201,850	188,170	181,680	29%
Downtown Business Improvement Loan	0	0	0	0	0	0	0	0	0%
Subtotal	\$ 4,002,104	\$ 4,002,104	\$ 4,662,452	\$ 4,640,752	\$ 5,078,121	\$ 5,173,194	\$ 5,141,658	\$ 5,132,791	2.01%

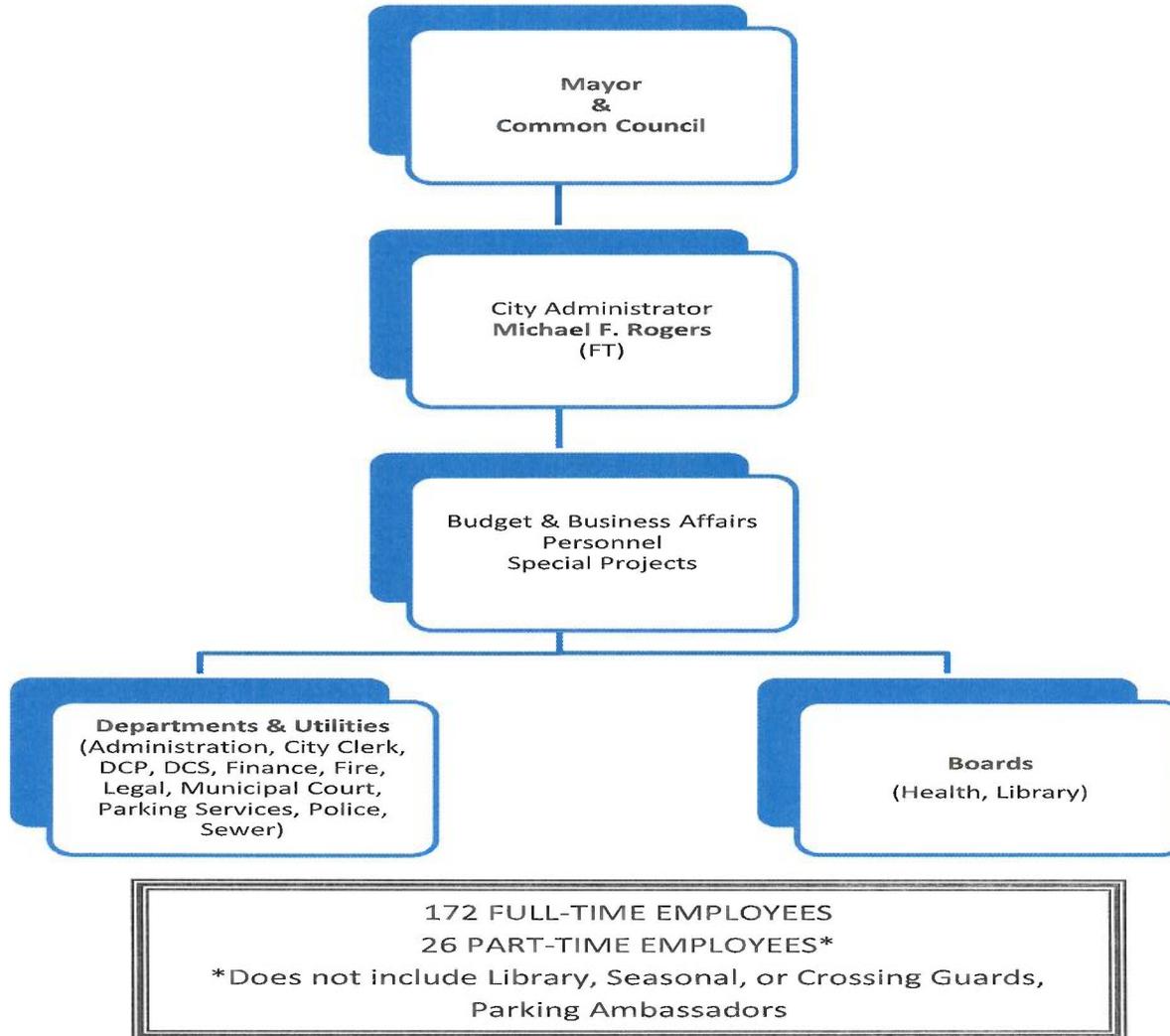
REVENUES & APPROPRIATIONS

FIVE YEAR PROJECTIONS

	Adopted 2019	Final w/ Transfers 2019 as of 12/31/2019	Proposed 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Annual Average % Change
School Debt Service									
Bond Principal	\$ 4,435,000	\$ 4,435,000	\$ 4,460,000	\$ 4,460,000	\$ 3,205,000	\$ 3,255,000	\$ 3,260,000	\$ 3,020,000	-6.76%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0	0	0.00%
Interest on Bonds	830,023	830,023	685,003	685,002	558,276	464,481	376,851	296,191	-15.11%
Interest on Bond Anticipation Notes	0	0	0	0	0	0	0	0	0.00%
Subtotal	\$ 5,265,023	\$ 5,265,023	\$ 5,145,003	\$ 5,145,002	\$ 3,763,276	\$ 3,719,481	\$ 3,636,851	\$ 3,316,191	-7.81%
Deferred Charges & Reserves									
Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Deferred Charges (Capital Expenses Unfunded)	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	0.00%
Reserve for Tax Appeals	140,000	140,000	50,000	50,000	50,000	50,000	50,000	50,000	0.00%
Reserve for Salary Adjustments	190,000	190,000	210,000						
Reserve for Municipal Debt Service	0	0	0	0	0	0	0	0	0.00%
Subtotal	\$ 405,000	\$ 405,000	\$ 335,000	\$ 125,000	-12.54%				
Total General Appropriations excluded from "CAPS" Subtotal	\$ 14,224,551	\$ 14,619,129	\$ 14,094,239	\$ 13,858,210	\$ 12,968,644	\$ 13,075,570	\$ 13,017,921	\$ 12,745,793	-1.96%
<i>Reserve for Uncollected Taxes</i>	\$ 5,287,251	\$ 5,287,251	\$ 5,300,393	\$ 5,406,401	\$ 5,514,529	\$ 5,624,819	\$ 5,737,316	\$ 5,852,062	2.00%
TOTAL GENERAL APPROPRIATIONS	\$ 51,984,799	\$ 52,300,353	\$ 52,056,610	\$ 52,764,224	\$ 52,849,154	\$ 53,960,739	\$ 54,939,073	\$ 55,735,469	1.38%

ORGANIZATIONAL STRUCTURE

CITY OF SUMMIT



ADMINISTRATION

Office of the City Administrator

Michael F. Rogers, City Administrator



OUR MISSION

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.

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.

2019 ACCOMPLISHMENTS

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

- Continued implementation of human resources software solution (Primepoint) to better develop HR functionality citywide. The solution offers applicant tracking, payroll and benefits administration, time and attendance tracking and performance management functionality. The documentation module was of significant importance in 2019 and has allowed key communications to be disbursed, electronically acknowledged, and tracked by City employees.

- The Suburban Municipal Joint Insurance Fund Safety Incentive Program is used to improve workplace safety, raise employee awareness, and reduce accidents by encouraging participation in JIF safety-related activities and training programs. As part of the Safety Incentive Program, the City earns points for the following: (i) reducing the lost time accident frequency by 5% over the previous 3 year average; (ii) holding quarterly safety committee meetings; (iii) completing employee safety training courses, (iv) conducting in-house job safety observations in an effort to identify ways to improve the efficiency and safety of the jobs being performed, (v) inspecting facilities, equipment and vehicles for minimum levels of safety, (vi) completing a law enforcement initiative activity which includes a Police Chief consultation with the JIF law enforcement Risk Control Consultant, or attending a law enforcement seminar, and (vii) conducting annual motor vehicle record checks for all employees who drive on municipal business. The City of Summit achieved a perfect score and Gold Status in the 2019 Safety Incentive Program for the Suburban Municipal Joint Insurance Fund. All Gold Status members received a certificate of participation and completion of the Safety Incentive Program and earned \$2,000.00 for having a perfect score. This money will be used toward additional safety related functions throughout the City.

Additionally, City Administration achieved the following:

- Assisted the Common Council in developing the 2019 municipal budget that produced an increase of the city tax rate of under one percent.
- Oversaw the Broad Street west redevelopment planning process and ensured timelines were met to achieve certain project tasks. Specifically, the city acquired real estate property (7 Cedar Street) for strategic redevelopment purposes. Furthermore, the Planning Board accepted, and Common Council adopted the Broad Street west redevelopment plan. Finally, at the end of 2019, the Common Council conditionally designated two developers who will joint venture to implement the Broad Street west redevelopment plan.
- Negotiated a collective negotiations agreement with the PBA Local 55 that achieved a four-year average net cost slightly over two percent.
- Working with Parking Services Agency manager, oversaw two years of ridesharing solution to help alleviate parking infrastructure congestion. In 2018 and 2019, Lyft Inc. provided its dynamic technology platform to allow for 300+ Summit resident commuters and downtown employees to participate in the ridesharing program.
- In collaboration with city staff, planning professional consultants, planning board volunteers and elected officials, established a community-focused process where citizens were given multiple opportunities to provide feedback and share ideas for designated area in need in redevelopment.

2020 PERFORMANCE GOALS

Goal 1 *Continue implementation of centralized human resources management plan.*

- City administration staff is tasked with continuing the implementation of the software-focused human resources program in an effort to better develop HR functionality citywide.
- Automate and centralize the recruitment and on-boarding of new employees.
- Increase staff development and focus on customer service improvements.

Goal 2 *Ensure employees are provided technology applications to enhance efficiency and communications that will enable them to perform their jobs effectively, productively and with an increased level of satisfaction.*

- Implement a city intranet for use in communications, employee relations and human resource functions.
- Schedule and oversee 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.
- Further develop cybersecurity plan.

Goal 4 *Successfully negotiate labor contracts with Teamsters, Local 469.*

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

- Commence and negotiate redeveloper agreement.

Goal 7 *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 8 *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.

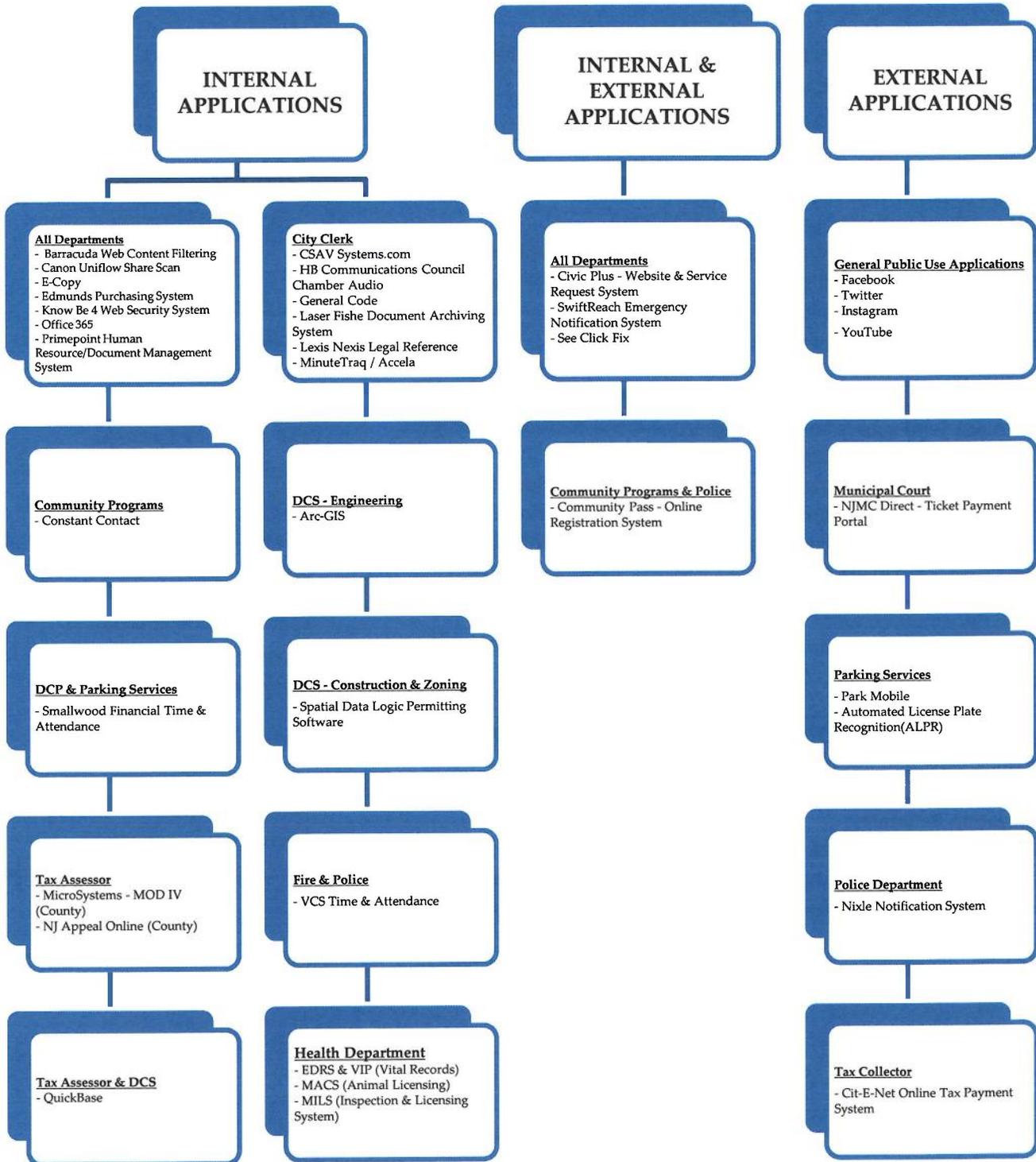
Goal 9 *Develop and implement succession plan for various department head and key personnel retirements.*

Goal 10 *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 Human Resources Manager, who is the city's JIF representative, to make city processes more efficient and effective.

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



2019 Accomplishments

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

• • •

Develop messaging and vehicles for communications.

- 165 news releases in 2019 (159 in 2018).
- 178,516 citizens visited cityofsummit.org in 2019.
- 5,787 Facebook likes (4,934 in 2018); 6,216 followers; weekly reach 28,000+ often as high as 40,000+; some videos receive 7K+ views.
- 2,255 twitter City of Summit followers (2,038 in 2018), consistent retweets; manage Parking Services twitter account.
- You Tube Channel with 168 videos (133 videos in 2018) has a total of 15,620 views (12,679 views in 2018).
- 11,382 Civic Send subscribers for targeted website content by category (10,913 subscribers in 2018).
- 150+ key stakeholder contacts in email distribution channels includes civic groups, non-profits, businesses and other organizations.
- 25,665 Swift Reach users for distribution of emergency information (13,584 registered in 2018).

“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 of Summit goals.

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

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

- 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.
- Provide guidance and support to volunteer committee and commission members.

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

Provide ongoing strategy, recommendations and support.

• • •

2019 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.
 - Purchase an iPad to facilitate video shoots and teleprompter capability.

Goal 2 *Refresh and update website to improve content offerings and delivery of information.*

- Work with Civic Plus to update design and functionality of city website.
- Enhance department pages to more effectively highlight useful content.
- Integrate video from internal and external sources.

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 department page 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.

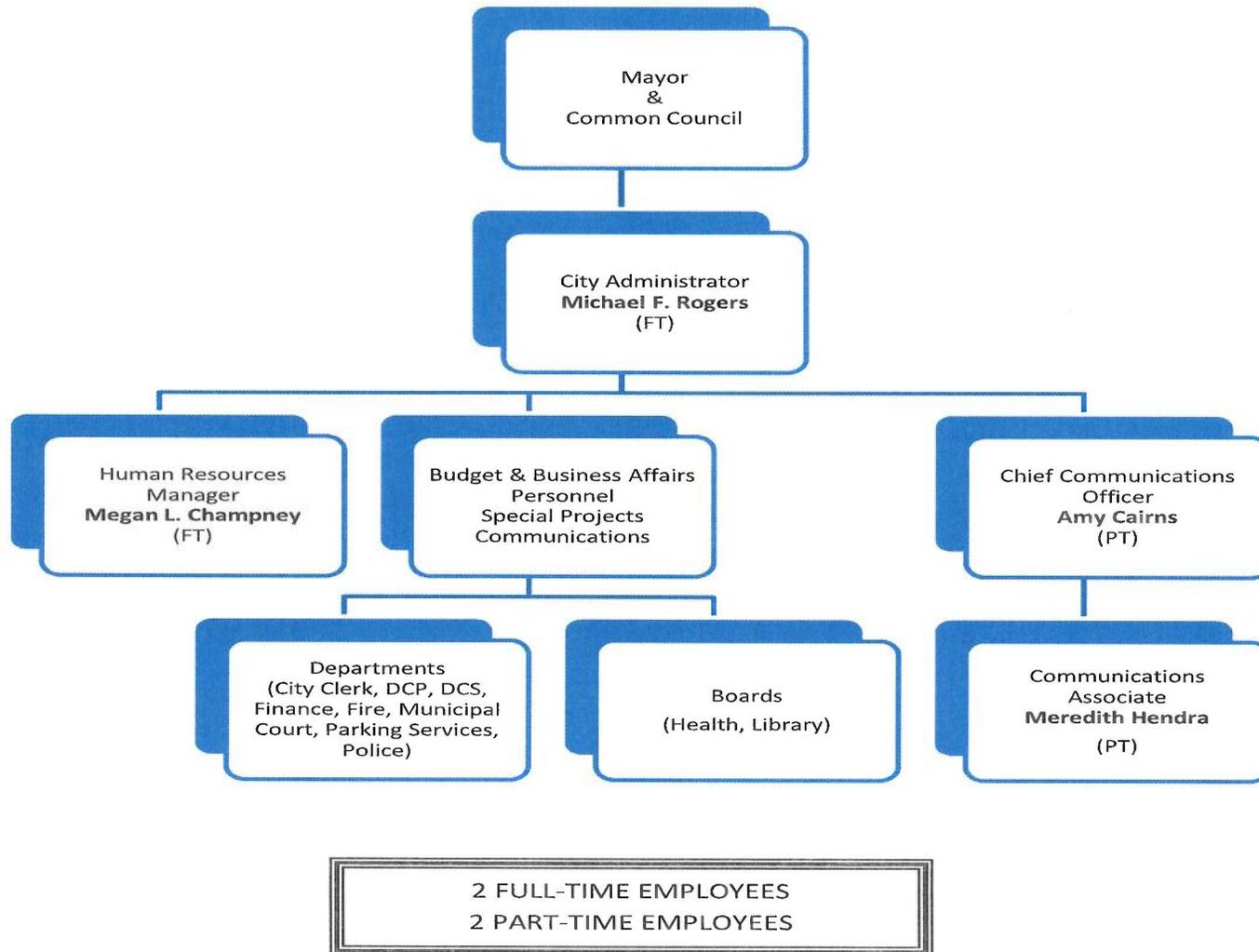
Goal 5 *Represent the city and its interests at various professional, industry, and community associations to further enhance positive relationships and partnerships.*

- 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.

OFFICE OF THE CITY ADMINISTRATOR



		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 269,350	\$ 292,250 *	\$ 280,469	\$ 11,781	\$ 284,285	\$ 284,285	\$ 14,935	5.54%
102	Part-Time	81,800	81,800	101,460	(19,660)	104,189	104,189	22,389	27.37%
103	Temporary Part-Time	13,000	13,000	4,862	8,138	5,000	5,000	(8,000)	-61.54%
Total Salary & Wages		\$ 364,150	\$ 387,050	\$ 386,791	\$ 259	\$ 393,474	\$ 393,474	\$ 29,324	8.05%
* \$22,900 transferred from Reserve for Salary Adjustments									
<i>Other Expenses</i>									
201	Supplies and Materials	\$ 10,000	\$ 10,000	\$ 6,134	\$ 3,866	\$ 10,000	\$ 10,000	\$ 0	0.00%
301	Printing	7,000	7,000	3,810	3,190	7,000	7,000	0	0.00%
309	Miscellaneous Services	1,500	1,500	1,580	(80)	1,500	1,500	0	0.00%
500	Contract Services	42,000	42,000	42,000	0	42,000	42,000	0	0.00%
804	Training & Seminars	10,000	10,000	1,978	8,022	10,000	10,000	0	0.00%
806	Memberships	3,000	3,000	1,235	1,765	3,000	3,000	0	0.00%
807	Subscriptions	750	750	263	487	750	750	0	0.00%
809	Conference & Meetings	5,500	5,500	1,318	4,182	6,000	6,000	500	9.09%
901	Muni Employee Background Cks	0	0	0	0	5,000	5,000	5,000	0.00%
Total Other Expenses		\$ 79,750	\$ 79,750	\$ 58,319	\$ 21,431	\$ 85,250	\$ 85,250	\$ 5,500	6.90%
Department Total		\$ 443,900	\$ 466,800	\$ 445,110	\$ 21,690	\$ 478,724	\$ 478,724	\$ 34,824	7.85%

100-000 ADMINISTRATION & EXECUTIVE

LINE ITEM BUDGET

	2019				2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
100-001								
200 <i>Employee Assistance Program</i>	\$ 5,600	\$ 5,600	\$ 5,600	\$ 0	\$ 5,600	\$ 5,600	\$ 0	0.00%
100-002 <i>Postage - Other Expenses</i>								
201 Postage	\$ 30,000	\$ 30,000	\$ 29,134	\$ 866	\$ 33,000	\$ 33,000	\$ 3,000	10.00%
202 Postage Meter	10,000	10,000	409	9,591	7,500	7,500	(2,500)	-25.00%
203 Postage Machine	5,000	5,000	11,417	(6,417)	6,500	6,500	1,500	30.00%
204 Postage Fedex	600	600	454	146	600	600	0	0.00%
Total Other Expenses	\$ 45,600	\$ 45,600	\$ 41,414	\$ 4,186	\$ 47,600	\$ 47,600	\$ 2,000	4.39%
100-003								
200 <i>Physical Exams - Municipal Employees</i>	\$ 10,500	\$ 17,500 **	\$ 10,543	\$ 6,957	\$ 24,500	\$ 24,500	\$ 14,000	133.33%
			<i>** \$7,000 transferred from Clerk Temp Staffing</i>					
100-004 <i>Technology - Other Expenses</i>								
200 Other Expenses	\$ 15,163	\$ 15,163	\$ 14,663	\$ 500	\$ 500	\$ 500	\$ (14,663)	203.41%
210 Operation Support (Shared Svcs Agreement)	94,000	94,000	94,000	\$ 0	96,000	96,000	2,000	2.13%
230 Equipment & Hardware	45,000	45,000	29,539	15,461	15,000	15,000	(30,000)	-66.67%
240 Supplies & Materials	2,500	2,500	0	2,500	2,500	2,500	0	100.00%
250 Tech & Software Licenses	65,337	65,337	55,860	9,477	100,000	100,000	34,663	53.05%
500 Contract Services	20,000	20,000	16,050	3,950	20,000	20,000	0	0.00%
804 Training & Seminars	5,000	5,000	0	5,000	5,000	5,000	0	100.00%
Total Other Expenses	\$ 247,000	\$ 247,000	\$ 210,112	\$ 36,888	\$ 239,000	\$ 239,000	\$ (8,000)	-3.24%
100-005								
200 <i>HomeTowne TV Service Agreement</i>	\$ 82,486	\$ 82,486	\$ 82,486	\$ 0	\$ 80,591	\$ 80,591	\$ (1,895)	-2.30%
30-420-000								
210 <i>Employee Appreciation Events</i>	\$ 3,000	\$ 3,000	\$ 2,639	\$ 361	\$ 3,000	\$ 3,000	\$ 0	0.00%
Overall Admin. & Exec. Total	\$ 838,086	\$ 867,986	\$ 797,904	\$ 70,082	\$ 879,015	\$ 879,015	\$ 40,929	4.88%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Cairns, Amy	Part-Time	Chief Communications Officer	\$ 81,754	\$ 83,389	13	19	\$ 0	\$ 83,389
Champney, Megan	Full-Time	Human Resources Manager	84,114	95,380	13	19	0	95,380
Hendra, Meredith	Part-Time	Communications Associate	0	20,800			0	20,800
Rogers, Michael	Full-Time	City Administrator	185,201	188,905	21	19	0	188,905
Salaries & Wages Total			\$ 351,069	\$ 388,474			\$ 0	\$ 388,474

CITY CLERK

OFFICE OF THE CITY CLERK

Rosemary Licatese, City Clerk



OUR FOCUS

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 and minutes and 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.

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. Because the City Clerk's Office department phone number is still considered by a vast majority of the public to be the main number for City Hall, the Clerk's Office is often 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 Expand use of existing software to process paperless license and permit applications.

SERVICE 4 Records Management/Access to Public Records

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

Goal 4B Reorganize, inventory and maximize storage space in the City Hall basement records storage area.

SERVICE 5 Whitman Community Room: Presentation Equipment & Paperless Conference Room Schedules, Mayor's Office & City Hall Calendar Management

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

Goal 5B Implement a paperless solution for display of City Hall conference room schedules, Mayor's Office schedule and City Hall calendar.

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 2019, the City Clerk's Office processed 463 resolutions, 23 regulatory ordinances, four bond ordinances, and approximately 30 non-purchasing-related contracts. A majority of these items require significant follow-up by City Clerk staff, such as resolution and ordinance creation, follow-up with municipal, county and state agencies, placement of legal advertisements, processing of signatures, and conducting research of state regulations, when necessary.

The Clerk's Office will continue to work with all departments in the processing of its requests for regulation through resolutions and ordinances. All bid-related processes and documents are managed by the Qualified Purchasing Agent (QPA) in the Finance Department since January 2018.

SERVICE 2 Provide Exemplary Customer Service

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

In 2019 the City Clerk's Office processed 23 property use applications for 44 events held on city property; approximately 270 licenses, consisting of restaurant/food establishments licenses; sidewalk café permits, peddler's licenses, taxi and limousine driver licenses; taxi and limo vehicle licenses, raffles and liquor licenses, etc. All applicants are treated with respect and cooperation. Understanding that these licenses impact the livelihood of applicants, the City Clerk staff goes to great lengths to process applications as efficiently as possible, which often requires multiple follow-ups with the applicant and/or city departments.

The City Clerk's Office will continue to explore ways to streamline processes and provide exemplary service to the public. One important step will be to implement a paperless application and processing system through existing software.

SERVICE 3 Reduce Paper Use

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 *Expand use of existing software to process paperless license and permit applications.*

The City Clerk's Office is proud of its achievements in reducing the number of paper agenda packets from what was originally approximately 27 to 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 and the press; copies were also made available for public inspection at City Hall and at the Summit Free Public Library. Due to staff reduction in 1998, the City Clerk's Office had to find ways to maintain its high-level service delivery that the governing body, city staff and the public expect, but with less manpower. One way was to reduce the number of paper agenda packets being produced. In 2018, the total number of packets produced was three packets (a file copy and two public copies). In lieu of paper packets the full public packet is made available through posting it on the city website. While posting the full agenda in pdf format has been a practice for at least 11 years, the commitment to providing a paperless packet to the aforementioned groups was fully realized in 2018.

Not only has this reduction significantly reduced the amount of paper being consumed, it also has freed up more time for staff to attend to other duties, thereby increasing employee productivity in areas such as archive scanning, customer service etc.

The City Clerk's Office will take further steps in this effort by implementing a paperless process for license applications. Using the same software that the Clerk's Office is using for processing OPRA requests, will allow paperless processing of restaurant and sidewalk café applications.

The City Clerk's Office continues to significantly reduce paper consumption by sharing/forwarding documents to elected officials and department staff by email images, rather than providing paper copies.

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 *Reorganize, inventory and maximize storage space in the City Hall basement records storage area.*

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 its limited physical storage space is by staying current with 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 imaging system, which has been certified by the State of New Jersey since 1999.

To further reinforce the importance of good records management, in 2020, the City Clerk's office will meet with city departments to discuss, implement and maintain best practices for proper records management, a critical part of efficient storage and successful retrieval of records. This is particularly important when responding to OPRA requests.

Archived records in the City Hall basement storage space are in need of reorganization. As part of a three-phase project, the City Clerk's Office will meet with the City's Records Management Committee to introduce a plan to reorganize, inventory and standardize labeling of all records in the archives to ensure that all containers are properly identified, accounted for and accessible. Phase Two of this project will require some renovation to the storage space area ceiling and floor; the final phase will be the installation of shelving. It is estimated that the

entire three-phase project will be complete by early 2022. In the meantime, the City Clerk's Office will develop standard operating procedure guidelines for the proper management of the newly organized archives, and will take the lead role in implementing the plan.

Access to Public Records - OPRA Requests: In 2018, the City Clerk's Office received and processed approximately 250 OPRA requests. In its effort to centralize, manage and track all OPRA requests, a new software application was implemented in March of 2019. This software provides paperless processing of requests for public records that is user friendly for both staff and the public. Due to the implementation of this software since March 2019, the City Clerk's Office has seen a significant increase in the number of OPRA requests received and processed. As of mid-December 2019, we have processed almost 700 OPRA requests. This process has allowed for a better management and tracking system to monitor the progress and disposition for all records requests received in the city.

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 2020, the goal of the City Clerk's Office is to continue scanning archived documents into the the imaging system, as well as encourage other city departments to implement a scanning procedure similar to the Clerk's Office. Archiving has played an integral and critical role in the City Clerk's Office, in the retrieval of records which has contributed to efficient and timely responses to OPRA requests.

SERVICE 5 Whitman Community Room – Presentation Equipment & Paperless Conference Room Schedules & City Hall Calendar Management

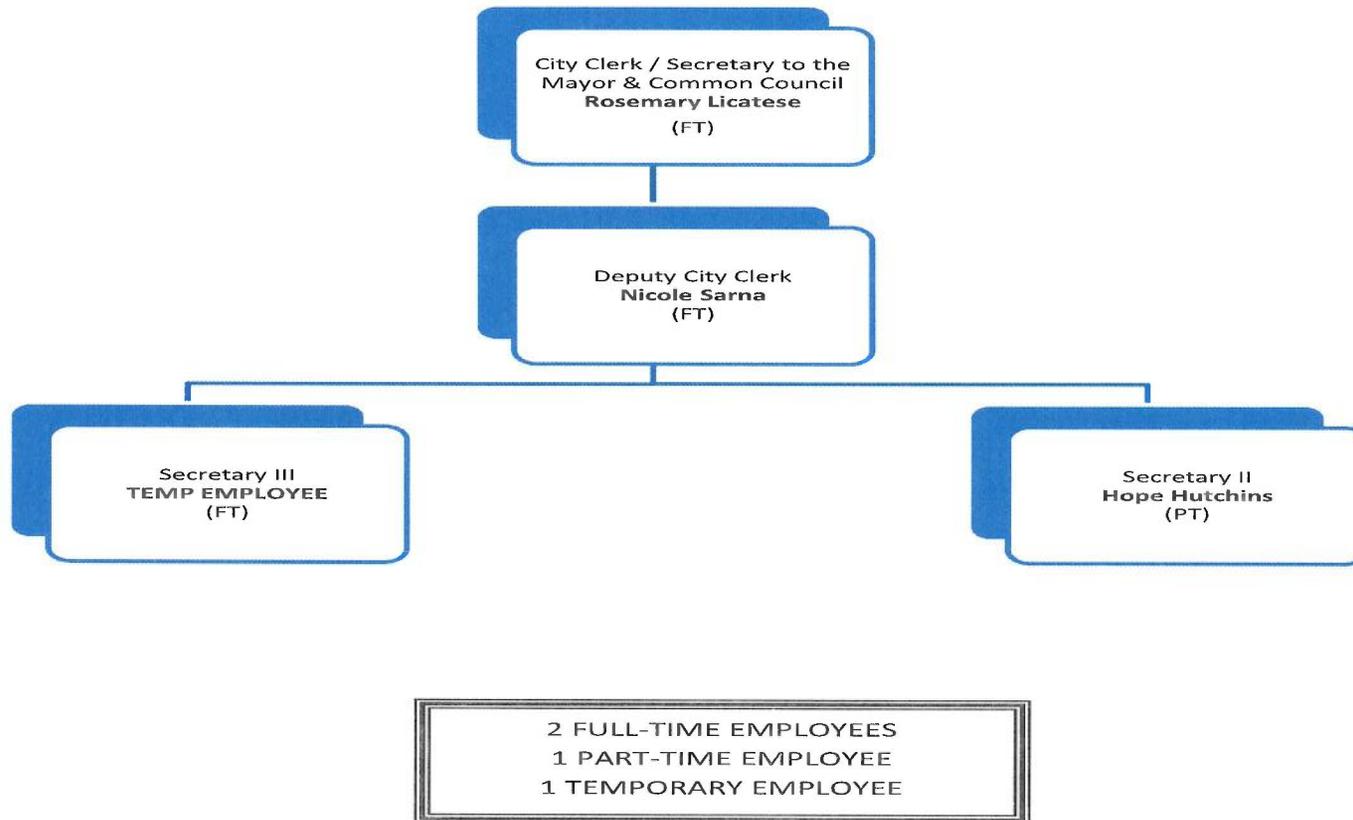
Goal 5A *Explore enhancement of presentation equipment in the Whitman Community Room, using upgraded technology*

Whitman Community Room Presentation Equipment: In 2019, the City Clerk's Office explored possible solutions to enhance presentation capability in the Whitman Room. The City Clerk's Office will continue to explore this area and hopes to find a solution in 2020 to replace the projector screen with flat screen technology, similar to what is currently used in the Council Chamber for presentations.

Goal 5B *Implement Paperless Conference Room Schedules, Mayor's Office Schedule & City Hall Calendar Management*

Paperless Conference Room Schedules & City Hall Calendar: The City Clerk's Office has been exploring a more efficient, paperless solution for sharing the City Hall conference room schedules. Currently, outside of each conference room there is a paper list showing the schedule of meetings for the week. The proposed solution would replace the paper with 10" monitors showing the same list of meetings electronically. Having this technology will allow the Clerk's Office staff to update each conference room schedule and the Mayor's Office schedule, via remote access. Implementation of this technology will not only reduce use of paper but will also provide a more efficient way of updating the information, keeping the information as current as possible for staff and visitors of City Hall. The City Clerk's Office expects to implement this equipment and software in the first quarter of 2020.

OFFICE OF THE CITY CLERK

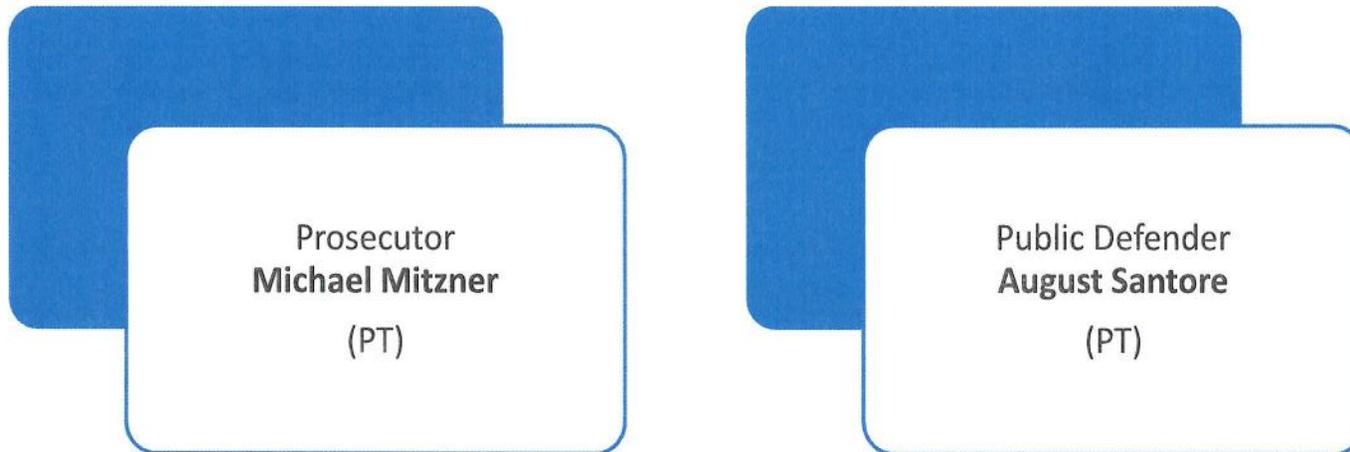


		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages									
101	Full-Time	\$ 199,950	\$ 199,950	\$ 188,482	\$ 11,468	\$ 199,698	\$ 199,698	\$ (252)	-0.13%
102	Part-Time	32,700	32,700	33,345	(645)	58,327	58,327	25,627	78.37%
103	Temporary	10,000	11,500 *	20,952	(9,452)	25,000	25,000	15,000	150.00%
114-115	Election Expenses	5,000	5,000	4,871	129	5,500	5,500	500	10.00%
	Total Salary & Wages	\$ 247,650	\$ 249,150	\$ 247,650	\$ 1,500	\$ 288,525	\$ 288,525	\$ 40,875	16.51%
<i>* \$1,500 transferred from Reserve for Salary Adjustments</i>									
Other Expenses									
201	Supplies and Materials	\$ 14,273	\$ 14,273	\$ 12,687	\$ 1,586	\$ 16,000	\$ 16,000	\$ 1,727	12.10%
202	Mayor Expenses	1,000	1,000	636	364	2,000	2,000	1,000	100.00%
209	Miscellaneous Services	3,000	3,000	45	2,955	3,000	3,000	0	0.00%
210	Legal Advertising	7,000	7,000	6,460	540	8,000	8,000	1,000	14.29%
212	Dues	2,200	2,200	1,634	566	2,400	2,400	200	9.09%
213	Miscellaneous Boards	500	500	59	441	500	500	0	0.00%
214	Election Expense	22,000	22,000	20,149	1,851	25,500	25,500	3,500	15.91%
403	Equipment Service	13,500	13,500	10,434	3,066	17,500	17,500	4,000	29.63%
429	Lease Equipment	8,200	8,200	7,297	903	8,200	8,200	0	0.00%
500	Contract Service	43,000	31,900 **	19,930	11,970	45,000	45,000	2,000	4.65%
700	Equipment	20,000	20,000	11,864	8,136	20,000	20,000	0	0.00%
808	Travel/Personal Expenses	750	750	98	652	750	750	0	0.00%
809	Conference & Meetings	7,000	7,000	2,365	4,635	7,000	7,000	0	0.00%
810	Temporary Staffing	28,000	1,000 **	308	692	5,000	5,000	(23,000)	-82.14%
811	Conference & Meetings Elected Officials	3,727	3,727	3,715	12	4,500	4,500	773	20.74%
	Total Other Expenses	\$ 174,150	\$ 136,050	\$ 97,683	\$ 38,367	\$ 165,350	\$ 165,350	\$ (8,800)	-5.05%
<i>** \$38,100 transferred to various accounts</i>									
	Department Total	\$ 421,800	\$ 385,200	\$ 345,332	\$ 39,868	\$ 453,875	\$ 453,875	\$ 32,075	7.60%
120-001									
200	Codification of Ordinances	\$ 10,000	\$ 10,000	\$ 5,289	\$ 4,711	\$ 12,000	\$ 12,000	\$ 2,000	20.00%
	Overall City Clerk Total	\$ 431,800	\$ 395,200	\$ 350,621	\$ 44,579	\$ 465,875	\$ 465,875	\$ 34,075	7.89%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Hutchins, Hope	Part-Time	Secretary II	\$ 32,691	\$ 33,345	5	19	\$ 0	\$ 33,345
Licasese, Rosalia	Full-Time	City Clerk/Sec. to Mayor & Council	132,942	125,964	17	15-18	12,596	138,560
Sarna, Nicole	Full-Time	Deputy City Clerk	58,822	61,138	9	10	0	61,138
<i>Salaries & Wages Total</i>			<u>\$ 224,455</u>	<u>\$ 220,447</u>			<u>\$ 12,596</u>	<u>\$ 233,043</u>

LEGAL SERVICES

LEGAL SERVICES



2 PART-TIME EMPLOYEES

155-000 LEGAL SERVICES

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Payroll	\$ 35,900	\$ 40,480	\$ 35,864	\$ 4,616	\$ 35,900	\$ 35,900	\$ 0	0.00%
	Total Salary & Wages	\$ 35,900	\$ 40,480 *	\$ 35,864	\$ 4,616	\$ 35,900	\$ 35,900	\$ 0	0.00%
		<i>* transferred in \$4,580 from Reserve For Salary Adjustments</i>							
<i>Other Expenses</i>									
500	Contract Services	\$ 210,000	\$ 210,000	\$ 208,452	\$ 1,548	\$ 200,000	\$ 200,000	\$ (10,000)	-4.76%
509	Miscellaneous Services	10,000	10,000	2,400	7,600	40,000	40,000	30,000	300.00%
	Total Other Expenses	\$ 220,000	\$ 220,000	\$ 210,852	\$ 9,148	\$ 240,000	\$ 240,000	\$ 20,000	9.09%
	Department Total	\$ 255,900	\$ 260,480	\$ 246,716	\$ 13,764	\$ 275,900	\$ 275,900	\$ 20,000	7.82%
43-495-000									
101	<i>Public Defender</i>	\$ 8,500	\$ 8,500	\$ 8,496	\$ 4	\$ 14,000	\$ 14,000	\$ 5,500	64.71%
	Overall Legal Services Total	\$ 264,400	\$ 268,980	\$ 255,212	\$ 13,768	\$ 289,900	\$ 289,900	\$ 25,500	9.64%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Mitzner, Michael	Part-Time	Prosecutor	\$ 35,864	\$ 35,864			\$ 0	\$ 35,864
<i>Salaries & Wages Total</i>			<u>\$ 35,864</u>	<u>\$ 35,864</u>			<u>\$ 0</u>	<u>\$ 35,864</u>
Santore, August	Part-Time	Public Defender	\$ 8,500	\$ 14,000			\$ 0	\$ 14,000
<i>Salaries & Wages Total</i>			<u>\$ 8,500</u>	<u>\$ 14,000</u>			<u>\$ 0</u>	<u>\$ 14,000</u>

FINANCE

FINANCE DEPARTMENT

Tammie L. Baldwin, 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 2019, the total tax levy was over \$137 million, with an additional sewer utility levy of over \$4.3 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.

OUR SERVICES & GOALS

Provide Excellent Service

All four offices of the 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. Maintain the city's internal control system.

Financial Management

Maintain a 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.

2019

- **Tax Levy: \$137,167,908**
- **Added & Omitted: \$962,729**
- **Tax Collection Rate: 99.62%**

- Domestic sewer utility billing resulted in a levy of \$3,044,143 for Summit, and a levy of \$906,180 for New Providence.
- Special assessments billed and recorded for 37 confirmed open assessments.
- Tax sale had three parcels sold with a premium collected of \$92,300.
- Processed 10 tax court and 38 county board judgments.

Office of the Tax Assessor

The Tax Assessor is responsible for the fair assessment of all real property within the municipality to equally distribute the tax burden.

In 2019, the Office of the Tax Assessor processed over 2,000 permits received from the building department, resulting in 527 properties being evaluated with 231 receiving an additional assessment and 296 without an assessment change.

Tax year 2019 Union County Tax Appeals showed a drop in the number of cases filed to 67 as compared to 98 in the previous year. This includes 60 regular appeals, six added/omitted appeals and one cross appeal. Impressively, only seven cases chose to continue to State Tax Court with only three of them being new. The remaining four cases are pending from previous years.

On the State Tax Court level, 43 cases were filed which includes seven cases up from the County Tax Board. 43 cases were resolved this year encompassing 23 properties. There are currently 72 open cases, of which two cases are cross appeals. This leaves 70 cases to carry forward, which is approximately 10% higher than the carry forward number of cases from last year.

Office of the Purchasing Agent

The Purchasing Agent is responsible for overseeing the purchasing activities of the city in accordance with applicable laws. Additional duties include assisting staff in identifying the most efficient, cost effective purchasing solutions for taxpayer dollars and vendors with navigating the complexities of public procurement laws. Through ongoing meetings with each department and maintaining open communication, the Purchasing Agent has been able to assist with the needs of individual departments as well as evaluate city-wide needs on an ongoing basis. As a result, several multi-year goods and services contracts have been awarded providing a standard pricing system and saving city staff time and resources. The needs of the city are met without needing to obtain quotes or conduct formal bids each time goods or services are 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 maintains the Purchasing page of the city website posting bid summaries and notifications of award, bid opportunities and a RFPs section. Making this frequently requested information more readily available to the public, eliminates 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 Office of the Treasurer also strives to provide requested information and assistance to Summit 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 2018 (received in 2019) contained one recommendation, down from five recommendations in 2017. This is a marked improvement. A Corrective Action Plan has been filed with the state related to the one recommendation for 2019 and is being addressed.

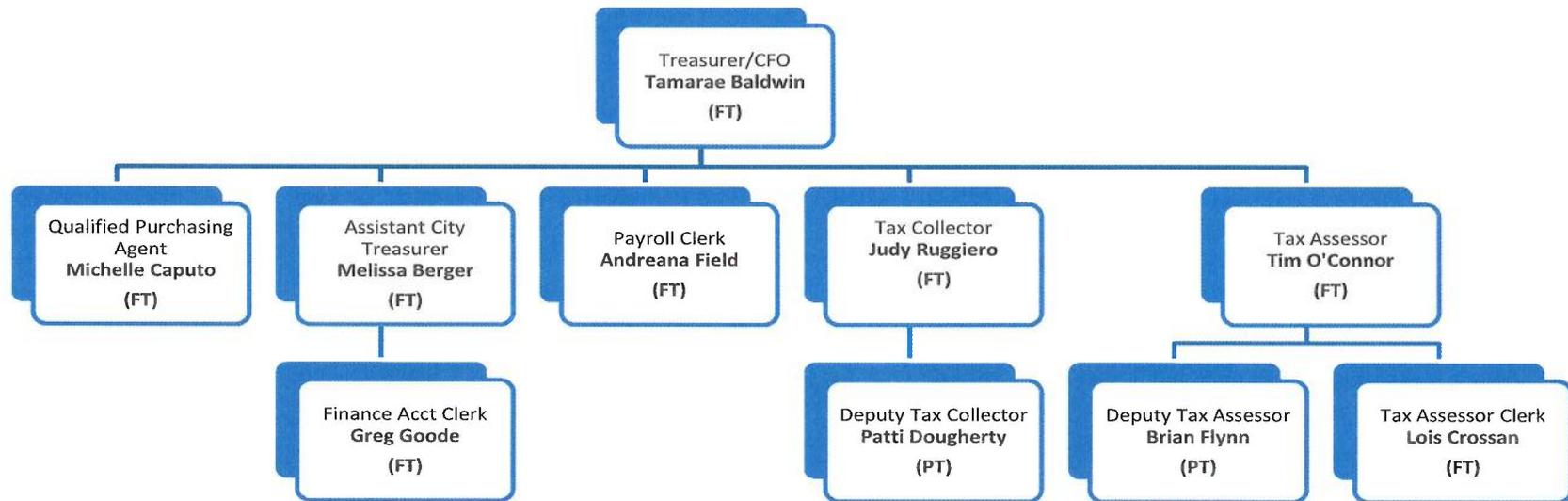
In 2019, the Treasurer's Office issued \$29,590,000 in Municipal Bonds and a Bond Anticipation Note in the amount of \$5,299,000 at the coupon interest rate of 2.0%.

In 2020, the City of Summit plans to issue bond anticipation notes for any 2020 approved capital projects identified during the municipal budget process.

2020 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.
- Review and maintain formal processing and procedures manual for the finance department.
- Re-visit feasibility of Implementing ACH vendor payments for selected vendors.
- Activate "positive-pay" ability for all checks issued by the city.
- Implement auto feeds from Smallwood and VCS time and attendance systems into PrimePoint Payroll system for Community Programs and Parking Services.
- Integrate PrimePoint Payroll System with the Edmunds Financial System to have PrimePoint generate a proper data file to auto update payroll totals to the Salary & Wages budget accounts.
- Establish policies and procedures for a procurement card program.
- Establish additional city-wide contracts for goods or services to maximize city contracting potential.
- Review banking solutions for escrow accounts and implement best practices for same.
- Research feasibility of instituting a mobile tablet system for data collection efficiencies for Tax Assessor field work.
- Develop separation of duties policy defining payroll and personnel actions.
- Establish secure monies policy for interdepartmental bank deposits.

FINANCE DEPARTMENT



8 FULL-TIME EMPLOYEES
2 PART-TIME EMPLOYEES

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages									
101	Full-Time	\$ 399,100	\$ 416,100 *	\$ 415,902	\$ 198	\$ 442,459	\$ 442,459	\$ 43,359	10.86%
102	Part-Time	0	0	0	0	0	0	0	100.00%
110	Overtime	0	0	0	0	0	0	0	100.00%
Total Salary & Wages		\$ 399,100	\$ 416,100	\$ 415,902	\$ 198	\$ 442,459	\$ 442,459	\$ 43,359	10.86%
*Transferred \$17,000 from Reserve For Salary Adjustments									
Other Expenses									
201	Supplies and Materials	\$ 4,500	\$ 4,500	\$ 4,498	\$ 2	\$ 4,000	\$ 4,000	\$ (500)	-11.11%
403	Financial Software Maintenance	8,000	8,000	7,194	806	8,000	8,000	0	0.00%
450	Financial Advisor Services	13,000	13,000	13,000	0	13,000	13,000	0	0.00%
500	Fixed Assets/OPEB Report	7,000	7,000	0	7,000	7,000	7,000	0	0.00%
501	Payroll Services (Clearing Acct)	20,000	20,000	20,000	0	20,000	20,000	0	0.00%
502	Alarm Registration Merchant Fees	1,200	1,200	216	984	1,200	1,200	0	0.00%
503	Court Merchant Fees (Fees Acct)	2,000	2,000	1,764	236	2,500	2,500	500	25.00%
505	Additional Financial Services	18,000	18,000	18,000	0	18,000	18,000	0	0.00%
506	Flex Account Fees	720	720	695	25	720	720	0	0.00%
808	Travel Expenses	1,500	1,500	1,151	349	1,500	1,500	0	0.00%
809	Conferences/Meetings/Dues/Training	7,500	7,500	7,744	(244)	7,500	7,500	0	0.00%
840	Miscellaneous	200	200	102	98	201	201	1	0.50%
Total Other Expenses		\$ 83,620	\$ 83,620	\$ 74,363	\$ 9,257	\$ 83,621	\$ 83,621	\$ 1	0.00%
Department Total		\$ 482,720	\$ 499,720	\$ 490,265	\$ 9,455	\$ 526,080	\$ 526,080	\$ 43,360	8.98%
100-006 Municipal Purchasing									
201	Office Supplies	\$ 400	\$ 400	\$ 399	\$ 1	\$ 200	\$ 200	\$ (200)	-50.05%
202	Copier Paper	10,000	10,000	7,785	2,215	9,000	9,000	(1,000)	-10.00%
203	Medical Supplies	100	100	95	5	100	100	0	100.00%
204	Office Water	3,500	3,500	3,396	104	3,500	3,500	0	0.00%
Total Other Expenses		\$ 14,000	\$ 14,000	\$ 11,675	\$ 2,325	\$ 12,800	\$ 12,800	\$ (1,200)	-8.57%
20-135-000									
200	Audit Services	\$ 45,000	\$ 45,000	\$ 45,000	\$ 0	\$ 46,000	\$ 46,000	\$ 1,000	2.22%
35-470-000									
10	Contingent	\$ 3,000	\$ 3,000	\$ 0	\$ 3,000	\$ 1,500	\$ 1,500	\$ (1,500)	-50.00%
Overall Financial Admin. Total		\$ 544,720	\$ 561,720	\$ 546,940	\$ 14,780	\$ 586,380	\$ 586,380	\$ 41,660	7.65%

	Status	Title	2019 Base + Longevity	2020 Base	Grade	Step	Longevity	2020 Total
Baldwin, Tamarae	Full-Time	Chief Financial Officer/Treasurer	\$ 59,615	\$ 155,000	18	19	\$ 0	\$ 155,000
Berger, Melissa	Full-Time	Assistant City Treasurer	89,023	92,840	13	17	0	92,840
Caputo, Michelle	Full-Time	Qualified Purchasing Agent	79,776	83,346	12	14	0	83,346
Field, Andreana	Full-Time	Payroll Clerk	45,826	50,759	6	7	0	50,759
Goode, Gregory	Full-Time	Finance Account Clerk	56,081	60,514	6	18	0	60,514
Retirement (8/2019)	Full-Time	Chief Financial Officer/Treasurer	88,858	0	18	19	0	0
Salaries & Wages Total			\$ 419,179	\$ 442,459			\$ 0	\$ 442,459

	2019				2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>								
Full-Time	\$ 101,369	\$ 101,400	\$ 101,369	\$ 31	\$ 102,742	\$ 102,742	\$ 1,373	1.35%
Part-Time	66,100	66,100	66,100	(0)	69,058	69,058	2,958	4.48%
Total Salary & Wages	\$ 167,469	\$ 167,500	\$ 167,469	\$ 31	\$ 171,800	\$ 171,800	\$ 4,331	2.59%
<i>Other Expenses</i>								
Supplies and Materials	\$ 5,000	\$ 5,000	\$ 3,908	\$ 1,092	\$ 5,000	\$ 5,000	\$ 0	0.00%
Printing Costs	3,000	3,000	2,320	680	3,000	3,000	0	0.00%
Collection Software Fees	5,495	5,495	4,413	1,082	5,025	5,025	(470)	-8.55%
Credit Card Set-up Costs	1,200	1,200	600	600	620	620	(580)	-48.33%
Collector Services	2,250	2,250	2,250	0	2,500	2,500	250	11.11%
Travel Expenses	500	500	234	266	500	500	0	100.00%
Conferences/Meetings & Dues	2,500	2,500	1,629	871	2,500	2,500	0	0.00%
Total Other Expenses	\$ 19,945	\$ 19,945	\$ 15,354	\$ 4,591	\$ 19,145	\$ 19,145	\$ (800)	-4.01%
Division Total	\$ 187,414	\$ 187,445	\$ 182,823	\$ 4,622	\$ 190,945	\$ 190,945	\$ 3,531	1.88%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>2020 Longevity</u>	<u>2020 Total</u>
Dougherty, Patricia	Part-Time	Deputy Tax Collector	\$ 66,100	\$ 69,058	12	14	\$ 0	\$ 69,058
Ruggiero, Juliet	Full-Time	Tax Collector	101,369	102,742	14	19		102,742
Salaries & Wages Total			\$ 167,469	\$ 171,800			\$ 0	\$ 171,800

150-000 TAX ASSESSMENT

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 175,250	\$ 175,250	\$ 167,207	\$ 8,043	\$ 180,015	\$ 180,015	\$ 4,765	2.72%
102	Part-Time	58,300	58,300	58,258	42	60,810	60,810	2,510	4.31%
	Total Salary & Wages	\$ 233,550	\$ 233,550	\$ 225,465	\$ 8,085	\$ 240,825	\$ 240,825	\$ 7,275	3.11%
<i>Other Expenses</i>									
201	Supplies and Materials	\$ 5,000	\$ 5,000	\$ 1,479	\$ 3,521	\$ 4,000	\$ 4,000	\$ (1,000)	-20.00%
300	Office Services Quick Base	2,400	2,400	360	2,040	400	400	(2,000)	-83.33%
350	Field Inspections	5,000	5,000	0	5,000	5,000	5,000	0	0.00%
500	Contract Services Appraisers	80,000	80,000	80,000	0	80,000	80,000	0	0.00%
503	Contract Services Legal	185,000	185,000	170,000	15,000	140,000	140,000	(45,000)	-24.32%
504	Tax Appeals Legal Services	0	0	0	0	0	0	0	-100.00%
804	Appraisal Conference	2,000	2,000	0	2,000	2,000	2,000	0	0.00%
807	Subscriptions MLS	500	500	403	98	500	500	0	0.00%
808	Transportation	2,000	2,000	496	1,504	2,000	2,000	0	0.00%
809	Assessor Conference	1,500	1,500	1,200	300	1,500	1,500	0	0.00%
	Total Other Expenses	\$ 283,400	\$ 283,400	\$ 253,937	\$ 29,463	\$ 235,400	\$ 235,400	\$ (48,000)	-16.94%
	Division Total	\$ 516,950	\$ 516,950	\$ 479,402	\$ 37,548	\$ 476,225	\$ 476,225	\$ (40,725)	-7.88%

			2019	2020			2020	
	Status	Title	Base + Longevity	Base	Grade	Step	Longevity	Total
Crossan, Lois	Full-Time	Tax Assessor Clerk	\$ 66,421	\$ 66,421	8	19	\$ 0	\$ 66,421
Flynn, Bryan	Part-Time	Deputy Tax Assessor	58,258	60,809	12	17		60,810
O'Connor, Timothy	Full-Time	Tax Assessor	108,826	115,976	16	17		113,594
Salaries & Wages Total			\$ 233,506	\$ 243,206			\$ 0	\$ 240,825

POLICE

Summit Police Department



Robert K. Weck, Chief of Police

WHAT WE DO

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

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 in 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 1: Continue using License Plate Recognition (LPR) camera system for strategic monitoring and high-volume data gathering within our city.

Goal 2: Upgrade all in-car patrol vehicle camera systems.

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

Goal 1: Reduce the incidence of traffic collisions, injuries and fatalities.

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

Goal 1: Reduce the incidence of crime.

Goal 2: 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 of the community policing and community outreach functions of the Summit Police Department.

These outreach functions play a central role in the ongoing mission of the department 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 to develop progressive strategies for providing the highest possible quality of life for all those who live, work, and learn within the borders of the City of Summit.

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 Summit Police Department to address public safety concerns. Additionally, the Community Policing 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 introduced a new program in early 2019, "Coffee with a Cop." Members of the department visited various locations throughout Summit to sit down with residents and business owners for informal meet-and-greet conversations. 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 normally take the initiative to approach an officer. Here, residents and business owners were able to sit down and have questions answered in a relaxed atmosphere, or engage in casual conversation with the men and women of the Summit Police Department.

Additionally, the Summit Police Department hosted three separate events promoting women's self-defense in the latter part of the year. Led by a team of officers, instructional drills were run where women of all ages, from pre-teen to seniors, were invited to participate. Instructors demonstrated maneuvers that the participants were able to practice and learn how to handle themselves in a potentially compromising or dangerous scenario. The department is anticipating hosting more of these events in 2020.

These community outreach initiatives, coupled with the ongoing, important relationships fostered by the Community Policing Unit, allow the police department to serve the people of Summit through multiple channels, furthering the department's role in making Summit a safe and enjoyable place to visit, work and live.

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

Goal 1

Continue with the License Plate Recognition (LPR) Camera System for strategic monitoring and high-volume data gathering within our city.

As world of technology continues to introduce innovate and develop, the Summit Police Department has and will continue to look towards technology to add efficiency and assist officers in serving their communities better. The department will continue to look for ways to use its License Plate Recognition (LPR) camera system for strategic monitoring and high-volume data gathering within our city. This system allows our department to proactively prevent crime and improve safety by strategically positioning LPR cameras at entries and exits, creating a virtual fence. The SPD receive alerts when vehicles of interest enter the City of Summit, including stolen motor vehicles.

Goal 2

Upgrade all in-car patrol vehicle camera systems.

In coming months, the Summit Police Department will upgrade its in-car video camera systems - important, mainstream law enforcement technology. Received as a capital budget item, extensive research was done into utilizing a vendor to provide equipment for the department to help officers to better serve the community and to increase transparency into police interactions. Through the use of in-car video camera systems, the Summit Police Department 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 1

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 roadways and sidewalks throughout town. To meet the demands generated by the high volume of motor vehicle and pedestrian traffic, the department has created a Traffic Unit to ensure traffic laws are enforced throughout the city, providing a safe passage for all. Additionally, the Traffic Unit engages in educational campaigns to serve and enhance motorist and pedestrian awareness of traffic laws. These responsibilities, combined with ensuring roadway safety, conducting traffic volume studies, and placing appropriate traffic signage throughout the city, assist the Summit 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 which

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. Summit also hosts a vibrant corporate community that attracts employees from throughout the Tri-State Area. The high-level of interest in city activities gives rise to an increased number of pedestrians using sidewalks and street crossings to reach their destinations. To effectively protect everyone who travels to and from school, works in and visits Summit, the Traffic Unit organizes Pedestrian Safety Campaigns throughout the year. By conducting motor vehicle enforcement at high traffic intersections and roadways and through distribution of educational material encouraging pedestrians and motorists to “Put Down the Phone” and “Share the Road,” the Traffic Unit is able to address the important safety concerns and ensure everyone in Summit safely navigates the city.

ELECTRONIC MESSAGE BOARD MANAGEMENT

The 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 targeted messages to motorists and pedestrians) to quickly and effectively target high-volume traffic areas to relay important information. The Traffic Unit is responsible for managing the department’s fleet of message boards, programming and deploying the boards at predetermined locations throughout the city.

SPEED and VOLUME ROADWAY SURVEYS

The Traffic Unit conducts surveys of various roadways throughout the city in order 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 of Summit Engineering Division, the Traffic Unit’s 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-volume traffic areas and monitors activity in these areas so pedestrians and motorists are afforded the safest possible roadway system while traveling in the City of Summit.

MOTOR VEHICLE CRASH INVESTIGATION

The Traffic Unit is responsible for reviewing all motor vehicle crashes that take place in the City of Summit. Using 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 highly-detailed crash data analysis. These services serve to promote traffic safety within the city and support the department's Patrol Bureau when responding to calls concerning motor vehicle collisions.

Traffic Year in Review: 2018 v. 2019

Traffic Enforcement		
Motor Vehicle Summonses Issued	Year: 2018	Year: 2019
Motor Vehicle Stops	10,392	11,256
Moving Violations	3,369	3,241
Parking Violations	2,040	1,787
TOTAL	5,409 (violations)	5,028 (violations)

Motor Vehicle Accidents		
Type of Accident	Year: 2018	Year: 2019
Reportable Accidents	650	566
Non-Reportable Accidents	275	248
Number of Fatalities	0	1
TOTAL	934	814

Pedestrian Involved Accidents*		
	Year: 2018	Year: 2019
Intersection	11	9
Injuries	8	8
Fatalities	0	0
Non-Intersection	1	4
Injuries	0	4
Fatalities	0	0
TOTAL ACCIDENTS	12	13

Driving Under the Influence (D.W.I.)		
	Year: 2018	Year: 2019
TOTAL ARRESTS	17	19

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

SERVICE 4 Manage public safety programs related to criminal activity.

Goal 1

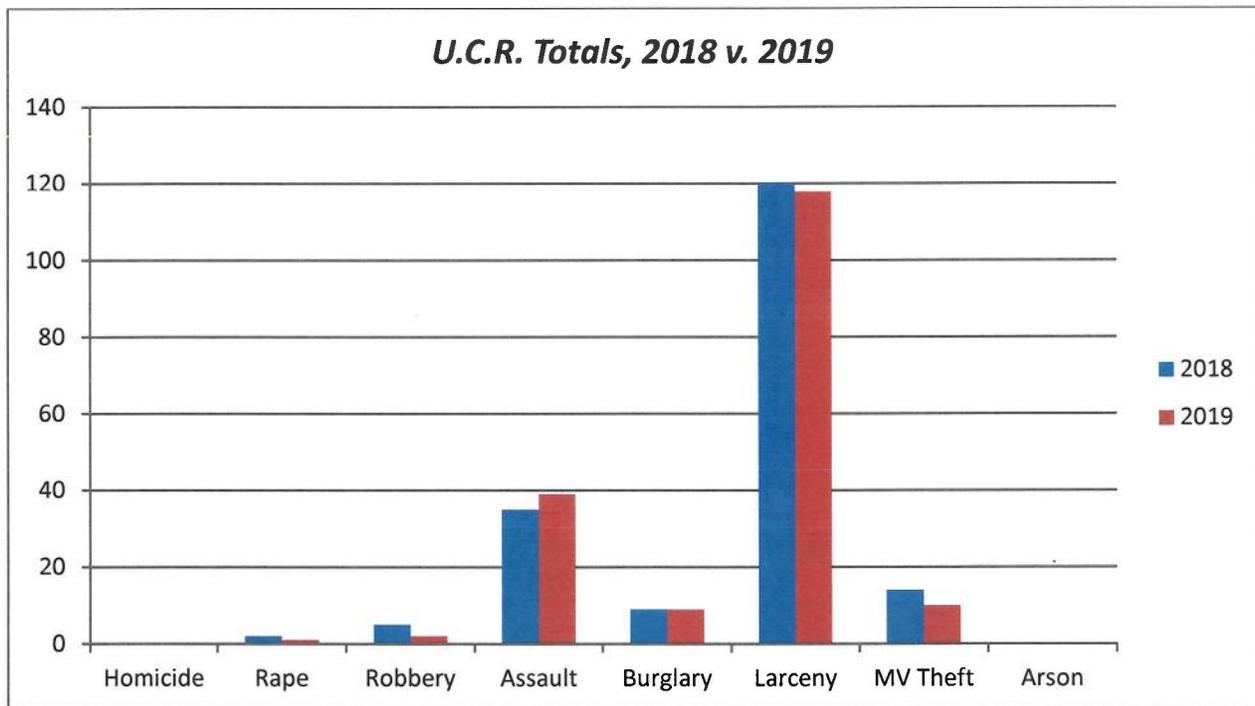
Reduce the incidence of crime.

The Summit Police Department, through innovative anti-crime strategies, strives to continue reductions in crime 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 related to crime to generate more effective police operations.

State of New Jersey- Uniform Crime Reporting Statistics, 2018 v. 2019

Classification of Part I Offenses	Total 2018	Total 2019
Homicide	0	0
Rape	2	1
Robbery	5	2
Assault	35	39
Burglary	9	9
Larceny	120	118
Motor Vehicle Theft	14	10
Arson	0	0
TOTAL	185	179



Arrests Made (Criminal, Motor Vehicle and Municipal), 2018 v. 2019

Persons Arrested	Total 2018	Total 2019
Adult Arrests	188	286
Juvenile Arrests	8	3
TOTAL	196	289

Charges Filed (Criminal, Motor Vehicle and Municipal), 2018 v. 2019

Charges Filed	Total 2018	Total 2019
Adult Complaints	375	335
Juvenile Complaints	36	5
TOTAL	411	340

Goal 2

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

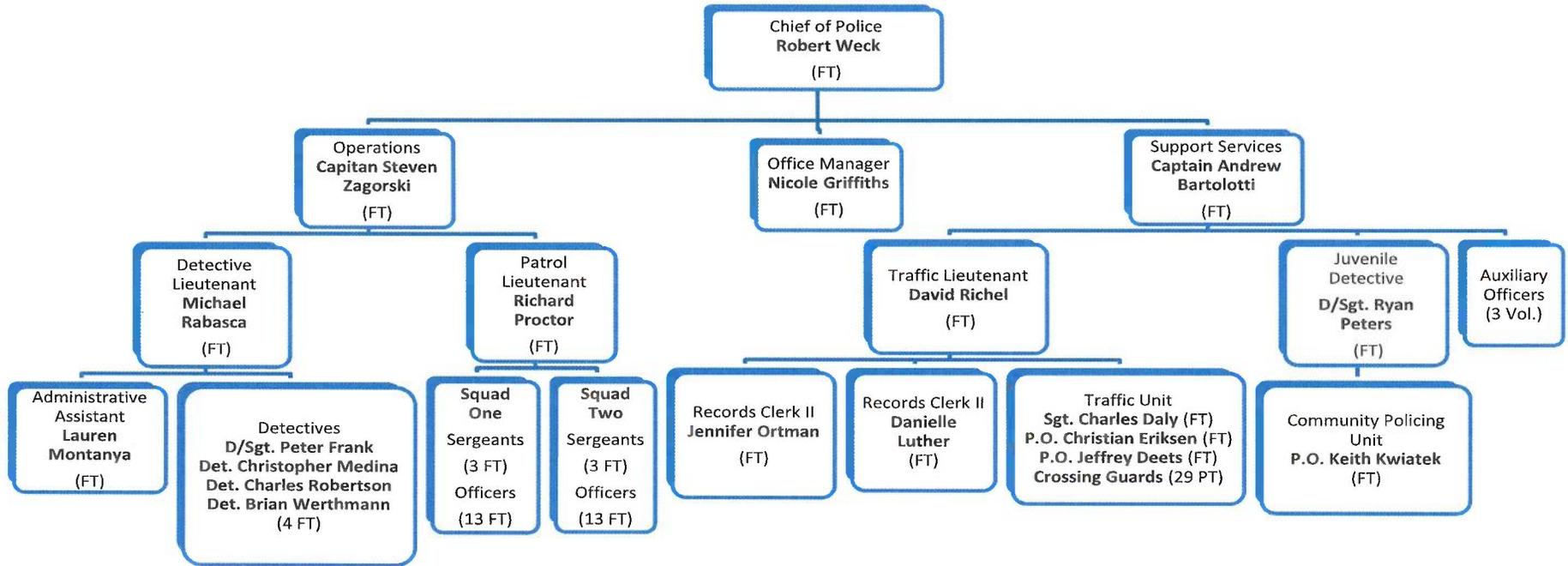
The Summit Police Department strives to respond to all calls for service as expeditiously as possible, while providing the public with optimal service at each instance where the assistance of the police department is required. As with every police department, the patrol division is its backbone. The 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 multiple 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 protection of life and property, prevention of crime, enforcement of laws, and detection and apprehension of criminals. In addition to the standard day-to-day tasks, patrol officers provide a range of services to citizens, including simple tasks such as providing directions to lost travelers and assisting paramedics with medical emergencies.

Calls for Service	Total
Year: 2017	35,524
Year: 2018	45,875
Year: 2019	48,820

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 the development of new equipment and technology, the department will take 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 our community and uphold the values of integrity, courage, duty, loyalty, respect and honor.

Police Department



51 FULL-TIME EMPLOYEES
 29 PART-TIME CROSSING GUARDS
 3 AUXILIARY OFFICERS (Volunteer)

240-000 POLICE DEPARTMENT

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages									
101	Full-Time	\$ 5,125,700	\$ 5,125,700	\$ 5,121,493	\$ 4,207	\$ 5,294,273	\$ 5,294,273	\$ 168,573	3.29%
104	Overtime	220,000	220,000	168,686	51,314	220,000	220,000	0	0.00%
106	Sick Leave Incentive	39,000	39,000	38,250	750	39,250	39,250	250	0.64%
108	Special Law Enforcement Officer 1	10,000	10,000	0	10,000	0	0	(10,000)	-100.00%
109	Other Pay - Court Overtime	5,000	10,000 *	8,011	1,989	10,000	10,000	5,000	100.00%
111	Auxillary Police Chief	2,000	2,000	0	2,000	2,000	2,000	0	0.00%
114	Off Duty (Clearing Acct)	20,000	20,000	20,000	0	20,000	20,000	0	0.00%
121	Civilian Administration	322,350	322,350	321,817	533	258,747	258,747	(63,603)	-19.73%
141	Rabbi Trust Contribution	64,000	64,000	64,000	0	64,000	64,000	64,000	100.00%
194	OT July 4th	6,000	6,000	140	5,860	6,000	6,000	(0)	0.00%
Total Salary & Wages		\$ 5,814,050	\$ 5,819,050	\$ 5,742,397	\$ 76,653	\$ 5,914,270	\$ 5,914,270	\$ 164,220	2.82%

* \$5,000 transferred in from Reserve For Salary Adjustments

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Other Expenses									
201	Supplies and Materials	\$ 11,000	\$ 11,000	\$ 10,329	\$ 671	\$ 11,000	\$ 11,000	\$ 0	0.00%
206	Street Signs	11,000	11,000	11,000	0	15,000	15,000	4,000	36.36%
221	Memorial Ride Expenses	800	800	0	800	800	800	0	0.00%
224	Ordnance & Range	29,000	29,000	29,000	0	29,000	29,000	0	0.00%
225	Detective Bureau/Photo Equip	1,000	1,000	1,000	0	1,000	1,000	0	0.00%
301	Printing	1,000	1,000	1,000	0	1,000	1,000	0	0.00%
500	Contract Services	113,000	113,000	107,063	5,937	135,000	135,000	22,000	19.47%
501	Revision Program	3,000	3,000	2,999	1	3,000	3,000	0	0.00%
502	Community Policing	3,000	3,000	3,000	0	5,000	5,000	2,000	66.67%
505	E-Ticketing	32,000	32,000	32,000	0	30,000	30,000	(2,000)	-6.25%
700	Equipment	21,000	21,000	20,994	6	21,000	21,000	0	0.00%
703	Vehicle Maintenance	55,000	55,000	46,147	8,853	45,000	45,000	(10,000)	-18.18%
800	Employee Support	3,000	3,000	2,990	10	3,000	3,000	0	0.00%
802	Body Armor	10,000	10,000	10,000	0	10,000	10,000	0	0.00%
803	Clothing Allowance	17,000	17,000	16,621	379	17,000	17,000	0	0.00%
804	Training & Seminars	15,000	15,000	15,000	0	15,000	15,000	0	0.00%
805	Tuition Reimbursement	15,000	15,000	11,546	3,454	20,000	20,000	5,000	33.33%
806	Memberships	3,000	3,000	2,976	24	3,000	3,000	0	0.00%
808	Personal Expenses	0	0	0	0	0	0	0	0.00%
809	Clothing Allowance (Payroll Acct.)	76,000	76,000	72,300	3,700	76,000	76,000	0	0.00%
841	Rabbi Trust Administration fees	3,000	3,000	3,316	(316)	3,000	3,000	0	0.00%
900	Miscellaneous (Promo. Exams)	5,000	5,000	4,926	74	5,000	5,000	0	0.00%
Total Other Expenses		\$ 427,800	\$ 427,800	\$ 404,208	\$ 23,592	\$ 448,800	\$ 448,800	\$ 21,000	4.91%

	Status	Title	2019 Base + Longevity	2020 Base	2020 Stipend	Long %	Grade	Step	Longevity	2020 Total
Weck, Robert	Full-Time	Chief	\$ 187,781	\$ 171,343	\$ 3,000	10%	19	4	\$ 17,134	\$ 191,477
Bartolotti, Andrew	Full-Time	Captain	162,705	156,565		6%	18	4	9,394	165,959
Zagorski, Steven	Full-Time	Captain	168,845	156,565		10%	18	4	15,657	172,222
Proctor, Richard	Full-Time	Patrol Lieutenant	140,848	147,481			3	2	0	147,481
Rabasca, Michael	Full-Time	Detective Lieutenant	153,524	147,481		10%	3	2	14,748	162,229
Richel, David	Full-Time	Traffic Lieutenant	154,933	147,481		10%	3	2	14,748	162,229
Buntin, Matthew	Full-Time	Sergeant	126,495	132,475			2	2	0	132,475
Byrne, Michael	Full-Time	Sergeant	136,615	132,475		10%	2	2	13,248	145,723
Daly, Charles	Full-Time	Traffic Sergeant	128,495	132,475	2,000		2	2	0	134,475
Frank, Peter	Full-Time	Detective Sergeant	137,880	132,475	700	10%	2	2	13,248	146,423
Martin, Ronald	Full-Time	Sergeant	139,145	132,475		10%	2	2	13,248	145,723
Peters, Ryan	Full-Time	Juvenile Detective Sergeant	127,195	132,475	700		2	2	0	133,175
Rich, Thomas	Full-Time	Sergeant	134,085	132,475		6%	2	2	7,949	140,424
Rutkowski, Sam	Full-Time	Sergeant	126,495	132,475			2	2	0	132,475
Treiber, Michael	Full-Time	Sergeant	134,785	132,475		6%	2	2	7,949	140,424
Superior Officers Subtotal			\$ 2,159,825	\$ 2,119,191	\$ 6,400				\$ 127,321	\$ 2,252,912

240-000 POLICE DEPARTMENT

EMPLOYEE SALARY & WAGES

	Status	Title	2019 Base + Longevity	2020 Base	2020 Stipend	Long %	Grade	Step	Longevity	2020 Total
Alesandro, Michael	Full-Time	Patrol Officer	\$ 51,940	\$ 60,595			1	2-3		\$ 60,595
Brunetto, John	Full-Time	Patrol Officer	85,702	94,357			1	8-9		94,357
Deets, Jeffrey	Full-Time	Patrol Officer	72,485	77,476	850		1	6		78,326
DeFilippis, Donald	Full-Time	Patrol Officer	110,731	115,994			1	11		115,994
DeMetro, Mark	Full-Time	Patrol Officer	54,754	60,595			1	3		60,595
Eriksen, Christian	Full-Time	Patrol Officer	111,581	115,994	850		1	11		116,844
Franchino, Leonard	Full-Time	Patrol Officer	57,567	66,222			1	3-4		66,222
Freeman, R. Michael	Full-Time	Detective/Patrol Officer	122,247	115,994	1,550	10%	1	11	11,599	129,143
PBA Reimbursement			(122,247)	(115,994)	(1,550)	9%			(11,599)	(129,143)
Garcia, Jonathon	Full-Time	Patrol Officer	110,731	115,994	1,500		1	11		117,494
Garita, Ruddy	Full-Time	Patrol Officer	57,567	66,222			1	3-4		66,222
Gram, Billy	Full-Time	Patrol Officer	49,127	49,127			1	0		49,127
Kotiga, David	Full-Time	Patrol Officer	110,731	115,994			1	11		115,994
Kwiatek, Keith	Full-Time	CPU/Patrol Officer	88,519	94,357	850		1	9		95,207
Ludena, Henry	Full-Time	Patrol Officer	85,702	94,357			1	8		94,357
Maggiulli, Kathleen	Full-Time	Patrol Officer	110,731	115,994			1	11		115,994
McDermott, Gerald	Full-Time	Patrol Officer	110,731	115,994			1	11		115,994
Medina, Christopher	Full-Time	Detective/Patrol Officer	112,281	115,994	1,550		1	11		117,544
O'Leary, Sean	Full-Time	Patrol Officer	120,697	115,994		10%	1	11	11,600	127,594
Pedersen, Raymond	Full-Time	Patrol Officer	121,090	115,994	1,500	10%	1	11	11,600	129,094
Peer, Jeffrey	Full-Time	Patrol Officer	118,875	115,994	1,500	6%	1	11	6,960	124,454
Pyzik, Anthony	Full-Time	Patrol Officer	51,940	60,595			1	2-3		60,595
Robertson, Charles	Full-Time	Detective/Patrol Officer	112,281	115,994	1,550		1	11		117,544
Santos, Paulo	Full-Time	Patrol Officer	110,731	115,994			1	11		115,994
Sauers, Jonathan	Full-Time	Patrol Officer	117,375	115,994		6%	1	11	6,960	122,954
Sauers, Karen	Full-Time	Patrol Officer	110,731	115,994			1	11		115,994
Scarpello, Collin	Full-Time	Patrol Officer	46,313	54,968			1	1-2		54,968
Stanek, Ryan	Full-Time	Patrol Officer	110,731	115,994			1	11		115,994
Tesorio, AJ	Full-Time	Patrol Officer	46,313	54,968			1	2		54,968
Thompson, Sean	Full-Time	Patrol Officer	57,567	66,222			1	2-3		66,222
Uanis, Adam	Full-Time	Patrol Officer	49,127	49,127			1	0		49,127
Watson, Rodney	Full-Time	Patrol Officer	120,697	115,994		10%	1	11	11,600	127,594
Werthmann, Brian	Full-Time	Detective/Patrol Officer	118,875	115,994	1,550	6%	1	11	6,960	124,504
Walsh, Christopher	Full-Time	Patrol Officer	49,127	52,895			1	1		52,895
Retirement (7/1/2019)	Full-Time	Patrol Officer	60,902	0			1	11	0	0
Resignation (12/31/2019)	Full-Time	Patrol Officer	110,731	0			1	11		0
Patrol Officers Subtotal			\$ 3,014,983	\$ 2,973,981	\$ 11,700				\$ 55,680	\$ 3,041,361

Status	Title	2019 Base + Longevity	2020 Base	2020 Stipend	Long % Grade Step	Longevity	2020 Total
Griffiths, Nicole	Full-Time Office Manager	\$ 68,765	\$ 72,273		10 16		\$ 72,273
Luther, Danielle	Full-Time Records Clerk II	63,500	66,675		7 19		66,675
Montanya, Lauren	Full-Time Administrative Assistant	66,090	69,395		8 19		69,395
Ortman, Jennifer	Full-Time Records Clerk II	55,201	58,726		7 13		58,726
Retirement	Full-Time Administrative Assistant	68,765	0		8 19		0
Civilian Administration Total		\$ 253,556	\$ 267,069			\$ 0	\$ 267,069
Salaries & Wages Total		\$ 5,428,364	\$ 5,360,241	\$ 18,100		\$ 183,000	\$ 5,561,342

FIRE

Summit Fire Department

Eric Evers, Fire Chief



MISSION STATEMENT

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 2,500 calls per year and is responsible for providing fire protection and emergency services, including "First Responder" emergency medical response.

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.

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.

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 Midtown Direct line that provides direct commuter rail service to New York City.

DEPARTMENTAL GOALS FOR 2020

Operations

- Increase staffing levels for safe, effective operations, and to meet response to public need as well as regional and national standards.
- Complete Pre-Planning of all commercial properties.

Facilities

- New Firehouse Project: Complete Construction Documentation phase, Award Bid, and break ground on new facility.

Fire Department Shared Services

- Continue automatic engine company coverage with Millburn Fire Department.
- Expand automatic aid program to include Springfield Fire Department.
- Evaluate additional joint training with area departments.
- Continue partnership agreements with Overlook Medical Center.
- Build a working relationship with Bristol-Myers Squibb.

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 two-day officer training and safety conference with Millburn and Springfield fire departments.
- Continued partnership agreements with Overlook Medical Center and Bristol-Myers Squibb.



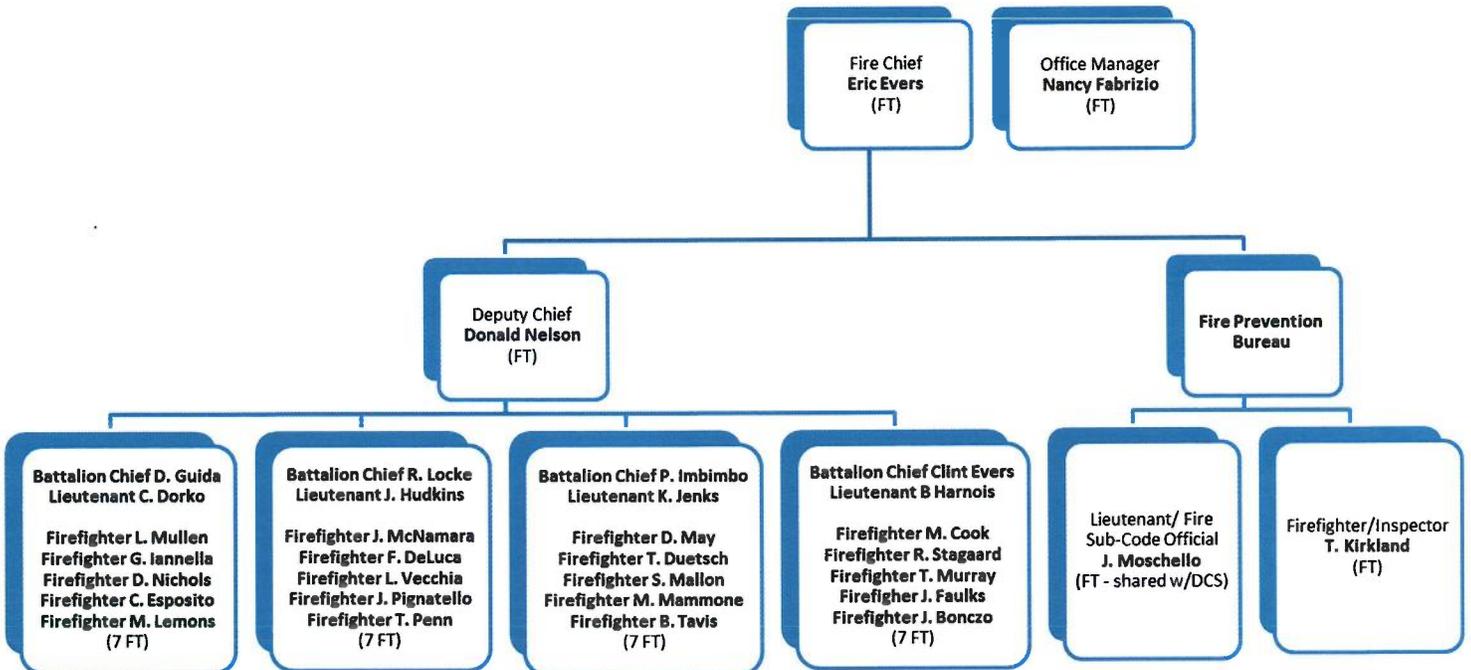
ORGANIZATIONAL STRUCTURE

Career Fire Department:

- 32 full-time career members
- 15 volunteer firefighters
- Four (4) Platoon systems 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
- Two (2) Fire Prevention Inspectors



RESPONSE ACTIVITY - 2019

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, statistic 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 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.

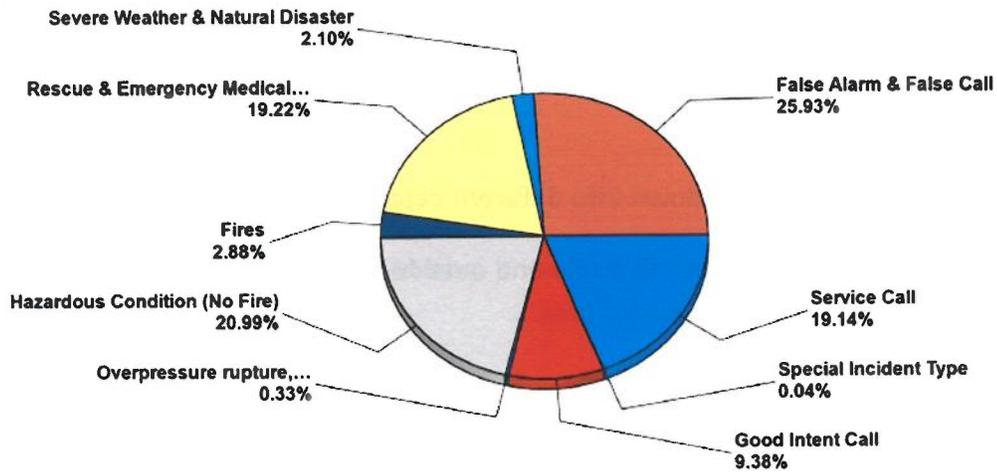
SERVICE CALLS: Service calls include water removal and water emergencies, house and vehicle lockouts and lock-ins, securing damaged property and calls for public assistance.

GOOD INTENT CALLS: This category includes calls where a caller believes something is an emergency. Investigation finds no immediate emergency, but 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: 01/01/2019 | End Date: 12/31/2019



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	70	2.88%
Overpressure rupture, explosion, overheating - no fire	8	0.33%
Rescue & Emergency Medical Service	467	19.22%
Hazardous Condition (No Fire)	510	20.99%
Service Call	465	19.14%
Good Intent Call	228	9.38%
False Alarm & False Call	630	25.93%
Severe Weather & Natural Disaster	51	2.10%
Special Incident Type	1	0.04%
TOTAL	2430	100.00%

STANDARD OF COVER (Start Date: 01/01/2019 | End Date: 12/31/2019)

MUTUAL AID		
Aid Type		Total
Aid Given		83
Aid Received		36
OVERLAPPING CALLS		
# OVERLAPPING		% OVERLAPPING
715		32.51
LIGHTS AND SIREN - AVERAGE RESPONSE TIME (Dispatch to Arrival)		
Station	EMS	FIRE
Fire Headquarters	0:06:00	0:05:45
	AVERAGE FOR ALL CALLS	0:05:48

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 the 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 in their own home's for fire hazards.



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 **170** 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 can 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 **1000** 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 **700** of these inspections in 2019. The Bureau is also responsible for complaint investigations, fire safety permits, site-plan review and fire investigations.

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 – These are individual buildings or properties that depending on the 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

2020 CAPITAL EQUIPMENT REQUESTS

RESCUE EQUIPMENT REPLACEMENT:

This program continues upgrade of the department's rescue equipment. Improved technology of modern equipment increases the efficiency & speed of rescue operations. Major repairs to older hydraulic power units are not cost effective again due to the improved efficiency of new units.

SMALL EQUIPMENT REPLACEMENT:

Due to age, some gas-powered equipment becomes more difficult to repair and maintain since parts are harder to find. Reliability of older air monitoring equipment is questionable, maintaining these older units are not cost effective. The compliment of small hand tools available in the fire station for use in making minor repairs to apparatus and equipment needs to be upgraded to match the more complex nature of modern firefighting equipment

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 when a firefighter's gear becomes damaged or contaminated.

REPLACEMENT OF FIRE HOSE:

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

REPLACEMENT OF FIRE PREVENTION VEHICLE

Scheduled replacement of a 13 year old 2006 Ford Explorer - Experience has shown that vehicles of this age begin to require major, costly repairs more frequently and regularly, rendering it not cost effective. Annual maintenance costs would be reduced by replacing this vehicle.

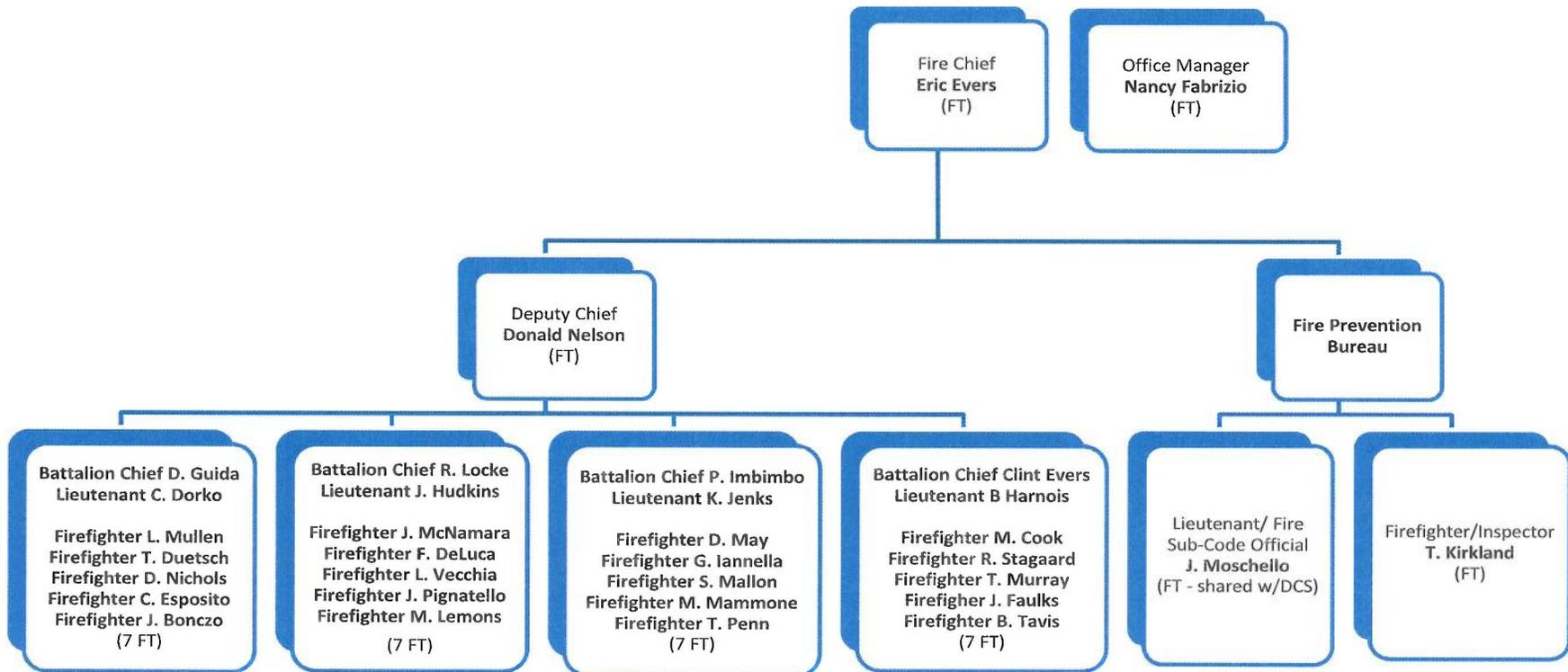
SUMMARY

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 2,430 emergency incidents the department responded to in 2019 to date.

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

265-000 FIRE DEPARTMENT

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages									
101	Full-Time	\$ 3,734,500	\$ 3,791,695 *	\$ 3,706,423	\$ 85,272	\$ 3,812,331	\$ 3,812,331	\$ 77,831	2.08%
104	Overtime	325,000	325,000	389,066	(64,066)	340,000	340,000	15,000	4.62%
108	Volunteer FF's Allowance	4,000	4,000	2,400	1,600	4,000	4,000	0	0.00%
111	Emergency Management Coordinator	6,000	6,000	6,000	0	6,000	6,000	0	0.00%
121	Civilian Administration	80,306	80,306	81,911	(1,605)	81,912	81,912	1,606	2.00%
141	Rabbi Trust Contribution	32,000	32,000	32,000	0	24,000	24,000	(8,000)	-25.00%
194	OT July 4th	4,000	4,000	0	4,000	4,000	4,000	0	0.00%
	Total Salary & Wages	\$ 4,185,806	\$ 4,243,001	\$ 4,217,800	\$ 25,201	\$ 4,272,243	\$ 4,272,243	\$ 86,437	2.07%
* \$57,195 transferred in from various accounts									
Other Expenses									
201	Supplies and Materials	\$ 22,000	\$ 18,000 **	\$ 13,506	\$ 4,494	\$ 22,000	\$ 22,000	\$ 0	0.00%
402	Building Maintenance	15,000	15,000	11,404	3,596	15,000	15,000	0	0.00%
500	Contract Services	47,000	47,000	48,822	(1,822)	47,000	47,000	0	0.00%
700	Equipment	25,000	20,000 **	15,638	4,362	25,000	25,000	0	0.00%
705	Vehicle Maintenance	65,000	65,000	64,862	138	70,000	70,000	5,000	7.69%
800	Employee Support	8,000	8,000	2,000	6,000	8,000	8,000	0	0.00%
803	Clothing Allowance	7,000	7,000	70	6,930	10,000	10,000	3,000	42.86%
804	Training & Seminars	25,000	25,000	24,860	140	25,000	25,000	0	0.00%
805	Tuition Reimbursement	20,000	10,000 **	6,764	3,236	15,000	15,000	(5,000)	-25.00%
808	Personal Expenses	2,000	2,000	1,199	801	2,000	2,000	0	0.00%
809	Clothing Allowance (Payroll Acct)	63,000	63,000	62,700	300	63,000	63,000	0	0.00%
841	Rabbi Trust Administration Fee	2,700	2,700	2,630	70	2,700	2,700	0	0.00%
	Total Other Expenses	\$ 301,700	\$ 282,700	\$ 254,454	\$ 28,246	\$ 304,700	\$ 304,700	\$ 3,000	0.99%
** \$19,000 transferred to Fire Salaries									
265-001	Uniform Fire Safety Act								
	Salary & Wages	\$ 36,545	\$ 36,545	\$ 36,545	\$ 0	\$ 36,545	\$ 36,545	\$ 0	0.00%
265-002	Fire Hydrant Service	\$ 300,000	\$ 300,000	\$ 280,000	\$ 20,000	\$ 300,000	\$ 300,000	\$ 0	0.00%
	Overall Fire Department Total	\$ 4,824,051	\$ 4,862,246	\$ 4,788,800	\$ 73,446	\$ 4,913,488	\$ 4,913,488	\$ 89,437	3.06%

265-000 FIRE DEPARTMENT

EMPLOYEE SALARY & WAGES

	Status	Title	2019 Base + Longevity	2020 Base	2020 Stipend	Grade	Step	Long %	Longevity	2020 Total
Evers, Eric	Full-Time	Chief	\$ 187,781	\$ 171,343	\$ 3,000	19	4	10%	\$ 17,134	\$ 191,477
Nelson, Donald	Full-Time	Deputy Chief	169,349	154,251	3,000	17	4	10%	15,425	172,676
Evers, Henry Clint	Full-Time	Battalion Chief	148,185	139,952		3	3	8%	11,196	151,148
Guida, David	Full-Time	Battalion Chief	150,929	139,952		3	3	10%	13,995	153,947
Imbimbo, Paul	Full-Time	Battalion Chief	145,440	139,952		3	3	6%	8,397	148,349
Locke, Richard	Full-Time	Battalion Chief	150,929	139,952		3	3	10%	13,995	153,947
Dorko, Christopher	Full-Time	Lieutenant	117,879	124,388		2	3			124,388
Harnois, Brian	Full-Time	Lieutenant	121,949	124,388		2	3			124,388
Hudkins, Jeffrey	Full-Time	Lieutenant	134,144	124,388		2	3	10%	12,439	136,827
Jenks, Kenneth	Full-Time	Lieutenant	121,949	124,388		2	3			124,388
Bonczo, John	Full-Time	Firefighter	74,592	84,456		1	6-7			84,456
Cook, Michael	Full-Time	Firefighter	119,228	110,557		1	7	10%	11,056	121,613
DeLuca, Frank	Full-Time	Firefighter	119,228	110,557		1	7	10%	11,056	121,613
Duetsch, Timothy	Full-Time	Firefighter	117,060	110,557		1	7	8%	8,845	119,402
Esposito, Christopher	Full-Time	Firefighter	108,389	110,557		1	7			110,557
Faulks, Jeffrey	Full-Time	Firefighter	108,389	110,557		1	7			110,557
Iannella, Gabriel	Full-Time	Firefighter	114,892	110,557		1	7	8%	8,845	119,402
Kirkland, Thomas	Full-Time	FF/Inspector	110,828	110,557	2,488	1	7			113,045
Lemons, Matthew	Full-Time	Firefighter	68,016	77,880		1	5-6			77,880
Mallon, Scott	Full-Time	Firefighter	117,060	110,557		1	7	8%	8,845	119,402
Mammone, Michael	Full-Time	Firefighter	108,389	110,557		1	7			110,557
May, David	Full-Time	Firefighter	119,228	110,557		1	7	10%	11,056	121,613
McNamara, Jeffrey (Ret. 4/1/20)	Full-Time	Firefighter	119,228	27,639		1	7	10%	2,764	30,403
Moschello, Joseph (50% charged to UCC)	Full-Time	LT/Fire Sub-Code Official	65,180	124,388	12,824	2	2			68,606
Mullen, Lon	Full-Time	Firefighter	118,144	110,557		1	7	10%	11,056	121,613
Murray, Thomas III	Full-Time	Firefighter	114,892	110,557		1	7	6%	6,633	117,190
Nichols, Dwight	Full-Time	Firefighter	108,389	110,557		1	7			110,557
Penn, Thomas	Full-Time	Firefighter	68,016	77,880		1	5-6			77,880
Pignatello, James	Full-Time	Firefighter	108,389	110,557		1	7			110,557
Stagaard, Richard	Full-Time	Firefighter	118,144	110,557		1	7	10%	11,056	121,613
Tavis, Brian	Full-Time	Firefighter	71,304	77,880		1	6			77,880
Vecchia, Louis	Full-Time	Firefighter	114,892	110,557		1	7	8%	8,845	119,402
New Hire	Full-Time	Firefighter	0	45,000		1	1		0	45,000
Fire Department Subtotal			\$ 3,740,411	\$ 3,666,989	\$ 21,311				\$ 192,636	\$ 3,812,331
Fire Administration										
Fabrizio, Nancy	Full-Time	Office Manager	\$ 80,306	\$ 74,465	\$ 0	9	19	10%	\$ 7,447	\$ 81,912
Salaries & Wages Total			\$ 3,820,717	\$ 3,741,454	\$ 21,311				\$ 200,082	\$ 3,894,242

EMERGENCY MANAGEMENT

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Other Expenses</i>									
201	Supplies and Materials	\$ 200	\$ 200	\$ 67	\$ 133	\$ 200	\$ 200	\$ 0	0.00%
500	Contract Services	6,000	6,000	5,995	5	6,000	6,000	0	0.00%
801	Clothing/Cleaning	6,000	6,000	85	5,915	6,000	6,000	0	0.00%
804	Training & Seminars	1,000	1,000	1,000	(0)	1,000	1,000	0	0.00%
	Total Other Expenses	\$ 13,200	\$ 13,200	\$ 7,147	\$ 6,053	\$ 13,200	\$ 13,200	\$ 0	0.00%
	Division Total	\$ 13,200	\$ 13,200	\$ 7,147	\$ 6,053	\$ 13,200	\$ 13,200	\$ 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 and overseeing the largest number of capital projects within the City of Summit. DCS responsibilities include code administration and construction, planning, zoning and property maintenance, engineering, public works, and oversight of 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 operations and 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. Through these points of contact, the department handles safety and emergency management issues, property maintenance concerns, drainage questions, and more. 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 balanced, intelligent land development in an environment that promotes customer service, smart growth and safety. We 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 47 structures. They manage projects involving 63 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 residents, property and business owners and our 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 2019

SERVICE GOAL **Maintain and upgrade critical city infrastructure and municipal resources critical for pedestrian/vehicular safety, maintaining property values and emergency services**

Drainage & Storm Sewer System

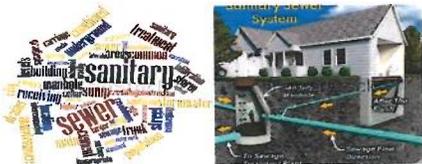
Engineering created the citywide Drainage Assessment Report (DAR) as a guide to track areas in the city with drainage problems. The report is revised annually and serves as the ongoing list of projects to be considered for drainage improvements. During rainfall events, these locations are assessed to determine if measures can be taken to correct flooding, and new areas are examined to determine if inclusion in the DAR is warranted.



The city has an intricate network of storm sewers, servicing 13 individual drainage areas within the city. There are 2,800 storm sewer structures and 50 miles of storm sewer that are in the jurisdiction of DCS. There are 104 individual discharge points to various waterbodies that exist. 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 when field conditions are identified by engineers and public works employees.

Sanitary Sewers System

The engineering and public works divisions provide immediate emergency responses in sewer-related emergencies, along with continual maintenance of systems to ensure proper and continuous flow. Any damage to Summit’s more than 100-year-old sanitary and storm sewer system directly impacts the health, safety and well-being of citizens.



With the exception of 17 parcels, all properties within the city are serviced by its sanitary sewer system. DCS is responsible for oversight and management of 2,300 sanitary sewer structures and 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 sewage treatment plant in Elizabeth, NJ. Engineering partners 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 each year. 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 being dedicated to roadway improvements. Engineering is responsible for maintaining an ongoing inventory of 63 miles of city-owned roadways and schedules these roads for improvements in a six-year Capital Plan through the annual Pavement Rating System (PRS). DCS completes the design and conducts an annual 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, removal and plowing. Public works also ensures compliance with NJ state storm water regulations. Additionally, proposals for qualifying roads are submitted annually to the NJDOT for potential grant funding; engineering has secured at least \$200,000 in funding for 10 consecutive years.

Pedestrian Safety

Pedestrian safety remains a top priority. Through technical analysis and studies, the engineering division works with public works and safety committees to identify and oversee projects from conceptual design through construction, including labor-intensive monitoring, evaluation and implementation. Projects are completed annually and often include sidewalk installation and improvements, implementation of ADA requirements, flashing beacons, speed humps, signage, upgrade of pedestrian traffic signals and striping. Public works employees execute 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 roads projects annually. In 2019, a *City Sidewalk Installation and Maintenance Plan* was adopted by Common Council.

Parks and Recreation

Upgrading and maintaining the city's recreation facilities requires the cooperation of engineering, public works, and the Department of Community Programs. For construction projects, engineering assumes a lead design and project management role. 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 entire key city infrastructure mapped and readily accessible for staff. A portal with more general information will be launched for public use in late 2020. This tool will provide an exceptional method of tracking city assets, including storm and sanitary sewer structures, signage and regulatory striping.

Fleet Maintenance

Public works handles oversight of the fleet maintenance program, managing more than 250 city vehicles and equipment (police, fire, code and construction, parking, engineering, public works, Board of Education). Public works mechanics provide professional expertise in emergency vehicle lighting, electrical and hydraulic brake systems and engine components. Fleet mechanics also provide emergency 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 and garages, parks and recreation areas, city buildings and properties, athletic fields using integrated pest management (IPM) where applicable, art installations, playgrounds, CRBD work and public spaces. Public works contracts with a licensed forester who assists in maintaining the city's urban forest and also works with the Shade Tree Advisory Committee and the Environmental Commission to promote environmental best practices.

Sanitation and Solid Waste Management

Public works oversees the solid waste stream, including residential and commercial trash, 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 and leaf collection and composting. Annually, the transfer station processes approximately 10,000 tons of municipal solid and bulky waste, 5,000 tons of recyclables, and 9,500 cubic yards of leaf compost. The Public Works Division works together with Summit's Recycling Advisory Committee (RAC) to continue to divert tonnage from Summit's waste stream.

	<u>2018 YTD</u>	<u>2019 YTD</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2018</u>	<u>Monthly Avg. 2019</u>	<u>% Change Monthly</u>
ENGINEERING						
Grading permits	68	72	6%	6	6	0%
Public Utilities	107	159	49%	9	13	49%
Storm/Sanitary Sewers	14	14	0%	1	1	0%
Road Opening	5	5	0%	1	0.5	0%
Curbs/Sidewalks	37	33	-11%	3	3	0%
TREES						
Number of replacement trees	122	237	94%	10	20	94%
Tree Permits Approved/Fee	122	96	-21%	10	8	-21%
Tree Permits Approved/Exempt	124	154	24%	10	13	24%
Tree Permits Denied	6	5	-17%	1	0	100%
Total Tree Permits	374	255	-32%	31	21	-32%
Linear Feet of Cleaned & Video Inspected Sewer Mains	5,000	23,922	378.44%			
Potholes	500	500	0%			
Microsurfacing (square yardage)	58,000	54,690	-5.71%			

Performance Goals Review

SERVICE GOAL

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

Construction

The construction office is responsible for administering the statewide New Jersey uniform construction code, issuing construction permits and conducting 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 \$100 million dollars of construction work each year and an annual average of 9,000 inspections completed. Over the last 10 years, DCS has issued 23,450 permits with a construction value of \$800 million dollars and performed 93,105 inspections.

Land Use/Zoning

The land use/zoning office is responsible for administering the Summit Development Regulations Ordinance (DRO) for city zoning regulations. This includes prior approval review of about 600 construction projects for zoning compliance with more than 67% being reviewed and decided on-time. The office 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 provided to the City of Summit's two land use boards. In 2019, a comprehensive review was completed and revisions were made to the DRO.

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 of Adjustment considers requests for relief (variances) from the DRO.

	<u>2018 YTD</u>	<u>2019 YTD</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2018</u>	<u>Monthly Avg. 2019</u>	<u>% Change Monthly</u>
CONSTRUCTION						
Zoning CO Inspections	779	846	9%	65	71	9%
Zoning CO Re-Inspections	446	380	-15%	37	32	-15%
Total Zoning CO Inspections	1,225	1,226	0%	102	102	0%
Total Zoning Reviews	724	695	-4%	60	58	-4%
UCC Plan Reviews	3,139	2989	-5%	262	249	-5%
% completed within 20 days	94%	95%	1%	94%	95%	1%
Total UCC Inspections	9,834	10359	5%	820	863	5%
Construction Permit Review	\$1,156,180.00	\$898,543.00	-22%	\$96,348.33	\$74,878.58	-22%
Total Construction Value	\$122,888,256	\$79,639,005	-35%	\$10,240,688	\$6,636,584	-35%
Total Permits Issued	2,326	2,172	-7%	194	181	-7%
PLANNING & ZONING						
# of zoning board applications submitted	44	49	11%	4	4	11%
# of zoning board applications decided	48	48	0%	4	4	0%
ZB Application Fees Collected	\$19,529.97	\$ 25,091.00	28%	\$1,627.50	\$2,090.92	28%
ZB Escrow Deposits	\$104,444.71	\$135,550.06	30%	\$8,703.73	\$11,295.84	30%
ZB Inspection Fees Collected	\$36,817.63	\$ 16,122.14	215%	\$3,068.14	\$9,676.85	215%
# of planning board applications submitted	6	5	-17%	1	0	-17%
# of planning board applications decided	5	6	20%	0	1	20%
PB Application Fees Collected	\$5,063.87	\$ 10,804.25	113%	\$421.99	\$900.35	113%
PB Escrow Deposits	\$33,709.38	\$ 39,132.45	16%	\$2,809.12	\$3,261.04	16%
PB Inspection Fees Collected	\$0.00	\$ 29,612.98	0%	\$0.00	\$2,467.75	100%

SERVICE GOAL

Provide an exemplary level of service while maintaining high community standards and quality of life for city safety and emergency management through reasonable, effective education, enforcement and participation.

Affordable Housing

In October 2016, the city executed an agreement with Fair Share Housing Center (FSHC) to settle litigation between the city and the FSHC to establish the “fair share” of the regional need for low and moderate income housing. The settlement agreement also delineates actions that Summit must take to satisfy its legal requirement of fair share housing. Following endorsement, the city began creating and implementing zoning ordinances to support the plan. The City of Summit’s affordable housing multi-family set-aside ordinance was amended to include language to address a compensatory benefit for the imposition of affordable housing that has been set aside. The city also established the Affordable Housing Ordinance creating a new Chapter VIII, Affordable Housing of the Municipal Code.

On January 22, 2019, by consent of Fair Share Housing Center and Special Master Caton, Judge Kenny entered the city’s final round three Judgment of Compliance and Repose, meaning that the round three Fair Share Plan is approved and it therefore has repose (i.e. immunity) from all Mount Laurel lawsuits through July 2, 2025.

Progress continued in 2019 with the city’s affordable housing initiatives, which include the following:

- A project that is currently underway that will provide eight affordable housing units.
- An application was approved by the Zoning Board of Adjustment that will provide 12 affordable housing units in Summit. An appeal complaint has been filed regarding the approval.
- Two new affordable housing units have been occupied with the recent completion of a residential housing project.
- A two-bedroom affordable housing unit obligation has been approved and a developer’s agreement has been executed; the unit will be deed restricted for 30 years.
- The city’s Administrative Agent continues to qualify applicants for affordable housing units that are slated for completion.

The Affordable Housing Committee met in January and October of 2019 to discuss the status of affordable housing activity in the community.

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

Each day, every DCS staffer 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/business information and scheduling inspections (building, plumbing, electrical, mechanical and fire).

Emergency Operations

DCS (engineering, public works and code administration) plays an integral role on the city's emergency management team. DCS provides on-call, immediate response 24/7 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 of a building 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 in 2009, spearheaded by the DCS department, tying for first place in the medium municipality category, winning this distinction for six years running, including 2019, and second place overall. The Sustainable Jersey certification program recognizes a community's "green" accomplishments. DCS oversees the Summit Free Market, an environmental program that facilitates a "free" goods exchange of yard-sale quality reusable items among residents.

The city also had its Five-Year Community Forestry Management Plan (2019-2023) approved by the State of New Jersey.

Agency Coordination

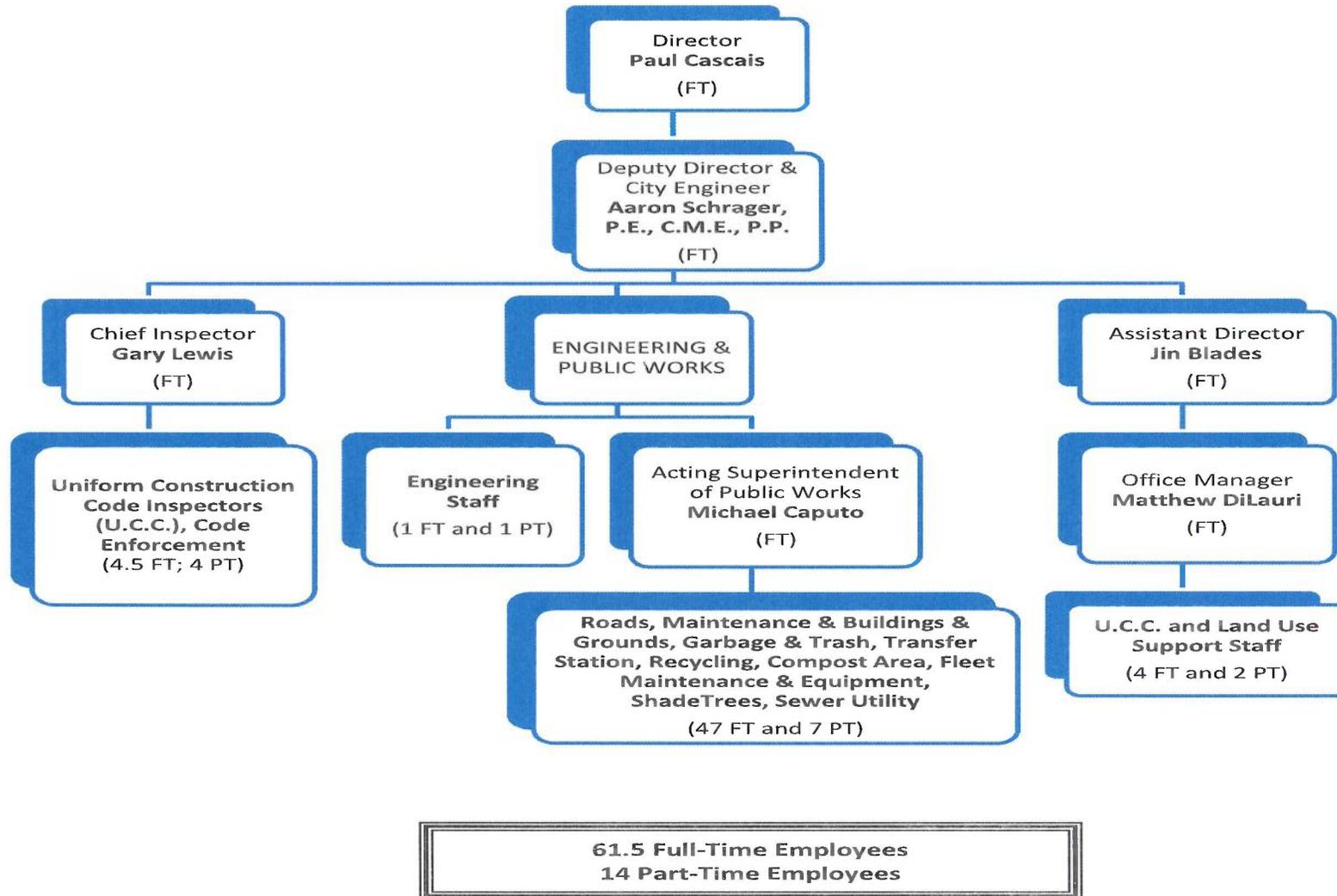
Coordination with the various federal, state, and county agencies with jurisdiction over some infrastructure within city limits is a vital responsibility of DCS. Open communication assures conformance to all current regulations and maintains a working relationship to ensure efficient projects.

	<u>2018 YTD</u>	<u>2019 YTD</u>	<u>% Change Annual</u>	<u>Monthly Avg. 2018</u>	<u>Monthly Avg. 2019</u>	<u>% Change Monthly</u>
SAFE HOMES/Property Maintenance						
Code service calls-external	137	163	19%	11	14	19%
Code service call-internal/proactive	132	59	-55%	11	5	-55%
Total service calls-code	269	222	-17%	22	19	-17%
Issues found from external referrals	45	25	-44%	4	2	-44%
Issues found from internal investigations	72	15	-79%	6	1	-79%
Total issues found	117	41	-65%	10	3	-65%
Safe Homes Issue found (100% are resolved same day)	15	13	-13%	1	1	-13%
# of written notices	164	166	1%	14	14	1%
# of summonses	13	2	-85%	1	0	-85%
# of service calls closed	135	155	15%	11	13	15%

SUMMARY

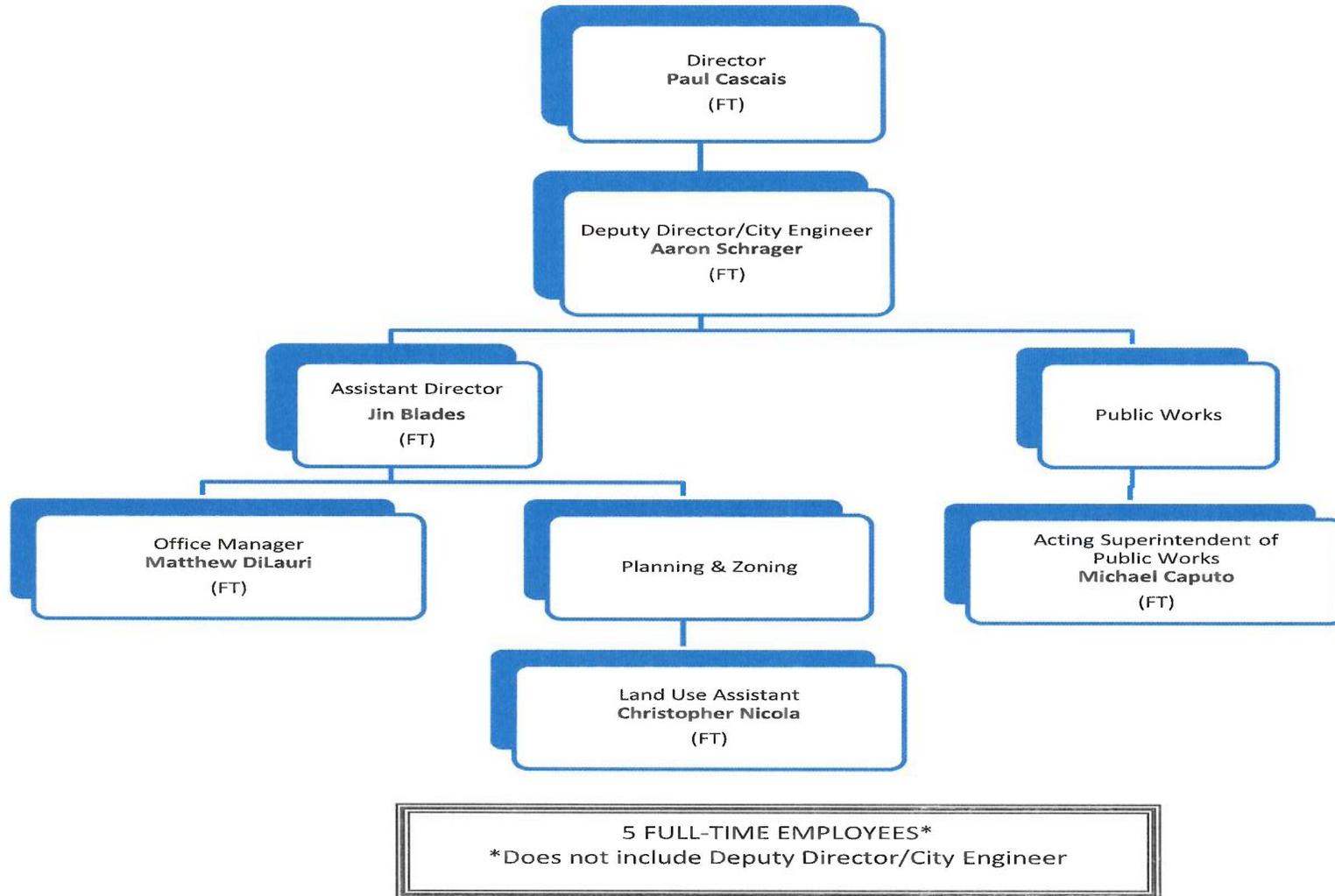
As the City of Summit's largest department with broadest jurisdiction, DCS is continuously striving to improve operations to better the quality of life for Summit citizens. Our goal is to make the city one of the most attractive places to live in New Jersey by maintaining the highest-level of community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

DEPARTMENT OF COMMUNITY SERVICES



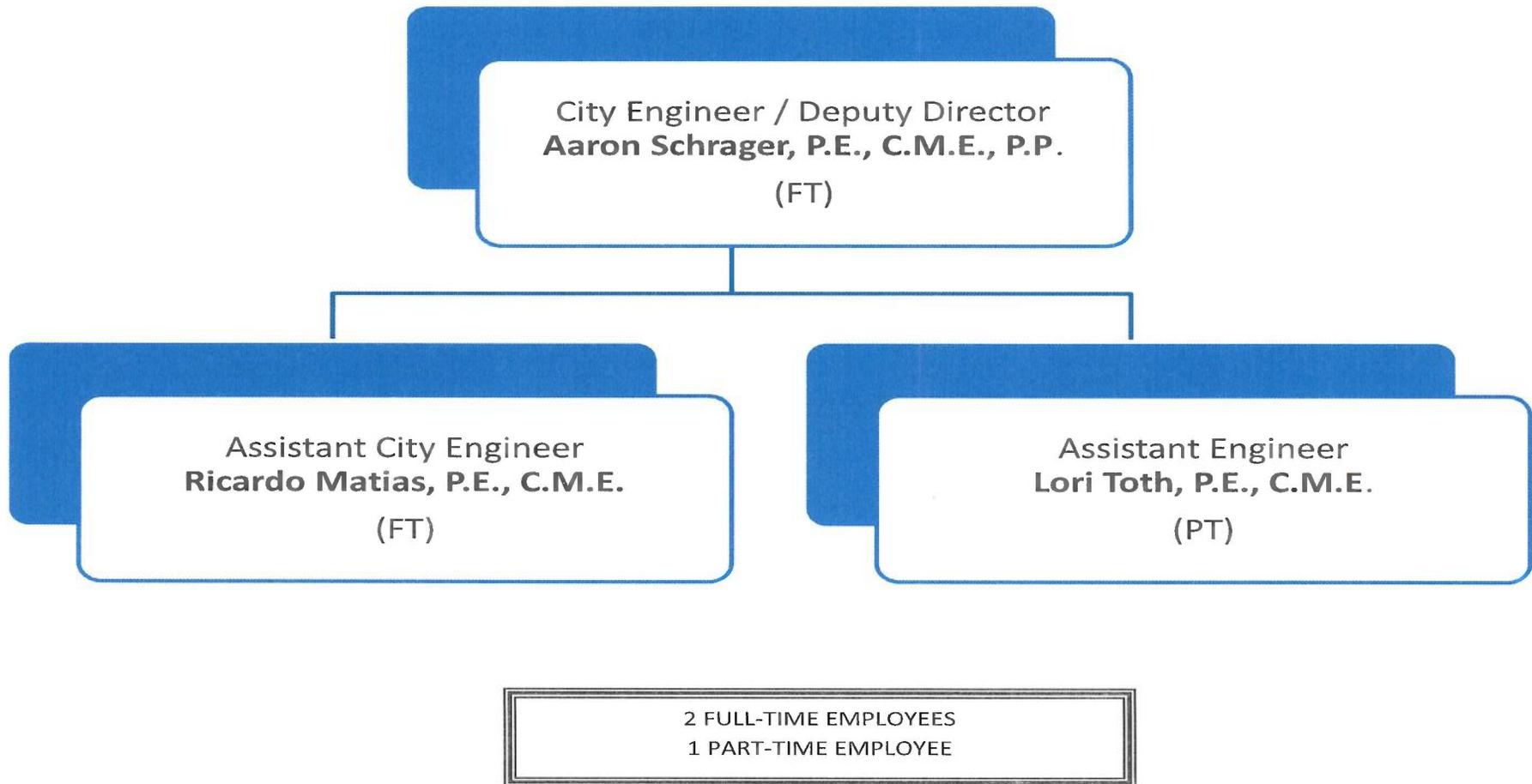
DEPARTMENT OF COMMUNITY SERVICES

DCS ADMINISTRATION

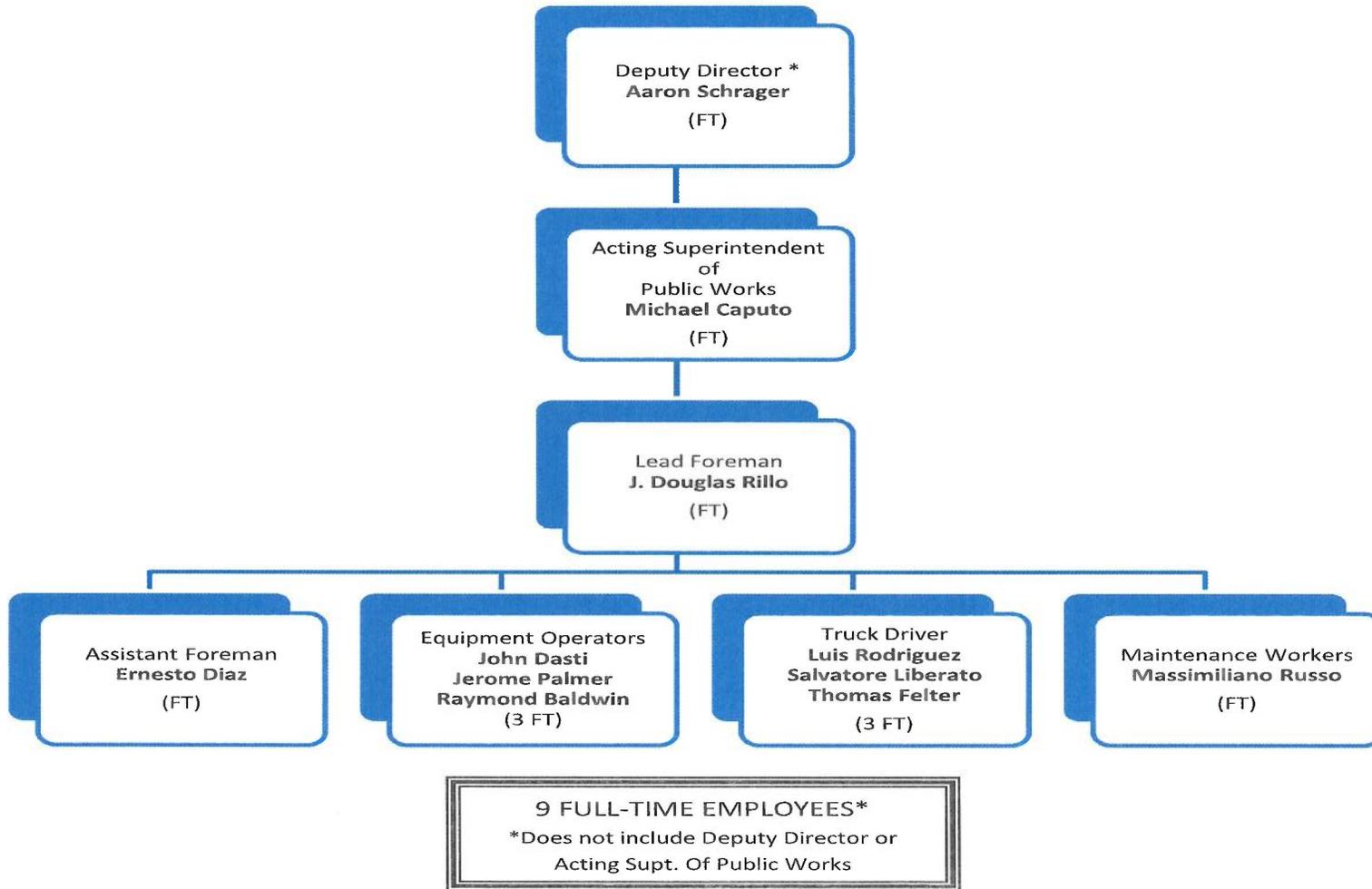


DEPARTMENT OF COMMUNITY SERVICES

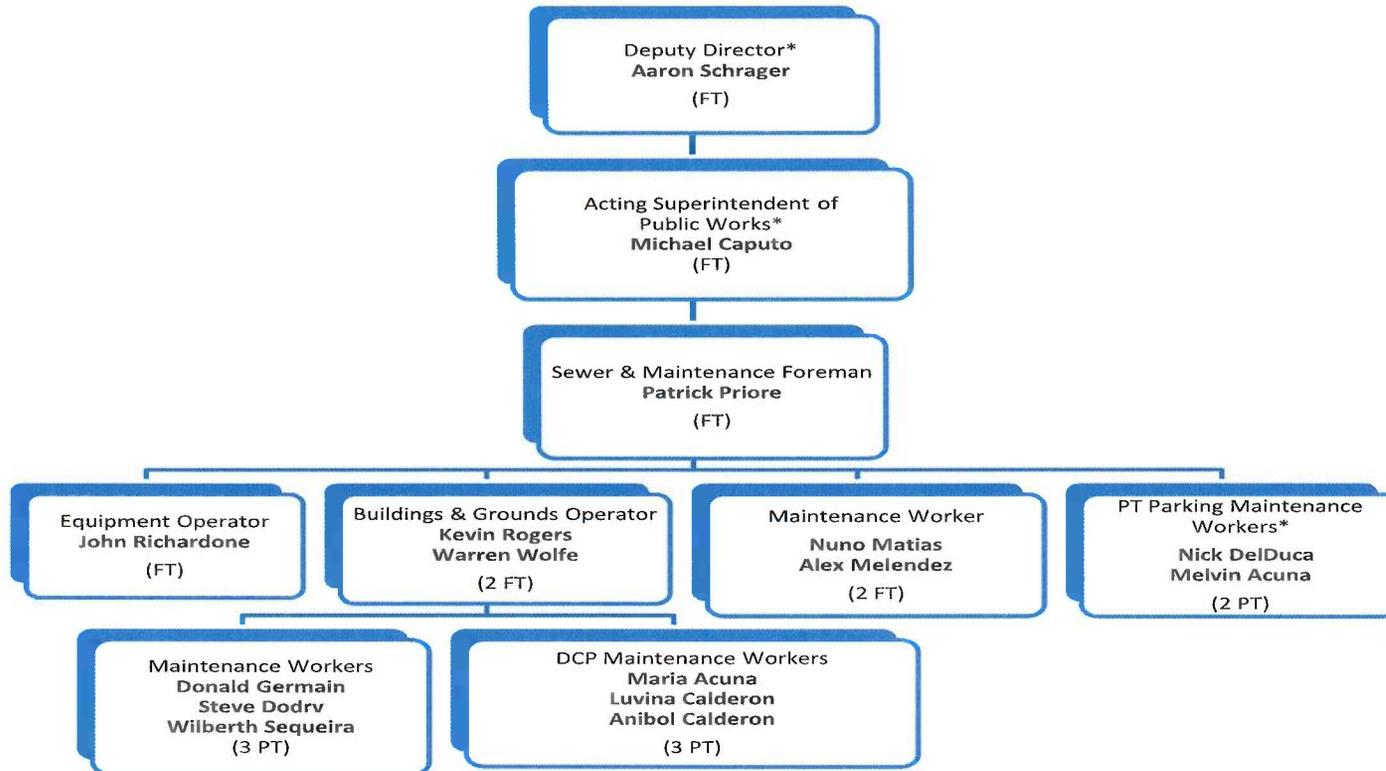
ENGINEERING DIVISION



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



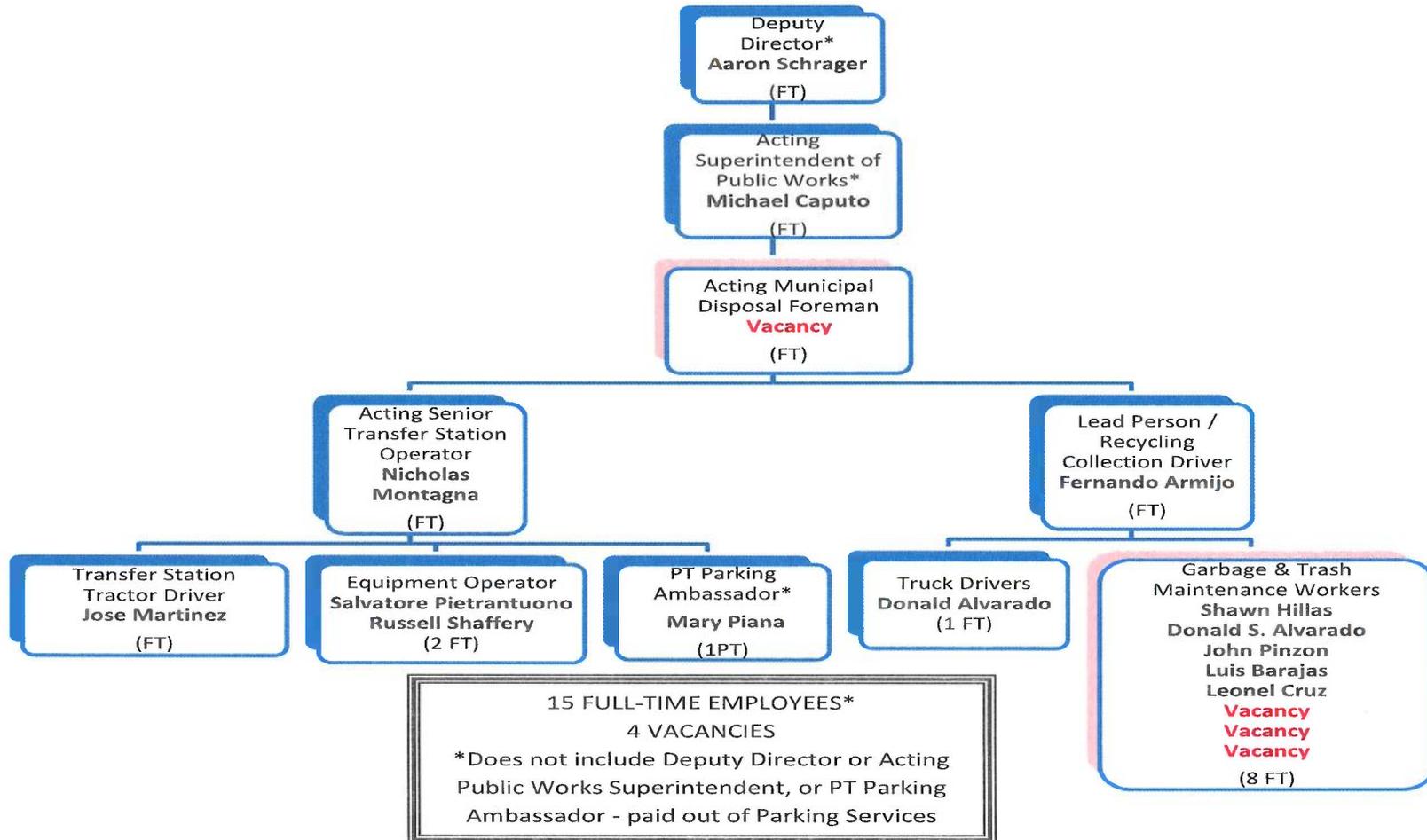
**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS
MAINTENANCE UNIT / BUILDINGS & GROUNDS**



6 FULL-TIME EMPLOYEES*
6 PART-TIME EMPLOYEES
*Does not include Deputy Director or Public Works Superintendent, and 2 part-time
Parking Maintenance Workers who are paid out of Parking Services

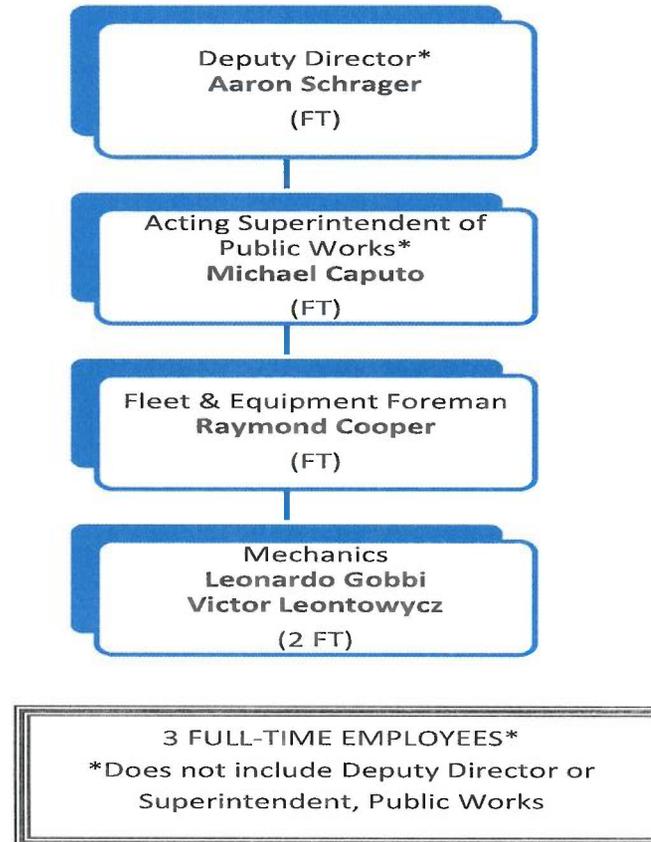
**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS**

GARBAGE & TRASH/TRANSFER STATION/RECYCLING/COMPOST AREA

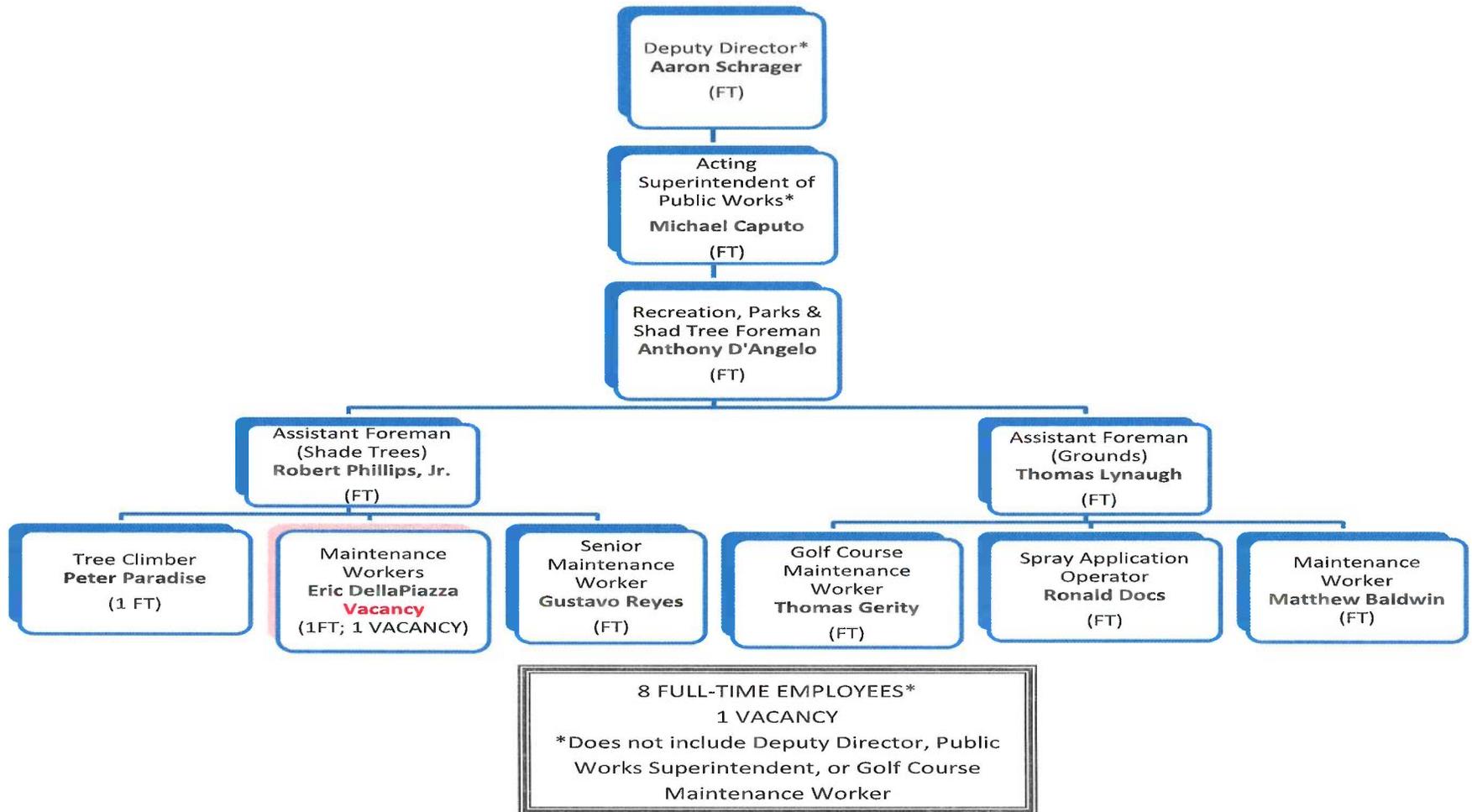


**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS**

FLEET MAINTENANCE & EQUIPMENT UNIT

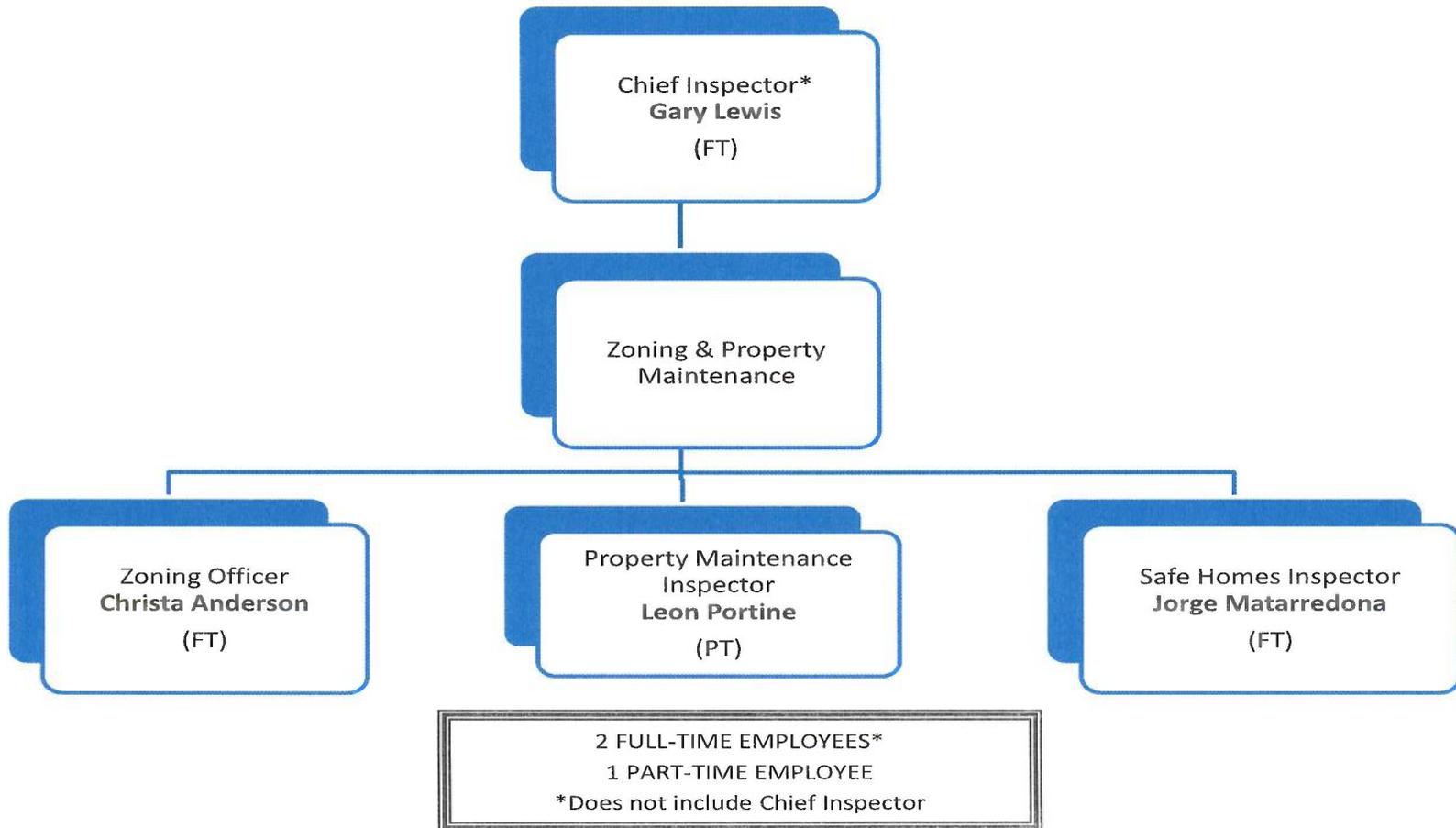


**DEPARTMENT OF COMMUNITY SERVICES
DIVISION OF PUBLIC WORKS
RECREATION, PARKS, AND SHADE TREES UNIT**



DEPARTMENT OF COMMUNITY SERVICES

CODE ENFORCEMENT



465-000 DEPARTMENT OF COMMUNITY SERVICES (DCS)

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages									
101	Full-Time	\$ 466,137	\$ 466,137	\$ 419,688	\$ 46,449	\$ 483,983	\$ 483,983	17,846	3.83%
102	Temps/Part Time	0	0	0	0	0	0	0	100.00%
130	DCS Staff Support	0	0	0	0	1,000	1,000	1,000	100.00%
194	Overtime - 4th July	3,600	3,600	4,799	(1,199)	5,000	5,000	1,400	38.89%
195	National Night Out	3,900	3,900	5,216	(1,316)	5,500	5,500	1,600	41.03%
	Total Salary & Wages	\$ 473,637	\$ 473,637	\$ 429,703	\$ 43,934	\$ 495,483	\$ 495,483	\$ 21,846	4.61%
Other Expenses									
201	Supplies & Materials	\$ 7,500	\$ 7,500	\$ 5,458	\$ 2,042	\$ 8,000	\$ 8,000	\$ 500	6.67%
202	Marketing & Advertising	1,000	1,000	931	69	2,000	2,000	1,000	100.00%
205	Nat'l Night Out & 4th July Materials	1,000	1,000	1,374	(374)	1,000	1,000	0	0.00%
505	Condo/Apts Snow & Lighting	5,000	5,000	0	5,000	5,000	5,000	0	0.00%
509	Cell Services	2,500	2,500	0	2,500	2,500	2,500	0	0.00%
701	Equipment	10,500	10,500	10,408	92	10,500	10,500	0	0.00%
804	Training & Seminars	6,500	6,500	5,582	918	6,500	6,500	0	0.00%
806	Memberships	3,500	3,500	2,103	1,397	3,500	3,500	0	0.00%
808	Personal Expenses	3,600	3,600	0	3,600	3,600	3,600	0	0.00%
809	Conferences & Meetings	4,700	4,700	2,888	1,812	4,700	4,700	0	0.00%
810	Software Maintenance	44,000	44,000	34,120	9,880	40,000	40,000	(4,000)	-9.09%
812	Licenses & Certifications	1,500	1,500	1,430	70	1,500	1,500	0	0.00%
	Total Other Expenses	\$ 91,300	\$ 91,300	\$ 64,293	\$ 27,007	\$ 88,800	\$ 88,800	\$ (2,500)	-2.74%
	Division Total	\$ 564,937	\$ 564,937	\$ 493,996	\$ 70,941	\$ 584,283	\$ 584,283	\$ 19,346	3.42%
29-401-000									
200	Downtown Maintenance	\$ 8,500	\$ 8,500	\$ 7,109	\$ 1,391	\$ 8,500	\$ 8,500	\$ 0	0.00%
	Overall Community Services Total	\$ 573,437	\$ 573,437	\$ 501,105	\$ 72,332	\$ 592,783	\$ 592,783	\$ 19,346	3.37%

	Status	Title	2019 Base + Longevity	2020 Base	Grade	Step	Stipend	Longevity	2020 Total
Blades, Jin	Full-Time	Assistant Director	\$ 95,380	\$ 97,288	13	19		\$ 0	\$ 97,288
Cascais, Paul	Full-Time	DCS Director	163,676	151,772	19	19		15,177	166,949
Caputo, Michael	Full-Time	Acting Superintendent of Public Works	0	94,820	11	19		1,500	96,320
DiLauri, Matthew (75%)	Full-Time	Office Manager	46,355	64,280	10	19		0	64,280
Nicola, Christopher	Full-Time	Land Use Assistant	57,994	49,146	6	5	10,000	0	59,146
Holenstein Transfer to DCP	Full-Time	Public Works Manager	53,185	0				0	0
Retirement (2/1/2019)	Full-Time	Office Manager	6,274	0				0	0
Salaries & Wages Total			\$ 416,590	\$ 457,306				\$ 16,677	\$ 483,983

165-000 DCS - ENGINEERING DIVISION

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full Time	\$ 258,724	\$ 259,724 *	\$ 262,722	\$ (2,998)	\$ 264,708	\$ 264,708	\$ 5,984	2.31%
102	Interns	17,000	17,000	12,885	4,115	17,000	17,000	0	0.00%
106	Part Time	90,001	90,001	91,118	(1,117)	91,801	91,801	1,800	1.96%
Total Salary & Wages		\$ 365,725	\$ 366,725	\$ 366,725	\$ 0	\$ 373,509	\$ 373,509	\$ 7,784	2.13%
* \$1,000 transferred from Reserve for Salary Adjustments									
<i>Other Expenses</i>									
201	Supplies and Materials	\$ 1,150	\$ 1,150	\$ 662	\$ 488	\$ 1,000	\$ 1,000	\$ (150)	-13.04%
405	Vehicle Maintenance	1,500	1,500	1,336	164	1,500	1,500	0	0.00%
503	Contract Services	7,500	7,500	5,435	2,065	7,500	7,500	0	0.00%
504	GIS CAD Software License	8,000	8,000	6,272	1,728	8,000	8,000	0	0.00%
505	Printing	2,000	2,000	400	1,600	2,000	2,000	0	0.00%
709	Miscellaneous Equipment	1,000	1,000	821	179	1,000	1,000	0	0.00%
809	Conferences/Meetings & Training	5,000	5,000	3,256	1,744	5,000	5,000	0	0.00%
Total Other Expenses		\$ 26,150	\$ 26,150	\$ 18,182	\$ 7,968	\$ 26,000	\$ 26,000	\$ (150)	-0.57%
Division Total		\$ 391,875	\$ 392,875	\$ 384,907	\$ 7,968	\$ 399,509	\$ 399,509	\$ 7,634	1.95%

			2019	2020				2020
Status	Title		Base + Longevity	Base	Grade	Step	Longevity	Total
Matias, Ricardo	Full-Time	Assistant City Engineer	\$ 118,356	\$ 121,533	16	19	\$ 0	\$ 121,533
Schrager, Aaron	Full-Time	City Engineer/Deputy Director	140,368	143,175	18	19	0	143,175
Toth, Lori	Part-Time	Assistant Engineer	90,001	83,455	13	19	8,346	91,801
Salaries & Wages Total			\$ 348,725	\$ 348,163			\$ 8,346	\$ 356,509

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Baldwin, Raymond	Full-Time	Equipment Operator	\$ 78,027	\$ 77,027	8	19	\$ 1,000	\$ 78,027
Dasti, John	Full-Time	Equipment Operator	72,178	77,027	6	14	1,000	78,027
Diaz, Ernesto Jr.	Full-Time	Assistant Foreman	83,588	82,088	9	19	1,500	83,588
Felter, Thomas	Full-Time	Truck Driver	47,607	50,565	6	2-3	0	50,565
Liberato, Salvatore	Full-Time	Truck Driver	0	50,565	6	2-3	0	50,565
Palmer, Jerome	Full-Time	Equipment Operator	79,027	77,027	8	19	2,000	79,027
Rillo, J. Douglas	Full-Time	Lead Foreman	104,302	94,820	11	19	9,482	104,302
Rodriquez, Luis	Full-Time	Truck Driver	72,428	71,178	6	14	1,250	72,428
Russo, Massamiliano	Full-Time	Maintenance Worker	0	45,872	5	1-3		45,872
Retirement (11/1/19)	Full-Time	Equipment Operator	84,730	0			0	0
Transfer*	Full-Time	Truck Driver	59,139	0			0	0
Salaries & Wages Total			\$ 621,887	\$ 626,169			\$ 16,232	\$ 642,401

* Transferred to Sewer Utility (1/1/2020)

300-000 DCS - PUBLIC WORKS MAINTENANCE

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 243,400	\$ 243,400	\$ 225,478	\$ 17,922	\$ 236,326	\$ 236,326	\$ (7,074)	-2.91%
104	Overtime	25,000	25,000	12,234	12,766	25,000	25,000	0	0.00%
106	Sick Leave Incentive	25,000	25,000	18,100	6,900	25,000	25,000	0	0.00%
	Total Salary & Wages	\$ 293,400	\$ 293,400	\$ 255,812	\$ 37,588	\$ 286,326	\$ 286,326	\$ (7,074)	-2.41%
<i>Other Expenses</i>									
201	Supplies	\$ 2,200	\$ 2,200	\$ 2,970	\$ (770)	\$ 2,200	\$ 2,200	\$ 0	0.00%
205	Tools	1,100	1,100	820	280	1,100	1,100	0	0.00%
211	Road Materials	5,200	5,200	7,065	(1,865)	5,200	5,200	0	0.00%
212	Sewer Materials	2,500	2,500	921	1,579	2,500	2,500	0	0.00%
215	Street Name Signs	5,000	5,000	1,810	3,190	5,000	5,000	0	0.00%
216	Storm Water Licenses	5,750	5,750	5,251	499	5,750	5,750	0	0.00%
403	Equipment Maintenance	0	0	0	(0)	0	0	0	0.00%
405	Vehicle Maintenance	0	0	0	(0)	0	0	0	0.00%
408	Traffic Signal Maintenance	25,000	25,000	15,589	9,411	25,000	25,000	0	0.00%
409	Street Light Maintenance	5,000	5,000	350	4,650	5,000	5,000	0	0.00%
502	Road Striping Contract Services	10,000	10,000	6,000	4,000	10,000	10,000	0	0.00%
801	Clothing Purchase/Cleaning	0	750 *	741	9	0	0	0	0.00%
	Total Other Expenses	\$ 61,750	\$ 62,500	\$ 41,518	\$ 20,982	\$ 61,750	\$ 61,750	\$ 0	0.00%
* \$750 transferred from Fleet Maintenance									
	Division Total	\$ 355,150	\$ 355,900	\$ 297,329	\$ 58,571	\$ 348,076	\$ 348,076	\$ (7,074)	-1.99%

	Status	Title	2019 Base + Longevity	2020 Base	Long %	Grade	Step	Longevity	2020 Total
Matias, Nuno	Full-Time	Maintenance Worker	0	45,872		5	1		45,872
Melendez, Alexander	Full-Time	Maintenance Worker	0	48,194		5	3		48,194
New Hire*	Full-Time	Equipment Operator	53,395	0		8	1	0	0
Priore, Patrick	Full-Time	Foreman	84,134	84,162		11	11	2,000	86,162
Richardone, John	Full-Time	Equipment Operator	53,395	56,098		8	3	0	56,098
Transfer **	Full-Time	Maintenance Worker	\$ 45,872	\$ 0				\$ 0	\$ 0
Transfer*	Full-Time	Equipment Operator	6,565	0				0	0
Salaries & Wages Total			\$ 243,361	\$ 234,326				\$ 2,000	\$ 236,326

*Maintenance worker hired in lieu of Equipment Operator

** Transferred to Garage Division (7/1/2019)

*** Transferred to Compost Division (2/1/2019)

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 572,000	\$ 522,886 *	\$ 471,851	\$ 51,035	\$ 495,185	\$ 495,185	\$ (76,815)	-13.43%
102	Per Diem	90,000	90,000	148,154	(58,154)	90,000	90,000	0	0.00%
104	Overtime	20,000	20,000	(30,116)	50,116	20,000	20,000	0	0.00%
105	Holiday Pay	30,000	30,000	18,669	11,331	30,000	30,000	0	0.00%
109	Leaf Pay	25,000	25,000	24,315	685	25,000	25,000	0	0.00%
Total Salary & Wages		\$ 737,000	\$ 687,886	\$ 632,873	\$ 55,013	\$ 660,185	\$ 660,185	\$ (76,815)	-10.42%
* \$49,114 transferred to various salary & wage accounts									
<i>Other Expenses</i>									
209	Supplies & Materials	\$ 2,500	\$ 2,500	\$ 1,780	\$ 720	\$ 2,500	\$ 2,500	\$ 0	0.00%
404	Ground Maintenance	1,500	1,500	0	1,500	1,500	1,500	0	0.00%
801	Clothing Maintenance/ Cleaning	0	0	0	0	0	0	0	0.00%
Total Other Expenses		\$ 4,000	\$ 4,000	\$ 1,780	\$ 2,220	\$ 4,000	\$ 4,000	\$ 0	0.00%
Division Total		\$ 741,000	\$ 691,886	\$ 634,653	\$ 57,233	\$ 664,185	\$ 664,185	\$ (76,815)	-10.37%

	Status	Title	2019	2020			2020	
			Base + Longevity	Base	Grade	Step	Longevity	Total
Alvarado, Donald	Full-Time	Truck Driver	\$ 67,196	\$ 71,178	6	14	\$ 1,000	\$ 72,178
Alvarado, Donald Steven	Full-Time	Maintenance Worker	0	45,872	5	1		45,872
Barajas, Luis	Full-Time	Maintenance Worker	47,607	48,194	5	1		48,194
Cruz, Leonel	Full-Time	Maintenance Worker	50,634	53,198	5	7		53,198
Gaeta, Louis (Retiring 4/1/20)	Full-Time	Truck Driver	72,678	23,726	6	19	375	24,101
Gonzalez, Jose (Retiring 4/1/20)	Full-Time	Truck Driver	73,178	23,726	6	19	667	24,393
Hillas, Sean	Full-Time	Maintenance Worker	45,872	45,872	5	1		45,872
Pinzon, John	Full-Time	Maintenance Worker	66,696	66,196	5	19	500	66,696
Retirement (2019)	Full-Time	Truck Driver	78,296	0				0
Resignation	Full-Time	Maintenance Worker	48,797	0				0
New Hire (4/1/20)	Full-Time	Maintenance Worker	0	34,404	5	1		34,404
New Hire (4/1/20)	Full-Time	Maintenance Worker	0	34,404	5	1		34,404
New Hire	Full-Time	Maintenance Worker		45,872	5	1		45,872
Salaries & Wages Total			\$ 550,954	\$ 492,643			\$ 2,542	\$ 495,185

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 78,100	\$ 78,100	\$ 78,027	\$ 73	\$ 78,100	\$ 78,100	\$ 0	0.00%
	Total Salary & Wages	\$ 78,100	\$ 78,100	\$ 78,027	\$ 73	\$ 78,100	\$ 78,100	\$ 0	0.00%
<i>Other Expenses</i>									
203	Supplies	\$ 2,250	\$ 2,250	\$ 921	\$ 1,329	\$ 2,250	\$ 2,250	\$ 0	0.00%
205	Tools	500	500	254	246	500	500	0	0.00%
512	Curbside Collection	250,000	250,000	228,021	21,979	368,000	368,000	118,000	47.20%
	Total Other Expenses	\$ 252,750	\$ 252,750	\$ 229,196	\$ 23,554	\$ 370,750	\$ 370,750	\$ 118,000	46.69%
	Division Total	\$ 330,850	\$ 330,850	\$ 307,223	\$ 23,627	\$ 448,850	\$ 448,850	\$ 118,000	35.67%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Armijo, Fernando	Full-Time	Lead Person / Recycling Collection Driver	\$ 78,027	\$ 77,027	8	19	\$ 1,000	\$ 78,027
<i>Salaries & Wages Total</i>			\$ 78,027	\$ 77,027			\$ 1,000	\$ 78,027

306-000 DCS - TRANSFER STATION

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 259,000	\$ 274,000 *	\$ 249,902	\$ 24,098	\$ 197,019	\$ 197,019	\$ (61,981)	-23.93%
104	Overtime	35,000	35,000	53,775	(18,775)	35,000	35,000	0	0.00%
109	Other Pay - Holiday Pay	0	0	1,649	(1,649)	0	0	0	0.00%
	Total Salary & Wages	\$ 294,000	\$ 309,000	\$ 305,326	\$ 3,674	\$ 232,019	\$ 232,019	\$ (61,981)	-21.08%
* \$ 15,000 transferred from G&T S&W									
<i>Other Expenses</i>									
202	Supplies & Materials	\$ 5,000	\$ 5,000	\$ 2,655	\$ 2,345	\$ 5,000	\$ 5,000	\$ 0	0.00%
216	Facility Licenses	34,000	34,000	17,313	16,688	34,000	34,000	0	0.00%
223	Tolls	250	250	707	(457)	250	250	0	0.00%
402	Building Maintenance	10,000	10,000	15,856	(5,856)	10,000	10,000	0	0.00%
511	Computer Service	4,000	4,000	3,815	185	4,000	4,000	0	0.00%
801	Clothing Maintenance/ Cleaning	0	0	0	(0)	0	0	0	0.00%
809	Conferences & Meetings	1,500	1,500	1,413	87	1,500	1,500	0	0.00%
	Total Other Expenses	\$ 54,750	\$ 54,750	\$ 41,758	\$ 12,992	\$ 54,750	\$ 54,750	\$ 0	0.00%
	Division Total	\$ 348,750	\$ 363,750	\$ 347,084	\$ 16,666	\$ 286,769	\$ 286,769	\$ (61,981)	-17.77%
308-000 Disposal Charges									
200	Disposal Charges	\$ 875,000	\$ 875,000	\$ 795,894	\$ 79,106	\$ 1,070,000	\$ 1,070,000	\$ 195,000	22.29%
	Overall Transfer Station Total	\$ 1,223,750	\$ 1,238,750	\$ 1,142,978	\$ 95,773	\$ 1,356,769	\$ 1,356,769	\$ 133,019	10.87%

			2019	2020				2020
	Status	Title	Base + Longevity	Base	Grade	Step	Longevity	Total
Martinez, Jose	Full-Time	Transfer Station Tractor Driver	\$ 79,027	\$ 77,027	8	19	\$ 2,000	\$ 79,027
Montagna, Nicholas	Full-Time	Sr. Transfer Station Operator	83,588	82,088	9	19	1,500	83,588
Vacancy*	Full-Time	Maintenance Worker		34,404			0	34,404
Vacancy*	Full-Time	Foreman	96,320	0	11	1	0	0
Salaries & Wages Total			\$ 162,615	\$ 159,115			\$ 3,500	\$ 197,019

307-000 DCS - COMPOST AREA

LINE ITEM BUDGET

				2019		2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 171,950	\$ 191,950 *	\$ 172,569	\$ 19,381	\$ 157,304	\$ 157,304	\$ (14,646)	-8.52%
104	Overtime	4,000	4,000	16,006	(12,006)	4,000	4,000	0	0.00%
Total Salary & Wages		\$ 175,950	\$ 195,950	\$ 188,574	\$ 7,376	\$ 161,304	\$ 161,304	\$ (14,646)	-8.32%
* \$20,000 transferred from various salary & wage accounts									
<i>Other Expenses</i>									
205	Tools	\$ 200	\$ 200	\$ 0	\$ 200	\$ 200	\$ 200	\$ 0	0.00%
402	Compost Station Maintenance	4,000	4,000	1,872	2,128	4,000	4,000	0	0.00%
403	Compost Equipment Maintenance	0	0	0	0	0	0	0	0.00%
801	Clothing Maintenance/ Cleaning	0	0	0	0	0	0	0	0.00%
Total Other Expenses		\$ 4,200	\$ 4,200	\$ 1,872	\$ 2,328	\$ 4,200	\$ 4,200	\$ 0	0.00%
Division Total		\$ 180,150	\$ 200,150	\$ 190,447	\$ 9,703	\$ 165,504	\$ 165,504	\$ (14,646)	-8.13%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Pietrantuono, Salvatore	Full-Time	Equipment Operator	\$ 72,212	\$ 77,027	8	19	\$ 1,750	\$ 78,777
Shaffery, Russell	Full-Time	Equipment Operator	78,527	77,027	8	19	1,500	78,527
Retirement (4/1/19)	Full-Time	Equipment Operator	21,182	0			0	0
Salaries & Wages Total			\$ 171,921	\$ 154,054			\$ 3,250	\$ 157,304

310-000 DCS - BUILDINGS & GROUNDS UNIT

LINE ITEM BUDGET

				2019		2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Full-Time	\$ 210,300	\$ 210,300	\$ 189,429	\$ 20,871	\$ 130,770	\$ 130,770	\$ (79,530)	-37.82%
102	Temporary	101,000	101,000	66,205	34,795	100,000	100,000	(1,000)	-0.99%
104	Overtime	6,000	6,000	8,468	(2,468)	6,000	6,000	0	0.00%
Total Salary & Wages		\$ 317,300	\$ 317,300	\$ 264,102	\$ 53,198	\$ 236,770	\$ 236,770	\$ (80,530)	-25.38%
<u>Other Expenses</u>									
201	Supplies & Materials	\$ 27,500	\$ 27,500	\$ 27,564	\$ (64)	\$ 27,500	\$ 27,500	\$ 0	0.00%
205	Tools	1,500	1,500	1,500	0	1,500	1,500	0	0.00%
410	Repairs - 71 Summit Avenue	2,000	2,000	2,414	(414)	0	0	(2,000)	-100.00%
411	Repairs - 41 Chatham Rd City Garage	12,500	12,500	16,717	(4,217)	12,500	12,500	0	0.00%
412	Repairs - 512 Springfield City Hall	35,000	35,000	8,800	26,200	35,000	35,000	0	0.00%
418	Repairs - 100 Morris Ave Comm Cntr	2,500	2,500	15,542	(13,042)	10,000	10,000	7,500	300.00%
419	Repairs - 5 Myrtle Ave Cornog Bldg	2,500	2,500	4,242	(1,742)	2,500	2,500	0	0.00%
420	Repairs - ButlerPkwy/Tatlock Fldhs	4,000	4,000	2,373	1,627	4,000	4,000	0	0.00%
421	Repairs - Wilson Park Pavilion	500	500	527	(27)	500	500	0	0.00%
501	Pest Control Contract Services	2,500	2,500	0	2,500	2,500	2,500	0	0.00%
502	City Hall Maintenance Contracts	42,000	42,000	46,824	(4,824)	45,000	45,000	3,000	7.14%
503	Community Center Maintenance Contracts	5,000	5,000	1,956	3,044	10,000	10,000	5,000	0.00%
504	Cornog Bldg Maintenance Contracts	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
802	Clothing Maintenance/Cleaning	0	0	0	0	0	0	0	0.01%
Total Other Expenses		\$ 138,500	\$ 138,500	\$ 128,461	\$ 10,039	\$ 152,000	\$ 152,000	\$ 13,500	9.75%
Division Total		\$ 455,800	\$ 455,800	\$ 392,563	\$ 63,237	\$ 388,770	\$ 388,770	\$ (67,030)	-14.71%

	Status	Title	2019	2020			2020	
			Base + Longevity	Base	Grade	Step	Longevity	Total
*Transfer	Full-Time	Assistant Foreman	\$ 84,088	\$ 0			\$ 0	
Rogers, Kevin	Full-Time	Buildings & Grounds Operator	67,203	68,349	8	11-13	500	68,849
Wolfe, Warren	Full-Time	Buildings & Grounds Operator	58,938	61,921	8	7	0	61,921
Salaries & Wages Total			\$ 210,229	\$ 130,270			\$ 500	\$ 130,770
Dodrv, Steve	Temporary	Maintenance Worker	12,000	12,000			0	12,000
Germain, Donald	Temporary	Maintenance Worker	12,000	12,000			0	12,000
Sequeira, Wilberth L.	Temporary	Maintenance Worker	12,000	12,000			0	12,000
New Hire	Temporary	Maintenance Worker	0	17,000			0	17,000
Calderon, Anibol	Temporary	Maintenance Worker - DCP	11,000	11,000			0	11,000
Calderon, Luvina	Temporary	Maintenance Worker - DCP	11,000	11,000			0	11,000
Acuna, Maria	Temporary	Maintenance Worker - DCP	25,000	25,000			0	25,000
Salaries & Wages Total			\$ 83,000	\$ 100,000			\$ 0	\$ 100,000

* Transferred to Shade Tree Division - 1/1/2020

315-000 DCS - FLEET MAINTENANCE

LINE ITEM BUDGET

		2019		2019		2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages									
101	Full-Time	\$ 267,425	\$ 267,425	\$ 239,980	\$ 27,445	\$ 245,038	\$ 245,038	\$ (22,387)	-8.37%
104	Overtime	8,000	8,000	641	7,359	8,000	8,000	0	0.00%
Total Salary & Wages		\$ 275,425	\$ 275,425	\$ 240,621	\$ 34,804	\$ 253,038	\$ 253,038	\$ (22,387)	-8.13%
Other Expenses									
201	Supplies & Materials	\$ 3,000	\$ 3,000	\$ 2,907	\$ 93	\$ 3,000	\$ 3,000	\$ 0	0.00%
205	Tools	1,500	1,500	765	735	1,500	1,500	0	0.00%
209	Safety Gear	5,000	5,000	4,962	38	5,000	5,000	0	0.00%
210	First Aid Supplies	2,000	2,000	778	1,222	2,000	2,000	0	0.00%
214	Vehicle Supplies	9,000	9,000	9,227	(227)	9,000	9,000	0	0.00%
601	Roads Equipment Maintenance	27,500	27,500	25,930	1,570	27,500	27,500	0	0.00%
602	Public Works Equipment Maintenance	4,300	4,300	1,120	3,180	4,300	4,300	0	0.00%
604	Recycling Equipment Maintenance	750	750	638	112	1,000	1,000	250	33.33%
605	Transfer Station Equipment Maintenance	7,500	7,500	1,716	5,784	7,500	7,500	0	0.00%
606	Compost Equipment Maintenance	10,000	10,000	4,249	5,751	10,000	10,000	0	0.00%
607	PB&G Equipment Maintenance	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
608	Garage Equipment Maintenance	13,000	13,000	6,955	6,045	13,000	13,000	0	0.00%
609	Parks Equipment Maintenance	20,000	20,000	13,607	6,393	20,000	20,000	0	0.00%
611	Roads Vehicle Maintenance	30,000	30,000	23,114	6,886	30,000	30,000	0	0.00%
612	Public Works Vehicle Maintenance	14,000	14,000	6,510	7,490	14,000	14,000	0	0.00%
613	Garbage Vehicle Maintenance	14,000	14,000	38,228	(24,228)	20,000	20,000	6,000	42.86%
614	Recycling Vehicle Maintenance	7,500	7,500	3,917	3,583	7,500	7,500	0	0.00%
615	Transfer Station Vehicle Maintenance	22,000	22,000	18,783	3,217	22,000	22,000	0	0.00%
616	Compost Vehicle Maintenance	5,000	5,000	3,224	1,776	5,000	5,000	0	0.00%
617	PB&G Vehicle Maintenance	100	100	60	40	100	100	0	0.00%
618	Garage Vehicle Maintenance	3,200	3,200	525	2,675	3,200	3,200	0	0.00%
619	Parks Vehicle Maintenance	20,000	20,000	15,693	4,307	20,000	20,000	0	0.00%
699	Diesel Vehicle Maintenance	1,000	1,000	1,700	(700)	2,000	2,000	1,000	100.00%
700	Fuel System Equipment Maintenance	8,500	8,500	3,564	4,936	11,150	11,150	2,650	31.18%
701	Licensing Requirements	500	500	3,080	(2,580)	13,200	13,200	12,700	2540.00%
801	DPW Uniform Purchase	18,200	17,008 *	13,778	3,230	18,200	18,200	0	0.00%
802	DPW Uniform Cleaning	1,935	1,935	3,636	(1,701)	3,000	3,000	1,065	55.04%
Total Other Expenses		\$ 250,485	\$ 249,293	\$ 208,666	\$ 40,627	\$ 274,150	\$ 274,150	\$ 23,665	9.45%
* \$1,192 transferred to various accounts									
Division Total		\$ 525,910	\$ 524,718	\$ 449,288	\$ 75,430	\$ 527,188	\$ 527,188	\$ 1,278	0.24%

	Status	Title	2019	2020		Stipend		2020
			Base + Longevity	Base	Grade	Step	Longevity	Total
Cooper, Raymond	Full-Time	Foreman	\$ 104,552	\$ 94,820	11	19	\$ 250 \$ 9,482	\$ 104,552
Gobbi, Leonardo	Full-Time	Mechanic	56,898	56,898	9	1	250 0	57,148
Leontowycz, Victor	Full-Time	Mechanic	83,338	82,088	9	19	250 1,000	83,338
Retirement (4/1/2019)	Full-Time	Mechanic	22,637	0			0 0	0
Salaries & Wages Total			\$ 267,425	\$ 233,806			\$ 750 \$ 10,482	\$ 245,038

375-000 DCS - SHADE TREES UNIT

LINE ITEM BUDGET

				2019		2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 547,000	\$ 547,000	\$ 514,295	\$ 32,705	\$ 626,379	\$ 626,379	\$ 79,379	14.51%
103	Seasonal	7,500	7,500	10,860	(3,360)	7,500	7,500	0	0.00%
104	Overtime	17,500	17,500	21,755	(4,255)	17,500	17,500	0	0.00%
	Total Salary & Wages	\$ 572,000	\$ 572,000	\$ 546,909	\$ 25,091	\$ 651,379	\$ 651,379	\$ 79,379	13.88%
<i>Other Expenses</i>									
204	Grounds Maintenance Materials	\$ 40,000	\$ 40,000	\$ 43,821	\$ (3,821)	\$ 40,000	\$ 40,000	\$ 0	0.00%
205	Tools	2,500	2,500	3,830	(1,330)	4,000	4,000	1,500	60.00%
226	Tree Planting	18,500	18,500	18,740	(240)	75,000	75,000	56,500	305.41%
504	Grounds Maintenance	80,000	80,000	79,071	929	80,000	80,000	0	0.00%
514	Contracted Tree Pruning Services	35,000	35,000	31,287	3,713	35,000	35,000	0	0.00%
515	Contracted Forester Services	40,000	40,000	40,000	0	40,000	40,000	0	0.00%
709	Equipment	1,500	1,500	111	1,389	1,500	1,500	0	0.00%
801	Clothing Purchase/Cleaning	0	0	0	0	0	0	0	0.00%
809	Conferences & Meetings	2,000	2,000	683	1,317	2,000	2,000	0	0.00%
	Total Other Expenses	\$ 219,500	\$ 219,500	\$ 217,543	\$ 1,957	\$ 277,500	\$ 277,500	\$ 58,000	26.42%
	Division Total	\$ 791,500	\$ 791,500	\$ 764,452	\$ 27,048	\$ 928,879	\$ 928,879	\$ 137,379	17.36%

	Status	Title	2019 Base + Longevity	2020 Base	Grade	Step	Longevity	2020 Total
Baldwin, Matthew	Full-Time	Maintenance Worker	53,198	55,891	5	9	0	55,891
D'Angelo, Anthony	Full-Time	Foreman	78,527	82,109	11	14	1,500	83,609
DellaPiazza, Eric	Full-Time	Maintenance Worker	47,019	48,194	5	3	0	48,194
Docs, Ronald	Full-Time	Spray App Operator	71,058	70,058	8	12	1,000	71,058
Lynaugh, Thomas *	Full-Time	Assistant Foreman	0	82,088	9	19	2,000	84,088
Paradise, Peter	Full-Time	Tree Climber	67,203	68,349	8	11	500	68,849
Phillips, Robert Jr.	Full-Time	Assistant Foreman	83,838	82,088	9	19	2,000	84,088
Reyes, Gustavo	Full-Time	Senior Maintenance Worker	84,730	77,027	8	19	7,703	84,730
Resignation	Full-Time	Foreman	69,575	0			0	0
Vacancy	Full-Time	Maintenance Worker		45,872	5	1	0	45,872
Salaries & Wages Total			\$ 555,148	\$ 611,676			\$ 14,703	\$ 626,379

* Transferred from Buildings & Grounds Division

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages									
101	Board Meetings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	0.00%
199	Attorney	11,500	11,500	8,000	3,500	11,500	11,500	0	0.00%
	Total Salary & Wages	\$ 16,500	\$ 16,500	\$ 13,000	\$ 3,500	\$ 16,500	\$ 16,500	\$ 0	0.00%
Other Expenses									
201	Supplies and Materials	\$ 1,100	\$ 1,100	\$ 707	\$ 393	\$ 1,100	\$ 1,100	\$ 0	0.00%
210	Advertising	2,500	2,500	100	2,400	2,500	2,500	0	0.00%
301	Printing	4,000	4,000	100	3,900	4,000	4,000	0	0.00%
499	Planning Reporting Services	1,500	1,500	500	1,000	1,000	1,000	(500)	-33.33%
500	Planning Legal Services	40,000	40,000	46,628	(6,628)	50,000	50,000	10,000	25.00%
510	Planning Services	70,000	70,000	66,700	3,300	75,000	75,000	5,000	7.14%
511	Special Projects	80,000	80,000	48,829	31,171	50,000	50,000	(30,000)	-37.50%
809	Conferences/Meetings & Training	650	650	725	(75)	650	650	0	0.00%
	Total Other Expenses	\$ 199,750	\$ 199,750	\$ 164,288	\$ 35,462	\$ 184,250	\$ 184,250	\$ (15,500)	-7.76%
	Division Total	\$ 216,250	\$ 216,250	\$ 177,288	\$ 38,962	\$ 200,750	\$ 200,750	\$ (15,500)	-7.17%

185-000 DCS - BOARD OF ADJUSTMENT

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<u>Salaries and Wages</u>									
101	Board Meetings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	0.00%
	Total Salary & Wages	\$ 5,000	\$ 5,000	\$ 5,000	\$ 0	\$ 5,000	\$ 5,000	\$ 0	0.00%
<u>Other Expenses</u>									
201	Supplies and Materials	\$ 500	\$ 500	\$ 46	\$ 454	\$ 500	\$ 500	\$ 0	0.00%
210	Advertising	700	700	100	600	700	700	0	0.00%
499	Reporting	6,000	6,000	2,911	3,089	4,000	4,000	(2,000)	-33.33%
500	Contract Services	25,000	25,000	14,499	10,501	23,000	23,000	(2,000)	-8.00%
809	Conferences/Meetings & Training	1,100	1,100	744	356	1,100	1,100	0	0.00%
	Total Other Expenses	\$ 33,300	\$ 33,300	\$ 18,300	\$ 15,000	\$ 29,300	\$ 29,300	\$ (4,000)	-12.01%
	Division Total	\$ 38,300	\$ 38,300	\$ 23,300	\$ 15,000	\$ 34,300	\$ 34,300	\$ (4,000)	-10.44%

195-000 DCS - CODE ENFORCEMENT

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 167,785	\$ 171,835 *	\$ 171,141	\$ 694	\$ 171,141	\$ 171,141	\$ 3,356	2.00%
102	Part-Time	33,989	33,989	34,669	(680)	34,669	34,669	680	2.00%
130	DCS Staff Support	20,000	20,000	0	20,000	5,000	5,000	(15,000)	100.00%
	Total Salary & Wages	\$ 221,774	\$ 225,824	\$ 205,810	\$ 20,014	\$ 210,810	\$ 210,810	\$ (10,964)	-4.94%
* \$4,050 transferred in from Res. For Salary Adjustments									
<i>Other Expenses</i>									
201	Supplies and Materials	\$ 1,000	\$ 1,000	\$ 350	\$ 650	\$ 1,000	\$ 1,000	\$ 0	0.00%
301	Printing	750	750	0	750	750	750	0	0.00%
405	Vehicle Maintenance	1,500	1,500	993	507	1,000	1,000	(500)	-33.33%
804	Training & Seminars	500	500	0	500	1,000	1,000	500	100.00%
	Total Other Expenses	\$ 3,750	\$ 3,750	\$ 1,343	\$ 2,407	\$ 3,750	\$ 3,750	\$ 0	0.00%
	Division Total	\$ 225,524	\$ 229,574	\$ 207,152	\$ 22,422	\$ 214,560	\$ 214,560	\$ (10,964)	-4.86%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Anderson, Christa	Full-Time	Zoning Officer	\$ 101,695	\$ 94,299	12	19	\$ 9,430	\$ 103,729
Matarredona, Jorge	Full-Time	Safe Homes Inspector	66,090	67,412	7	19		67,412
Portine, Leon	Part-Time	Property Maintenance Inspector	33,989	34,669	7	19		34,669
Salaries & Wages Total			\$ 201,774	\$ 196,380			\$ 9,430	\$ 205,810

**COMMUNITY
PROGRAMS
(DCP)**

DEPARTMENT OF COMMUNITY PROGRAMS

Mark Ozoroski, Director

**SHARE
THE
FUN !**

summit community programs

WHAT WE DO

The Department of Community Programs:

- ! Provides recreation programs, facilities and leisure services that are accessible to all segments of the community
- ! Serves as a community resource for information and referral among organizations serving youth, recreation and senior services, both public and private
- ! Provides the city with a wide variety of programs involving social, cultural, educational, physical, health and wellness needs of Summit
- ! Schedules and requests maintenance for all city 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 other city agencies
- ! Provides morale-boosting and educational programs for city employees

MISSION

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

VISION

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

VALUES

Affordability Character Development Communication Excellence
Friendliness Health/Wellness Inclusiveness Learning
Partnerships Responsiveness

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 Complete the Community Center project

SERVICE 2 Corporate and Strategic Partnerships

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

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

SERVICE 4 Communications with the Public

- Goal 4B Increase Constant Contact and social media reach

SERVICE 5 Quality Programs and Special Events

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

HOW WE PERFORMED IN 2019



SERVICE 1

Manage DCP Capital Projects

Goal 1A

Complete capital projects currently underway

Goal 1B

Introduce new projects through the Capital Plan

Goal 1C

Complete the Community Center Project

2019 Major Accomplishments

- Moved into the completed Community Center in June 2019.
- Hired two full time employees, several part time employees, and a custodial crew to increase department efficiency.
- New windows were installed at Tatlock Park Anderson Field House.
- Completed Memorial Tennis Court resurfacing at the end of July 2019.
- Purchased new Senior Connections Bus that should be in use in February 2020.
- Went out to bid for the SFAC pool resurfacing project, determined additional funding is needed for complete resurfacing project.
- Purchased a new pool cover for the Summit Family Aquatic Center (SFAC).
- Focused on grounds maintenance during the summer months, which included aeration, topdressing and over seeding for all athletic fields.
- New outdoor public restrooms at Memorial Field were fully functional for the start of the spring sports season.
- Purchased a new 2019 Ford Escape eco-friendly vehicle to replace 2009 Crown Victoria given to DCP from the Summit Police Department.
- Created a monarch butterfly garden at the Municipal Golf Course and joined the National Monarch in the Rough program to help butterflies continue to flourish.
- DCP Advisory Board Chair, Elaine Anderson, and Director, Mark Ozoroski, have actively participated in the Transfer Station Study.

2020 PERFORMANCE GOALS



SERVICE 1

Manage DCP Capital Projects

Goal 1A

Complete projects currently underway

Goal 1B

Introduce new projects through Capital Plan

Goal 1C

Complete the Community Center Project

2020 Major Goals

- Complete the interior punch list for the Community Center Project.
- Conduct engineering study of American's With Disabilities Act (ADA) compliance at the back of the Community Center.
- Begin rehabilitation of areas identified in the Tatlock Development Plan, starting with Investors Bank track followed by lighting at Investors Bank Field and Upper Tatlock Field.
- Work with engineering to address flooding at the Municipal Golf Course by fixing the spillway/dam and bridge. Develop a plan to address the entrance way and all ADA requirements.
- Resurface the Memorial Field Basketball Courts and work with residents on fundraising for backboard upgrades.
- Complete the pool resurfacing project for the two pools at the SFAC.
- Stripe Court #4 at the Tatlock Tennis Courts to create four pickle ball courts.
- Mark Ozoroski, Director, and Elaine Anderson, DCP Advisory Board Chair, will continue to participate in the Transfer Station study.
- Install additional security systems in new Community Center.
- Install dog waste stations throughout the park system.
- Develop a golf course pond maintenance program to limit the amount of algae that is produced. Water in the pond is used to irrigate greens and fairways.
- Complete full audit of all City of Summit playgrounds.
- Partner with the Junior League during its's 90th anniversary to fundraise for a wheelchair accessibility renovation project at Mabie Playground.

HOW WE PERFORMED IN 2019



SERVICE 2

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

Corporate and Strategic Partnerships

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

2019 Major Accomplishments

- Increased the number of event sponsorships to 38, welcoming four new corporate partners: Paul Ippolito Memorial, Sunrise Senior Living, Hudson Way Immersion School and Christies International Real Estate
- Added new Summit Has Pride event.
- Generated a total of over \$82,800 in sponsorship dollars for events produced by the DCP.
- Funded entirely on corporate sponsorships, produced special events and assisted other departments, including summer concert and movie series, National Night Out, July 4 celebration, Night in the Tropics, Miracle on Elm Street and Summit Has Pride events.
- Secured a *Kids Recreation Trust Fund Grant* for \$62,000 for resurfacing for the Investors Bank Track.
- Secured \$10,000 from the Summit Area Public Foundation for 2020 cultural events.
- Partnered with the Junior League of Summit to assist in running the G.R.A.C.E food pantry in Summit.
- Received \$3,000 from CDBG for the Senior Connections bus operations.
- Received \$ 3,000 from CDBG for the After School Fun Club program.
- 2,876 people participated in DCP-sponsored recreation programs generating \$341,883.77.
- Collected \$136,132 in field user fees for 2019.
- The Municipal Golf Course surpassed its revenue goal of \$152,000 with \$160,910 deposited, an increase of more than \$12,000 from 2018.
- The SFAC surpassed its revenue goal of \$487,000 with \$524,113.50 deposited, an increase of more than \$42,000 over 2018.
- Received *Luminary Fund* grant of \$17,000 to offset the cost of a new Senior Connections bus.
- The TryCAN program secured a 2020/2021 grant from the *State of New Jersey* for \$19,628.
- Through a strong relationship between the Summit High School Athletic Director and DCP Director, there was an increase in weekday hours for outdoor light usage and addition of lighting use on weekends at the SHS facility.
- Partnered with the Summit Board of Education to allow use of Community Center for their Applied Behavior Analysis (ABA) Program and staff trainings.

2020 PERFORMANCE GOALS



SERVICE 2

Corporate and Strategic Partnerships

Goal 2A

Goal 2B

Goal 2C

Increase corporate opportunities

Investigate new partners and collaborations

Identify new revenue sources and grant opportunities

2020 Major Goals

- Work with the city's grant consultant to uncover new sources of funding for programming and capital improvements, focusing on city playgrounds.
- Explore advertising possibilities and new corporate opportunities in all areas of DCP operations.
- Increase marketing of both the Summit Municipal Golf Course and SFAC through electronic media.
- Utilize optimization of both Facebook and website.
- Lease the Summit Municipal Golf Course up to two times per year for outings to increase revenue.
- Revamp the Summit Municipal Golf Course and SFAC sponsorship opportunities.
- Research a cooperative agreement with Union County on golf course operations.
- Explore an outside management company for golf course operations.
- Increase marketing to businesses, Board of Education and Summit Volunteer First Aid Squad for SFAC memberships.
- Partner with local businesses to add additional programs as well as free offerings at the Community Center, during outdoor events, Summit Family Aquatic Center and Summit Municipal Golf Course.
- Continue to work with the Latino community to build on the success of Night in the Tropics event with all funding to be raised through corporate partners.
- Continue to work with non-profits to build on the success of "Summit has Pride" event during LGBTQ pride month with all funding to be raised through corporate partners.
- Work with area realtors to promote SFAC and Summit Municipal Golf Course memberships.
- Continue to establish policies and procedures for fees to use spaces in the new Community Center.
- Continue to work with the Summit Board of Education to allow its use of the Community Center for their 18-21 in district special education program.
- Work with the Board of Education to use its facilities for cooking and other courses the DCP is unable to operate at the Community Center.

HOW WE PERFORMED IN 2019



summit community programs

SERVICE 3

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

Senior Services & Specials Needs Programs

- Increase number of TryCAN communities
- Initiate Americans with Disabilities compliance
- Manage Senior Connections Bus

2019 Major Accomplishments

- 162 Summit seniors registered for annual memberships (20 more than 2018) and 16 non-resident seniors registered as well (seven more than 2018).
- The DCP added programming including pickle ball, and hosted first annual Senior Wellness Expo.
- SFAC hosted three senior programs, Aquacise, Yoga and T'ai Chi for a total of 60 participants.
- Senior Connections ridership continues to hold steady at 60 per week for a total of over 3000 rides per year.
- Secured grants for the Senior Connections bus through Community Development Block Grant, Junior League, Luminary Fund and annual campaign. An additional \$28,200 of support was received from the city through the budget process, purchased a new bus for seniors through the capital budget and in addition the Senior Connection Bus LLC donated a little over \$25,000 towards the purchase.
- Expanded the "Lunch Bunch" program with approximately 25 participants per month.
- TryCAN programs were reinstalled at the Summit Community Center following the completion of construction.
- TryCAN collaboration has reached 14 municipal partners that pay an annual fee of \$750 for participation and contribute facilities, volunteers and marketing.
- 145 area youth were trained as TryCAN teen peer mentors in 2019. Total number of volunteer hours for 2018 was over 1500. A total of 57 programs and events were offered for children with special needs including sports, academics, social skills and outings.
- A total of 222 youth participated in TryCAN with over 20 new participants.
- The TryCAN Coordinator role has been absorbed into David Guida's responsibilities. This has allowed for the 2020-2021 Recreation Opportunities for Individuals with Disabilities (ROID) grant to allocate more money directly toward programs.
- Expanded TryCAN programs to include summer offerings.
- Added programs for high school students, including cooking classes and community outings.
- Revamped TryCAN Mentor Training.
- Focus was placed on holding new family friendly events like the back-to-school pizza party, winter swim event, and Thanksgiving dinner.
- Added inclusion program through TryCAN for six-week summer camp.

2020 PERFORMANCE GOALS



SERVICE 3

Senior Services & Specials Needs Programs

Goal 3A

Increase number of TryCAN communities

Goal 3B

Initiate Americans with Disabilities (ADA) compliance

Goal 3C

Manage Senior Connections Bus

2020 Major Goals

- Pursue new grant opportunities through local civic groups for both TryCAN and Summit seniors.
- Maintain and resubmit ROID grant from State of New Jersey.
- Train 100 new TryCAN teen peer mentors each year.
- Initiate new TryCAN programs for teens and young adults, with a particular focus on children between the ages of 19 and 21.
- Continue partnerships with TryCAN communities, FMBA and SPD/PAL in support of TryCAN programs.
- Work with TryCAN parents organization to offer more parental support.
- Increase inclusion of TryCAN kids into typical programs, including increasing access for TryCAN participants in summer camp.
- Convert space in the Community Center into a sensory-friendly lounge for participants in mainstream programs.
- Continue to add new programs and family-friendly events for TryCAN participants and families.
- Create inclusive community events for both seniors and children with special needs.
- Collaborate with Summit Police Department for a senior safety event.
- Secure advertising on the Senior Connections bus.
- Pursue senior trips and travel into the current program.
- Start to offer new senior programming to include evenings and weekends throughout the year.
- Implement weekly cleaning for the senior bus.
- Work with the Summit Police Department to educate seniors on self-defense, scam prevention and safety
- Promote programs in additional media outlets (Union County Senior News, HTTV, Library, Summit News).
- Continue to add new programs and events for TryCAN participants and families.

HOW WE PERFORMED IN 2019



SERVICE 4

Communications with the Public

Goal 4A

Enhance brand development

Goal 4B

Increase Constant Contact and Social Media Reach

2019 Major Accomplishments

- Increased Facebook page likes from 2024 to 2479 on Facebook.
- Increased Facebook page reach to a maximum of 3113 people for a single post.
- Facebook Live with Gretchen and David continues to increase views.
- Live with David and Gretchen won NJRPA'S Digital Media Production Award.
- Refined our Constant Contact lists to maintain engagement with residents.
- Constant Contact email open rates were 32% higher than industry average of 15%.
- Constant Contact click rates were 5% higher than industry average of 3%.
- Refined content on summitcommunityprograms.com.
- Continued to create video content for promotion of the SFAC, the Municipal Golf Course, and the Community Center.
- Created advertising for programs and thanked city agencies at each event.
- Participated in two Latin outreach nights with the BOE.
- Participated in events for other organizations to promote brand awareness.
- Established a resident survey on new program initiatives at Community Center.
- Participated in Chamber of Commerce networking event.

2020 PERFORMANCE GOALS



SERVICE 4

Communications with the Public

Goal 4A

Enhance brand development

Goal 4B

Increase Constant Contact and Social Media Reach

2020 Major Goals

- Continue to refine and add content to summitcommunityprograms.com.
- Launch the new summitcommunityprograms.com in April 2020 as a part of the city website refresh.
- Develop new interactive and dynamic content for use on social media platforms.
- Increase use of Instagram.
- Research ways in which to engage program participants using Snapchat.
- Explore advantages of using Civic Rec as a registration platform to increase usability.
- Begin to create brand awareness for different sections of the department including distinct branding for events, youth programs, senior programs, the Summit Muni and Summit Family Aquatic Center.
- Use social media to bring new members to the Community Center, SFAC and the Municipal Golf Course.
- Participate in the World's Largest Swim Lesson in June 2020.
- Continue to grow Facebook Live with Gretchen and David in viewers/likes.
- Provide Home Towne TV with pre-made content for its channel.
- Continue engagement of residents on social media.
- Hold consensus building meetings with the public on proposed improvements to Tatlock Park.
- Collaborate with the City of Summit Communications Office to extend outreach and enhance marketing efforts.

HOW WE PERFORMED IN 2019



SERVICE 5

Quality Programs and Special Events

Goal 5A

Add new and exciting programs

Goal 5B

Enhance and expand special events

Goal 5C

Serve as a resource for allied organizations

Major 2019 Accomplishments

- Total program enrollment of 3,626 participants in DCP Programs.
- Created new programs at the Summit Family Aquatic Center and Community Center.
- Created new programs at parks, and at all facilities. Cornog Field House is being used as the central location for the Junior League's G.R.A.C.E. program.
- Expanded the hours of the after school Share the Fun Club until 5:30PM.
- DCP Director trained 80 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 50 youth coaches.
- Served as a liaison and resource to affiliated sports organizations that provide athletic programs for 3,000 youth.
- Conducted a total of four tournaments at the Muni for women, youth, seniors and a club championship.
- 120 youth joined the recreation swim team at the SFAC. Hosted the 2nd League Divisional Championship.
- Held the first-ever Disc Golf tournament at the Municipal Golf Course, generating over \$1000.
- Conducted employee morale and recognition programs including the summer safety event, and holiday employee breakfast.
- Produced, assisted or participated in over 41 special events including concerts, movies, parades, pool parties, golf tournaments, senior breakfasts, holiday events, mermaid pop-up party, lifeguard party and others. 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, Mayor's Forum on Diversity and Junior League community boards.
- Held the first-ever pride event.
- Held various Community Center celebrations for public, donors, neighbors and VIPs.

2020 PERFORMANCE GOALS



SERVICE 5

Quality Programs and Special Events

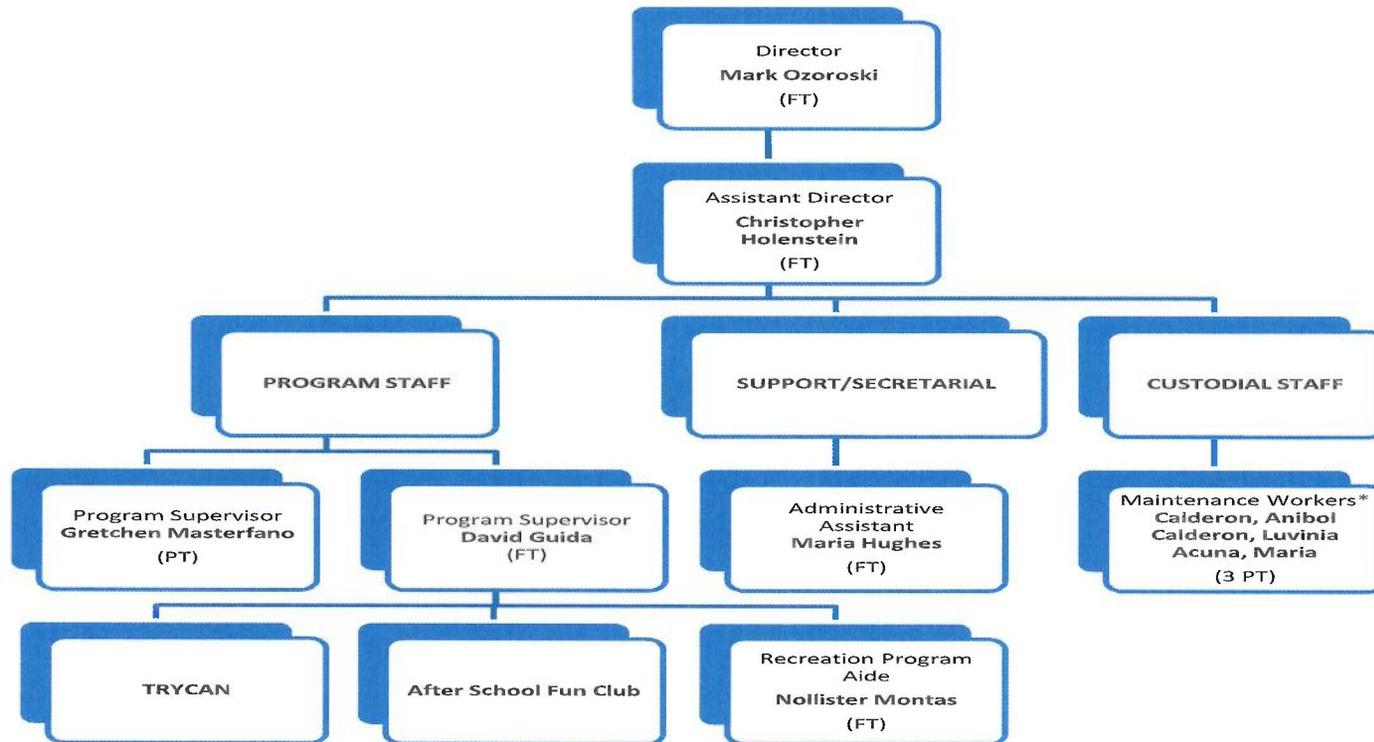
Goal 5A
Goal 5B
Goal 5C

Add new and exciting programs
Enhance and expand special events
Serve as a resource for allied organizations

2020 Major Goals

- Implement a history record for program planning.
- Keep 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 holiday skating event at the Village Green.
- Implement new ticketed family programming and educational events at SFAC and Municipal Golf Course.
- Enhance the summer camp Counselor-In-Training (CIT) program.
- Add new non-resident pool memberships for seniors.
- Plan more evening and weekend programs for active adults/seniors.
- Continue to strengthen relationship with G.R.A.C.E. to increase the department's involvement.
- Add cultural diversity events to Community Center offerings for Black History Month, Asian History Month, Disability Awareness Month, etc.
- Work to identify ways to ensure that no child is refused the right to any recreational program due to economic status.
- Continue to develop the Community Center as a focal point of acceptance, tolerance and celebration of all individuals in the community.
- Introduce the following contracted programs: circus classes, and language instruction classes.
- Continue working on developing open gym program by:
 - ✓ Evaluating allotted times for high school/college, men and women basketball open gym.
 - ✓ Introducing special Friday night teen nights.
 - ✓ Evaluating day time pre-school open gym.
 - ✓ Evaluating open game room play time.

DEPARTMENT OF COMMUNITY PROGRAMS
ADMINISTRATION

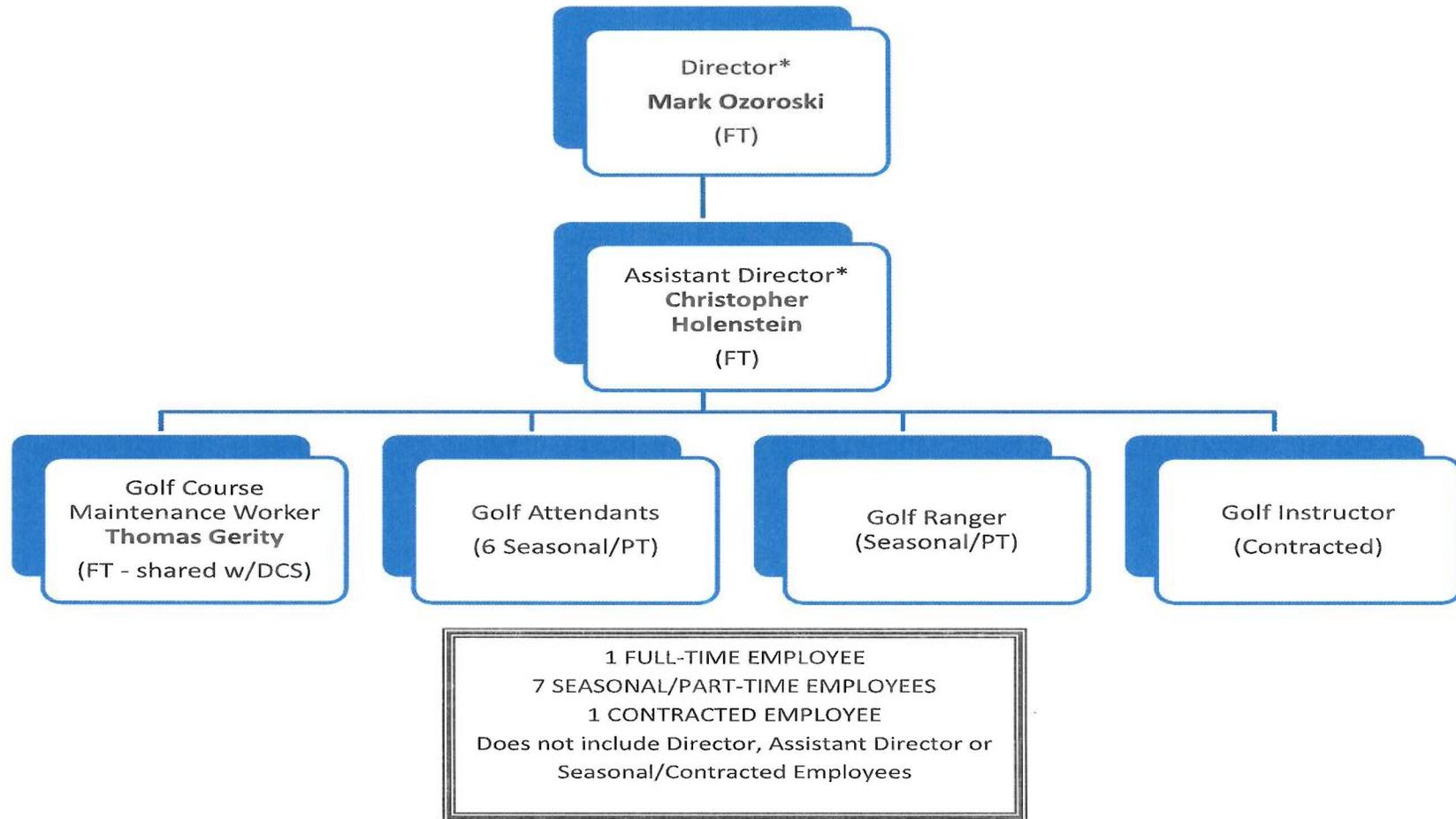


5 Full-Time Employees
1 Part-Time Employee
*Does not include Maintenance Workers paid out of DCS Buildings & Grounds

DEPARTMENT OF COMMUNITY PROGRAMS

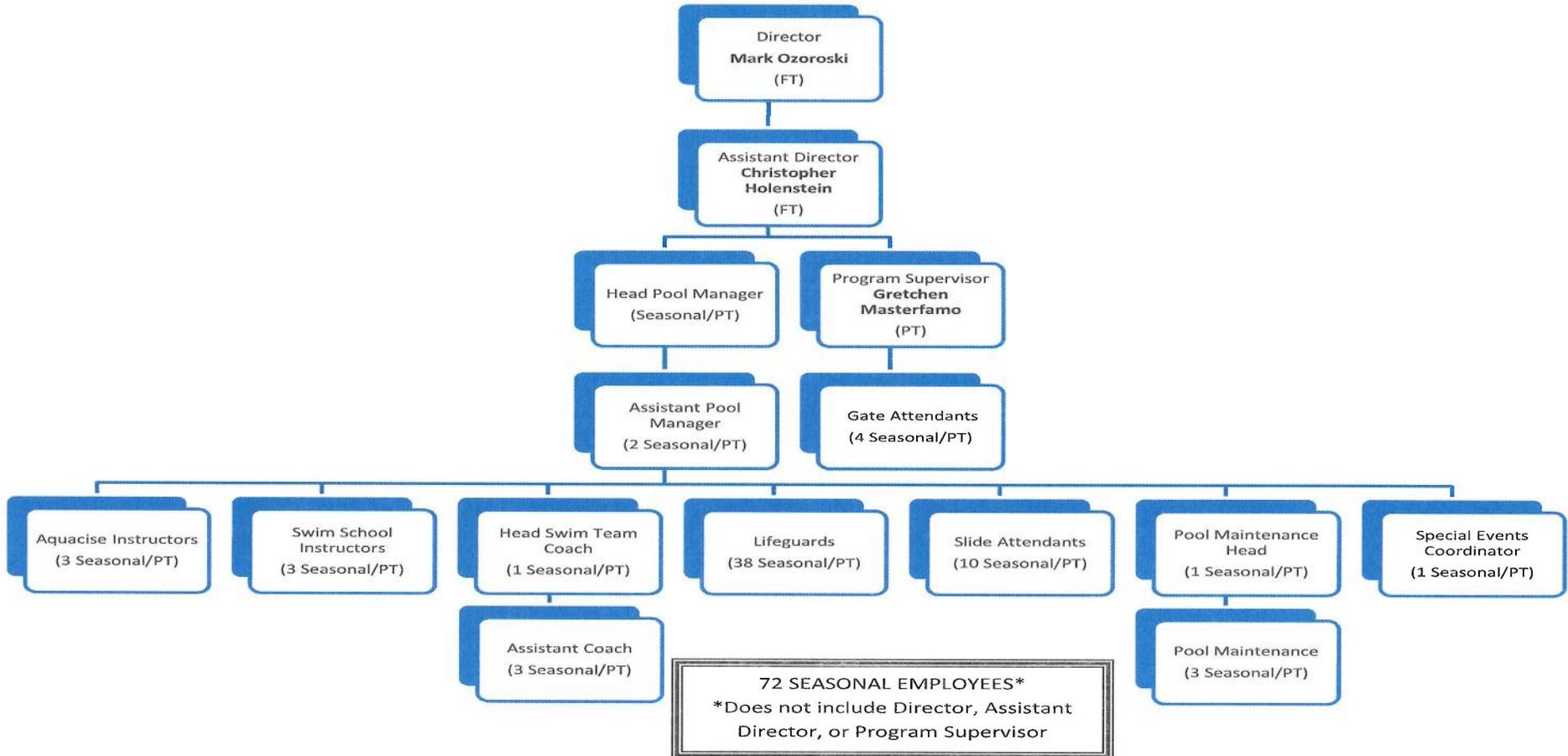
MUNICIPAL GOLF COURSE

“MUNI”

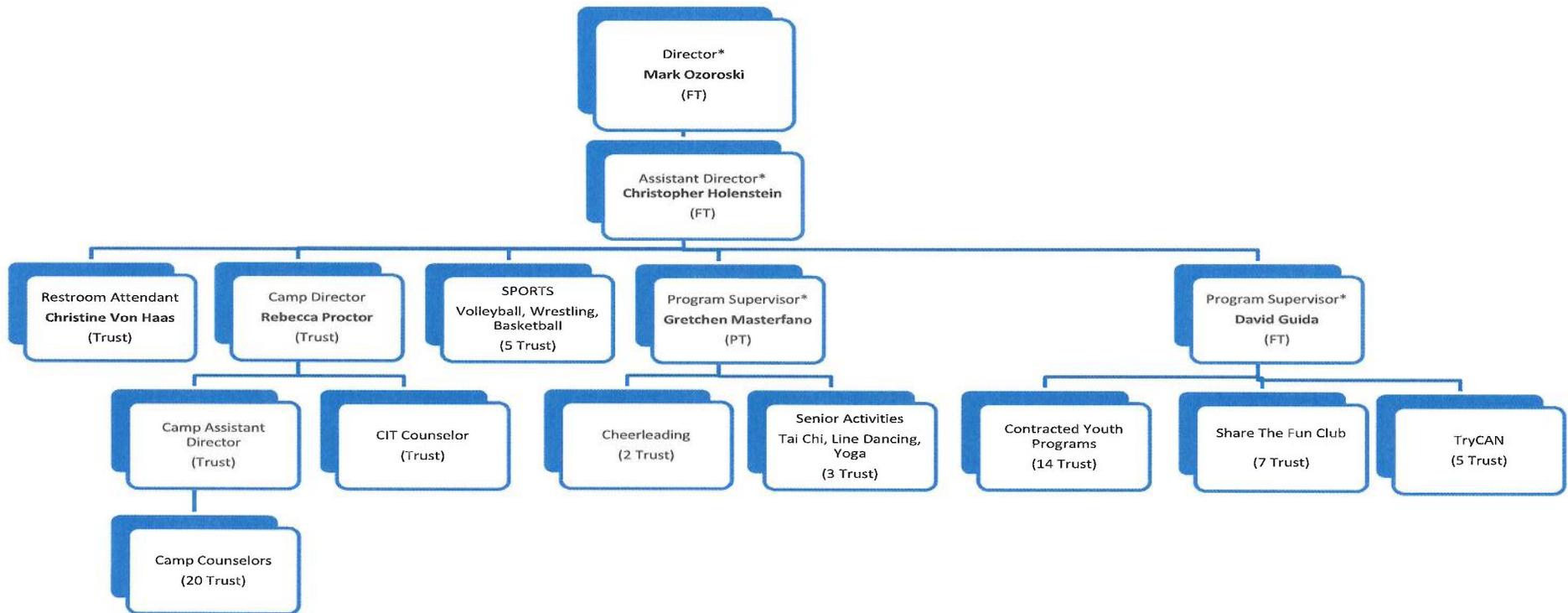


DEPARTMENT OF COMMUNITY PROGRAMS

FAMILY AQUATIC CENTER



DEPARTMENT OF COMMUNITY PROGRAMS
PROGRAM TRUST FUND



60 PROGRAM TRUST FUND EMPLOYEES*
*Does not include Director, Assistant Director, or
Program Supervisors)

370-000 DEPARTMENT OF COMMUNITY PROGRAMS (DCP)

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 520,200	\$ 520,200	\$ 479,949	\$ 40,251	\$ 426,289	\$ 426,289	\$ (93,911)	-18.05%
102	Part-Time	93,860	93,860	65,530	28,330	50,908	50,908	(42,952)	-45.76%
104	Over-Time	0	0	0	0	0	0	0	0.00%
105	After School Fun	15,000	15,000	13,921	1,079	15,000	15,000	0	100.00%
194	OT July 4th	4,000	4,000	3,264	736	4,000	4,000	0	0.00%
199	Recreation Trust S&W	0	0	0	0	0	0	0	0.00%
	Total Salary & Wages	\$ 633,060	\$ 633,060	\$ 562,664	\$ 70,396	\$ 496,197	\$ 496,197	\$ (136,863)	-21.62%
<i>Other Expenses</i>									
201	Supplies & Materials	\$ 4,000	\$ 4,000	\$ 4,208	\$ (207)	\$ 5,000	\$ 5,000	\$ 1,000	25.00%
301	Printing	4,500	4,500	4,198	302	4,500	4,500	0	0.00%
302	Postage	500	500	466	34	500	500	0	0.00%
309	Senior Services	13,000	13,000	13,000	0	13,000	13,000	0	0.00%
402	Building Maintenance	2,000	2,000	1,933	67	3,000	3,000	1,000	50.00%
405	Vehicle Maintenance	1,600	1,600	67	1,533	1,600	1,600	0	0.00%
500	Contract Services	6,500	6,500	5,303	1,197	5,000	5,000	(1,500)	-30.00%
501	Senior Bus	28,200	28,200	28,200	0	18,200	18,200	(10,000)	-35.46%
700	Equipment	2,000	2,000	1,953	47	2,000	2,000	0	0.00%
801	Clothing Purchase/ Cleaning	1,000	1,000	1,000	0	1,000	1,000	0	0.00%
804	Training & Seminars	10,000	10,000	7,321	2,679	7,500	7,500	(2,500)	-25.00%
808	Personal Expenses	2,700	2,700	1,966	734	2,700	2,700	0	0.00%
905	Employee Appreciation	0	0	0	0	0	0	0	0.00%
	Total Other Expenses	\$ 76,000	\$ 76,000	\$ 69,615	\$ 6,385	\$ 64,000	\$ 64,000	\$ (12,000)	-15.79%
	Division Total	\$ 709,060	\$ 709,060	\$ 632,278	\$ 76,781	\$ 560,197	\$ 560,197	\$ (148,863)	-20.99%

			2019	2020				2020
	Status	Title	Base + Longevity	Base	Grade	Step	Longevity	Total
Guida, David	Full-Time	Program Supervisor	\$ 65,746	\$ 68,259	10	10-12	\$ 0	\$ 68,259
Holenstein, Christopher	Full-Time	Assistant Director	53,184	108,496	14	14	0	108,496
Hughes, Maria	Full-Time	Administrative Assistant	80,306	74,465	9	19	7,447	81,912
Masterfano, Gretchen	Part-Time	Program Supervisor	48,397	50,908	10	10-12	0	50,908
Ozoroski, Mark	Full-Time	Director	125,938	118,809	19	6	7,129	125,938
Montas, Nolister	Full-Time	Recreation Program Aide	45,455	41,685	5	1	0	41,685
Resignation	Full-Time	Assistant Director	39,531	0	13	18	0	0
Retirement	Full-Time	Director	49,805	0	19	19	0	0
Retirement	Full-Time	Office Manager	80,306	0	9	19	0	0
Salaries & Wages Total			\$ 588,668	\$ 462,622			\$ 14,575	\$ 477,197

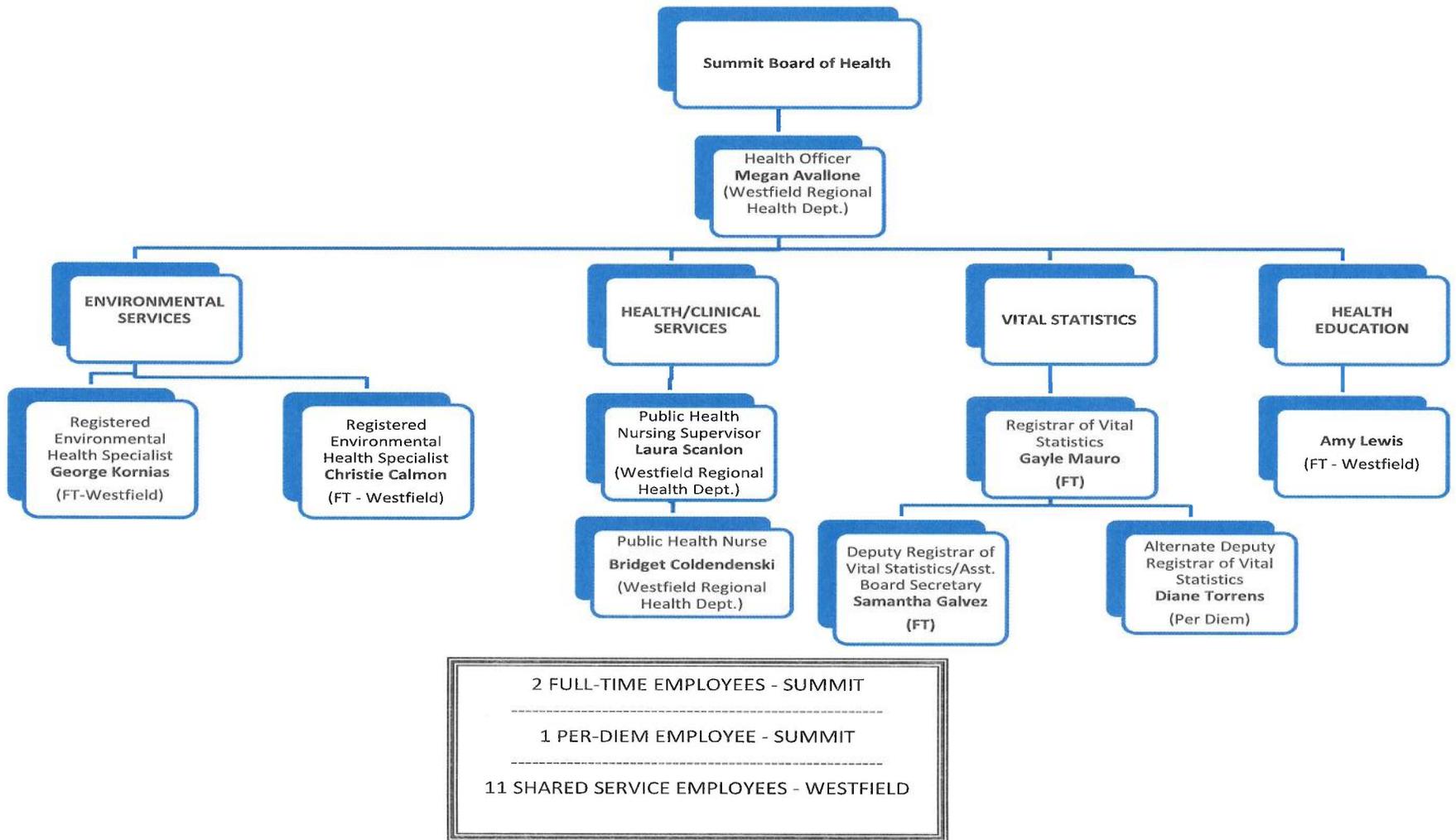
		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 84,100	\$ 84,100	\$ 84,088	\$ 12	\$ 84,100	\$ 84,100	0	0.00%
102	Part-Time	37,000	37,000	28,162	8,838	37,000	37,000	0	0.00%
104	Overtime	10,000	10,000	9,487	513	10,000	10,000	0	0.00%
	Total Salary & Wages	\$ 131,100	\$ 131,100	\$ 121,737	\$ 9,363	\$ 131,100	\$ 131,100	\$ 0	0.00%
<i>Other Expenses</i>									
201	Supplies & Materials	\$ 2,700	\$ 2,700	\$ 2,451	\$ 249	\$ 2,700	\$ 2,700	\$ 0	0.00%
203	Equipment Maintenance Supplies	7,500	7,500	6,841	659	7,500	7,500	0	0.00%
204	Grounds Maintenance Supplies	32,000	32,000	29,517	2,483	32,000	32,000	0	0.00%
302	Postage	300	300	300	0	300	300	0	0.00%
402	Building Maintenance	4,200	4,200	3,734	466	4,200	4,200	0	0.00%
405	Vehicle Maintenance	1,000	1,000	131	869	1,000	1,000	0	0.00%
500	Contract Services	7,600	7,600	6,954	646	16,100	16,100	8,500	111.84%
700	Equipment	1,500	1,500	83	1,417	1,500	1,500	0	0.00%
801	Clothing Purchase/ Cleaning	500	500	0	500	500	500	0	0.00%
804	Registration Fees	200	200	150	50	200	200	0	0.00%
900	Rec Credit Card Fees	3,500	3,500	3,079	421	4,000	4,000	500	14.29%
	Total Other Expenses	\$ 61,000	\$ 61,000	\$ 53,239	\$ 7,761	\$ 70,000	\$ 70,000	\$ 9,000	14.75%
	Division Total	\$ 192,100	\$ 192,100	\$ 174,976	\$ 17,124	\$ 201,100	\$ 201,100	\$ 9,000	4.69%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
Gerity, Thomas	Full-Time	Golf Course Maintenance Worker	\$ 84,088	\$ 82,088	9	19	\$ 2,000	\$ 84,088
<i>Salaries & Wages Total</i>			<u>\$ 84,088</u>	<u>\$ 82,088</u>			<u>\$ 2,000</u>	<u>\$ 84,088</u>

		2019			2020		Adopted/Proposed Budget Variance		
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
102	Part-Time	155,000	155,000	135,423	19,577	155,000	155,000	0	0.00%
104	Overtime	2,000	2,000	0	2,000	1,000	1,000	(1,000)	-50.00%
Total Salary & Wages		\$ 157,000	\$ 157,000	\$ 135,423	\$ 21,577	\$ 156,000	\$ 156,000	\$ (1,000)	-0.64%
<i>Other Expenses</i>									
201	Supplies & Materials	\$ 42,100	\$ 42,100	\$ 41,695	\$ 405	\$ 42,100	\$ 42,100	\$ 0	0.00%
203	Equipment Maintenance Supplies	5,500	5,500	4,690	810	7,000	7,000	1,500	27.27%
204	Grounds Maintenance Materials	2,400	2,400	1,773	627	8,100	8,100	5,700	237.50%
301	Printing	1,000	1,000	1,126	(126)	1,000	1,000	0	0.00%
302	Postage	150	150	138	13	150	150	0	0.00%
400	Maintenance Services	16,000	16,000	15,995	5	16,000	16,000	0	0.00%
402	Building Maintenance	10,000	10,000	9,164	836	10,000	10,000	0	0.00%
500	Contract Services	19,500	19,500	19,393	107	19,500	19,500	0	0.00%
700	Equipment	16,700	16,700	16,387	313	9,500	9,500	(7,200)	-43.11%
801	Clothing Purchase/ Cleaning	6,300	6,300	4,882	1,418	6,300	6,300	0	0.00%
804	Training & Seminars	2,800	2,800	325	2,475	1,500	1,500	(1,300)	-46.43%
900	Rec Credit Card Fees	11,000	11,000	10,994	6	13,000	13,000	2,000	18.18%
Total Other Expenses		\$ 133,450	\$ 133,450	\$ 126,562	\$ 6,888	\$ 134,150	\$ 134,150	\$ 700	0.52%
Division Total		\$ 290,450	\$ 290,450	\$ 261,986	\$ 28,464	\$ 290,150	\$ 290,150	\$ (300)	-0.10%

**HEALTH
DEPARTMENT**

DEPARTMENT OF HEALTH

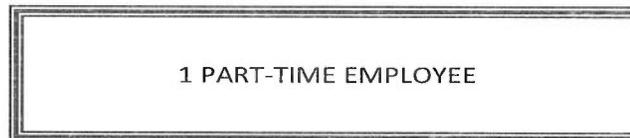
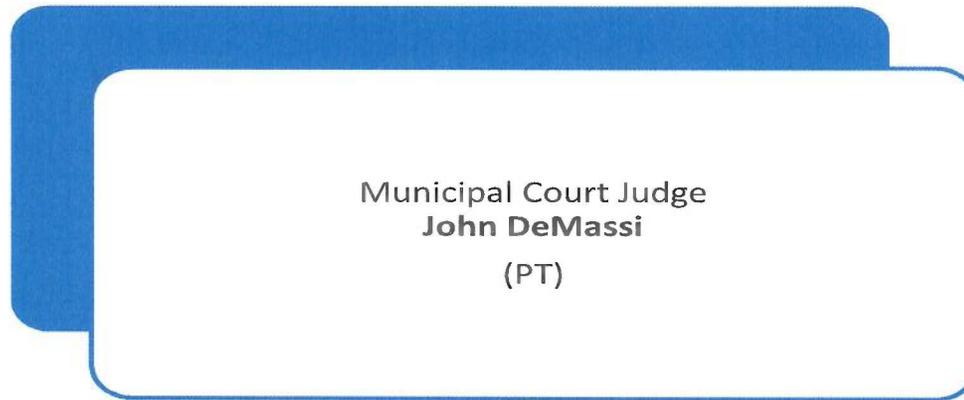


	2019				2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Salaries and Wages								
Full-Time	\$ 136,800	\$ 137,800	\$ 137,863	\$ (63)	\$ 141,266	\$ 141,266	\$ 4,466	3.26%
Part-Time	4,000	4,000	2,409	1,591	4,000	4,000	0	0.00%
Inspectors	3,200	3,200	0	3,200	3,200	3,200	0	100.00%
Total Salary & Wages	\$ 144,000	\$ 145,000 *	\$ 140,272	\$ 4,728	\$ 148,466	\$ 148,466	\$ 4,466	3.10%
* \$1,000 transferred from Reserve for Salary Adjustments								
Other Expenses								
Office Services	\$ 4,820	\$ 4,820	\$ 2,330	\$ 2,490	\$ 4,820	\$ 4,820	\$ 0	0.00%
Postage	300	300	300	0	350	350	50	16.67%
Contract Services	1,700	1,700	1,700	0	1,800	1,800	100	5.88%
Westfield Shared Service Agreement	206,135	206,135	206,135	0	210,484	210,484	4,349	2.11%
Management Services	100	100	0	100	100	100	0	0.00%
Automobiles	0	0	0	0	0	0	0	0.00%
Training & Seminars	0	0	0	0	0	0	0	0.00%
Memberships	500	500	150	350	400	400	(100)	-20.00%
Conferences & Meetings	1,200	1,200	193	1,007	1,200	1,200	0	0.00%
Miscellaneous	100	100	0	100	100	100	0	0.00%
Total Other Expenses	\$ 214,855	\$ 214,855	\$ 210,808	\$ 4,047	\$ 219,254	\$ 219,254	\$ 4,399	2.05%
Division Total	\$ 358,855	\$ 359,855	\$ 351,080	\$ 8,775	\$ 367,720	\$ 367,720	\$ 8,865	2.47%
Dog Regulation	\$ 40,000	\$ 40,000	\$ 40,000	\$ 0	\$ 40,000	\$ 40,000	\$ 0	0.00%
Social Services - S.A.G.E.	\$ 36,300	\$ 36,300	\$ 36,135	\$ 165	\$ 36,300	\$ 36,300	\$ 0	0.00%
Prevention of Drug & Alcohol Abuse	\$ 7,890	\$ 7,890	\$ 7,890	\$ 0	\$ 7,890	\$ 7,890	\$ 0	\$ 0
Overall Health Total	\$ 443,045	\$ 444,045	\$ 435,105	\$ 8,940	\$ 451,910	\$ 451,910	\$ 8,865	2.00%

	Status	Title	2019 Base + Longevity	2020 Base	Grade	Step	Longevity	2020 Total
Galvez, Samantha	Full-Time	Deputy Registrar	\$ 55,793	\$ 58,452	8	10	\$ 0	\$ 58,452
Mauro, Gayle	Full-Time	Registrar of Vital Statistics	80,976	75,285	10	19	7,529	82,814
Salaries & Wages Total			\$ 136,769	\$ 133,737			\$ 7,529	\$ 141,266

**MUNICIPAL
COURT**

MUNICIPAL COURT / VIOLATIONS BUREAU



		2019			2020		Adopted/Proposed Budget Variance		
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
103	Part-Time	\$ 56,300	\$ 56,300	\$ 45,188	\$ 11,112	\$ 40,000	\$ 40,000	\$ (16,300)	-28.95%
	Total Salary & Wages	\$ 56,300	\$ 56,300	\$ 45,188	\$ 11,112	\$ 40,000	\$ 40,000	\$ (16,300)	-28.95%
<i>Other Expenses</i>									
201	Supplies & Materials	\$ 9,000	\$ 9,000	\$ 0	\$ 9,000	\$ 10,000	\$ 10,000	\$ 1,000	11.11%
500	Contract Services	2,000	2,000	80	1,920	1,000	1,000	(1,000)	300.00%
501	Legal Services	2,000	2,000	0	2,000	1,900	1,900	(100)	-5.00%
502	Shared Court Agreement	324,000	324,000	308,413	15,587	348,228	348,228	24,228	7.48%
509	Miscellaneous Srvs (Interpreters)	6,000	6,000	0	6,000	5,000	5,000	(1,000)	-16.67%
	Total Other Expenses	\$ 343,000	\$ 343,000	\$ 308,493	\$ 34,507	\$ 366,128	\$ 366,128	\$ 23,128	6.74%
	Division Total	\$ 399,300	\$ 399,300	\$ 353,681	\$ 45,619	\$ 406,128	\$ 406,128	\$ 6,828	1.71%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base</u>	<u>Grade</u>	<u>Step</u>	<u>Longevity</u>	<u>2020 Total</u>
DeMassi, John	Part-Time	Municipal Court Judge	\$ 40,000	\$ 40,000			\$ 0	\$ 40,000
<i>Salaries & Wages Total</i>			<u>\$ 40,000</u>	<u>\$ 40,000</u>			<u>\$ 0</u>	<u>\$ 40,000</u>

UTILITIES

				2019		2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
430-000	Electricity								
100	Electricity	\$ 335,000	\$ 347,000 *	\$ 364,713	\$ (17,713)	\$ 350,000	\$ 350,000	\$ 15,000	4.48%
FAC	Family Aquatic Center	15,000	15,000	0	15,000	15,000	15,000	0	0.00%
GLF	Golf Course	3,000	3,000	0	3,000	3,000	3,000	0	0.00%
	Subtotal	\$ 353,000	\$ 365,000	\$ 364,713	\$ 287	\$ 368,000	\$ 368,000	\$ 15,000	4.25%
435-000	Street Lighting								
	Street Lighting	\$ 160,000	\$ 160,000	\$ 150,723	\$ 9,277	\$ 160,000	\$ 160,000	\$ 0	0.00%
	Subtotal	\$ 160,000	\$ 160,000	\$ 150,723	\$ 9,277	\$ 160,000	\$ 160,000	\$ 0	0.00%
440-00	Telephone								
	Telephone	\$ 194,000	\$ 182,000 *	\$ 180,304	\$ 1,696	\$ 194,000	\$ 194,000	\$ 0	0.00%
	Subtotal	\$ 194,000	\$ 182,000	\$ 180,304	\$ 1,696	\$ 194,000	\$ 194,000	\$ 0	0.00%
445-000	Water								
100	Water	\$ 50,000	\$ 50,000	\$ 49,933	\$ 67	\$ 55,000	\$ 55,000	\$ 5,000	10.00%
FAC	Family Aquatic Center	15,000	15,100 *	15,691	(591)	20,000	20,000	5,000	33.33%
GLF	Golf Course	2,000	2,000	1,407	593	2,000	2,000	0	0.00%
	Subtotal	\$ 67,000	\$ 67,100	\$ 67,031	\$ 69	\$ 77,000	\$ 77,000	\$ 10,000	14.93%
446-461	Fuel								
446	Natural Gas	\$ 64,000	\$ 75,000 *	\$ 62,531	\$ 12,469	\$ 64,000	\$ 64,000	\$ 0	0.00%
447	Heating Oil	28,000	28,000	9,357	18,643	20,000	20,000	(8,000)	-28.57%
460	Gasoline	125,000	125,000	113,484	11,516	125,000	125,000	0	0.00%
461	Diesel	130,000	130,000	130,000	0	135,000	135,000	5,000	3.85%
	Subtotal	\$ 347,000	\$ 358,000	\$ 315,372	\$ 42,628	\$ 344,000	\$ 344,000	\$ (3,000)	-0.86%
* \$23,100 transferred in/out between utilities and various accounts									
	Utilities Total	\$ 1,121,000	\$ 1,132,100	\$ 1,078,142	\$ 53,958	\$ 1,143,000	\$ 1,143,000	\$ 22,000	1.96%

INSURANCE

INSURANCE

LINE ITEM BUDGET

	2019		Paid or Charged as of 12/31/2019	Amount (Over) / Under	2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget			Department Request	Proposed Budget	\$	%
210-000 General Liability								
General Liability	\$ 486,086	\$ 486,086	\$ 486,086	\$ 0	\$ 517,536	\$ 517,536	\$ 31,450	6.47%
Subtotal	\$ 486,086	\$ 486,086	\$ 486,086	\$ 0	\$ 517,536	\$ 517,536	\$ 31,450	6.47%
215-000 Workers Compensation								
Workers Compensation	\$ 578,688	\$ 578,688	\$ 578,688	\$ 0	\$ 547,554	\$ 547,554	\$ (31,134)	-5.38%
Subtotal	\$ 578,688	\$ 578,688	\$ 578,688	\$ 0	\$ 547,554	\$ 547,554	\$ (31,134)	-5.38%
220-000 Employee Group Health								
Medical and Dental	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 0	\$ 2,415,000	\$ 2,415,000	\$ (185,000)	-7.12%
Subtotal	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ 0	\$ 2,415,000	\$ 2,415,000	\$ (185,000)	-7.12%
225-000 Unemployment								
Unemployment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ 0	0.00%
Subtotal	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	\$ 0	0.00%
230-000 Other Insurances								
Other Insurances	\$ 25,000	\$ 25,000	\$ 25,000	\$ 0	\$ 25,000	\$ 25,000	\$ 0	0.00%
Subtotal	\$ 25,000	\$ 25,000	\$ 25,000	\$ 0	\$ 25,000	\$ 25,000	\$ 0	0.00%
Insurance Total	\$ 3,739,774	\$ 3,739,774	\$ 3,739,774	\$ 0	\$ 3,555,090	\$ 3,555,090	\$ (184,684)	-4.94%

**PENSIONS /
SOCIAL SECURITY**

PENSIONS/SOCIAL SECURITY

LINE ITEM BUDGET

	2019				2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
471-000 Public Employees Retirement System								
PERS	\$ 1,274,378	\$ 1,117,378	\$ 1,117,378	\$ 0	\$ 1,211,605	\$ 1,211,605	\$ (62,773)	-4.93%
Less : Library Contribution	(157,000)	(157,000)	(157,000)	\$ 0	(173,000)	(173,000)	(16,000)	10.19%
Subtotal	\$ 1,117,378	\$ 960,378	\$ 960,378	\$ 0	\$ 1,038,605	\$ 1,038,605	\$ (78,773)	-7.05%
475-000 Police Fire Retirement System								
PFRS	\$ 2,541,918	\$ 2,541,918	\$ 2,541,918	\$ 0	\$ 2,612,719	\$ 2,612,719	\$ 70,801	2.79%
Subtotal	\$ 2,541,918	\$ 2,541,918	\$ 2,541,918	\$ 0	\$ 2,612,719	\$ 2,612,719	\$ 70,801	2.79%
471-000 Defined Contribution Retirement Plan								
DCRP	\$ 15,000	\$ 15,000	\$ 14,078	\$ 922	\$ 17,500	\$ 17,500	\$ 2,500	16.67%
Subtotal	\$ 15,000	\$ 15,000	\$ 14,078	\$ 922	\$ 17,500	\$ 17,500	\$ 2,500	16.67%
472-000 Social Security/Medicare								
Social Security/Medicare	\$ 872,000	\$ 944,114 *	\$ 668,537	\$ 275,577	\$ 900,000	\$ 900,000	\$ 28,000	3.21%
Less : Library Contribution	(114,576)	(114,576)	0	(114,576)	(119,044)	(119,044)	(4,468)	3.90%
Less : Sewer Contribution	(33,000)	(33,000)	0	(33,000)	(39,000)	(39,000)	(6,000)	18.18%
Less : Parking Contribution	(63,000)	(63,000)	0	(63,000)	(63,000)	(63,000)	0	0.00%
Less : UCC Contribution	(65,000)	(65,000)	0	(65,000)	(65,000)	(65,000)	0	0.00%
Subtotal	\$ 596,424	\$ 668,538	\$ 668,537	\$ 1	\$ 613,956	\$ 613,956	\$ 17,532	2.94%
			* \$72,114 transferred from various accounts					
Pension/ Social Security Total	\$ 4,270,720	\$ 4,185,834	\$ 4,184,911	\$ 923	\$ 4,282,780	\$ 4,282,780	\$ 12,060	0.28%

**INTERLOCAL
AGREEMENTS /
GRANTS**

INTERLOCAL AGREEMENTS & GRANTS

LINE ITEM BUDGET

	2019		2019		2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
25-265-003 INTERLOCAL AGREEMENTS								
<i>Interlocal Agreements</i>								
Joint Meeting - NPSM Emergency Dispatch Cente	\$ 1,232,049	\$ 1,232,049	\$ 1,232,049	0	\$ 1,213,758	\$ 1,213,758	\$ (18,291)	-1.48%
Interlocal Agreements Total	\$ 1,232,049	\$ 1,232,049	\$ 1,232,049	\$ 0	\$ 1,213,758	\$ 1,213,758	\$ (18,291)	-1.48%
41-000-000 STATE AND FEDERAL GRANT APPROPRIATIONS								
<i>Grants</i>								
FM Global Fire Equipment Grant	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,710	\$ 2,710	\$ 2,710	100.00%
NJ Recycling Tonnage Grant (2019)	29,359	29,359	0	29,359	0	0	(29,359)	-100.00%
NJ Recycling Tonnage Grant (2020)	0	0	0	0	33,651	33,651	33,651	100.00%
NJ DLPS Tarentino Community Day	0	0	0	0	0	0	0	0.00%
NJ Body Armor Replacement Fund	4,776	4,777	4,777	0	4,445	4,445	(331)	-6.93%
NJ Alcohol Ed Rehab Enforcement Grant	0	0	0	0	0	0	0	0.00%
NJ Forest Service Green Communities	0	0	0	0	3,000	3,000	3,000	100.00%
NJ DEP Clean Communities		44,088	44,088	0	0	0	0	-100.00%
Investors Foundation for Community Center	0	30,000	30,000	0	0	0	0	-100.00%
Junior League Community Grant	0	5,000	5,000	0	0	0	0	-100.00%
Union County Clean Communities	0	0	0	0	0	0	0	0.00%
Greening Union County	0	0	0	0	0	0	0	0.00%
Union County Level the Playing Field	0	0	0	0	0	0	0	0.00%
Union County Kids Recreation Grant	0	0	0	0	0	0	0	0.00%
Union County Infrastructure & Municipal Aid	100,000	100,000	100,000	0	95,000	95,000	(5,000)	-5.00%
State of New Jersey EMAA	10,000	10,000	10,000	0	0	0	(10,000)	-100.00%
Union County Recycling Enhancement Grant	0	0	0	0	0	0	0	0.00%
NJ DOT Municipal Aid - Ashwood Avenue	0	0	0	0	0	0	0	0.00%
NJ DOT Municipal Aid - Summit & Elm	0	0	0	0	0	0	0	0.00%
NJ DOT Municipal Aid - Hobart	0	0	0	0	0	0	0	0.00%
NJ DOT Municipal Aid - Pine Grove Ave Sec. 1	0	122,910	122,910	0	0	0	0	-100.00%
NJ DOT Transit Village - Village Green Ped	0	187,391	187,391	0	0	0	0	-100.00%
NJ ROID Grant	0	0	0	0	0	0	0	0.00%
Sustainable Jersey Small Grants	0	1,925	2,000	(75)	0	0	0	0.00%
DDEF	0	1,943	1,943	0	0	0	0	-100.00%
SAPF - DCP Diversity/Inclusion Events	0	0	0		10,000	10,000	10,000	100.00%
Grants Total	\$ 144,135	\$ 537,393	\$ 508,109	\$ 29,284	\$ 148,806	\$ 148,806	\$ 4,671	3.24%

DEBT SERVICE

DEBT SERVICE

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
44-901-000 Capital Improvement Fund		\$ 735,275	\$ 735,275	\$ 735,275	\$ 0	\$ 109,475	\$ 109,475	\$ (625,800)	-85.11%
<u>Municipal Debt Service</u>									
45-920	Bond Principal	\$ 2,085,000	\$ 2,085,000	\$ 2,085,000	\$ 0	\$ 3,365,000	\$ 3,365,000	\$ 1,280,000	61.39%
45-925	Bond Anticipation Note Principal	411,450	411,450	411,450	0	0	0	(411,450)	-100.00%
45-930	Interest on Bonds	795,134	795,134	795,134	0	1,201,892	1,201,892	406,758	51.16%
45-935	Interest on Bond Anticipation Notes	710,520	710,520	710,520	0	95,560	95,560	(614,960)	-86.55%
45-942	Downtown Business Improvement Loan	0	0	0	0	0	0	0	0.00%
<i>Municipal Debt Service Total</i>		\$ 4,002,104	\$ 4,002,104	\$ 4,002,104	\$ 0	\$ 4,662,452	\$ 4,662,452	\$ 660,348	16.50%
<u>School Debt Service</u>									
48-920	Bond Principal	\$ 4,435,000	\$ 4,435,000	\$ 4,435,000	\$ 0	\$ 4,460,000	\$ 4,460,000	\$ 25,000	0.56%
48-925	Bond Anticipation Note Principal	0	0	0	0	0	0	0	0.00%
48-930	Interest on Bonds	830,023	830,023	830,023	0	685,003	685,003	(145,020)	-17.47%
48-935	Interest on Bond Anticipation Notes	0	0	0	0	0	0	0	0.01%
<i>School Debt Service Total</i>		\$ 5,265,023	\$ 5,265,023	\$ 5,265,023	\$ 0	\$ 5,145,003	\$ 5,145,003	\$ (120,020)	-2.28%

DEFERRED CHARGES
&
RESERVES

DEFERRED CHARGES & RESERVES

LINE ITEM BUDGET

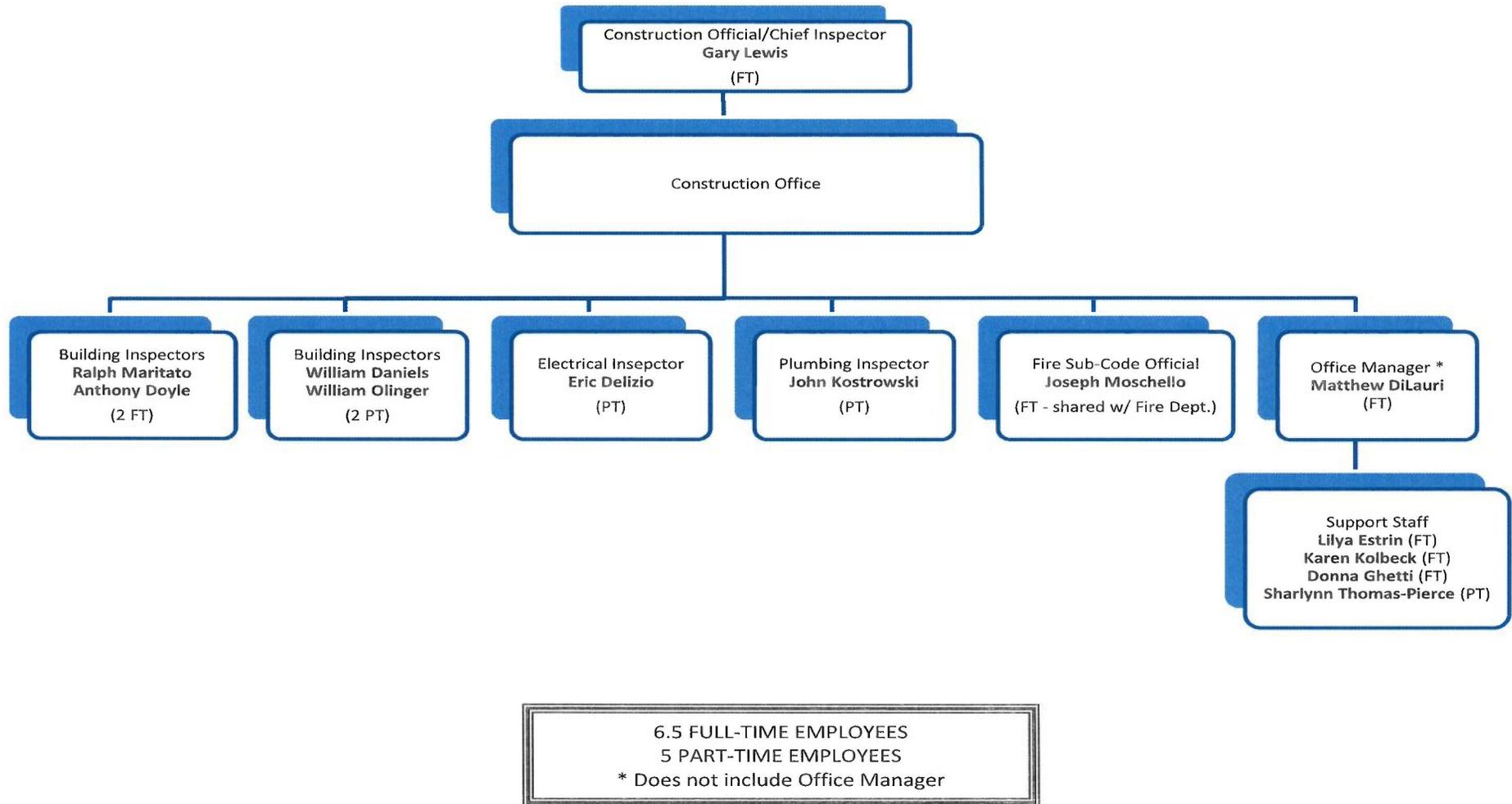
	2019		Paid or Charged as of 12/31/2019	Amount (Over) / Under	2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget			Department Request	Proposed Budget	\$	%
Deferred Charges								
876-000 Deficit in Dedicated Assessment Budget	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
877-000 Deferred Charges (Capital Expenses Unfunded)	\$ 75,000	\$ 75,000	\$ 75,000	\$ 0	\$ 75,000	\$ 75,000	\$ 0	0.00%
Reserves								
899-001 Reserve for Tax Appeals	\$ 140,000	\$ 140,000	\$ 140,000	\$ 0	\$ 50,000	\$ 50,000	\$ (90,000)	-64.29%
899-002 Reserve for Salary Adjustments	\$ 190,000	\$ 190,000 *	\$ 66,680	\$ 123,320	\$ 210,000	\$ 210,000	\$ 20,000	10.53%
899-003 Reserve for Municipal Debt Service	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	100.00%
899-000 Reserve for Uncollected Taxes	\$ 5,287,251	\$ 5,287,251	\$ 5,287,251	\$ 0	\$ 5,300,393	\$ 5,300,393	\$ 13,142	0.25%

* \$66,680 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

	2019				2020 ANTICIPATED	Adopted/Proposed Budget Variance	
	ANTICIPATED	ANTICIPATED	ACTUAL as of 12/31/2019	Amount Over/(Under)		\$	%
U.C.C. Fees	\$ 1,121,700	\$ 1,121,700	\$ 780,983	\$ (340,717)	\$ 780,900	\$ (340,800)	-30.38%
Interest on Investments	13,700	13,700	14,681	981	14,000	300	2.19%
Fund Balance	0	0	0	0	301,087	301,087	100.00%
Total U.C.C. Revenues	\$ 1,135,400	\$ 1,135,400	\$ 795,664	\$ (339,735.99)	\$ 1,095,987	\$ (39,413)	-3.47%

APPROPRIATIONS

	2019				2020 Proposed Budget	Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under		\$	%
<i>Salaries and Wages</i>							
101 Full-Time	\$ 532,200	\$ 542,200 *	\$ 610,461	\$ (68,261)	\$ 532,780	\$ 580	0.11%
102 Part-Time	301,000	301,000	241,847	59,153	309,407	8,407	2.79%
104 Overtime	22,200	22,200	10,679	11,521	27,300	5,100	22.97%
Total Salary & Wages	\$ 855,400	\$ 865,400	\$ 862,987	\$ 2,413	\$ 869,487	\$ 14,087	1.65%

* \$10,000 transferred from UCC Reserve for Salary Adjustments

Other Expenses

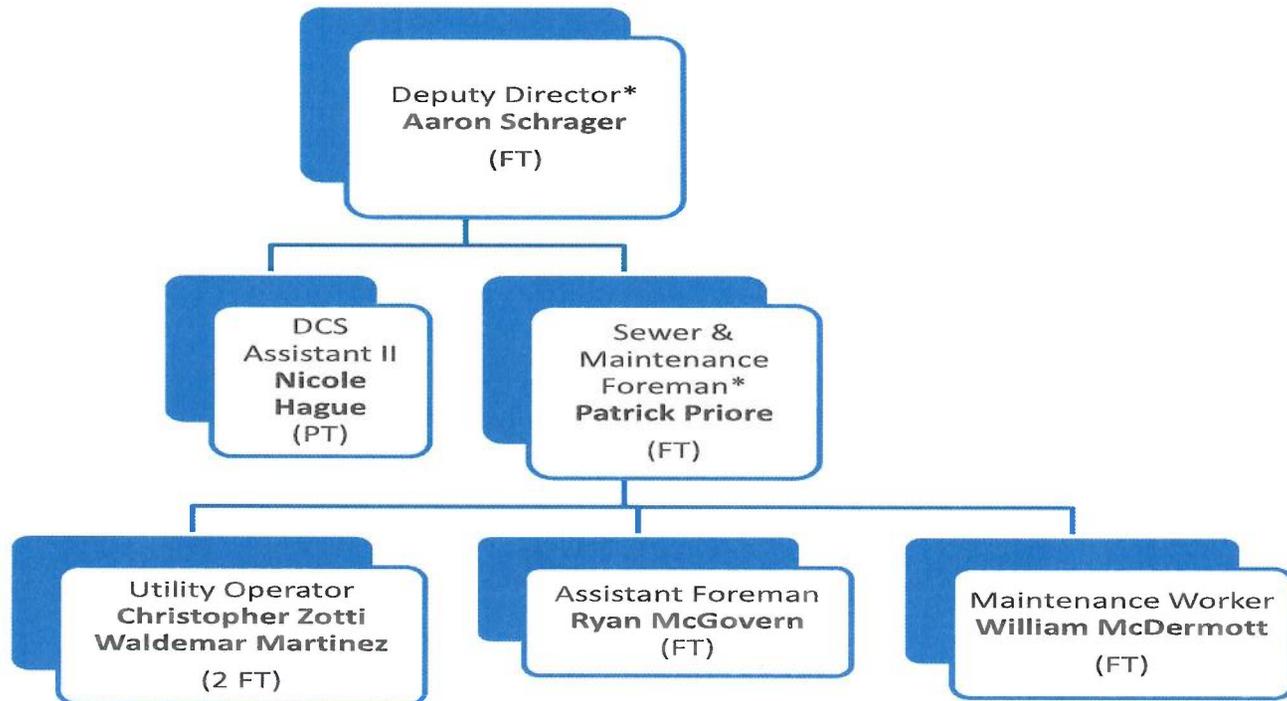
201 Supplies & Materials	\$ 5,600	\$ 5,600	\$ 7,628	\$ (2,028)	\$ 5,600	\$ 0	0.00%
301 Printing	9,000	9,000	5,779	3,222	9,000	0	0.00%
405 Vehicle Maintenance	5,000	5,000	1,800	3,200	5,000	0	0.00%
500 Contract Services	20,500	20,500	5,520	14,980	20,500	0	0.00%
607 Telephone	3,300	3,300	3,163	138	3,300	0	0.00%
700 Equipment	18,200	18,200	0	18,200	12,200	(6,000)	-32.97%
703 Automobiles	48,000	48,000	47,481	519	0	(48,000)	-100.00%
801 Clothing Purchases	3,000	3,000	1,632	1,368	3,500	500	16.67%
804 Training & Seminars	2,000	2,000	885	1,115	2,000	0	0.00%
806 Memberships	700	700	421	279	700	0	0.00%
807 Personal Expenses (Non-Payroll)	500	500	303	197	500	0	0.00%
808 Personal Expenses (Payroll)	8,700	8,700	6,900	1,800	8,700	0	0.00%
809 Conference & Meetings	6,000	6,000	3,919	2,081	6,000	0	0.00%
900 Share of Social Security & Medicare	65,000	65,000	65,000	0	65,000	0	0.00%
901 Share of Pension & Health/Dental Costs	70,000	70,000	70,000	0	70,000	0	0.00%
50-899 Reserve for Salary Adjustments	14,500	4,500 *	10,000	(5,500)	14,500	0	0.00%
55-271 Refunds of Payments	0	0	80	(80)	0	0	0.00%
Total Other Expenses	\$ 280,000	\$ 270,000	\$ 230,511	\$ 39,494	\$ 226,500	\$ (53,500)	-19.11%
U.C.C. Total Appropriations	\$ 1,135,400	\$ 1,135,400	\$ 1,093,498	\$ 41,907	\$ 1,095,987	\$ (39,413)	-3.47%

	Status	Title	2019	2020			2020	
			Base + Longevity	Base	Grade	Step	Longevity	Total
Doyle, Anthony	Full-Time	Building Inspector	\$ 92,450	\$ 94,299	12	19	\$ 0	\$ 94,299
Estrin, Lilya	Full-Time	Secretary III	63,500	64,770	6	19	0	64,770
Ghetti, Donna	Full-Time	Secretary III	63,500	64,770	6	19	0	64,770
Kolbeck, Karen	Full-Time	Secretary II	59,228	60,413	5	19	0	60,413
Lewis, Gary	Full-Time	Construction Official/Chief Inspector	135,692	125,824	16	19	12,582	138,406
Maritato, Ralph	Full-Time	Building Inspector	92,450	94,299	12	19	0	94,299
DiLauri, Matthew (25%)	Full-Time	Office Manager	15,452	15,823	10	6-7	0	15,823
Daniels, William	Part-Time	Building Inspector	48,306	49,667	12	15	0	49,667
Delizio, Eric	Part-Time	Electrical Inspector	69,228	70,163	12	18	0	70,163
Kostrowski, John	Part-Time	Plumbing Inspector	73,990	75,470	12	19	0	75,470
Moschello, Joseph	Half-Time	Fire Sub-code Official	65,180	68,606			0	68,606
Olinger, William	Part-Time	Building Inspector	20,000	20,109	12	19	0	20,109
Thomas-Price, Sharlynn	Part-Time	Secretary II	24,422	25,392	5	3-4	0	25,392
Salaries & Wages Total			\$ 823,398	\$ 829,605			\$ 12,582	\$ 842,188

SEWER UTILITY

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

SEWER UTILITY



4 FULL-TIME*
1 PART-TIME EMPLOYEES
*Does not include Deputy Director, or Sewer & Maintenance Foreman

501-000 DCS - SEWER UTILITY (SEWER ADMINISTRATION)

REVENUES & LINE ITEM BUDGET

REVENUES	2019		Actual as of 12/31/2019	Amount Over/(Under)	2020	Adopted/Proposed Budget Variance	
	Adopted	Anticipated			ANTICIPATED	\$	%
Fund Balance Anticipated (Surplus)	\$ 280,000	\$ 280,000	\$ 280,000	\$ 0	\$ 266,000	\$ (14,000)	-5.00%
Domestic User Charges	3,922,287	3,922,287	3,100,712	(821,575)	3,099,838	(822,449)	-20.97%
Industrial User Charges (includes New Providence)	105,000	105,000	1,017,236	912,236	1,017,000	912,000	868.57%
Interest on Sewer	6,000	6,000	22,017	16,017	6,000	0	0.00%
Total Sewer Utility Revenues	\$ 4,313,287	\$ 4,313,287	\$ 4,419,964	\$ 106,677	\$ 4,388,838	\$ 75,551	1.75%

APPROPRIATIONS	2019		Paid or Charged as of 12/31/2019	Amount (Over) / Under	2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget			Department Request	Proposed Budget	\$	%
SEWER ADMINISTRATION								
<i>Salaries and Wages</i>								
101	Full-Time	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
109	Share of Various Salaries - Current Fund	120,000	120,000	120,000	0	125,000	125,000	5,000 4.17%
	Total Salary & Wages	\$ 120,000	\$ 120,000	\$ 120,000	\$ 0	\$ 125,000	\$ 125,000	\$ 5,000 4.17%
<i>Other Expenses</i>								
55-205	Overpayments	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
201	Supplies & Materials	500	500	176	324	500	500	0 0.00%
210	Advertising, Printing & Postage	4,000	4,000	1,250	2,750	4,000	4,000	0 0.00%
401	TC Edmunds System	2,400	2,400	2,316	84	2,400	2,400	0 0.00%
402	TC WIPP	1,200	1,200	600	600	1,200	1,200	0 0.00%
403	TC Sewer Bills	700	700	687	13	700	700	0 0.00%
404	TC Envelopes	100	100	0	100	100	100	0 0.00%
504	Audit Services	10,000	10,000	10,000	0	15,000	15,000	5,000 50.00%
804	Training & Seminars	1,000	1,000	0	1,000	1,000	1,000	0 0.00%
	Total Other Expenses	\$ 19,900	\$ 19,900	\$ 15,029	\$ 4,871	\$ 24,900	\$ 24,900	\$ 5,000 25.13%
	Sewer Utility Administration Subtotal	\$ 139,900	\$ 139,900	\$ 135,029	\$ 4,871	\$ 149,900	\$ 149,900	\$ 10,000 7.15%

501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

LINE ITEM BUDGET

APPROPRIATIONS		2019				2020		Adopted/Proposed Budget Variance	
SEWER OPERATIONS		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>									
101	Full-Time	\$ 271,000	\$ 271,000	\$ 239,330	\$ 31,670	\$ 279,000	\$ 279,000	\$ 8,000	2.95%
102	Part Time	25,000	25,000	18,308	6,692	54,000	54,000	29,000	116.00%
103	Seasonal	10,000	10,000	6,000	4,000	10,000	10,000	0	0.00%
104	Overtime	10,000	10,000	6,147	3,853	10,000	10,000	0	0.00%
	Total Salary & Wages	\$ 316,000	\$ 316,000	\$ 269,785	\$ 46,215	\$ 353,000	\$ 353,000	\$ 37,000	11.71%
<i>Other Expenses</i>									
201	Supplies	\$ 1,000	\$ 1,000	\$ 2,079	\$ (1,079)	\$ 2,000	\$ 2,000	\$ 1,000	100.00%
205	Tools	1,000	1,000	2,091	(1,091)	2,000	2,000	1,000	100.00%
212	Materials	5,000	5,000	4,921	79	5,000	5,000	0	0.00%
402	Building Maintenance	5,000	5,000	3,638	1,362	5,000	5,000	0	0.00%
403	Equipment Maintenance	10,000	10,000	5,427	4,573	10,000	10,000	0	0.00%
405	Truck Maintenance	10,000	10,000	4,842	5,158	10,000	10,000	0	0.00%
460	Fuel	11,000	11,000	0	11,000	11,000	11,000	0	0.00%
490	Collection System Maintenance	0	0	2,415	(2,415)	0	0	0	0.00%
491	Odor Control	18,826	18,826	5,510	13,316	50,000	50,000	31,174	165.59%
492	Pumps Maintenance	20,000	20,000	15,796	4,205	20,000	20,000	0	0.00%
493	Sanitary Sewer	5,000	5,000	0	5,000	5,000	5,000	0	0.00%
494	TV Sewer Inspection	5,000	5,000	0	5,000	5,000	5,000	0	0.00%
495	Force Main Repairs	4,000	4,000	0	4,000	4,000	4,000	0	0.00%
496	Grease Disposal	5,000	5,000	2,415	2,585	5,000	5,000	0	0.00%
500	Contract Services	50,000	50,000	45,127	4,873	50,000	50,000	0	0.00%
509	Mobile Devices	2,200	2,200	1,998	202	2,200	2,200	0	0.00%
513	Sewer Service	185,000	185,000	190,829	(5,829)	185,000	185,000	0	0.00%
601	Pumps Electricity	70,000	70,000	72,105	(2,105)	70,000	70,000	0	0.00%
605	Water	1,000	1,000	483	517	1,000	1,000	0	0.00%
801	Clothing Purchase/Clean	2,080	2,080	533	1,547	2,080	2,080	0	0.00%
804	Training & Seminars	1,500	1,500	0	1,500	1,500	1,500	0	0.00%
	Total Other Expenses	\$ 412,606	\$ 412,606	\$ 360,209	\$ 52,397	\$ 445,780	\$ 445,780	\$ 33,174	8.04%
	Sewer Utility Operations Subtotal	\$ 868,506	\$ 868,506	\$ 765,022	\$ 103,484	\$ 948,680	\$ 948,680	\$ 80,174	9.23%

501-000 DCS - SEWER UTILITY (SEWER OPERATIONS)

LINE ITEM BUDGET

APPROPRIATIONS			2019		2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
SEWER OPERATIONS								
<i>Joint Meeting Charges</i>								
Joint Meeting Maintenance	\$ 2,187,732	\$ 2,187,732	\$ 2,187,732	\$ 0	\$ 2,076,864	\$ 2,076,864	\$ (110,868)	-5.07%
Joint Meeting Maintenance Add'l	0	0	0	0	0	0	0	0.00%
Total Joint Meeting	\$ 2,187,732	\$ 2,187,732	\$ 2,187,732	\$ 0	\$ 2,076,864	\$ 2,076,864	\$ (110,868)	-5.07%
<i>Health & Dental Insurances</i>	\$ 75,000	\$ 75,000	\$ 75,000	\$ 0	\$ 50,000	\$ 50,000	\$ (25,000)	-33.33%
<i>Capital Improvement Fund</i>	\$ 21,075	\$ 21,075	\$ 21,075	\$ 0	\$ 35,500	\$ 35,500	\$ 14,425	68.45%
<i>Deferred Charges</i>	\$ 56,560	\$ 56,560	\$ 56,560	\$ 0	\$ 56,560	\$ 56,560	\$ 0	0.00%
<i>Debt Service</i>								
Bond Principal	\$ 400,000	\$ 400,000	\$ 400,000	\$ 0	\$ 510,000	\$ 510,000	\$ 110,000	27.50%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0	0.00%
Interest on Bonds	118,424	118,424	118,424	0	133,779	133,779	15,355	12.97%
Interest on Bond Anticipation Notes	24,990	24,990	24,990	0	8,455	8,455	(16,535)	-66.17%
Reserve for Debt Service	0	0	0	0	0	0	0	0.00%
Total Debt Service	\$ 543,414	\$ 543,414	\$ 543,414	\$ 0	\$ 652,234	\$ 652,234	\$ 108,820	20.03%
<i>Statutory Expenditures</i>								
Social Security & Medicare	\$ 33,000	\$ 33,000	\$ 33,000	\$ 0	\$ 39,000	\$ 39,000	\$ 6,000	18.18%
Contribution to PERS	38,000	38,000	38,000	0	40,000	40,000	2,000	5.26%
Total Statutory Expenditures	\$ 71,000	\$ 71,000	\$ 71,000	\$ 0	\$ 79,000	\$ 79,000	\$ 8,000	11.27%
<i>Contribution to Current Fund</i>	\$ 490,000	\$ 490,000	\$ 490,000	\$ 0	\$ 490,000	\$ 490,000	\$ 0	0.00%
Overall Sewer Utility Totals	\$ 4,313,287	\$ 4,313,287	\$ 4,209,803	\$ 103,484	\$ 4,388,838	\$ 4,388,838	\$ 75,551	1.75%

	Status	Title	2019 Base + Longevity	2020 Base	Grade	Step	Longevity	2020 Total
Hague, Nicole	Part-Time	DCS Assistant II	\$ 0	\$ 34,006	5	1	\$ 0	\$ 34,006
Martinez, Waldemar	Full-Time	Operator	0	61,921	8	7	500	62,421
McDermott, William	Full-Time	Maintenance Worker	0	48,194	5	3	0	48,194
McGovern, Ryan	Full-Time	Assistant Forman	83,588	82,088	9	14	1,500	83,588
Retirement (4/1/2019)	Full-Time	Maintenance Worker	18,204	0			0	0
Zotti, Christopher	Full-Time	Utility Operator	78,527	77,027	8	14	1,500	78,527
New Hire (10 months)	Full-Time	Maintenance Worker	38,227	0	5	1	0	0
*Transfer	Full-Time	Maintenance Worker	45,872	0	5	1	0	0
Reserve for Salary Adjustments			6,000	6,000			0	6,000
Salaries & Wages Total			\$ 270,418	\$ 309,236			\$ 3,500	\$ 312,736

*Transferred to Roads Unit

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 municipal parking operations.

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

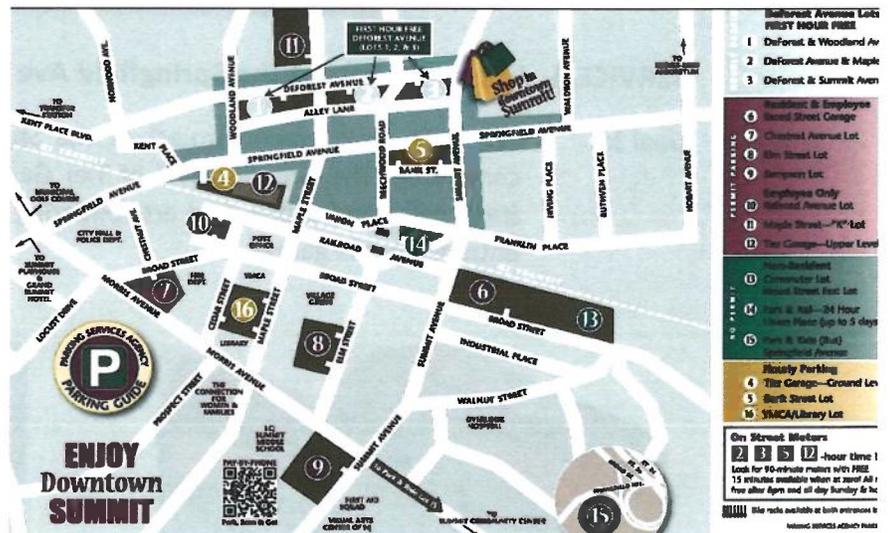
Parking Services collects all parking revenues, excluding parking tickets, to fully cover its operating expenses and all parking debt service while maintaining sufficient surplus for future snow removal and capital improvements.

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 fostering 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 The Parking Services Agency's on-line permit systems allows customers to purchase permits, make a prepayment and sign-up for recurring billing mostly without a visit City Hall.
- Goal 1b Provide alternative parking locations for customers when municipal facilities reach capacity.
- Goal 1c Provide consistent effective enforcement to create the highest possible turnover of spaces.

SERVICE 2 Work with the Broad Street West Redevelopment Steering Committee on Alternate Parking Plan

Goal 2a The Broad Street West Redevelopment Project has begun, which includes the building of a new fire headquarters on the current Broad Street East municipal parking lot next to the Broad Street Garage. Parking will be displaced temporarily and permanently after fire headquarters is built. The city will provide a timeline for decisions on supplemental parking during this important city project.



SERVICE 3 Improvements at the Springfield Ave Tier Garage and the Broad Street Garage

Goal 3a LED light replacement project at the Springfield Avenue Tier Garage was recently completed. The Ground Level of Tier Garage received a much needed face lift with fresh paint and a beautiful art rendering named *“Walking the Streets”* on the front entrance to the garage.



Goal 3b Continued painting of the interior of the Springfield Avenue Tier Garage. For both facilities, procure and install new surveillance equipment, in-door way-finding signage, and lot-counting equipment that will notify people who are parking when facilities are full.

Goal 3c Structural inspection of the Broad Street Garage will be conducted in 2020.

Goal 3d Canopies in Deforest Lots to protect the equipment during inclement weather.

SERVICE 4 Dynamic ridesharing technology program

Goal 4a Increase participation in the Summit dynamic ridesharing pilot program to further alleviate parking congestion. Introduced in October 2016, this unique program currently offers roundtrip transport to and from the Summit train station for residential commuters or residents who work downtown at the same cost as the daily municipal parking rate.



The current program has been increased to accommodate 381 participants, which includes 371 commuting residents and 11 residents who work in downtown Summit. In January, 2019, we have 255 participants with 248 Summit resident commuters and seven Summit residents who work downtown.

The monthly daily average opening up of spaces reached 62 spaces up 12.91% in February, 2019 up from 54 daily spaces from October 2018.

Tactical Implementation 2020

SERVICE GOAL #1 Continue to promote online payments, use of ParkMobile app, and credit card payments at kiosks.

Parking Services finalized the installation of street payment kiosks in the downtown. In 2019, there was an increase in payments through the ParkMobile app with 33% growth from 2018. One of the main goals for installing the street kiosks was to reduce manual labor collections of cash and coins. Credit card payments for 2019 increased 41.87% over 2018.

SERVICE GOAL #2 Analysis of alternative parking space allocations during the Broad Street Redevelopment Project

In 2020, continued preparations will be made with the Broad Street West Redevelopment Steering Committee to provide parking for displaced vehicles during all construction phases of the new fire headquarters as well as any future redevelopment. Parking alternatives will be needed during the displacement and the loss of municipal parking lots during construction phases. These alternatives include the possible use of shuttle services, changes in current street parking and continued expansion of the ridesharing program.

SERVICE **Parking Lot and Garage Improvements**

GOAL #3

The Elm Street lot was improved in 2018, and the K-Lot improved in 2019. In 2020, and in partnership with the Summit Board of Education, the Division of Public Works will mill, pave and restripe the Sampson Lawton C. Johnson Summit Middle School parking lot.

The LED light replacement project at the Springfield Avenue Tier Garage was completed in January 2019.

In 2020, bids will be sought for new surveillance and in-doorway signage for both the Springfield Avenue Tier and Broad Street garages. The new signage will have color-coded signage to designate levels and elevators will be encased with attractive changeable panels that will promote advertising and beautify the garages.



Lot counting equipment will be installed at both garages to notify when facilities are full.

For proper preventative maintenance, the Broad Street Garage will have a structural inspection in 2020 to determine if any repairs are needed. The last repair project was conducted in 2015.

SERVICE **Continue ridesharing program initiative**

GOAL #4

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.

Investigate a dynamic multi-passenger ridesharing program to help lower traffic congestion in the City of Summit. Utilize this program during the day in and around the downtown to reduce the number of parking spots needed during the busy lunch time, after-school activities, etc.

Month	Pre-Paid Trips	Daily Trips	Pre-Paid Dwtn Trips	Daily Dwtn Trips	Total Trips	Average Daily Morning Trips	Total Amount	Daily Rider Charges	City Cost	Avg. Total \$ per Ride	Avg. City \$ per Ride
2016 Totals	395	2,410	0	0	2,805	0	\$19,133	\$4,820	\$14,313	\$6.82	\$5.10
2017 Totals	1,386	9,709	0	0	11,095	0	\$87,490	\$19,418	\$68,072	\$7.89	\$6.14
January	150	1,237			1,387		\$10,096	\$2,474	\$7,622	\$7.28	\$5.50
February	117	1,184			1,301		\$9,267	\$2,368	\$6,899	\$7.12	\$5.30
March	154	1,306			1,460	36	\$10,507	\$2,612	\$7,895	\$7.20	\$5.41
April	148	1,199	0	0	1,347	34	\$8,684	\$2,403	\$6,280	\$6.45	\$4.66
May	156	1,447	28	0	1,631	40	\$10,838	\$2,916	\$7,922	\$6.65	\$4.86
June	126	1,399	32	47	1,604	40	\$12,012	\$3,080	\$8,932	\$7.49	\$5.57
July	181	1,465	5	66	1,717	43	\$12,496	\$3,062	\$9,434	\$7.28	\$5.49
Aug	198	1,547	0	66	1,811	42	\$13,288	\$3,222	\$10,066	\$7.34	\$5.56
Sept	200	1,445	0	43	1,688	43	\$12,509	\$2,974	\$9,535	\$7.41	\$5.65
Oct	283	1,937	0	32	2,252	54	\$15,677	\$3,938	\$13,744	\$6.96	\$6.10
Nov	257	1,579	0	13	1,849	48	\$14,560	\$3,158	\$11,402	\$7.87	\$6.17
Dec	203	1,538	0	24	1,765	51	\$13,797	\$3,124	\$10,173	\$7.82	\$5.76
2018 Totals	2,173	17,283	65	291	19,812	431	\$143,731	\$35,332	\$109,905	\$7.25	\$5.55
January	255	2,265	0	37	2,557	56	\$20,220	\$4,596	\$15,624	\$7.91	\$6.11
February	259	1,971	0	27	2,257	62	\$17,338	\$3,996	\$13,342	\$7.68	\$5.91
March	207	2,037	8	18	2,270	55	\$17,497	\$4,108	\$13,389	\$7.71	\$5.90
April	224	1,816	11	30	2,081	53	\$16,608	\$3,674	\$12,934	\$7.98	\$6.22
May	247	1,898	17	35	2,197	53	\$18,056	\$3,866	\$14,190	\$8.22	\$6.46
June	258	1,818	4	39	2,119	56	\$17,184	\$3,704	\$13,480	\$8.11	\$6.36
July	265	1,924	11	10	2,210	57	\$18,450	\$3,868	\$14,582	\$8.35	\$6.60
Aug	236	1,766	4	21	2,027	52	\$16,474	\$3,571	\$12,902	\$8.13	\$6.37
Sept	239	1,927	12	30	2,208	59	\$18,780	\$3,914	\$14,865	\$8.51	\$6.73
Oct	275	2,261	7	26	2,569	60	\$24,037	\$4,576	\$19,502	\$9.36	\$7.59
Nov	205	1,843	10	25	2,083	61	\$20,533	\$3,736	\$16,797	\$9.86	\$8.06
Dec	179	1,696	4	32	1,911	45	\$16,435	\$3,288	\$13,147	\$8.60	\$6.88
2019 Totals	2,849	23,222	88	330	26,489	669	\$221,609	\$46,898	\$174,753	\$8.37	\$6.60
TOTALS	3,954	29,402	65	291	33,712	431	\$471,963	\$106,467	\$367,043		

Agency Transactions by Quantity

Depicted below is the number of transactions handled by the Parking Services Agency. With technology such as Parkmobile™ and credit card transactions (instead of cash handling) increasing 17.04% overall in 2019 from 2018, necessary labor hours have reduced staff requirements.

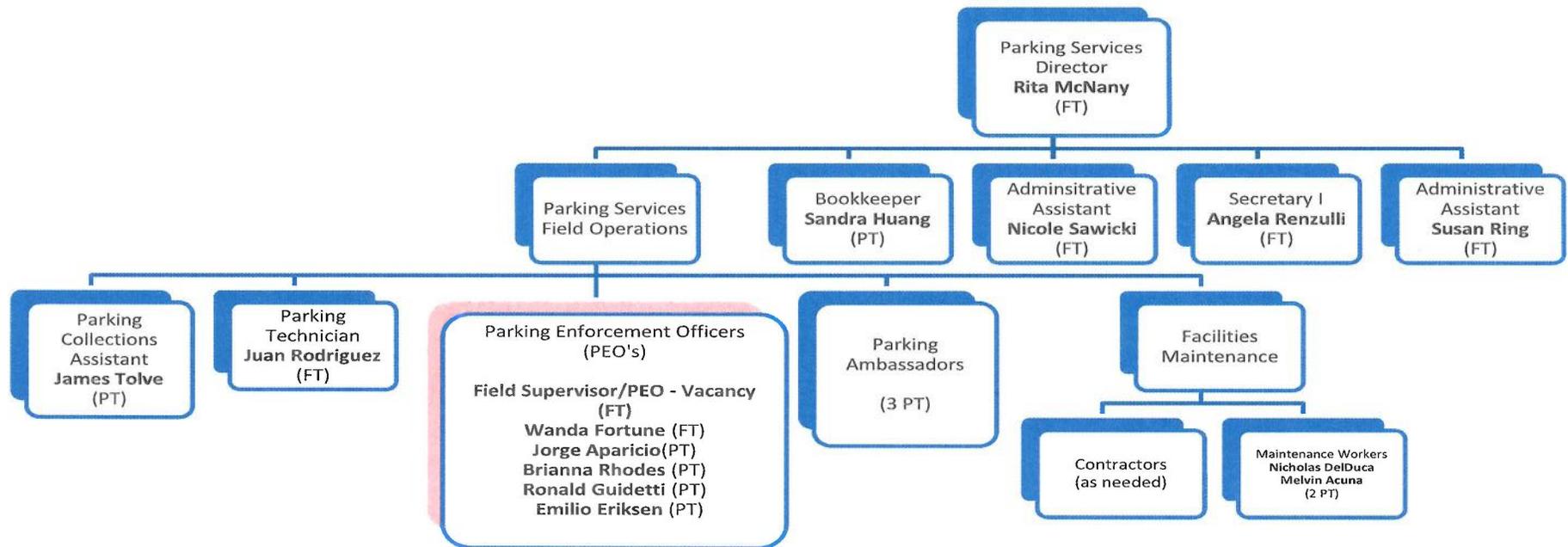
DESCRIPTION	2013	2014	2015	2016	2017	2018	2019	%
Permit Sales	2,421	2,350	2,407	2,974	5,474	8,856	8,630	-2.62%
Bag Meters	968	1,599	2,876	1,786	789	1,346	964	-39.63%
Dumpster Permits	58	55	98	311	61	252	239	-5.44%
Daily Visitor Passes - Counter	12,274	9,172	9,278	12,357	16,868	16,390	20,357	19.49%
Corporate Codes	0	0	0	4,697	228	181	145	-24.83%
Smart Cards	3,393	1,679	477	139	77	21	0	0.00%
Total Sales-Permits, Dumpster, & Daily Passes	19,114	14,855	15,136	22,264	23,497	27,046	30,335	10.84%
Prepays (Month, Quarter & Annual) – Counter	2,166	2,361	2,397	2,822	1,598	785	711	-10.41%
Prepays (Month, Quarter & Annual) – On-Line	4,238	2,440	1,849	545	2,270	4,263	4,695	9.20%
Total Prepays (New recurring billing 2017)	6,404	4,801	4,246	3,367	3,868	5,048	5,406	6.62%
Parkmobile Off Street	79,639	141,740	173,496	152,509	207,783	229,014	266,203	13.97%
Parkmobile On-Street	31,492	53,308	86,908	107,172	119,750	151,446	232,516	34.87%
Total Field - Parkmobile	111,131	195,048	260,404	259,681	327,533	380,460	498,719	23.7%
Credit Card – Off Street	118,097	107,723	124,470	125,972	196,262	191,022	183,220	-4.26%
Credit Card – On Street**					14,923	76,249	139,413	45.31%
Total Field - Credit Card Transactions	118,097	107,723	124,470	125,972	211,185	267,271	322,633	17.16%
Cash * - Off Street	N/A	N/A	162,757	137,757	129,099	105,577	74,377	-41.95%
Cash * - On Street	N/A	N/A	N/A	N/A	24,852	111,805	157,863	29.18%
Cash – DeForest Only	78,575	60,893	52,878	48,668	41,704	35,774	35,292	-1.37%
Total Field - Cash Transaction	78,575	60,893	215,635	186,425	195,655	253,156	267,532	5.37%
Total Field Transactions – off street	276,311	310,356	513,601	464,906	574,848	561,387	559,092	-7.18%
Total Field Transactions – on Street	31,492	53,308	86,908	107,172	159,525	339,500	529,792	35.91%
Total Field Transactions	307,803	363,664	600,509	572,078	734,473	900,887	1,088,884	14.49%
Total Operations Transactions	333,321	383,320	619,891	597,709	761,738	932,981	1,124,625	17.04%

*Old machines only provided cash totals, not quantity.

**Street meters did not accept credit cards until the street kiosks were installed in 2017.

PARKING SERVICES AGENCY

2020



6 FULL-TIME EMPLOYEES
11 PART-TIME EMPLOYEES
1 CURRENT VACANCY

PARKING SERVICES UTILITY

REVENUES

REVENUES	2019		2019 ACTUAL as of 12/31/2019	Amount Over/(Under)	2020	Adopted/Proposed Budget Variance	
	ADOPTED	ANTICIPATED			ANTICIPATED	\$	%
Lots & Garages - Cash, CC & Parkmobile							
Garage - Broad Street	\$ 285,000	\$ 285,000	\$ 291,702	\$ 6,702	\$ 290,000	\$ 5,000	1.75%
Valet 100 Non-Resident Cars-Broad ST. Garage 4 mos.	0	0	0	0	96,000	\$ 96,000	100.00%
Garage - Tier Upper Level	160,000	160,000	177,074	17,074	170,000	10,000	6.25%
Garage - Tier Ground Level	80,000	80,000	80,368	368	80,000	0	0.00%
Parking Lots (excludes DeForest Lots)	216,000	216,000	238,039	22,039	230,000	14,000	6.48%
DeForest Lots	400,000	400,000	414,935	14,935	400,000	0	0.00%
Bank Street Lot	53,000	53,000	47,137	(5,863)	45,000	(8,000)	-15.09%
Library Lot	64,000	64,000	67,123	3,123	65,000	(8,000)	-15.09%
Total Lots & Garages	\$ 1,258,000	\$ 1,258,000	\$ 1,316,378	\$ 58,378	\$ 1,376,000	\$ 109,000	8.66%
On-Street Meters							
Cash Only	\$ 182,000	\$ 182,000	\$ 64,554	\$ (117,446)	\$ 60,000	\$ (122,000)	-67.03%
Kiosks	180,000	180,000	311,319	131,319	320,000	140,000	77.78%
Parkmobile	175,000	175,000	264,000	89,000	260,000	85,000	48.57%
Total On-Street Meters	\$ 537,000	\$ 537,000	\$ 639,873	\$ 102,873	\$ 640,000	\$ 103,000	19.18%
Smart Card Sales							
Initial Sales - Counter	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	10.00%
Recharge Sales - Counter	0	0	0	0	0	0	10.00%
Total Smart Card Sales	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	10.94%
Bar-Code Permit Sales							
Resident	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	100.00%
Resident Renewal	32,000	32,000	53,670	21,670	50,000	18,000	56.25%
Resident - Seniors	5,000	5,000	8,710	3,710	8,500	3,500	70.00%
Employee Renewal	13,000	13,000	13,970	970	13,000	0	0.00%
Employee - Seniors	500	500	615	115	500	0	0.00%
Total Bar-Code Permit Sales	\$ 50,500	\$ 50,500	\$ 76,965	\$ 26,465	\$ 72,000	\$ 21,500	42.57%

REVENUES	2019		2019 ACTUAL as of 12/31/2019	Amount Over/(Under)	2020 ANTICIPATED	Adopted/Proposed Budget Variance	
	ADOPTED	ANTICIPATED				\$	%
Pre-Paid Parking							
Resident - Monthly and Daily	\$ 63,000	\$ 63,000	\$ 81,868	\$ 18,868	\$ 75,000	\$ 12,000	19.05%
Resident - Quarterly	60,000	60,000	48,996	(11,004)	45,000	(15,000)	-25.00%
Resident - Annual	73,000	73,000	68,843	(4,157)	68,000	(5,000)	-6.85%
Resident - Pre-paid Prior Year for Current Year	0	0	2,372	2,372	0	0	10.00%
Resident - Pre-paid Current Year for Next Year	0	0	3,548	3,548	0	0	10.00%
Less: Pre-paid Current Year for Next Year	0	0	(2,548)	(2,548)	0	0	10.00%
Resident Pre-Paid Sub-Total	\$ 196,000	\$ 196,000	\$ 203,079	\$ 7,079	\$ 188,000	\$ (8,000)	-4.08%
Corporate Codes - Employer Paid Parking	\$ 16,000	\$ 16,000	\$ 13,340	\$ (2,660)	\$ 12,000	\$ (4,000)	-25.00%
Employee - Monthly and Daily	155,000	155,000	179,599	24,599	170,000	15,000	9.68%
Employee - Quarterly	151,000	151,000	137,559	(13,441)	135,000	(16,000)	-10.60%
Employee - Annual	88,000	88,000	80,770	(7,230)	80,000	(8,000)	-9.09%
Employee - Pre-paid Prior Year for Current Year	0	0	14,736	14,736	0	0	1.00%
Employee - Pre-paid Current Year for Next Year	0	0	1,848	1,848	0	0	1.00%
Less: Pre-paid Current Year for Next Year	0	0	(1,848)	(1,848)	0	0	1.00%
Employee Pre-Paid Sub-Total	\$ 410,000	\$ 410,000	\$ 426,004	\$ 16,004	\$ 397,000	\$ (13,000)	-3.17%
Total Pre-Paid Parking	\$ 606,000	\$ 606,000	\$ 629,083	\$ 23,083	\$ 585,000	\$ (21,000)	-3.47%
Daily Visitor Passes							
Bulk (Pack of 10 - \$50.00)	\$ 17,000	\$ 17,000	\$ 15,000	\$ (2,000)	\$ 13,000	\$ (4,000)	-23.53%
Single (One Time - Atlantic Health)	36,000	36,000	48,000	12,000	48,000	12,000	33.33%
Single (1 for \$6.00)	250	250	474	224	480	230	92.00%
Total Daily Visitor Passes	\$ 53,250	\$ 53,250	\$ 63,474	\$ 10,224	\$ 61,480	\$ 8,230	15.46%
Non-Resident Lot							
Broad Street East Lot	\$ 430,000	\$ 430,000	\$ 432,083	\$ 2,083	\$ 252,048	\$ (177,952)	-41.38%
Total Non-Resident Parking	\$ 430,000	\$ 430,000	\$ 432,083	\$ 2,083	\$ 252,048	\$ (177,952)	-41.38%
Overnight Parking							
Quarterly	\$ 39,000	\$ 39,000	\$ 40,199	\$ 1,199	\$ 39,000	\$ 0	0.00%
Pre-paid Prior Year for Current Year	0	0	1,172	1,172	0	0	0.10%
Pre-paid Current Year for Next Year	0	0	75	75	0	0	0.01%
Less: Pre-paid Current Year for Next Year	0	0	(75)	(75)	0	0	0.10%
Total Overnight Parking	\$ 39,000	\$ 39,000	\$ 41,371	\$ 2,371	\$ 39,000	\$ 0	0.00%

REVENUES	2019		ACTUAL as of 12/31/2019	Amount Over/(Under)	2020	Adopted/Proposed Budget Variance	
	ADOPTED	ANTICIPATED			ANTICIPATED	\$	%
Other Revenues							
Dumpster Permit/Bagged Meters	\$ 35,000	\$ 35,000	\$ 32,100	\$ (2,900)	\$ 30,000	\$ (5,000)	-14.29%
Bagged Meters - Developer Agreement	0	0	0	0	20,000	0	0.00%
Leased Spaces	60,000	60,000	60,000	0	60,000	0	0.00%
Total Other Revenues	\$ 95,000	\$ 95,000	\$ 92,100	\$ (2,900)	\$ 110,000	\$ (5,000)	-5.26%
Park & Ride (DOT Rt. 24 Lot)							
Cash Receipts	\$ 300	\$ 300	\$ 239	\$ (61)	\$ 200	\$ (100)	-33.33%
Credit Card Usage and Daily CC	4,000	4,000	3,634	(366)	3,500	(500)	-12.50%
Parkmobile	26,000	26,000	33,318	7,318	33,000	7,000	26.92%
Permit Monthly, Quarterly or Annually	26,000	26,000	22,817	(3,183)	21,000	(5,000)	-19.23%
Pre-paid Prior Year for Current Year	200	200	200	0	200	0	0.00%
Pre-paid Current Year for Next Year	0	0	0	0	0	0	0.00%
<i>Less: Pre-paid Current Year for Next Year</i>	0	0	0	0	0	0	0.00%
Total NJDOT Park & Ride	\$ 56,500	\$ 56,500	\$ 60,208	\$ 3,708	\$ 57,900	\$ 1,400	2.48%
Park & Rail (NJ Transit Lot)							
Cash Receipts	\$ 1,600	\$ 1,600	\$ 2,412	\$ 812	\$ 2,200	\$ 600	37.50%
Parkmobile	48,000	48,000	66,940	18,940	64,000	16,000	33.33%
Credit Card Usage & CC Daily	57,000	57,000	42,530	(14,470)	39,000	(18,000)	-31.58%
Total NJT Park & Rail	\$ 106,600	\$ 106,600	\$ 111,882	\$ 5,282	\$ 105,200	\$ (1,400)	-1.31%
Parking Services Revenues Subtotal	\$ 3,231,850	\$ 3,231,850	\$ 3,463,417	\$ 231,567	\$ 3,298,628	\$ 66,778	2.07%

PARKING SERVICES UTILITY

REVENUES

REVENUES	2019		ACTUAL as of 12/31/2019	Amount Over/(Under)	2020	Adopted/Proposed Budget Variance	
	ADOPTED	ANTICIPATED			ANTICIPATED	\$	%
Other Anticipated Revenues							
Anticipated from Capital Surplus for Capital Outlay	\$ 0	\$ 0	\$ 4,130	\$ 4,130	\$ 19,000	\$ 19,000	100.00%
Anticipated from Operating Surplus	662,705	662,705	662,705	0	663,643	938	0.14%
Miscellaneous Revenue	60,000	60,000	43,877	(16,123)	0	(60,000)	-100.00%
Budget Appropriation Vehicles and Other Improvements	0	0	0	0	0	0	0.00%
Total Miscellaneous Revenues	\$ 722,705	\$ 722,705	\$ 710,712	\$ (11,993)	\$ 682,643	\$ (40,062)	-5.54%
TOTAL PARKING SERVICE UTILITY REVENUES	\$ 3,954,555	\$ 3,954,555	\$ 4,174,129	\$ 219,573	\$ 3,981,271	\$ 26,716	0.68%

PARKING SERVICES UTILITY

LINE ITEM BUDGET

		2019				2020		Adopted/Proposed Budget Variance	
		Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
55-501-000 Salaries and Wages									
101	Full-Time	\$ 467,551	\$ 467,551	\$ 463,959	\$ 3,592	\$ 450,000	\$ 450,000	\$ (17,551)	-3.75%
102	Part-Time	202,600	202,600	162,150	40,450	225,000	225,000	22,400	11.06%
103	Overtime	9,820	9,820	5,286	4,534	10,000	10,000	180	1.83%
132	Parking Ambassadors/Temps	99,629	99,629	40,901	58,728	100,000	100,000	371	0.37%
Total Salary & Wages		\$ 779,600	\$ 779,600	\$ 672,297	\$ 107,303	\$ 785,000	\$ 785,000	\$ 5,400	0.69%
55-502-001 Other Expenses									
201	Supplies & Materials	\$ 44,500	\$ 44,500	\$ 26,081	\$ 18,419	\$ 38,000	\$ 38,000	\$ (6,500)	-14.61%
204	Deforest Lots	69,500	69,500	68,638	862	74,000	74,000	4,500	6.47%
205-215	Credit Card Charges	198,000	198,000	287,905	(89,905)	320,000	320,000	122,000	61.62%
310	Electronic Costs	380,780	380,780	380,780	0	665,600	665,600	284,820	74.80%
402	Building Maintenance	67,000	67,000	54,832	12,168	60,798	60,798	(6,202)	-9.26%
403	Equipment Maintenance	115,600	115,600	115,600	0	115,000	115,000	(600)	-0.52%
405	Vehicle Maintenance	7,500	7,500	4,113	3,387	6,000	6,000	(1,500)	-20.00%
417	Snow Removal	75,000	75,000	20,138	54,862	75,000	75,000	0	0.00%
501	Legal Services	1,000	1,000	0	1,000	1,000	1,000	0	0.00%
504	Audit services	7,000	7,000	0	7,000	7,000	7,000	0	0.00%
505	Non-Resident Valet	135,000	135,000	134,980	20	101,250	101,250	(33,750)	-25.00%
507	NJT Park & Rail Lots - Rents	50,000	50,000	49,857	143	50,000	50,000	0	0.00%
509	Parking Share of Other Services	250,000	250,000	250,000	0	250,000	250,000	0	0.00%
510	Parking Share of Pensions	60,000	60,000	60,000	0	60,000	60,000	0	0.00%
515	Stackable Parking	0	0	0	0	0	0	0	0.00%
700	Equipment	12,000	12,000	5,559	6,441	11,000	11,000	(1,000)	-8.33%
801	Clothing (Uniforms)	5,000	5,000	1,834	3,166	3,000	3,000	(2,000)	-40.00%
804	Training & Seminars	5,000	5,000	3,812	1,188	5,000	5,000	0	0.00%
806	Memberships	2,000	2,000	832	1,169	3,000	3,000	1,000	50.00%
900	Miscellaneous Accounts	0	0	0	0	0	0	0	0.00%
942	Parking Lot Maintenance	10,000	10,000	2,394	7,606	5,000	5,000	(5,000)	-50.00%
943	Maintenance - NJ Transit & NJDOT Lots	2,000	2,000	0	2,000	0	0	(2,000)	-100.00%
946	Reserved for Salary Adjustments	18,000	18,000	0	18,000	8,000	8,000	(10,000)	-55.56%
Total Other Expenses		\$ 1,514,880	\$ 1,514,880	\$ 1,467,354	\$ 47,526	\$ 1,858,648	\$ 1,858,648	\$ 343,768	22.69%
Parking Appropriations Subtotal		\$ 2,294,480	\$ 2,294,480	\$ 2,139,651	\$ 154,829	\$ 2,643,648	\$ 2,643,648	\$ 349,168	15.22%

PARKING SERVICES UTILITY

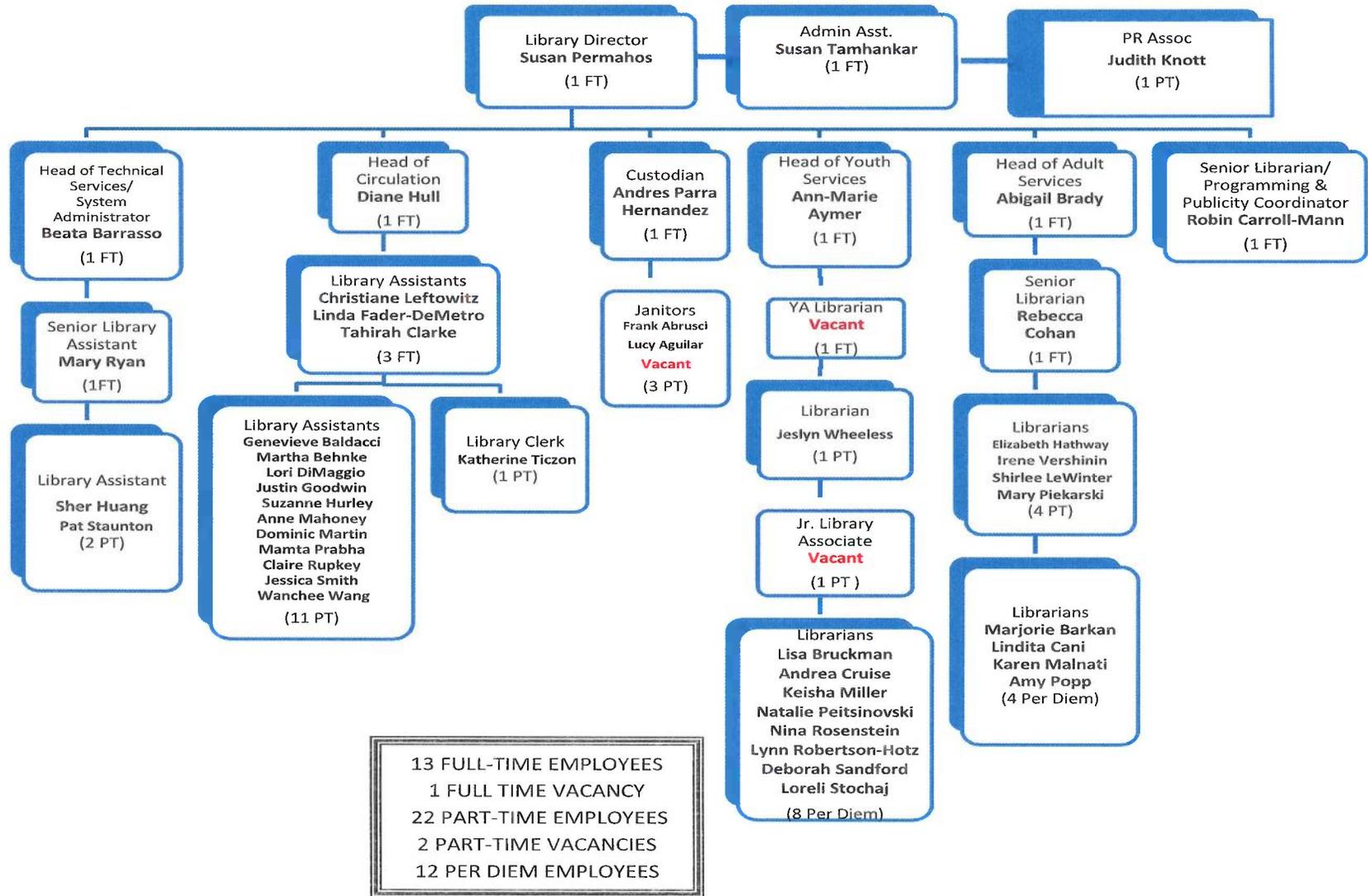
LINE ITEM BUDGET

			2019		2020		Adopted/Proposed Budget Variance	
	Adopted Budget	Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
Capital Improvement Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Aquisition of Vehicles and Other Capital Outlay	\$ 195,000	\$ 195,000	\$ 16,024	\$ 178,976	\$ 30,000	\$ 30,000	\$ (165,000)	218.18%
Deferred Charges	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 10,000	\$ 10,000	\$ 0	0.00%
Insurance	\$ 135,000	\$ 135,000	\$ 135,000	\$ 0	\$ 135,000	\$ 135,000	\$ 0	0.00%
Debt Service								
Bond Principal	\$ 220,000	\$ 220,000	\$ 220,000	\$ 0	\$ 360,000	\$ 360,000	\$ 140,000	63.64%
Bond Anticipation Notes Principal	0	0	0	0	0	0	0	1000.00%
Interest on Bonds	92,409	92,409	92,409	0	124,123	124,123	31,714	34.32%
Interest on Bond Anticipation Notes	65,550	65,550	65,550	0	0	0	(65,550)	-100.00%
Debt Service Broad Street Garage	0	0	0	0	0	0	0	0.01%
Reserve for Debt Service	0	0	0	0	0	0	0	100.00%
Total Other Expenses	\$ 377,959	\$ 377,959	\$ 377,959	\$ 0	\$ 484,123	\$ 484,123	\$ 106,164	28.09%
Statutory Expenditures								
Social Security & Medicare	\$ 63,000	\$ 63,000	\$ 63,000	\$ 0	\$ 63,000	\$ 63,000	\$ 0	0.00%
Total Other Expenses	\$ 63,000	\$ 63,000	\$ 63,000	\$ 0	\$ 63,000	\$ 63,000	\$ 0	0.00%
Utilities								
Electricity	\$ 62,000	\$ 62,000	\$ 35,274	\$ 26,726	\$ 45,000	\$ 45,000	\$ (17,000)	-27.42%
Mobile Phones & Data Lines	15,000	15,000	6,992	8,008	10,000	10,000	(5,000)	-33.33%
Telephone (Garages)	1,116	1,116	0	1,116	2,000	2,000	884	79.21%
Water	1,000	1,000	337	663	500	500	(500)	-50.00%
Total Other Expenses	\$ 79,116	\$ 79,116	\$ 42,603	\$ 36,513	\$ 57,500	\$ 57,500	\$ (21,616)	-27.32%
Sales Tax								
NJ Sales Tax for NJ Transit Lot	0	0	7,133	(7,133)	\$ 8,000	\$ 8,000	8,000	100.00%
Total Other Expenses	\$ 0	\$ 0	\$ 7,133	\$ (7,133)	\$ 8,000	\$ 8,000	\$ 8,000	100.00%
Contribution to Current Fund	\$ 800,000	\$ 800,000	\$ 800,000	\$ 0	\$ 500,000	\$ 550,000	\$ (250,000)	-31.25%
Overall Parking Utility Totals	\$ 3,954,555	\$ 3,954,555	\$ 3,591,369	\$ 363,186	\$ 3,931,271	\$ 3,981,271	\$ 26,716	0.68%

	Status	Title	2019 Base + Longevity	2020 Base	Grade	Step	Longevity	2020 Total
Fortune, Wanda	Full-Time	Parking Enforcement Officer	\$ 60,413	\$ 61,621	5	19	\$ 0	\$ 61,621
Vacancy	Full-Time	Field Supervisor/PEO		49,076	5	1	0	49,076
McNany, Rita	Full-Time	Parking Services Manager	108,907	104,797	14	19	8,384	113,181
Renzulli, Angela	Full-Time	Secretary I	18,096	32,760	4	1		32,760
Ring, Susan	Full-Time	Administrative Assistant	68,765	70,140	8	19		70,140
Rodriguez, Juan	Full-Time	Parking Technician	74,159	70,140	8	19	7,014	77,154
Sawicki, Nicole	Full-Time	Parking Services Clerk	63,410	65,113	7	18		65,113
Retirement (2/1/20)	Full-Time	Parking Enforcement Officer	65,151	5,034	5	19	503	5,537
Huang, Sandra	Part-Time	Bookkeeper	27,406	28,006	4	14		28,006
Rhodes, Brianna	Part-Time	Parking Enforcement Officer	27,144	27,687				27,687
Acuna, Melvin	PT-Hrly	Maintenance Worker	22,736	23,191				23,191
Aparicio, Jorge	PT-Hrly	Parking Enforcement Officer	27,144	27,687				27,687
DelDuca, Nicholas	PT-Hrly	Maintenance Worker	22,554	23,005				23,005
Erikson, Emilio	PT-Hrly	Parking Enforcement Officer	27,686	28,240				28,240
Tolve, James	PT-Hrly	Parking Collections Assistant	20,183	20,587				20,587
Guidetti, Ronald	PT-Hrly	Parking Enforcement Officer	27,144	27,687				27,687
McMasters, Javiah	PT-Hrly	Ambassador	18,096	18,096				18,096
Ortman, Brittany	PT-Hrly	Ambassador	18,096	18,096				18,096
Piana, Mary Rose	PT-Hrly	Ambassador	18,096	18,096				18,096
Permit Renewals-Temp Supp Staff	Temporary	Office Support Staff	43,156	10,000				10,000
Salaries & Wages Total			\$ 758,342	\$ 729,059			\$ 15,398	\$ 744,960

LIBRARY

SUMMIT FREE PUBLIC LIBRARY



13 FULL-TIME EMPLOYEES
 1 FULL TIME VACANCY
 22 PART-TIME EMPLOYEES
 2 PART-TIME VACANCIES
 12 PER DIEM EMPLOYEES

390-000 MUNICIPAL LIBRARY

LINE ITEM BUDGET

		2019			2020		Adopted/Proposed Budget Variance	
		Final Budget	Paid or Charged as of 12/31/2019	Amount (Over) / Under	Department Request	Proposed Budget	\$	%
<i>Salaries and Wages</i>								
101	Full-Time	\$ 1,083,653	\$ 1,083,201	\$ 452	\$ 1,143,610	\$ 1,143,610	\$ 59,957	5.53%
102	Part-Time	334,189	333,158	1,031	330,217	330,217	(3,972)	-1.19%
104	Per Diem	31,550	0	31,550	32,137	32,137	587	100.00%
105	Sundays	27,321	0	27,321	40,162	40,162	12,841	100.00%
106	Sick Leave	9,216	0	9,216	10,000	10,000	784	100.00%
	Total Salary & Wages	\$ 1,485,929	\$ 1,416,359	\$ 69,570	\$ 1,556,125	\$ 1,556,125	\$ 70,196	4.72%
<i>Other Expenses</i>								
217	Books	\$ 159,000	\$ 154,213	\$ 4,787	\$ 114,695	\$ 114,695	\$ (44,305)	-27.86%
218	Periodicals	14,001	11,454	2,547	14,500	14,500	499	3.56%
219	Audio Visual	68,625	69,060	(435)	54,310	54,310	(14,315)	-20.86%
220	Other Materials	500	108	392	300	300	(200)	-40.00%
221	Machine Readable	43,936	41,866	2,070	37,310	37,310	(6,626)	-15.08%
222	Other Operating Expenses	42,720	42,489	231	39,310	39,310	(3,410)	-7.98%
225	Delivery	1,264	882	382	1,200	1,200	(64)	2075.00%
415	Plant Operation & Maintenance	90,000	87,079	2,921	86,000	86,000	(4,000)	-4.44%
517	Computer Costs	33,250	30,197	3,053	49,000	49,000	15,750	47.37%
812	Fringe Benefits - SS/Medicare	114,576	105,457	9,119	119,044	119,044	4,468	3.90%
813	Fringe Benefits - Pension	157,384	157,000	384	173,399	173,399	16,015	10.18%
814	Fringe Benefits - Health/Dental	175,000	163,110	11,890	170,000	170,000	(5,000)	-2.86%
815	Building Insurance	42,000	42,000	0	42,000	42,000	0	0.00%
816	DCRP/Group Life/Disability	6,500	3,714	2,786	4,400	4,400	(2,100)	-32.31%
817	Library Other Municipal Expenses	3,500	3,500	0	3,500	3,500	0	0.00%
818	Accident Insurance	1,500	1,500	0	3,000	3,000	1,500	0.00%
899	Miscellaneous	2,600	379	2,221	2,000	2,000	(600)	-23.08%
New	Programming	0	0	0	9,652	9,652		
	Total Other Expenses	\$ 956,356	\$ 914,009	\$ 42,348	\$ 923,620	\$ 923,620	\$ (42,388)	-4.43%
	Library Total Appropriations	\$ 2,442,285	\$ 2,330,368	\$ 111,918	\$ 2,479,745	\$ 2,479,745	\$ 27,808	1.14%

	<u>Status</u>	<u>Title</u>	<u>2019 Base + Longevity</u>	<u>2020 Base + Longevity</u>
Aymer, Ann Marie	Full-Time	Head of Youth Services	\$ 101,218	\$ 103,242
Brady, Abigail	Full-Time	Head of Adult Services	101,218	103,242
Carroll-Mann, Robin	Full-Time	Sr. Librarian / Programming Publicity Coordinator	87,517	89,115 **
Clarke, Tahirah	Full-Time	Library Assistant	59,495	61,925
Cohan, Rebecca	Full-Time	Senior Librarian	79,893	81,491
Fader-Demetrio, Linda	Full-Time	Library Assistant	55,728	56,842
Hull, Diane	Full-Time	Head of Circulation	80,819	82,435
Vacant	Full-Time	Young Adult Librarian	54,905	58,472
Lefkowitz, Christine Reignier	Full-Time	Library Assistant	55,728	56,842
Paczek-Barrasso, Beata	Full-Time	Head of Technical Services / System Administrator	94,132	96,659
Parra-Hernandez, Andres	Full-Time	Janitor	56,406	60,191
Permahos, Susan	Full-Time	Library Director	143,881	148,226 ***
Ryan, Mary	Full-Time	Senior Library Assistant	71,559	73,031
Tamhankar, Susan	Full-Time	Administrative Assistant	41,117	71,896 *
Salaries & Wages Total			\$ 1,083,616	\$ 1,143,609

* S. Tamhankar 5 mos leave of absence in 2019

** R. Carroll-Mann - longevity frozen at \$7,624 in 2009 CWA agreement

*** S. Permahos - 1% above COLA in 2020 as per Bd. Of Trustees 10/16/19

CAPITAL

2020 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 2020 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 \$18.50 million. However, after careful re-assessment of all capital requests, the recommended 2020 capital budget plan, which includes city, sewer utility and parking services utility projects, amounts to \$4.94 million.

CAPITAL PROJECT ASSESSMENT

The proposed 2020 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)**

Functional Area	Total Capital Request	Brief Description
Community Services	\$ 3,345,000	<ul style="list-style-type: none"> ▪ <u>Infrastructure</u>: Various road, sidewalk and pedestrian safety improvement projects. ▪ <u>Vehicle/Equipment</u>: Replace dump truck, pickup, mechanical conveyor system on street sweeper and compost/topsoil/sweepings sweeper. ▪ <u>Buildings</u>: City Hall elevator upgrade/jack replacement, electrical upgrades, Chatham Road, Transfer Station and City Hall building maintenance projects, DPW 41 Chatham Road facility renovation, brine machine upgrades, Transfer Station compactor and siding/shell replacement and Transfer Station packer upgrades.
Technology	\$ 0	
Parking Services Agency	\$ 50,000	<ul style="list-style-type: none"> ▪ Parking lot maintenance.
Sewer Utility	\$ 710,000	<ul style="list-style-type: none"> ▪ <u>Infrastructure</u>: TV inspection & line cleaning, spot repairs, force main valve upgrades and infiltration and inflow projects. ▪ <u>Capital Projects</u>: Priority spot repairs and investigation. ▪ <u>Equipment</u>: Backhoe replacement and 4x4 utility vehicle purchase. ▪ <u>Pump Station</u>: Work at Constantine pump station and grinder replacement program.

2020 Capital Budget	Approved	Requested	Future Years					Prospective Projects	2020-2025 Total
	2019	2020	2021	2022	2023	2024	2025		

Fire Department

Equipment

All Terrain Vehicle Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Modifications to Rescue/Ops									0
Bail Out Safety Equipment	7,000								0
Radio Room Modification									0
Replacement of SCBA Breathing Air Packs	168,000								0
Firefighter Turnout Gear	14,500	16,500	15,000	15,000	15,000				61,500
Replace Engine 4			800,000						800,000
Replace Engine 1					850,000				850,000
Small Equipment Replacement Program		10,500			8,000				18,500
Replacement of Fire Hose		17,500							17,500
Rescue Equipment Replacement		40,000							40,000
Replacement of Fire Prevention Vehicle		55,000		60,000					115,000
Fire Equipment Subtotal	\$ 189,500	\$ 139,500	\$ 815,000	\$ 75,000	\$ 873,000	\$ 0	\$ 0	\$ 0	\$ 1,902,500

Fire Headquarters

Replacement of Fire Headquarters	\$ 11,800,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fire Headquarters Subtotal	\$ 11,800,000	\$ 0							

FIRE DEPARTMENT TOTAL

\$ 11,989,500	\$ 139,500	\$ 815,000	\$ 75,000	\$ 873,000	\$ 0	\$ 0	\$ 0	\$ 1,902,500
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Police Department

Fixed License Plate Reader system	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Portable Radio Project									0
In-Vehicle and Detective Bureau Video Camera Systems	46,000								0
In-Vehicle Tech Equipment									0
Headquarters Renovations									0
Detective Bureau Vehicle Replacement									0
Vehicle Replacement	100,000		100,000	100,000	100,000	100,000	100,000	100,000	500,000
Variable Message Board									0
POLICE DEPARTMENT TOTAL	\$ 146,000	\$ 0	\$ 100,000	\$ 500,000					

MVEC Dispatch Center

Public Safety Portable Radios	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
MVEC DISPATCH CENTER TOTAL	\$ 200,000	\$ 0							

2020 CAPITAL BUDGET

2020-2025 CAPITAL PLAN

2020 Capital Budget PROJECT SUMMARY	Approved	Requested	Future Years					Prospective Projects	2020-2025 Total
	2019	2020	2021	2022	2023	2024	2025		

Library

Computer Hardware	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Replace Library Roof									0
Repair Concrete Emergency Staircases									0
Renovate Computer Lab									0
Replacement of Reference & Circulation Desks									0
Install Stanchions at Gas Meter & Reconfigure Ramp									0
Library Total	\$ 0								

Administration/Clerk/Finance

VoIP Telephone Upgrade		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Real Estate Property Acquisition (7 Cedar Street)	1,550,000								0
Reduction of Storage/Shelving/Lighting incl. basement repairs			35,000	60,000					95,000
Revaluation								1,000,000	0
ADMINISTRATION/CLERK/FINANCE TOTAL	\$ 1,550,000	\$ 0	\$ 35,000	\$ 60,000	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 95,000

Department of Community Programs

Facility Repair/Maintenance

Memorial Tennis Courts Repairs	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Community Center Park			275,000		700,000				975,000
Paddle Tennis Courts Repairs			75,000						75,000
Community Center Cameras	50,000								0
Electroic Message Board									0
Field House Improvements									0
Family Aquatic Center Improvements		250,000	320,000		500,000				1,070,000
Village Green and Mabie Playground			600,000						600,000
Tatlock Park Track Replacement		270,000	253,000	1,025,500	1,060,000	602,000	533,850		3,744,350
Tatlock Park Lighting Study		50,000							50,000
Tatlock Basketball Court		50,000							50,000
Memorial Fitness									0
Memorial Playground Equipment				500,000					500,000
Memorial Basketball		75,000							75,000
Subtotal Community Programs Facility Repair/Maintenance	\$ 50,000	\$ 695,000	\$ 1,523,000	\$ 1,525,500	\$ 2,260,000	\$ 602,000	\$ 533,850	\$ 0	\$ 7,139,350

Community Programs Vehicles & Equipment

Park Furnishing	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 60,000
Showmobile Replacemnt			\$ 175,000						\$ 175,000
Ford Sedan/Explorer Hybrid or Electric									\$ 0
Senior Bus Replacement									\$ 0
Subtotal Community Programs Vehicles & Equipment	\$ 10,000	\$ 10,000	\$ 185,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 235,000

DEPARTMENT OF COMMUNITY PROGRAMS TOTAL

\$ 60,000	\$ 705,000	\$ 1,708,000	\$ 1,535,500	\$ 2,270,000	\$ 612,000	\$ 543,850	\$ 0	\$ 7,374,350
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2020 Capital Budget	Approved	Requested	Future Years					Prospective Projects	2020-2025 Total
	2019	2020	2021	2022	2023	2024	2025		

Department of Community Services

Infrastructure

Annual Road Program	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Beacon Road		200,000							200,000
Brainerd & Fay						250,000			250,000
Briant Parkway & Edison Drive					500,000				500,000
Butler Parkway	750,000								0
Canoe Brook Parkway/Wade/Karen/Beverly/Rose				800,000					800,000
Canterbury Lane, Ramsey Drive						400,000			400,000
Caldwell, Clark, Dayton, Huntley, Willow	550,000								0
College Roads (Yale, Princeton)					200,000				200,000
Colonial Road						300,000			300,000
Colt Road						250,000			250,000
Cul-de-sac Paving Project			465,000						465,000
Curbing Program			200,000		200,000				400,000
Denman Place						100,000			100,000
Drainage Improvement Projects		150,000		150,000					300,000
Edgar Street		250,000							250,000
Elm Place		75,000							75,000
Franklin Place				200,000					200,000
Greenbriar Avenue				325,000					325,000
Hobart Ave Sect 1 (Franklin - Springfield)									0
Hobart Ave Sect 2 (Springfield to Rte 124)					350,000				350,000
Locust Drive		150,000							150,000
Manor Hill Road		100,000							100,000
Meadowbrook Court				200,000					200,000
Michigan Avenue			225,000						225,000
Micropaving Program	150,000	150,000	150,000	150,000	150,000	150,000			750,000
Municipal Golf Course Dam/Spillway Maintenance		175,000							175,000
Municipal Golf Course Drainage Study		50,000							50,000
New Providence Avenue	250,000								0
Oak Ridge Avenue (Mountain to Elm)						150,000			150,000
Open Space Management	40,000		35,000		35,000				70,000
Park Avenue			250,000						250,000
Pearl Street						200,000			200,000
Pedestrian Safety Improvement Project	150,000		150,000		150,000				300,000
Prospect Street					500,000				500,000
Public Works Paving Program (2019 Henry, Risk & Park Pl)	100,000	125,000	150,000	150,000	150,000	150,000			725,000

2020 Capital Budget	Approved	Requested	Future Years					Prospective Projects	2020-2025 Total
	2019	2020	2021	2022	2023	2024	2025		

Department of Community Services

Infrastructure (continued)

Regulatory & Warning Sign Replacement	15,000	15,000	15,000	15,000	15,000				60,000
Ridgedale Road			175,000						175,000
Sidewalk Infrastructure Project		150,000							150,000
Storm Water Requirements	5,000	5,000	5,000	5,000	5,000				20,000
Sweetbriar Road						250,000			250,000
Traffic Calming Measures	50,000	50,000	50,000	50,000	50,000	50,000			250,000
Traffic Signal Upgrade Program	50,000	200,000		50,000					250,000
Tulip Street (Mountain to Ashland)			350,000						350,000
Unimproved Road Upgrades (Larned, Stanley)		100,000							100,000
Wallace Road Improvements									0
West End Avenue		400,000							400,000
Westminister Road		200,000							200,000
Subtotal DCS Infrastructure	\$ 2,110,000	\$ 2,545,000	\$ 2,220,000	\$ 2,095,000	\$ 2,305,000	\$ 2,250,000	\$ 0	\$ 0	\$ 11,415,000

Vehicle/Equipment

Replace Jeep Wrangler4WD w/Plow #102	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000
Replace 4WD Vehicle #310									0
Replace Tandem Axle Dump Truck w/Plow #13					200,000				200,000
Replace SA Dump Truck 5-7CY w/Plow #12 #14 #15 #42		175,000		175,000		180,000			530,000
Replace F550 Traffic Truck w/Bucket #45							140,000		140,000
Replace F450 4WD Mason Dump w/Plow #47						90,000			90,000
Replace F250 4WD Pickup w/Plow #99 #105				50,000			50,000		100,000
Replace F350 4WD Pickup w/Plow #90		50,000				52,000			102,000
Replace F450 4WD Rack Body Truck w/Plow #56				65,000					65,000
Replace 2008 Trash Transfer Trailers #79			100,000	100,000		100,000	100,000		400,000
Replace 2007 Volvo Trash Transfer Tractors #72			160,000						160,000
Replace Rear Packer Garbage Truck 20CY #63	90,000			205,000					205,000
Replace Rear Packer Garbage Truck 25CY #64			280,000		285,000		290,000		855,000
Replace Front End Loaders/Backhoes #83	230,000			128,000					128,000
Repalce Golf Course Mntn Equip #168 #171 #177 #178 #179			60,000			70,000			130,000
Replace Mech Conveyor System Street Sweeper #519		50,000					275,000		325,000
Replace 185 CFM Trailered Air Compressor #50						38,000			38,000
Replace 1994 Ingersoll Rand Light Tower #54									0
Replace Salt Spreaders 5-6CY #29 #30 #32 #34					80,000				80,000
Replace Salt Spreader 3CY									0
Replace Salt Brine Applicator									0
Replace Sprayer Turf 175 Gallon w/ Foam #110						44,000			44,000
Replace Asphalt Paving Machine #25						180,000			180,000
Replace Asphalt Rollers #21	50,000			130,000					130,000
Replace Snow Loader #166							140,000		140,000
Replace Street Painter			20,000						20,000
Replace 72" Mower #152 #154 #155			32,000			32,000			64,000
Replace Yard Jockey Tractor TS #73						110,000			110,000
Replace Hot Tar Crack Filler, Trailer Mount						95,000			95,000

2020 Capital Budget PROJECT SUMMARY	Approved	Requested	Future Years					Prospective Projects	2020-2025 Total
	2019	2020	2021	2022	2023	2024	2025		

Department of Community Services

Vehicle/Equipment (continued)

Replace Compost/Topsoil/Sweepings Screener		50,000								50,000
Replace Compost Window Turner										0
Replace Field Line Painter #186 #187										0
Subtotal DCS Vehicles and Equipment	\$ 370,000	\$ 325,000	\$ 652,000	\$ 923,000	\$ 785,000	\$ 1,096,000	\$ 995,000	\$ 0	\$ 4,776,000	

DCS Buildings

City Hall Building Maintenance	\$ 0	\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 225,000
City Hall Electrical Upgrades	15,000		25,000						25,000
City Hall Carpet Replacement Program									0
City Hall HVAC (Water Cooling Tower)									0
City Hall HVAC (Chiller Replacement)	165,000								0
City Hall HVAC (Internal Upgrades)			50,000	25,000		25,000			100,000
City Hall Elevator Upgrade/Jack Replacement		60,000							60,000
DPW 41 Chatham Road Building Maintenance	30,000	30,000	30,000	30,000	30,000	30,000	30,000		180,000
DPW 41 Chatham Road Roof Replacement (Main Bldg)									0
DPW 41 Chatham Road Roof Replacement (G&T Bldg)	90,000								0
DPW 41 Chatham Road Spreader Rack Upgrade									0
DPW 41 Chatham Road Facility Renovation		25,000		1,500,000					1,525,000
DPW 41 Chatham Road Salt Dome Replacement				75,000					75,000
Brine Machine Upgrades		25,000							25,000
Transfer Station Building Maintenance	30,000	30,000	30,000	30,000	30,000	30,000	30,000		180,000
Transfer Station Compactor		80,000							80,000
Transfer Station Packer Upgrade		25,000		15,000	500,000				540,000
Transfer Station Remediation/Redevelopment LSRP	25,000		750,000						750,000
Transfer Station Siding/Shell Replacement	100,000	125,000	225,000						350,000
Village Green Improvements				500,000					500,000
Subtotal DCS Buildings	\$ 455,000	\$ 475,000	\$ 1,110,000	\$ 2,250,000	\$ 560,000	\$ 160,000	\$ 60,000	\$ 0	\$ 4,615,000

DEPARTMENT OF COMMUNITY SERVICES TOTAL

\$ 2,935,000	\$ 3,345,000	\$ 3,982,000	\$ 5,268,000	\$ 3,650,000	\$ 3,506,000	\$ 1,055,000	\$ 0	\$ 20,806,000
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Technology

DCS Software	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
DCS GIS					50,000				50,000
DCS City Hall Building Security Keycard Access	10,000								0
DPW 2-Way Radio Update and Conversion	70,000								0
Subtotal Technology	\$ 80,000	\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000

TOTAL CITY PROJECTS

\$ 16,960,500	\$ 4,189,500	\$ 6,640,000	\$ 7,038,500	\$ 6,943,000	\$ 4,218,000	\$ 1,698,850	\$ 1,000,000	\$ 30,727,850
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2020 Capital Budget	Approved	Requested	Future Years					Prospective Projects	2020-2025 Total
	2019	2020	2021	2022	2023	2024	2025		

UTILITY PROJECTS

Parking Services Utility

Parking Deforest Shelters/Canopies	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Broad Street Garage Rehab Project			500,000						500,000
Vehicle Replacement									0
Tier Garage Rehab Project					500,000				500,000
Parking Lot Maintenance	50,000	50,000	50,000	50,000	50,000	50,000	150,000		400,000
Parking Garage		0							0
Parking Services Utility Totals	\$ 100,000	\$ 50,000	\$ 550,000	\$ 50,000	\$ 550,000	\$ 50,000	\$ 150,000	\$ 0	\$ 1,400,000

Sewer Utility

General - Infrastructure

TV Inspection & Line Cleaning Project	\$ 0	\$ 175,000	\$ 0	\$ 200,000	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 600,000
Sewer Lining	25,000			75,000					75,000
Spot Repairs		50,000		50,000		50,000			150,000
GIS mapping & updates	7,500		7,500		10,000				17,500
Trunkline Maintenance & Repairs			50,000			50,000			100,000
Force Main Valve Upgrades	25,000	25,000	25,000				25,000		75,000
Infiltration & Inflow Projects		25,000				25,000			50,000
SCADA Monitors Office Updates	15,000								0
DPW 41 Chatham Road Sewer Jet Garage Extension	65,000								0
2-Way Radio Update and Conversion	40,000								0
Subtotal General Routine Infrastructure	\$ 177,500	\$ 275,000	\$ 82,500	\$ 325,000	\$ 10,000	\$ 350,000	\$ 25,000	\$ 0	\$ 1,067,500

Sewer Utility

Capital Projects

Broad Street Trunk line			\$ 25,000		\$ 0	\$ 25,000		\$ 0	\$ 50,000
West End Avenue	25,000			350,000					350,000
Division Avenue & Blackburn Road			250,000						250,000
Priority Spot Repairs & Investigation		50,000		100,000		100,000			250,000
Out year Projects					100,000		350,000		450,000
Subtotal Sewer Capital Projects	\$ 25,000	\$ 50,000	\$ 275,000	\$ 450,000	\$ 100,000	\$ 125,000	\$ 350,000	\$ 0	\$ 1,350,000

Equipment

Equipment #41 F350 4WD Oicjuo w/plow #41	\$ 49,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Equipment #43 5CY Dump w/Plow			195,000						195,000
Equipment #47 F450 4WD Mason Dump w/Plow	70,000					90,000			90,000
Equipment #49 Backhoe Replacement		150,000							150,000
Equipment #210 4x4 Utility Vehicle		35,000							35,000
Equipment #310 4x4 Utility Vehicle						40,000			40,000
Equipment #555 Sewer Utility Box Truck									0
Subtotal Sewer Infrastructure	\$ 119,000	\$ 185,000	\$ 195,000	\$ 0	\$ 0	\$ 130,000	\$ 0	\$ 0	\$ 510,000

2020 Capital Budget	Approved	Requested	Future Years					Prospective Projects	2020-2025 Total
	2019	2020	2021	2022	2023	2024	2025		
<u>PROJECT SUMMARY</u>									

UTILITY PROJECTS (continued)

JMEUC - Capital Contribution

Capital Plan	\$ 0	\$ 0	\$ 973,073	\$ 0	\$ 0	\$ 891,984	\$ 0	\$ 0	1,865,057
Flood Mitigation Plan									0
Subtotal JMEUC Capital Contribution	\$ 0	\$ 0	\$ 973,073	\$ 0	\$ 0	\$ 891,984	\$ 0	\$ 0	\$ 1,865,057

SEWER UTILITY TOTALS

	\$ 421,500	\$ 710,000	\$ 1,600,573	\$ 850,000	\$ 135,000	\$ 1,591,984	\$ 500,000	\$ 0	\$ 5,387,557
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TOTAL CITY & UTILITY PROJECTS

	\$ 17,482,000	\$ 4,949,500	\$ 8,790,573	\$ 7,938,500	\$ 7,628,000	\$ 5,859,984	\$ 2,348,850	\$ 1,000,000	\$ 37,515,407
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